



## Policy and Resources Committee

**Date:** THURSDAY, 6 SEPTEMBER 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)	Deputy Joyce Nash
Randall Anderson (Ex-Officio Member)	Graham Packham (Ex-Officio Member)
Deputy Douglas Barrow	Alderman William Russell
Sir Mark Boleat	Alderman Baroness Scotland (Ex-Officio Member)
Deputy Keith Bottomley	John Scott (Chief Commoner) (Ex- Officio Member)
Alderman Charles Bowman (Ex- Officio Member)	Deputy Dr Giles Shilson
Tijs Broeke	Jeremy Simons (Ex-Officio Member)
Henry Colthurst	Sir Michael Snyder
Alderman Peter Estlin	Deputy John Tomlinson
Marianne Fredericks	Mark Wheatley
Deputy Jamie Ingham Clark	Deputy Philip Woodhouse
Deputy Edward Lord	Alderman Sir David Wootton
Alderman Ian Luder	

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

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

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To consider minutes as follows:-

- a) To agree the public minutes of the meeting held on 5 July 2018.

**For Decision**  
(Pages 1 - 12)

- b) To note the draft public minutes of the Resource Allocation Sub-Committee meeting held on 5 July 2018.

**For Information**  
(Pages 13 - 18)

- c) To note the draft public minutes of the Projects Sub-Committee meeting held on 18 July 2018.

**For Information**  
(Pages 19 - 28)

- d) To note the draft public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 25 July 2018.

**For Information**  
(Pages 29 - 38)

4. **RESOLUTION FROM THE ESTABLISHMENT COMMITTEE**

To receive a resolution from the Establishment Committee concerning the creation of sub-committees.

**For Information**  
(Pages 39 - 40)

5. **APPOINTMENT OF CoLAT COMPANY MEMBER**

Report of the Town Clerk.

**For Decision**  
(Pages 41 - 42)

6. **THE TOWER REMEMBERS 2018: REQUEST FOR FUNDING FROM HISTORIC ROYAL PALACES**

Report of the Assistant Town Clerk and Culture Mile Director.

**For Decision**  
(Pages 43 - 50)

7. **BANK ON SAFETY**  
Report of the Director of the Built Environment.  
*N.B. – Appendices circulated as part of a separate agenda pack.*  
**For Decision**  
(Pages 51 - 70)
8. **BEECH STREET: TRANSPORT AND PUBLIC REALM IMPROVEMENTS**  
Report of the Director of the Built Environment.  
**For Decision**  
(Pages 71 - 94)
9. **ANTI-TERRORISM TRAFFIC REGULATION ORDER: 2017 REVIEW**  
Report of the Director of the Built Environment.  
**For Information**  
(Pages 95 - 104)
10. **CORPORATE VOLUNTEERING STRATEGY**  
Report of the Town Clerk.  
**For Decision**  
(Pages 105 - 120)
11. **SOCIAL MOBILITY STRATEGY**  
Report of the Chief Grants Officer and Director of the City Bridge Trust.  
**For Decision**  
(Pages 121 - 144)
12. **DIGITAL SKILLS STRATEGY**  
Joint report of the Director of Community & Children’s Services and the Director of Economic Development.  
**For Decision**  
(Pages 145 - 156)
13. **CULTURE MILE LEARNING**  
Report of the Director of the Museum of London.  
**For Decision**  
(Pages 157 - 168)
14. **INDO-BRITISH ALL-PARTY PARLIAMENTARY GROUP SPONSORSHIP**  
Joint report of the Remembrancer and the Director of Economic Development.  
**For Decision**  
(Pages 169 - 170)
15. **EUROPEAN BANK FOR RECONSTRUCTION AND DEVELOPMENT DINNER**  
Report of the Director of Economic Development.  
**For Decision**  
(Pages 171 - 172)

16. **EVENT AND PUBLICATION SPONSORSHIP: CENTRE FOR LONDON AND FABIAN SOCIETY**  
Report of the Director of Communications.  
**For Decision**  
(Pages 173 - 176)
17. **REVENUE OUTTURN 2017/18**  
Joint report of the Town Clerk, Chamberlain and Remembrancer.  
**For Information**  
(Pages 177 - 184)
18. **POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY**  
Report of the Chamberlain.  
**For Information**  
(Pages 185 - 196)
19. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**  
Report of the Town Clerk.  
**For Information**  
(Pages 197 - 200)
20. **LONDON LIVING WAGE CAMPAIGN**  
Report of the Director of Economic Development (TO FOLLOW).  
**For Decision**
21. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
22. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
23. **EXCLUSION OF THE PUBLIC**  
MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.  
**For Decision**

### **Part 2 - Non-Public Agenda**

24. **NON-PUBLIC MINUTES**  
To consider non-public minutes of meetings as follows:-
- a) To agree the non-public minutes of the meeting held on 5 July 2018.  
**For Decision**  
(Pages 201 - 204)
- b) To note the draft non-public minutes of the Resource Allocation Sub-Committee meeting held on 5 July 2018.  
**For Information**  
(Pages 205 - 208)

- c) To note the draft non-public minutes of the informal away day of the Resource Allocation Sub-Committee held on 6 and 7 July 2018.

**For Information**  
(Pages 209 - 216)

- d) To note the draft non-public minutes of the Projects Sub-Committee meeting held on 18 July 2018.

**For Information**  
(Pages 217 - 226)

- e) To note the draft non-public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 25 July 2018.

**For Information**  
(Pages 227 - 228)

25. **GRESHAM COLLEGE FUNDING REVIEW**

Report of the Town Clerk.

**For Decision**  
(Pages 229 - 232)

26. **GREEN FINANCE INSTITUTE**

Report of the Director of Economic Development.

**For Decision**  
(Pages 233 - 238)

27. **STRATEGIC MARKETS REVIEW**

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

**For Decision**  
(Pages 239 - 276)

28. **20/21 ALDERMANBURY**

Report of the City Surveyor.

*N.B. - To be considered in conjunction with a resolution of The City Bridge Trust Committee and various appendices circulated as part of a separate appendices pack.*

**For Decision**  
(Pages 277 - 302)

29. **GUILDHALL EVENT CHAIRS**

Report of the City Surveyor.

**For Decision**  
(Pages 303 - 320)

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**

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## POLICY AND RESOURCES COMMITTEE

Thursday, 5 July 2018

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 5 July 2018 at 1.45 pm

### Present

#### Members:

Deputy Catherine McGuinness (Chairman)  
Simon Duckworth (Deputy Chairman) (*in the Chair for Items 4 and 12*)  
Christopher Hayward (Vice-Chair)  
Randall Anderson (Ex-Officio Member)  
Sir Mark Boleat  
Deputy Keith Bottomley  
Tijs Broeke  
Henry Colthurst  
Marianne Fredericks  
Deputy Jamie Ingham Clark  
Deputy Edward Lord  
Alderman Ian Luder  
Deputy Joyce Nash  
Graham Packham (Ex-Officio Member)  
Alderman William Russell  
John Scott (Chief Commoner) (Ex-Officio Member)  
Deputy Dr Giles Shilson  
Jeremy Simons (Ex-Officio Member)  
Sir Michael Snyder  
Deputy John Tomlinson  
Deputy Philip Woodhouse  
Alderman Sir David Wootton

#### In attendance:

Deputy David Bradshaw  
Mary Durcan  
John Fletcher  
Alderman Alison Gowman  
Deputy Tom Hoffman  
Michael Hudson  
Vivienne Littlechild  
Barbara Newman

#### Officers:

John Barradell - Town Clerk and Chief Executive  
Peter Lisley - Assistant Town Clerk & Culture Mile Director  
Angela Roach - Assistant Town Clerk & Director of Member Services  
Peter Kane - The Chamberlain  
Michael Cogher - Comptroller and City Solicitor  
Paul Double - City Remembrancer

Paul Wilkinson	- City Surveyor
Carolyn Dwyer	- Director of Built Environment
Chrissie Morgan	- Director of Human Resources
Damian Nussbaum	- Director of Economic Development
Bob Roberts	- Director of Communications
Simon Cribbens	- Assistant Director, Department of Community & Children's Services
Ian Hughes	- Assistant Director, Department of the Built Environment
Nigel Lefton	- Assistant Director, Remembrancer's Office
Jeremy Blackburn	- Head of Relationships & Networks, Mansion House
Eugenie de Naurois	- Head of Corporate Affairs
Robert Wright	- Chief Inspector, City of London Police
Philip Everett	- Town Clerk's Department
Greg Moore	- Town Clerk's Department

## 1. **APOLOGIES**

Apologies were received from Deputy Doug Barrow, the Rt. Hon. The Lord Mayor Alderman Charles Bowman, Alderman Peter Estlin, Jeremy Mayhew, Deputy Tom Sleigh (Vice Chairman) and Mark Wheatley.

The Chairman took the opportunity to thank Lord Mountevans, whose term on the Court had come to an end the previous day, for his many contributions to the work of the Policy and Resources Committee and the City Corporation over the past several years.

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

Deputy Catherine McGuinness declared a potential pecuniary interest in respect of Item 12 by virtue of her ownership of a property at Bryer Court, Barbican, advising that she would withdraw from the meeting and the Deputy Chairman would take the Chair for consideration of this item. Deputy Joyce Nash and Deputy John Tomlinson declared similar but non-pecuniary interests as residents of the Barbican Estate.

The following Members declared an interest in respect of Item 4, noting whether they had received dispensations to speak as follows:

- Randall Anderson
- Vivienne Littlechild
- Alderman Ian Luder
- Deputy Catherine McGuinness
- Deputy John Tomlinson

The Comptroller & City Solicitor spoke at length to provide clear guidance on the matter of dispensations and the requirements of the Localism Act, drawing reference to the case of Councillor Flower of Dorset County Council, who had been prosecuted for a breach of the Act. His firm advice to Members in doubt



was that they should err on the side of caution, but, ultimately, the decision was one for Members. The Chairman asked that the advice provided be circulated to the Committee following the meeting.

Several Members spoke to express their concerns about the City's application of the requirements and the difficulties of some Members in effectively representing their constituents, suggesting that the approach was not consistent with that taken by other local authorities. The Comptroller observed that other local authorities were not always good comparators for the City Corporation as they often operated under executive arrangements; equally, the Barbican Estate was not a local authority housing estate and thus comparisons made might not have been like-for-like. With reference to the particular concerns relating to the Barbican Residential Committee, he advised that this specialised Committee had an element of conflict by its very nature, due to the way it was composed and the requirements of the Act. This was not a problem in and of itself, provided that Members sought and obtained dispensations pursuant to the Act. Advice from leading Counsel had been sought and it was clear that a conflict would exist in this case; therefore, Members were advised to seek dispensations.

It was suggested that the Standards Committee should be asked to look at the question of dispensations and the processes by which they were granted, taking external advice to ensure a fully informed position was reached. Following this, it would be important to hold training or a workshop session for affected Members to provide full clarity on the issue in order to mitigate against future difficulties. It was noted that Members of the Standards Committee had informally discussed the establishment of a Working Party to consider this issue and would be progressing the matter in the coming months.

### **3. MINUTES**

- a) The public minutes of the meeting of the Policy and Resources Committee held on 7 June 2018 were approved.
- b) The draft public minutes of the Courts Sub-Committee meeting held on 11 June 2018 were noted.
- c) The draft public minutes of the Projects Sub-Committee meeting held on 13 June 2018 were noted.
- d) The public summary report of the meeting of the Culture Mile Working Party held on 14 June 2018 was noted.
- e) The draft public minutes of the Resource Allocation Sub-Committee meeting held on 19 June 2018 were noted.

### **4. REVIEW OF HOUSING GOVERNANCE**

*The Deputy Chairman took the Chair for consideration of this item.*

The Committee considered a report of the Town Clerk examining the current structures in place around housing governance and presenting a range of initial

options for consideration in respect of a future direction for the City Corporation's housing governance arrangements.

Michael Hudson, the newly-elected Chairman of the Barbican Residential Committee, was invited to address the Committee. He outlined the activity which he had undertaken since taking on the Chairmanship, consulting with various parties to identify potential solutions to specific concerns relating to that Committee's composition and difficulties experienced by some Members of the Committee with respect to dispensations. He suggested that it would be appropriate for his Committee to take an initial view on the matter so as to inform any future consideration by the Policy and Resources Committee. Members agreed that this would be prudent, observing that other Committees which might be affected, such as the Community & Children's Services Committee and the Property Investment Board, should also be consulted.

It was agreed that, given the clear need for other Committees to take an initial view on the matter, this paper had been presented precipitately and that consideration should be deferred until the autumn, once the views of the other affected Committees were known and the proposals had been refined accordingly.

RESOLVED: That the report be deferred.

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

The Committee considered a report of the Town Clerk concerning proposed amendments to the terms of reference of the Standards Committee and the Board of Governors of the Guildhall School of Music & Drama.

RESOLVED: That the proposed amendments to terms of reference, as set out in the report, be approved.

6. **LOCAL GOVERNMENT PENSIONS BOARD - REVISION TO TERMS OF APPOINTMENT**

The Committee considered a report of the Town Clerk proposing an extension to the term of an incumbent Member on the Local Government Pensions Board, to facilitate the staggering of terms of membership on the Board.

RESOLVED: That the Court of Common Council be recommended to extend the term of James Tumbridge on the Local Government Pensions Board by a period of two years, to expire in April 2021, to facilitate a staggering of membership and offer sufficient overlap between elected Members on the Board moving forwards.

7. **THERE BUT NOT THERE - NATIONAL ARMISTICE PROJECT**

The Committee considered a joint report of the Town Clerk and Remembrancer proposing corporate sponsorship of the 'There But Not There' National Armistice project.

RESOLVED: That approval be given to a donation of £15,000 to the Charity 'Remembered' to be met out of the Committee's 2018/19 Policy Initiatives Fund, categorised under 'Promoting the City' and charged to City's Cash.

8. **CULTURE MILE STRATEGY, 2018-28**

The Committee considered a report of the Assistant Town Clerk & Culture Mile Director proposing the adoption of a Culture Mile Strategy for 2018-23.

RESOLVED: That the process for developing the Strategy be noted and that the Strategy be approved for adoption as appended to the report.

9. **RESPONSIBLE BUSINESS STRATEGY, 2018-23**

The Committee considered a joint report of the Chamberlain and the Chief Grants Officer & City Bridge Trust Director proposing the adoption of a Responsible Business Strategy for 2018-23.

RESOLVED: That the Responsible Business Strategy 2018-23 be approved as set out at Appendix 1.

10. **HOUSING DELIVERY**

The Committee considered a joint report of the City Surveyor and the Director of Community & Children's Services setting out the Housing Delivery Programme Working Group's proposal of the adoption of an additional policy to identify other housing opportunities, as well as to resource the development of these options and commit in principle to investment in such options.

Members were reminded that the commitment made previously had been explicit in referring to 3,700 homes being delivered on City Corporation-owned land. The suggestion being made was that this policy be altered to allow for other land to be looked at, with it noted that Members should be conscious of this change in approach should they agree to proceed.

Several Members spoke to support the proposal for collaboration or partnership with other parties to be explored, noting however that each individual proposal would need to be considered on its own merits. It was also noted that the City Corporation was not a commercial housing developer and lacked the expertise to seek to operate in this fashion, with Members also observing the difficulties often associated with housing developments in London due to various planning restrictions or requirements. A Member also spoke to make clear they would oppose any proposed development on greenbelt sites.

RESOLVED: That Members:-

- 1) note the challenges to delivering the existing policy of 3,700 additional homes by 2025;
- 2) approve the development of an additional policy and options to increase the supply of new homes beyond the use of its own sites, including:
  - a. approval in principle to the allocation of resources for future investment;

- b. noting the potential and range options and opportunities set out in the report;
  - c. approval of resources of up to £100,000 from City Cash to provide expertise and capacity to develop and propose costed options for delivery; and
- 3) amendments to the Terms of Reference of the Housing Programme Delivery Working Group as set out in the report.

**11. CITY MENTAL HEALTH CENTRE**

The Committee considered a report of the Director of Community & Children's Services concerning proposals to deliver mental health centre in the Square Mile, to deliver a range of clinical treatments to tackle mental ill health amongst workers and the resident population.

It was noted that this report had been withdrawn from the meeting of the Resource Allocation Sub-Committee earlier that day due to an outstanding query concerning the allocation of Community Infrastructure Levy funds. A further report would be submitted to that Sub-Committee in due course.

RESOLVED: That approval be given to:

- 1) funding of £32,000 to compensate the Housing Revenue Account (HRA) for void losses (of which £16,000 was committed at risk); and,
- 2) funding of up to £192,000 to enable a maximum of two shop units from the HRA to be provided rent free for three years.

**12. BEECH STREET: TRANSPORT AND PUBLIC REALM IMPROVEMENTS**

*The Deputy Chairman took the Chair for consideration of this item. Deputy Catherine McGuinness withdrew from the meeting whilst the item was considered.*

The Committee considered a report of the Director of the Built Environment concerning transportation and public realm improvements in the Beech Street area.

Members were advised that this item had been substantively withdrawn, following consideration by the Streets & Walkways Sub-Committee on 3 July 2018 where Members had rejected the proposals as outlined in the report.

The resolution of the Streets & Walkways Sub-Committee meeting held on 3 July 2018 was subsequently tabled, alongside revised recommendations limiting the proposals to funding relating to the structures investigation element of the project and requesting that a revised report be submitted to the next meeting which examined the options around commissioning either a limited Beech Street area traffic model or a City-wide traffic model. It was noted that the Resource Allocation Sub-Committee had supported the approach recommended by the Streets & Walkways Sub-Committee and the Policy & Resources Committee was asked to endorse this position.

RESOLVED: That approval be given to:-

- 1) an increase in the estimated project budget of £98,402 to £218,927 to fund the structures investigations to Gateway 4 and the City-wide model investigation until the next update report in September;
- 2) the allocation of £98,402 of Public Realm and Local Transport Improvement CIL funds to fund the structures investigation element of the project to Gateway 4. (*N.B. - this was the total for structures work as set out in Appendix 4 of the original report , i.e. £18,402 structures team staff costs + £80,000 structures consultant fees*); and
- 3) the delegation of authority for any adjustments between elements of the £218,927 required budget to the Director of the Built Environment, in conjunction with the Chamberlain, provided the total approved budget of £218,927 was not exceeded and the scope remained unchanged.

**13. MIPIM PROPERTY CONFERENCE 2018/19**

The Committee considered a joint report of the City Surveyor and the Director of the Built Environment providing an update on the City of London Corporation's activities at the MIPIM property exhibition in March 2018 and seeking approval for attendance at MIPIM 2019.

RESOLVED: That:-

- 1) the additional cost of attending MIPIM 2018 be noted; and
- 2) that the approval be given for the City of London Corporation to attend MIPIM 2019 with a total budget of £94,000.

**14. PROGRESS ON GIGABIT CITY PROGRAMME**

The Committee considered a report of the Director of the Built Environment providing an update on the progress of the Gigabit City programme, which aimed to improve wired and wireless connectivity in the Square Mile. The report responded to the resolution passed by the Annual Wardmote of the Ward of Aldgate on the 22<sup>nd</sup> March 2018, referred to the Policy and Resources Committee for action.

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

**15. RESOURCING DIVERSITY AND BUSINESS ENGAGEMENT**

Members considered a report of the Director of Human Resources seeking resource to establish the post of Diversity and Business Engagement Manager and support the City Corporation's wider equalities diversity and inclusion work.

In response to Members' queries concerning the role and the importance of embedding equalities and inclusion across the organisation, the Chairman of the Establishment Committee observed that fully achieving this would take time and clarified that this role was intended to assist in achieving that aim.

RESOLVED: That approval be given to:-

- 1) a budget uplift of £66,000 for a Diversity and Business Engagement Manager (on a pro-rata basis for 2018/19);
- 2) 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;
- 3) a budget uplift for the annual membership to Stonewall Diversity Champions and event attendance of £4,000;
- 4) a one-off budget uplift to fund £6,250 for a diversity entry at the Lord Mayor's Show; and
- 5) 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.

**16. CLOSURE OF CITY CAREERS OPEN HOUSE AND CITY OF LONDON BUSINESS TRAINEESHIP PROGRAMMES**

The Committee considered a report of the Director of Economic Development proposing the closure of two employability programmes, the City Careers Open House and the City of London Business Traineeship, at the end of their current contract cycle.

RESOLVED: That the closure of the City Careers Open House and the City of London Business Traineeship programmes at the end of their current contract cycles be approved.

**17. CITY WEEK 2019 EVENT SPONSORSHIP**

The Committee considered a report of the Director of Economic Development proposing continued high-level involvement with the annual City Week event, organised by City and Financial Global taking place in May 2019.

RESOLVED: That the provision of £25,000 from the 2019/20 Policy Initiatives Fund be approved, categorised under 'Events' and charged to City's Cash, in order to finance the City's sponsorship of the 9th City Week annual conference.

**18. LORD MAYOR'S SHOW 2018 - FIREWORKS DISPLAY**

The Committee considered a joint report of the Director of Communications and the Director of the Built Environment concerning the fireworks display associated with the Lord Mayor's Show.

A representative of the City of London Police was in attendance, who outlined the various concerns held by the Force in respect of health and safety concerns. These were primarily due to the need to balance the competing demands of establishing requisite hostile vehicle mitigation (HVM) measures in view of the national terror threat level, whilst also allowing sufficient ingress and egress routes to counter the risk of over-crowding and associated crushing in the event of an incident. Significant additional resource would be necessary to manage this risk and, even with this resource, due to the short period of planning time remaining until the proposed event the City Police would still retain real concerns from a public safety perspective.

The Assistant Director of the Built Environment also spoke to outline the requirements in terms of road closures and traffic implications, noting that Westminster City Council's clear direction was that they would not authorise road closures on the scale of last year's event, due to the disruption caused. However, as a consequence of the increased HVM and footprint required to offset the issues highlighted by the City Police, a greater scale of road closures would ultimately be required to facilitate the event. The Assistant Town Clerk & Culture Mile Director also took the opportunity to outline the extensive activity undertaken in the lead-up to last year's Show, where the continually evolving situation in respect of competing HVM and crowd safety requirements had resulted in the Show almost being cancelled at the eleventh hour, despite the larger footprint.

In response to questions, it was advised that relocating the fireworks to Tower Bridge had been assessed as not being a feasible option due to the smaller capacity and footprint available at the location, as well as traffic implications associated with necessary closures of Tower Bridge. As that Bridge was one of the primary mechanisms through which traffic in London was kept flowing throughout the Lord Mayor's Show, to also close this major artery at the same time would have extensive traffic implications.

Following debate, Members were clear that there was no alternative but to cancel the fireworks this year due to the significant health and safety concerns and the primacy of public safety in relation to any plans to celebrate the day. Notwithstanding this, however, Members expressed their significant discontent that they were being effectively forced into this decision at this late stage, particularly given that this was an annual event and therefore it should have been possible to plan properly and present options to Members at an earlier stage. Officers were instructed to begin exploring proposals for a possible 2019 display with immediate effect, to provide sufficient time for all requisite City Police and other officer input. This would facilitate early consideration of options and help to ascertain what might be possible to deliver safely.

It was also agreed that the funding which had previously been allocated for this year's fireworks show should be rolled over to 2019. Members noted that high-level political contact might be required with Westminster City Council, Transport for London and other partners ahead of any potential event.

RESOLVED: That:-

- 1) the fireworks display associated with the Lord Mayor's Show be cancelled for 2018;
- 2) the funding allocated for the 2018 fireworks display be rolled-over to 2019; and
- 3) officers be instructed to begin exploring immediately the possibility of a whether a 2019 fireworks display could be delivered safely.

19. **EVENTS PARTNERSHIP WITH THE STRAND GROUP, KING'S COLLEGE LONDON**

The Committee considered a report of the Director of Communications proposing a two-year partnership with the Strand Group centred around a series of events focused on HM Treasury as an institution and topics of interest to both the government and the City Corporation.

RESOLVED: That the funding of three events in partnership with the Strand Group be approved at a cost of £25,000 per annum for two years, to be met from the Committee's Policy and Initiatives Fund for 2018/19 and 2019/20, categorised under Events and charged to City's Cash.

20. **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.

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

The Committee received a report of the Town Clerk advising of two decisions taken under urgency procedures since the last meeting.

RESOLVED: That the report be received and the actions taken under urgency procedures be noted.

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

There were two questions:

**London Living Wage**

In response to a question, it was confirmed that a report on the London Living Wage would be coming to the September meeting of the Committee.

**City Police Licensing Inspector**

A Member highlighted concerns about a staffing changes within the City Police which would mean that there was no longer a dedicated Licensing Inspector post. The Licensing Committee, at its 4 July 2018 meeting, had expressed its significant disquiet as to this change and the Member asked whether a rationale could be provided. It was suggested that either the Police Committee or the Commissioner of Police would be better placed to provide the clarification requested.

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

There were two urgent items:

**Request for Delegated Authority: London CIV**

The Committee considered a report of the Chamberlain which sought delegated authority in relation to the appointment of a shareholder representative to serve



on the London Local Government Pension Scheme Collective Investment Vehicle Ltd (reg no: 09136445) (the London CIV).

RESOLVED: That authority be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman to confirm the City of London Corporation's representative shareholder on the London CIV Ltd.

### **Gasworks at Victoria Embankment**

The Chairman of the Planning and Transportation Committee took the opportunity to remind Members of the programmed works that Transport for London, Thames Tideway and Cadent Gas had planned for a four- to six-week period on Victoria Embankment from early August, which would require a westbound closure and could therefore have traffic implications for the City. In addition, it had now been suggested that final works in 2019 could require a closure of the Embankment in both directions for up to six months. Consequently, he wished to alert Members to this proposal given that such a closure was unprecedented for that location and could have major consequences on traffic in much of Central London, as well as requiring a moratorium on all other major planned works elsewhere in the City.

The Chairman advised that, now that City officers were aware of this possibility, he had instructed them to vigorously challenge the basis on which TfL, Tideway and Cadent wished to proceed next year. He added that he would endeavour to update all Members on the outcome of this challenge once more information became available.

#### **24. 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>
25 – 31	3
32	4

#### **25. NON-PUBLIC MINUTES**

- a) The non-public minutes of the Policy and Resources Committee meeting held on 7 June 2018 were approved.
- b) The draft non-public minutes of the Courts Sub-Committee meeting held on 11 June 2018 were noted.
- c) The draft non-public minutes of the Projects Sub-Committee meeting held on 13 June 2018 were noted.
- d) The draft non-public minutes of the Culture Mile Working Party meeting held on 14 June 2018 were noted.

- e) The draft non-public minutes of the Resource Allocation Sub-Committee meeting held on 19 June 2018 were noted.
26. **HOUSING DELIVERY: NON-PUBLIC APPENDICES**  
The Committee received the non-public appendices relating to Item 10 (Housing Delivery).
27. **MUSEUM OF LONDON RELOCATION – PROJECT UPDATE**  
The Committee considered and approved a report of the Town Clerk concerning the ongoing Museum of London relocation project.
28. **CITY OF LONDON CORPORATION & CITY OF LONDON POLICE COMBINED IT STRATEGY - INITIAL 'SEED' FUNDING**  
The Committee considered and approved a joint report of the Chamberlain and Commissioner of Police which sought funding for activity in relation to the delivery of a combined IT strategy for the City Corporation and City Police.
29. **PROJECT FUNDING UPDATE**  
The Committee considered and approved a report of the Chamberlain concerning the allocation of central funding for projects and providing a summary of the approved allocations from provisions for new schemes.
30. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no questions.
31. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED.**  
There was one urgent item:
- Fleet Street Site**  
The Committee considered and approved proposals relating to a major building project in the Fleet Street area.
32. **PAY DEAL 2018-20**  
The Committee considered and approved a report of the Director of Human Resources concerning the proposed pay deal for staff for 2018-20.

**The meeting ended at 3.40 pm**

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Chairman

**Contact Officer: Gregory Moore**  
**tel. no.: 020 7332 1399**  
**gregory.moore@cityoflondon.gov.uk**

## RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Thursday, 5 July 2018

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 5 July 2018 at 12.00 pm

### Present

#### Members:

Deputy Catherine McGuinness (Chairman)  
Deputy Keith Bottomley  
Deputy Jamie Ingham Clark  
Henry Colthurst  
Simon Duckworth (*in the Chair for Item 4*)  
Marianne Fredericks  
Christopher Hayward  
Deputy Edward Lord  
Deputy Joyce Nash  
Deputy Dr Giles Shilson  
Sir Michael Snyder  
Deputy John Tomlinson  
Alderman Sir David Wootton

#### Officers:

John Barradell	- Town Clerk and Chief Executive
Peter Kane	- Chamberlain
Angela Roach	- Assistant Town Clerk & Director of Member Services
Peter Lisley	- Assistant Town Clerk & Culture Mile Director
Chrissie Morgan	- Director of Human Resources
Carolyn Dwyer	- Director of the Built Environment
Gregory Moore	- Town Clerk's Department
Emma Cunnington	- Town Clerk's Department
Dianne Merrifield	- Chamberlain's Department

#### 1. APOLOGIES

Apologies were received from Sir Mark Boleat, Alderman Peter Estlin, Jeremy Mayhew, and Deputy Tom Sleigh.

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

Deputy Catherine McGuinness declared a potential pecuniary interest in respect of Item 4 by virtue of her ownership of a property at Bryer Court (Barbican Estate), advising that the Deputy Chairman of the Policy & Resources Committee would take the Chair for consideration of this item. Deputy Joyce Nash declared a similar interest as a resident of Defoe House.

3. **MINUTES**

- a) The public minutes of the meeting held on 3 May 2018 were approved.
- b) The public minutes of the meeting held on 17 May 2018 were approved.
- c) The public minutes of the meeting held on 19 June 2018 were approved, subject to it being noted that Deputy Dr Giles Shilson had been present.

4. **BEECH STREET: TRANSPORT AND PUBLIC REALM IMPROVEMENTS**

*The Deputy Chairman took the Chair for consideration of this item.*

The Sub-Committee considered a report of the Director of the Built Environment concerning transportation and public realm improvements in the Beech Street area.

Members were advised that Item 4 had been substantively withdrawn, following consideration by the Streets & Walkways Sub-Committee on 3 July 2018 where Members had rejected the proposals as outlined in the report.

The resolution of the Streets & Walkways Sub-Committee meeting held on 3 July 2018 was subsequently tabled, alongside revised recommendations limiting the proposals to funding relating to the structures investigation element of the project and requesting that a revised report be submitted to the next meeting which examined the options around commissioning either a limited Beech Street area traffic model or a Citywide traffic model. The Resource Allocation Sub-Committee was asked to endorse the approach recommended by the Streets & Walkways Sub-Committee.

RESOLVED: That approval be given to:-

- An increase in the estimated project budget of £98,402 to £218,927 to fund the structures investigations to Gateway 4 and the City-wide model investigation until the next update report in September.
- The allocation of £98,402 of Public Realm and Local Transport Improvement CIL funds to fund the structures investigation element of the project to Gateway 4. *(N.B. - this was the total for structures work as set out in Appendix 4 of the original report , i.e. £18,402 structures team staff costs + £80,000 structures consultant fees).*
- The delegation of authority for any adjustments between elements of the £218,927 required budget to the Director of the Built Environment, in conjunction with the Chamberlain, provided the total approved budget of £218,927 was not exceeded and the scope remained unchanged.

5. **CITY MENTAL HEALTH CENTRE**

This item was withdrawn.

6. **RESOURCING DIVERSITY AND BUSINESS ENGAGEMENT**

Members considered a report of the Director of Human Resources seeking resource to establish the post of Diversity and Business Engagement Manager and support the City Corporation's wider equalities diversity and inclusion work.

In response to queries concerning the role of the Diversity and Business Engagement Manager, the Town Clerk clarified that dedicated resource was required to support the various staff networks and help equalities and inclusion activities become more deeply embedded across the organisation. Currently, staff were being required to divert time from their substantive posts to help manage these staff networks, which hampered their efficacy and was not sustainable in the longer term.

It was also confirmed that the proposal had the support of the Establishment Committee.

RESOLVED: That approval be given to:-

- a budget uplift of £66,000 for a Diversity and Business Engagement Manager (on a pro-rata basis for 2018/19);
- 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;
- a budget uplift for the annual membership to Stonewall Diversity Champions and event attendance of £4,000;
- a one-off budget uplift to fund £6,250 for a diversity entry at the Lord Mayor's Show; and
- 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.

**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 one item:

**Priorities Investment Pot (PIP) – Bids for Consideration**

The Sub-Committee considered a joint report of the Town Clerk and Chamberlain setting out the various bids for funding from the Priorities Investment Pot.

RESOLVED: That approval be given to the recommended PIP bids, as follows:-

- Town Clerk's – Access to Sensitive Records at LMA – £44,500
- Economic Development – Standalone Website to Promote London - £145,000
- Open Spaces – 5 bids
  - 1) Kenley Revival Legacy Officer – £49,900
  - 2) Future Car Parking at Burnham Beeches and City

- Commons – £130,000
- 3) Epping Forest's Licences, Leases and Wayleaves backlog – £100,300
- 4) Fundraising and Income Generation Officer – £81,000
- 5) Learning Programme Year 3 Supplementary Funding – £87,000
- Built Environment – Plastic Free City – £198,500
- Guildhall School – Multimedia Business Unit – Video Projection Mapping - £150,000
- Markets & Consumer Protection - Brexit Preparations – £25,000

9. **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>
10a - 12	3
15	2 & 3
16	4

10. **NON-PUBLIC MINUTES**

- a) The non-public minutes of the meeting held on 3 May 2018 were approved.
- b) The non-public minutes of the meeting held on 19 June 2018 were approved.

11. **PROJECT FUNDING UPDATE**

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

12. **CITY OF LONDON CORPORATION & CITY OF LONDON POLICE IT STRATEGY – INITIAL FUNDING REQUEST**

The Sub-Committee considered and approved a joint report of the Chamberlain and Commissioner of Police which sought funding for activity in relation to the delivery of a combined IT strategy for the City Corporation and City Police.

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

There were no questions.

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

There was one urgent item:

**Fleet Street Site**

The Sub-Committee considered and approved proposals relating to a major building project in the Fleet Street area.

15. **TO AGREE THE CONFIDENTIAL MINUTES OF THE SPECIAL MEETING OF THE SUB-COMMITTEE HELD ON 17 MAY 2018.**

The confidential minutes of the meeting held on 17 May 2018 were approved.

16. **PROPOSED PAY DEAL 2018-20**

The Sub-Committee considered and approved a report of the Director of Human Resources concerning the proposed pay deal for staff for 2018-20.

**The meeting ended at 12.40 pm**

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Chairman

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## PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Wednesday, 18 July 2018

**Minutes of the meeting of the Projects Sub (Policy and Resources) Committee held at the Guildhall EC2 at 11.00 am**

### **Present**

#### **Members:**

Deputy Keith Bottomley (Chairman)  
Deputy Jamie Ingham Clark (Deputy Chairman)  
Randall Anderson  
Nicholas Bensted-Smith  
Karina Dostalova

Anne Fairweather  
Christopher Hayward  
Andrew McMurtrie  
James Tumbridge  
Deputy Philip Woodhouse

#### **Officers:**

Peter Lisle	- Assistant Town Clerk & Culture Mile Director
Alistair MacLellan	- Town Clerk's Department
Rohit Paul	- Town Clerk's Department
Sarah Baker	- Town Clerk's Department
Mona Lewis	- Chamberlain's Department
Dianne Merrifield	- Chamberlain's Department
Ola Obadara	- City Surveyor's Department
Michael Radcliffe	- City Surveyor's Department
Nia Morgan	- City Surveyor's Department
Simon Glynn	- Department of the Built Environment
Iain Simmons	- Department of the Built Environment
Paul Monaghan	- Department of the Built Environment
Paul Murtagh	- Community & Children's Services Department
David Drane	- City of London Police
Gary Brailsford-Hart	- City of London Police
Pauline Weaver	- City of London Police
Martin Rodman	- Open Spaces Department
Darrell Lunt	- Barbican Centre

#### **1. APOLOGIES**

Apologies were received from Deputy Catherine McGuinness and Marianne Fredericks.

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

There were no declarations.

3. **MINUTES**

**RESOLVED**, that the public minutes and summary of the meeting held on 13 June 2018 be approved as an accurate record.

4. **OUTSTANDING ACTIONS**

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

**RESOLVED**, that the report be received.

5. **GATEWAY APPROVAL PROCESS**

**RESOLVED**, that the Gateway Approval Process be received.

6. **PROJECT MANAGEMENT OFFICE FORWARD PLAN**

**RESOLVED**, that the Project Management Office forward plan be received.

7. **PROJECT MANAGEMENT REVIEW UPDATE**

Members considered an update report of the Town Clerk regarding the Project Management Review and the following points were made.

- A Member welcomed the report and the commitment outlined therein regarding a refreshed approach to project contingency budgets.
- A Member noted that there appeared to be a disjoint between IT project programmes and the City's overall project gateway process and asked that this be reviewed as part of the ongoing Project Management review.
- In response to a comment from a Member that there appeared to be a degree of duplication between the project dashboards and project briefing, the Town Clerk advised that the project briefing was a one-off document produced at the start of a project whereas the project dashboard would be a live document that would accompany the project through each project gateway – therefore any duplication between the two would soon disappear.
- In response to a comment from a Member regarding the introduction of a fixed budget percentage contingency, the Chairman noted that a risk-based approach to contingency was the preferred way forward.
- In response to a comment from a Member, the Chairman confirmed that Members would be given the opportunity to scrutinise what level of contingency was granted to projects.
- Members approved the templates outlined within the report subject to them to be refined in practice following their introduction.

**RESOLVED**, that Members

- Approve the templates provided within the report, subject to any necessary refinement in practice;

- Note that a subsequent report will be produced for approval by the Policy and Resources Committee (post- August 2018 recess), incorporating a fully developed proposal for the implementation of contingency, expanding on the preferred option recommended by Projects Sub Committee, including proposed amendments to refine the Projects Procedures as part of the Project Management Review.

8. **GATEWAY 1/2/3/4 - LONDON BRIDGE WATERPROOFING AND BEARING REPLACEMENT**

Members considered a Gateway 1/2/3/4 (Regular) report of the Director of the Built Environment regarding London Bridge Waterproofing and Bearing Replacement and the following points were made.

- The Chairman noted that the funding for this project was in the Bridges Repair Funds 50-year plan and would be approved prior to Gateway 5.

**RESOLVED**, that Members

- Approve spend of £84,000 from the Bridge House Estates Funds to appoint AECOM (term consultants) and a bearing replacement contractor to prepare a specification for the bearing and waterproofing replacement.
- Approve that the procurement strategy is delegated to Chief Officer in conjunction with the Chamberlain.

9. **GATEWAY 5 - 2-6 CANNON STREET PUBLIC REALM IMPROVEMENTS - PHASE1**

Members considered a Gateway 5 (Regular) report of the Director of the Built Environment regarding 2-6 Cannon Street Public Realm Improvements – Phase 1.

**RESOLVED**, that Members

- Agree that authorisation of Phases 2 and 3 be delegated to Chief Officer, provided costs set out in the report are not exceeded.
- Authorise the delivery of public realm enhancement works in phases to meet the Developer's revised programme.

10. **GATEWAY 3 & 4 - REWIRE THE LANDLORD'S ELECTRICITY SUPPLY AT SOUTHWARK ESTATE (PARTIAL) AND THE SYDENHAM HILL ESTATE**

Members considered a Gateway 3/4 (Regular) report of the Director of Community and Children's Services regarding the rewiring of the Landlord's electricity supply at Southwark Estate (partial) and Sydenham Hill Estate and the following points were made.

- In response to a couple of queries from a Member, the Director of Community and Children's Services noted that the proposed change to the project name was a result of a high number of HRA projects across the City's portfolio and the need to ensure projects were appropriately labelled. Secondly, whilst chargeable and rechargeable works did not appear dissimilar, the key difference between the two types were domestic versus communal works.
- In response to a comment from a Member, the Chamberlain agreed to ensure that the definition of liabilities was clarified within the procurement PT4 form.

**RESOLVED**, that Members

- Approve that the necessary repairs to Lammas Green (flats) and Pakeman House communal electricity supplies are removed from this project and undertaken instead under response repairs using the minor works framework.
- Approve that Otto Close communal electrics are removed from this project and instead inspected under the Phase Four Electrical contract;
- Approve for Middlesex Street Estate to be included within this project.
- Note the emergency repairs already carried out at Middlesex Street.
- Grant approval for two separate tenders to be sought for works at Middlesex Street as follows:
  - Works that do not require section 20 Long Leasehold consultation at an estimated cost of £393,750 including staff costs and fees;
  - Works which require section 20 Long Leasehold consultation at an estimated cost of £337,500 including staff costs and fees;
- Approve estimated staff costs of £3,000 and estimated fees of £13,000 (2% of works costs) to develop the specification and seek procurement;
- Note the project will be renamed Middlesex Street Non-Emergency Electrical Works going forward.

**11. GATEWAY 3 & 4 - YORK WAY ESTATE AND MIDDLESEX STREET ESTATE - COMMUNAL HEATING/HOT WATER AND VENTILATION REPLACEMENT WORKS**

Members considered Gateway 3/4 (Complex) report of the Director of Community and Children's Services regarding York Way Estate and Middlesex Street Estate – Communal Heating/Hot Water and Ventilation Replacement.

- It was noted that the recommended option is not the lowest cost option but represented best value for money as Option 3 would involve higher lifetime costs and further procurement requirements and so Option 2 was deemed the best solution for the long term.
- As a Complex project this will return to Committee for formal approval following the tender and prior to commencement of works.

**RESOLVED**, that Members

- Note the report.
- Grant approval for a consultant to be develop the specification for two separate projects:
  - for the replacement of the communal heating and hot water system at Middlesex Street at an estimated cost of £20,000
  - for the replacement of the communal heating and hot water system at York Way estate at an estimated cost of £20,000.
- Approve separate procurement exercises be undertaken for each estate, to appoint contractors to undertake the works under design and build contracts.
- Approve that the issue of ventilation at York Way Estate and Middlesex Street are separated from the heating replacement project.
- Approve staff costs of £3,000 to reach Gateway 5.

12. **GATEWAY 5 - BANK ON SAFETY CONCLUSION**

Members considered a Gateway 5 (Regular) report of the Director of the Built Environment regarding Bank on Safety: Experimental Safety Scheme Conclusion and the following points were made.

- A Member highlighted the success of the project and commended it to the Sub-Committee.
- In response to a question from a Member, the Director of the Built Environment noted that penalty charge monies arising from the project had been paid into the City's On-Street Parking Reserve.
- In response to a query from a Member, the Chairman noted that the Sub-Committee was considering the report prior to it being considered by the Court of Common Council as this was the standard governance approach employed by the City of London Corporation.

**RESOLVED**, that Members

- Note the report;
- Agree the addition of £36,000 to the budget to undertake recommendation 2 (that if the experiment is approved to be made permanent, officers be instructed to investigate additional measures to further improve compliance, behaviour and performance within the vicinity of the junction).

**13. GATEWAY 1 & 2 - GUILDHALL WEST WING MEZZANINE LEVEL IMPROVEMENT UPDATE REPORT**

Members considered a Gateway 1/2 update report of the City Surveyor regarding Guildhall West Wing Mezzanine Level Improvement.

**RESOLVED**, that the report be received.

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

**Holistic Projects Dashboard**

In response to a question from a Member, the Town Clerk agreed to provide a dashboard listing all live projects currently progressing through the City's Project Gateway process.

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

**15.1 Gateway 1/2/3/4 - Renewal of Roof Coverings at 1-48 Blake House, William Blake Estate**

The Chairman noted that a report on the non-public side of the agenda had, following a review, had now been deemed a public report and could therefore be considered in public session. Members therefore considered a Gateway 1/2/3/4 (Light) report of the Director of Community and Children's Services regarding Renewal of Roof Coverings at 1-48 Blake House, William Blake Estate.

**RESOLVED**, that Members

- Note the contents of the report, including the total estimated project cost of £360,500 (including staff costs of £10,500).
- That approval is given for Option 1:
  - to undertake a compliant procurement exercise for the renewal of flat roof coverings at 1-48 Blake House, William Blake Estate.
  - To seek Chief Officer approval for a contractor to be appointed to carry out the renewal of flat roof coverings at 1-48 Blake House, William Blake Estate.

### 15.2 Gateway 3 - Finsbury Circus Garden - Reinstatement

The Chairman noted that a report on the non-public side of the agenda had, following review, been deemed public. Members considered a joint Gateway 3 (Complex) report of the Director of Open Spaces and the City Surveyor regarding Finsbury Circus Garden – Reinstatement and the following comments were made.

- The Chairman noted that the Open Spaces and City Gardens Committee had, at their 16 July 2018 meeting, approved Option 3 rather than Option 2, which had been recommended by officers. In light of this, the Chairman noted that he had requested, and been provided with, a high-level Payback Appraisal for each of the three options within the report. This appraisal demonstrated that Option 3 provided the shortest payback period for the site.
- In response to a question from a Member, the Chairman confirmed that the project would receive financial support from Crossrail.
- In response to a question from a Member, the Director of Open Spaces clarified that reinstatement did not involve reinstatement of the Garden to its original condition, as the Open Spaces and City Gardens Committee had decided not to reinstate the bowling green.

**RESOLVED**, that Members

- approve Option 3 to construct an enlarged multi-use building to house the replacement pavilion facility and the gardeners accommodation, alongside a first-floor lobby and bar, roof terrace and reinstate the garden landscape.
- Approve an additional budget of £49,500 (making a total of £240,500) to enable the appointed design team to develop detailed design for Option 3 to GW4, to be funded from Crossrail compensation.
- Note that the potential funding shortfall arising from Option 3 will require the allocation of additional central resources once firmer costs have been confirmed at the next gateway.

### 16. 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.

### 17. NON-PUBLIC MINUTES

**RESOLVED**, that the non-public minutes of the meeting held on 13 June 2018 be approved as a correct record.

### 18. OUTSTANDING ACTIONS

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

19. **GATEWAY 5 - LORD MAYOR'S STATE COACH**  
Members considered a Gateway 5 (Regular) report of the City Surveyor regarding the Lord Mayor's State Coach.
- 19.1 **Resolution of the Culture, Heritage and Libraries Committee**  
Members considered a resolution of the Culture, Heritage and Libraries Committee regarding the Lord Mayor's State Coach.
20. **GATEWAY 5 - ALDGATE (PORTSOKEN) PAVILION**  
Members considered a Gateway 5 (Complex) report of the City Surveyor regarding the Aldgate (Portsoken) Pavilion.
21. **GATEWAY 6 ISSUE - ACTION AND KNOW FRAUD CENTRE -CONTRACT SERVICE BUDGET**  
Members considered a Gateway 6 (Complex) report of the Commissioner of City Police regarding the Action and Know Fraud Centre – Contract Service Budget.
22. **GATEWAY 5 ISSUE - EMERGENCY SERVICES MOBILE COMMUNICATIONS PROGRAMME (ESMCP) CONTROL ROOM UPGRADE – EMERGENCY SERVICES NETWORK READINESS (ESN-R) PROJECT**  
Members considered a Gateway 5 Issue report of the Commissioner of the City of London Police regarding the Emergency Services Communications Programme (ESMCP) Control Room Upgrade – Emergency Services Network Readiness (ESN-R) Project.
23. **GATEWAY 1 & 2 - FIRE SAFETY PROJECT (2) FIRE DOOR RECTIFICATION PROJECT**  
Members considered a Gateway 1/2 report of the Managing Director, Barbican Centre regarding a Fire Safety Project (2) Fire Door Safety.
24. **GATEWAY 1 & 2 - FIRE SAFETY PROJECT (3) FIRE STOPPING & COMPARTMENTATION**  
Members considered a Gateway 1/2 (Regular) report of the Managing Director, Barbican Centre regarding Fire Safety (3) Fire Stopping and Compartmentation.
25. **GATEWAY 3 & 4 - THAMES COURT FOOTBRIDGE**  
Members considered a Gateway 3/4 (Regular) report of the Director of Built Environment regarding the Thames Court Footbridge.
26. **GATEWAY 3 - FINSBURY CIRCUS GARDEN - REINSTATEMENT**  
The Chairman noted this report had been dealt with on the public side of the agenda under Item 15b (Any Other Business).
27. **GATEWAY 3 & 4 - INTRANET & SHAREPOINT INTERIM UPGRADE SOLUTION**  
Members considered a Gateway 3/4 (Regular) report of the Commissioner of the City of London Police regarding a Intranet & SharePoint Interim Upgrade Solution.



28. **GATEWAY 3 ISSUE - THE MONUMENT VISITOR CENTRE**  
The Town Clerk advised that this report had been withdrawn.
29. **GATEWAY 1/2/3/4 - RENEWAL OF ROOF COVERINGS AT 1-48 BLAKE HOUSE, WILLIAM BLAKE ESTATE**  
The Chairman noted that this report had been dealt with on the public side of the agenda under Item 15a (Any Other Business).
30. **GATEWAY 3 & 4 ISSUE - 65 & 65A BASINGHALL STREET - FUTURE OPPORTUNITIES (CITY FUND)**  
Members considered a Gateway 3/4 (Regular) Issue report of the City Surveyor regarding 65 & 65a Basinghall Street – Future Opportunities (City Fund).
31. **GATEWAY 5 - GALLEYWALL PRIMARY SCHOOL - TENDER AWARD**  
Members considered a Gateway 5 (Complex) report of the City Surveyor regarding Galleywall Primary School – Tender Award.
32. **GATEWAY 3 & 4 - 64/65 LONDON WALL ROOF RECOVERING/REPLACEMENT**  
Members considered a Gateway 3/4 (Regular) report of the City Surveyor regarding 64/65 London Wall – Roof Re-covering and Replacement (Bridge House Estates).
33. **GATEWAY 7 - BRIDGE HOUSE ESTATES - 181 QUEEN VICTORIA STREET - MAJOR REFURBISHMENT AND RENOVATION**  
Members considered a Gateway 7 (Complex) report of the City Surveyor regarding Bridge House Estates – 181 Queen Victoria Street – Major Refurbishment and Renovation.
34. **BUILDINGS PROGRAMME (HOUSING PROJECTS) - RED, AMBER AND GREEN PROJECTS UPDATE REPORT**  
Members considered a Red, Amber and Green report of the Director of Community and Children's Services regarding the Buildings Programme (Housing Projects).
35. **OPEN SPACES - RED, AMBER AND GREEN PROJECTS UPDATE REPORT**  
Members considered a Red, Amber and Green report of the Director of Open Spaces regarding the Open Spaces Programme.
36. **CITY OF LONDON POLICE PROGRAMME - RED, AMBER AND GREEN PROJECTS UPDATE REPORT**  
The Town Clerk advised that this report had been withdrawn.
37. **TOWN CLERK'S PROGRAMME - RED, AMBER AND GREEN PROJECTS UPDATE REPORT**  
Members considered a Red, Amber and Green report of the Town Clerk regarding the Town Clerk's Programme.

**38. TRANSPORTATION AND PUBLIC REALM PROGRAMME - RED, AMBER AND GREEN PROJECTS UPDATE REPORT**

Members considered a Red, Amber and Green report of the Director of the Built Environment regarding the Transportation and Public Realm Programme.

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

There were no questions.

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

There were no items of urgent business.

**The meeting closed at 12.37 pm**

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Chairman

**Contact Officer: Alistair MacLellan / [alistair.maclellan@cityoflondon.gov.uk](mailto:alistair.maclellan@cityoflondon.gov.uk)**

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

Wednesday, 25 July 2018

**Minutes of the meeting of the Public Relations and Economic Development Sub (Policy & Resources) Committee held at the Guildhall EC2 at 2.00 pm**

### **Present**

#### **Members:**

Deputy Catherine McGuinness (Chairman)	Sophie Anne Fernandes
Sir Mark Boleat	Andrew Mayer
Deputy Keith Bottomley	Alderman William Russell
Tijs Broeke	Deputy Tom Sleigh
Alderman Peter Estlin	James Tumbridge
Anne Fairweather	Alderman Sir David Wootton

#### **Officers:**

John Barradell	- Town Clerk & Chief Executive
Paul Double	- The Remembrancer
Bob Roberts	- Director of Communications
Vic Annells	- Executive Director of Mansion House & the Central Criminal Court
Giles French	- Assistant Director of Economic Development
Laura Davison	- Economic Development Office
Mike Chapman	- Economic Development Office
Nigel Lefton	- Remembrancer's Office
Bruce Hunt	- Remembrancer's Office
Eugenie de Naurois	- Communications, Town Clerk's
Sanjay Odedra	- Communications, Town Clerk's
Peter Cannon	- Communications, Town Clerk's
Tim Rolph	- Head of Programmes & Swordbearer, Mansion House
Tina Denis	- Town Clerk's
Devika Persaud	- Town Clerk's
Emma Cunnington	- Town Clerk's

### **1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Simon Duckworth, Christopher Hayward, Deputy Jamie Ingham Clark, Deputy Edward Lord and Sir Michael Snyder.

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

There were no declarations of interest.

### 3. **MINUTES**

**RESOLVED** – That the public minutes and summary of the meeting held on 28 June 2018 be approved as a correct record.

#### Matters arising

- The Remembrancer updated the Sub-Committee on the research he had undertaken into the position of EU citizens living in the UK who might wish to stand for election as councillors after the UK had left the EU. It was agreed that this issue should be raised with the London Government Association and London Councils, who did not yet have a position on this, and if the City Corporation needed to take a position, it should be dealt with by the Policy & Resources Committee.

### 4. **BREXIT WHITE PAPER**

The Policy Chairman updated Members on the City Corporation's position following the publication of the Brexit White Paper, and the related activity that had been undertaken thereafter, including an invitation to the Policy Chairman from the Secretary of State for Exiting the EU to attend a Business Summit at Chevening House and an opportunity to give evidence to the Select Committee for Exiting the European Union. Members noted the three main asks of the City Corporation to Government over the next few months:

1. With only a few months to go before we leave the EU, it is urgent that the government redoubles its effort to finalise the Withdrawal Agreement and ensure that a transition/implementation is in place to give certainty to businesses;
2. Of equal urgency is the need to find a common way forward to address cliff edge issues, including contract continuity and ensure two-way data flows;
3. To put in place, where possible, unilateral measures to ensure business can continue irrespective of the agreement with the EU.

The Policy Chairman also outlined to Members that the City Corporation's interests may start to differ from the sector.

The Assistant Director of Economic Development, the Director of Communications and the Remembrancer also made the following points:

- Mutual Recognition Regulation (MRR) was an ask that the financial sector could coalesce behind, and an ask for equivalence or enhanced equivalence would now be more difficult, even within sub sectors;
- The City Corporation would continue to work closely with EU governments;
- The Policy Chairman's statement to Court stressed the pragmatism element of the City Corporation's messaging on Brexit;
- During the Select Committee hearing, the Association of British Insurers (ABI) were particularly exercised by the EEA option and the impact of rule-taking on their industry.

A Member requested a copy of the transcript of the Select Committee hearing.

Members then discussed the White Paper and made the following key points:

- Contract continuity was an important point to make to Government. Lots of points around English law could be so technical, that there was a risk they could get lost;
- There was concern about what the Government might agree to in the 11<sup>th</sup> hour which compromised from the Chequers deal further;
- There were other areas of law which were portrayed positively in the White Paper and the City Corporation should support the Government on the technical parts of the legal implications through channels such as the Brexit Law Committee;
- A Member observed that the White Paper had made several announcements on intellectual property, which is key to the UK as a hub for global companies. Whilst it had been well-received that the Paper offered solutions to conversion of some European rights to UK rights, other areas had not been properly addressed and the City might be able to usefully help. The Member reminded the Sub-Committee that the City Corporation had supported the bid for the European patent court. The White Paper stated that it wanted to keep the UK as a participant in that court, but as it would require treaty change, and due to the recent change in Brexit secretary, there had been an impact on those dealing with that issue. The Member acknowledged that the Government needed help to negotiate, and it was suggested this could be something the City can help with.
- The City Corporation and the sector should now make the choice between fighting to stay in the Single Market or focus on long-term issues once the UK has left the EU to ensure that London remains a world-leading financial centre;
- The financial services sector had not been given what they asked for in the White Paper compared to other sectors;
- The City Corporation's focus should be on financial stability and reducing any sudden shocks on the economy;
- There was lots of concern on rule-taking from the Bank of England;
- The Audit and Risk Committee were reviewing the risk around Brexit and contingency planning for the City Corporation on its property portfolio. Members felt this should also be reported to the Public Relations and Economic Development Sub Committee in future;
- The UK adopting the Norway model in the short term could be useful, however a Member pointed out that intention behind the Norway model was designed as a short-term stepping stone;
- Members discussed how it was important for focus to remain on the UK's position in a global economy and noted how many other items on the Sub Committee's agenda that day concerned involvement with markets internationally;
- That other activity that the City Corporation had a locus in included skills, future migration, Green Finance Institute, Cyber Griffin initiative, amongst other things;

- That the City Corporation's legitimacy depended on the backing of the sector and that the sector had asked the City Corporation to stick with options that remain within the Government's red lines;
- That a degree of agility and flexibility was required over the coming months;
- Members discussed whether the City Corporation's messaging recently had been too negative. The Director of Communications advised that there was a reduced amount of positive messaging that the City Corporation could represent following the White Paper, and that the media had a limited appetite for good news in general. A Member commented that sometimes unexpected good news also gets media coverage;
- The City Corporation should promote its messages around attracting talent to the UK and there should be clear asks and proposals;
- The Assistant Director of EDO advised Members of a new piece of work that had just been commissioned by the City Corporation to research and produce recommendations on enabling the immigration process to be as simple as possible. Key messages from the research would be disseminated at the Conservative Party Conference in October;
- Sections of the White Paper included the asks of the Professional and Business Services Council via the letter that was written to the Prime Minister a few weeks' ago.

**RESOLVED**, that:

- A transcript of the Select Committee for Exiting the European Union hearing on 24 July 2018 be circulated to Members of the Sub Committee for information, when available;
- Risk reports on Brexit be reported to future meetings of the Sub Committee.

5. **EDO MONTHLY UPDATE**

The Sub Committee received a report of the Director of Economic Development, which highlighted key activity undertaken by the Economic Development Office in June 2018.

**RESOLVED**, that:

- The report be noted.

6. **CORPORATE AFFAIRS UPDATE**

The Sub Committee received a report of the Director of Communications, which updated Members on key elements of the Corporate Affairs team's activity in support of the City Corporation's external political engagement and corporate communications.

**RESOLVED**, that:

- The report be noted.

7. **REMEMBRANCER'S MONTHLY UPDATE**

The Sub Committee received a report of the Remembrancer updating Members on the main elements of the Parliamentary Team's activity in support of the City Corporation's political and parliamentary engagement.

A Member requested that future reports have a section which outlines any Private Bills on the horizon that the Remembrancer plans to bring forward.

The Remembrancer also advised that there are plans for a Private Member's Bill on Air Quality.

**RESOLVED**, that:

- The report be noted.

8. **FILMING IN THE CITY**

The Director of Communications updated Members on the growing issue of large-scale filming in the City, recently highlighted by the amount of filming taking place over August. In particular, the filming of Men in Black required the closure of Ludgate Hill and as part of the filming for Fast and Furious, a helicopter would land outside St Paul's Cathedral.

The Director advised that much bigger productions were coming to the City on a much bigger scale and suggested that he work up a strategy to implement by the end of the year.

Members were supportive of this and raised the following points:

- The income from films in the City was invaluable and should be encouraged;
- Tours and events could be arranged to embed this and provide additional income;
- The City Corporation should push to be linked to the success of the film in some way;
- For the last 15 years, two members of staff have been overseeing filming requests on an ad hoc basis;
- Members on the Court with expertise in film-making could be consulted as part of the strategy;
- The Markets Committee have a film policy and it should be co-ordinated so that there is one approach.

**RESOLVED**, that:

- The Director of Communications create a strategy on filming in the City to be submitted to the Sub Committee before the end of the year.

9. **CUSTOMER RELATIONSHIP MANAGEMENT (CRM) UPDATE**

The Sub Committee received a report of the Director of Economic Development concerning the progress on the Strategic Engagement and Events Management (SEEM) applications for City Dynamics.

One Member questioned the wording in the report, which set out that the development had included GDPR compliance "by default", and it was agreed the wording should be changed to "by design".

Following a question, Members also heard how this system would produce reports for Committees. In addition, Members wanted to have further clarity on the budget for this programme as IT Sub Committee had been told that the IT associated budget was not on budget.

**RESOLVED**, that:

- The progress of the City Dynamics project be noted.

**10. CHAIRMAN OF POLICY AND RESOURCES' VISIT TO SWITZERLAND**

The Sub Committee received a report on the Chairman of Policy and Resources' visit to Switzerland from 26-27 June.

The Policy Chairman reminded Members of the "One Team" approach between the Policy Chairman and the Lord Mayor and reported that there was now more coordination than before but some small improvements to be made.

Following questions, Members heard how this was an introductory visit and that the meetings with the World Trade Organisation focused on e-commerce. It was reported that Switzerland is a critical market for the EU and the UK.

The Assistant Director reported that a strategy for the City Corporation's engagement with Switzerland would be reported to a meeting of the Sub Committee in the Autumn.

**RESOLVED**, that:

- The report be noted.

**11. CHAIRMAN OF POLICY AND RESOURCES' VISIT TO CHINA**

The Sub Committee received a report of the Director of Economic Development concerning the Policy Chairman's visit to Beijing and Shanghai from 13 – 15 June.

**RESOLVED**, that:

- The report be noted.

**12. CHAIRMAN OF POLICY AND RESOURCES' VISIT TO SAUDI ARABIA**

The Sub Committee received a report of the Director of Economic Development concerning the Policy Chairman's visit to Saudi Arabia with the Chancellor of the Exchequer.

The Policy Chairman reported that this was a very useful trip as part of her role as Co-Chair of the Saudi-UK Asset Management Private Sector Group.

One Member reported that the Foreign and Commonwealth Office in Saudi Arabia had mentioned that they wanted a constant supply of senior figures to visit the country to enhance the UK message.

**RESOLVED**, that:

- The report be noted.



**13. LORD MAYOR'S RECENT VISITS**

The Sub Committee received a report of the Executive Director of Mansion House and the Central Criminal Court giving Members sight of the Lord Mayor's overseas visits engagement programme from November 2017 until June 2018.

Members asked for information on the Lord Mayor's visits to be more succinct and to focus more on what has been learnt rather than a detailed timetable of the visit. There was a suggestion that officers only submitted the summary report rather than the appendixes too.

In addition, Members asked for a list of upcoming visits of the Policy Chairman and the Lord Mayor.

**RESOLVED**, that:

- The report be noted;
- A list of upcoming visits of the Policy Chairman and the Lord Mayor be circulated electronically to the Sub Committee.

**14. EDO BUSINESS OBJECTIVES**

The Sub Committee received a report of the Director of Economic Development updating Members on EDO's progress towards its top-line objectives.

A Member made the point that the Brexit messaging needed to be adapted for international markets.

In addition, Members asked for more detail on the metrics that would be used for measures and targets.

**RESOLVED**, that:

- The report be noted.

**15. COMMUNICATIONS BUSINESS OBJECTIVES**

The Sub Committee received a report of the Director of Communications updating Members on how the Communication's objectives are being met.

Members were pleased to hear that the Town Clerk and the Director of Communications had agreed the Communication Team would be publishing its own separate business plan in future years.

A question was asked of the Director of Communications regarding a tool to be used on Twitter feeds to measure the diversity of followers. The Director of Communications reported that he would be giving further detail on this at the Diversity Working Party but gave some estimated percentages.

**RESOLVED**, that:

- The report be noted.

**16. REMEMBRANCERS' BUSINESS OBJECTIVES**

The Sub Committee received a report of the Remembrancer updating Members on how the Remembrancer's Office's business objectives for 2018/19 were being met.

Mention was made of measuring diversity of events, and it was agreed that discussion on this should be made at the Hospitality Working Party rather than this Sub Committee.

**RESOLVED**, that:

- The report be noted.

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

Questions were raised as follows -

Dress code at events

A Member asked the Executive Director of Mansion House and the Central Criminal Court for information on a review being undertaken in Mansion House on dress codes at events. The Executive Director confirmed that dress codes were under review, but no conclusion had yet been reached.

Civic cars

A Member asked for more information on civic cars in the fleet becoming electric vehicles. The Town Clerk undertook to write to the Member separately about this.

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

The following items of urgent business were raised –

Chairman of Policy & Resources' and Town Clerk's Visit to the North-West of Northern Ireland

The Sub Committee received a report of the Director of Economic Development concerning the Chairman of Policy and Resources' and the Town Clerk's Visit to the North-West of Northern Ireland.

**RESOLVED**, that:

- The report be noted.

The Chairman took the opportunity to wish Members a good and restful Summer and to thank Officers for briefings and reports over a busy period.

**19. EXCLUSION OF THE PUBLIC**

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

**Item**  
20

**Paragraph**  
3

20. **NON-PUBLIC MINUTES**

The non-public minutes and summary of the meeting held on 28 June 2018 were approved subject to a small change in wording.

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

There were no questions.

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

The following item of urgent business was raised –

Managing Director Brussels recruitment

The Sub Committee received an update from the Assistant Director of Economic Development on the recruitment process of the Managing Director of Brussels position.

**The meeting closed at 15:24**

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Chairman

**Contact Officer: Emma Cunnington**  
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# Agenda Item 4

TO: **POLICY AND RESOURCES COMMITTEE**

9 July 2018

FROM: **ESTABLISHMENT COMMITTEE**

6 September 2018

## **COMMITTEE AND MEMBERS SERVICES TEAM – REQUEST FOR ADDITIONAL RESOURCES**

The Committee considered a report of the Town Clerk which sought approval for increased staff resources within the Committee & Members' Services Section of the Town Clerk's Department.

The Chair noted the growth in the number of Member bodies and the overloading effect this had on the work of the Town Clerk's Department. A review had been undertaken of the current arrangements within the Team and the recommendation to create three further full-time posts and one part-time post had arisen as a result of this.

Members raised the point that when a proposal was made to create a new committee, sub-committee or working party, consideration should be given as to whether this would be an efficient way to deal with work. The Committee asked this matter be brought to the attention of the Policy and Resources Committee noting the number of that Committee's sub-committees and working parties had grown significantly in recent years. Members asked that the Policy and Resources Committee note the Establishment Committee's concerns on the growth of sub-committees and working parties in general, and whether consideration could be given to governance and the way in which Members make decisions.

### **RESOLVED – That the Committee:**

- a) The Committee support the creation of three further full-time posts within the Town Clerk's Committee & Member Services Section (two at grade D and one at grade E), together with a part-time post (pro-rata grade F), based on 1-2 days of work each week, to support the work of the Livery Committee; and
- b) a resolution noting the Committee's concerns on the growth of sub-committees and working parties be submitted to the next meeting of the Policy and Resources Committee.

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<b>Committee:</b> Policy and Resources	<b>Date:</b> 6 September 2018
<b>Subject:</b> Appointment of Company Member – City of London Academies Trust (Company Number 04504128)	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>
<b>Report Author:</b> Alistair MacLellan	

## Main Report

1. A vacancy has arisen among the Company Members of the City of London Academies Trust (COLAT), who the City Corporation appoints, in the room of the Deputy Policy Chairman, who has advised he is not able to serve. The governance structure of COLAT is set out as an appendix.
2. At its meeting on 12 October 2017, the Court of Common Council resolved that a nominee of the Chairman/Deputy Policy Chairman could serve as Company Member of COLAT in the room of the Chairman/Deputy Policy Chairman, where they were not able to serve. Any nomination requires the approval of the Policy and Resources Committee. It is noted that this appointment will also be subject to the Department for Education's consent under the terms of COLAT's funding agreement.
3. It has been suggested that Chris Hayward CC be put forward as a candidate to serve as Company Member in the room of the Deputy Policy Chairman, and your Committee is invited to consider this nomination. Your Committee will be mindful that, whilst day to day operational oversight of the City of London Academies Trust is exercised by its Board of Directors (themselves appointed by the City of London Corporation or co-opted by the COLAT Board), certain rights are reserved to the Company Members including rights to amend the company's governing document (Articles of Association) and appoint/remove Company Directors if, in the view of a majority of the Company Members, the Directors are not acting in the best interests of the company. A Company Member has fiduciary duties to exercise the powers they have in that capacity in good faith, to act in the best interests of the company and not to act under a conflict of interest.
4. Mr Hayward is a strong candidate for the position of Company Member of the City of London Academies Trust. He currently serves on the City's Education Board, the Grand Committee responsible for strategic oversight of the City's Education Strategy and strategic City academy matters. He has previously served as Company Director of the City of London Academies Trust (January 2016 – March 2018), and therefore has a high degree of recent relevant experience of COLAT matters.

### Recommendation(s)

That Members consider and approve the appointment of Chris Hayward CC as Company Member of the City of London Academies Trust in the room of the Deputy Policy Chairman.

### Alistair MacLellan

Town Clerk's Department

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## **Appendix – City of London Academies Trust Governance Structure**

### **Company Members**

Under COLAT's Articles of Association, the City of London Corporation has the right to appoint four individuals as company Members and is itself a corporate company member.

The City Corporation has appointed the Town Clerk (and his representative under the Scheme of Delegations) as its authorised representative in respect of its corporate company membership of COLAT.

The City Corporation has also agreed, as a matter of policy, that the individual company Members shall be:

- Policy Chairman/their nominee
- Deputy Policy Chairman/their nominee
- Education Board Chairman/their nominee
- Education Board Deputy Chairman/their nominee

### **Company Directors**

Under COLAT's Articles of Association, the City of London Corporation has the right to appoint six company Directors.

The City Corporation has agreed, as a matter of policy, that these six Sponsor Directors shall be:

- Sponsor Director - Policy Committee Appointee
- Sponsor Director - Policy Committee Appointee
- Sponsor Director - Education Board Appointee
- Sponsor Director - Education Board Appointee
- Sponsor Director - Education Board Chairman/their nominee
- Sponsor Director - Education Board Deputy Chairman/their nominee

The COLAT Board of Directors may also appoint Co-Opted Directors to the Board of Directors provided that the majority of Directors in office at any time are Sponsor Directors.



<b>Committee:</b>	<b>Date:</b>
Policy & Resources Committee	6 September 2018
<b>Subject:</b> Bid from Historic Royal Palaces to support <i>The Tower Remembers 2018</i>	<b>Public</b>
<b>Report of:</b> Peter Lisley, Assistant Town Clerk and Culture Mile Director	<b>For Decision</b>
<b>Report author:</b> Nick Bodger, Head of Cultural and Visitor Development	

## Summary

The City Corporation has been approached by Historic Royal Palaces (HRP) with a bid to support *The Tower Remembers* – a large-scale visual commemoration in the Tower of London moat that will reflect and build upon the award-winning and hugely-popular “poppies” installation of 2014 while marking the centenary of the end of the First World War.

Running for the 11 days leading up to Armistice Day on 11 November and delivered by “poppies” designer Tom Piper and his creative team, this new installation will see the Reveille sound at sunset to mark the beginning of a four-hour light and sound show that gradually fills the West Moat. The installation will be free to view from the Tower Hill concourse with admission charged for those wishing to enter the moat. A community and education programme runs concurrently.

The total cost of the work is £250,000. The request to the City Corporation is for a total one-off contribution of £25,000; this will see the City Corporation billed as a “top-tier supporter with recognition given at the event and across marketing collateral.

*The Tower Remembers* will provide a focal point of national remembrance. It will help build the City’s and London’s reputation as an exciting place to be for visitors, businesses and workers and offers an additional attraction to visitors following the Lord Mayor’s Show on 10 November, in the absence of the regular fireworks display

Strategically, the installation aligns with the Corporate Plan and Cultural Strategy as well as with our Creative Learning objectives and is therefore an appropriate but relatively low-level investment that will help the City Corporation to realise its corporate ambitions.

## Recommendation(s)

Members are asked to approve sponsorship of £25,000 to Historic Royal Palaces for *The Tower Remembers 2018*, to be paid for from your Committee’s 2018/19 Contingency Fund and charged to City’s Cash.

## Main Report

### Background

1. Historic Royal Palaces (HRP) manages a portfolio of palaces that form one of the most important groups of historic buildings in Europe. More than four million visitors come to the palaces every year to enjoy exhibitions, displays, live costumed interpretation, digital experiences and more. In addition, HRP runs one of the largest formal learning programmes in the UK's heritage sector, reaching more than 500,000 learners per annum.
2. Built by William the Conqueror in the 1070s, home to the Crown Jewels and a Grade I listed World Heritage Site, the Tower of London is the oldest, most visited palace in HRP's care and the most popular paid visitor attraction in the UK, attracting 2.9m visitors last year.
3. In 2015, HRP won the Sky SouthBank Award for Visual Art for *Blood Swept Lands and Seas of Red* – the hugely-popular poppies installation in the Tower's moat (delivered in 2014). It was the first heritage organisation to be recognised in this way.
4. Considered “the most popular art installation as well as arguably the most effective expression of commemoration in British history” (*Financial Times*), the installation became part of the fabric of national life, engaging a diverse and multi-generational audience.

### Current Position

5. Building on this experience, HRP will mark the centenary of the end of the First World War through a large-scale visual commemoration. Part art installation, part remembrance event, *The Tower Remembers* will combine the public's growing appetite for large-scale, thought-provoking and accessible art with the need to raise awareness about our history and heritage and its significance today.
6. Running for the 11 days leading up to Armistice Day on 11 November and delivered by “poppies” designer Tom Piper and his creative team, this new installation will see the Reveille sound at sunset to mark the beginning of a four-hour light and sound show that gradually fills the West Moat.
7. While all visitors will be able to view the commemoration from the Tower Hill concourse for free, there will be the opportunity for some paying visitors to enter the moat to experience the artwork evolving.
8. More than five million visitors saw the poppies installation and it reached hundreds of millions worldwide through the media. It is anticipated that *The Tower Remembers 2018* will have similar resonance.
9. In addition, HRP are developing related engagement activities, working with schools (particularly Key Stage (7-11) and Key Stage 3 (11-14)), families and communities groups. A description of the education programme is given in appendix 1.

10. The total cost of the work is £250,000. Admission charges for those entering the moat will raise a total figure of £112,00. With an HRP contribution of £58,000, the £80,000 remaining is being sought from trusts, livery companies, corporate sponsors and the City Corporation.

### **Proposals**

11. The request to the City Corporation is for a total contribution of £25,000; this aligns with the level of support HRP are seeking from individual corporate sponsors and will see the City Corporation billed as a “top-tier supporter”.
12. In return, recognition of the City Corporation’s support will be given on on-site banners and screens above the admission kiosks, in HRP’s member magazine *Inside Story* (35,000 households), on its You Tube channels (32,700 subscribers), in press releases, on HRP’s website (4m visits per year) and on donor accreditation boards at the event. City Corporation representatives will also be invited to experience the immersive soundscape experience in the moat.
13. Members are recommended to support this request for one-off sponsorship awarded from your Committee’s 2018/19 Policy & Resources Contingency Fund.

### **Corporate & Strategic Implications**

14. In August this year, the City Corporation became a Gold Level Armed Forces Recognised Employer as assessed by the Ministry of Defence. As part of the assessment process, the City Corporation’s cultural programmes were considered; these included *Fields of Battle*, *Lands of Peace* in Guildhall Yard, readings by Keats House Poets of First World War poetry, and a major WWI-focused strand of the Barbican’s classical music season entitled *For the Fallen*. Support of this initiative further underpins the City Corporation’s commitment in this area.
15. *The Tower Remembers* will take place over 11 evenings including that of the Lord Mayor’s Show day, contributing to the animations and other activities being planned and offering an additional attraction to visitors following the Show, in the absence of the regular fireworks display (that there are no fireworks also makes it more logistically viable in terms of crowd management on that evening). As was the case with the “poppies”, your Highways Team will work with HRP on operational planning, highlighting and resolving potential logistics issues in partnership.
16. Support of the *The Tower Remembers* aligns with the City Corporation’s Corporate Plan under outcome 10 (*We inspire enterprise, excellence, creativity and collaboration*) in that it helps to:
  - a. Create and transform buildings, streets and public spaces for people to admire and enjoy;
  - b. Protect, curate and promote world-class heritage assets, cultural experiences and events; and
  - c. Champion a distinctive and high-quality residential, worker, student and visitor offer.

17. It also aligns with the City Corporation's Cultural Strategy 2018/22 in that it supports the aims: to
  - a. Transform the City's public realm and physical infrastructure, making it a more open, distinct, welcoming and culturally vibrant destination;
  - b. Support cultural excellence in a range of fields and champion an ethos of innovation, creative risk taking and artistic citizenship;
  - c. Support the City of London's Education Strategy ...and enable our world-leading institutions to cultivate the creativity, skills and knowledge of the next generation; and
  - d. Better promote our world class culture and heritage offer and use our wealth of outdoor spaces to widen appeal to a more diverse audience, enabling communities in the City and beyond.

### **Financial Implications**

18. It is proposed that the required funding of £25,000 is to be drawn from your Committees 2018/19 Contingency and charged to City's Cash. The amounts available in your Committees 2018/19 Contingency Fund is £202,950 prior to any allowances being made for any other proposals on today's agenda.

### **Implications**

19. HRP is an independent charity, receiving no funding from Government or the Crown. The income it generates through visitor admissions is sufficient only for it to meet its fundamental duties of care and access to the palaces. Support it receives from donors and sponsors enables it to undertake special projects that have a lasting impact and improve standards of care.
20. The requested sponsorship sum of £25,000 cannot be met by departmental local risk budgets on a number of counts, most specifically because this is an external bid for activity outside of the City's Corporation's cultural portfolio. As such, the bid does not align with programmes and activities cited in local business plans and so support would inevitably have a negative impact on these.
21. This is a one-off bid to the City Corporation. No further request for support of this project is anticipated from HRP, noting £180,000 of the total £250,000 target has already been secured or is anticipated (72%) which, with a City Corporation contribution of £25,000, rises to 82%. With positive discussions with uncommitted corporate sponsors, trusts and livery companies underway, the shortfall is expected to be made up in good time for November 2018.

### **Conclusion**

22. *The Tower Remembers* will provide a focal point of national remembrance, engage audiences and communities across London and beyond and encourage people to engage with their national history and understand the significance of the First World War.
23. It will help build the City's and London's reputation as an exciting place to be for visitors, businesses and workers, grabbing headlines in the UK and further afield and contributing to an already thriving cultural programme in the City, and it will

demonstrate our support for a key attraction and tourism stakeholder that helps to drive visits to the City as a destination.

24. The installation offers an additional attraction to visitors following the Lord Mayor's Show on 10 November in the absence of the regular fireworks display, as well as contributes to and underpins the City Corporation's position as a Gold Level Armed Forces Recognised Employer.
25. Strategically, it aligns with our aims within our Corporate Plan, Cultural Strategy and Creative Learning Strategy and is therefore an appropriate but relatively low-level investment that will help us to realise our corporate ambitions

### **Appendices**

- Appendix 1: *The Tower Remembers 2018*: education work with schools

### **Nick Bodger**

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**The Tower Remembers 2018**  
**Historic Royal Palaces**  
**Proposal for the City of London Corporation, July 2018**  
**Supplementary information: education work with schools**

Alongside the sound and light installation, HRP will organise sessions for school groups, aged 7-11 (Key Stage 2) and 11-14 (Key Stage 3). These sessions will build on our existing education work, linking school work undertaken by pupils with the installation and the Tower's WW1 history.

Schools will have a selection of two sessions to choose from:

- World War I: Espionage
- Walter's War

**World War I: Espionage**

**Key Stage 3**

**Subject: History**

**Topics: Crime and Punishment, First World War**

**Session Type: Route-based**

Better known as a tourist attraction and the site which held the crown jewels, the Tower was used both as a prison and place of execution during both World Wars. In November 1914, Carl Lody became the first person for more than 150 years to be executed in the Tower of London. He was one of 11 German First World War spies who faced a firing squad at the famous London landmark.

"In fact, more people were executed within the walls of the Tower of London during the 20th Century than under the Tudors," - Dr Sally Dixon-Smith, Historic Royal Palaces Curator, Tower of London

Focusing on this story, pupils will consider the evidence presented to the judge in Carl Lody's case, playing the role of jury and exploring important questions and whether the spy deserved to be executed. This session explores the Tower's unique First World War history, helping students to analyse contemporary evidence and the difficult choices created by the new realities of war.

Learning Objectives – Students will:

- Analyse the evidence to determine why spies were executed at the Tower of London during World War I.
- Study the choices faced by different people during the World War I and how they are viewed in modern society.

National Curriculum links – This session supports:

- Challenges for Britain, Europe and the wider world 1901 to the present day.
- Understanding how people's lives have shaped this nation and how Britain has influenced and been influenced by the wider world.
- Understanding historical concepts such as continuity and change, cause and consequence, similarity, difference and significance, and using them to make connections, draw contrasts, analyse trends and frame historically-valid questions.

## **Walter's War**

**Key Stage 2**

**Subject: History, English**

**Topics: War and Conflict**

**Session Type: Object handling**

Developed in partnership with the Royal Fusiliers' Museum, located within the Tower of London site, this project uses contemporary and modern-day objects, photographs and documents, looking at the differing ways the war was viewed in 1916.

A costumed interpreter discusses Walter Croft, fellow member of the Royal Fusiliers, exploring Walter's wartime experience, using storytelling, role play and object handling to bring the past to life.

This session and asks pupils to consider the importance of remembrance, referencing the commemoration which will be located in the Tower's moat.

Learning objectives – students will:

- Use objects as evidence to learn about the experience of soldiers during the First World War.
- Understand the impact of war on individuals and their local area.
- Develop their skills of historical enquiry by questioning a costumed character

National Curriculum links – this session supports:

- Extending chronological knowledge of significant events in British history beyond 1066.
- Participating in discussions, presentations, performances, role play, improvisations
- Using spoken language to develop understanding through speculating, hypothesising, imagining and exploring ideas



<b>Committees:</b>	<b>Dates:</b>	
Streets and Walkways Sub-Committee	03/07/2018	
Planning and Transportation Committee	10/07/2018	
Projects Sub-Committee	18/07/2018	
Policy and Resources Committee	06/09/2018	
Court of Common Council	13/09/2018	
<b>Subject:</b> Bank on Safety: experimental safety scheme conclusion	<b>Issue Report:</b>  <b>Regular</b>	<b>Public</b>
<b>Report of:</b> Director of the Built Environment <b>Report Author:</b> Gillian Howard	<b>For Decision</b>	
<b><u>Summary</u></b>		
<p>Project Status: Green            Total estimated Project Cost: £1,437,207.            Spend to date: £ 1,347,504            Overall Project Risk: Green            Approved Budget: £1,401,207.</p> <p>• <b>Last Gateway approved:</b> Gateway 4/5 December 2016</p> <p><u>Summary:</u>            This report seeks a decision on the future of the current Bank on Safety experimental scheme.</p> <p>This is a scheme which was designed to meet the Court of Common Council's concerns to see road danger reduced at Bank following the fatality of June 2015.</p> <p>The experimental scheme was approved for implementation by the Policy and Resources Committee in December 2016. The agreed success criteria were:</p> <ol style="list-style-type: none"> <li>1. A significant safety improvement at Bank;</li> <li>2. Maintain access for deliveries;</li> <li>3. Improve air quality at Bank;</li> <li>4. Not unreasonably impact on traffic flow, whilst preferably improving bus journey times.</li> </ol> <p>Performance monitoring against the success criteria was previously reported and confirmed that, to date, each of the success criteria had been met. Further updates to some of this information is included in this report.</p> <p>In addition, a consultation exercise was carried out which was responded to by almost 4,300 people.</p>		

Of the consultation survey responses, 45% of respondents supported the experiment as implemented. A further 29% generally supported the scheme but would like to see changes (see paragraphs 34-35) and 25% of people did not support the experiment. In total 75% of respondents support or generally support the experiment.

Other considerations resulting from the consultation exercise and the equality analysis include:

- Disabled access;
- Traffic in the surrounding area;
- Enforcement and signage;
- Pollution in the surrounding area; and
- Taxi passenger impacts.

Commentary on the above is set out later in the report.

• Proposed way forward

The experimental scheme be made permanent, and that complementary measures to further improve the performance of the scheme be investigated.

Because of the use of experimental traffic orders, the decision can only be whether to keep the experiment as a permanent traffic order, or not. If Members are minded to keep the experiment then the next stage will be to optimise performance of the scheme and then look towards the All Change at Bank longer term project.

Total Estimated Cost:

£1,437,207. (£1,401,207 approved)

### **Recommendations**

There has been an amendment to the Policy and Resources Committee recommendation since the papers were published for the previous committees. In the normal course of events the allocation of the additional sum of £36k from the On-Street Parking Reserve would be considered by the Resource Allocation Sub-Committee. However, the Sub-Committee is not due to meet again until 4 October 2018. In order not to delay the project unduly, should the Court of Common Council decide to make the experiment permanent, the approval of the additional cost is, on this occasion, being sought from the Policy and Resources Committee direct.

The following recommendations are subject to the outcome of the Court of Common Council meeting in September 2018:

### **Streets and Walkways**

1. To note the content of this report for information and make comment.
2. To agree that if the experiment is approved to be made permanent, officers be instructed to investigate additional measures to further improve compliance, behaviour and performance within the vicinity of the junction. (explained in paragraphs 80-84)
3. Agree the addition of £36,000 to the budget for the investigation proposed in recommendation 2, above.

### **Planning and Transportation**

4. To agree to make the experimental traffic orders at Bank Junction (to restrict traffic to bus and cycle only, Monday to Friday 0700-1900) permanent and to delegate authority to the Director of the Built Environment to take all steps necessary to put the relevant orders into effect.

### **Project Sub Committee**

5. To note the contents of this report for information.
6. Agree the addition of £36,000 to the budget to undertake recommendation 2.

### **Policy and Resources**

7. To agree to make the experimental traffic orders at Bank Junction (to restrict traffic to bus and cycle only, Monday to Friday 0700-1900) permanent.
8. Subject to the Court of Common Council outcome and approval of recommendations 2 and 6; approve the additional funding of £36,000 from the On-Street Parking Reserve.

## **Main Report**

<b>1. Issue description</b>	The experiment is reaching conclusion, and the evidence for a decision to be made is set out in this report. A decision is now required to make the scheme permanent and consider any further measures, or plan to revoke the experimental order and return to the previous operation of the junction.
<b>2. Last approved limit</b>	£1,401,207
<b>3. Background</b>	<b>Why was this project commenced?</b> <ol style="list-style-type: none"><li>1. Bank junction was highlighted as an issue of concern in the Bank Area Strategy which was adopted by the Court of Common Council in May 2013. Shortly after in November/December 2013 the Bank Junction improvements project (All Change at Bank) was initiated by the Planning and Transportation and Projects Sub committees. Work on this longer-term project was already underway when a fatality occurred at Bank in June 2015.</li><li>2. The Court of Common Council discussed (25/06/15) the need to bring forward safety measures at Bank. The Chairman of Planning and Transportation of the time committed to presenting options to Members in that Autumn.</li><li>3. Road Safety was recorded as a corporate red risk, with Bank junction a key focus following the fatality. Officers were tasked with proposing options to deliver safety improvements more quickly than the existing All Change at Bank project. A report was submitted for final consideration to the Policy</li></ol>

and Resources Committee in December 2015, where approval was given to investigate the feasibility of making Bank bus and cycle, possibly taxi, only, Monday to Friday 7am to 7pm. This was the time when 75% of the collisions were occurring.

4. The Coroner's investigation in July 2016 into the 2015 fatality considered written evidence from the City around the work that was being done to make changes at Bank (including developing the experimental scheme). On this basis the Coroner concluded that nothing constructive could be added by way of a preventative death report on this occasion. There was however an expectation that measures to improve safety in this complex location would be brought forward.
5. Final approval to implement the experiment as bus and cycle only, Monday to Friday 7am to 7pm, was given on 15 December 2016 by the Policy and Resources Committee.

**What is the experiment?**

6. The Bank on Safety scheme focuses on restricting the number of vehicles that cross Bank Junction during the working day to significantly reduce the risk of collisions. The top causation factors for accidents in the area were pedestrians walking into/in front of motor vehicles and vehicles making turns. This scheme reduces the probability of both.
7. Between the hours of 7am-7pm Monday to Friday, only buses and pedal cycles are permitted to cross the junction and travel westbound from Leadenhall Street into Cornhill. The scheme was implemented on 22 May 2017 using experimental traffic orders.
8. The experiment also saw the addition of two new taxi ranks close to the junction, on Princes Street and Queen Victoria Street (adjacent to the Magistrates Court). An extension of hours of the existing taxi rank on Cornhill was also made so that there were nine taxi spaces available close to the junction during operational hours of the scheme. Previously there were no daytime ranks in the vicinity.
9. In addition, there were some changes to loading and disabled parking bays in the vicinity of the junction (see maps in Appendix 1) to help ease the traffic flow on the alternative routes away from Bank.

**Has it been successful?**

10. The four agreed key success criteria areas are:
  1. A significant safety improvement at Bank
  2. Maintain access for deliveries
  3. Improve air quality at Bank
  4. Not unreasonably impact on traffic flow, whilst preferably improving bus journey times

These criteria reflect considerations relating to the traffic authority's statutory duties. See Appendix 2

11. The success criteria have been met based on the current data available. The results were reported to the Streets and Walkways Sub, Projects Sub and Planning and Transportation Committees in April/May 2018.

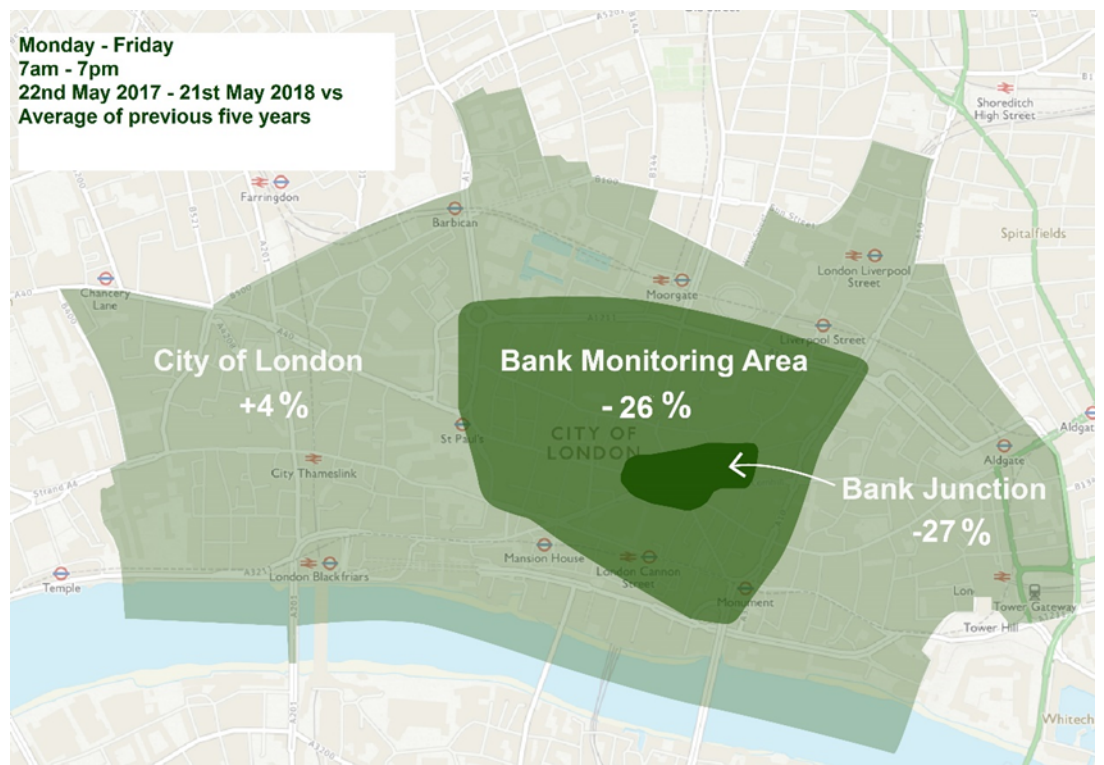
12. This report summarises the previous report and, where appropriate, updates information. Following a significant update in casualty information from the City of London Police and Transport for London (TfL) since the last performance report, casualty information has been updated accordingly. An explanation of this is included in Appendix 11.

Criteria 1: A significant safety improvement at Bank

13. As detailed in Appendix 11, one year of post-scheme data is now available comprising of provisionally verified STATS19 data (3 months) and provisional (not verified) City of London Police data (9 months). The provisionally verified STATS19 data (the national collision recording format) is not expected to change significantly when it is formally verified, which is expected to be in early 2019. The City of London Police data used in this report may change; this is also explained in Appendix 11.

14. Figure 1 below uses this data to show the provisional change in the number of casualties following one year of operation of the experiment, in comparison to the average of the previous five years.

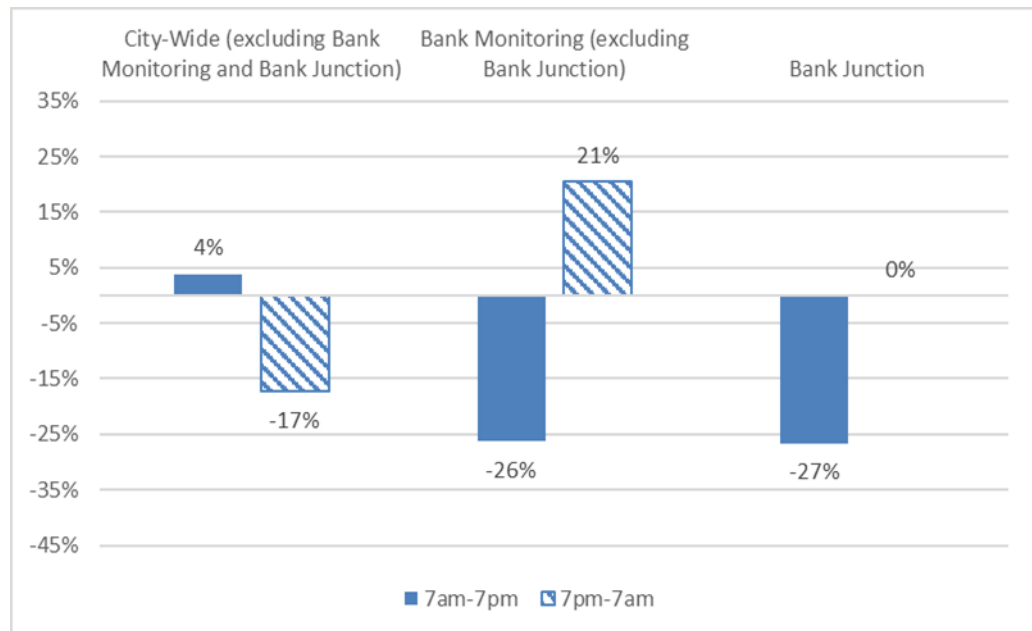
**Figure 1:** Provisional percentage casualty change during scheme operating hours (Each area is excluded from the other areas) (one year of post-scheme data in comparison to the average of the previous five years).



**15.** For completeness, the previous reports have also shown the changes to casualties in the wider City area (outside the Bank monitoring area). This indicates that there has been a provisional increase of 4% during this time (161 vs 155 average).

**16.** As shown in Figure 2, it should be noted that both the Bank monitoring area and 'Bank junction' see casualty savings during operational hours of the scheme. Outside of operating hours, the current data indicates that there has been no change to casualty numbers at Bank Junction. There has however been an increase in casualties out of hours within the Bank Monitoring area (27 vs 22 average). Further detail is available in Appendix 11.

**Figure 2:** Provisional casualty change during operational hours over 12 months (7am to 7pm Monday to Friday) and outside of scheme hours (7pm to 7am Monday to Friday).



Figures provided in Appendix 11

**17.** Whilst the casualty data is provisional, indications are that at the junction the minimum success criteria of a 25% reduction has so far been met (11 casualties vs 15 average) and that the Bank monitoring area is exceeding its target reduction of 5% during the operation of the scheme (59 casualties vs 80 average). It is not possible to use verified casualty data to conclude the experimental scheme within the permitted 18 months; therefore, despite the above percentages being subject to change in the coming months, this is the most up to date information available for a decision on the experiment.

**Criteria 2: Maintain access for deliveries.**

**18.** As previously reported, officers had engaged with 46 businesses regarding their ability to service and deliver to develop the design for the restrictions. In the Autumn of 2017 officers contacted the same businesses again to ensure that they were satisfied that they continued to be able to

service their premises conveniently. Following some clarifications on loading changes in the area, all businesses were content. This exceeded the success criteria of 75%.

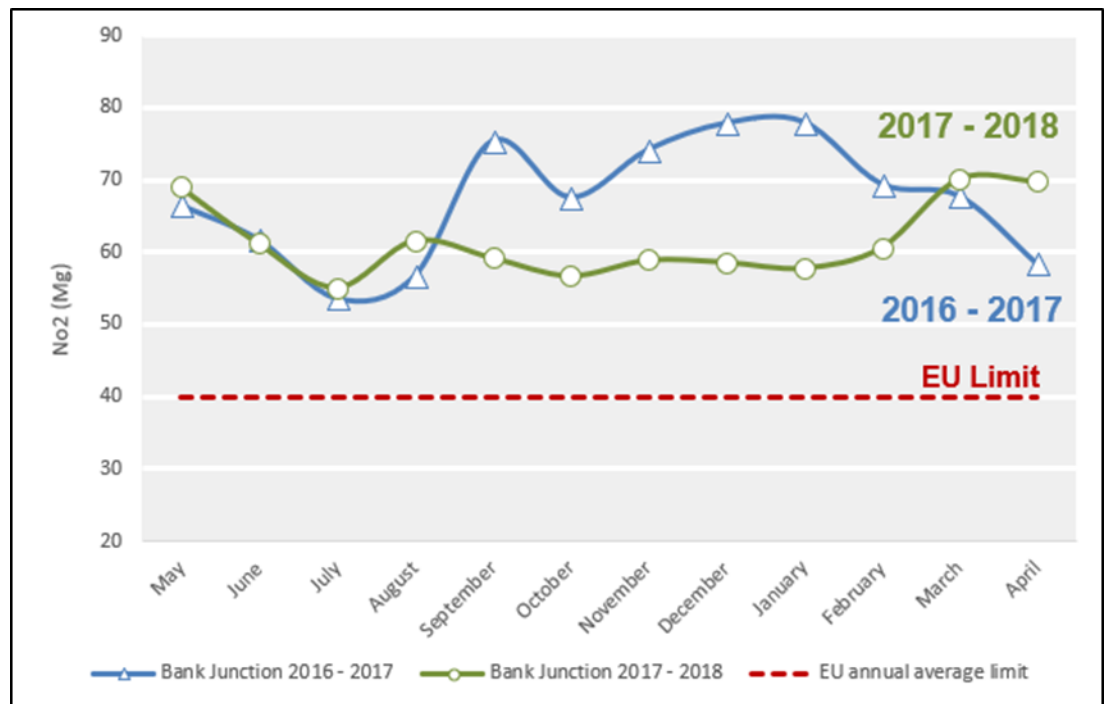
**Criteria 3: Improve Air Quality**

**19.**The first six months of data post scheme was published in the latest performance report and showed that on average NO<sub>2</sub> had decreased at Bank and in the surrounding area compared to the 2016 readings. It should be noted that this data cannot be split between scheme and non-operational hours.

**20.**There have been significant street diversions in place since the end of January 2018 due to the emergency gas works at Monument. These unexpected diversions have skewed the traffic patterns and therefore influenced the monitoring results. This traffic pattern change includes an additional nine bus routes through bank junction on diversion (in one direction). Whilst the scheme was operating as intended between May and December 2017 the results indicated that there had not been a worsening of air quality at Bank or in the monitoring area.

**21.**Data for this monitoring criteria has recently been updated and covers the period to the end of April 2018. The 2018 data has not yet been bias adjusted. As can be seen in Figure 3, NO<sub>2</sub> has increased since January 2018. Whilst we cannot be certain, this increase is in line with the emergency gas work at Monument closing Cannon Street eastbound and Gracechurch Street northbound. There has been an increase in NO<sub>2</sub> above the 2016/17 baseline in March 2018 which coincides with the formal opening of Queen Victoria Street to traffic across the junction (on a temporary basis), which is currently ongoing.

**Figure 3:** Changes in No<sub>2</sub> between 2016 - 2017 and 2017-2018 at Bank Junction



**22.** In consultation with the Air Quality team in Markets and Consumer Protection, they have said:

*“Air quality monitoring continues in and around Bank. The data currently being collected provides monthly averages. There are a number of variables that impact on levels of air pollution at roadside in City streets such as the weather, local topography and traffic diversions. This means it is difficult to draw firm conclusions about the impact of the Bank scheme itself on local pollution levels. Overall, air quality post-scheme implementation is better than pre-scheme; although at this stage we are not able to say how much of this improvement is due to the Bank scheme. More detailed hourly average monitoring is planned in the area to enable a better understanding of the impact of the scheme”*

**23.** The success criteria for this element was to see a measured reduction at Bank and not to make the wider monitoring area worse overall. This appears to have been achieved whilst the experimental scheme has operated as intended. Further detail on air quality readings in the surrounding areas can be found in Appendix 3.

Criteria 4: Not unreasonably impact on traffic flow, whilst preferably improving bus journey times

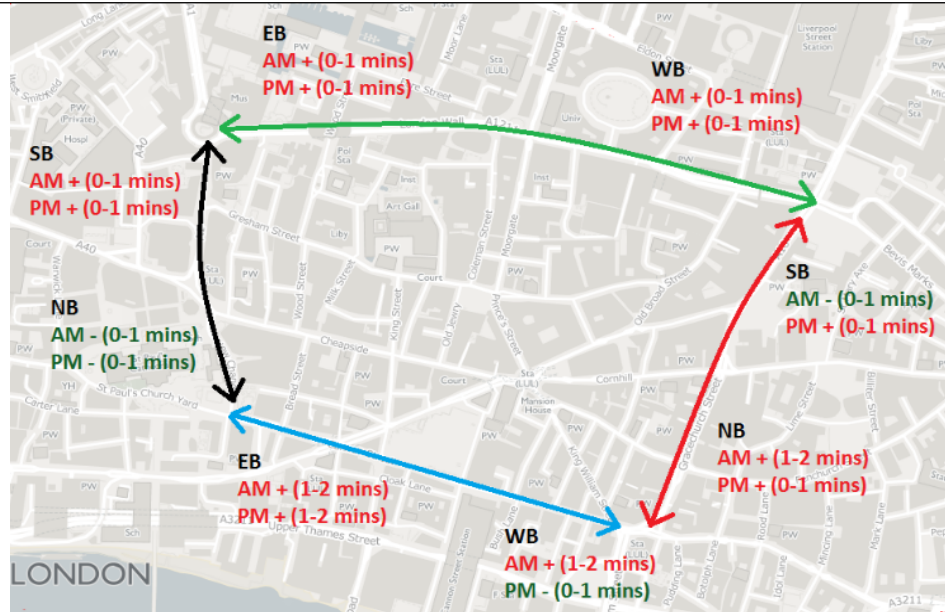
**24.** The City has numerous statutory duties which it must comply with in the exercise of its traffic authority functions. These are set out in more detail in Appendix 2 and include duties under the Road Traffic Regulation Act 1984 such as relating to traffic movement. This criteria is relevant to considerations regarding expeditious, safe and convenient traffic movements.

General traffic

**25.** Journey times are shown below in Figure 4 and have, on average, increased slightly on the four key corridors (London Wall, Bishopsgate/Gracechurch Street, Cannon Street, New Change/St Martin Le Grand).

**Figure 4:** Average peak period journey time differences for general traffic 22 May 2017 to 28 February 2018





Please note: The above excludes the Bishopsgate southbound closure September to November 2017.

26. Journey times in Figure 4 have been assessed for general traffic by using IBus data (collated by TfL using GPS data). This is a reliable proxy for general traffic and an approach agreed with TfL. The IBus data for this purpose excludes time spent at bus stops and there are no bus lanes on these corridors. These IBus results have since been verified using the outputs of the Traffic Master data (derived from satellite navigation data) for the first four months of operation of the scheme. The results are broadly aligned indicating that the methodology adopted for the using the IBus data is robust for this purpose as a proxy.

27. The data collected suggests that the success criteria has been achieved for general traffic.

#### Bus Journey times

28. All 21 bus routes that pass through the traffic modelled area have been monitored. Table 1 shows the average journey time savings for the groups of buses that serve Bank, and those which do not but pass through the modelled area, for different times of the day. This is compared to their previous recorded average journey times.

**Table 1:** Average bus journey time savings between 7am to 7pm Monday to Friday (22 May 2017 to 28 February 2018 vs 1<sup>st</sup> October 2015 – 21<sup>st</sup> May 2017)

	AM peak hour	PM peak hour	During the hours of scheme operation
	8am-9am	5pm-6pm	7am to 7pm
<b>Bank Services (9)</b>	-(3-5 mins)	-(1-2 mins)	-(3-5 mins)
<b>Non-Bank Services (12)</b>	-(0-1 mins)	-(0-1 mins)	-(0-1 mins)

29. It should be noted that bus journey times are analysed across the larger traffic modelled area unlike the key corridor information which is a specific length of corridor (Figure 4 above). This is why the journey times in Table 1 are different to the times shown in Figure 4.

30. It should also be noted that the data paints something of a worst-case scenario as the traffic modelling work identified the journey time forecasts on the presumption that the four key corridors for reassignment were fully operational. There has been very little of the experimental period where both directions of all the key corridors have been fully open. Therefore, the viability of the experiment has been tested to its fullest in terms of network resilience and the impacts of having Bank restricted as well as other key corridors closed, both for planned and emergency work.

Scheme success criteria summary

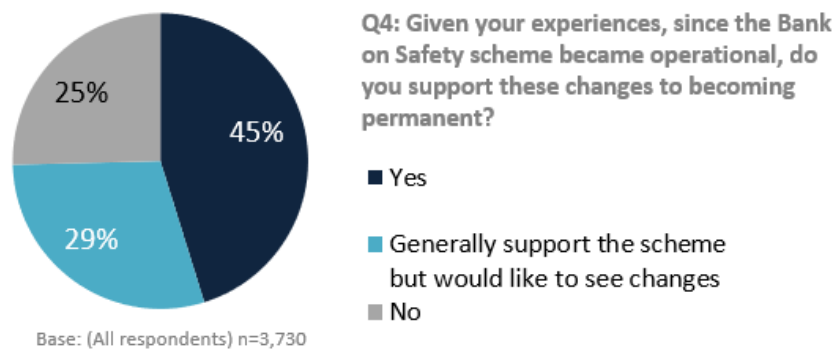
31. With regard to the four key success criteria, all of the data so far indicates that the experiment has been successful and that these criteria are being met.

**What do people think?**

32. There was a large consultation response with almost 4,300 responses received, as reported to Planning and Transportation, Streets and Walkways and Projects Sub Committee during April and May 2018. The online consultation survey accounted for 90% of all respondents to the consultation, with the remainder being letters and emails. Of the online consultation survey respondents, 75% supported or generally supported the experiment when directly asked the question.

**Figure 5:** Consultation survey respondents support split.

**3 IN 4 ARE SUPPORTIVE OF THE SCHEME**



33. In particular, there was strong support from pedestrians and cyclists (over 90%); these groups made up over 75% of the people passing through the junction in the am peak hour prior to the experiment and were involved in a large number of the collisions.

34. As can be seen in Figure 5, 29% of respondents generally supported the scheme but wanted to see a variation. The variations were a mixture of

both progressive responses of people who wanted to see the scheme introduce greater restrictions and those who wanted to see the scheme operate in a less restrictive way. For example, increasing the operational hours or allowing more types of motor vehicles through. Respondents also suggested enhancements that would not change the technical detail of the traffic order but would improve the look and feel of the junction; such as better enforcement and wider pavements.

**35.** The most cited variation of those who 'generally support' the scheme was to allow black cabs into the junction; supported by 41% of respondents (451 responses). This equates to 12% of all survey respondents. Of the 12% supporting this variation, 70% identified themselves as a taxi or private hire driver.

**36.** In addition to the consultation survey respondents, there were also groups and representative organisations that responded to the consultation; which were largely in support of the scheme (see Appendix 4). These, along with the other emailed comments received, were reviewed as part of the previous consultation report.

**37.** Overall the consultation showed lower levels of support for removing the experiment and stronger levels of support for continuing the scheme as trialled.

#### Statutory consultation responses

**38.** There were also statutory consultations undertaken on both of the experimental traffic orders, as explained in the previous consultations findings report. There were 23 representations received to the main restriction experimental traffic order (Order 1) which closed on 24 November 2017.

**39.** Of these 23 representations, 16 were messages of support, 3 made comment but were not classed as objections and 4 were objections. Of those responses which do not constitute an objection, their responses were included in the analysis in the previous public consultation report.

**40.** The objections and the City's response are set out in full in Appendix 5 but in summary, the four objections focus on:

- traffic displacement,
- the penalty charge notices and publicity,
- the operation of a specific property (new business in the area – the Ned Hotel); and
- servicing premises within the zone from a maintenance perspective.

The City's response covers these areas by explaining:

- what can be undertaken in terms of loading and servicing and accessing properties in the area;
- the work done when assessing planned road closures and whether or not the scheme should be relaxed in such circumstances;
- the publicity work undertaken prior to the scheme; and

- the warning letters that were issued in the early weeks of the scheme.

**41.** The issues raised within the objections should be considered alongside the requirement to comply with the City's statutory duties and in context of the mitigation work already undertaken.

**42.** With reference to the Ned hotel, a separate work stream outside of the project has been established following several meetings with Officers to assist the Ned in overcoming some of their operational difficulties, which were not necessarily related to the experiment. This workstream is ongoing.

**43.** There were no representations received for the second experimental traffic order; which was associated with the loading changes in the area.

#### Other issues raised informally

##### Finch Lane access

**44.** A concern raised informally was whether Finch Lane could be accessed by motor vehicles travelling westbound from Leadenhall Street. The retention of this restriction is strongly recommended to avoid large vehicles attempting to u-turn in Cornhill, which could be dangerous, particularly if they overhang the footway. Finch Lane is very narrow and heavily used by pedestrians and has previously been agreed to be enhanced as an accessible walking route. It is therefore not appropriate to encourage the use of this lane as a rat run for westbound traffic from Leadenhall Street. The banned right turn from Leadenhall Street into Bishopsgate has already been revoked as part of the experiment to ease the flow of traffic from Leadenhall Street. This provides an alternative route westbound via Threadneedle Street. Access to Finch Lane is maintained via Threadneedle Street and then the left turn into Cornhill.

##### Taxi access through the junction

**45.** Officers were asked to conduct preliminary investigations into the journey time impact across the modelled area, of permitting the limited access to the junction by taxis. A total of nine scenarios have been considered as part of this assessment. Each scenario permits taxi movements on specific approaches through the junction, in addition to the buses and cyclists already moving through. The scenario routings can be found in Appendix 6.

**46.** Officers were also asked to consider the idea of straight ahead movements just for taxis, with cycle and bus movements permitted as now. However, this is something which is highly complex, if not impossible, to clearly sign and enforce. For this piece of work the focus has been on restricting entry to the junction by taxis only during the PM peak (when taxi numbers are at their highest).

47. Of the nine scenarios that were evaluated, bus and general traffic journey times have provisionally been forecast. There were found to be winners and losers with some journey time savings indicated on some routes, but which often resulted in losses in other areas. One scenario indicated the possibility of neutral to positive benefits more holistically which could warrant further investigation should Members wish to pursue this matter. This scenario would provide access from one east and west arm to taxis.

48. However, any increase in traffic could increase the risks of road danger and may also make it difficult to achieve full compliance (due to the possibilities of other vehicles following the taxis through). One particular movement of concern is a probable increase in vehicles along Lombard Street (see Figure 21 in Appendix 6), particularly during the peak hours, when there are high levels of pedestrians and cyclists (travelling in both directions). It is considered that the potential dis-benefits outweigh the benefits of this proposal and therefore, this report does not recommend further investigations into the reintroduction of taxis.

#### U-turning vehicles

49. U-turning vehicles, and taxis in particular, on Poultry and Princes Street have been raised as an issue of concern. The safety risk this poses has been assessed by external safety auditors both pre and post scheme implementation. The advice received is that the greatly reduced traffic flow during the hours of scheme operation adequately mitigates this risk. There have been no reported collisions to date (end of May 2018), during scheme operating hours, due to u-turning. However, this will continue to be monitored.

#### **Considerations/Issues raised**

50. A number of considerations and issues have been raised through the consultation and the equality analysis. These consist of:

- Disabled access;
- Traffic in the surrounding area;
- Enforcement and signage;
- Pollution in the surrounding area; and
- Taxi passenger impacts.

*NB: the percentages used from the consultation survey below may refer to different base numbers as these issues may have come from different questions which not everyone would have answered. The number of respondents is shown for clarity.*

51. A full Equality Analysis has been undertaken based on the operation and experience of the experiment and can be found in Appendix 7. In summary there are three protected characteristics which are deemed to have 'a neutral with possible negative impacts' as a result of the Bank on Safety Scheme. These are: Age, Disability and Pregnancy and Maternity. The possible negative impact of the scheme on these groups results from potentially increased vehicle journey time and costs, removal of one

disabled parking bay and removal of the zebra pedestrian crossing on Threadneedle St. Design measures and measures to provide information have been taken to mitigate these impacts (see para 54-55).

**52.** There are also significant positive impacts experienced, including by persons with protected characteristics, particularly as bus passengers or pedestrians, including improved safety and air quality and reduced bus journey times. Due to emergency works, and resulting abnormal traffic patterns, it has not been possible to consider introducing further mitigation measures to date, but measures such as additional disabled parking provision will be further reviewed once traffic patterns have settled.

Disabled access:

**53.** Access for disabled passengers was raised as a concern under the question 'what do you think is not working well' of the consultation survey. This was raised most by taxi/private hire passengers (58 respondents) and taxi/private hire drivers (131 respondents).

**54.** Under the scheme taxis and other private vehicles are able to pick up or drop off passengers close to the junction. The map in Appendix 8 shows:

- The doors to the buildings surrounding the junction and whether they are step free;
- Where the existing barriers (prior to the experiment), such as guardrails are, and which would prevent the ability to pick up and set down; and
- The location of the stop lines at the junction. (Vehicles should not in any event stop to set down and pick up within the junction)

The ability to pick up or set down safely to these locations at Bank has not been significantly changed by the scheme.

**55.** Some drivers may not understand where they can pick up and drop off in the area. We have provided information to try and combat this. Maps are available for download and have been distributed to local businesses. With continued experience the understanding of regular drivers will improve; mitigating this issue further. We have seen improved compliance over the experimental period. Officers will continue to monitor in the event that evidence suggests that the provision of information relating to the scheme needs to be improved.

**56.** It is considered that the evaluation and recommendation to continue the traffic orders has due regard to the City's public-sector equality duties (see Appendix 2) and is not discriminatory.

Traffic in the surrounding area

**57.** Through the consultation in answering the question 'what is not working well' (answered by 3684 people), 37% (1363 people) identified that traffic had worsened since the scheme had become operational.

**58.** The two routes that have often been cited by Members as being more congested are Cannon Street and Gresham Street. Cannon Street as a key corridor has been monitored closely and on average journey times are 1-2 minutes greater than before the scheme went in. Work has been undertaken, and is continuing, to better enforce parking and loading activity on the street.

**59.** In terms of Gresham Street, increased enforcement resources have been deployed. Discussion with TfL to improve the operation of the signalised junctions is taking place.

**60.** It should be noted that Gresham Street has also been affected by the development on the corner of Wood Street with the introduction of temporary traffic lights and one way working; which has recently concluded.

#### Enforcement and Signage

**61.** Enforcement and signage were both cited as elements that 'did not work well' in the consultation survey (base of 3684 people) with 23% of respondents to that question (847 people) citing that banned vehicles were still going through the junction and 12% (442) citing signage needed improvement.

**62.** Current signage has been independently audited for suitability and compliance and has been found to be legally fit for purpose. The current signage has delivered up to 97% compliance. However, officers have developed alternative signage and are consulting with the Department for Transport to explore whether this could be used, with a view to further improving compliance.

#### Pollution in the surrounding area

**63.** Pollution increasing away from Bank was raised by 8% (295 responses) of respondents to the question 'what is not working well' (base of 3684 people).

**64.** NO<sub>2</sub> levels have shown an average decrease across the Bank monitoring sites after the scheme was introduced compared to the 2016 values. There is therefore little evidence that this perception has been realised in practice. More detail is available in appendix 3.

#### Impact on taxi passengers

**65.** In agreeing the experimental scheme, it was recognised that there would be some journey time increases as well as some savings across the area; however, overall these should not be 'unreasonably increased'.

**66.** Unreasonable has not been defined in this instance and is a judgement. Data was collected in two 'after surveys' based on 80 journeys each time.

The average journey time changes in terms of time and cost are set out below in Table 2.

**Table 2:** Change in average Taxi Journey time and price (80 journeys per survey).

	<b>Pre-Scheme (May 2017)</b>	<b>Post Scheme 1 (July 2017)</b>	<b>Post Scheme 2 (November 2017)</b>
<b>Time (minutes)</b>	12:06	13:21	15:30
<b>Cost</b>	£8.85	£9.80	£11.35

**67.** In addition, the Licensed Taxi Drivers Association (LTDA) GPS journey time data has also been provided, based on a smaller sample size of approximately 100 journeys per survey over seven routes. It should be noted that other data from the LTDA has been excluded as it was not considered to be robust (given street closures in Bishopsgate and Threadneedle Street during their 'after comparison' survey which was considered to affect those results). In addition, the LTDA did not undertake any cost comparison exercise.

**68.** There is a technical note in Appendix 9 which combines the LTDA data sets with the City's, for all reasonable comparable sets. The data shows a good level of correlation. This indicates that the methodology of the mystery shopper technique was consistent for before and after and gives a reasonable indication for journey times between set destinations in each survey.

**69.** Overall, the information gathered on the average journey times and cost increases suggest that there has been some impact on the monitored taxi routes. However, this must be considered against the wider benefits of the scheme.

Taxicard users

**70.** The City has used anonymised Taxicard data to look particularly at the impact of the scheme on taxicard passengers with disabilities. A Taxicard is given to people with severe mobility or visual impairments. The journeys analysed were those starting or finishing in the City.

**71.** Anonymising the data is necessary but prevents like for like analysis. It is however still possible to review average journey times. The data used covered the eight months prior to the scheme and the following eight months (excludes May 2017 as the scheme started operation on the 22 May).

**72.** It was a concern, from some, that the number of taxi journeys, particularly for disabled passengers would reduce because of the experiment; This has not been found to be the case for Taxicard users. In fact, there has been an increase (+6%). This is based on 4,464 trips before and 4,734 post scheme.



73. Table 3 shows the changes in average journey time and cost, although it should be noted that these are indicative figures only as pre and post scheme precise journey origins and destinations will vary.

**Table 3: Taxicard comparisons for journey starting or finishing within the City**

	<b>8 months prior to the scheme</b>	<b>8 months after the scheme</b>
<b>Average Journey time (minutes)</b>	17.31	16.00
<b>Average Cost</b>	£12.30	£12.40
<b>Number of trips</b>	4,464	4,734

74. A particular concern prior to the scheme was that people with a disability might not be able to access buildings at Bank. This has been specifically monitored and it is confirmed that there has been a small increase in the number of Taxicard journeys to, or from, the buildings surrounding Bank junction. This increased from 42 to 45 trips in comparing the eight months before and after.

Whilst there has been some impact on the average journey times these need to be assessed against the overall safety and other benefits of the scheme. It should also be noted that we have provided nine new taxi rank spaces in the vicinity and a comprehensive change to traffic light signal timings to facilitate safe movement.

**Conclusion of the experiment.**

75. A lot has been discussed so far in this report. In summary,

- The performance of the scheme so far has to date met the agreed success criteria.
- Consultation was largely positive and showed a strong level of support for the changes at Bank, but also raised some concerns.
- These concerns have been looked into and some do not appear to be borne out by the available data, such as pollution in the surrounding areas, and to a certain degree the concerns of traffic levels in surrounding areas.
- Of those issues where improvements may be made, such as signage, enforcement and compliance some suggestions are made in the next section of the report should Members approve the first recommendation.
- The issue of potential impacts on some people with a protected characteristic around journey time and cost to disabled/taxicard users is acknowledged. This has been mitigated as far as possible and there are significant positive impacts on people with protected characteristic. Once abnormal traffic movements caused by emergency works have abated, further measures can be considered, if the recommendations are accepted.

	<p>76. In conclusion, the evaluation has had due regard to the City's statutory duties including: maintaining reasonable access to premises, improving amenity, having regard to the national air quality strategy, facilitating bus traffic (and not unduly negatively impacting on taxis) and securing the safety and convenience of passengers and other road users. Due regard has been paid to the City's public-sector equality duties and the interests of those with protected characteristics. This report recommends that the experiment should be made permanent as trialled.</p>
<p>4.</p>	<p><b><u>Way forward</u></b></p> <p>77. If Members are minded to agree the recommendation, the following actions will be undertaken to make the scheme permanent:</p> <ul style="list-style-type: none"> <li>• Advertising the notice to make the traffic orders permanent, including preparation and deposit of related documents such as the Statement of Reasons; and</li> <li>• Signing the permanent Orders.</li> </ul> <p>This will be completed within the 18 month statutory period.</p> <p>78. Also, a further report on the procurement options for the enforcement cameras and likely costs will need to be prepared. In the meantime, Officers will seek to extend the existing enforcement camera contract with the procurement team within the agreed contract parameters. This is to cover the period between the existing contract expiring in November and the contract for the long-term solution being concluded. The cost of this contract extension will be met from existing departmental (DBE) resources.</p> <p>79. The above work will be undertaken within the existing agreed project budget. The proposed budget line changes are in Table 7 in Appendix 10. Not all of the fees line budget has been utilised as planned. The emergency gas work at Monument left the network in a disrupted state. Therefore, the remaining surveys, such as taxi availability to hire and the junction vehicle count spot checks (to verify the traffic model forecasts for the reassignment routes), have not been undertaken. These surveys will not be required moving forward, as they would have been used in this report as additional evidence for Members. There has also been a saving of approximately £35,000 on the works budget line. It is proposed that both of these savings are moved to the staff costs budget line to cover the work required, after this report has been decided, to make the scheme permanent, or for it to be removed.</p> <p><b><u>Ongoing monitoring and review</u></b></p> <p>80. The scheme as designed, including mitigation measures currently in place, are considered to meet the criteria and be compliant with the City's responsibilities, and is recommended to continue indefinitely. However, the operation of the scheme will be kept under review, and as traffic settles and (particularly after ongoing emergency works are completed) additional measures to further enhance the operation of the scheme could be considered.</p>

- 81.** The items that could be considered include:
- a. Improving compliance (Cue's and clues)
    - Enforcement gateway build outs;
    - Lining changes at, and in, the junction (lane compliance);
    - Opportunity to extend the pedestrian crossing time;
    - Some footway build-outs (increasing formal space for pedestrians);
    - Colourful crossings/ coloured surfacing treatments.

All of the above would help to either improve compliance of the scheme by motorists or improve behaviour within the junction.

- b. Increased enforcement on alternative routes
  - This will be covered by a further report on the use of the congestion officers in the City.
- c. Taxi rank visibility
  - Improving signage to, and the visibility of, the taxi ranks.

**82.** As part of this work above, it would also be possible to review whether there are any further opportunities to improve disabled parking provision within the monitoring area near Bank, once the emergency works are complete and traffic patterns resume to some normality. There may be opportunities once the measures in section a) above are reviewed that are not currently viable in the existing layout.

**83.** It is suggested that Members agree to items a) and c) above to be investigated in more detail within the project, and report back to Streets and Walkways Sub and Projects Sub Committees outlining what could be done and how much this would cost to implement.

**84.** This investigative and design work is estimated to require additional funding of £36,000 for staff costs. It is recommended that this be taken from the On-Street Parking Reserve.

King Street/Cheapside banned right turn

**85.** The right turn from King Street into Cheapside has been in operation on a temporary basis since January 2018 to facilitate the southbound closure on Queen Street and has been monitored for performance and safety. It is intended that to provide additional westbound travel options for reassigned traffic, that this will be, subject to TfL approval, made permanent using existing delegated authority if the experiment is approved. This is not essential for the Bank on Safety scheme operation; but will provide additional routing opportunities to complement the scheme.

The future.

**86.** Following a decision on the experimental scheme the longer-term project, All Change at Bank, can be revitalised and look to establish how this area

	should change to accommodate the future growth of the area with the other competing needs of the City.
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### **Background Documents**

- Bank on Safety: Second report on the performance of the experiment (Streets and Walkways Sub-Committee 10 April 2018)
- Bank on Safety: Consultation Findings (Streets and Walkways Sub Committee 10 April 2018)

**Appendices** (circulated separately and available online [here](#))

<b>Appendix 1</b>	Loading and disabled parking bay maps
<b>Appendix 2</b>	Statutory duty extracts
<b>Appendix 3</b>	Air Quality graphs
<b>Appendix 4</b>	Representative groups and businesses: summary response to consultation
<b>Appendix 5</b>	Statutory Objections and response to Order #1
<b>Appendix 6</b>	Taxi modelling: scenario routings
<b>Appendix 7</b>	Equality Analysis
<b>Appendix 8</b>	Access to the junction map
<b>Appendix 9</b>	Taxi journey time data
<b>Appendix 10</b>	Finance Table
<b>Appendix 11</b>	Casualty data

### **Contact**

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<b>Committees:</b>		<b>Dates:</b>
Streets and Walkways Sub-Committee - For Decision		04/09/2018
Policy and Resources - For Decision		06/09/2018
Projects Sub-Committee - For Decision		12/09/2018
Port Health & Environmental Services Committee - For Information		25/09/2018
<b>Subject:</b> Beech Street: Transport and Public Realm Improvements	<b>Issue Report:</b> Gateway 3 Complex	<b>Public</b>
<b>Report of:</b> Director of the Built Environment <b>Report Author:</b> Kristian Turner		<b>For Decision</b>
<p><b><u>Dashboard</u></b>  <b>Timeline:</b> G4 Detailed Option Appraisal ~ May 2021  <b>Total Estimated Cost: £12M-£15M</b> (for the transport, highway and public realm elements on Beech Street only)  <b>Approved budget:</b> £218,927  <b>Spend to Date:</b> £70,858  <b>Overall Project Risk:</b> High</p> <p><b><u>Report Summary</u></b>  This report is for the Beech Street Transport and Public Realm project which aims to deliver air quality, property and public realm improvements in Beech Street, which in turn can best be achieved by the removal/reduction of traffic.</p> <p>The key risks to delivering the project remain:</p> <ul style="list-style-type: none"> <li>• the wider traffic impact of reducing traffic in Beech Street;</li> <li>• attaining the necessary statutory approvals and agreement of Transport for London (TfL) and neighbouring authorities;</li> <li>• the potential conflict with nearby projects just outside the City boundary which reduce traffic capacity on parallel streets and may cause displacement of vehicles onto Beech Street.</li> </ul> <p>The purpose of this report is to provide an update on the work done to date, to seek Member endorsement of the development of two options for reducing traffic in Beech Street, and to advise on the project risks.</p> <p>A previous version of this report was brought to Members of the Streets and Walkways Sub Committee in July 2018. Following discussions at that Committee, it was agreed to withdraw the report and resubmit it with additional consideration given to:</p> <ul style="list-style-type: none"> <li>- Developing further options for the reduction of traffic in Beech Street by investigating both an eastbound and westbound closure, with a key objective being the improvement of air quality;</li> <li>- That officers should consider the possibility of a City-wide traffic model to allow Members to consider the cumulative traffic implications of future projects.</li> </ul>		

Since the July Committee, officers have met with TfL to understand the traffic implications of the Old Street roundabout scheme and the issues surrounding a City-wide traffic model, plus they have met with LB Islington regarding the Old Street / Clerkenwell Road cycle grid route. This report provides an update on both those discussions, plus an update on the structural investigation work at Beech Street.

## **Background**

### *Vision & Governance*

In June 2018 the Policy and Resources Committee agreed the vision to transform Beech Street. It was to create a vibrant street with a high quality public realm at the centre of the Culture Mile, improve air quality and provide the opportunity to realise property outcomes.

The programme for the delivery of the Beech Street vision, the *Beech Street Major Transformation programme*, includes three individual projects: transport and public realm improvements, property redevelopment, and podium waterproofing. These projects have significant interdependences, but June's Policy and Resources Committee also agreed that they should be developed individually with their own specific budgets and milestones through the Committee approvals process.

### *Air quality*

Beech Street has recently been measured as one of the most polluted streets in London for noxious emissions (NOx) from vehicles. The NOx data does not differentiate between westbound and eastbound traffic, but based on existing traffic flows and the queues approaching Aldersgate St, it is reasonable to assume that westbound traffic contributes 60% or more. This will be a factor to consider when balancing the merits of an eastbound closure versus a westbound closure.

The work undertaken in the Barbican area by the Low Emissions Neighbourhood (LEN) project has identified air quality on Beech Street as a local concern for residents and visitors, and a pilot scheme will be trialled on Moor Lane to restrict traffic to Ultra Low Emission Vehicles (ULEV).

The Port Health and Environmental Services Committee has requested that the potential for Ultra Low Emission Vehicle (ULEV) restrictions on Beech Street be investigated as part of the traffic reduction options. It is therefore proposed that the scope of the project be expanded to determine the feasibility of restricting some or all traffic on Beech Street to ULEV vehicles only.

## **Progress to date – Transportation and Public Realm**

### *Traffic Modelling – Beech Street traffic options*

An initial Preliminary Traffic 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 tested were:

- Option 1 - An eastbound closure of Beech Street to vehicles;
- Option 2 - A westbound closure of Beech Street to vehicles;

Option 3 - A total closure of Beech Street in both directions (i.e. pedestrianisation except for vehicular access to the Barbican Car Park, residential car parks and servicing).

The areas affected by the reassignment of traffic are presented in Appendix 1. This shows that all three scenarios would cause reassignment of traffic to other streets within the City (particularly on London Wall and Moorgate), the TfL Network (Old Street) and the streets of neighbouring boroughs.

In terms of scale of impact, an eastbound closure causes traffic to reassign over the smallest area, and a full closure affects the widest area.

Given the scale of impact from a full closure, it is proposed that the project focusses on Options 1 and 2 for now, with Option 3 (a full closure) remaining a longer-term aspiration.

#### *City wide traffic model*

At July's Streets and Walkways Sub Committee, Members asked officers to consider the merits of a City-wide traffic model to enable strategic decision making. It was suggested this would be useful in understanding the traffic impacts of various aspirational schemes, including Beech Street, Museum of London, Centre for Music, Bank and the Eastern City Cluster.

Officers have since met with TfL's transport modelling team to discuss options for this approach. TfL are currently investigating the rollout of new software for a Central London traffic model which allows more of the traffic modelling tasks to be undertaken in one software package. Officers have been advised that using this approach will be the most cost effective and efficient method for testing traffic scenarios from various schemes together.

We have requested more information on how TfL's model will be created, their programme, funding, on-going maintenance costs and how the model might reduce the time for getting traffic scheme approvals.

#### *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 October 2018, identifies 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 public space 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, particularly at Aldersgate Street;
- improved lighting, including the potential for architectural or curated lighting;
- the introduction of public art.

#### *Property studies relevant to the highway*

A significant amount of work has been done by the Culture Mile property team in determining the business case for the refurbishment of property space along Beech Street. Studies have looked at both the under-utilised space available on the north side in Exhibition Halls 1 and 2 and on the south side by relocating car parking spaces and utilising the refuse area.

It was found that the refurbishment of the Exhibition Halls is supported by the property business case and that their revenue potential would be maximised by (significantly) widening the footway on the northside and improving the public realm. On the south side, it was determined that only substandard units could be physically achieved, and these would not command sufficient levels of rent to justify the estimated cost. It has therefore been established that retail space on the south side would not be economically viable.

Appendix 3 illustrates how shallow public display cases displaying artefacts from core partners could still combine with new retail units in the vicinity of Lauderdale Tower to bring variety to the long south frontage.

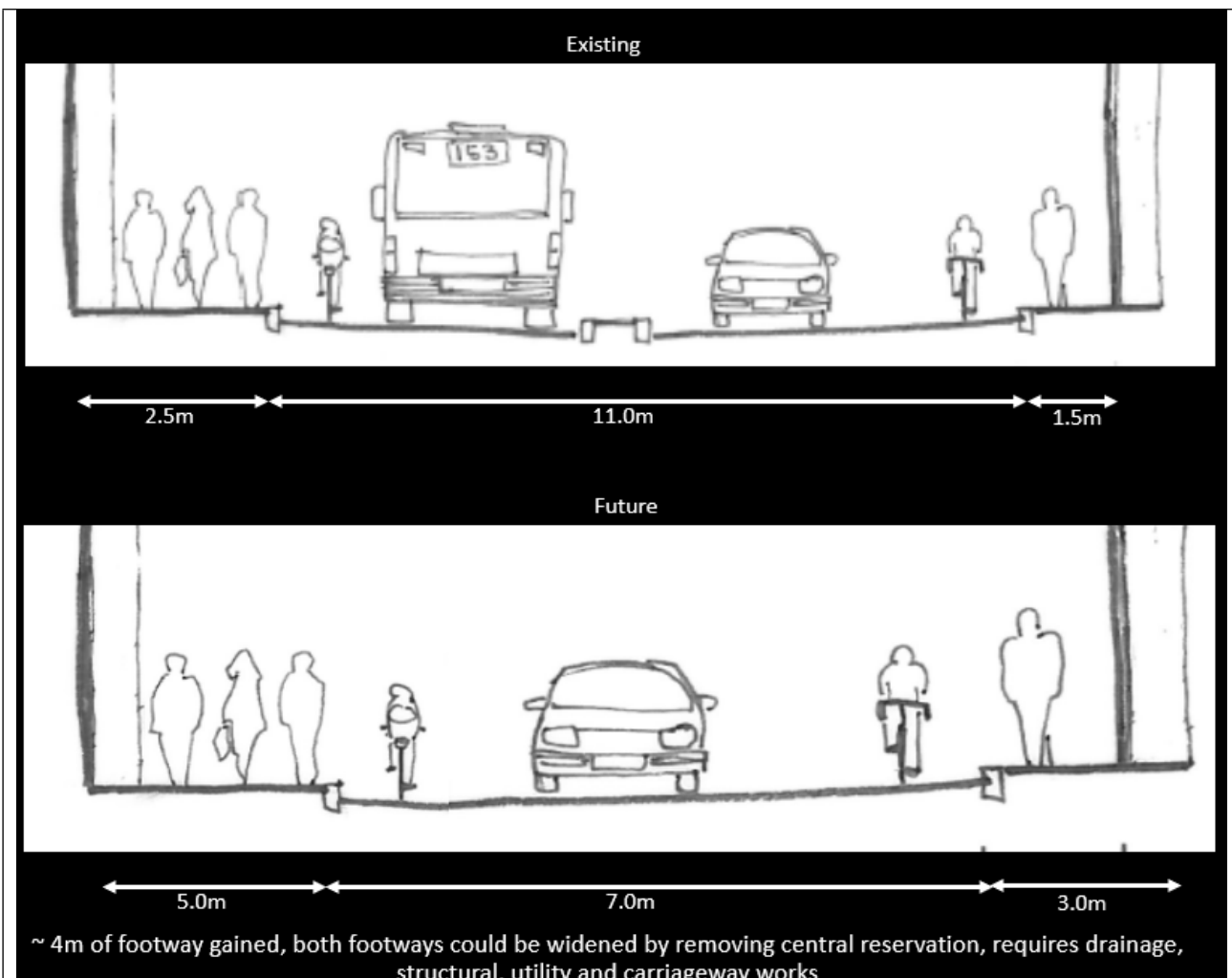
#### *Footways and pedestrian comfort levels*

The footways in Beech Street are quite narrow, around 2.5m wide on the north side and 1.5m on the south. However, pedestrian flows in Beech Street are relatively moderate compared to some locations in the City, so that pedestrian comfort levels have been calculated as very good at B+ and A- respectively.

Nevertheless, widening of each footway will be reviewed during the design process, with the potential for reducing traffic to one direction allowing the opportunity to widen the northern footway to compliment the property development and / or widen the southern footway to improve pedestrian comfort.

Widening the footway on both sides would be more challenging because it would require the “running” traffic lane to move towards the middle of the street, the removal of the central reservation and changes to the road’s profile and drainage (see below).





### *Structural constraints*

Since July's Streets and Walkways Committee, the project team have undertaken inspections and reviewed historic design and drainage drawings for Beech Street. Further ground radar surveys and trial holes are programmed for late August and September which will confirm whether the footway widening is achievable. Early indications are positive as it's been determined that except for a small area at the southern end of Golden Lane, the Ben Johnson House car park does not extend beneath the road.

### **Key Project Risks and Opportunities**

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

1. The condition and capacity of the various underground structures is now being assessed because if they cannot accommodate the additional loads on the surface, the footway widening would be restricted, which in turn would limit the potential for the public realm improvements and property redevelopment.
2. The complexity of traffic modelling will be greater than either the Aldgate and Bank on Safety projects, and potentially the largest traffic model ever built by the City.
3. TfL and LB Islington have aspirations to significantly change the Old Street roundabout by reducing traffic capacity to transform the junction. In addition, LB

Islington have aspirations to develop a new cycle route along Old Street / Clerkenwell Road. The partial closure of Beech Street would reassign traffic to these routes, so there is a risk that both TfL and LB Islington will object to changes at Beech Street, significantly delaying or halting the Beech Street project. However, we are now working with TfL and LB Islington to identify collaborative opportunities to realise both sets of aspirations, with Culture Mile also providing significant cross boundary benefit potential.

4. There is a risk that TfL, residents or businesses will object to changes to the Route 153 bus.
5. Experience from other recent schemes would suggest that the permanent closure of any major street in the City will create a high risk of vocal, influential and prolonged opposition from single issue transport groups.
6. Future projects, such as Centre for Music and Museum of London at West Smithfield, will add an extra layer of complexity to the planning, management and resilience of the street network in the next 10-15 years, with any changes to the London Wall roundabout a future consideration for Beech Street.
7. The City's emerging Transport Strategy will provide a framework for new initiatives to actively manage traffic volumes in the City. This will be important given that traffic reductions are likely to be needed to enable the delivery of various Culture Mile projects, as well as other initiatives across the City.
8. Changes at Beech Street will require Traffic Management Act consent from TfL who are currently undergoing a significant restructure. With new resource constraints and the loss of key staff, it remains to be seen how TfL will respond, but equally there are opportunities through the Mayor's Transport Strategy Healthy Streets initiative where the Beech Street project could receive a high degree of GLA support.

### **Procurement**

Work to procure the services of a transport consultancy to undertake the traffic modelling (~£500K of services) will be undertaken with the assistance of the City Procurement team. 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 A – Full OJEU tender**

Time to tender ~ 6 months

Benefits – Full OJEU compliance

Disbenefits – Programme delay; cost of officer time in preparing, tendering and assessing bids; risk of challenge if the value of the tender changes as the project progresses.

#### **Option B – 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 C – Utilise design services in the Riney Highway Term contract (preferred method)**

Time to tender ~1-2 months

Benefits – Compliant and immediately available, sufficient time on the Riney term contract. Similar approach used in Westminster on their Highway Term contract

Disbenefits – Would be a large amount of fees to route through the Riney term contract.

Options A and C would be the routes most likely to result in procuring a consultant with the necessary skills and experience. Given the pace required to meet the opening of the redeveloped exhibition halls, DBE and City Procurement propose to use Option C.

(NB Structural services will be procured through the term contract for Structures and Bridges as usual.)

**Proposed next steps**

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

1. Continue to establish the physical constraints of the site, particularly the structures, utilities and drainage below Beech Street.
2. Continued engagement with TfL and LB Islington at a strategic and operational level and seek Traffic Management Act approval for the scheme from TfL.
3. Develop a detailed project plan and advise Members on the likely high level political engagement required with neighbouring authorities and GLA/TfL.
4. Gather baseline information on air quality on Beech Street and the alternate streets to help assess the impact of any traffic changes.
5. Begin to build a VISSIM micro-simulation model over a wide part of the City and Islington to enable the impacts of the Beech Street proposals (Option's 1 and 2) to be fully quantified.
6. Develop the model with information from other authorities to capture their schemes which also affect traffic.
7. Produce computer generated images of what a transformed Beech Street could look like for use in stakeholder engagement and to help build momentum for the project.
8. Once there is confidence that traffic can be removed or reduced in Beech St, have a landscape architect produce a design for the street based on objectives established by a new working party.
9. Co-ordinate the physical highway and public realm construction works with the Exhibition Halls refurbishment as both programmes progress. This is dependent on the progress of the transportation work to reduce traffic in Beech Street which will

then define the feasibility and timing of a proposed ULEV restriction in Beech Street.

### **Forward Programme**

Given the size and complexity of the project, an indicative programme is outlined below, but this is reliant on significant third-party agreements.

The key dates are as follows:

- **August 2018 – December 2018** Structural assessment and site surveys completed
- **October 2018** Scoping of modelling brief
- **November 2018** Procurement of transport and public realm services (\*dependent on procurement option chosen)
- **December 2018 – June 2021** Traffic model completed and accepted by TfL and supported by LB Islington
- **November 2019 – April 2021** Public realm and highway outline design completed
- **July 2021** Gateway 4 Report
- **August 2021 – October 2022** Detailed design completed (structures and highways)
- **December 2022** Gateway 5 Report
- **January 2023 – January 2024** Highway construction
- **Q1 2024** Highway works complete

### **Funding**

The current expenditure on the project is £70,858 from an approved budget of £218,927, leaving £148,069 to be utilised in developing the project to Gateway 4. However, a further £1,526,435 is thought to be required to reach Gateway 4 (see summary below and Appendix 4) and is proposed to be funded from DBE's Public Realm and Local Transport Improvement CIL allocation.

<b>Description</b>	<b>Approved Budget (£)</b>	<b>Additional Funds Required (£)</b>	<b>Revised Budget to Gateway 4 (£)</b>
Fees	112,636	680,000	792,636
Highways Staff Cost	5,000	64,280	69,280
P&T Staff Costs	82,889	782,155	865,044
DBE Structures Staff cost	18,402	0	18,402
<b>TOTAL</b>	<b>218,927</b>	<b>1,526,435</b>	<b>1,745,362</b>

The staff costs to reach Gateway 4 represent approximately 6% of the £15m scheme estimate. These have been benchmarked against other transportation and public realm schemes delivered by the City and have been found to be proportionate and appropriate for a project of this complexity.

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

## **Recommendations**

It is recommended that **all Committees** note:

1. The vision for Beech Street as approved by the Policy and Resources Committee, which includes the reduction of traffic, improvements to the public realm, widening of footways and improvements in air quality;
2. The separation of the podium water-proofing, property redevelopment and transportation & public realm projects, to follow individual Gateway paths and reporting times;
3. The results of the traffic and public realm work done so far;
4. The key project risks, next steps & programme.

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

5. Further development of the feasibility of Option 1 (Beech Street closed to eastbound traffic) and Option 2 (Beech Street closed to westbound traffic)
6. An increase in the scope of the project (requested by the Port Health & Environmental Services Committee) to investigate the feasibility of introducing Ultra-Low Emission Vehicle restrictions in Beech Street
7. The proposed procurement route for consultancy services utilising the City's Highways Term Contract;

It is recommended that Members of the **Policy & Resources Committee** and **Streets and Walkways Sub Committee** approve:

8. An increase in the estimated project budget of £1,526,435, to £1,745,362 to fund the project to Gateway 4, subject to the procurement of the relevant consultancy appointments;
9. The allocation of Public Realm and Local Transport Improvement CIL funds to fund the development of the project to Gateway 4;
10. 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 budget of £1,745,362 (subject to procurement) is not exceeded and the scope remains unchanged.

## **Appendices**

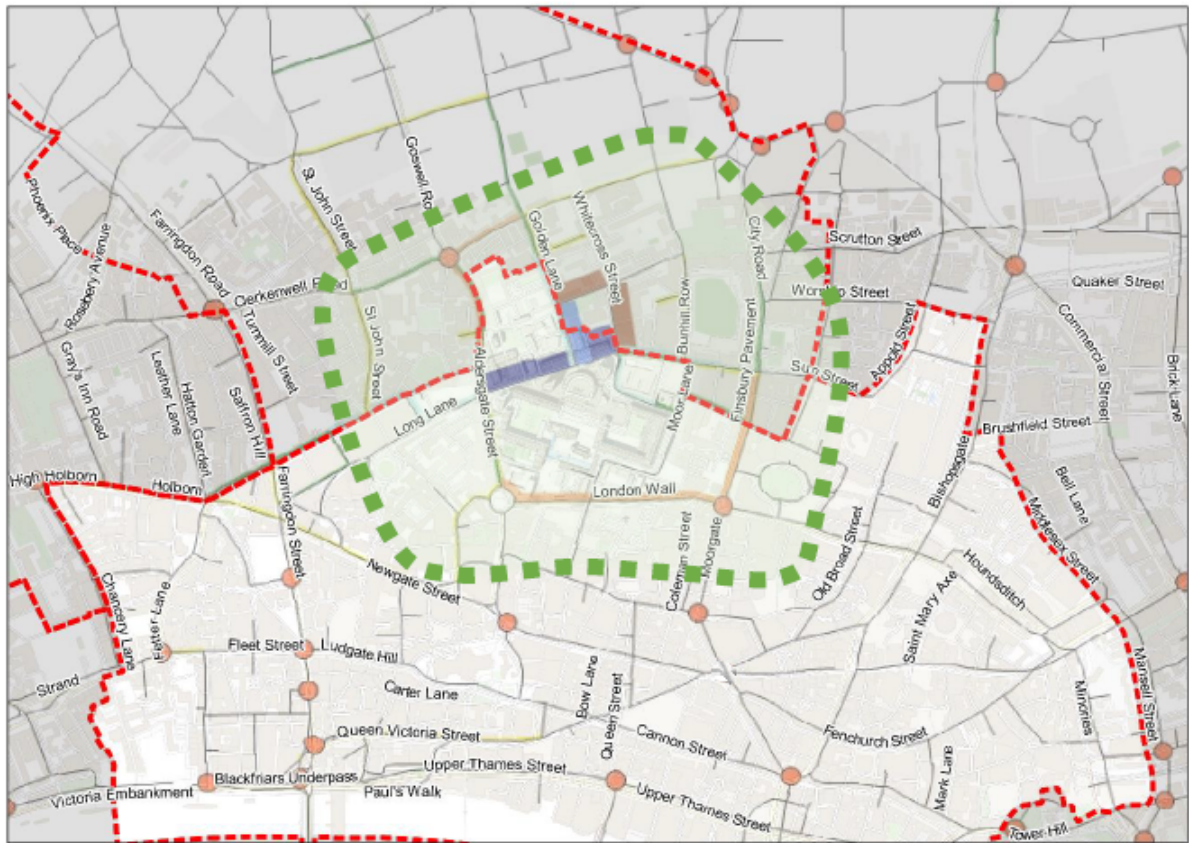
<b>Appendix 1</b>	Traffic Modelling – areas of impact
<b>Appendix 2</b>	Beech Street closure – traffic survey analysis
<b>Appendix 3</b>	Beech Street southside visualisations
<b>Appendix 4</b>	Expenditure to date
<b>Appendix 5</b>	Total Additional funds to reach Gateway 4

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# Appendix 1 – Traffic Modelling Areas of Impact



Eastbound Closure



Westbound Closure



Full Closure





## City Transportation Briefing note on traffic during Beech Street closure

**Date:** 31/05/18

### Summary

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In March 2018, 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. In summary the key findings are that:

- 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.

### Methodology

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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 15<sup>th</sup> March main survey day, Thursday 22<sup>nd</sup> March the comparison (baseline) day
5. Data captured
  - journey times
  - traffic volumes
  - queue lengths

### Observations

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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
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- 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



## BRIEFING NOTE

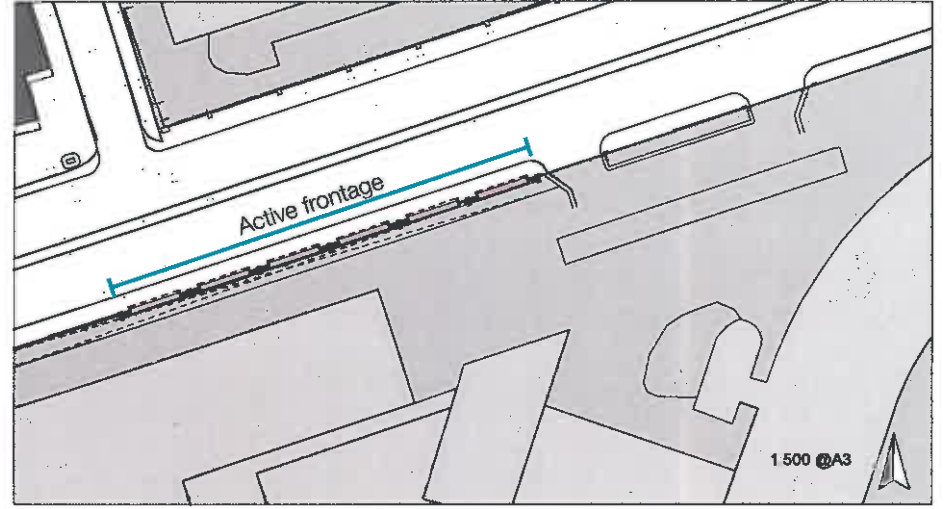
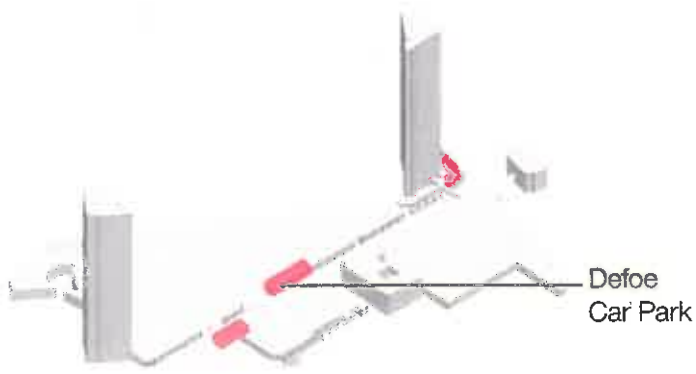
Ropemaker / Moorgate EB traffic lane	6.8	00:02:11	00:03:22	00:01:11	54%
Old Street / Goswell Road WB ahead and right	0.2	00:00:43	00:01:27	00:00:44	104%
Old Street / Goswell Road NB ahead and left	-0.8	00:00:28	00:01:12	00:00:44	157%
London Wall / Moorgate EB ahead lane	7.4	00:01:46	00:02:28	00:00:42	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%



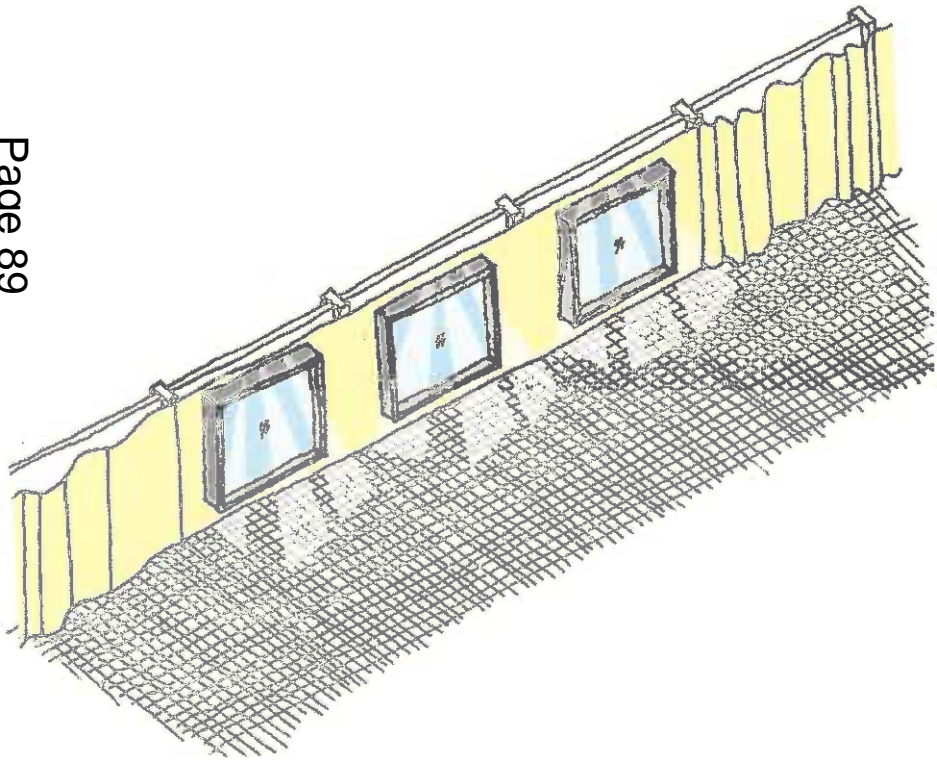
## BRIEFING NOTE

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**Proposed Design**  
Defoe Car Park Retail



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**Appendix 4**

<b>Expenditure to date</b>			
<b>Description</b>	<b>Approved Budget (£)</b>	<b>Expenditure (£)</b>	<b>Balance (£)</b>
PreEv Fees	15,000	15,000	0
PreEv P&T Staff Cost	13,500	13,500	0
Env Servs Staff Cost	5,000	0	5,000
P&T Staff Costs	25,000	21,197	3,803
P&T Fees	62,025	21,161	40,864
<b>TOTAL</b>	<b>120,525</b>	<b>70,858</b>	<b>49,667</b>

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**Appendix 5**

<b>Total additional funds to reach Gateway 4</b>		
<b>Item</b>	<b>Description</b>	<b>Estimated Cost (£) *</b>
<b>Staff Costs</b>	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
<b>Total additional Staff Costs</b>		<b>890,824</b>
<b>Professional Fees</b>	Traffic model consultant to advise brief and liaise with TfL	£10,000
	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
<b>Total Professional Fees</b>		<b>635,611</b>
<b>Total Estimated Cost To Gateway 4</b>		<b>1,526,435</b>

\*Excludes any underspend to-date

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<b>Committee(s):</b> Police Committee Planning & Transportation Committee Policy & Resources Committee	<b>Date(s):</b> 12 July 2018 26 July 2018 6 September 2018
<b>Subject:</b> Anti-Terrorism Traffic Regulation Order: 2017 Review	<b>Public</b>
<b>Report of:</b> Director of the Built Environment	<b>For Information</b>
<b>Report Author:</b> Ian Hughes, Assistant Director (Highways)	

## Summary

This report reviews the uses of the City’s permanent Anti-Terrorism Traffic Regulation Order (ATTRO) during 2017.

The ATTRO authorises the City Police to potentially control the movement of pedestrians and vehicles on City streets, and was originally requested as part of a package of measures aimed at both improving the security of people in crowded places & preventing damage to buildings from a potential terrorist attack.

Members approved the ATTRO in 2016 on the basis that the City Corporation’s area was particularly vulnerable to terrorism due to its highly dense nature and the concentration of high profile, historic, prestigious and financial targets that can be found throughout the Square Mile.

Matters since would suggest this assessment has not changed, albeit the use of the ATTRO to control traffic and pedestrians for anti-terrorist purposes has been limited to a small number of high-profile special events. In that context, the very limited use of the ATTRO would suggest it has been used proportionately and to the minimum extent necessary in order for the Commissioner to better protect the City community.

### Recommendation(s)

Members are recommended to receive this report.

## Main Report

### Background

1. In September and October 2016, the Planning & Transportation Committee (for decision), the Police Committee (for information) and the Policy & Resources Committee (for decision) discussed and agreed to the creation of an Anti-Terrorism Traffic Regulation Order (ATTRO) in the City Corporation area.
2. This was in response to a request from the Commissioner of the City Police in July 2015 to introduce such an order, and followed a statutory public consultation.
3. The Commissioner’s request was informed by advice received from his counter-terrorism security advisors, including the Centre for the Protection of National

Infrastructure (CPNI). The advice related to the whole administrative area of the City, and was in the context of the potential impact of terrorism due to the City's intensely crowded nature and its role as a high-profile world centre of economic activity.

4. The ATTRO is a counter terrorism measure pursuant to the provisions of the Civil Contingencies Act 2004, which allows traffic orders to be written by the Traffic Authority under s6, s22C and s22D of the Road Traffic Regulation Act 1984. These orders can only be made on the recommendation of the Commissioner of Police, and are for the purposes of:
  - Avoiding or reducing the likelihood of, or danger connected with, terrorism, or;
  - Preventing or reducing damage connected with terrorism.
5. On the basis of a security assessment or an intelligence threat, the ATTRO gives a City Police Inspector or above the discretion to restrict traffic and / or pedestrians to all or part of any street in the City. That discretion must be exercised in accordance with an agreed protocol so that any interference is proportionate, and that such restrictions are in place for the minimum extent and time necessary.
6. The Commissioner requested the ATTRO be put in place on a permanent basis, but that its use be contingent on it only being used as a proportional counter terrorism response to the needs of an event, incident or item of intelligence.
7. The permanent ATTRO allows the controls to be activated at any time, albeit in accordance with an agreed protocol that reflects the statutory requirements for making such an order. Nevertheless, its permanent nature enables speedier activation of security measures to meet operational requirements given the unpredictability of the current terrorist threat.
8. Members agreed to making the ATTRO on two key conditions, namely that an annual review be presented to Members, and as part of that review, confirm that the ATTRO had been used in a proportionate matter.

### **Current Position**

9. The protocol established for using the ATTRO allowed for two main types of scenario, namely for intelligence-based Police led urgent situations, and secondly for pre-planned special events. In the latter case, the ATTRO would be used by the Police to supplement the City Corporation's event planning process, which would typically have a separate pre-advertised temporary traffic regulation order (TTRO) granted to the organiser to close roads just to facilitate the event. In such circumstances, the ATTRO could be used to authorise additional protective security measures and / or additional road closures that might be determined nearer the event.
10. During 2017, the ATTRO was only used in relation to these event-related circumstances, so a summary of ATTRO uses was included in the annual Special

Events report to Policy & Resources Committee, Culture, Heritage & Libraries Committee and Streets & Walkways Sub Committee in January 2018.

11. However, Members have since requested a stand-alone report on the ATTRO to review its use and impact, with that report now including Police Committee as well.

### **Security & Special Events**

12. In the context of this report, recent events in the UK, Continental Europe and the United States have highlighted the vulnerability of crowded spaces to terrorist attack. With incidents such as the Boston Marathon bombing, the Nice Bastille Day lorry attack and the Manchester bomb, special events and event venues have also been recognised as being particularly at risk.

13. A recent study suggested that 50% of people may now be influenced by security when deciding whether to attend an event, concert or festival, suggesting there is a public expectation that events will be protected in some way. As a result, the City Corporation is working at a strategic and operational level with the GLA, Westminster, TfL, the City Police, the Metropolitan Police and other security agencies to develop a consistent and proportionate approach; to reassure & protect the public and participants without impeding the look & feel of an event.

14. This has led to a new assessment process for the largest high-profile events where mass participation, large spectator numbers, TV coverage and iconic locations combine to create a higher than usual threat level. This process involves the appropriate police force appointing a Security Coordinator to make recommendations to the event organiser on how to best mitigate that threat, and in certain circumstances, to consider requesting the City Corporation to authorise measures to control traffic and pedestrians for counter terrorism purposes under the permanent ATTRO.

15. In 2017, the Town Clerk was requested by Commissioner of Police to authorise the use of the permanent ATTRO on six separate occasions, each in relation to a particular special event. All six requests were agreed, and further details on each event are contained in Appendix 2. However, in summary, those events were:

- The 2016 New Year's Eve celebration
- The funeral of PC Keith Palmer at Southwark Cathedral (11 April)
- The IAAF Marathon event (6 August)
- The 2017 Lord Mayor's Show & Fireworks (11 November)
- Grenfell Tower Memorial Service at St Paul's Cathedral (14 December)
- The 2017 New Year's Eve celebration

(Note: At the time of writing this report, no further requests to use the City's ATTRO have been made since New Year's Eve.)

16. On four of those occasions (New Year's Eve (twice), PC Keith Palmer's funeral and the IAAF marathon), operations were led by the Metropolitan Police, and the City's ATTRO was used in parallel to similar measures requested and implemented by the Met Police outside the Square Mile.

17. As described above, the ATTRO potentially gave the City Police the authority to control traffic and pedestrians for counter terrorism purposes at each of these events, but in practice, these ATTRO powers were used sparingly, and in general had no noticeable impact on the public.
18. For each of the events listed above, the overarching City Corporation TTRO in place to facilitate the event allowed the restriction of traffic and was in keeping with the advance warning notices about the extent of the event footprint. In terms of public impact, the only noticeable change in stance was the use of 'hard' measures to prevent vehicle incursion within the ATTRO footprint, such as those seen around the Lord Mayor's Show.
19. The small number of ATTRO requests in 2017 and their limited consequential impact would suggest they were used proportionately, and that a fair balance was struck between the public interest and an individual's rights. No single use of the ATTRO exceeded 48 hours which would have triggered a review by the Town Clerk & Commissioner, and in fact none of the ATTRO uses in 2017 lasted more than 12 hours.
20. In addition, the Department of the Built Environment (who is responsible for both writing the ATTRO and for authorising on-street special events) did not receive, nor was made aware of, any complaints, traffic disruption or human rights infringements specifically deriving from the use of the ATTRO for any of these events.
21. Finally, to reiterate, the permanent City ATTRO was not used at any point in 2017 to implement controls as a result of intelligence-based Police led urgent situations. Its use was carefully balanced with the need to facilitate public events, and to give the City of London Police the ability to respond quickly to an emerging terrorist threat. Ultimately the use of the ATTRO was to provide enhanced protection and reassurance to the public.

### **Corporate & Strategic Implications**

22. Counter Terrorism is a tier one threat against our country as per the National Strategic Policing Requirements. Nationally and locally, there is quite rightly a strong expectation that the threat against terrorism is met by an appropriate and proportionate response by the police and our partners.
23. The Government's Contest Strategy aims to reduce the risk to the UK and its interests overseas from terrorism, so people can go about their daily lives freely and with confidence. The City of London Police, part of the London counter terrorism region, supports the Contest Strategy through the four P's approach of Pursue, Prevent, Protect and Prepare. Protective Security as a theme, and therefore the ATTRO, fits firmly under Protect element of the Government's Contest Strategy.
24. The City of London Policing Plan for 2017-20 has a mission statement aiming to 'maintain the City of London as one of the safest places in the country'. The plan states 'the threat from extremism remains high and is becoming more diverse and



complex in how it is manifested'. In addition, the Corporation of London's Corporate Plan 2018-2023 states an ambition that 'people are safe and feel safe'.

25. The City of London's historical, cultural and economic importance means it will always be an attractive target for those who are intent on causing high profile disruption. By continuing to protect the City of London from terrorism we will continue to protect the UK's interests as a whole. In terms of prevention, the City of London Police plan states 'we will continue to develop different ways to engage and work with partners in a coordinated way to deter, detect and disrupt terrorist activity'.
26. The City of London Local Plan 2015 aims to ensure that the City remains a safe place to live, work and visit. Core Strategic Policy CS3 makes specific provision for implementing measures to enhance the collective security of the City against terrorist threats, applying measures to broad areas, including the City as a whole. The Policy also encourages the development of area-based approaches to implementing security measures.
27. Finally, the risk of terrorist attack remains at the top of the current Corporate Strategic Risk Register because of the City's concentration of high profile, historic, prestigious and financial targets.
28. Otherwise, the legal implications on the use of the ATTRO remain unchanged from the original 2016 report and are repeated in Appendix 1 for reference.

## **Conclusion**

29. Due to the exceptional environment of the Square Mile, the City of London remains particularly vulnerable to terrorist attack. As a result, the City's permanent ATTRO was approved in 2016 as an appropriate measure to enable the Commissioner of Police to more readily and better protect the City community.
30. Given the small number of occasions the ATTRO was used in 2017, and the limited extent to which the police used it to prohibit the movement of traffic and / or pedestrians, the evidence would suggest the ATTRO powers were used proportionately and to the minimum extent necessary in accordance with both the statutory requirements and Members' wishes.

## **Appendices**

- Appendix 1 – ATTRO Legal Considerations
- Appendix 2 – ATTRO Uses in 2017

## **Ian Hughes**

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## **Appendix 1: ATTRO Legal Considerations**

1. Statutory power to make the ATTRO – Sections 6, 22C and 22D of the Road Traffic Regulation Act 1984 (as amended by the Civil Contingencies Act 2004) enables traffic orders to be put in place by the traffic authority for the purposes of avoiding or reducing the likelihood of danger connected with terrorism, or preventing or reducing damage connected with terrorism.
2. Statutory duties of traffic authority - As traffic and highway authority, the City Corporation has the duty to secure the expeditious, convenient and safe movement of traffic (having regard to the effect on amenities) (S122 Road Traffic Regulation Act 1984) and the duty to secure the efficient use of the road network avoiding congestion and disruption (S16 Traffic Management Act 2004). The Schedule to the ATTRO sets out requirements aimed at meeting these duties by ensuring that any restrictions will be the minimum necessary to remove or reduce the danger and are consistent with the statutory requirements for making such Orders. In implementing the ATTRO the traffic impacts of restricting or prohibiting traffic to roads within the City, including, potentially, pedestrian traffic, should be considered. In the event of a threat, the disruption to traffic flow would also have to be weighed against the threat of more severe disruption and greater risk being caused due to failure to prevent an incident.
3. Further controls - The Schedule to the draft ATTRO requires that in most cases at least seven days' notice of any restrictions must be given to persons likely to be affected (unless this is not possible due to urgency or where the giving of notice might itself undermine the reason for activating the ATTRO), and notice must also in any event be given to the City, TfL and other affected traffic authorities.
4. Human Rights and Proportionality - In considering the request for the ATTRO, there is a duty to act in accordance with the European Convention on Human Rights. In relation to possible restriction of access to property, any interference with Article 1 rights to enjoyment of property must be justified. Interference may be regarded as justified where it is lawful, pursues a legitimate purpose, is not discriminatory, and is necessary. It must also strike a fair balance between the public interest and private rights affected (i.e. be proportionate). It is considered that the public interest in being protected by the existence and operation of the ATTRO can outweigh interference with private rights which is likely to occur when restrictions are in operation. The scope of restrictions must be proportionate and should only last until the likelihood of danger or damage is removed or reduced sufficiently in the judgment of a senior police officer. The Schedule to the ATTRO sets out arrangements (further expanded in the Protocol) for ensuring that any interference is proportionate. Given the risks to life and property which could arise if an incident occurred, and the opportunity provided by the ATTRO to remove or reduce the threat of and/or impacts of incidents, it is considered that the ATTRO can be justified and any resulting interference legitimate.

## Appendix 2 – ATTRO Uses in 2017

Date	Event	Justification	Impact
31 Dec / 1 Jan	New Year's Eve celebrations	New Year's Eve celebrations impact both the City of London and the wider London area, policed by all three London police forces. Therefore the overall command for the New Year's Eve event in London is the responsibility of the Metropolitan Police Service (MPS), with the City of London taking geographical command. The celebrations in London attract well over 100,000 people, all descending on specific, predictable locations. This report has already highlighted the threat from terrorism and New Year's Eve is a high profile, crowded event. The MPS requested the use of the ATTRO for New Year's Eve to protect the public by ensuring stronger controls were in place to prevent vehicles entering crowded areas. This was not based on specific intelligence but on the current national threat from terrorism, highlighted further by a number of attacks in the UK during 2017.	The ATTRO still facilitated the event and the movement of people and therefore it can be concluded that it had little impact on the members of the public who attended.
11 April	Funeral of PC Keith Palmer at Southwark Cathedral	This ATTRO was also requested by the MPS and complimented by the City of London to ensure the event footprint was protected as per the MPS Gold Commander's Strategic Intentions. The funeral was facilitated for the family and all those affected by the death of PC Palmer and the anticipation of crowds forming to pay their respects to the procession meant the need to consider all protective security measures. The ATTRO enabled the MPS to put in place protective security measures on the roadway to protect the public and also protect the procession. The funeral was high profile and well-advertised.	The policing plan for the funeral enabled the facilitation of the event for the family, those affected and those wishing to pay their respects.

6 August	International Association of Athletics Federations – World Championship Marathon	This particular event is a high-profile sporting fixture played out on the world stage and hosted against the backdrop of historic and iconic London landmarks. The overall command of the event, which spanned both City and Metropolitan police areas, was by the Metropolitan Police. Therefore the request of the use of an ATTRO was made by the Metropolitan Police and supported by the City of London to facilitate the wider protective security plan. The use of hostile vehicle mitigation was proportionate against a range of vulnerability factors and therefore fully rationalised. The ATTRO allowed for greater protection to the public and participants and had no greater impact on traffic movement than the wider TTRO for the event.	The event was successful and both participation and viewing facilitated, with no notable impacts.
11 Nov	Lord Mayor's Show & Fireworks	The area wide TTRO for this event created a wide event footprint that would attract large numbers of people in roadways that (with the exception of the parade) would be traffic free. The event itself is a very predictable one that is televised and annually attracts crowds. This report has already highlighted the terrorist threat picture at the time of the event and the backdrop of several attacks in the UK. The overlaying of an ATTRO on to the TTRO enabled the placement of hard measures in the roadway to prevent vehicle incursion into the areas densely populated with the people.	The ATTRO had very little impact on the event and the public attending. The TTRO prevented traffic from entering the wider footprint and the additional controls in place within the ATTRO area meant some delays as vehicles were checked again before being allowed into the parade area. There was no impact on the walking public.
14 Dec	Grenfell Tower Memorial Service & St Paul's Cathedral	The area around St Paul's Cathedral is ordinarily open to the public. This event was highly publicised, anticipated to attract large numbers of people and had the potential to be very (and understandably) emotionally charged. As part of the policing plan for this event it was considered necessary to implement	The event was successful for all those involved and who attended. The security measures implemented as part of the ATTRO and beyond facilitated a safe

		an ATTRO to provide greater ability to control the movement of pedestrians into the area and to provide suitable mitigation to vehicles. All this control was to mitigate against the national terrorism threat of low sophistication attack methodology.	event and provided that reassurance of safety to the public in attendance.
31 Dec / 1 Jan	New Year's Eve celebrations	As previously described for New Year's Eve, above. Whilst each event is assessed in its own merit and against the current intelligence and threat picture, the rationale for both New Year's Eve celebrations was the same.	The ATTRO still facilitated the event and the movement of people and therefore it can be concluded that it had little impact on the members of the public who attended.

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<b>Committee:</b> Policy & Resources Committee	<b>Date:</b> 6 September 2018
<b>Subject:</b> Corporate Volunteering Strategy, 2018-23	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For decision</b>
<b>Report authors:</b> Kate Smith, Head of Corporate Strategy and Performance Amelia Ehren, Corporate Strategy Officer	

## Summary

This paper seeks approval for the City of London Corporation's (City Corporation) Corporate Volunteering Strategy, 2018-23. The strategy's vision is for the organisation to have *'a positive volunteering culture, with clear and consistent practices, which support volunteers and their beneficiaries to flourish in the Square Mile, London and beyond'*. This vision will be fulfilled by the achievement of the following three outcomes:

1. Volunteers benefit from meaningful volunteering opportunities.
2. Volunteers are valued.
3. Organisations and their stakeholders benefit from more and better volunteering.

The paper also outlines the process by which the strategy was developed, including a summary of the feedback received during the Member consultation on the strategy, its corporate implications and the next steps for its implementation, which will be led on by a Corporate Volunteering Manager.

## Recommendations

Members are asked to:

- i. Approve the Corporate Volunteering Strategy 2018-23, at **Appendix 1**- subject to any changes discussed in today's meeting being incorporated.
- ii. Note the proposed next steps for its delivery.

## Main report

### **Background**

1. The City Corporation delivers a wide range of volunteering activities and opportunities for different groups, highlighted in bold text below, and purposes. It currently:
  - Supports staff to undertake volunteering in London through the Employee Volunteering Programme.
  - Provides volunteering opportunities for its residents, students in its academies and schools, individuals, community groups and businesses in the Square Mile, London and beyond as part of its service delivery and through its commissioned services.

2. The Corporate Volunteering Strategy, shown in full at Appendix 1, outlines a strategic approach to volunteering, which will support the City Corporation to deliver its wider corporate vision, as set out in the Corporate Plan. It will ensure that good volunteering practices are shared across the organisation, in order to enable greater consistency across departments and within divisions and reduce duplication of effort in relation to all stages of working with volunteers. The strategy builds upon and brings together the learning from existing volunteering activities and practices in place across the organisation – including the findings and recommendations in the Community Volunteering Review, published in January 2016, which was delivered by an external agency and called for the development of an organisation-wide approach to volunteering.
3. A Volunteering Working Group (VWG) was set up in 2016 to scope a corporate volunteering strategy and drive forwards its development. The VWG is made up of representatives from the following teams: City Bridge Trust (CBT), Corporate Strategy & Performance, DCCS, Economic Development Office (EDO), Human Resources (HR) and Open Spaces.
4. The strategy was developed through a collaborative and participatory approach with internal and external stakeholders. In addition to the recommendations from the Community Volunteering Review, the VWG scoped the City Corporation's current practices by carrying out an appreciative enquiry with group members and other staff, whose work also related to volunteering. Further consultation with staff, Members, volunteers, residents, staff from our commissioned services and representatives from the charitable and community sector also took place in the form of an event and an online survey to explore the needs and impacts of volunteering.
5. This process helped to set the priority focus for the strategy, which shifts the focus from a traditionally departmental/divisional led approach to a more coordinated, holistic and corporate approach to volunteering.
6. In May 2018, Member consultation on the strategy began and a draft version of the strategy was presented to the following committees: Establishment, Public Relations and Economic Development Sub, Community and Children Services, City Bridge Trust, and Open Spaces and City Gardens. The feedback received from Members was very positive, recognising that the strategy builds upon and brings together the vast amount of good volunteering practices and opportunities in place across the organisation. No substantive changes were made as a result of the feedback received, but there was clear encouragement for ensuring the strategy now becomes a reality through its successful implementation and resourcing.

#### **Current position**

7. The strategy sets out the City Corporation's vision for volunteering, in which the organisation has a positive volunteering culture, with clear and consistent practices, which support volunteers and their beneficiaries to flourish in the Square Mile, London and beyond. The strategy identifies three outcomes it will seek to achieve and sets out how it will drive activity and measure success in these areas.



8. The strategy will achieve its vision by building upon the successes and learning from the volunteering activities and practices currently in place across the organisation, seeking out best practice and innovation taking place elsewhere, and by trying new things and exploring new opportunities. A one-page summary of the strategy can be found on page three of Appendix 1.

### **Implementation**

10. The strategy identifies key milestones and measures of success for the strategy, which will guide and inform the implementation over the next five years. Equally, it acknowledges that further action plans will need to be developed.
11. In January 2018, Policy and Resources Committee approved the 2018/19 revenue budget for CBT, which included funding for the creation of a new Corporate Volunteering Manager role reporting in to the City Corporation's Head of Philanthropy Strategy. The Corporate Volunteering Manager, with the support of the VWG, will be responsible for driving the successful implementation and monitoring of the strategy over the five-year term. The job advert for this role is due to be published in September 2018 and therefore it is likely that the successful candidate will be in post by January 2019, if not earlier.
12. To ensure that work begins on the implementation of the strategy between September and the recruitment of the Corporate Volunteering Manager, the VWG will be re-convened and will begin work on developing detailed and SMART (specific, measurable, achievable, realistic and time-limited) action plans. The VWG will be chaired by the Head of Philanthropy Strategy, with support from the Corporate Strategy & Performance Team until the Corporate Volunteering Manager is in post.
13. There are also a number of other departmental workstreams and networks across the organisation that will support the implementation of the strategy in the first six months, including but not limited to: DCCS reviewing its current volunteering brokerage service, CBT scoping its Funder Plus approach and Open Spaces continuing to facilitate its departmental Volunteering Steering Group.

### **Corporate & Strategic Implications**

14. The strategy positions volunteering as an asset that is both supportive of and supported by the outcomes in the Corporate Plan 2018-23. Achieving the vision set out in the strategy will help support the aims set out in the Corporate Plan by contributing to a flourishing society and supporting a thriving economy.
15. Whilst the outcomes in the strategy directly support specific outcomes in the Corporate Plan (as outlined below), volunteers could also be involved in activities that support any of the 12 corporate outcomes.
  - 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.
16. The strategy is also supportive of and supported by a variety of existing and emerging City Corporation Strategies and activities including its Philanthropy, Responsible Business, Bridging Divides and Social Mobility strategies and its #iwill pledge, Employee Volunteering Programme and work in education.
  17. A number of departments also reference volunteering activities in their own departmental business plans/strategies and in divisional team plans. Volunteering is also recognised as a learning and development opportunity, which is encouraged by HR, line managers and teams. This strategy provides a framework for departments and divisions to align their work and supports a corporate approach to impact measurement.

### **Conclusion**

18. Members are asked to approve the Corporate Volunteering Strategy, which sets out a vision for volunteering where the City Corporation has a positive volunteering culture, with clear and consistent practices, which supports volunteers and their beneficiaries to flourish. The strategy shifts the focus away from a traditionally departmental/divisional led approach and towards a holistic, coordinated and organisation-wide approach to volunteering. This will create greater consistency in how the organisation engages with volunteers and will provide departments with a framework to align their work to. If the strategy is approved, work will begin on its implementation which will be led by the VWG in the immediate term, and by the Corporate Volunteering Manager once in post.

### **Appendices**

- Appendix 1 – Corporate Volunteering Strategy, 2018-23.

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# Corporate Volunteering Strategy 2018-23

*Shaping the future of volunteering*

This strategy runs from 2018-23 and outlines the City of London Corporation's (City Corporation) approach to volunteering. It positions volunteering as an asset that is both supportive of and supported by the outcomes in our Corporate Plan 2018-23. We want individuals and communities to flourish as a result of the positive volunteering culture and practices embedded within the organisation.

We currently deliver a wide range of volunteering activities and opportunities for different groups and purposes. We:

- Support **staff** to undertake volunteering in London through the Employee Volunteering Programme.
- Provide volunteering opportunities for **our residents, students in our academies and schools, individuals, community groups and businesses** in the Square Mile, London and beyond as part of our service delivery and through our commissioned services.

Whilst there is no statutory or universally accepted definition of volunteering, we define and recognise volunteering as “**the giving of unpaid time to something that aims to benefit the environment or people other than, or in addition to, close relatives**”. By this definition, there is a vast amount of volunteering activity taking place across the organisation. Between 2016 and 2017, our volunteers gave over 60,000 hours of their time to support our open spaces and 150 volunteer governors offered their time to support our schools and academies to provide world class education to more than 8,700 pupils across five London boroughs. Volunteers also gave their time to support our libraries, cultural and heritage attractions and local communities.

Our volunteers, however, give more than just their unpaid time. They offer us their perspective, objectivity and a wide-range of pre-existing

skills and experience. Through our volunteers we can support harder to reach communities; develop the skills of others; engage stakeholders in consultation, decision-making and co-design of services; and materially and sustainably improve environments. Our elected and co-opted Members exemplify these benefits through their valued contributions to the City Corporation.

Recognising the value of volunteering and the potential to do more, in 2015, the Department of Community and Children's Services commissioned an independent review entitled 'Community Volunteering Review for the City of London'. The review, published in January 2016, described all volunteering taking place across the City Corporation at the time and highlighted opportunities to benefit from sharing good volunteering practices across the organisation and to reduce duplication of effort in relation to all stages of working with volunteers, namely their recruitment, training and management.

In response, a Volunteering Working Group (VWG) was set up in 2016 to develop a corporate and strategic approach to volunteering. The strategy set out herein is based on the commissioned report, an appreciative enquiry with internal stakeholders and consultation sessions with staff, existing volunteers, residents and representatives from the charitable and community sector.

This strategy shifts the focus away from a traditionally departmental or divisional led approach and towards a holistic and corporately-coordinated approach to volunteering. This approach will support the achievement of the strategy's vision in which the City of London Corporation has a positive volunteering culture, with clear and consistent practices, which support volunteers and their beneficiaries to flourish in the Square Mile, London and beyond.

# Shaping the future of volunteering

**Vision: The City of London Corporation has a positive volunteering culture, with clear and consistent practices, which support volunteers and their beneficiaries to flourish in the Square Mile, London and beyond.**

To fulfil the vision, this strategy sets out three outcomes it will seek to achieve:

## **Outcome 1 – Volunteers benefit from meaningful volunteering opportunities.**

### **Measures of success**

- Volunteering supports personal development.
- Volunteering helps people improve their skills and networks.
- Volunteering improves people's health and wellbeing.

## **Outcome 2 – Volunteers are valued.**

### **Measures of success**

- Volunteers feel supported by good volunteering practices.
- Volunteers feel they are treated with respect and their contribution is recognised.
- Volunteers feel they have good access to opportunities.

## **Outcome 3 – Organisations and their stakeholders benefit from more and better volunteering.**

### **Measures of success**

- Volunteering hours increase.
- Volunteering impact increases.
- Beneficiaries recognise the benefits of engaging with volunteers.

**Links to our Corporate Plan 2018-23:** This strategy will support the aims set out in the Corporate Plan by contributing to a flourishing society, supporting a thriving economy and shaping outstanding environments. The above outcomes specifically support Corporate Plan outcomes 3, 4 and 5. However, volunteers could be involved in activities that support any of the 12 Corporate Plan outcomes.

**CP Outcome 3 –** People have equal opportunities to enrich their lives and reach their full potential.

**CP Outcome 4 –** Communities are cohesive and have the facilities they need.

**CP Outcome 5 –** Businesses are trusted and socially and environmentally responsible.

**Related strategies and activities:** Philanthropy Strategy, Responsible Business Strategy, Bridging Divides Strategy, Social Mobility Strategy, Education Strategy, Employee Volunteering Programme and the City of London Corporation's #iwill pledge.

A number of departments also reference volunteering activities in their own departmental business plans/strategies and divisional team plans.

This strategy sets out our approach to volunteering and outlines the ambitious outcomes we seek to achieve over a five-year period, for the benefit of stakeholders in the Square Mile, London and beyond. It also provides an overview of the types of activities we will champion, however detailed action plans and activities will be finalised and agreed when implementing the strategy. These will build upon the successes and learning from the volunteering activities and practices currently in place across the organisation, best practice and innovation taking place elsewhere, and through trying new things and exploring new opportunities in order to achieve our vision.

## Outcome 1 – Volunteers benefit from meaningful volunteering opportunities.

It is important that we source, promote and provide volunteering opportunities that are impactful and meaningful. Volunteering can have many positive impacts for the volunteer, such as offering access to new opportunities to acquire skills and experience and supporting their own wellbeing (a list of impacts be found at Appendix 1). However, there is currently limited internal assessment of the benefits our volunteers receive as a result of their activities. The volunteering data that has been collected relates mainly to volunteer numbers and hours, and has traditionally been held at a departmental level, making it difficult to support and track volunteer progression and report on impact. For volunteers to benefit fully from meaningful opportunities, it is essential that we embed good volunteering practices throughout the organisation and introduce a common or standard 'minimum offer' for volunteers. It is also important that we work with our volunteers to identify their needs, match opportunities to their motivations and co-produce our volunteer practices with. Going forward, good practice will be shared across the whole organisation to communicate the rich learning that is available, avoid duplication of effort and ensure consistency. We commit to embedding practices that are:

- **Collaborative:** We share best practice across departments.
- **Representative:** We represent the views of volunteers, of staff across departments who support volunteering and of the organisations/commissioned services we partner with to provide volunteering.
- **Diligent and transparent:** We deliver our duty of care towards and via volunteers and the beneficiaries they support.
- **Data driven:** We commit to reporting and making evidence-based decisions, based on learning about what works.
- **Accessible:** We ensure our volunteering information and opportunities are available and accessible in a range of formats and locations.

We will:

- a. Review the volunteering practices of external organisations we work with, as needed, in order to share learning and ensure alignment.
- b. Define key departmental and divisional roles needed to support volunteers and develop volunteer practices.
- c. Develop, share and regularly review volunteering policies, procedures and practices across and within departments, including, but not limited to: safeguarding, health and safety, insurance and data protection policies.
- d. Establish an informal network of volunteers, staff and representatives from partner organisations/services with whom to co-produce policies, procedures and practices with.
- e. Deliver excellent volunteering experiences for volunteers by asking potential volunteers what they want and sourcing and promoting high-quality volunteering opportunities in a consistent and accessible way.
- f. Propose and approve a new Employee Volunteering Programme for City Corporation staff.
- g. Gather data of volunteer numbers, hours and demographics and measure the impacts of volunteering activity on our volunteers.

## Outcome 2 – Volunteers feel valued.

With such a diverse and multi-faceted volunteering offer, our challenge is to foster a shared and consistent organisational awareness of the distinctive purpose and value of volunteering, which builds on existing examples of best practice. It is important that we have a consistent volunteering culture across the organisation where volunteers are valued, their contribution is recognised and where the potential for volunteering to enhance the way that we design and deliver services is widely understood. A positive organisational volunteering culture will also enable us to conduct our duties towards volunteers, and via them, in a consistent and principled way. This will demonstrate our commitment to volunteers that we value their contributions and provide confidence to the departments and divisions that are involving volunteers within their activity.

We will:

- a. Develop an organisational volunteering charter, which all Chief Officers sign and commit to, that states clearly our understanding of the purpose and value of volunteering.
- b. Agree a set of expectations and objectives for the use of volunteers throughout the City Corporation.
- c. Provide training to City Corporation staff to build their capacity and skills for working with and supporting volunteers.
- d. Help departments/divisions to recognise how volunteering activities are supportive of and encouraged by outcomes in the Corporate Plan 2018-23 and other corporate or departmental strategies and plans.
- e. Recognise the contribution of employee volunteering through our 'Celebrating our People Awards'.
- f. Explore options for a centrally located database for holding and sharing data related to our volunteers in accordance with the General Data Protection Regulations (GDPR).

To support the achievement of this outcome, a list of specific contributions to our Corporate Plan 2018-23 can be found at Appendix 1 and an example Volunteering Charter is shown at Appendix 2.

## Outcome 3 – Organisations and their stakeholders benefit from more and better volunteering.

Volunteering creates a clear double benefit for the volunteer and its beneficiaries, be that another individual, community, organisation (including the City Corporation) or cause. As an organisation, we benefit from the perspective, objectivity, skills and experience of our volunteers. Promoting and supporting volunteering opportunities also increases our social value offer to the Square Mile, London and beyond and demonstrates our commitment to being a socially responsible business. By involving volunteers in our service delivery, we can help to create positive impacts for the people and communities we serve. We will also use this strategy to generate and tell stories of impact and demonstrate how beneficial volunteering can be, in order to encourage others to promote and support volunteering.

We will:

- a. Promote volunteering opportunities and benefits to drive more and better volunteering.
- b. Raise awareness of the Employee Volunteering Programme and encourage more staff to volunteer.
- c. Gather data on the resources committed by the City Corporation to provide and support volunteering and measure the impacts of volunteering activity on the organisation and, where possible and proportionate, on our stakeholders.
- d. Share corporate case studies, statistics and insights that demonstrate the achievements and benefits of our volunteers.
- e. Share volunteering good practices across our spheres of influence and demonstrate the benefits of engaging with volunteers.
- f. Promote the value and best practice of volunteering through our Philanthropy Strategy which advocates for greater levels of giving of time and skills.

A list of the impacts of volunteering on different stakeholders can be found at Appendix 2.



# Implementation and measures of success

Through the process of developing the strategy, it has been clear that good practice and the potential for networks to support each other already exists. The actions put forward in the strategy will now act as a framework to build upon over the next five years.

This strategy will guide and inform our volunteering culture, practices and impact over the next five years. The VWG will act as a cross-departmental group overseeing the strategy's implementation. Initially this will involve developing detailed action plans, assigning departmental leads and supporting with the recruitment of a Corporate Volunteering Manager who will chair the VWG.

## **By the end of 2018/19 we will seek out best practice by:**

- Recruiting a new Corporate Volunteering Manager.
- Proposing and approving a new Employee Volunteering Programme (EVP).
- Establishing a network of volunteers and volunteer managers.
- Approving an organisation-wide Volunteering Charter, which is signed by all Chief Officers.
- Identifying and agreeing departmental leads.
- Identifying where external partners or commissioned providers could support the strategy.

## **By the end of 2019/20 we will consolidate our own practices by:**

- Developing methods to ensure consistency and best practice in volunteering.
- Implementing the revised EVP.
- Developing a monitoring framework and tested outcome and impact measures in line with Corporate Plan measures.
- Assessing online/physical opportunities for promoting and signposting volunteering information and opportunities.
- Sharing case studies that demonstrate the achievements and benefits of our volunteers.

## **By the end of 2020/21 we will develop our monitoring framework by:**

- Identifying a secure online location for holding and sharing data related to volunteering.

## **By the end of 2021-22 we will start to see the impact grow by:**

- Delivering another year of impact reporting on the outcomes outlined in this strategy.

## **By the end of 2022-23 we will have achieved significant progress towards our vision by:**

- Successfully embedding an organisational approach to volunteering which supports volunteers and their beneficiaries to flourish.

# Appendix 1 – Contributions and impacts

## Contributions to the Corporate Plan 2018-23

Whilst developing this strategy, the following specific contributions to the Corporate Plan 2018-23 were identified as:

<b>Aim</b>	<b>Outcome(s)</b>	<b>Contribution</b>
<b>Contribute to a flourishing society</b>	- Outcome 3	- Enabling people from all backgrounds and abilities to access to high-quality volunteering opportunities.
	- Outcome 4	- Encouraging social interaction and championing local needs.
<b>Support a thriving economy</b>	- Outcome 5	- Role-modelling responsible behaviours.
		- Advocating and facilitating meaningful and impactful volunteering opportunities.

Volunteers could be involved in activities that also support the achievement of Outcomes 1, 2, 6, 7, 8, 9, 10, 11 and 12.

## Impacts of volunteering

The following impacts were identified through a 'Needs and Impact' survey that was completed by 36 respondents and through a consultation event attended by 34 people. Respondents and attendees were made up of City Corporation staff, Members, resident volunteers, volunteers involved in service delivery, staff from our commissioned services and representatives from the charitable and community sector.

<b>Stakeholder</b>	<b>Impacts</b>
<b>Volunteer</b>	<ul style="list-style-type: none"> <li>- Increasing personal development e.g. confidence and self-esteem.</li> <li>- Improving transferable skills e.g. IT, public speaking and teamwork.</li> <li>- Increasing individual employment prospects.</li> <li>- Improving individual health and wellbeing.</li> </ul>
<b>Beneficiary (individual, community, organisation, cause)</b>	<ul style="list-style-type: none"> <li>- Increasing connections between people in our communities.</li> <li>- Increased connection with our heritage, natural, built and cultural environments.</li> <li>- Making a difference to our heritage, natural, built and cultural environments.</li> <li>- Enhancing our ability to reach out and serve the needs of the communities.</li> <li>- Reducing an individual's need for our services in the future.</li> <li>- Empowering individuals to hold a stake in decision-making and tackling disadvantage from within communities.</li> </ul>
<b>City of London Corporation</b>	<ul style="list-style-type: none"> <li>- Diversifying skills, experience and perspectives within our business.</li> <li>- Enhancing our ability to govern and make decisions on behalf of our stakeholders.</li> <li>- Increasing our social value offer to London and beyond.</li> <li>- Enhancing our reputation as a responsible business.</li> </ul>

## Appendix 2 – Example Volunteering Charter

Volunteering at the City of London Corporation is understood as the giving of unpaid time to something that aims to benefit the environment or people other than, or in addition to, close relatives. This includes ‘formal’ volunteering, defined as providing unpaid help through groups, clubs or organisations and ‘informal’ volunteering, defined as providing unpaid help as an individual to people who are not a relative - we recognise both as equally valuable to achieving our aims.

We uphold that:

- all volunteering is undertaken by choice and all individuals should have the right to volunteer, according to their wishes.
- the involvement of volunteers should complement and supplement the work of paid staff, and should not be used to displace staff or undercut their pay and conditions of service; and
- effective structures should be in place to support volunteers and the activities they undertake, and these should be fully considered and costed when services are planned.

We uphold an organisational responsibility to:

- Treat volunteers ethically, recognising throughout the organisation that volunteering is a two-way process which benefits both the volunteer and the beneficiary.
- Recognise the contribution of all volunteers.
- Ensure that volunteer time is valued and used to the greatest impact, through roles that are of value to volunteers and those they serve.
- Ensure our volunteers and volunteering opportunities reflect the diversity of the local community.
- Embed consistent policies, procedures and practices, including fair and effective safeguarding and recruitment procedures.
- Support our volunteer managers and value the skills they bring back to the organisation.
- Commit appropriate resources to working with and supporting volunteers.
- Take a person-centred approach when establishing a developmental pathway for volunteers and ensure they receive appropriate levels of support.
- Encourage two-way communication between volunteers and the City Corporation/partner services.

## Appendix 3 – Roles in support of volunteering

Below, is a snapshot description of the main departmental/divisional roles in support of volunteering. During year one of the implementation of this strategy, departmental leads will be agreed and, as necessary, departmental roles may need to be developed further. Although some departments/divisions have been identified below, it is important that all departments are engaged with this strategy and liaise with the Corporate Volunteering Manager to ensure a consistent and corporate approach to volunteering is taken across the organisation.

Department/Division	Support volunteering by
<b>City Bridge Trust</b>	<ul style="list-style-type: none"> <li>- Leading on the implementation of the volunteering strategy, including hosting and managing the Corporate Volunteering Manager.</li> <li>- Developing performance indicators for outcomes and impacts.</li> <li>- Managing the EVP, linking staff volunteering opportunities to City Bridge Trust grantees.</li> <li>- Supporting staff and volunteers with information about volunteering.</li> <li>- Creating links between volunteering and staff engagement, wellbeing and organisational development.</li> <li>- Promoting skills and experience gained by staff volunteering through the department.</li> <li>- Reviewing local/regional trends in relation to organisational volunteering.</li> </ul>
<b>Corporate Strategy and Performance Team</b>	<ul style="list-style-type: none"> <li>- Defining the golden thread running through to business plans and different strategies/corporate strategies, and highlighting links to Volunteering Strategy where applicable.</li> <li>- Designing the volunteering strategy and supporting other departments to deliver it.</li> </ul>
<b>Department of Community and Children's Services</b>	<ul style="list-style-type: none"> <li>- Generating opportunities for residents, staff and children and young people to volunteer.</li> <li>- Improving approaches to engagement and consultation within the City.</li> <li>- Working regularly with resident and community groups.</li> <li>- Facilitating volunteering through commissioned services.</li> <li>- Encouraging students in City Corporation schools and academies to volunteer.</li> </ul>
<b>Open Spaces</b>	<ul style="list-style-type: none"> <li>- Running targeted learning projects and programmes for volunteers.</li> <li>- Providing volunteer opportunities across a variety of its sites.</li> <li>- Seeking to recruit volunteers who reflect the diversity of our local communities.</li> <li>- Recording and monitoring the impact of volunteering on their sites and celebrating volunteer successes.</li> <li>- Supporting the development of policies, procedures and guidance.</li> </ul>
<b>HR</b>	<ul style="list-style-type: none"> <li>- Supporting the development of policies, procedures and guidance i.e. on volunteer recruitment, safeguarding, and health safety.</li> <li>- Encouraging staff to volunteer as part of their learning and development.</li> <li>- Integrating volunteering into Personal Development Plans (PDPs).</li> <li>- Enabling managers to support volunteering.</li> <li>- Supporting the Employee Volunteering Programme, allowing staff two paid days off a year to volunteer.</li> <li>- Recognising the value of volunteering through leading the Celebrating Our People awards.</li> </ul>

## Appendix 4 – Glossary of terms related to volunteering

<b>Term</b>	<b>Description</b>
<b>Benefit in kind</b>	Giving of non-cash assets including employee volunteering, time, pro-bono expertise, and other assets such as venue space.
<b>Bridging Divides</b>	City Bridge Trust's five-year charitable funding strategy for 2018-23. It outlines a total assets approach, which outlines monetary and non-monetary assets that CBT can offer to organisations it will support, and this could include volunteering or in-kind support.
<b>Co-production</b>	Equal relationship between people who use services and the people responsible for services. They work together, from design to delivery, sharing strategic decision-making about policies as well as decisions about the best way to deliver services.
<b>Education</b>	The City Corporation's work in education recognises volunteering is a related mechanism to work experience enabling students to gain further insight into the organisation at the same time as developing skills.
<b>Employee Volunteering Programme</b>	Two paid days given by the City of London Corporation to enable volunteering by staff to a defined internal or external cause. As staff still receive pay for this, it could be considered a 'benefit in kind'. Principles in a volunteering charter would still apply to the programme and the link to volunteering is strengthened if the employee then goes on to undertake further volunteering.
<b>#iwill pledge</b>	The City Corporation's pledge to the national #iwill campaign which promotes social action among 10-20-year olds.
<b>Philanthropy Strategy</b>	The City Corporation's Philanthropy Strategy for 2018-23 outlining a strategic approach to philanthropy focused on reducing social inequality and increasing social mobility in London. It recognises volunteering, whether by City Corporation employees or our other stakeholders, as a form of philanthropy.
<b>Pro-bono</b>	Unpaid work undertaken by staff, utilising their professional skills, to benefit another organisation.
<b>Responsible Business Strategy</b>	The City Corporation's Responsible Business strategy for 2018-23, which outlines its commitment to creating positive impact and reducing its negative impact across all our activities and decisions. It recognises volunteering as a mechanism for role-modelling/delivering some of the actions in the strategy.
<b>Volunteering in support of City of London Corporation</b>	Provided by staff, residents and wider communities in support of services, activities and governance.
<b>Volunteering in support of other causes</b>	Provided by staff, residents and wider communities facilitated by the City of London Corporation and/or its commissioned services.

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<b>Committee(s):</b> Public Relations and Economic Development (PRED) Sub Committee – For information Policy and Resources Committee – For decision	<b>Date(s):</b> 3 September 2018  6 September 2018
<b>Subject:</b> The City of London Corporation’s Social Mobility Strategy for 2018-28.	<b>Public</b>
<b>Report of:</b> David Farnsworth – Chief Grants Officer and Director, City Bridge Trust	<b>For information</b>
<b>Report Author:</b> Sufina Ahmad – Corporate Strategy Manager	

### Summary

This paper presents the proposed final version of the City of London Corporation’s (City Corporation) Social Mobility Strategy for 2018-28 at Appendix One, and a summary of proposed next steps relating to implementation. The strategy’s vision is: *‘People enjoy a society where individuals from all socio-economic backgrounds can flourish and reach their full potential’*. The strategy’s aim is *‘to bridge and reduce the social and economic divides that may be experienced by people during their lifetime, by maximising and promoting social mobility within businesses, organisations, central and local government and educational and cultural institutions’*.

The strategy aligns to the City Corporation’s Corporate Plan for 2018-23 and is informed by the learning and achievements from the City Corporation’s existing social mobility work. A cross-departmental Social Mobility Task and Finish Group (TFG), chaired by David Farnsworth, the Chief Grants Officer and Director for City Bridge Trust (CBT), which also includes an external representative from the Social Mobility Commission, has led on its development. A range of external social mobility expert practitioners and policy makers have also contributed to its development.

The strategy aims to take an ambitious and holistic approach to improving outcomes and opportunities across the life-cycle by working with our resident and worker population, businesses in the City, the charities we support through our charitable giving, our learners across our family of schools and cultural institutions and others we work with regularly including government and policy makers. The strategy is being taken to Public Relations and Economic Development (PRED) Sub Committee for information and to Policy and Resources (P&R) Committee for decision.

### Recommendations

Members are asked to:

- i. Approve the proposed final version of the Social Mobility Strategy – subject to any changes discussed in the meeting being incorporated.
- ii. Note the proposed next steps for its delivery.

## Main Report

### Background

1. In April 2018 a cross-departmental Social Mobility TFG was established, which includes representatives from the Department for Community and Children's Services (DCCS), CBT, the Economic Development Office (EDO), Human Resources (HR), the Town Clerk and Chief Executive's Office and an external representative from the Social Mobility Commission. The TFG is chaired by David Farnsworth, the Chief Grants Officer and Director for CBT. The TFG agreed to act as an advisory board with shared oversight and responsibility for:

- *The design of an ambitious and robust Social Mobility Strategy, and*
- *The successful adoption of the strategy.*

The TFG meets on a monthly basis and it has overseen and supported a series of one-to-one conversations with various social mobility practitioners and policy makers from the public, private, charitable and community sectors. Those engaged are all listed under 'Acknowledgements' in Appendix One.

2. Furthermore, the Chairman of Policy and Resources and the Chairman of CBT have both received brief verbal updates on the progress of this work during face-to-face meetings with David Farnsworth.

### The Strategy

3. For the purpose of this strategy, the proposed definition of social mobility is: *The ability and opportunity for individuals, families or groups to progress within a society to reach their full potential – in terms of income, education, employment, perceived social status, housing and place/postcode.*
4. The strategy, in terms of its vision, aims, outcomes, activities and success measures are summarised on the second page of Appendix One. The vision and aim intend to articulate a high level of ambition, to improve opportunities and outcomes across the lifecycle intra and inter generationally and to reduce, and ultimately remove, the barriers to equality that exist, whilst capturing clearly the breadth of the City Corporation's reach in terms of geography and stakeholders. Consequently, it is proposed that the strategy covers a 10-year period, whilst recognising that the City Corporation's commitment to social mobility is likely to extend beyond this time period.
5. The strategy considers the ways in which potential today can be converted to success tomorrow, with key enablers being identified for each outcome that will not only create a level playing field, but make it more equal too, thus ensuring everyone can participate and compete. The interventions designed for this strategy will focus predominantly on the outcomes, activities and enablers that have been articulated. The strategy includes sufficient detail and structure with which to design activities and interventions, as well as the flexibility required to ensure that internally and externally gained learning can be incorporated as delivery progresses.



6. There is a great deal of existing expertise and success for the City Corporation to build on when delivering this strategy, with the main focus areas of activity relating to education, skills, housing, homelessness, health and wellbeing, culture, philanthropy and employability. It will also be reflected in the work of CBT's charitable funding strategy, Bridging Divides. Information about the more specific roles departments and groupings of departments will play is included on the final page of the strategy at Appendix One.
7. Members are asked to review, discuss and endorse the Social Mobility Strategy today. If there are any changes required following today's discussions, then these will be incorporated into the final 'designed' version of the strategy, which will include infographics and pictures, before it is shared internally and externally.

### **Corporate and Strategic Implications**

8. The strategy supports the City Corporation's Corporate Plan for 2018-23, in terms of its vision for a *'vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK'* and our strategic aims to *contribute to a flourishing society and support a thriving economy*. It specifically relates to the following outcomes in the Plan:
  - **Outcome 3:** People have equal opportunities to enrich their lives and reach their full potential.
  - **Outcome 5:** Businesses are trusted and socially and environmentally responsible.
  - **Outcome 8:** We have access to the skills and talent we need.
9. This strategy also links to the City Corporation's strategies on: Responsible Business, Housing, Education, Employability, Health and Wellbeing, Bridging Divides, Equality, Diversity and Inclusion, Skills, Philanthropy, Volunteering, Culture, Culture and Creative Learning, Culture Mile and Culture Mile Learning.

### **Resource Implications**

10. This strategy has been developed using existing officer resources. If this strategy is approved in September 2018, it is proposed that existing resource will be used for a six-month period to develop a full implementation plan, which includes detailed action plans that state performance measures and articulation and agreement of ongoing resource requirements, including that which is over and above existing resources. It is likely that permanent additional resource will be required from 2019 onwards, to support with project and performance management. As far as it is possible to do so, all other work will be delivered through existing departmental budgets and resources.
11. David Farnsworth will lead on the strategy's implementation, with dedicated support from the Corporate Strategy and Performance Team in Town Clerk's until March 2019, and a cross-departmental group of colleagues within the City Corporation involved in social mobility. This implementation group will likely include representation from CBT, the City Corporation's cultural institutions, including Culture Mile, DCCS, EDO, Human Resources and the Responsible Business Implementation Group.

12. By having the social mobility strategy signed off before beginning work on implementation plans, it means that all existing and new activities will align to it, including the City Corporation's internal and external messaging on social mobility. For example, this strategy makes no reference to terminology such as 'brightest and best', due to its emphasis on individuals needing to change, and not the systems they are part of – however, this phrase is currently oft-used in social mobility discourse externally and internally.
13. Appendix Two provides a summary of the City Corporation's existing social mobility activities, and their relation to this strategy – for your information.

### **Conclusion**

14. Members are asked to approve the proposed final version of the Social Mobility Strategy at Appendix One, which seeks to take a 10-year view on the City Corporation's unique and diverse role in supporting people to *'enjoy a society where individuals from all socio-economic backgrounds can flourish and reach their full potential'*, with an overarching aim *'to bridge and reduce the social and economic divides that may be experienced by people during their lifetime, by ensuring that benefits of social mobility are maximised within businesses, organisations, central and local government and educational and cultural institutions'*. This strategy seeks to encourage collaboration internally and externally, which harnesses the City Corporation's values and unique assets in pursuit of individuals, families and groups progressing within a society to reach their full potential.

### **Appendices**

Appendix One – Proposed Final Version of Social Mobility Strategy, 2018-28.

Appendix Two – A summary of social mobility related activities.

### **Sufina Ahmad**

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**Appendix One - Social Mobility Strategy – Proposed Final Version**  
**Strategy Author: Sufina Ahmad, Corporate Strategy Manager**

**Social Mobility Strategy, 2018-28**  
***Potential today, success tomorrow***

**Foreword by the Chairman of Policy and Resources and the Town Clerk**

The City of London Corporation is dedicated to a vibrant and thriving City, supporting a diverse and sustainable London, within a globally-successful UK. Achieving greater social mobility is a central part of this, and something we wish to see championed at every level of the City Corporation.

Through this 10-year strategy, we will promote and implement activities that facilitate better social mobility with our resident and worker populations, businesses in the City, the charities and good causes we support through our charitable funding, learners across our family of schools and through the other stakeholder groups we work with regularly including government and policy makers.

This strategy represents an opportunity to effect real and lasting change and requires a sustained commitment from us all to act to ensure that where a person starts in life does not act as a barrier to success and progression in the future.

We look forward to you joining us as we seek to lead by example and meet our ambition of ensuring that potential today, succeeds tomorrow.

**Deputy Catherine McGuinness**  
Chairman of Policy and Resources  
Committee

**John Barradell**  
Town Clerk and Chief Executive

**September 2018**

# Social Mobility Strategy, 2018 – 28: *Potential today, success tomorrow*

## Executive Summary

### Our definition of social mobility

The ability and opportunity for individuals, families or groups to progress within a society to reach their full potential – in terms of income, education, employment, perceived social status, housing and place/postcode.

### Why us

The City of London Corporation is committed to championing social mobility throughout our work internally and with our unique combination of stakeholders spanning the private, public, charitable and community sectors across the Square Mile, the City, London, the UK and beyond.

Social mobility is a key organisational priority outlined in our Corporate Plan (CP) for 2018-23, which will help to deliver our aims to contribute to a flourishing society and support a thriving economy.

### Who we will work with

Our resident and worker population, businesses in the City, the charities and good causes we support through our charitable giving, our learners across our family of schools and cultural institutions, government and policy makers.

### Our Vision

*People enjoy a society where individuals from all socio-economic backgrounds can flourish and reach their full potential.*

### Our Aim

*To bridge and reduce the social and economic divides that may be experienced by people during their lifetime, by maximising and promoting social mobility within businesses, organisations, central and local government and educational and cultural institutions.*

### Our Outcomes

Everyone can develop the skills and talent they need to thrive.

*Links to CP Outcome 3*

Opportunity is accessed more evenly and equally across society.

*Links to CP Outcome 3*

Businesses and organisations are representative and trusted.

*Links to CP Outcome 8*

We role model and enable social mobility in the way we operate as an organisation and employer.

*Links to CP Outcome 5*

### Our Activities

- Prepare our learners for the jobs of the future.
- Raise educational and employment aspiration and attainment.

- Remove barriers, overcome gaps and improve access and participation in order to improve attainment.
- Support and deliver social action, social integration, networking and understand the impact of conscious and unconscious biases.

- Promote and encourage the need for and benefits of social mobility across business and government.
- Support organisations, government and policy makers to improve their own practices and leadership to facilitate social mobility.

- Identify and address barriers to employment and progression inclusively.
- Review our organisational working practices to ensure that these do not act as barriers to social mobility.
- Champion equality, diversity and inclusion.

### Our Success Measures

Over the next 10 years, we will be a valued advocate and thought leader for social mobility, committing to collaboration, partnership work, innovation and longitudinal evaluation, to ensure equality of opportunity for all and the removal of structural inequalities and barriers within our own organisation and beyond. We won't just work to level the playing field, we will make it fairer too.

## Introduction

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### Purpose of this strategy

This strategy sets out the City of London Corporation's (City Corporation) vision, approach and commitment to social mobility over the next 10 years. It will guide all the work we do internally and externally. Social mobility is already a common and well-supported theme across different parts of our organisation, and this strategy enables us to build on our experience. It also aligns us to other ambitions highlighted in our Corporate Plan for 2018-23, including our commitment to be a responsible business that creates positive impact and reduces negative impact across all our activities and decisions.

The focus of this strategy is the City Corporation's ambition to play a leading role in encouraging social mobility, in a society where people can flourish and reach their full potential – regardless of their socio-economic background. This means that we want to bridge and reduce the social and economic divides that people experience, by supporting businesses, organisations and central and local government to understand and deliver the social and economic benefits of social mobility. This strategy outlines the positive and cumulative impact we hope to have as a valued advocate and thought leader which delivers on improving social mobility.

### How this strategy was developed

The development of this strategy has been overseen by key senior officers and elected Members at the City Corporation, alongside a dedicated cross-departmental Social Mobility Task and Finish Group (TFG), which included an external representative from the Social Mobility Commission. There have been significant levels of external engagement with individuals and organisations that are expert in social mobility and, in order to identify key areas of focus, gaps, overlap and best practice in this strategy we also conducted a review of the work that we currently do around social mobility.

### What is social mobility

Social mobility is an often-referred to term across central and local government, the private and business sectors, the education sector and parts of the charitable and community sector. It is usually used in conjunction with terms such as '*widening participation*', '*levelling the playing field*', '*equality of opportunity*', '*potential*' and '*access for all*'. The City Corporation defines social mobility as:

*The ability and opportunity for individuals, families or groups to progress within a society to reach their full potential – in terms of income, education, employment, perceived social status, housing and place/postcode.*

This definition recognises that *income, education, employment, perceived social status housing and place/postcode* are the ways in which social mobility can be measured, with *place* and *postcode* often missing from social mobility definitions.

It also acknowledges that social mobility occurs *inter-generationally* – the changes in social status between different generations within the same family or group – and *intra-generationally* – the changes in social status during a person's lifetime. The phrase *social stratification* is sometimes mentioned when discussing social mobility, and we feel that this is captured by the phrases '*to progress*' and '*perceived social status*'.

### **Why social mobility matters**

The Organisation for Economic Cooperation and Development (OECD) routinely ranks the UK as one of the lowest performing countries for relative income and social mobility. In 2017 and 2018 the Social Mobility Commission and the OECD stated in separate reports that social mobility within the UK is stagnating, due to growing divides in attainment between those who are experiencing disadvantage or marginalisation and those who are not, based on: where individuals are born and grow up, unequal access to and availability of high-quality education, employment, housing, local authority services, and other public sector services, including transport links. Other factors that further contribute to this disadvantage - so called 'double disadvantage' - are income levels, wealth and asset accrual, race, ethnicity, disability and gender. We therefore think that it is important to champion the case for socio-economic diversity, as much as any other diversity-related campaign, such as gender and ethnic diversity.

The Sutton Trust and others argue that improving social mobility can result in an increase in the UK's economic performance, in terms of productivity and gross domestic product (GDP) – mainly because jobs are filled by people who are more likely to perform well and are therefore more productive, rather than by people who are less able, but have the necessary connections or are considered a better fit because of their socio-economic background. Additionally, by supporting people from diverse socio-economic backgrounds in all aspects of life, and not just employment, it is likely to result in a greater diversity and integration of thoughts, ideas and perspectives, which leads to improvements and benefits for all involved.

### **Why social mobility is important to us**

We are uniquely placed to partner with stakeholders that span multiple sectors and geographies and include local and central government, the private sector and the charitable and community sector. As such, we can radically improve social mobility primarily for our resident and worker population, totalling nearly 500,000 people, our 11,228 learners across our family of schools and our learners across the cultural institutions we support. Our stakeholders can also support us to consider and respond to the unequal outcomes inherent barriers, biases and failures, including inequalities, within our systems and structures, that prevent social mobility and equality of opportunity for all. We will also use our leadership and influence to help improve social mobility across London and the UK more widely. In this way we are well placed to work with and support the individual and improve the systems that they are a part of.

Furthermore, as an independent and non-party political organisation, we can make this a long-term organisational priority and commitment for the next 10 years as a

minimum. This is especially important as the lasting impacts of our interventions are unlikely to be fully realised immediately.

### **Our existing social mobility work**

When delivering this strategy, we will draw on our existing expertise in social mobility. Examples include: promoting responsible business practices, sponsoring the 2017 and the 2018 Social Mobility Employer Index (SMEI), running a family of schools which includes a Multi-Academy Trust (MAT) and independent schools that now offer more bursaries, distributing circa £20million to hundreds of good causes each year that reduce inequality, improve social mobility and grow more cohesive communities through the City Corporation's charitable funder City Bridge Trust, being London Living Wage accredited and delivery of organisation-wide responsible business and philanthropy strategies, in which social mobility is prioritised.

### **Our vision**

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The City Corporation's vision for social mobility is that people enjoy a society where individuals from all socio-economic backgrounds can flourish and reach their full potential.

### **What we will do**

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The City Corporation aims to bridge and reduce the social and economic divides that may be experienced by people during their lifetime, by maximising and promoting social mobility within businesses, organisations, central and local government and educational and cultural institutions.

### **Who we will work with**

We will engage with local and national governments, the charitable and community sectors, policy makers and businesses, in order to continually inform, develop and deliver our thinking on social mobility and make lasting change. We are privileged as an organisation to already enjoy such connections across the Square Mile, the City, London, the UK and internationally. By building and convening engaged networks of stakeholders that are as passionate as we are about improving social mobility outcomes for all, with a particular emphasis on our own employees, and our residents, worker population and learners, we believe we can manage and remove the health, housing, income, education, employment, and other quality of life related inequalities and barriers that these groups may experience.

The following cohort labels, and their possible characteristics, offer us a shorthand through which we can target our work and measure its effectiveness:

<b>Group</b>	<b>Possible Characteristics</b>
Our pupils and learners, specifically those with a lower socio-economic status	<ul style="list-style-type: none"><li>• Pre-school to 18 years old or adult learners.</li><li>• Not yet in work (i.e. people in school, education or training).</li><li>• Considering employment, education and training options, such as apprenticeships, university etc.</li></ul>

	<ul style="list-style-type: none"> <li>• The first generation in their family to consider higher or further education.</li> <li>• Showing potential to perform optimally in education.</li> <li>• Lacking social and cultural capital, networks or connections.</li> <li>• Experiencing disadvantage or poverty.</li> <li>• Caring responsibilities.</li> </ul>
Our residents across the Square Mile and our estates	<ul style="list-style-type: none"> <li>• All ages.</li> <li>• Lack of free/available time, due to for example caring or parenting responsibilities.</li> <li>• Limited opportunities to enhance their skills due to a lack of resources.</li> <li>• Out of work or not in employment, education or training (i.e. unemployed, retired, carers, medically unable to work etc.) – this may be the preferred choice in some cases.</li> <li>• Unstable or unsuitable housing.</li> <li>• Lack of access to required amenities, e.g. education, transport links etc.</li> </ul>
Worker population in the Square Mile, specifically those in the Financial and Professional Services sector but those in lower paid sectors too	<ul style="list-style-type: none"> <li>• Over 18 years old.</li> <li>• Facing barriers to progression and enhancement of their skills through employment – possibly because they are from diverse backgrounds or possess protected characteristics.</li> <li>• Applying to or are in entry level, managerial or senior roles and are from diverse socio-economic backgrounds.</li> <li>• In work or employment, including in entry level, managerial or senior roles, mainly in the Financial and Professional Services Sector.</li> <li>• Future leaders/innovators.</li> </ul>
Organisations, employers, policy makers, specifically those championing social mobility	<ul style="list-style-type: none"> <li>• Representative of multiple sectors, geographical areas and communities.</li> <li>• Organisations we procure services from.</li> <li>• A range of funding and staffing structures/sizes.</li> </ul>
Employees, volunteers, elected Members and their representative groups at the City of London Corporation, specifically those from socio-economically diverse backgrounds	<ul style="list-style-type: none"> <li>• 18 years or over.</li> <li>• From socio-economically diverse backgrounds.</li> <li>• Lacking further or higher education qualifications.</li> <li>• Did not attend an independent school or a Russell Group university.</li> <li>• Protected characteristics.</li> <li>• Limited opportunities for progression.</li> <li>• Limited opportunities to enhance their skills through employment.</li> <li>• Require flexible working patterns, due to for example caring or parenting responsibilities.</li> </ul>



- In lower paid roles.
- Lacking useful networks.
- Struggling to integrate.

## Our social mobility outcomes, activities and enablers

We will progress equality of opportunity and access throughout our current and future work in employability, education, skills, housing, homelessness, health and wellbeing culture and philanthropy. However, with social mobility stagnating in the UK, this strategy prioritises and invests in four social mobility outcomes, for which we have outlined the associated high-level activities and enablers. These provide the detail and structure with which we will design all activities and interventions relating to this strategy, whilst also providing the necessary flexibility and breadth to allow us to continue to adapt our approaches from 2018 to 2028. They will support us to not only level the playing field, but to make it fairer too, thus ensuring everyone can participate and compete.

**Outcome 1:** Everyone can develop the skills and talent they need to thrive.

### Our activities:

- Prepare learners in our schools/other educational establishments and workplaces for the jobs of the future, supporting them to gain the necessary behaviours, attitudes, competencies and fusion skills through the curriculum and lifelong learning, including meaningful and worthwhile creative and cultural learning activities, careers advice, guidance, training, social action and volunteering.
- Raise educational and employment aspiration and attainment for all.

Enablers for: A level playing field	Enablers for: A fairer playing field
Equal access to high quality education	<ul style="list-style-type: none"> <li>• A varied and innovative curriculum, including extra-curricular activities, preparing pupils for the jobs and workforces of the future.</li> <li>• Investment in, and access to, talented and well-supported teachers and educators.</li> <li>• Access to stable and affordable housing.</li> <li>• Good health and wellbeing for all.</li> <li>• Social action and volunteering.</li> <li>• Social and cultural capital.</li> <li>• School readiness.</li> </ul>
Skills development and lifelong learning	<ul style="list-style-type: none"> <li>• Varied learning and development opportunities, which are accessible to the learner.</li> <li>• Good health and wellbeing.</li> <li>• Employment progression pathways.</li> </ul>

**Outcome 2:** Opportunity is accessed more evenly and equally across society.

### Our activities:

- Remove barriers, overcome gaps and improve access and participation in order to improve attainment for our residents, worker population and learners, e.g.

increased routes and fairer access to employment, high-quality housing, culture, lifelong learning, health and wellbeing services.

- Work with others to support and deliver social action, social integration and networking activities, and to understand the impact of conscious and unconscious biases.

Enablers for: A level playing field	Enablers for: A fairer playing field
Improving and increasing employability	<ul style="list-style-type: none"> <li>• Access to stable and affordable housing.</li> <li>• Good health and wellbeing.</li> <li>• Further and higher education and employment progression pathways.</li> <li>• HR recruitment/practices that are exemplary in their inclusiveness.</li> <li>• Removal of biases.</li> <li>• Work with employers.</li> <li>• Better support into quality employment</li> </ul>
The development of personal attributes and 'soft' skills, such as networking, communication etc.	<ul style="list-style-type: none"> <li>• Good health and wellbeing.</li> <li>• Social integration and inclusion of all backgrounds in all facets of life.</li> <li>• Leadership that traverses sectors and generations.</li> <li>• Social and cultural capital.</li> <li>• Meaningful involvement of socio-economically diverse individuals in democratic processes.</li> </ul>

**Outcome 3:** Businesses and organisations are representative and trusted.

**Our activities:**

- Promote the need for, and benefits of, social mobility across business and government, acting as a thought leader and advocate for social mobility.
- Support and encourage organisations, government and policy makers to improve their own practices and leadership in order to achieve social mobility.
- Support and encourage these organisations to recruit and promote people who are socio-economically diverse and can perform optimally within the roles.

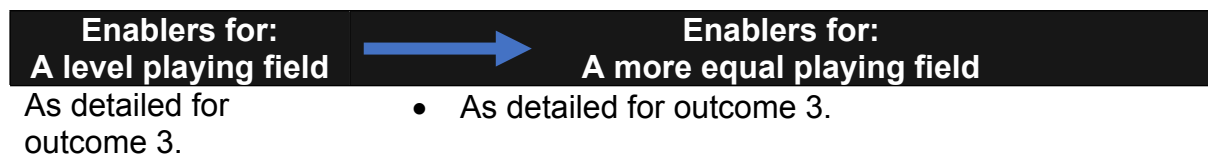
Enablers for: A level playing field	Enablers for: A fairer playing field
Improved organisational practices to champion and enable socio-economic diversity.	<ul style="list-style-type: none"> <li>• Informal and formal staff networks, champions and advocates that function internally and externally.</li> <li>• Collaborative working with internal and external partners to transform internal processes, particularly relating to recruitment, development and progression.</li> <li>• Empowering leadership, including those with lived experience, represented at all levels of the organisation.</li> <li>• Tailored support for socio-economically diverse people who may struggle to succeed.</li> </ul>

- Supportive challenge and removal of structural and systemic barriers and biases.
- Meaningful involvement of socio-economically diverse individuals in democratic processes, e.g. in governance and trustee positions.
- Commitment to data collection to develop baselines and measures to track progress against.

**Outcome 4:** We role model and enable social mobility in the way we operate as an organisation and employer

**Our activities:**

- Take an inclusive and cross-organisational approach to identify and address barriers to employment and progression.
- Review and improve our organisational working practices, at an employee, volunteer and elected Member level, to ensure that these do not act as barriers to social mobility and that they attract and nurture the signs of people’s ability to succeed in our workforce.
- Champion equality, diversity and inclusion, particularly in terms of equality of opportunity and provision.



Many of the enablers that we have identified for social mobility, relate to Abraham Maslow’s ‘hierarchy of needs’ – a theory in psychology that he proposed in 1943 – shown below. Maslow’s work outlined the developmental steps that all individuals take on their journey towards self-actualisation – the desire to become the most that one can be – which aligns to the principles within the definition of social mobility. In Maslow’s hierarchy of needs, there is reference to the safety and psychological needs of individuals, which the City Corporation will address more fully in other strategies that it is delivering, including for example our Housing and Homelessness Strategies and City Bridge Trust’s strategy Bridging Divides, which seeks to tackle disadvantage, marginalisation and inequalities.



## **Links to other strategies**

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This strategy is a key driver through which the City of London Corporation can fulfil its vision, as outlined in our Corporate Plan for 2018-23, of a *‘vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK’*. We aim to do this by *contributing to a flourishing society, supporting a thriving economy and shaping outstanding environments* by strengthening the character, capacity and connections of the City, London and the UK for the benefit of people who live, learn, work and visit here. Social mobility is reflected in the following two outcomes and associated activities within the Corporate Plan:

- **Outcome 3:** People have equal opportunities to enrich their lives and reach their full potential.  
We will:
  - Promote and champion diversity, inclusion and the removal of institutional barriers and structural inequalities.
  - Provide access to world-class heritage, culture and learning to people of all ages, abilities and backgrounds.
  - Promote effective progression through fulfilling education and employment.
  - Cultivate excellence in academia, sport and creative and performing arts.
- **Outcome 5:** Businesses are trusted and socially and environmentally responsible.  
We will:
  - Model new ways of delivering inclusive and sustainable growth.
  - Support, celebrate and advocate responsible practices and investments.
- **Outcome 8:** We have access to the skills and talent we need.  
We will:
  - Promote the City, London and the UK as attractive and accessible places to live, learn, work and visit.
  - Champion investment in relevant skills and diverse talent pools.

This strategy links to the following strategies that support the Corporate Plan: Responsible Business, Housing, Education, Employability, Health and Wellbeing, Bridging Divides, Equality, Diversity and Inclusion, Skills, Philanthropy, Volunteering, Culture, Culture and Creative Learning, Culture Mile and Culture Mile Learning. Appendix A depicts the ways these strategies connect together.

## **Implementation and measurement**

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For the City Corporation to deliver this strategy successfully, we commit to collaborating with existing and new partners at all levels within organisations and the cohorts that we have identified. Internally, various teams and groups of staff will be responsible for embedding this work successfully throughout the organisation. Currently staff are based within the following teams and groups: City Bridge Trust, the cultural organisations that we are connected to and/or fund, including Culture Mile partnership, the Department for Community and Children’s Service, the Economic Development Office, Human Resources and the Responsible Business

Implementation Group. Appendix B provides a more detailed overview of what their roles will entail.

We wish to measure the impact of this strategy over the short and long term, by collecting real-time feedback and high-quality data from those we work with, in order to assess fully their experience and perceptions of the quality of the interventions and activities they have been involved in. We will also consider connecting with a proportion of those we support from each of our cohorts on an annual and ongoing basis, in order to track and monitor the progress that they are making in their lives through our work and that of other organisations they are connected to. These individuals would assess the impact of the City Corporation's role in reaching their full potential, and the reasons for this. This would result in a longitudinal and multi-generational overview of the impact of our work, thus enabling us to determine if these interventions have helped to overcome barriers, biases and failures within our systems and structures that prevent social mobility and equality of opportunity for all. The over-arching measures of success for this strategy are:

1. The City of London Corporation is considered a valued advocate and thought leader for social mobility in the Square Mile, the City, London, the UK and beyond.
2. We demonstrate through collaboration, partnership work, innovation and longitudinal evaluation the ways to ensure equality of opportunity for all and the removal of structural inequalities and barriers within our own organisation and beyond.
3. Our employees, as well as the learners, residents and worker population we work with achieve positive social mobility outcomes, by nurturing their skills and talents to increase their access to opportunity within a society that understands the need for and importance of social mobility.

## **Conclusion**

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The City Corporation is pleased to make a 10-year commitment to social mobility to fulfil our vision for a society where people from all socio-economic backgrounds can flourish and reach their full potential. This strategy builds on our values, and unique commitments to the Square Mile, the City, London and the UK, across the public, private, charitable and community sectors. It ensures that social mobility is a central theme that underpins all our work, including with businesses and the worker population, through our economic development and competitiveness work, the charitable and community sector organisations we fund and support, through City Bridge Trust and our other civil society connections, our residents and learners we work with through our community and children's services and educational and cultural institutions, and central, regional and local government, policy makers and other organisations working in this area.

By expanding our existing social mobility work and networks, we will enhance our understanding and knowledge of social mobility in the context of the people, outcomes, activities and enablers that we have prioritised. As the strategy progresses, and undergoes annual reviews, we can use our learning to improve and

develop existing and new interventions that will bridge and reduce the socio-economic divides that the people we are working with are experiencing or tackling. Ultimately, through this strategy we hope to not only level the playing field, but to make it fairer too, thus ensuring everyone can participate and compete.

## **Acknowledgements**

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We are grateful to everyone that has generously and thoughtfully contributed their expertise, ideas and feedback during the development of this strategy – thank you!

We owe a special thanks to our Task and Finish Group, made up of:

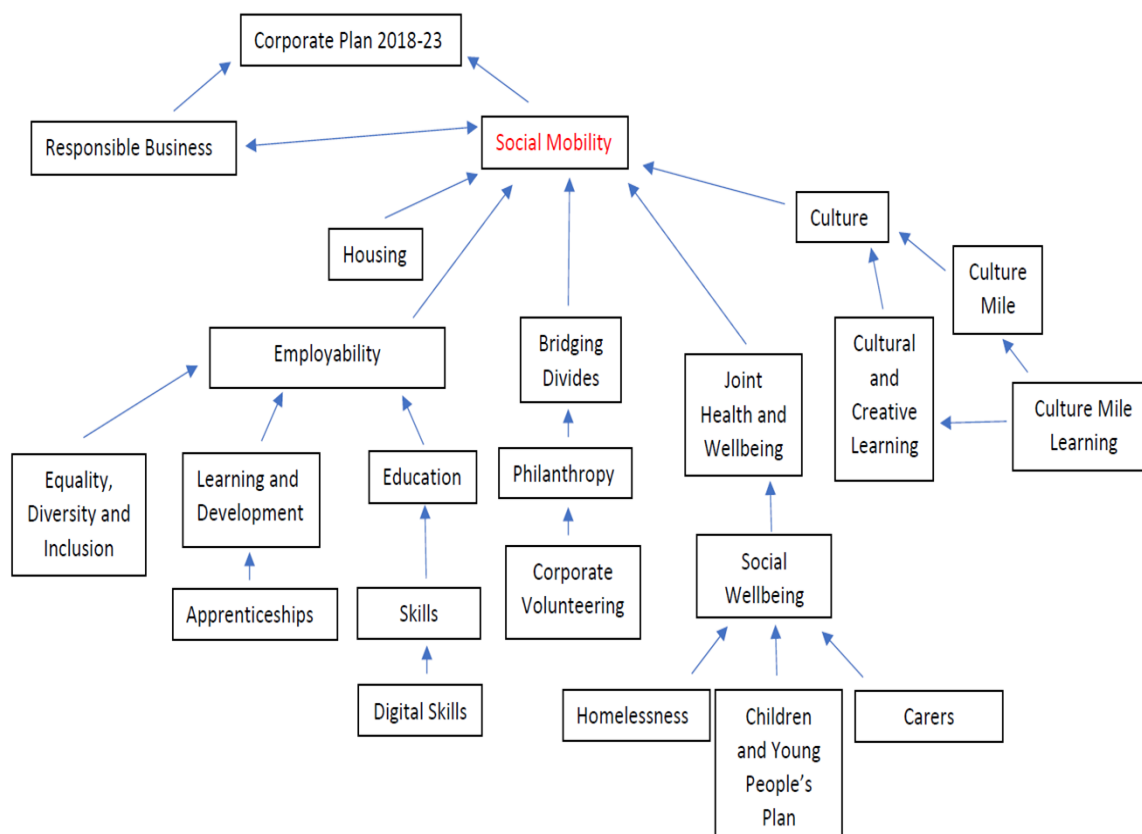
David Farnsworth (Chair)	Chief Grants Officer and Director of City Bridge Trust (CBT)
Sufina Ahmad	Corporate Strategy Manager, Town Clerk's Department
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Marcus Roberts	Head of Strategy and Performance, DCCS
Claire Tunley	Head of Employability, Economic Development Office

Our other contributors that have been directly involved in developing this strategy are:

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Alex Green	City of London Corporation
Colette Hawkins	City of London Corporation
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Mark Winterburn	London Councils
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Kirsty Walker	Social Mobility Commission
Dan Paskins	The Big Lottery Fund
Sean Gregory	The Barbican
Jenny Mollica	The Barbican
Nik Miller	The Bridge Group
Jamiesha Majevardia	The Challenge
Richard Bell	The Challenge
David Barclay	The Good Faith Partnership

**Appendix A – Strategies associated with social mobility**



## **Appendix B – Roles of different teams and groups of staff**

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- **City Bridge Trust (CBT)**

Deliver their funding strategy Bridging Divides, 2018-23 and the Philanthropy Strategy, 2018-23 to reduce inequalities, and improve social mobility.

Lead on and coordinate the City of London Corporation's charitable activities relating to social mobility, using the learning from City Bridge Trust's existing investments made to charities which have cited positive social mobility outcomes.

- **Cultural Institutions and Partners linked to or funded by the City Corporation, including Culture Mile Partnership**

Enable social mobility through inclusive cultural and creative learning activities that develop skills for residents, visitors, worker population and learners – including the learners in our schools.

- **Department for Community and Children's Services**

Champion, promote and deliver activities relating to accessibility, attainment, exposure to the world of work and lifelong learning to our 11,228 pupils across our family of schools, through its Education Team and to our residents through our commissioned local authority services, including our libraries.

Ensure the health and wellbeing of our residents, worker population and learners through our public health, social care and housing offers, including our commissioned services.

- **Economic Development Office (EDO)**

Champion social mobility across its local, regional, national and international work with the financial and professional services sectors in pursuit of a competitive and thriving UK economy.

- **Human Resources (HR)**

Support the recruitment, retention and progression of our employees and volunteers, as set out in the HR Transformation Programme, and related work on learning and development, apprenticeships and access to work initiatives.

Deliver an organisational assessment and audit role on social mobility, through championing and supporting initiatives such as the Social Mobility Employer Index and the B-Lab Report relating to responsible business.

- **CBT, DCCS and EDO**

Lead on the delivery of the Digital Skills Strategy for 2018-23, with other internal and external stakeholders, ensuring that people and businesses, across the City, London and beyond, are equipped to take advantage of digital technologies and innovations to help themselves and their economies thrive.

- **DCCS, EDO and HR**

Lead on the delivery of the Employability Strategy for 2017-20, with other internal and external stakeholders, connecting City opportunities with the talent of Londoners to reinforce City competitiveness and support London communities.

- **Responsible Business Implementation Group**

Lead on the delivery of our Responsible Business Strategy, including the objective relating to equal opportunities and social mobility specifically.



### **Outcomes and Associated Activities**

#### **Social Mobility Strategy Outcome:**

*Everyone can develop the skills and talent they need to thrive.*

#### **Activities:**

- *Prepare our learners for the jobs of the future.*

The Adult Skills and Education Services (ASES) team continues to deliver community-based skills and lifelong learning activities for learners across London – including working with local businesses to close their ‘non-apprenticeships’ skills gaps.

ASES continues to deliver both the levy and non-levy apprenticeships and traineeship programmes for businesses, including the delivery of national apprenticeship and trainee contracts, the provision of professional apprenticeship advice and apprenticeship services.

Library services which continue to offer: free access to hard copy and online materials to support formal and informal education, especially basic skills, skills for life, languages, starting a business and self-improvement; careers advice, including CV builder sessions; one-to-one IT sessions; free access to computer workstations; speaking English with confidence group; literacy for children activities; maths and science clubs for children; advertisement of courses and training opportunities available locally; support from library staff for activities such as job application, understanding Job Centre requirements, support with Universal Credit, visa/right to remain applications etc.; a speakers programme to inspire confidence; and creative, cultural and learning workshops.

Commissioned information, advice and guidance service offering one-to-one support and information on education, employment and training for 13-19 year olds.

Targeted work is happening to ensure children in the Square Mile access universal early years services, including high quality and affordable early years education and childcare.

- *Raise educational and employment aspiration and attainment.*

The City Corporation’s family of schools, made up of 10 academies in four different London boroughs and its three independent schools, continue to provide excellent education and learning opportunities to 11,228 pupils.

Commissioned services are offered to support: the education of all children and young people known to Social Care and Early Help; the employability prospects

of residents; and the additional educational needs of look after children and care leavers.

**Social Mobility Strategy Outcome:**

*Opportunity is accessed more evenly and equally across society.*

**Activities:**

- *Remove barriers, overcome gaps and improve access and participation in order to improve attainment.*

Libraries are a key way in which this is achieved, especially as they are free at the point of access.

Culture Mile Learning widens access and participation to the City Corporation's cultural offer, including through activities such as the City School Visit Fun, which is a fund for schools and not-for-profit educational organisations in areas experiencing disadvantage in London to cover travel costs.

Commissioned youth services have been targeted with ensuring inclusion for children and young people with special educational needs and disabilities, young girls and young Bangladeshi women.

Invitations to community engagement events are distributed to everyone in as accessible a format as possible, with inclusive activities developed at the events. For example, the Aldgate Square Festival was co-designed through extensive outreach across the entire community of Aldgate.

Commissioned work to support families in greatest need, through targeted evidence based early interventions to ensure they are supported with their parenting, life skills, employability etc.

Awareness raising activities to increase take-up of support services for children and families across all areas of the City of London Corporation's work.

Support provided to foster carers to provide ESOL-classes at home with looked after children.

Distribute charitable funding to charities working in London in pursuit of this outcome, via City Bridge Trust's Bridging Divides funding programme.

- *Support and deliver social action, social integration, networking and understand the impact of conscious and unconscious biases.*

Community Builders programme, where residents take ownership of their communities by connecting other residents that may be disconnected for various reasons – including social isolation. All residents are encouraged and enabled to develop their skills and talents, by participating and sharing in new local activities, courses and events.

Time Credits programme encourages volunteering by supporting each hour volunteered with a time credit that can be used on learning new skills, training courses or other opportunities.

DCCS' Community Engagement Team has been working with Aldgate Community Events to build their capacity through support and training and by helping them to set up their own Community Interest Company.

Healthy cooking classes have been commissioned for residents of the Square Mile. They aim to sustain long-term behaviour change with regards to improved diet, reduced household spend on food and reduction of social isolation.

Distribute charitable funding to charities working in London in pursuit of this outcome, via City Bridge Trust's Bridging Divides funding programme.

### **Social Mobility Strategy Outcome:**

*Businesses and organisations are representative and trusted.*

### **Activities:**

- *Promote and encourage the need for and benefits of social mobility across business and government.*

Sponsorship of the Social Mobility Employer Index (SMEI) in 2017 and 2018 – a benchmarking tool that ranks Britain's employers on the actions they are taking to ensure they are open to accessing and progressing talent from all background, as well as showcasing progress in improving social mobility. In 2018, 106 employers entered the SMEI, an increase from the 98 entries in 2017. 29 of the top 50 ranked companies in 2018 are from the Financial and Professional Services (FPS) sector.

Working with partners, such as the Social Mobility Foundation, the Social Mobility Commission and the Bridge Group, we organise and run events and activities that promote social mobility to business.

Working with partners to pilot new approaches to digital skills provision in businesses, this includes new ways of identifying and attracting talent to deliver the digital skills that businesses need.

Promote the City Active Guide which is a directory of trusted organisations within the Square Mile that benefit their local community to residents, learners, workers and visitors.

Use relevant learning from the distribution of City Bridge Trust's charitable funding, to further the case for business and government to champion social mobility.

- *Support organisations, government and policy makers to improve their own practices and leadership to facilitate social mobility.*

Work to influence businesses to improve their inclusive employment practices through leadership and influencing activities.

Participate in activities that develop thinking on social mobility, e.g. the All Party Parliamentary Group on social mobility, as well as working in partnership with business, government and other organisations to influence policy and provide insights on social mobility.

Promote apprenticeships to businesses in the City as a way to secure new talent and skills. Additionally, we have been learning about the potential positive impact on businesses pursuing apprenticeships through our membership of the Professional Business Services Council and through a survey on businesses. This work has now resulted in us representing business sector views on apprenticeships with Government and actively participating in the development of a sector deal on apprenticeships.

Volunteers from businesses in the City support with some library services and with the Spice time Credits programme.

An Integrated Community Development Officer for the Aldgate area is seeking to engage with local organisations, businesses, commissioned services and other stakeholders to improve the experiences of the Aldgate community.

Use relevant learning from the distribution of City Bridge Trust's charitable funding, to further the case for business and government to improve their social mobility practices.

**Social Mobility Strategy Outcome:**

*We role model and enable social mobility in the way we operate as an organisation and employer.*

**Activities:**

- *Identify and address barriers to employment and progression inclusively.*

ASES delivers both the levy and non-levy apprenticeships and traineeship programmes for the City Corporation.

- *Review our organisational working practices to ensure that these do not act as barriers to social mobility.*

DCCS has completed a community audit, using asset based community development (ABCD) techniques, to identify and act upon the best ways in which to engage communities in the issues that matter to them – thus ensuring their views are represented and understood.

DCCS seek to support looked after children to access work experience, practice interviews etc. across the City of London Corporation, including with Members.

Continue to build flexibility within our HR processes and procedures that consider the barriers and needs of excluded and protected groups to 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.

- *Champion equality, diversity and inclusion.*

Develop an organisation-wide Equalities, Diversity and Inclusion strategy, to launch in 2018/19, building upon our existing thinking on the subject, as championed by the Equalities and Inclusion Board and staff diversity networks.

Continue to support the staff diversity networks, including providing a dedicated staff post within Human Resources to support with their running.

Implement the findings of the Equalities Working Party, chaired by Common Councilman Tom Sleigh.

Develop our approaches to equality, diversity and inclusion collaboratively – consulting internally and externally.

Our commissioned services include objectives and criteria that promote social mobility, equality, diversity and inclusion – meeting public sector equality duties.

Ensure diversity and representation within our decision-making processes, groups and wider activity, in line with the Public Sector Equality Duty.

Increase the gender-balance of our workforce, particularly at senior management levels, and progress gender pay equality.

Take a lead role on advocating for diversity and inclusion within the sectors where we have influence.

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<p><b>Committee(s):</b>          Public Relations and Economic Development (PRED)          Sub Committee – For information          General Purposes Committee of Aldermen – For information          Policy and Resources Committee – For decision          Education Board – For information</p>	<p><b>Date(s):</b>          03/09/2018           04/09/2018           06/09/2018          13/09/2018</p>
<p><b>Subject:</b>          Digital Skills Strategy for 2018-23</p>	<p><b>Public</b></p>
<p><b>Report of:</b>          Andrew Carter, Director of Department for Community and Children’s Services          Damian Nussbaum, Director of Economic Development Office</p>	<p><b>For decision</b></p>
<p><b>Report author:</b>          Sufina Ahmad, Corporate Strategy Manager</p>	

## Summary

This paper presents the proposed final version of the City of London Corporation’s (City Corporation) Digital Skills Strategy for 2018-23. The vision for the strategy is: *‘People and businesses, across the City, London and beyond, are equipped to take advantage of digital technologies and innovations to help themselves and their economies thrive.’* It commits the City Corporation to working with others, internally and externally, to respond to current and future digital skills needs and opportunities to enhance the City’s competitiveness, encourage digital creativity and ensure digital citizenship, where people feel digitally included and safe.

The strategy, which aligns to our Corporate Plan for 2018-23, has been developed by a cross-departmental Digital Skills Group with representation from the Department for Community and Children’s Services (DCCS), including City Corporation family of schools, the Economic Development Office (EDO) and City Bridge Trust (CBT). These departments will also oversee much of the work relating to the strategy’s delivery. Alderman Peter Estlin is the Member Champion for this strategy. The strategy is therefore being taken in September 2018 to Public Relations and Economic Development (PRED) Sub Committee, the General Purposes Committee of Aldermen and Education Board for information, and to Policy and Resources Committee for decision.

## Recommendations

Members are asked to:

- i. Approve the proposed final version of the Digital Skills Strategy – subject to any changes discussed in today’s meeting being incorporated.
- ii. Note the proposed next steps for its delivery.

## **Main Report**

### **Background**

1. Since September 2017, a Digital Skills Group has been convened monthly by Andrew Carter, Director of DCCS and Damian Nussbaum, Director of EDO, who are the joint Senior Responsible Officers (SRO) for this strategy. The group includes Alderman Peter Estlin and Common Councilman Henry Colthurst. Alderman Estlin will be, subject to election, the Lord Mayor for the City of London from November 2018 for one year and has agreed to be the Member Champion for this strategy. Alderman Estlin is passionate about the digital skills agenda and will focus his mayoralty on the theme of 'Shaping tomorrow's City today'.

### **The Strategy**

2. The Digital Skills Group has discussed and analysed the City Corporation's current and future work on digital skills, and has identified three priority areas: digital competitiveness, digital creativity and digital citizenship. A one-page outline of the strategy was shared with Education Board and PRED Sub Committee in May 2018 for Member input and steer. The feedback received has been incorporated in to the Digital Skills Strategy at Appendix One. The second page of this appendix summarises the strategy, in terms of its vision, priorities, outcomes and activities.
3. The strategy defines digital skills as the set of skills, attitudes and values that enable people and businesses to thrive and flourish in current and future digital environments. It is felt that the scale and potential for the City Corporation on the digital skills agenda is significant – hence the need to develop a five-year strategy. It provides a strong platform from which our outward-facing digital skills work with multiple stakeholders across different sectors and geographies can be developed and delivered.
4. In order to share the Digital Skills Strategy publicly in November, at the start of the 2018/19 Lord Mayoralty, Policy and Resources Committee is asked to approve the strategy today. If there are any changes required following today's discussions, then these will be incorporated into the final 'designed' version of the strategy, which will include infographics and pictures, before it is shared internally and externally.
5. The Corporate Strategy Manager is also working with the Corporate Affairs Team and Mansion House colleagues to ensure that the messaging that is being prepared for the Lord Mayoralty as a whole in 2018/19, is aligned with the messaging within this strategy.

### **Corporate and Strategic Implications**

6. This strategy supports the City Corporation to fulfil its vision, as outlined in its Corporate Plan for 2018-23, for a '*vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK*'. The strategy supports all three aims that are outlined in the Plan of *contributing to a flourishing society, shaping outstanding environments and supporting a thriving economy*, and nine of the 12 outcomes that are listed as part of these aims.



7. It also links to our strategies on: Employability, Education, Skills, Cultural and Creative Learning, Bridging Divides (City Bridge Trust's five-year strategy), Philanthropy, Social Mobility, Culture, Culture Mile and Culture Mile Learning.

### **Implications**

8. The Digital Skills Group will continue to meet on a monthly basis to design and implement the activities relating to this strategy, before and after it is shared publicly later in the year. Funding for a Project Manager to lead on coordinating the implementation of this strategy is being sought through the Priorities Investment Pot. As far as it is possible, all other work will be delivered through existing departmental budgets and resources.
9. The activities relating to the first year of this strategy can be summarised as: four influencing events with cross-sectoral stakeholders, a curriculum pilot in our Academies, the continuation of the She Can Be programme via The Lord Mayor's Appeal and a variety of work aimed at promoting work readiness. These activities are being designed by the Digital Skills Group, and will be delivered by DCCS, the City Corporation family of schools, CBT, EDO, Mansion House and the The Lord Mayor's Appeal Charity. A small group of external advisers is also likely to be convened by Alderman Estlin to support the successful delivery of the strategy.

### **Conclusion**

10. Members are asked to approve this organisation-wide strategy that has been developed collaboratively with leadership from the Digital Skills Group, and inputs from officer and Member governance groups, and various external stakeholders that are expert in current and future digital skills needs.

### **Appendices**

Appendix One - Digital Skills Strategy for 2018-23 – Proposed final version

### **Background Papers**

PRED Sub Committee - Digital Skills Strategy for 2018-23, May 2018

Education Board - Digital Skills Strategy for 2018-23, May 2018

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**Appendix One - Digital Skills Strategy, Proposed Final Version**  
**Strategy Author: Sufina Ahmad, Corporate Strategy Manager**

**Digital Skills Strategy, 2018-23**  
***Shaping tomorrow's City today***

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

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From water and steam, to electric power, to electronics and information technology, we are now well into the Fourth Industrial Revolution. This time, it is about harnessing *digital* power. Digital encourages us to think without boundaries or limits. It empowers us to re-think the art of the possible for individuals, communities, places and the economy. In all areas of our lives we are feeling the impact and the rapid rate of change of the digital revolution.

We have been longstanding champions of the role of the City of London Corporation in shaping tomorrow's City today. This strategy will play a major role in bringing in those changes. It outlines the activities that we will prioritise to ensure that people and businesses are equipped to take advantage of digital technologies and innovations to help themselves and their economies thrive.

The City Corporation understands the importance of supporting the digital sector – one of the fastest growing sectors in the UK. In London this is particularly the case as the capital has developed and maintained its status as a global hub for digital innovation. Through organisations like Tech Nation, London's digital expertise is increasingly mirrored across the UK. As a result, we are committed to supporting the digital sector in London, with a specific focus on the City – the financial and commercial heart of the UK economy – and working with other cities across the UK to support a truly digital nation.

The UK has much to be proud of in terms of our contribution to digital innovation. We must continue to find new ways to unlock our creative and competitive edge. We want to work with individuals and communities – across business, education, and charities – to think about how we can use digital skills to compete in the ever-changing modern world. We want to progress at speed to prepare people for jobs now and in the future, filling any skills gaps or shortages that are identified, and ensuring that no one is left behind digitally.

**Alderman Peter Estlin**  
The Rt Hon the Lord Mayor

**Catherine McGuinness**  
Chairman, Policy and Resources

November 2018

# EXECUTIVE SUMMARY: Digital Skills Strategy at the City of London Corporation, 2018 – 23

## Shaping tomorrow's City today

### About us:

The City Corporation's reach extends far beyond the boundaries of the Square Mile and the City, across the private, public, charitable and community sectors. Our digital skills strategy supports the aims set out in our Corporate Plan for 2018-23 to contribute to a flourishing society, support a thriving economy and shape outstanding environments.

### Our vision:

People and businesses, across the City, London and beyond, are equipped to take full advantage of digital technologies and innovations to help themselves and their economies thrive.

### Our outcomes:

1. The City, London and the UK have the skills, talent and digital expertise they need to drive digital productivity and competitiveness.
2. People and businesses have the digital skills they need to thrive in all aspects of their lives.

### Who we will work with:

- The residents, learners and workers we work with directly.
- The businesses we support in the City, London and beyond and government.
- The communities we support through our charitable giving, distributed mainly via City Bridge Trust.

### Our priorities:

Digital Competitiveness	Digital Creativity	Digital Citizenship
<b>Our activities:</b>		
Working with businesses we will explore the ways in which we can: <ul style="list-style-type: none"><li>• Support digital innovation and enterprise.</li><li>• Enable businesses to better protect themselves from cyber attack.</li></ul> <a href="#">Links to Corporate Plan Outcomes 5, 6, 7, 8.</a>	Working with businesses, educators and civil society, we will consider how we can: <ul style="list-style-type: none"><li>• Raise educational aspiration and attainment in terms of digital skills.</li><li>• Prepare our learners, for the jobs of the future, in terms of the necessary digital skills, behaviours, attitudes and competencies.</li></ul> <a href="#">Links to Corporate Plan Outcomes 3, 8, 10.</a>	Working with individuals and communities, we will consider how we can: <ul style="list-style-type: none"><li>• Use digital skills to address barriers and gaps to improve access and participation.</li><li>• Use digital skills to connect the capital, enable positive transitions and provide advice and support.</li><li>• Improve cyber, digital and financial inclusion and safety.</li></ul> <a href="#">Links to Corporate Plan Outcomes 1, 2, 3, 4.</a>

### Implementing this strategy:

We will embed collaboration, thought leadership and innovation across all aspects of our digital skills work, in order to deliver the vision, priorities, outcomes and activities set out in this strategy, developing responses and interventions to the issues and opportunities that digital skills present society and the economy. We will promote and share our learning, championing the DQ™ digital intelligence framework as part of this. We will look outwards to identify where we want to intervene and track our impact.

### Definition of digital skills:

*Digital skills* are the set of skills, attitudes and values which will enable people to thrive and flourish in current and future digital environments.

## Introduction

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### **Purpose of this strategy**

This strategy sets out the City of London Corporation's (City Corporation) vision, approach and commitment to digital skills from 2018-23, and will guide our digital skills work internally and externally.

There is already a clear focus on digital skills across many areas of our existing work, including employability, education, skills and cultural learning, which this strategy will develop further. It also aligns with our wider organisational ambitions as set out in our Corporate Plan for 2018-23.

### **How this strategy was developed**

The development of this strategy has been overseen by key senior officers and elected Members at the City Corporation, alongside a dedicated cross-departmental Digital Skills Group. The group has included representation from our community and children's services, our education team, our economic development team, and City Bridge Trust – London's largest charitable funder. Together, they have assessed the effectiveness of our existing digital skills work and consulted externally with a wide range of individuals and organisations that are expert in digital skills, to identify the key areas of focus in this strategy, and the gaps, overlaps and best practice we can use to support with this.

### **Defining digital and digital skills**

We consider digital to be an enabler which supports individuals, communities, businesses, government, the charitable and community sector and others to build skills, capabilities and value across a range of activities and processes, using data and advanced computerised technologies. Ultimately, digital skills are a set of skills, attitudes and values that enable people and businesses to thrive and flourish in current and future digital environments.

### **Digital skills and society**

The UK Government's Industrial Strategy, produced by the Department for Business, Energy and Industrial Strategy in 2017, sets out a vision for building an economy that works for everyone. Alongside this, the Government published its digital strategy for a digital economy. It sets out seven strands of work that prioritise the availability of the necessary digital infrastructure throughout the UK for businesses to thrive and grow and for the UK to be the safest place in the world to live and work online. It cites several key enablers for this, including the safe use of data, the tools with which to start and grow businesses in the UK effectively, provision for all existing businesses to become a digital business, and support for everyone to have access to the digital skills they need.

The continued success and competitiveness of our economy depends on a skilled, talented and creative workforce, as well as engaged and included citizens. However, research and feedback from government, schools and employers regularly

show that a paucity of digital skills training in schools, or through higher education, is resulting in too few skilled individuals being prepared to enter the workforce and contribute to the digital economy.

This supply and demand imbalance is a challenge that needs addressing in many ways. The City is looking at what the Financial and Professional Services sector can do to ensure it has the digital workforce it needs. Creativity within digital skills partners well with the City Corporation's emphasis on 'fusion skills', within our education, skills and cultural learning offer, which prioritises the pursuit of so called 'soft' and creative skills, alongside technical and digital skills, in order to succeed in the digital age.

This issue is further exacerbated by an increased demand for skills experience, particularly digital and creative skills, within their existing and future workforces. Furthermore, given the pace of change in digital technologies, this requires a commitment from employers to learning and development, including lifelong learning opportunities, to ensure that they have workforces with the creative, specialist and soft skills they need to thrive within the digital age.

Ensuring that citizens are digitally engaged and included comes with both challenges and opportunities. Access to digital technologies and the skills with which to use them effectively can reduce vulnerabilities, isolation and the barriers and gaps that prevent access and participation. The UK Government's Digital Inclusion Strategy, published in 2014, calls for all people to access, use and benefit from the internet, by ensuring access to the internet is readily available and affordable, and that citizens are then equipped with the skills, motivation and trust to use the internet effectively.

There is already much research and thinking available on what it means to be a digital citizen that is part of a digital society and economy. Digital technologies are being used to support our engagement with all facets of society, including business, education, politics, government and more. Through this strategy, we will lead and convene cross-sectoral and cross-generational thinking on the best ways in which to respond to existing and emerging digital skills and opportunities identified. We are committed to supporting people and businesses to thrive by having the skills they need to take advantage of existing and emerging digital technologies and innovations.

## **Our vision**

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People and businesses, across the City, London and beyond, are equipped to take full advantage of digital technologies and innovations to help themselves and their economies thrive.

## **Our priorities and outcomes**

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Over the next five years, working in partnership with others, we will prioritise digital competitiveness, digital creativity and digital citizenship.

These three inter-connected strands translate into the following outcomes:

1. The City, London and the UK have the skills, talent and digital expertise they need to drive digital productivity and competitiveness.
2. People have the digital skills they need to thrive in all aspects of their lives.

## Who we will work with

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We intend to work in partnership with businesses and employers and government, the charitable and community sectors, and our schools, cultural institutions and libraries to co-design and deliver the activities associated with this strategy.

Our work will be aimed at benefitting the residents, workers and learners we support across our existing portfolios of work, including the 11,228 pupils that attend our family of schools. This will mean that we work with people both in and out of work who are participating in education, training or lifelong learning activities. We will also target our work towards people and communities that are at risk of being left behind, due to a lack of digital skills, to address the implications that this has on their ability to manage their finances, their health, their wellbeing, their social capital and connections and much more.

This strategy is a priority throughout the organisation, including the City of London Police, with committed leadership being offered jointly through our education and economic development teams, who will target businesses and employers and the pupils at our schools primarily. Support is also being offered from City Bridge Trust, the Lord Mayor's Appeal Charity and our Department of Community and Children's Services to work with people and communities at risk of being left behind.

## What we will do

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This strategy will prioritise the following kinds of digital skills activities:

### 1. Digital Competitiveness

We will:

- Convene stakeholders in a range of ways to understand and help to define the digital skills requirement for the future world of work, and how these will be met.
- Support businesses in the City, including leaders within the financial and professional services sector, as they manage the impact of digital changes on their businesses and workers.
- In partnership with others, explore ways to address existing and emerging skills gaps that businesses have identified, e.g. cyber security.

### 2. Digital Creativity

We will:

- Prepare our learners, for the jobs of the future, by raising their educational aspiration and attainment, in terms of the necessary behaviours, attitudes,

competencies and digital skills, through careers advice, guidance, the curriculum, lifelong learning, and training.

- Offer meaningful work experience to our learners, to prepare them better for the digital world of work.
- Work with others to identify impactful digital ideas that can be scaled and developed by our learners, in partnership with others.
- Inspire under-represented groups to pursue technology and digital roles.

### 3. Digital Citizenship:

We will:

- Consider the role of digital and digital skills in removing barriers, overcoming gaps and improving access and participation in the activities and services that we deliver to our residents, workers and learners.
- Support charitable and community sector organisations which meet the funding guidelines of City Bridge Trust's Bridging Divides strategy to enhance their digital skills and related activities for the people and communities they support.

This strategy builds on our existing work to raise awareness and respond to the different needs of our stakeholders in terms of digital skills – particularly in terms of the work we do in our schools and with businesses in the City. In partnership with others, we have already started to design and implement, the following:

- **Influencing events:** Convening events that bring together different generations and different sectors to consider the digital skills issues of the day and their solutions.
- **A curriculum pilot:** A trial aimed at 165 Year 7 students at the City of London Academy Islington from 2018, with a further rollout to 240 Year 7 students at City of London Academy Highbury Grove in September 2019. The trial is a collaboration between pupils, learners, businesses and educators, which combines formal and informal learning methods to equip our pupils with the digital skills they require to thrive in digital work and non-work environments.
- **She Can Be:** A programme to inspire women and girls to take up careers in the City, including in technology and digital roles.
- **Work readiness:** Activities that explore the role of digital apps, such as Workfinder, in supporting young people from all social and economic backgrounds to access meaningful work experience in City businesses, as well as preparing learners and workers for the jobs of the future through careers advice, guidance, lifelong learning, education and training.

### Links to other strategies

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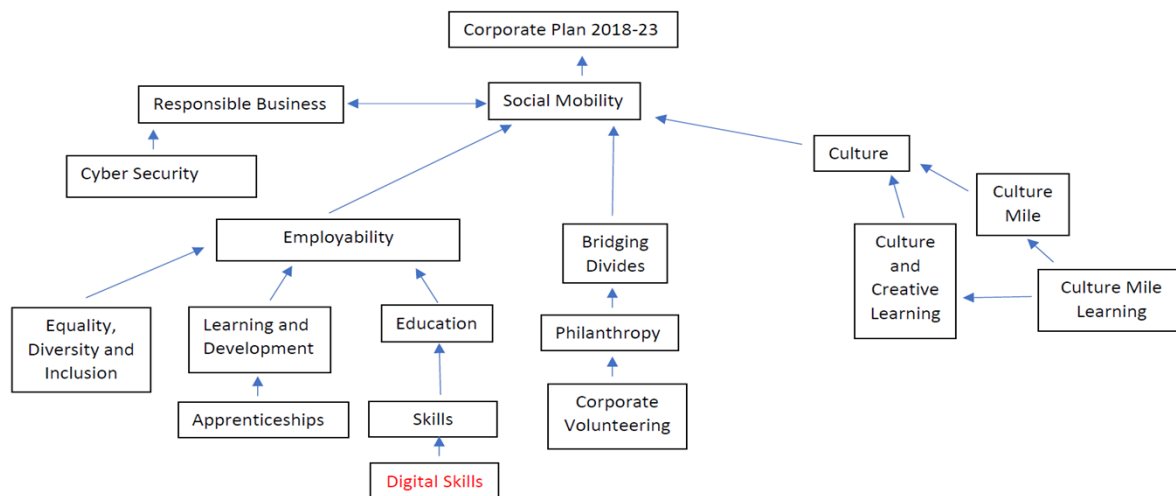
This strategy supports the City Corporation to fulfil its vision, as outlined in its Corporate Plan for 2018-23, for a *'vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK'*. We aim to do this by *contributing to a flourishing society, shaping outstanding environments and supporting a thriving economy*, which involves 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. It supports the following outcomes in the Plan:

- 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 5: Businesses are trusted and socially and environmentally responsible.
- Outcome 6: We have the world’s best legal and regulatory framework and access to global markets.
- 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 links to our strategies on: Employability, Education, Skills, Cultural and Creative Learning, Bridging Divides (City Bridge Trust’s five-year strategy), Philanthropy, Social Mobility, Culture, Culture Mile, Culture Mile Learning and Cyber Security. The diagram below shows the ways in which these strategies, and several others, connect together.



## Implementation and measurement

To deliver this strategy successfully, the City Corporation will work in partnership with others to further define and understand the issues and opportunities that the digital skills agenda presents people and businesses we work with. Every activity or intervention that we deliver will be embedded within the relevant parts of the organisation, and their impact and effectiveness will be measured in terms of:

1. Its delivery of the vision, priorities, outcomes and activities within this strategy.

- Its correlation to the sum of technical, mental and social competencies essential to digital life, as outlined by [The DQ™ Institute](#), in the form of eight core digital skills in the [DQ™ 'digital intelligence' framework](#) below.



## Conclusion

We are pleased to make a five-year commitment to digital skills through this strategy. The key measure of success for this strategy is that businesses and other communities and stakeholders that we support, including our residents, learners and workers, will have the digital skills they need to thrive in a digital economy and society. We will embed collaboration, thought leadership and innovation across all aspects of our digital skills work, sharing our learning, including our use and support for the DQ™ framework, with the stakeholders we work with internally and externally from different sectors and with a global outlook.

<b>Committee(s):</b> Education Board Policy & Resources Committee	<b>Date(s):</b> 19 July 2018 6 September 2018
<b>Subject:</b> Culture Mile Learning - Case for Investment 18/19 and 19/20	<b>Public</b>
<b>Report of:</b> Sharon Ament, Director, Museum of London	<b>For Decision</b>
<b>Report authors:</b> Frazer Swift, Head of Learning & Engagement, Museum of London Victoria Patrick, Culture Mile Learning Rosemara Mather-Lupton, Culture Mile Learning	

## Summary

The following document and appendices outline the activity that the current funding for the Culture Mile Learning (CML) partnership has supported to date and includes a budget request for the next funding period. It also outlines the activity that will be undertaken using this funding.

CML is working to fulfil many of the priorities in the Education Board’s Cultural and Creative Learning Strategy but funding is allocated from the Policy & Resources Committee. CML also delivers the learning strand of the Culture Mile Strategy. CML will align with the wider Culture Mile funding cycle in April 2020 but until then we will bring regular progress reports to Education Board. Our first report will be brought to the September 2018 Board.

CML aims to tackle four evidence-based needs:

- 1) Shortage of desirable fusion skills in job applicants
- 2) Disadvantaged Londoners lack opportunities to develop fusion skills
- 3) The City faces challenges in accessing talent and greater workforce diversity
- 4) Benefits of strategic collaborative working across City’s cultural institutions

Education Board previously approved the release of £150,000 to CML for the funding period (September 2017- August 2018). The current CML funding has primarily been used on activity for the development of the partnership and capacity building. Our next funding request is slightly increased as it responds to the new Cultural and Creative Learning Strategy and is required to enable us to deliver a range of new activities and to increase our reach and impact.

This paper seeks approval to funding of £360,000 to support the activities of CML over the academic years 2018/19 and 2019/20.

In addition to developing the partnership, our collaborative programmes have benefited over 13,000 learners since September 2017, for example through Young City Poets, City Stories, the City Schools Visits Fund and the major Culture Mile event Smithfield 150.

Funding for 2018/19 and 2019/20 will be spent on dedicated staffing and a range of activities that reflect our strategic priorities; Social Mobility, Fusion Skills and Learning Destination (see Appendix 1).

CML will focus on the following areas of activity:

- 1) Delivering fusion skills pathways for London's learners, particularly disadvantaged groups, by developing interventions that draw on our unique assets, expertise and strengths as a partnership.
- 2) Establishing Culture Mile as a learning destination for London by investing in collaborative planning and delivery models that align resources and enhance our collective impact.
- 3) Developing the skills and methodologies to understand, capture and communicate our collective impact on London's learners.

Key projects that will deliver against these areas include:

- City School Visits Fund – promote the fund to schools and not-for-profit educational organisations in disadvantaged areas across London.
- CPD for teachers from the City family of schools – work with City Family of Schools to deliver a CPD programme for teachers to enhance fusion skills and creative learning across the curriculum.
- Shared work experience programme – deliver a pilot work experience programme across CML partners for students from the City family of schools and Islington schools.
- Fusion Skills Challenge Prize – drive change and cross-sector collaboration through a seed-funding innovation prize in order to unlock opportunities for young Londoners to gain the fusion skills required for success in the 21st century workforce.

### **Recommendation(s)**

Members of the **Education Board** are asked to:

- Approve the continued development of CML.
- Recommend to the Policy & Resources Committee funding of £360,000 to fund the work of CML until March 2020. This includes funding for the City School Visits Fund.

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

- Approve the continued development of CML.
- Release funding of £150,000 for 2018/19 available from the provision in the Medium Term Financial Plan (this covers all spend for the 2018/19 financial year set out in this paper, including the realignment of unspent funds from the 2017/18 academic year).
- Note that the release of the funds required for the 2019/20 financial year will be subject to further approvals in due course.

### **Appendices**

1. Case for Investment Full Report
2. Culture Mile Learning Delivery Plan 2018-20
3. Culture Mile Learning Budget 2018-20

The CML Case for Investment 2017/18, approved at the November 2017 Education Board meeting, is available at [this link](#) for background information.

## Culture Mile Learning Case for Investment Full Report

1. This is the case for investment for the development of the Culture Mile Learning partnership (CML) and its activities for the academic year 2018-19 and 2019-20.

### Background

2. CML is working to establish a world-leading learning destination, bringing together the skills and expertise of 26 cultural partners to positively impact the social mobility of Londoners. Our vision is to:

*'Create an outstanding cultural education partnership that harnesses fully the unique experience, assets and expertise across the City's cultural and learning organisations to enable social mobility by tackling disadvantage head on through inspirational, enriching experiences and the development of fusion skills.'*

3. In order to maximise our impact, CML is bringing together the skills and expertise to benefit learners of all ages across London. To achieve our vision all our collaborative activity is based around three strategic priorities:

**Social mobility** - The ability of individuals, families or groups to move up or down the socio-economic ladder in a society and reach their full potential, regardless of income, education, employment, general social standing, housing and/or postcode.

**Fusion skills** - A mix of technical and creative skills which goes beyond STEM classifications to encompass a broader 'bundle' of skills categories including digital, creative, social, interpersonal competencies as well as a range of cognitive skills such as judgement and decision making, critical thinking and problem-solving.

**Learning destination** - A place-based model of partnership working based on proximity and collaboration to promote lifelong learning and access to opportunities through cultural and creative activities.

4. In November 2017 CML's case for investment was approved by the Education Board and £150,000 was released to allow partnership development and activity to run until September 2018. This funding has enabled us to strengthen our partnership and increase our capacity significantly. The following table outlines how funding has been spent to date and its impact on our three priority areas of activity:

PRIORITY	ACTIVITY	COSTS (ROUNDED)
<b>Partnership Infrastructure</b>	CML staff in place to deliver the ambitions of the partnership	<b>£50,000</b>
	Monthly steering group meetings	Supported by CML staff

	Quarterly partnership meetings	
	CML resources promotional materials produced showcasing partners' collective and individual offers, including brochure and web page	Funded separately Supported by CML staff capacity.
	Three-year case for investment developed in collaboration with external consultant	<b>£6,500</b>
	Learning project developed and implemented for Smithfield 150 with 5 local primary schools	Funded separately Supported by CML staff
	Ensuring joined up approach across the Culture Mile Programme, City Family Arts Network and Creative Enterprise Zone activities	Supported by CML staff
<b><i>Fusion Skills Challenge Prize</i></b>	Implementation plan for Challenge Prize developed with Nesta Challenge Prize Centre	<b>£10,000</b>
	Application prepared for A New Direction's Challenge London Fund to generate an additional £50,000 investment into the prize	Supported by CML staff
<b><i>Collaborative Learning</i></b>	Delivery of two Collaborative Learning workshops involving all CML partners to establish shared understanding of partnership priorities	<b>£ 7,000</b>
	Consultation and training and development needs assessment with all 26 partners	
	Shared research and definitions paper on our three priority areas developed with partners to develop a shared language and vision	
	Capacity Building to create a sustainable model of working	

### **Current Position**

5. This case for investment covers 19-months of activity, meaning no further funding will be required until April 2020. It has been agreed that in April 2020, CML's funding requirement will be incorporated into the total Culture Mile request, to bring it into line with other Culture Mile workstreams.
6. Our current modelling for the above period indicates a total budget for the elements identified (details in Appendix 3). Predicted income generation and carry-over of underspend, the budget required is **£360,000**.
7. This budget breaks down spend using financial years, however our initial funding period was split across academic years running from September 2017 - August 2018. It is anticipated that £51,000 of the original £150,000 awarded will be unspent at the end of this period.
8. The partnership aims to match any future funding invested by the City Corporation. However, at the present time we need to make progress in developing the partnership, demonstrating the success of our programmes, and testing consortia approaches to generate funding and investment. We are working closely with core partner development teams to make our first consortia application, for a potential £50,000, to A New Direction's Challenge London Fund in March 2019, to support the delivery of our flagship Fusion Challenge Prize.

### **Proposals**

9. CML aims to establish Culture Mile as a world-leading learning destination and tackle four evidence-based needs:
  - 1) Fusion skills have been identified as increasingly important in the 21st century workplace (as evidenced in the Cultural and Creative Learning Strategy)
  - 2) Many of London's learners lack access to opportunities to develop fusion skills, particularly those living in London's most disadvantaged communities (as evidenced in the Cultural and Creative Learning Strategy)
  - 3) Future challenges for the City in accessing talent and greater workforce diversity to ensure its competitiveness (as evidenced in the Employability Strategy)
  - 4) Benefits of strategic collaborative working of key City cultural and other bodies (as identified in research carried out for CML by A New Direction)
10. CML's plans are split into three areas of focus, each including a number of activities. The overall budget for each priority area is as follows:
  - 1) Fusion £141,000
  - 2) Learning destination £96,000
  - 3) Dedicated staffing, new communication tools, shared evaluation framework and training for partners £248,190
11. By April 2020 we plan to deliver the following to address these three priority areas:

***Fusion skills:*** Offer fusion learning and skills development opportunities for London's learners, particularly those from disadvantaged backgrounds with limited opportunities, by developing programmes that draw on our unique assets, expertise and strengths as a partnership.

- **Fusion Skills Challenge Prize** – drive change and cross-sector collaboration through a seed-funding innovation prize in order to unlock opportunities for young Londoner's to gain the fusion skills required for success in the 21st century workforce
- **Involve young people in our planning** – work with existing youth panels to develop meaningful opportunities for young people to influence CML decision-making and planning
- **CPD for teachers from the City of London Family of schools** – work with City family of schools to deliver a CPD programme for teachers to enhance fusion skills and creative learning across the curriculum
- **Shared work experience programme** – deliver a pilot work experience programme across CML partners for students from the City Family of Schools and Islington schools
- **Proximity partnerships** – collaborate with specific local authorities, cultural destinations etc to co-design fusion skills programmes to enhance the life chances of local people, especially those from disadvantaged areas
- **Professional development and peer learning** – develop and embed fusion leadership skills and expertise across the Culture Mile Learning organisations
- **Fusion skills projects** – deliver small-scale pilot projects involving two or more CML partners to test innovative approaches to supporting the development of pupils' and other formal learners' fusion skills

***Learning destination:*** Establish Culture Mile as a world-leading learning destination by investing in collaborative planning and delivery models that align partners' assets and expertise to maximise our collective impact.

- **Culture Forum** – support City family of schools to connect with and take full advantage of cultural and creative learning opportunities through the Culture Forum
- **Culture Mile bundle days** – develop and deliver Culture Mile branded events and activities for schools
- **Culture Mile Programme** – align learning opportunities within the Culture Mile Programme
- **City Stories** – enhance existing collaborative programme for whole year groups (year 7s) from the City family of schools introducing them to the role, history and culture of the City
- **Young City Poets** – work with National Literacy Trust to enhance existing model to better develop fusion skills and deliver 18/19 programme for 35 - schools across London partners
- **City School Visits Fund** – promote the fund to schools and not-for-profit educational organisations in disadvantaged areas across London
- **Culture Mile events** – deliver learning opportunities as part of major Culture Mile events
- **Marketing and communications** – develop physical and digital resources for effective collaboration and promotion of the Culture Mile Learning offer to learners across London, in collaboration with CM communications and marketing leads



**Staffing and Capacity:** Capacity to support collective activity and deliver rich, inspiring cultural learning experiences for learners across London.

- **Staff capacity** – dedicated CML staff capacity (x 2 posts)
- **CML apprentice** – create apprenticeship opportunity within the CML team
- **Income generation and sustainability** – identify and pursue opportunities to secure external funding and generate income

**Impact and Evaluation:** Developing the skills and methodologies to understand, capture and communicate our collective impact on London's learners.

- **Shared evaluation framework to measure collective impact** – develop a shared framework for measuring the impact of our work with London's learner's
- **Monitoring and evaluation of key initiatives** – demonstrate the impact of key collaborative projects and embed our learning into future programmes

### **Corporate and Strategic Implications**

12. The value of CML is demonstrated clearly by the frequency with which it is referenced in various corporate strategies. The work of CML supports six corporate strategies:
  1. Cultural and Creative Learning Strategy
  2. Culture Mile Strategy
  3. Culture Strategy
  4. Children & Young People's Plan
  5. Look & Feel Strategy
  6. Social Mobility Strategy (still in development)

CML is central to and responsible for delivering substantial aspects of the Cultural and Creative Learning Strategy. In addition to the above, CML contributes significantly to the Corporate Plan (outcomes 3, 5, 8, and 10), and the Skills Strategy.

### **Conclusion**

13. This report seeks **approval to release £360,000** to enable the implementation of the work outlined above and to increase activity and impact over the 2018/19 and 2019/20 academic years.

### **Appendices**

1. **Case for Investment Full Report**
2. **Culture Mile Learning Work Plan 2018-19**
3. **Culture Mile Learning Budget 2018-20**

### **Background Papers**

- CML Case for Investment 17/18, approved at November 2017 Education Board meeting

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## CULTURE MILE LEARNING DELIVERY PLAN 2018/19 and 2019/20

Programme	Lead	DATE
Culture Mile Learning	Frazer Swift	4 July 2018

Activity	How activity supports City strategies	Deliverable	Outputs to end of 19/20 academic year	Delivered by		
<b>FUSION SKILLS</b>  Deliver fusion skills pathways for London's learners, particularly disadvantaged groups, by developing interventions that draw on our unique assets, expertise and strengths as a partnership.	<b>Cultural and Creative Learning Strategy 2018-2023</b>  Raise understanding and awareness of the value and importance of fusion skills in terms of tackling disadvantage  Continue to excel in providing employment pathways and support into the creative and cultural industries, creating a stronger focus on entrepreneurship, creativity and innovation  Young Londoners in the City's schools and beyond have access to the information, advice and experiences that will help them progress into fulfilling careers, including in the creative industries and City sectors requiring the development of fusion skills  Empower teachers with the culture and creativity to enhance learning by promoting an integrated approach where culture and creativity are used to enhance learning across the curriculum  Provide CPD training to ensure that teachers of non-arts subjects have approaches and methods for including the arts and culture in lessons to enhance innovation, interest, practical learning, enjoyment and ultimately learning success  Provide targeted talent pathways for young people aged 14-25 years, especially for groups under-represented in the creative and cultural sectors  Develop relationships with other local cultural education partnerships to join up resources, deliver shared ambitions, and maximise the cultural and heritage assets of the City of London  Enhance capacity and leadership around fusion skills including the delivery of a distinctive City of London Corporation education and skills offer where all learners receive systematic development of fusion skills  <b>Education Strategy 2019-2023</b>  Ensure that technical and employability skills, including digital, future, and fusion skills are integral to the City schools offer  <b>Skills Strategy 2018-2023</b>  Deliver a step-change in the development of critical skills, knowledge and competences to provide the necessary skills to meet the challenges of the rapidly changing world of work  Enhance our capacity to meet national and regional skills needs  Create a stronger focus on entrepreneurship, creativity and innovation	<b>Fusion Skills Challenge Prize</b> – drive change and cross-sector collaboration through a seed-funding innovation prize in order to unlock opportunities for young Londoners to gain the fusion skills required for success in the 21 <sup>st</sup> century workforce	<ul style="list-style-type: none"> <li>Implementation Plan for Fusion Challenge Prize developed with Nesta Challenge Prize centre</li> <li>Engagement of key stakeholders</li> <li>Advisory group in place</li> <li>Brand and marketing plans in place</li> <li>Pre-launch of Challenge Prize</li> <li>Surgeries, information dissemination and engagement of participants</li> <li>Cross-sector panel of experts to champion the prize established</li> <li>Investment partners in place</li> <li>Launch / call to entry</li> <li>Selection of finalist teams (up to 8)</li> <li>Midpoint event</li> <li>Learning opportunities for finalist teams (mentoring, workshops, learning)</li> <li>Development plan submitted by teams</li> <li>Pitch to panel</li> <li>Awards and celebration event</li> <li>Evaluation and sharing learning</li> </ul>	<p>Sep 18</p> <p>Dec 18</p> <p>Dec 18</p> <p>Dec 18</p> <p>Jan 19</p> <p>Mar 19</p> <p>Mar 19</p> <p>Mar 19</p> <p>Apr 19</p> <p>July 19</p> <p>Nov 19</p> <p>Dec 19</p> <p>Jan 20</p> <p>Feb 20</p> <p>April 20</p> <p>July 20</p>		
		<b>Involve young people in our planning</b> – work with existing youth panels to develop meaningful opportunities for young people to influence CML decision-making and planning	<ul style="list-style-type: none"> <li>Youth leadership opportunities embedded within the Fusion Challenge Prize plan</li> <li>Opportunities for involvement of young people identified in collaboration with youth panels to align with programme activities in 2019/20</li> </ul>	<p>Mar 18</p> <p>June 19</p>		
		<b>CPD for teachers from the City of London Family of schools</b> – work with City Family of Schools to deliver a CPD programme for teachers to enhance fusion skills and creative learning across the curriculum	<ul style="list-style-type: none"> <li>Consultation with teachers to identify needs and design programme through Culture Forum and Culture Mile Learning networks</li> <li>Recommended programme of activity for approval by steering group</li> <li>Launch of programme activity</li> <li>Sharing and celebration event</li> </ul>	<p>Sep 18</p> <p>Dec 18</p> <p>Apr 19</p> <p>July 20</p>		
		<b>Shared work experience programme</b> – deliver a pilot work experience programme across CML partners for students from the City Family of Schools and Islington schools	<ul style="list-style-type: none"> <li>Dissemination of learning from pilot between Museum of London / Salters' Company / The Charterhouse</li> <li>Format of programme developed in collaboration with schools and CML partners</li> <li>Partners signed up to be involved June 2019 launch</li> <li>City Family of Schools / Islington schools confirmed to take part in programme</li> <li>Learning and evaluation feeding into Phase 2</li> <li>Y2 of programme delivered</li> </ul>	<p>Oct 18</p> <p>Dec 18</p> <p>Feb 19</p> <p>Mar 19</p> <p>Jun 19</p> <p>Feb 20</p> <p>Jun 20</p>		
		<b>Proximity partnerships</b> – collaborate with specific local authorities, cultural destinations etc to co-design fusion skills programmes to enhance the life chances of local people, especially those from disadvantaged areas	<ul style="list-style-type: none"> <li>Proximity partnership opportunities scoped (Islington, Olympic Park) and shared areas of activity identified</li> <li>Partnership agreements / statements of intent in place</li> <li>Planning underway</li> <li>Delivery of shared activities</li> </ul>	<p>Dec 18</p> <p>Mar 19</p> <p>Jun 19</p> <p>July 20</p>		
		<b>Professional development and peer learning</b> – develop and embed fusion leadership skills and expertise across the Culture Mile Learning organisations	<ul style="list-style-type: none"> <li>Two collaborative learning workshops delivered across all Culture Mile Learning partners to co-design content and structure</li> <li>Definitions of 'Fusion', 'Learning Destination', and 'Social Mobility' agreed by Culture Mile Learning partner organisations and tested with target groups (businesses, young people, teachers)</li> <li>Culture Mile Learning organisations' strengths, opportunities and assets mapped</li> <li>Programme activities agreed and external expertise identified as required</li> <li>Launch of programme</li> <li>Delivery of a structured programme of events, workshops, and professional development</li> <li>Evaluation of impact and sharing learning</li> </ul>	<p>Jun 18</p> <p>Jun 18</p> <p>Jul 18</p> <p>Sep 18</p> <p>Nov 18</p> <p>March 20</p> <p>July 20</p>		
		<b>Fusion skills projects</b> – deliver small-scale pilot projects involving two or more CML partners to test innovative approaches to supporting the development of pupils' and other formal learners' fusion skills	<ul style="list-style-type: none"> <li>Two fusion skills projects identified by Culture Mile Learning partner organisations to take forward as part of 19/20 programme</li> <li>Pilot of projects complete</li> <li>Evaluation and refining to scale</li> </ul>	<p>Mar 19</p> <p>Dec 19</p> <p>Mar 20</p>		
		<b>LEARNING DESTINATION</b>  Establish Culture Mile as a learning destination for London by investing in collaborative planning and delivery models that align resources and enhance our collective impact.	<b>Cultural and Creative Learning Strategy 2018-2023</b>  Review and develop the relationship between Culture Mile Learning and the City of London family of schools through a formalised Culture Forum  Provide both formal and informal (in school and out of school) pathways for creative and cultural experiences for children and young people	<b>City Family of Schools Culture Forum</b> – support City of London Family of Schools to connect with and take full advantage of cultural and creative learning opportunities through the Culture Forum	<ul style="list-style-type: none"> <li>Contribute to the development of the format and remit of the forum</li> <li>Attend and play an active role in forum meetings</li> <li>Collaborate with schools on the development and delivery of initiatives generated by the forum</li> </ul>	<p>Dec 18</p> <p>Ongoing</p>
				<b>Culture Mile bundle days</b> – develop and deliver Culture Mile branded events and activities for	<ul style="list-style-type: none"> <li>Pilot a bundle model for schools building on City Stories format and pilot two events with City Family of schools</li> </ul>	<p>July 19</p>

	<p>Proactively support and evidence initiatives that encourage London schools, especially in disadvantaged areas, to engage with the cultural life of the City; for instance, the School Visits Fund</p> <p>Maximise access to the City Corporation's cultural venues by London's pupils through a School Visits Fund</p> <p>Increase the effectiveness of collective activity and greater recognition of Culture Mile as a learning destination, with cultural education activity being integral to other Culture Mile activities, including programming and public realm activity</p> <p>Culture Mile Learning is communicated in an inclusive manner, so it is well known, relevant and accessible</p> <p>Establish a digital hub of learning and communication to enable knowledge and skills exchange and the development of a change community of peer learning</p> <p><b>Education Strategy 2019-2023</b></p> <p>Ensure that the City Corporation's outstanding cultural and historical resources enrich the creative experience of London's learners</p> <p><b>Skills Strategy 2018-2023</b></p> <p>Improve the learning experience and learning outcomes for learners impacted by disadvantage</p>	schools	<ul style="list-style-type: none"> <li>Refining to scale in 19/20 academic year</li> </ul>	Sept 19
		<b>Culture Mile Programme</b> – align learning opportunities within the Culture Mile Programme	<ul style="list-style-type: none"> <li>Work with Culture Mile Programming group and Marketing workstreams to align activities and develop a coordinated, regular learning offer across Culture Mile partner venues</li> </ul>	
		<b>City Stories</b> – enhance existing collaborative programme for whole year groups (year 7s) from the City Family of Schools introducing them to the role, history and culture of the City	<ul style="list-style-type: none"> <li>Deliver and evaluate three days in 18/19, planned in collaboration with participating schools</li> <li>Deliver and evaluate three days in 19/20, planned in collaboration with participating schools</li> </ul>	July 19 July 20
		<b>Young City Poets</b> – work with National Literacy Trust to enhance existing model to better develop fusion skills and deliver 18/19 programme for 35 schools across London partners	<ul style="list-style-type: none"> <li>Work with National Literacy Trust and CML partners to enhance fusion skills aspects of programme and to develop evaluation methodology accordingly</li> <li>CML partners signed up to be involved 18/19 programme</li> <li>Schools signed up to participate in 18/19 programme</li> <li>Deliver programme across partners' sites</li> <li>Evaluation and refining of programme with partners for delivery in the 19/20 academic year</li> </ul>	Jul 18 Jul 18 Sep 18 July 19 July 19
		<b>City School Visits Fund</b> – promote the fund to schools and not-for-profit educational organisations in disadvantaged areas across London	<ul style="list-style-type: none"> <li>At least 100 schools benefit from the fund per year</li> <li>Use fund strategically to enable schools to take part in CML initiatives, e.g. Smithfield 150, bundle days, City Stories, Young City Poets</li> <li>Evaluate impact of fund and produce end of year report</li> </ul>	Ongoing Mar 19 / Mar 20
		<b>Partnership meetings and events</b> – monthly steering group meetings, tri-annual partnership meetings, networking and knowledge exchange opportunities	<ul style="list-style-type: none"> <li>6x partnership meetings delivered (July, October, February of 2018/19 and 2019/20)</li> <li>Monthly steering group meetings</li> </ul>	Ongoing
		<b>Culture Mile events</b> – deliver learning opportunities as part of major Culture Mile events	<ul style="list-style-type: none"> <li>Creative project delivered with five local primary schools as part of Smithfield 150 event</li> <li>Attend Culture Mile Programming steering group to ensure learning opportunities are included as part of Culture Mile events, public realm projects, and annual programme</li> <li>Opportunities identified for up to three learning projects to be delivered as part of the 2019/20 Culture Mile programme</li> <li>Delivery and evaluation of three learning projects as part of the 2019/20 Culture Mile Programme</li> </ul>	Aug 18 Ongoing Mar 19 July 20
		<b>Marketing and communications</b> – develop physical and digital resources for effective collaboration and promotion of the Culture Mile Learning offer to learners across London, in collaboration with CM communications and marketing leads	<ul style="list-style-type: none"> <li>City Culture Forum and partners' teacher, youth and family panels consulted on potential methods for accessing offers</li> <li>Platforms tested and in place to enhance collaboration and promotion of offers from across the partnership</li> <li>Promotional strategy for 2019/20 agreed</li> <li>New Culture Mile Learning advocacy brochure produced to celebrate impact and reflect new priorities</li> </ul>	Dec 19 Mar 19 Mar 19 Jun 19
<b>STAFFING AND CAPACITY</b>	<b>Cultural and Creative Learning Strategy 2018-2023</b>	<b>Staff capacity</b> – dedicated CML staff capacity (x 2 posts)	<ul style="list-style-type: none"> <li>Temporary staff contracts confirmed April-August 18</li> <li>Contracts in place to end of March 2020</li> </ul>	Apr 18 Sep 18
Capacity to support collective activity and deliver rich, inspiring cultural learning experiences for learners across London.	<p>Convene opportunities for the City Corporation's cultural venues to work together to offer innovative learning programmes and resources that benefit learners across London and beyond</p> <p>Develop clear leadership on culture: working in collaboration with cultural partners</p> <p>Establish clearer lines of governance, accountability and business planning for Culture Mile Learning</p> <p>Ensure more long-term economic sustainability through less reliance on single grants or on project funds for cultural learning activities in Culture Mile Learning</p>	<b>CML apprentice</b> – create apprenticeship opportunity within the CML team	<ul style="list-style-type: none"> <li>Recruitment</li> <li>Apprentice in place (1 year)</li> </ul>	Mar 19 April 19
		<b>Income generation and sustainability</b> – identify and pursue opportunities to secure external funding and generate income	<ul style="list-style-type: none"> <li>Funding application to A New Direction to support Fusion Challenge Prize project</li> <li>Joint funding opportunities identified with partner development teams</li> </ul>	March 19 March 19
<b>IMPACT AND EVALUATION</b>	<b>Cultural and Creative Learning Strategy 2018-2023</b>	<b>Shared evaluation framework to measure collective impact</b> – develop a shared framework for measuring the impact of our work with London's Learner's	<ul style="list-style-type: none"> <li>Develop a shared framework with all CML partners that will enable ongoing measurement and communication of the collective impact of our work</li> </ul>	March 19
Developing the skills and methodologies to understand, capture and communicate our collective impact on London's learners.	Continue to assure and enhance the standards and quality of our cultural provision to achieve excellence in delivery and impact	<b>Monitoring and evaluation of key initiatives</b> – demonstrate the impact of key collaborative projects and embed our learning into future programmes	<ul style="list-style-type: none"> <li>Evaluation brief developed and procurement underway</li> <li>Independent evaluator commissioned</li> <li>End of Y1 interim evaluation report</li> <li>End of Y2 final report</li> </ul>	Oct 18 Dec 18 July 19 July 20

## CULTURE MILE LEARNING - Budget Proposals/ 2018/19 and 2019/20

Expenditure	2017/18	2018/19	2019/20	Total
1: Fusion skills	0.00	61,000.00	155,000.00	216,000.00
2: Learning destination	0.00	50,000.00	106,000.00	156,000.00
3: Staffing	30,000.00	80,875.41	112,315.00	223,190.41
4: Impact and evaluation	0.00	7,500.00	17,500.00	25,000.00
<b>Total expenditure</b>	<b>30,000.00</b>	<b>199,375.41</b>	<b>390,815.00</b>	<b>620,190.41</b>

Income	2017/18	2018/19	2019/20	Total
P&R funds allocated in July 2017 (to start in Sept 2017)	£30,000	£0	£0	£30,000
P&R Funds allocated in November 2017 and split across financial years (to end of August 2018) *	£0	£95,000	£0	£95,000
Expected income generation / match investment	£0	£49,500	£85,500	£135,000
<b>Total Income</b>	<b>£30,000</b>	<b>£144,500</b>	<b>£85,500</b>	<b>£260,000</b>

<b>Balance left to fund</b>	<b>£0</b>	<b>54,875</b>	<b>305,315</b>	<b>360,190</b>
<b>(rounded)</b>	<b>£0</b>	<b>55,000</b>	<b>305,000</b>	<b>360,000</b>

\* Note this budget breaks down spend using financial years, however our initial funding period related to the academic year 2017/18 and was split across two financial years, running from September 2017 - August 2018. It is anticipated that £51,000 will be unspent at the end of the 2017/18 academic year and has been rolled over into the next.

CULTURE MILE LEARNING FORECAST EXPENDITURE April 18 -		2017/18	2018/19	2019/20	Total	CoL Funding
Strand 1: Fusion skills	Fusion Skills Challenge Prize	£0	£36,000	£100,000	£136,000	£66,000
	CPD for teachers from the City family of schools	£0	£15,000	£25,000	£40,000	£40,000
	Shared work experience programme	£0	£0	£5,000	£5,000	£5,000
	Professional development and peer learning across 26 CML partners	£0	£10,000	£10,000	£20,000	£15,000
	Fusion learning 'prototype' projects	£0	£0	£15,000	£15,000	£15,000
	<b>Total all elements</b>	<b>£0</b>	<b>£61,000</b>	<b>£155,000</b>	<b>£216,000</b>	<b>£141,000</b>
Strand 1: Learning destination	City Stories	£0	<i>Costs met through other funding streams</i>		£0	£0
	Young City Poets	£0	£30,000	£30,000	£60,000	£20,000
	City School Visits Fund	£0	<i>Separately funded</i>		£30,000	£30,000
	Culture Mile bundle days	£0	£7,000	£9,000	£16,000	£16,000
	Culture Mile events	£0	£0	£15,000	£15,000	£15,000
	Marketing and communicating the offer	£0	£13,000	£22,000	£35,000	£15,000
<b>Total all elements</b>	<b>£0</b>	<b>£50,000</b>	<b>£106,000</b>	<b>£156,000</b>	<b>£96,000</b>	
Strand 3: Staffing	Dedicated staff capacity	£30,000	£75,875	£84,815	£190,690	£190,690
	Culture Mile Learning apprentice	£0	£0	£24,000	£24,000	£24,000
	Travel, hospitality and overheads	£0	£5,000	£3,500	£8,500	£8,500
	<b>Total all elements</b>	<b>£30,000</b>	<b>£80,875</b>	<b>£112,315</b>	<b>£223,190</b>	<b>£223,190</b>
Strand 4: Impact and evaluation	Shared evaluation framework to measure collective impact	£0	£5,000	£5,000	£10,000	£10,000
	Monitoring and evaluation of key Culture Mile Learning initiatives	£0	£2,500	£12,500	£15,000	£15,000
	<b>Total all elements</b>	<b>£0</b>	<b>£7,500</b>	<b>£17,500</b>	<b>£25,000</b>	<b>£25,000</b>
<b>All</b>	<b>All elements</b>	<b>£30,000</b>	<b>£199,375</b>	<b>£390,815</b>	<b>£620,190</b>	<b>£485,190</b>

EXPECTED INCOME GENERATION	2017/18	2018/19	2019/20	Total
Trusts & foundations	£0	£30,000	£50,000	£80,000
Corporate sponsorship and support (including in kind contributions)	£0	£5,000	£15,000	£20,000
Partner venue space contributions	£0	£2,500	£2,500	£5,000
Partner programme contributions to Culture Mile Learning offer	£0	£12,000	£18,000	£30,000
<b>Total expected income/in-kind</b>	<b>£0</b>	<b>£49,500</b>	<b>£85,500</b>	<b>£135,000</b>

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<b>Committee:</b>	<b>Date:</b>
Policy & Resources Committee	6 September 2018
<b>Subject:</b>	<b>Public</b>
Indo-British All-Party Parliamentary Group sponsorship	
<b>Report of:</b>	<b>For Decision</b>
Paul Double, City Remembrancer Damian Nussbaum, Director of Economic Development	
<b>Report author:</b>	
Emma Wade, Parliamentary Engagement Officer	

## Summary

All-Party Parliamentary Groups (APPGs) are informal cross-party groups that consist of Members of both Houses who join together to pursue a particular topic or interest. They are of a variable nature, but they can provide a valuable opportunity for parliamentarians and individuals and organisations who share an interest in the subject matter of a Group to engage with each other on matters of common interest.

The City Corporation has for some years sponsored a number of Groups, in addition to providing unpaid support for others. This report sets out an opportunity for the City Corporation to engage with the Indo-British APPG and recommends initial sponsorship for one year.

## Recommendation

That the approval be given to the City of London Corporation becoming a member of the Indo-British APPG at a cost of £3,000, as well as the allocation of an additional £3,000 to support a financial services parliamentary breakfast seminar with senior City Corporation representation, both to be funded from your Committee's 2018/19 Policy Initiatives Fund, categorised under "Promoting the City" and charged to City's Cash.

## Main Report

### Background

1. All-Party Parliamentary Groups are run by and for Members of the Commons and Lords and are established for a wide variety of purposes. APPGs are divided into two main types: those focused on relations with other countries, and subject groups that deal with specific policy issues, regions of the UK, or stakeholder communities.
2. APPGs provide a mechanism to enable MPs and Peers can meet those outside Parliament relevant to a Group's interests to discuss, campaign on and promote matters which concern them. Although APPGs have no formal role in the legislative process, the Groups can often be an effective political mechanism, providing an additional vehicle with which to spread awareness of issues within Parliament through meetings, visits, or events. A growing number have distinct policy objectives or agendas and employ a variety of tools to achieve their goals. This can include their members sponsoring parliamentary debates, conducting select committee-style inquiries, and introducing private members' bills.

3. Selective interaction with APPGs therefore provides an additional opportunity for the City Corporation to engage with key parliamentary stakeholders, with the Remembrancer's Office providing facilitation of parliamentary relations, and the relevant City Corporation department (in the case of India, the Economic Development Office) coordinating direction of messaging and subject matter of engagement.

#### **Proposal for membership of the Indo-British APPG**

4. An opportunity has arisen to engage with a new Group – the Indo-British APPG, chaired by Virendra Sharma MP – at a cost of £3,000 for one year's membership, and an optional additional cost of £3,000 to support a financial services parliamentary breakfast seminar with senior City Corporation representation.
5. If the City Corporation were to sponsor the Group, it would receive three invitations to each of the 8-10 breakfast or lunch meetings with high-level speakers. The City Corporation logo would be included in the website's list of supporters.
6. As an APPG event sponsor, the City Corporation would fund the cost of holding a breakfast event in Parliament at £3,000. The City Corporation would also be expected to reimburse the APPG secretariat for the costs of printing a short report following the event with the City Corporation's logo on the front cover. In addition to hard copy, the report would also be available on the Group's website.
7. To sponsor an event, an organisation must also sign up to be a supporter of the group for one year. Continued sponsorship would be reviewed after one year.
8. Sponsorship of the Indo-British APPG complements the Corporation's existing sponsorship of the China APPG, under the umbrella of the City Corporation's Asia programme. In addition, the City Corporation is celebrating 10 years of physical presence in Mumbai in 2018, which included the launch of the Asia Next Decade campaign earlier this year. This campaign, in consultation with industry and Government, aims to highlight future priorities for engagement between the UK and Asia. Informing and influencing Government and Parliament through channels such as All-Party Parliamentary Groups is therefore an important part of this work.

#### **Implications for the City Corporation**

9. It is proposed that funding of £3,000 for one year's membership to the Indo-British APPG and £3,000 to support a financial services parliamentary breakfast seminar with senior City Corporation representation is to be met from the 2018/19 Policy and Resources Committee Policy Initiatives Fund, categorised under "Promoting the City" and charged to City's Cash.
10. The current uncommitted balance available within the Policy and Resources Committee Policy Initiatives Fund for 2018/19 amounts to £218,841. This is prior to any allowances being made for any other proposals made by urgency.

#### **Emma Wade**

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<b>Committee:</b>	<b>Date:</b>
Policy & Resources Committee	6 September 2018
<b>Subject:</b> European Bank for Reconstruction and Development Dinner at Guildhall	<b>Public</b>
<b>Report of:</b> Director of Economic Development	<b>For Decision</b>
<b>Report author:</b> Giles French	

## Summary

In early October 2018, the European Bank for Reconstruction and Development (EBRD) will be hosting a meeting of its Board and Partners in London. The EBRD is a major multilateral financial institution and an integral part of the City ecosystem.

The City of London Corporation wishes to develop a more strategic partnership with the EBRD and demonstrate its support for the institution's role in London. At a recent meeting between the Policy Chairman and the President of the EBRD, the Policy Chairman offered to host a dinner for the Board and senior Executives of the bank.

This offer has been accepted and it is proposed a dinner is hosted for the Board on the evening of Monday 1 October 2018 in Guildhall.

## Recommendation

Members of the Policy & Resources Committee are requested to approve a budget of £12,000 from Your Committee's 2018/19 Policy Initiatives Fund categorised under 'Events' and charged to City's Cash to cover the costs of the event.

## Main Report

### Background

1. The EBRD was established to help build a new, post-Cold War era in Central and Eastern Europe. The EBRD is committed to furthering progress towards 'market-oriented economies and the promotion of private and entrepreneurial initiative'. It was heavily involved in areas such as banking systems reform, the liberalisation of prices, privatisation (legalisation and policy dialogue) and the creation of proper legal frameworks for property rights, all vital ingredients for change.
2. The EBRD provides a number of services including trade finance, project finance, advice on procurement and capital market development.
3. The Bank is committed to serving the interests of all of its shareholders – 67 countries from five continents, plus the European Union and the European Investment Bank. However, the EBRD is not an EU institution.
4. Since its creation in 1991, the EBRD's headquarters has been in London, currently located at One Exchange Square, Broadgate. The lease is due to expire

and at the October meeting of the bank's Board, a decision will be taken on the new location of the HQ. They are considering four sites all located in London.

### **Current Position**

5. The City Corporation has worked with the EBRD since its establishment, but on a predominantly ad hoc basis. As part of our commitment to develop more strategic partnerships with major institutions, a meeting was recently held between the Policy Chairman and the President of the EBRD, Sir Suma Chakrabarti.
6. A number of our work programmes already include the EBRD, including development finance and the Green Finance Initiative. It was also agreed that there is an opportunity to work more closely on the Belt and Road Initiative, infrastructure, and international engagement.
7. It was agreed that the UK should make more of having a major multilateral financial institution based in London. The Policy Chairman was keen to reassure the importance the City Corporation places on the EBRD as part of the London ecosystem, and offered to host a dinner for the Board and Senior Executive of the bank to provide an occasion to engage with senior City Corporation stakeholders. The President of the Bank accepted the invitation.

### **Proposal and Next Steps**

8. The City Corporation will host a dinner and reception for the Board and Senior Executive of the EBRD on 1 October 2018 in Guildhall. In total, there will be approximately 75 guests from the EBRD who will be hosted by senior Members and officers of the City Corporation.
9. The City Corporation will provide the venue, catering and cover all associated costs. It is proposed that some of the "*City Treasures*" from the archives will be displayed during the reception, and officers in the Economic Development Office are liaising with colleagues in Culture, Heritage and Libraries.
10. The total cost of the event will not exceed £12,000.
11. The event will be an excellent opportunity to demonstrate the City Corporation's commitment to the EBRD being a key part of London's offer as global financial centre, demonstrate to the bank's Board the importance the UK attaches to its work and will provide an occasion to discuss areas for future collaboration.

### **Financial Implications**

12. Members are requested to approve that the required funding of £12,000 is drawn from your Committee's 2018/19 Policy Initiatives Fund categorised under 'Events' and charged to City's Cash. The current uncommitted balance available within your Committee's 2018/19 Policy Initiatives Fund amounts to £218,841 prior to any allowances being made for any other proposals on today's agenda.

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<b>Committee:</b> Policy & Resources	<b>Date:</b> 6 September 2018
<b>Subject:</b> Sponsorship of the 2018 London Conference Sponsorship of the Fabian Society's <i>London: Policy and Challenges into the 2020s</i> publication	<b>Public</b>
<b>Report of:</b> Bob Roberts, Director of Communications	<b>For Decision</b>
<b>Report author:</b> Colton Richards, Town Clerk's Department	

## Summary

As part of the City of London Corporation's Corporate Plan, 2018-23, there is a stated aim to engage with London on key issues of concern to our communities. The City Corporation has supported projects that accord well with this key policy priority in the past and continues to do so.

Two high level London engagement opportunities have arisen through think-tank partnerships.

- Sponsorship of the annual London Conference with the Centre for London on 7 November 2018, under the banner 'Working Capital'.
- Sponsorship of a publication of essays and a launch event, co-ordinated by the Fabian Society, entitled *London: Policy and Challenges into the 2020s*.

It is proposed that the City Corporation agree to be a sponsor of the London Conference 2017 for £25,000 and the Fabian Society publication and launch for £18,500, to be drawn from the Policy Initiatives Fund. The combined figure is £43,500. Support for these two projects ensures the City Corporation continues to engage in important policy debates on the future of London.

## Recommendation

Members are asked to agree to sponsor the following two projects supporting London engagement for a combined cost of £43,500, from your Committees 2018/19 Policy Initiatives Fund categorised as 'Events' and charged to City's Cash:

- The Centre for London's 2018 London Conference at a cost of £25,000
- The Fabian Society's *London: Policy and Challenges into the 2020s* publication at a cost of £18,500.

## Main Report

### Background

1. The Centre for London is a politically-independent, not-for-profit think-tank and charity focused on exploring economic and social challenges across London. The Centre of London's stated aim is to work with policymakers to develop "long-term, rigorous and radical solutions" for London.

2. Each year, the Centre for London holds its 'London Conference', where different policy issues affecting London are discussed with speeches, panel events, debates and interactive sessions. The conference is an invite-only event for business, third-sector and local government leaders. Representatives associated with the City Corporation who have previously spoken at the conference include Catherine McGuinness, Sir Mark Boleat, Sir Nicholas Kenyon and Sharon Ament.
3. The City Corporation has a longstanding relationship with the Centre for London, having given seed funding when the Centre was first set up in 2011 and further core funding in 2012 and 2013. It has collaborated with the Centre on a number of high-level events and projects, including being a sponsor of the London Conference in 2014, 2015, 2016 and 2017. The City Corporation is also currently sponsoring an ongoing piece of research looking at London's relationship with the rest of the UK.
4. The London Conference sees political, business and third-sector leaders discuss issues affecting London and its future. The 2017 Conference had the theme 'Fair City' and featured appearances by Rajesh Agrawal, Deputy Mayor of London for Business, Stella Creasy, MP for Walthamstow, Stephanie Flanders from Bloomberg, Lord Peter Mandelson, and many more. The Policy Chairman also gave a speech on inclusive growth in London.
5. The Fabian Society, or Fabians, is a prominent left-leaning think-tank, in existence since 1884, which seeks to promote democratic socialist principles through practical and gradual reform. The Fabians played a leading role in the formation of the Labour Party and a number of the most influential Labour Party figures have been associated with it throughout its history.
6. The City Corporation has worked with the Fabians on several projects in the past. The most recent was a private roundtable at the 2017 Labour Party Conference, to discuss key Brexit issues with the Shadow Secretary of State for Exiting the European Union, Sir Keir Starmer. The City Corporation will again be working with the Fabians at the 2018 Labour Party Conference to host a private roundtable on culture and commerce.
7. In 2013 the City Corporation supported the previous London-focused publication coordinated by the Fabians. The publication, '*Our London – The Capital Beyond 2015*', was edited by Sadiq Khan, who at the time was Shadow Minister for London, and featured a series of essays by leading London figures exploring key policy issues for the capital. Contributors included Andrew Adonis, Baroness Doreen Lawrence, Professor Tony Travers, Catherine West, Bonnie Greer and a chapter by the former Chairman of Policy and Resources, Mark Boleat.

#### **Current Position**

8. The theme of this year's day-long London Conference is '*Working Capital*', with a focus on inclusive growth in London and ensuring all Londoners can access economic, social and cultural opportunities in the capital. Sadiq Khan, the Mayor of London, will be giving the keynote address. The conference will be held at the Congress Centre on 7 November 2018.

9. The Fabians intend to publish '*London: Policy and Challenges into the 2020s*' in November and a precise date will soon be confirmed, as will the identity of other contributors. Details of the launch event are to be finalised. This is a follow-up to the 2013 publication, '*Our London: The Capital Beyond 2015*', which the City Corporation also sponsored.
10. The list of contributors is to be confirmed, as is the editor. The Mayor of London, Sadiq Khan, will write an introduction. The essays, which will number around 20, will likely be divided into categories including Governing London, Public Services in London, London in the UK and the World, London as a Place to Live and Jobs and Growth in London.

### **Proposal**

11. It is proposed that the City Corporation agree to sponsor the London Conference for £25,000 and the Fabians publication and launch for £18,500. In total this is £43,500.
12. As a sponsor of the London Conference, the City Corporation would have:
  - A guaranteed speaking opportunity at the conference
  - Membership of the Advisory Group
  - An invitation to the pre-Conference dinner
  - Acknowledgement as a major sponsor on invitations, online and in press releases
  - Branding at the event and in promotional materials
  - 10 delegate places at the conference
  - Access to the final delegate list prior to the conference
13. As a sponsor of the Fabians' '*London: Policy and Challenges into the 2020s*' project the City Corporation would have:
  - A chapter by the Chairman of Policy and Resources on a chosen topic.
  - Acknowledgement as a sponsor and branding on the final publication and recognition in promotional materials, including on invitations, online and in press releases.
  - The launch event will feature City of London branding and speaker.

### **Corporate & Strategic Implications**

14. Supporting and participating these two projects accords well with the City Corporation's key policy priority of engaging with London key issues of concern to our communities, as set out in the Corporate Plan 2018-23.

### **Financial Implications**

15. It is proposed that the required funding of £43,500 is drawn from your Committees 2018/19 Policy Initiatives Fund, categorised under 'Events' and charged to City's Cash. The current uncommitted balance in the 2018/19 Policy

Initiatives Fund is £218,841 prior to any allocation being made for any other proposals on today's agenda.

**Conclusion**

16. Sponsoring the 2018 London Conference and Fabian Society publication will provide an opportunity for the City Corporation to continue its strategic engagement with key audiences on policy issues affecting London and to demonstrate the City Corporation's involvement in important policy debates on the future of the capital city.

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<b>Committee:</b>	<b>Date:</b>
Policy and Resources Committee	6 September 2018
<b>Subject:</b> Revenue Outturn 2017/18	<b>Public</b>
<b>Report of:</b> The Town Clerk, the Chamberlain, the Remembrancer	<b>For Information</b>
<b>Report Author:</b> Laura Tuckey, Chamberlain's Department	

## Summary

This report compares the revenue outturn for the services overseen by your Committee in 2017/18 with the final budget for the year. Overall, total net expenditure during the year was £22.394m, against the budget of was £23.841m representing an underspend of £1.447m (6% on revised budget), as summarised in the table below.

By Division of Service	Final Budget £000	Revenue Outturn £000	Variations Better/(Worse) £000
Community, Safety and Resilience (Inc. One Safe City Programme)	1,336	1,208	128
Communications	2,215	2,150	65
Economic Development	5,403	5,412	(9)
Grants and Contingencies	7,960	7,311	649
Remembrancer	6,101	5,722	379
Culture Mile	826	591	235
<b>Division of Service Totals</b>	<b>23,841</b>	<b>22,394</b>	<b>1,447</b>

The most significant reduced requirements within Grants and Contingencies were on underspends relating to Promoting the City which have been agreed to be carried forward into 2018/19 budgets (£63,000), underspends on the provision and agreed items in the Policy Initiatives Fund (£335,000) and Committee Contingency (£211,000), a delay in spending Culture Mile budgets (£235,000) and there was a reduced requirement in Remembrancer's (£380,000).

Your Committee has already agreed to carry forward the unspent balances on the Policy Initiatives Fund and Committee Contingency of £335,000 and £211,000 respectively. In addition, the Town Clerk and the Remembrancer put forward proposals to carry forward £408,000 and £152,000 respectively as detailed in paragraph 9. These proposals have been presented to the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub Committee and all been approved bar one Town Clerk local risk carry forward proposal for £48,000.

## Recommendations

It is recommended that this revenue outturn report for 2017/18 and the budgets carried forward to 2018/19 are noted.

## **Main Report**

### **Budget Position for 2017/18**

1. The 2017/18 original budget for the services overseen by your Committee was £19.745m as endorsed by the Court of Common Council in March 2017. This has subsequently been increased to a final budget of £23.841m. An analysis of the increase of £4.096m is provided in Appendix 1.

### **Revenue Outturn for 2017/18**

2. The 2017/18 actual net expenditure for the services being reported to your Committee totalled £22.394m, an underspend of £1.447m compared to the budget of £23.841m. A comparison with the final budget for the year is set out in Appendix 2. The most significant variations were:
  3. Reduced net expenditure on Grants and Contingencies £649,000 primarily due to:
    - Unspent central risk provisions of £335,000 and £211,000 within the Policy Initiatives Fund and Committee Contingency respectively which your Committee, on 15 March 2018, agreed to carry forward; and
    - Unspent central risk provisions for Promoting the City of £63,000 relating to the implementation of a CRM system which has been agreed to be carried forward as detailed in appendix 3.
  4. Reduced net expenditure by the Remembrancer's Office of £379,000 largely in respect of: -
    - Lower expenditure than expected of £380,000 across various categories of corporate hospitality; and
    - Unspent local risk provisions of £20,000 for the hire of event seating which has been agreed to be carried forward and is further detailed in appendix 3.
  5. Reduced net expenditure on Culture Mile of £235,000 largely in respect of: -
    - Multiple unspent central risk provisions of £223,000 which have been agreed to carry forward into 2018/19 as detailed in appendix 3.
  6. Reduced net expenditure on Community, Safety and Resilience activities of £128,000 mainly as a result of: -
    - Unspent local risk provisions of £69,000 relating to regional emergency planning and supporting vulnerable individuals with the City of London Police which have been approved to carry forward into 2018/19 as detailed in appendix 3; and
    - Unspent Security Initiatives contingency budgets of £50,000.



## **Budgets Carried Forward to 2018/19**

7. Chief Officers can request local risk underspends of up to 10% or £500,000 whichever is the lesser, to be carried forward, so long as the underspend is not clearly fortuitous, and the resources are required for a planned purpose. Such requests are considered by the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub Committee.
8. Overspending is carried forward and recovered through reductions in 2018/19 budgets. The Economic Development Office had a local risk overspend of £24,000 on spend to save basis relating to restructuring. This overspend will be carried forward into 2018/19 reducing the budget by £24,000.
9. The Town Clerk has proposed to carry forward £122,000 local risk and £286,000 central risk underspend. The Remembrancer has proposed to carry forward £20,000 of their local risk underspends and £132,000 of their central risk underspends. Details of the use of the carry forwards are set out in Appendix 3.
10. The Remembrancer's Office has proposed to carry forward £132,000 of central risk underspends.
11. Of these proposals £74,000 local risk and £286,000 central risk for the Town Clerk's Department and £20,000 local risk and £132,000 central risk for the Remembrancer's Office have been agreed by the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub Committee and the 2018/19 budgets increased accordingly.

## **Appendices**

- Appendix 1 – Analysis of movements from the 2017/18 Original Budget to 2017/18 Final Budget
- Appendix 2 – Comparison of 2017/18 Revenue Outturn against Final Budget
- Appendix 3 – Carry forward requests

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**APPENDIX 1**

<b>Analysis of movements 2017/18 Original Budget to Final Budget</b>	<b>£000</b>
<b>Original Local Risk Budget (Town Clerk)</b>	<b>7,209</b>
Local Risk carry forward from Town Clerk's underspend in 2016/17	373
Net other movements including Contribution Pay & Redundancy/Early Retirement Costs	142
<b>Final Local Risk Budget (Town Clerk)</b>	<b>7,724</b>
<b>Original Local Risk Budget (Remembrancer)</b>	<b>1,150</b>
Net other movements including contribution pay adjustment	37
<b>Final Local Risk Budget (Remembrancer)</b>	<b>1,187</b>
<b>Original Local Risk Budget (Culture Mile)</b>	<b>0</b>
Budget moved from City Cash Finance to City Fund Policy and Resources at the end of the financial year.	169
<b>Final Central Risk Budget (Culture Mile)</b>	<b>169</b>
<b>Original Central Risk Budget (Town Clerk)</b>	<b>4,646</b>
Central Risk carry forward from Town Clerk's underspend in 2016/17	415
Central Risk carry forward from Policy Initiatives Fund 2016/17	110
Central Risk carry forward from Committee Contingency 2016/17	302
Increase of Supplementary Revenue Projects	2233
Allocations from Policy Initiatives Fund to other Committees/areas	-60
One Safe City Programme carry forward	357
Net other movements	18
<b>Final Central Risk Budget (Town Clerk)</b>	<b>8,021</b>
<b>Original Central Risk Budget (Remembrancer)</b>	<b>1,301</b>
No change to budget	0
<b>Final Central Risk Budget (Remembrancer)</b>	<b>1,301</b>
<b>Original Central Risk Budget (Culture Mile)</b>	<b>0</b>
Budget moved from City Cash Finance to City Fund Policy and Resources at the end of the financial year.	657
<b>Final Central Risk Budget (Culture Mile)</b>	<b>657</b>
<b>Original Support Services and Capital Charges Budget</b>	<b>5,439</b>
Net movements	-657
<b>Final Support Services and Capital Charges Budget</b>	<b>4,782</b>
<b>Total Original Budget</b>	<b>19,745</b>
Total increase	4,096
<b>Total Final Budget</b>	<b>23,841</b>

**APPENDIX 2**

<b>Comparison of 2017/18 Revenue Outturn with Final Budget</b>				
<b>By Chief Officer</b>	<b>Original Budget</b>	<b>Final Budget</b>	<b>Revenue Outturn</b>	<b>Variations Better/ (Worse)</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Local Risk</b>				
The Town Clerk	7,209	7,724	7,617	107
The Remembrancer	1,150	1,187	1,211	(24)
Culture Mile	0	169	121	48
<b>Total Local Risk</b>	<b>8,359</b>	<b>9,080</b>	<b>8,949</b>	<b>131</b>
<b>Central Risk</b>				
The Town Clerk	4,646	8,021	7,276	745
The Remembrancer	1,301	1,301	902	399
Culture Mile	0	891	470	421
<b>Total Central Risk</b>	<b>5,947</b>	<b>10,213</b>	<b>8,648</b>	<b>1,565</b>
<b>Support Services &amp; Capital Charges</b>	<b>5,439</b>	<b>4,782</b>	<b>4,797</b>	<b>(15)</b>
<b>Committee Totals</b>	<b>19,745</b>	<b>24,075</b>	<b>22,394</b>	<b>1,681</b>
<b>By Division of Service</b>				
Community, Safety and Resilience (Inc. One Safe City Programme)	868	1,336	1,208	128
Communications	1,905	2,215	2,150	65
Economic Development	5,269	5,403	5,412	(9)
Grants and Contingencies	4,922	7,960	7,311	649
Remembrancer	6,781	6,101	5,722	379
Culture Mile	0	1,060	591	469
<b>Division of Service Totals</b>	<b>19,745</b>	<b>24,075</b>	<b>22,394</b>	<b>1,681</b>

Carry forwards By Chief Officer	£000
<p><b>Town Clerk</b> <b>Local Risk</b></p> <p><u>Community, Safety &amp; Resilience</u></p> <p>An agreement between COLP and COL is in place to improve the joint support of vulnerable people and this has resulted in COLP and COL jointly funding a post. Recruitment was delayed through the desire to agree a joint specification and it will now be filled from July 2018. Carry forward is requested to enable recruitment and funding of this post.</p> <p>The COL currently provides £15,000 of funding to regional Emergency Planning, which helps support a new centralised resource working directly for the Local Authority Panel which is chaired by the Town Clerk. Policy &amp; Resources agreed in April 2018 that we would be the London lead and increased funding to £30,000 pa. The £15,000 pa increase in request from carry forward this year and a request for base budget adjustment will be submitted for future years.</p> <p><u>Communications</u></p> <p>Further development to Project Vision, the organisation's corporate project management software, was planned to be carried out in 17/18, however this was delayed to align with the programme of work underway to review the organisation's approach to project management. As the corporate project management tool, this is used for central reporting and is a key part of the review. The development work seeks to bring closer alignment between the software and our revised project management business processes.</p> <p>There is currently a discrepancy between the salary for the Strategic Security Director's post and the base budget uplift for the forthcoming financial year. A carry forward is therefore requested for 2018/2019 to cover this discrepancy and a request for a base budget adjustment will be submitted for future years to resolve the issue.</p> <p><b>Central Risk</b></p> <p><u>Grants and Contingencies</u></p> <p>Implement a new CRM for strategic engagement (expected IT delivery in Summer) and events (expected IT delivery in Autumn). This is to bring in the additional skills and support needed to prepare for implementation (e.g. developing training), and implement, including policy development, training and data migration. This funding is necessary but not sufficient to complete these tasks and we are requesting further funding to do so.</p>	<p>54</p> <p>15</p> <p>5</p> <p>48</p> <p>63</p>

<u>Culture Mile</u>	
Research and Evaluation Fund - To fund research and evaluation projects to support and demonstrate the opportunities and impacts of Culture Mile which were not started due to timing issues in 2017/18 - i.e. the unsuccessful bid to the GLA for funding for a feasibility study exploring the pros/cons of making Culture Mile a Creative Enterprise Zone	80
Office Relocation Costs - Funds to support move of Culture Mile central team and associated costs	6
Stakeholder costs - Funds to support stakeholder engagement across Culture Mile Inc. high level political engagement with other London Boroughs	20
Look and Feel Strategy - Remainder of funds to complete the Culture Mile Look and Feel Strategy - committed funding and due for completion by August 2018	37
North South Link Strategic Work - Work to support the north south link from Tate Modern to St Paul's and into Culture Mile - was not started in 2017-18 due to time constraint	50
West Smithfield Strategic Work - Strategy work to support the future public realm in the West Smithfield area - not started in 17/18 due to timing constraints	30
<b>Total Town Clerk</b>	<b>408</b>

<b>Carry forwards By Chief Officer</b>	<b>£000</b>
<b><u>Remembrancer</u></b>	
<b>Local Risk</b>	
For the hire of chairs for use at large high profile events within the Guildhall, owing to health and safety concerns over the City Surveyor's existing stock.	20
<b>Central Risk</b>	
For various hospitality and events which are anticipated or which may take place during the coming year.	132
<b>Total Remembrancer's</b>	<b>152</b>

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<b>Committee:</b> Policy and Resources	<b>Date:</b> 6 September 2018
<b>Subject:</b> Policy Initiatives Fund/Committee Contingency	<b>Public</b>
<b>Report of:</b> Chamberlain	<b>For Information</b>
<b>Report Author:</b> 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 £218,841 and £202,950 respectively.

## Recommendations

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

Contact:

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**POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND 2018/19**

<u>ALLOCATIONS FROM PIE</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE DATE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL PAID TO 15/08/2018</u> £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
	<b>Events</b>					
07/07/2016	London Councils' London Summit - the City is to host the annual conference for 3 years.	EDO	15,500	14,970	530	3 year funding: £16,000 final payment in 2019/20
16/03/2017	International Business and Diplomatic Exchange (IBDE) - COL to fund a two year partnership with IBDE (£50,000) plus £22,000 for hosting a total of 8 events taking place over 2 years at the Guildhall. The IBDE is an independent, not for profit, non-political membership organisation bringing together the business and diplomatic community in London to promote international trade and investment flows.	DED	12,755	0.00	12,755	£72,000 originally allocated to 2017/18; £12,255 deferred to 2018/19
14/12/2017	Sponsorship of the CPS Margatet Thatcher Conference on China - The City of London Corporation to sponsor this Conference to discuss the relationship between China and the UK. This is scheduled to be held at the Guildhall in June/July 2018.	DOC	21,000	18,357	2,643	
08/01/2018	Sponsorship of the Annual Review of Women in Finance Charter - the City Corporation to sponsor this annual review.	DOC	35,000	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 DATE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL PAID</u> TO 15/08/2018 £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
03/05/2018	Sponsorship of Centre for European Reform's 2018 Ditchley Conference: COL partnering with the Centre for European Reform (CER) in hosting this high-level conference taking place on 16-17 November 2018.	DOC	20,000	20,000	0	
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	
05/07/2018	Events Partnership with the Strand Group, Kings College London - City of London to fund 3 events in partnership with the Strand Group	DOC	25,000	0	25,000	2 year funding: final payment in 2019/20
	<b>Promoting the City</b>					
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
01/01/2017	TheCityUK: CoL's additional funding toward CityUK's rental cost.	DED	100,000	50,000	50,000	3 year funding: final payment in 2018/19
01/01/2017	Chemistry Club, City: City of London to sponsor a series of high calibre networking events to enhance the Corporation's credibility in the Cyber tech and related technologies in the financial services sector.	DED	3,222	0.00	3,222.00	Originally allocated to 2017/18; £3,222 deferred to 2018/19
16/03/2017	City of London Advertising - continuation of placing advertisements in CityAM to promote services provided by COL and advertising in a new newspaper, City Matters, covering the Square Mile.	DOC	54,900	24,900	30,000	2 year funding: final payment of £54,900 in 2018/19
04/05/2017	City Matters: placing additional full page advertisements in City Matters to promote City of London Corporation's cultural events and activities.	DOC	15,600	15,600	0	2 year funding: final payment in 2018/19
04/05/2017	Secretariat of the Standing International Forum of Commercial Courts: City Corporation to provide financial support for a third of the costs of the secretariat for the first 3 years.	DED	110,000	0	110,000	3 year funding: £50,000 final payment in 2019/20; £60,000 allocated in 2017/18 now deferred to 2018/19
08/06/2017	Commonwealth Enterprise and Investment Council (CWEIC) - Renewal of office space: provision of office space within Guildhall complex.	TC	10,000	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 DATE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL PAID</u> TO 15/08/2018 £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
16/11/2017	City of London Asia Next Decade - a campaign for the future: City of London Corporation to support the Asia Next Decade campaign that seeks to maintain London's role as a leading global financial centre through engagement with Asia.	DED	7,255	899	6,355.61	£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	18,771	15,920	£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
17/04/2018	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	240	49,760	
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

<u>ALLOCATIONS FROM PIF</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE DATE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL PAID TO 15/08/2018</u> £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
05/07/2018	There But Not There - National Armistice Project - City of London to become a corporate sponsor for the Charity Remembered which commemorates those who lost their lives in the First World War <b>Communities</b>	TC / REM	15,000	6,748	8,252	
06/07/2017	STEM and Policy Education Programme - additional funding of the Hampstead Heath Ponds Project.	DOS	40,601	17,261	23,340	£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	17,100	21,000	
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. <b>Attracting and Retaining International Organisations</b>	DED	60,000	2,390	57,610	
19/09/2013	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		1,366,159	492,068	874,091	
	TOTAL APPROVED BUDGET		218,841			
	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			

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.

KEY TO RESPONSIBLE OFFICER:-

DED	Director of Economic Development	DOS	Director of Open Spaces	DBE	Director of Built Environment
TC	Town Clerk	CS	City Surveyor	DOC	Director of Communications

CAROLINE AL-BEYERTY - DEPUTY CHAMBERLAIN

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

Date	Description	Allocation 2018/19	Allocation 2019/20	Allocation 2020/21	Allocation 2021/22
	<b>BASE BUDGET</b>	£ 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			
	<b>TOTAL BUDGET</b>	<b>1,585,000</b>	<b>1,250,000</b>	<b>1,250,000</b>	<b>1,250,000</b>
	<b>ALLOCATIONS</b>				
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			
05/07/2018	City Week 2019 Event Sponsorship		25,000		
05/07/2018	Events Partnership with The Strand Group, King's College London	25,000	25,000		
05/07/2018	City Sponsorship of ' There But Not There' - National Armistice Project	15,000			
	<b>TOTAL ALLOCATIONS</b>	<b>1,366,159</b>	<b>484,135</b>	<b>309,635</b>	<b>6,635</b>
	<b>BALANCE AVAILABLE</b>	<b>218,841</b>	<b>765,865</b>	<b>940,365</b>	<b>1,243,365</b>

**Less:** Possible maximum allocations from this meeting: **06 September 2018**

Indo British All-Party Parliamentary Group Sponsorship	6,000	-	-	-
London Living Wage Campaign	15,000	-	-	-

Date	Description	Allocation 2018/19	Allocation 2019/20	Allocation 2020/21	Allocation 2021/22
	Sponsorship of the 2018 London Conference	25,000	-	-	-
	Sponsorship of the Fabian Society's London: Policy and Challenges into the 2020s publication	18,500	-	-	-
	European Bank for Reconstruction and Development Dinner at Guildhall	12,000	-	-	-
		-	-	-	-
	<b>Balance</b>	<b>197,841</b>	<b>765,865</b>	<b>940,365</b>	<b>1,243,365</b>

**POLICY AND RESOURCES COMMITTEE - CONTINGENCY 2018/19**

ALLOCATIONS FROM CONTINGENCY

<u>ALLOCATIONS FROM CONTINGENCY</u>				<u>STATUS OF BALANCE</u>		
<u>COMMITTEE DATE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL PAID TO 15/08/2018</u> £	<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
17/11/2016	Police Arboretum Memorial Fundraising Dinner: City Corporation to host a fundraising dinner at Guildhall	DED	30,000	0	30,000	Originally allocated from 2016/17; deferred to 2018/19
17/11/2016	Co-Exist House: City of London Corporation to fund a learning institution and centre in London dedicated to promoting understanding of religion and to encourage respect and tolerance	TC	40,000	0	40,000	3 year funding - £20,000 final payment in 2018/19; £20,000 originally allocated to 2017/18 deferred to 2018/19
06/06/2018	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	
07/07/2018	Resourcing Diversity and Business Engagement - Establishing the Diversity and Business Engagement Manager to support the City's wider equalities, diversity and inclusion work.	HR	74,250	0	74,250	
			308,050	-	308,050	
	BALANCE REMAINING		202,950			
	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			

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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		

CAROLINE AL-BEYERTY - DEPUTY CHAMBERLAIN

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

Date	Description	Allocation 2018/19	Allocation 2019/20	Allocation 2020/21	Allocation 2021/22
	<b>BASE BUDGET</b>	£ 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			
	<b>TOTAL BUDGET</b>	<b>511,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>
	<b>ALLOCATIONS</b>				
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			
05/07/2018	Resourcing Diversity and Business Engagement	74,250			
	<b>TOTAL ALLOCATIONS</b>	<b>308,050</b>	<b>125,000</b>	-	-
	<b>BALANCE AVAILABLE</b>	<b>202,950</b>	<b>175,000</b>	<b>300,000</b>	<b>300,000</b>

**Less:** Possible maximum allocations from this meeting: **06 September 2018**

- Bid from Historic Royal Palaces to support The Tower Remembers	25,000	-	-	-
<b>Balance</b>	<b>177,950</b>	<b>175,000</b>	<b>300,000</b>	<b>300,000</b>

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<b>Committee:</b> Policy & Resources Committee	<b>Date:</b> 6 September 2018
<b>Subject:</b> Actions Taken under Delegated Authority or Urgency Procedures	<b>Public</b>
<b>Report of:</b> Town Clerk <b>Report author:</b> Greg Moore	<b>For Information</b>

## Summary

This report advises Members of actions taken by the Town Clerk in consultation with the Chairman and Deputy Chairman under delegated authority or urgency procedures since the last meeting of the Committee, in accordance with Standing Order Nos. 41(a) and (b).

Approval was given to recommendations relating to:

- the appointment of shareholder representatives to the London Local Government Pensions Scheme Collective Investment Vehicle;
- additional resource for the Committee and Member Services Team;
- the relinquishing of nomination rights to the Bevis Marks Synagogue Trust;
- the letting strategy for offices at the Smithfield Market Site, in light of the Strategic Markets Review;
- works required relating to the Museum of London Relocation project; and
- the extension of a contract for project management software.

### **Recommendation**

That Members note the actions taken since the last meeting.

## Main Report

### **LCIV – Appointment of Shareholder Representatives**

1. The City of London is, along with all the other London Authorities, a shareholder in the London LGPS CIV Ltd (reg no: 09136445) (the London CIV). Originally established as a voluntary scheme, it is now one of 8 Pools into which Local Government Pension Funds are expected to pool their assets.
2. The City Corporation had been asked to nominate one of the Local Authority shareholder representatives to serve on the London CIV. This individual was expected to be either the Leader of the Council or the Chairman of the Pensions Committee (which, in the City's case, would be the Chairman of the Financial Investment Board).
3. At the Policy & Resources Committee meeting on 5 July 2018, Members agreed to delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to confirm the City of London's representative shareholder on the London CIV Ltd on the assumption that it was likely to be the Chairman of the Financial Investment Board, with the Deputy Chairman of the Financial Investment Board being the deputy or substitute representative. This was to allow

for a small number of outstanding queries to be resolved prior to any appointment being made.

4. These points subsequently having been confirmed, the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Policy and Resources Committee, exercised the delegated authority to confirm the City of London's representative shareholder on the London CIV Ltd as the Chairman of the Financial Investment Board (currently Andrew McMurtrie), with the Deputy Chairman of the Financial Investment Board (currently Nick Bensted-Smith) being the deputy or substitute representative.

**Committee and Member Services Team – Request for Additional Resources**

5. The work of the Committee and Members Services section had increased significantly over the last year. In order to maintain the level of service expected by Members and agreed performance standards; comply with relevant legislation and build capacity and resilience, a review of the staffing structure of the Team had therefore been undertaken. The review concluded that, following the loss of a senior management post, and in order to keep pace with demand and maintain standards, the staffing resources within the section needed to be increased. It was therefore proposed that an additional three permanent full-time posts should be created (two at grade D and one at grade E), together with a part-time post (pro-rata grade F), based on 1-2 days of work each week. This latter post would be targeted at supporting the work of the Livery Committee, following a request from that Committee for dedicated resources.
6. The provision of the additional resources required had been considered and agreed by both the Establishment and Finance Committees. It should be noted that concern was expressed at the Finance Committee about the high number of committees, sub-committees and working parties which currently existed, with it asked that the Policy and Resources Committee consider undertaking a review of the various bodies to ensure that they were all necessary and fit for purpose. A resolution from the Finance Committee to this effect is on the agenda for the September meeting of Policy and Resources.
7. Having secured the agreement of the Establishment and Finance Committees, the approval of the Policy and Resources Committee was sought to an increase of £190,000 in the Town Clerk's local risk budget from 2019/20 onwards, to cover the cost of the four additional posts.
8. Given the current level of pressure on the team, the Town Clerk was of the view that any recruitment arrangements should be undertaken in a timely manner. As recruitment was already underway for two, existing, vacant posts, it was logical for the additional posts to be included as part of the latest round of recruitment and not be delayed unduly. With the next meeting of the Committee not until 6 September, approval was therefore sought and obtained under urgency procedures.

**Bevis Marks Synagogue Trust**

9. During both the Baltic Exchange and Bishopsgate bombings in 1992 and 1993, the Bevis Marks Synagogue – the oldest Synagogue in the UK – was damaged. The City Corporation assisted with an appeal, made a suitable donation, and

helped to arrange for the Bevis Marks Synagogue Trust (“the Trust”) to be established.

10. There are five Trustees, who must be members of the congregation and who are appointed by the Synagogue’s Board of Elders. One of the appointments is traditionally made on the recommendation of the City Corporation (in gratitude of the City’s contribution to the Trust’s initial establishment and fundraising efforts), although it should be noted that there is no formal requirement for the City’s recommendation to be accepted.
11. The Trust had recently reviewed its governance arrangements with a view to formalising the appointment / re-appointment of Trustees as existing terms came to an end. As part of this, it was suggested that the requirement for the City Corporation to nominate a Trustee should be relinquished. This was in view of the limited interaction between the City Corporation and the Trust, as well as the requirement for any nomination to be made from amongst the congregation at Bevis Marks meaning that the City Corporation, in practice, was not well-placed to recommend suitable individuals. In addition, as the final decision to the appointment of Trustees rested with the Synagogue’s Board of Elders, there was a limited merit in the City Corporation’s continued involvement.
12. The Trust’s secretary contacted the City of London Corporation in the summer requesting that a decision regarding this suggestion was reached in a timely manner to allow for the Charity Commission to be advised and Trust’s governing document to be amended. Urgent action was taken to confirm the relinquishing of the City of London Corporation’s nomination to the Bevis Marks Synagogue trust.

#### **Letting Strategy for Commercial Offices at Smithfield Market**

13. A Management Strategy for the Commercial Offices at Smithfield Market had been approved by the Property Investment Board in December 2017 which sought to manage the Offices to maximise income over the medium to long-term.
14. Subsequent to this, the Court of Common Council approved a proposal to explore moving the City’s three wholesale markets from their current locations. In view of the recent decisions in respect of the Strategic Markets Review, the view of the Policy and Resources Committee was sought as to whether leases currently under negotiation should be granted on a longer-term basis, pursuant to the original strategy, or if they should include break clauses, allowing early termination of the leases to provide for maximal flexibility in relation to any future plans.
15. An urgent decision was sought as the Committee was not due to meet until September and there were a number of lettings that were under negotiation. Approval was consequently granted to pursue the inclusion of break clauses.

#### **Museum of London Relocation Works**

16. The Museum Relocation Project involves the refurbishment of Victorian buildings at the former General Market and Annexe Buildings.

17. Additional works to stabilise and improve access to these historic buildings had been identified as being required, with a waiver also identified as necessary to permit the extension of an existing contract for building works taking place.
18. Works to make these buildings safe were already underway, funded from the Landlord's budget. It had been anticipated that additional works might be required and the works had been tendered in such a way that would facilitate this, with Members also having been advised of this in advance.
19. An increased sum was therefore approved to stabilise the buildings and undertake the necessary works, as well as to the requisite waiver. It was also noted that a further report would be submitted in October 2018.

#### **Project Vision Waiver**

20. Project Vision is the current corporate project management software (cloud based) used by the City Corporation. It serves two main purposes:
  - Central reporting and corporate overview of projects within the Gateway Approval Process;
  - Provision of a day to day project management tool to support officers in project delivery.
21. The current licensing agreement was set to expire on 31 August 2018 and there was a business need to ensure the provision of a central project management software solution remained. A wider review of the City Corporation's project management is ongoing and, given the uncertainty around future requirements until this review has concluded, it was determined that it would be prudent to extend the existing contract prior to going out to market in due course, once the new specifications are known.
22. An extension of the existing contract was therefore approved, to continue to provide licensing support for the corporate project management software tool, Project Vision.

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