



Policy and Resources Committee

Date: THURSDAY, 13 DECEMBER 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)
Douglas Barrow	Alderman William Russell
Sir Mark Boleat	Alderman Baroness Scotland (Ex-Officio Member)
Deputy Keith Bottomley	John Scott (Chief Commoner) (Ex- Officio Member)
Tijs Broeke	Deputy Dr Giles Shilson
Henry Colthurst	Jeremy Simons (Ex-Officio Member)
The Rt. Hon the Lord Mayor, Alde rman Peter Estlin (Ex-Officio Member)	Sir Michael Snyder
Marianne Fredericks	Deputy John Tomlinson
Deputy Jamie Ingham Clark	Mark Wheatley
Deputy Edward Lord	Deputy Philip Woodhouse
Alderman Ian Luder	Alderman Sir David Wootton

Enquiries: Alistair MacLellan / alistair.maclellan@cityoflondon.gov.uk

Lunch will be served in Guildhall Club at 1PM

NB: Part of this meeting could be the subject of audio-visual recording

**John Barradell
Town Clerk and Chief Executive**

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To consider minutes as follows:-
 - a) Policy and Resources Committee - 15 November 2018

For Decision
(Pages 1 - 12)
 - b) Projects Sub-Committee - 7 November 2018

For Information
(Pages 13 - 20)
 - c) Public Relations and Economic Development Sub-Committee - 14 November 2018

For Information
(Pages 21 - 28)
4. **CITY OF LONDON VISITOR STRATEGY 2019/23**
Report of the Assistant Town Clerk & Culture Mile Director.

For Decision
(Pages 29 - 58)
5. **FUNDING REQUEST TO SUPPORT AN EXTENSION OF HEART OF THE CITY'S RESPONSIBLE BUSINESS PROGRAMME**
Report of the Director of Economic Development.

For Decision
(Pages 59 - 72)
6. **CITY OF LONDON CORPORATION'S MEMBERSHIP OF THE CITYUK**
Report of the Director of Economic Development.

For Decision
(Pages 73 - 84)
7. **CITY CORPORATION MEMBER ATTENDING THE LUJIAZUI FORUM IN SHANGHAI**
Report of the Director of Economic Development.

For Decision
(Pages 85 - 86)

8. **CHEAPSIDE BUSINESS ALLIANCE BALLOT RENEWAL**
 Joint Report of the City Surveyor and the Director of the Built Environment.
- For Decision**
(Pages 87 - 92)
9. **ELECTORAL REGISTRATION - ANNUAL CANVASS REFORM**
 Report of the Town Clerk.
- For Decision**
(Pages 93 - 98)
10. **ENHANCING THE DIVERSITY OF THE COURT OF COMMON COUNCIL**
 Report of the Town Clerk.
- For Decision**
(Pages 99 - 122)
11. **ENHANCING SPORT ENGAGEMENT**
 Report of the Town Clerk.
- For Decision**
(Pages 123 - 130)
12. **REVENUE AND CAPITAL BUDGETS 2019/20**
 Joint report of the Town Clerk, Chamberlain and Remembrancer.
- For Information**
(Pages 131 - 140)
13. **POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY**
 Report of the Chamberlain.
- For Information**
(Pages 141 - 154)
14. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
16. **EXCLUSION OF THE PUBLIC**
 MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Part 2 - Non-Public Agenda

17. **NON-PUBLIC MINUTES**
 To consider non-public minutes of meetings as follows:-
- a) Policy and Resources Committee - 15 November 2018
- For Decision**
(Pages 155 - 160)

- b) Culture Mile Working Party - 3 October 2018
For Information
(Pages 161 - 168)
- c) Lighting Up Deputation - 30 October 2018
For Information
(Pages 169 - 170)
- d) Projects Sub-Committee - 7 November 2018
For Information
(Pages 171 - 176)
- e) Public Relations and Economic Development Sub-Committee - 14 November 2018
For Information
(Pages 177 - 178)
- f) Members Diversity Working Party - 19 November 2018
For Information
(Pages 179 - 184)

18. **RESOLUTION OF THE MARKETS COMMITTEE REGARDING CITY'S ESTATE:
MUSEUM OF LONDON RELOCATION UPDATE**

To consider a resolution of the Markets Committee dated 7 November 2018.

For Information
(Pages 185 - 186)

19. **MAJOR PROJECTS FINANCING**

Report of the Chamberlain.

For Decision
(Pages 187 - 212)

20. **CENTRE FOR MUSIC - BUSINESS CASE**

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

N.B. Appendix 1 is circulated separately in hardcopy. Annexes A-L within Appendix 1 are available for inspection by Members on application to the Town Clerk.

For Decision
(Pages 213 - 224)

21. **BRIDGE HOUSE ESTATES STRATEGIC REVIEW - UPDATE**

Joint Report of the Town Clerk & Chief Executive and the Chief Grants Officer & Director of the City Bridge Trust.

For Decision
(Pages 225 - 236)

22. **MEMORANDUM OF ENGAGEMENT WITH BEIJING MUNICIPAL GOVERNMENT FOR UK-CHINA GREEN FINANCE AND TECHNOLOGY INCUBATOR**
Report of the Director of Economic Development.
Appendix to follow.
For Decision
(Pages 237 - 242)
23. **PROJECT FUNDING UPDATE**
Report of the Chamberlain.
For Decision
(Pages 243 - 248)
24. **GATEWAY 1/2/3/4 - CITY OF LONDON SCHOOL FOR GIRLS EXPANSION PROJECT**
Report of the Headmistress of the City of London School for Girls.
For Decision
(Pages 249 - 278)
25. **GATEWAY 6 - ACTION AND KNOW FRAUD CENTRE - CONTRACT**
Report of the Commissioner of Police.
For Decision
(Pages 279 - 290)
26. **MARKETS CONSOLIDATION PROGRAMME - APPOINTMENT OF A STRATEGIC PROPERTY ADVISER**
Report of the City Surveyor.
For Decision
(Pages 291 - 304)
27. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
28. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED.**

Part 3 - Confidential Agenda

29. **CONFIDENTIAL STAFFING MATTER**
Report of the Town Clerk.
For Decision
30. **CONFIDENTIAL REPORT OF THE DIRECTOR OF ECONOMIC DEVELOPMENT**
Report of the Director of Economic Development.
For Decision

This page is intentionally left blank

POLICY AND RESOURCES COMMITTEE

Thursday, 15 November 2018

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 15 November 2018 at 1.45 pm

Present

Members:

Deputy Catherine McGuinness (Chairman)
Simon Duckworth (Deputy Chairman)
Christopher Hayward (Vice-Chair)
Deputy Tom Sleigh (Vice-Chair)
Randall Anderson (Ex-Officio Member)
Douglas Barrow
Sir Mark Boleat
Deputy Keith Bottomley
Tijs Broeke
Henry Colthurst
Marianne Fredericks
Deputy Jamie Ingham Clark
Deputy Edward Lord
Alderman Ian Luder
Jeremy Mayhew
Andrew McMurtrie
Graham Packham (Ex-Officio Member)
John Scott (Chief Commoner) (Ex-Officio Member)
Jeremy Simons (Ex-Officio Member)
Sir Michael Snyder
Deputy John Tomlinson
Mark Wheatley
Deputy Philip Woodhouse
Alderman Sir David Wootton

Officers:

John Barradell	- Town Clerk and Chief Executive
Peter Kane	- The Chamberlain
Michael Cogher	- Comptroller and City Solicitor
Paul Double	- City Remembrancer
Paul Wilkinson	- City Surveyor
Caroline Al-Beyerty	- Financial Services Director
Damian Nussbaum	- Director of Economic Development
Bob Roberts	- Director of Communications
Peter Lisley	- Assistant Town Clerk
Angela Roach	- Assistant Town Clerk
Chris Bell	- Commercial Director
Peter Young	- City Surveyors Office

Paul Becket
Gerald Mehrstens
Ann Bamford

Nigel Lefton
Bruce Mcvean
Greg Moore

- Planning Policy Manager
- Academies Programme Manager
- Strategic Education, Culture and Skills Director
- Remembrancer's Department
- Built Environment Office
- Principal Committee and Members Services Manager

1. **APOLOGIES**

Apologies for absence were received from the Rt Hon The Lord Mayor Alderman Peter Estlin, Alderman William Russell, Deputy Joyce Nash, and Deputy Dr Giles Shilson.

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

There were no declarations.

3. **MINUTES**

a) The public minutes of the meeting held on 4 October 2018 were approved.

Matters Arising

Bank on Safety Timings – It was confirmed that the timings for restricted access through Bank Junction, which had been implemented as part of the Bank on Safety Scheme, were intentionally different to those of the Congestion Charge. The timings had been selected following analysis which demonstrated that they corresponded with the period during which 75% of collisions were occurring at the Junction.

London Living Wage (LLW) – The Chamberlain clarified that the immediate application of the LLW increases agreed would mean that any associated costs would need to be met from departments' local risk budgets. Members noted this and confirmed that the intention was for the payment and backdating to apply from this year, whilst also recognising that any departmental overspends which could arise as a result of this particular measure would be accepted.

Chief Commoner – A Member, also the Deputy Chairman of the Livery Committee, advised that the Livery Committee would seek to raise awareness of the role of Chief Commoner amongst the Livery through its forthcoming issue of the Livery Briefing newsletter.

b) The draft public minutes of the meeting of the Resources Allocation Sub-Committee held on 4 October 2018 were noted.

c) The public minutes of the meeting of the Projects Sub-Committee held on 10 October 2018 were noted.

- d) The draft public minutes of the meeting of the Public Relations and Economic Development (PRED) Sub-Committee held on 9 October 2018 were noted and one recommendation was considered. It was also advised that an amendment had been made to the circulated minutes at the PRED Sub-Committee meeting held on 14 October 2018, which could be circulated to any interested Member.

RESOLVED: That the Terms of Reference of the Public Relations and Economic Development Sub-Committee be to include specific reference to oversight and governance of Sport Engagement (with power to act).

- e) The draft public minutes of the meeting of the Courts Sub-Committee held on 15 October 2018 were noted.

4. RESOLUTION FROM THE STANDARDS COMMITTEE

The Committee considered a resolution of the Standards Committee which related to the issue of Members with children at the three independent City Schools being effectively precluded from serving on the Board of Governors.

Members agreed that this situation was unfortunate and contrary to practice at other independent schools or with parent governors more generally. Reference was made to the proposals at Item 18 and the way in which the provisions of Local Government legislation were perhaps inappropriately applied to the City Corporation's non-local authority business. It was asked that this be explored.

RESOLVED: That the resolution be noted and that officers be asked to explore a solution to the issue identified.

5. REVIEW OF THE CITY OF LONDON POLICE AUTHORITY - RESOURCING & GOVERNANCE ARRANGEMENTS

The Committee considered a report of the Town Clerk reviewing the resourcing and governance arrangements of the City of London Police Authority.

It was advised that notice had been received of points to be raised in relation to this item which were integral to the decision to be made but which related to an individual. These issues were considered to be exempt as defined under paragraph 1 of Part 1, Schedule 12A of the Local Government Act 1972 and further consideration of this item was therefore deferred until non-public session.

Following discussion in non-public session, it was:

RESOLVED: That:-

1. Approval be given to the creation of two FTE finance posts, including a Grade I post, at a cost of up to £195,000 and one FTE Town Clerk's post at a cost of up to £55,000, to strengthen the capacity and capability of the Police Authority;

2. The intention to introduce service level agreements between the Police Authority and the Corporation's professional support services be noted;
3. The improvement to the governance arrangements that will enhance the Police Authority's oversight and scrutiny function, including greater strategic leadership and community engagement and better performance management arrangements, be noted;
4. The intention to establish the full cost of the Police Authority function for benchmarking and Value for Money purposes be noted; and
5. It be noted that, if required, a funding request may be made to Finance Committee for contingency funding late in the financial year.

6. **LAND TRANSACTIONS - FORMER RICHARD CLOUDESLEY SCHOOL SITE**

The Committee considered a report of the Town Clerk which proposed changes to the land transaction arrangements for the former Richard Cloudesley School site.

RESOLVED: That authority be given to:-

1. The acquisition of the freehold title in the London Borough of Islington (LBI) Land for the purpose of a new primary Academy and social housing, with workshops to be located beneath part of the social housing in accordance with the powers set out in this report;
2. The grant of a leasehold interest of all the LBI Land and City Land on which the school is to be constructed to the City of London Academies Trust;
3. The Director of Community and Children's Services be requested to:-
 - conclude negotiations and final terms of the acquisitions and disposal in accordance with the principles set out in the report;
 - take any other steps as required in connection with any related documentation and associated transactions as may be necessary to complete the steps at the above recommendations and to implement the Development in accordance with the principles in the report.
4. The City Solicitor be requested to enter into all necessary legal documents.

7. **PROJECT MANAGEMENT REVIEW**

The Committee considered a report of the Town Clerk which proposed changes to the City's approach to Project Management.

The Chairman noted that a further paper would be submitted in due course exploring the wider overview of all City Corporation projects.

With reference to the proposed Project Management strand of City Academy, it was urged that provision be included for specific training in IT project

management, as these projects were often fundamentally different in nature to non-IT projects.

RESOLVED: That:-

1. Approval be given to the new Projects Procedure set out in the report, including:-
 - a revised Gateway Process;
 - implementation of a Costed Risk Provision;
 - recommending to the Court of Common Council that future amendments to the Projects Procedure be delegated to the Policy and Resources Committee.
2. The proposal for HR to develop a Project Management strand of City Academy (for enhancement of the City's Project Management capability and capacity) be noted.

8. **MODERN SLAVERY STATEMENT**

The Committee considered a report of the Chamberlain proposing the adoption of a Modern Slavery Statement for the City of London Corporation.

RESOLVED: That approval be given to:-

1. The publication of a voluntary Modern Slavery Statement by the City Corporation.
2. The terms of the Statement to be used, as set out in the appendix to the report.
3. The 'continuous improvement' sections detailed throughout, which would form the basis of the action plan used to drive progress amongst all relevant departments over the next year.

9. **BREXIT CONTINGENCY FUND**

The Committee considered a report of the Chamberlain proposing the establishment of a fund to support engagement activities that might be required in the lead-up to and following the UK's exit from the EU.

RESOLVED: That, subject to the approval of the Court:-

1. the creation of a Brexit Contingency Fund of £2m in 2018/19, with provision to carry forward any unspent balance into 2019/20 be approved;
2. authority to agree bids of up to £100k from the fund be delegate to the Town Clerk, in consultation with the Chairman and Deputy Chairman; and
3. the criteria and reporting framework set out in the report for the fund be approved.

10. **EDUCATION, SKILLS AND CULTURAL AND CREATIVE LEARNING STRATEGY**

The Committee considered a report of the Director of Community & Children's Services proposing the establishment of three separate strategies for Education, Skills, and Cultural and Creative Learning.

In response to questions relating to the significant creative learning and education activities undertaken by the Open Spaces not being fully reflected in the strategies and to whether there were any plans for an overarching strategy, the Strategic Education, Culture and Skills Director advised that this area was integral to the strategies and that Open Spaces were heavily involved in a number of key areas, such as Culture Mile Learning and the School Visits Funds initiative. She also advised that an overarching strategy encompassing the three areas set out in the report, together with a short summary overview was being prepared for the New year.

RESOLVED: That approval be given to adoption of the Education Strategy, Skills Strategy, and Cultural and Creative Learning Strategy.

11. **EMISSIONS REDUCTION PROPOSAL**

The Committee considered a joint report of the Director of Markets & Consumer Protection, and the Remembrancer concerning a series of proposals to improve local air quality in the City and London as a whole.

In answer to a question it was confirmed that no fines for stationary idling had been issued to date.

Reference was made to the limits imposed in respect of gas boilers, solid fuel burners, and combined heat and power to not affect current installations. It was suggested that this was insufficient and that any Bill should also seek to require operators of such systems already in place to at least maintain them to the specifications they were capable of. This would significantly aid efforts to limit emissions across London.

RESOLVED: That the principles outlined in the report be endorsed and that authority be granted for officers to consult with the Department for Environment, Food and Rural Affairs, the Greater London Authority, London Boroughs and other interested parties, and to seek the assent of London Councils.

12. **PROPOSED APPROACH TO CARBON OFFSETTING**

The Committee considered a report of the Director of the Built Environment which set out a proposed approach to the collection and allocation of carbon offsetting contributions associated with development in the City.

RESOLVED: That the proposed approach to carbon offsetting as detailed in the report be approved.

13. **COMMUNITY INFRASTRUCTURE LEVY: NEIGHBOURHOOD PORTION PROPOSED GOVERNANCE ARRANGEMENTS, GRANT APPLICATION PROCESS AND ASSESSMENT CRITERIA**

The Committee considered a report of the Director of the Built Environment setting out the proposed governance arrangements, grant application process and assessment criteria for the City Community Infrastructure Levy (CIL) neighbourhood fund.

RESOLVED: That:-

1. Public consultation be undertaken to identify priorities for the use of the City CIL Neighbourhood Fund; and
2. The draft governance arrangements, grant application process and assessment criteria for the City CIL neighbourhood fund, as set out in Appendix 1 to the report, be approved for consultation with City communities.

14. **TRANSPORT FOR LONDON FUNDING: LIP ANNUAL SPENDING SUBMISSION 2019/20**

The Committee considered a report of the Director of the Built Environment which sought approval for projects to be included in the City Corporation's 2019/20 Annual Spending Submission to Transport for London (TfL).

Whilst recognising that allocations were made according to a specific funding formula used by TfL, officers were urged to explore the possibility of further funding being obtained for additional projects which might be of particular interest or benefit to TfL.

RESOLVED: That:-

1. The projects, as set out in the report, be included in the City Corporation's 2019/20 Annual Spending Submission;
2. Authority be delegated to the Director of the Built Environment to approve reallocations of the 2019/20 Corridors and Neighbourhoods grant of up to £100,000 within the financial year;
3. The allocation of the additional awarded sum of £106,822 for 2018/19 to the delivery of Legible London be approved; and
4. a Liveable Neighbourhoods bid for the City Cluster be submitted.

15. **SWAN LANE & TRIG LANE ESSENTIAL REPAIRS TO FLOOD DEFENCE WALL**

The Committee considered a report of the City Surveyor which sought funding for repair works to the flood defence wall adjacent to Swan Lane and Trig Lane.

RESOLVED: That approval be given to an allocation of £63,545 (including £12,250 risk allowance) from the 2018/19 City's Cash provision for new schemes, to fund the budget shortfall for the Swan Stairs works.

16. CITY OF LONDON POLICE MUSEUM: GOVERNANCE ARRANGEMENTS

The Committee considered a joint report of the Assistant Town Clerk & Culture Mile Director and the Commissioner addressing governance arrangements for the City of London Police Museum.

RESOLVED: That the decisions of the Culture, Heritage and Libraries Committee and the Police Committee in regard to the division of governance for the City of London Police Museum be ratified and the requisite amendments to terms of reference approved.

17. POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY

The Committee received a report of the Chamberlain updating it on projects and activities that had received Policy Initiatives Funding and funding from the Committee's contingency for 2018/19.

The Chairman advised that a report concerning the issue of multi-year requests for PIF funding was currently being prepared and would be submitted the next meeting.

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

18. AUDIOVISUAL PARTICIPATION IN MEETINGS

The Committee considered a joint report of the Town Clerk, Remembrancer and Comptroller & City Solicitor addressing the introduction of "virtual meetings" and the proposed next steps in relation to the policy, governance and financial implications arising from the introduction of a new meeting management arrangement. The report also commented more generally on the existing practice of annotating access requirements in committee papers by reference to the Local Government Act 1972.

Members welcomed the report as a sensible move towards facilitating increased participation at meetings, whilst recognising legal barriers or practical considerations which needed to be worked through. The pilot exercise being undertaken at the City of London Freemen's School was endorsed as a prudent approach to identifying and resolving any issues, with a view to wider implementation in due course.

RESOLVED: That:-

1. the principle of officers and Members fully participating in the discussion at meetings of the Board of Governors of the City of London Freemen's School via video link, on a trial basis be endorsed;

2. the Chamberlain be instructed to report, in consultation with the City Surveyor, on the necessary budget allocation to enable the holding of such meetings and facilitating virtual meetings more generally; and
3. the Town Clerk be requested to review the way in which Committee papers are currently annotated by reference to the Local Government Act 1972 and advise the Committee of the revised practice proposed, taking account of the advice contained in the report.

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

There was one question:

Procurement

In response to a Member's questions concerning City Procurement, the Chamberlain agreed to review the current practice whereby savings made through contracts owned by service departments reverted to the corporate centre. It was recognised that this practice could disincentivise service departments from using City Procurement and a report would be presented in due course. It was suggested that an element of backdating of savings might also be examined.

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

There were two urgent items:-

Digital Declaration

The Committee considered a report of the Chamberlain which proposed the City of London Corporation signing up to the Ministry of Housing, Communities and Local Government's Digital Declaration. The declaration committed the organisation to embracing and developing digital ways of working, digital citizens and business engagement and skills development.

RESOLVED - That approval be given to the City of London Corporation signing up to the UK Ministry for Housing, Communities and Local Government (MHCLG) Digital Declaration.

Brexit

The Chairman provided Members with an update on the Brexit negotiations and circulated a note setting out the City Corporation's statement in relation to the deal recently announced. Recognising that the position was fluid and constantly evolving, the Chairman sought and obtained Members' endorsement for the continued position of acting pragmatically and working with Government on behalf of, and in the best interests of, the City and the financial and professional services sector.

21. EXCLUSION OF THE PUBLIC

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

<u>Items No.</u>	<u>Paragraph No.</u>
22-24	3
25	3 & 5
26-30	3

22. NON-PUBLIC MINUTES

- a) The non-public minutes of the meeting of the Policy and Resources Committee held on 4 October 2018 were agreed.
- b). The draft non-public minutes of the meeting of the Resource Allocation Sub-Committee held on 4 October 2018 were noted.
- c) The non-public minutes of the meeting of the Public Relations and Economic Development Sub-Committee held on 10 October 2018 were noted.
- d) The non-public minutes of the meeting of the Projects Sub-Committee held on 10 October 2018 were noted.
- e) The draft non-public minutes of the meeting of the Courts Sub-Committee held on 15 October 2018 were noted.

23. CITY PURCHASE OF NEW ARTWORK

The Committee considered and approved a report of the Assistant Town Clerk & Culture Mile Director regarding the purchase of a new artwork for display in the Guildhall Art Gallery.

24. LORD CRAVEN'S CHARITY

The Committee considered and approved a report of the Town Clerk concerning the future of Lord Craven's Charity for English Christian Captives.

25. PROGRESS REPORT: FORMER RICHARD CLOUDESLEY SCHOOL SITE

The Committee considered and approved a report of the Director of Community and Children's Services, which briefed Members on developments made on the former Richard Cloudesley School site and the adjoining City of London Corporation land.

26. **MARKETS CONSOLIDATION PROGRAMME: PROGRESS REPORT**
The Committee considered and approved a joint report of the City Surveyor and Director of Markets & Consumer Protection concerning the progress of the Markets Consolidation Programme.
27. **CENTRAL CRIMINAL COURT PLANT REPLACEMENT: PHASE 4**
The Committee considered and approved a report of the City Surveyor concerning phase 4 of the Central Criminal Court Plant Replacement project.
28. **ST LAWRENCE JEWRY: ISSUES REPORT**
The Committee considered and approved a report of the City Surveyor regarding a project to undertake essential repairs at St. Lawrence Jewry Church.
29. **GUILDHALL SECURITY VISION**
The Committee received a report of the City Surveyor outlining the new security arrangements at the Guildhall Complex.
30. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**
The Committee received a report of the Town Clerk regarding decisions taken under delegated authority or urgency powers since the last meeting, in accordance with Standing Order Nos. 41(a) and 41(b).
- RESOLVED** – That the action taken with regard to the upgrade of facilities in the West Wing of Guildhall be noted.
31. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were none.
32. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED.**
There was one item of other business considered whilst the public were excluded.
33. **TO NOTE THE DRAFT CONFIDENTIAL MINUTES OF THE RESOURCE ALLOCATION SUB-COMMITTEE MEETING HELD ON 4 OCTOBER 2018.**
The draft confidential minutes of the meeting of the Resources Allocation Sub-Committee held on 4 October 2018 were noted.

The meeting ended at 3.03 pm

Chairman

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

PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Wednesday, 7 November 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)	Anne Fairweather
Deputy Jamie Ingham Clark (Deputy Chairman)	Marianne Fredericks
Randall Anderson	Christopher Hayward
Nicholas Bensted-Smith	Deputy Catherine McGuinness
Karina Dostalova	

Officers:

John Cater	- Town Clerk's Department
Peter Goss	- Town Clerk's Department
Kevin Mulcahy	- Chamberlain's Department
Dianne Merrifield	- Chamberlain's Department
Simon Glynn	- Department of the Built Environment
Mark Bailey	- Department of the Built Environment
Melanie Charalambous	- Department of the Built Environment
Paul Murtagh	- Community & Children's Services Department
Sarah Greenwood	- Community and Children's Services
Dorian Price	- City Surveyor's Department
Ola Obadara	- City Surveyor's Department
David Drane	- City of London Police

1. APOLOGIES

Apologies were received from Andrew McMurtrie, James Tumbridge and Deputy Philip Woodhouse.

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

Deputy Jamie Ingham Clark declared a non-pecuniary interest in relation to item 20 (Gateway 3/4 Issue – St Lawrence Jewry Church) by virtue of being a churchwarden at the church.

3. MINUTES

RESOLVED – That the public minutes and summary of the meeting held on 10 October 2018 be approved as an accurate record.

4. **OUTSTANDING ACTIONS**

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

Members were informed that progress on the Project Managers' Academy action would be reported to either the December or January meeting of the Sub-Committee.

RESOLVED:- That the report be noted

5. **GATEWAY APPROVAL PROCESS**

RESOLVED - That the Gateway Approval Process be noted.

6. **CORPORATE PROGRAMME OFFICE FORWARD PLAN**

Members considered the Corporate Programme Office Forward Plan.

RESOLVED:- That the Corporate Programme Office Forward Plan be noted.

7. **GATEWAY 1/2/3 - MANSION HOUSE EXTERNAL CLEANING AND LIGHTING**

Members consider a Gateway 1/2/3 Project Proposal report of the City Surveyor to improve the appearance of Mansion House.

Members were pleased to see the project would include upgrading the lighting but questioned the need for all elevations of the building to be cleaned. A request for an amended option to provide for the cleaning of the North and West elevations only was put to the meeting.

RESOLVED:- That –

1. a final decision on which option to pursue for the cleaning of Mansion House be deferred pending the report back on Gateway 4 and to allow an additional option for the cleaning of the North and West elevations only to be costed
2. option 5 be approved to provide for an upgrade in the existing lighting
3. a budget of £18,000 (comprising consultant's fees of £15,000 and staff costs of £3,000) be approved to allow the project to proceed to the next gateway
4. it be noted that the next report, Gateway 4, will present an agreed phased programme of works and updated costs following full consultation with stakeholders
5. it be noted that the preferred procurement route, following engagement with City Procurement, will also form part of the Gateway 4 report
6. it be noted that it is not feasible to combine this project with the St Lawrence Jewry stone cleaning project because specialised

conservation is less likely to achieve economies of scale and the St Lawrence project is further advanced

7. it be noted that the Mansion House stonework was examined as part of the conservation management plan in 2015 revealing that the elevations were in a generally fair condition.

8. **GATEWAY 3/4 OPTIONS APPRAISAL - BLACKFRIARS BRIDGE PARAPET REFURBISHMENT AND BRIDGE RE-PAINTING**

Members received a report of the Director of the Built Environment on the refurbishment Blackfriars Bridge.

Members acknowledged the comprehensive risk register attached to the report and saw this as a good example of how the costed risk approach could work. The Sub-Committee asked that efforts be made to co-ordinate the work with the Illumination River project so that the same scaffolding could be used for both projects.

RESOLVED:- That –

1. given that the parapet has been shown to be of sufficient strength, the project proceeds with Option 3, a full refurbishment of Blackfriars Bridge with repair and replacement of the cast iron features as required; working around the current access restrictions
2. ACOM (term consultant) be instructed to proceed with detailed design and prepare tender documents
3. despite the expected cost of the project now exceeding £5million, the project continues on the regular approval route and proceeds to Gateway 5 (expected October 2019) but that progress be reported back to the Projects Sub-Committee
4. it be noted that because the value of the project is expected to be over £5million, Gateway 4b approval will be sought from Court of Common Council.

9. **GATEWAY 1/2 PROJECT PROPOSAL - GUILDHALL YARD REFURBISHMENT/REPLACEMENT OF PAVIOURS**

Members received a report of the City Surveyor concerning a project to repair and/or replace the membrane and pavioours in the Guildhall Yard and improve the drainage system.

The Sub-Committee was informed that the Corporate Asset Sub-Committee had asked officers to find out if the Corporation's insurance would cover flooding to the Guildhall Art Gallery basement and a preliminary view was that it would not. Works to mitigate the flooding of the basement had been carried out and a temporary flood barrier was on order to be installed.

RESOLVED:- That –

1. a consultant be engaged to carry out a survey and detailed design proposals for the pavements and drainage in the Guildhall Yard
2. detailed options and associated costs be provided by means of a Gateway 3/4 report for Members approval.

10. **GATEWAY 2 PROJECT PROPOSAL - 55 MOORGATE S278 PUBLIC REALM AND HIGHWAY IMPROVEMENTS**

Members received a report of the Director of the Built Environment regarding a Section 278 agreement in connection with 55 Moorgate to provide improvements to the public realm and highway.

RESOLVED:- That the initiation of this project be approved.

11. **GATEWAY 2 PROJECT PROPOSAL - UNIFIED COMMUNICATIONS PROGRAMME**

Members received a report of The Chamberlain regarding a project to review the existing communications infrastructure (including telephony).

RESOLVED:- That the proposals set out in the Gateway report be approved and the United Communications Project be initiated.

12. **GATEWAY 7 OUTCOME - END USER REFRESH PROJECT**

Members received a report of The Chamberlain concerning the replacement of user devices (including desktops and monitors).

The Chairman welcomed the fact that the project had been well delivered and come in under budget. The Sub-Committee was informed that the project had been shortlisted in two LGC award categories: Digital Impact and Driving Efficiency through Technology and offered its congratulations.

RESOLVED:- That –

1. the lessons learnt from the project be noted
2. the unspent balance of £118,000 from the budget be returned to the centre
3. that the project be closed.

13. **GATEWAY 7 CONSOLIDATED OUTCOME REPORT - CITY PUBLIC REALM PROJECTS**

Members received a report of the Director of the Built Environment bringing together numerous projects set for closure.

In recognising the good public realm projects carried out, all within budget and incorporating effective public consultation, the Chairman asked that a plan of current public realm projects be drawn up to allow the Sub-Committee to take a view on where the lessons learnt could be put into practice.

Members pointed out that outcome reports should be submitted in a timely fashion if they were to be used effectively to apply to other projects. Members were informed that it was expected that an outcome report would be produced within six months of the end of the project, even if there were outstanding issues.

The outcome report for Mitre Square was amended so that under the sub-heading *Key Lessons* the words 'new, untried suppliers should not be engaged on similarly high-profile projects' were removed.

RESOLVED:- That, subject to the completion of the outstanding works/actions set out in Appendix 1 to the report, the projects be closed and lessons learnt noted.

14. GATEWAY 1/2/3/4 PROJECT PROPOSAL AND OPTIONS APPRAISAL - INSTALLATION OF SPRINKLERS IN SOCIAL HOUSING TOWER BLOCKS

The Chairman proposed that this report be taken in the public part of the meeting, whilst retaining the Project Procedure Corporate Risk Register as a non-public document.

The Sub-Committee noted that the project had a high cost risk factor and Members expected to see an appropriate provision made for the cost risk at Gateway 5.

RESOLVED:- That –

1. the report of the Director of Community and Children's Services headed Installation of Sprinklers in Social Housing Tower Blocks be taken in public
2. the contents of the report, including the total estimated project costs of £3,200,000 (including staff costs of £40,000 be noted
3. option 1 be approved:
 - a) to undertake a complaint approval procurement exercise for the installation of sprinklers in the City Corporation's five social housing high rise tower blocks, and
 - b) to seek committee approval at Gateway 5 for a contractor to be appointed to carry out the installation.

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

There were no questions.

16. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no items of urgent business.

17. **EXCLUSION OF THE PUBLIC**
RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.
18. **NON-PUBLIC MINUTES**
The Sub-Committee approved the non-public minutes of the meeting held on 10 October 2018 as an accurate record.
19. **NON-PUBLIC OUTSTANDING ACTIONS**
Members considered a report of the Town Clerk regarding non-public actions arising from previous meetings.
20. **GATEWAY 3/4 ISSUES - GUILDHALL EVENT CHAIRS**
Members considered a report of the City Surveyor regarding the replacement of chairs used for Guildhall events, given the poor condition of the existing stock.
21. **GATEWAY 3/4 ISSUE - ST LAWRENCE JEWRY CHURCH**
Members considered a report of the City Surveyor on refurbishment works to St Lawrence Jewry Church.
22. **GATEWAY 6 ISSUES - ACTION AND KNOW FRAUD CENTRE - CONTRACT SERVICE**
Members received a report of the Commissioner of the City of London Police concerning a project to deliver an integrated service to victims of fraud and cyber-crime.
23. **GATEWAY 3/4 ISSUES - THAMES COURT FOOTBRIDGE**
Members considered a report of the Director of the Built Environment which updated them on the current procurement and programme issues relating to proposed remedial works relating to Thames Court footbridge.
24. **GATEWAY 4C DETAILED DESIGN - CENTRAL CRIMINAL COURT PLANT REPLACEMENT: PHASE 4 - FEES TO GATEWAY 5**
Members received a report of the City Surveyor on the phased programme of works for the replacement of plant at the Central Criminal Court.
25. **GATEWAY 2 PROJECT PROPOSAL - LIBRARY SELF-SERVICE KIOSKS**
Members received a report of the Director of Community and Children's Services on a project to streamline two projects into a single contract to continue to provide self service facilities at libraries.
26. **BARBICAN CAMPUS PROGRAMME - RED, AMBER AND GREEN PROJECTS UPDATE REPORT**
Members noted a report of the Director of Operations and Buildings which summarised the current building related works and projects across the Barbican and Guildhall School.

27. **BUILDINGS PROGRAMME - RED, AMBER AND GREEN PROJECTS UPDATE REPORT**
Members noted a report of the City Surveyor which summarised the Buildings Programme projects managed by the City Surveyor's Department.
28. **INFORMATION TECHNOLOGY PROGRAMME - RED, AMBER AND GREEN PROJECTS UPDATE REPORT**
Members noted a report of The Chamberlain which summarised the projects managed by the IT Division.
29. **CITY OF LONDON POLICE PROGRAMME - RED, AMBER AND GREEN PROJECTS UPDATE REPORT**
Members noted a report of the Commissioner of the City of London Police which summarised the projects managed by City of London Police.
30. **ACTION TAKEN BY THE TOWN CLERK UNDER DELEGATED AUTHORITY OR URGENCY PROCEDURES**
The Sub-Committee noted a report of the Town Clerk which provided information on action taken under urgency procedures since the last meeting.
31. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
32. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no items of urgent business.
33. **FUNDING AND APPROVAL OF A NEW TEAM STRUCTURE AND MARKET FORCE SUPPLEMENTS TO THE PROPERTY PROJECTS GROUP, CITY SURVEYOR'S DEPARTMENT**
Members considered a report of the City Surveyor regarding funding and approval of a new team structure and market forces supplements to the Property Projects Group, City Surveyor's Department.

The meeting closed at 1.00 pm

Chairman

Contact Officer: Peter Goss / peter.goss@cityoflondon.gov.uk

This page is intentionally left blank

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

Wednesday, 14 November 2018

Minutes of the meeting of the Public Relations and Economic Development Sub (Policy & Resources) Committee held at the Guildhall EC2 at 11.00 am

Present

Members:

Deputy Catherine McGuinness (Chairman)	Deputy Edward Lord
Simon Duckworth (Deputy Chairman)	Andrew Mayer
Sir Mark Boleat	Jeremy Mayhew
Deputy Keith Bottomley	Alderman William Russell
Tijs Broeke	Deputy Tom Sleigh
Anne Fairweather	James Tumbridge
Christopher Hayward	Alderman Sir David Wootton
Deputy Jamie Ingham Clark	

Officers:

John Barradell	- Town Clerk & Chief Executive
Paul Double	- Remembrancer
Damian Nussbaum	- Director of Economic Development
Bob Roberts	- Director of Communications
Nigel Lefton	- Remembrancer's Office
Bruce Hunt	- Remembrancer's Office
Giles French	- Economic Development Office
Eugenie de Naurois	- Communications Team
Sanjay Odedra	- Communications Team
Peter Cannon	- Communications Team
Vic Annells	- Executive Director of Mansion House & Central Criminal Court
Emma Cunnington	- Town Clerk's

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from the Rt Hon the Lord Mayor and Sophie Fernandes.

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 amended public minutes and summary of the meeting held on Tuesday 9 October 2018 be approved as a correct record.

Matters arising

- The Sub-Committee heard how the Sports paper was on track to be submitted to this Sub-Committee at its December meeting.

4. **OUTSTANDING ACTIONS**

Members received an outstanding actions report of the Town Clerk and asked for the deadline of action 2 regarding the voting system for electing co-opted Members be brought forward.

RESOLVED, that:

- The report be noted.

5. **EDO MONTHLY UPDATE**

The Sub-Committee received a report of the Director of Economic Development providing highlights of the key activity undertaken by the Economic Development Office in late September and October.

The Director of Economic Development updated Members that the period had been incredibly busy and productive for the both the Chair of Policy & Resources and the Lord Mayor, and gave a summary of the appendices which had been separately circulated and remained available electronically.

The Policy Chair gave an update on the “cliff edge” issues which might arise in the event of a “no deal” Brexit which the City Corporation had been highlighting in political meetings.

A Member conveyed his view that ‘no deal’ was worse than the Prime Minister’s deal and that could be made clearer in the City Corporation’s messaging.

Another Member requested that issues around clearing derivatives and contract continuity be communicated with smaller, international trade associations.

Members agreed that this was a historic moment. It was made clear that there were two separate issues concerning the issue of the particular deal and the date that the UK would leave the EU. The Remembrancer clarified that the UK would leave the EU on the 29 March 2019 unless there an emergency Bill was submitted.

Members were updated on the event that was due to take place on 20 November to launch a report proposing a new immigration/visa system undertaken jointly between the City Corporation and EY, and were encouraged to pass on the invitation to their business contacts.

RESOLVED, that:

- The report be noted.

6. **CORPORATE AFFAIRS UPDATE**

The Sub-Committee received a report of the Director of Communications updating Members on key elements of the Corporate Affairs team’s activity in

support of the City Corporation's external political engagement and corporate communications.

The Director of Communications underlined the close working of the Communications Team, the Economic Development Office and the Remembrancer's Office.

A Member highlighted a few grammatical errors in the paper and another Member asked for future meetings to have these items mirrored in non-public to allow Members to have a more in-depth discussion. A Member also suggested that more up-to-date information could be tabled at the meeting of our corporate activity and consideration be given to the Policy Chair to give oral updates.

The Policy Chair asked the Director of Economic Development to see if TheCityUK could come to a future meeting of the Public Relations and Economic Development Sub Committee meeting.

RESOLVED, that:

- The report be noted.

7. PARLIAMENTARY TEAM 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.

The Remembrancer updated Members that the Brexit-related ambulatory references issues were still on-going.

Members were interested in the work that the City Corporation was undertaking on legal initiatives in partnership with other organisations, such as the Brexit Law Committee, and asked for an overview of this work to be submitted to the Sub-Committee in due course.

RESOLVED, that:

- The report be noted.
- The Remembrancer and Director of Economic Development to update Members on an overview of legal initiatives that the City Corporation is involved in.

8. REVIEW OF THE LORD MAYOR'S DRAGON AWARDS

The Sub-Committee received a joint report of the Director of Economic Development and the Chief Grants Officer, City Bridge Trust, concerning the recent consultation exercise to refresh the Lord Mayor's Dragon Awards in 2020 and the Awards' website.

Following a question, the Director of Economic Development committed to finding out who owned the rights to the Awards.

A Member spoke, from his own experience, of concerns relating to how the Awards required organisations to be able to devote considerable effort in putting together their entries, which might militate against those without the same resources even if they have the best projects. Other Members reported that, in the last year, this had improved, and smaller organisations had been included.

A Member also highlighted the need to draw together the City Corporation's work on the Dragon Awards with that of the Lord Mayor's Appeal and Heart of the City.

Members, then, began to discuss the dress code for the Lord Mayor's Dragon Awards Dinner and whether black tie was appropriate, and the format fit for business. Others felt that this was a celebratory event and so the dress code should remain black tie.

A Member also felt that beneficiaries of the projects ran by these organisations should also be invited to the dinner and reported that this balance had improved in recent years.

Following a discussion, Members gave the steer to the Director of Economic Development that there was no need to change the format of the Awards for 2019 but to review this in more detail for 2020.

RESOLVED, that:

- The approach of building on the recent consultation exercise to consider how best to refresh the Lord Mayor's Dragon Awards in 2020, and a planned refresh of the Awards website for 2019 to improve its functionality, be noted.

9. **NEW CORPORATE RISK - BREXIT**

The Sub-Committee received a report of the Chamberlain detailing information on the new corporate risk focused on minimising the impact of disruption to key City Corporation services following the departure of the UK from the EU on 29 March 2019 (Brexit).

The Town Clerk assured Members that he had requested that there be an item on every committee agenda on Brexit risks, and that the Establishment Committee would be considering any issues around staffing and dependencies, particularly non-UK EU staff who needed support to settle their legal status in the UK.

Members made the following comments:

- The City Corporation had been slow to undertake this work, compared to other organisations;
- SMEs needed to be reminded of support they could access when planning for Brexit scenarios;
- It was vital that non-UK EU citizens received reassurance, education and support to settle their legal status in the UK before the UK left the EU,

and the City Corporation should ensure that they were doing this for staff;

- The impact of Brexit on the City Corporation's property portfolio was not clear in terms of yield and returns;
- A Finance Fund was available for certain functions such as Port Health Authority, but government guidance for public bodies was still being developed.

The Chair of the Establishment Committee informed Members that there were over 100 non-UK EU nationals currently employed by the City Corporation and that a paper would be coming to the Establishment Committee looking at options to ensure that these staff feel safe, secure and supported.

RESOLVED, that:

- The inclusion of a new corporate risk (CR26) in relation to Brexit be noted;
- The eight subsidiary Brexit related risks be maintained by Chief Officers on departmental risk registers.

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

Questions were raised as follows -

Publicity of HRH The Duke of Cambridge Declaration on Illegal Wildlife Trade

A Member asserted that there had not been any media surrounding the 'Mansion House Declaration' from when HRH The Duke of Cambridge had come to Mansion House to sign a declaration on Illegal Wildlife Trade. The Head of Media committed to circulating details of media coverage of this matter.

Business Canvass and Vote

A Member asked a question regarding the statistics of the business canvass and voter registration, as he had learnt that the City Corporation had 50% less uptake on voter registration than in previous years. There were some concerns expressed regarding up-to-date information that the Electoral Services team used to contact businesses and potential new voters. The Town Clerk committed to circulating a note outlining to Members the statistics on voter registration uptake.

11. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

The following items of urgent business were raised –

Communications to residents and electors

The Policy Chair questioned whether all corporate communications (including to residents) had appropriate oversight from the Director of Communications and it was agreed that there should be a centralised approach. The Policy Chair also suggested that there had been some confusion about how Members

could now communicate with residents and businesses in light of the new General Data Protection Regulations (GDPR). It was recommended that training sessions be set up for Members to assist them.

There was discussion of the issues around data protection and one Member advised that there were exemptions to make political engagement possible.

The Chair of the Members Diversity Working Party updated the Sub-Committee on some of the preliminary discussions that had been had in that Working Party regarding attracting candidates to stand for Common Council from a diverse range of backgrounds.

RESOLVED, that:

- Member briefing sessions be set up covering communication to residents and electors.

Lord Mayor's Banquet

The Policy Chair requested Members to give feedback on the Lord Mayor's banquet. The following points were made:

- The omission of the late Lord Mayor's speech was sensible;
- Discussion ensued around how to make the Banquet more business focused;
- The Lord Mayor and Prime Minister's speeches were well aligned with the Prime Minister referencing the City Corporation's digital strategy.

12. **EXCLUSION OF THE PUBLIC**

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

Item	Paragraph
13, 14	3, 2

13. **NON-PUBLIC MINUTES**

The non-public minutes and summary of the meeting held on 9 October 2018 were approved.

14. **BREXIT RELATED RISKS FOR THE CITY OF LONDON CORPORATION**

The Sub-Committee received a report of the Director of Economic Development concerning Brexit related risk for the City Corporation.

RESOLVED, that:

- The report be noted.

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

There were no questions.

At this point, the fire alarm sounded and the meeting was adjourned between 12:12 and 12:26 as the building was evacuated.

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

The following items of urgent business were raised:

1. Managing Director of the Brussels Office;
2. Recent media interest.

The meeting closed at 12.34 pm

Chairman

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

This page is intentionally left blank

Committee(s)	Dated:
Culture, Heritage and Libraries – For Decision Policy & Resources Committee – For Decision Planning and Transportation – For Information Barbican Board – For Information Open Spaces and City Gardens – For Information Guildhall School of Music & Drama Board – For Information Cultural Mile Working Party – For information Museum of London Board of Governors – For Information	11/12/2018 13/12/2018 18/12/2018 23/01/2019 04/02/2019 18/02/2019 February 2019: date tbc 27/03/2019
Subject: City of London Visitor Strategy 2019/23	Public
Report of: Peter Lisley, Assistant Town Clerk and Culture Mile Director	For Decision
Report author: Nick Bodger, Cultural and Visitor Development Director	

Summary

The City Corporation’s visitor strategy 2013/17 expired at the end of last year. Following a successful tender process, RJS Associates were commissioned in April 2018 to undertake a full consultation with internal and external stakeholders, and to produce a new strategy.

The visitor landscape has shifted significantly since the last strategy was written. The opportunities and challenges of a post-Brexit London, the opening of Crossrail, and anticipated (significant) growth in London’s visitor footfall, as well as other major considerations such as the growth of the night-time economy, are all likely to impact on how we work to promote and develop the City as a key destination within London, and how we support London’s visitor economy more widely. These issues are considered in the new draft City of London Visitor Destination Strategy (2019-2023) which is appended to this report.

This report seeks Member approval and/or comments on the new draft.

Recommendation(s)

Members of the Culture, Heritage and Libraries Committee and the Policy and Resources Committee are asked to:

- Approve and provide feedback on the draft City of London Visitor Destination Strategy (2019-2023) as shown in appendix 1; and

- Note that your Committee will be asked to approve any significant amendments arising from the committee journey detailed above, endorsing the Strategy's submission to Court of Common Council in spring 2019.

Members of the Planning and Transportation Committee, Barbican Board, Open Spaces and City Gardens Committee, Guildhall School of Music & Drama Board, Cultural Mile Working Party and Museum of London Board of Governors are asked to:

- Note the draft City of London Visitor Destination Strategy (2019-2023) as shown in appendix 1 and provide feedback as relevant.

Main Report

Background

1. The City of London's Visitor Strategy 2013-17 expired at the end of last year. Working with your Cultural and Visitor Development Teams, RJS Associates were appointed in April of this year to undertake a full consultation across internal and external stakeholder groups and to produce a new strategy. This is attached in appendix 1.
2. The consultation saw interviews with key officers from across the City Corporation's tourism portfolio, Members and external tourism stakeholders. They included relevant City departments (and their Chief Officers), Culture Mile partners, neighbouring London Boroughs, area BIDs and national and London tourism agencies and authorities. Close liaison with your Corporate Strategy Team to ensure alignment with corporate plans and thinking was also a part of this process.
3. Following the interviews, themes and ideas began to emerge. To test these, workshops were undertaken to which key City tourism stakeholders were invited. These included members of the City's Hotels, Attractions and Retail Network and its City Culture Network. The current draft (appendix 1) is a reflection of both the interviews and the key themes which were discussed at the workshops.
4. Throughout the process, close attention has been paid to ensuring the draft strategy aligns with existing strategies, particularly the Corporate Plan, Cultural Strategy 2018/22 and the Culture Mile Strategy 2018/28.

Current Position

5. The new strategy is broken down into seven parts – an Introduction, the Strategic Context, Opportunities and Challenges, the Strategic Approach, Strategic Priorities, Implementation, and Outcomes and Monitoring. The Strategic Approach summarises the vision, priorities and outcomes on a single page.
6. The Strategic Priorities list new actions and ambitions and are specifically designed to challenge the organisation, reflecting conversations that have taken

place throughout the consultation process. Most can be realised within existing resources, while others may need to seek funding from internal and/or external sources. Business planning for the Town Clerk's Cultural Services teams and for other departments (where appropriate) will therefore need to address the priorities appropriately.

7. Following approval by the Summit Group in November 2018, further revisions are expected as the Strategy makes its journey through the Committees listed at the head of this report, reflecting their feedback and comments before a final draft is presented to the Court of Common Council in spring 2019.
8. The final amended Strategy will be resubmitted to your Culture, Heritage and Libraries and your Policy and Resources Committees should any significant changes have been made during its committee journey, ahead of it being considered by the Court.
9. The full appendices detailing the research behind the Strategy, a list of those consulted during the Strategy's creation, and highlights across the extent of the last Strategy's term (2013-17) are available on request from the Assistant Town Clerk and Culture Mile Director.

Corporate & Strategic Implications

10. Full consideration of the strategic context and implications for the new City of London Visitor Destination Strategy is given within the draft (appendix 1) under the section "The Strategic Context".
11. The Strategy has been developed in close consultation with your Corporate Strategy Team in the Town Clerk's Department to ensure alignment with corporate plans and thinking, and to agree appropriate monitoring and evaluation criteria.

Conclusion

12. A new visitor strategy has been developed by RJS Associates. The current draft reflects the thoughts, ideas and issues raised during the consultation process and seeks to prepare the City for the opportunities and challenges that lay ahead over the next five years.

Appendices

- Appendix 1 – Draft City of London Visitor Destination Strategy (2019-2023)

Background Papers

The appendices to the City of London Visitor Destination Strategy (2019-2023) are available on request from the Assistant Town Clerk and Culture Mile Director.

Nick Bodger

Cultural and Visitor Development Director

T: 020 7332 3263

E: Nick.Bodger@cityoflondon.gov.uk

Discover the City

The City Of London Visitor Destination Strategy (2019-2023)

Draft

June 2018

Commissioned by: City of London Corporation

Written by: Carmel Dennis and Richard Smith
Edited by: Flagship Consulting

RJS Associates Ltd
E: info@rjsassociates.co.uk



RJS

RJS ASSOCIATES LTD
Destination Tourism Consultants

Foreword

“Our role in presenting the City, and indeed London, as an unparalleled world-class destination remains steadfast. We are blessed to be custodians of such an asset.”

With over 2,000 years of experience in welcoming the world, the City has always been, and continues to be, one of the most historic, yet innovative destinations, welcoming business and leisure visitors from across the globe.

Nationally, it leads all English local authorities for its use of heritage to foster a distinctive identity and enjoys the number one spot for engagement in culture, as identified in the Royal Society for the encouragement of Arts, Manufactures and Commerce’s (RSA) latest *Heritage Index (2016)*, and in the Government-commissioned *Active Lives Survey* conducted by Ipsos MORI in 2017.

This is the City of London Corporation’s fourth Visitor Strategy, its first was produced in 2007 and its most recent in 2013. Since that last strategy, huge progress has been made in delivering its vision – to significantly develop our visitor economy and, in so doing, enhance London’s attractiveness as place to visit and do business. In 2017, the City recorded increases against the strategy’s baselines of 19% in visits to its various attractions, 107% in visitors overall¹, and 109% in visitor spend. Today, the sector is estimated to support over 18,000 jobs in the City.

Our role in presenting the City, and indeed London, as an unparalleled world-class destination, remains steadfast. We are blessed to be custodians of such an asset

It is crucial that we stay ahead of economic and tourism trends to ensure that the City maintains its world-class status. There is no doubt there are significant challenges ahead: challenges which straddle political, economic and demographic issues, but also ones which involve welcoming new markets as countries start to open up to more international travel.

Research by *Humankind* in 2017, which was commissioned through a partnership of the City Corporation, London and Partners and the Mayor of London, sought to evaluate and optimise messaging about London, unveiling two compelling motivators for visitors to London specifically – motivators that the City has in spades. That “London is a city of amazing experiences old and new” and that London is a “city of discovery, with surprises at every turn” are the themes which lie at the heart of our 2019-2023 Visitor Strategy.

Our aim is for every visitor – whether here for business or leisure (or both), whether visiting from near or far, whether here for the first or the tenth time – to discover their own City experiences and create their own City stories.

Graham Packham, Chairman of the City of London’s Culture, Heritage and Libraries Committee [pending sign off from Mr Packham]

¹ A new model for calculating visitor footfall and spend was adopted by the City Corporation in 2016; this has seen significant increases on original estimates primarily because the new model includes groups not considered previously e.g. day visitors from a holiday base, and conference and meetings visitors. Growth in the City’s tourism sector (particularly accommodation) while significant, is therefore not the only contributor to the substantial increases quoted.

Contents

1. Introduction	4
2. The Strategic Context	5
3. The Opportunities and Challenges	9
4. The Strategic Approach	11
5. Strategic Priorities	13
6. Implementation	22
7. Outcomes and Monitoring	24
8. Summary	26
9. Appendices	On request
1: Research and Policy Context	
2: 2013/17 Strategy Highlights	
3: Consultations	

1 Introduction

“By seeing London, I have seen as much of life as the world can show.” Samuel Johnson, 1773

The City of London *is* London.

It is the birthplace of our capital, with a history stretching back over 2,000 years. Its stories, sights, smells and sounds are unique and are integral to England’s political, social, literary, artistic and financial history. More than that, they have played a part in shaping the history of so much of the wider world.

Its skyline, where ancient places of worship, medieval halls and Tudor pubs jostle for space with some of the most architecturally-significant skyscrapers found anywhere today, is one of the most exciting in the world. Underneath, a dense medieval street plan invites visitors to tread their own path as they discover a wealth of world-famous, and lesser-known visitor experiences, all within easy walking distance of one another.

The City is hyper-connected to the rest of London, the UK and the world with seven mainline stations, seven underground lines and easy access to City Airport. Unsurprisingly, this brilliant connectivity is perfect for the millions of international business visitors who come to the City for work, meetings and conferences, investing in and building our national economy.

For so many visitors, the City embodies London. The role of its rich historic past, combined with a rapidly evolving future, cannot be understated and plays a significant role in London’s wider success as a global visitor destination.

This in turn benefits the City, which enjoys the many dividends of being part of the total London offer, including the world-class hotels, heritage, culture, shopping, parks and events which surround it.

This is *The* City within a city; London’s heart and heartbeat and the place from where this unique global entity grew and continues to grow.

2 The Strategic Context

This document provides a strategic framework for the development of the City of London’s visitor economy. It sets out a series of step-change objectives and identifies several priorities for development and key target markets.

It is the result of a wide-ranging review, including:

- Examination of international and national visitor trends and forecasts
- Consideration of the policies of the Government and national and local tourism organisations (in as much as they reflect the City’s own plans)
- Input from a series of workshops and consultations with tourism operators and stakeholders, and City Corporation Members and officers.

2.1 Policy Framework

The City of London’s Visitor Strategy supports national, local and industry economies, delivering positive benefits to Londoners through jobs, learning, “good” growth and prosperity.

2.1.1 This Visitor Strategy contributes to the **City Corporation’s Corporate Plan 2018/23** - in its aims to:

- Promote London for its creative energy and competitive strengths (ref. 7d)
- Promote the City, London and the UK as attractive and accessible places to live, learn, work and visit (ref. 8a)
- Champion investment in relevant skills and diverse talent pools (ref. 8d)
- Advocate ease of access via air, rail, road, river and sea (ref. 9c)
- Improve the experience of arriving in and moving through our spaces (ref. 9d)
- Create and transform buildings, streets and public spaces for people to admire and enjoy (ref. 10c)
- Protect, curate and promote world-class heritage assets, cultural experiences and events (ref. 10d)
- Champion a distinctive and high-quality residential, worker, student and visitor offer (ref. 10e).



2.1.2 The strategy is the City of London’s framework to support the Mayor’s **Tourism Vision for London** (produced by London & Partners). It aims to create a world class visitor experience through:

- Promotion
- Visitor experience
- Information, infrastructure and amenities
- Developing the infrastructure for business visits and events.

- 2.1.3 It supports the delivery of the **City of London's Cultural Strategy 2018/22**, with its focus on repositioning the City as a world capital for commerce and culture, developing Culture Mile (supporting **the Culture Mile Strategy 2018/28**) and promoting the cultural, heritage and creative strengths of the City.
- 2.1.4 It reflects the **City of London's Local Plan 2015**, which identifies the need "to promote a high quality of architecture and street scene appropriate to the City's position at the historic core of London...supporting the continued development of the City as a cultural destination for its own communities and visitors".
- 2.1.5 It draws from, and supports, national government plans and strategies, such as the national tourism plan of the Department of Culture, Media and Sport (DCMS), and the Greater London Authority's (GLA) plans, such as **Culture for all Londoners, A Vision for London as a 24-hour City** and the **London Plan**.

2.2 The global tourism economy

Travel and tourism is one of the world's largest economic sectors, accounting for 10.4% of global GDP and 313 million jobs, or 9.9% of total employment in 2017.²

London is the gateway to England, and the UK. In 2016, London alone attracted over 30m overnight visits - of which over 19.1m were international. London accounts for half of England's international visitors and its visitors generate nearly £30 billion of spend a year. The sector employs 700,000 people - one in seven of the capital's jobs - and accounts for 11.6% of London's GDP³. Visitor numbers to London are expected to grow to 40.4m by 2025.

² Travel & Tourism Economic Impact 2018 (World Travel and Tourism Council 2018)

³ A Tourism Vision for London (London and Partners 2017)

2.3 Tourism in the City of London in 2017

“The City is a world within itself. Centred in the heart of the metropolis, with its innumerable capacities for commercial pursuits, it presents at first sight to a stranger a most mysterious and unfathomable labyrinth of lanes and alleys, streets and courts. Streets thronged with a bustling multitude, whose various occupations, though uniting in one grand whole, seem to have no direct association with each other.” D. Morrier Evans, *The City*, 1852

THE BELOW IS TO BECOME A SERIES OF INFOGRAPHICS

- 18.4m visits
- £1.76billion spend
- Supports over 18,000 jobs
- 70% of spend is from London and UK residents / 30% from overseas
- More than half of spend (53%) is from business visitors, the rest from leisure visits⁴
- 6.6m visits to City attractions (+26% since 2010⁵)
- 383,000 visits to the City Information Centre
- 6,200 hotel/aparthotel bedrooms⁶ (circa 40% increase since 2011)

2.4 Tourism Futures

There are three key emerging trends that will impact tourism to the City; all create exciting opportunities for the area and the way its product is packaged and promoted.

- London’s visitor numbers are expected to grow to 40.4 million by 2025, with increases across all markets; the strongest growth is anticipated to come from Asia (particularly China).⁷
- Technology will continue to transform the visitor experience. Smart phones have become essential tools, used for researching and booking, as well as for wayfinding and sharing photos via social media. Having timely, accurate and lively online destination content will be crucial. Push-technology has become super-smart, with algorithms facilitating the targeting of specific audiences with specific messages that meet their profile, interests and location⁸

⁴ City of London Facts of Tourism 2017 (RJS Associates Ltd – 2018)

⁵ City of London’s Visitor Attractions Monitor (RJS Associates Ltd 2018).

⁶ City of London Facts of Tourism 2017 (RJS Associates Ltd 2018).

⁷ A Tourism Vision for London (London and Partners 2017)

⁸ The Future Travel Journey: trends for future tourism product development (Foresight Factory Research for VisitEngland July 2017)

- Consumer behaviour is changing, as there is a fundamental shift in what value means. Value is about collecting as many unique experiences as possible and travellers are seeking genuine, authentic, tourism products and will be driven by 'wish lists' of experiences.⁹

⁹ The Future Travel Journey: trends for future tourism product development (Foresight Factory Research for VisitEngland July 2017)

3 The Opportunities and Challenges

3.1 Opportunities

Prestige and depth of offer	There is nowhere in the world like the City. From a visitor perspective it offers incredible value in terms of the number of unique, authentic experiences on offer within a small and walkable distance of one another.
Host of new attractions	<p>The Sky Garden, London Mithraeum, Billingsgate Roman House and Baths, and Aldgate Square and Guildhall Yard (both as event spaces) are all recent additions to the City's visitor offer; in the pipeline is the new location for the Museum of London and a new visitor centre at the Monument Piazza.</p> <p>There are exciting opportunities for the development of other attractions including the Old Bailey, Mansion House and more high-level sky gardens.</p> <p>These will enhance the visitor experience and the appeal of the City as a place to visit and do business.</p>
Bed-stock increase	The City has nearly 6,200 hotel/aparthotel bedrooms, a growth of 40% since 2011 (with more planned), creating opportunities for an overnight market, particularly for leisure visitors at weekends.
Retail and restaurants	The City's shopping, food and drink offer has been transformed; developments, such as Bloomberg Arcade, One New Change and Broadgate, are at the forefront of innovative food and beverage experiences.
Culture Mile	A rival to any of London's cultural hubs, the creation of Culture Mile will add immeasurably to the City's rich arts and heritage offer, creating a lively and safe day, evening and night-time destination.
Evening and night time economies	Illuminated River, Culture Mile and increased transport options will deliver great opportunities to develop the City as a destination of choice for overnight stays and evening visits.
Improved connectivity	Crossrail, the expansion of City Airport and the Night Tube will create opportunities to develop new markets at times when the City has capacity, particularly weekends and evenings.

3.2 Challenges

Peaks and troughs of capacity and demand	Although the City benefits from high year-round occupancies, this is not always the case at weekends, which are quieter, and when some attractions, shops, bars and restaurants are closed. At these times, demand for hotels is weaker, and the streets are quieter and lack animation - this can feel unwelcoming for visitors.
Capacity for growth	Demands on land use mean that future growth in hotel supply will be limited – as recognised in the City of London Local Plan policies. Increasing overnight stays will therefore be limited, noting the Culture Mile area is perceived to be particularly short of hotels.

Increased competition	<p>Other areas and boroughs of London – such as Greenwich and the Queen Elizabeth Olympic Park – have plans for major infrastructure and cultural developments in the coming years.</p> <p>Globally, other world cities are developing facilities and targeting visitors as well as business investors, particularly Frankfurt, Dubai, Singapore and Beijing.</p> <p>The City needs to ensure it works hard to maintain its market share.</p>
Perception issues	<p>London can be perceived as expensive and crowded, especially among domestic audiences¹⁰; despite recent leaps forward, the City is known for business significantly more than for its heritage and cultural offer.</p>
Wider challenges	<p><u>A sustainable workforce</u>: across London the visitor sector is estimated to employ 700,000 people. It is estimated that 21,000-63,000 recruits are needed each year to maintain current levels. This could be a significant challenge post-Brexit.</p> <p><u>Terrorism and security</u>: central London and the City remain sensitive to terrorism and security-related incidents. These can lead to major drops in visitor numbers and impact negatively on perceptions. Overseas markets, families and school groups are particularly susceptible.</p> <p><u>Visas</u>: India and China are forecast to be major growth markets for international travel but the costs of obtaining visas is a major concern for London’s tourism sector. Post-Brexit, tighter visa regulations could negatively influence visitor numbers to the UK from European markets for both leisure and business.¹¹</p> <p><u>Air capacity</u>: London’s runways and airports have sufficient capacity to support the growth anticipated through to 2025. In the long term however, this could become a constraint for growth across all London.</p> <p><u>Hotel capacity</u>: it is estimated that London needs at least an additional 23,000 hotel rooms by 2025 to sustain growth at predicted rates.¹²</p>

¹⁰ City Hotels, Attractions and Retail Network (CHARN) presentation (London & Partners – 2018)

¹¹ Implications of Brexit (Tourism Alliance 2017)

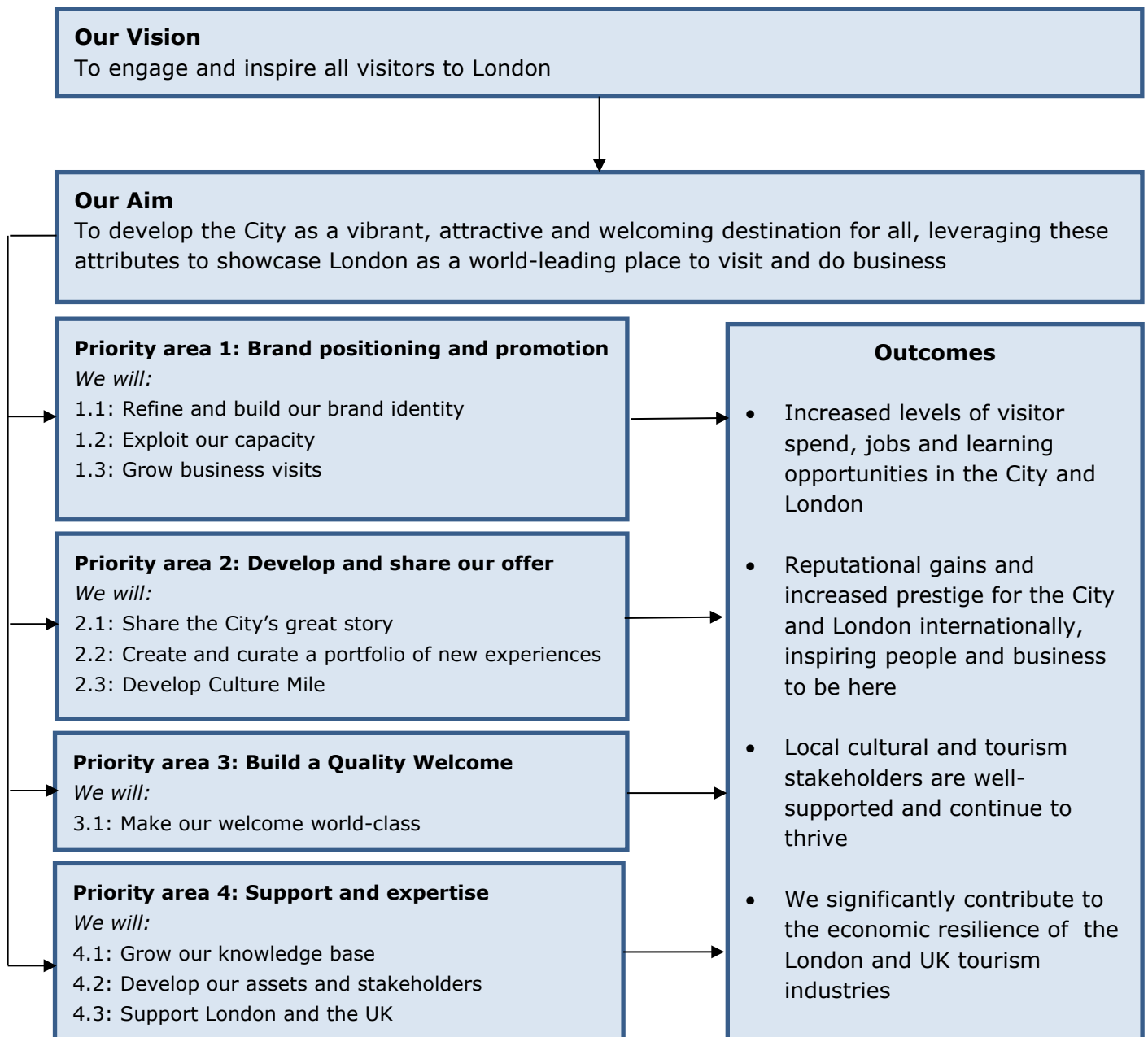
¹² A Tourism Vision for London (London and Partners 2017)

4 The Strategic Approach

“I’ve been walking about London for the last thirty years, and I find something fresh in it every day.” Walter Besant

4.1 Overview

This five-year Visitor Strategy is supported by four key priority areas, all focused on showcasing the very best of the City of London for leisure and business visitors, which will in turn benefit the wider London community.



Underpinning these objectives there are a number of universal values and principles, which cascade throughout the organisation and how we work. These include:

- Working in partnership in an open, accessible and transparent way
- Practising responsible tourism and building 'good growth' for the City – targeting the right markets at the right times in the right locations
- Championing an environmentally-sustainable City – encouraging walking, cycling, pedestrianisation and use of 'clean routes'
- Creating a London for all Londoners – enabling all to benefit from growth and prosperity.





4.2 Target Markets

This strategy focuses on those visitor markets which have the most significant value and/or growth potential for the City, and where actions will make the biggest impact.

Criteria for prioritising markets include:

- Potential motivation triggers: do we have the right product to align with interests?
- When visiting: season, day of week, time of day
- Level of spend
- Longer-term potential: repeat visits, referrals, extenders
- Ease of marketing: cost and resource to influence audiences (at inspiration stage, during planning, when in London).

The City of London has identified four tier-one target markets:

	<p><u>Overseas sightseers</u>: A significant market for London and the City. Their key reason for visiting is our exceptional heritage offer. There are clear and actionable opportunities to grow this market by building on and cross-selling the number of unique experiences in a small and connected area.¹³</p>
	<p><u>Day-trip families</u>: Based in London and the Home Counties and typically travelling with children under the age of 15. The City has a strong family offer with bucket-list attractions and good connectivity.</p>
	<p><u>London adults</u>: Living (and/or working) in London and visiting the City for a day or evening as couples or in friend groups without children. They will be influenced by our heritage and cultural offer, events, Culture Mile, and the evening and night-time economies.</p>
	<p><u>Business visitors</u>: Account for over half of visitor expenditure in the City. They are an important audience to influence, to persuade to explore and spend more when they are here, to encourage to re-visit or to extend their stay and with whom we must foster the aspiration to work and do business in London.</p>

¹³ A Tourism Vision for London (London and Partners 2017)

5 Strategic Priorities

5.1 Priority area 1 – Brand Positioning and Promotion

5.1.1: Build and refine our brand identity

Rationale

The City is home to attractions and buildings that are international icons, steeped in history and perfect for rich and engaging storytelling. The depth of the City's heritage however, and the variety of its culture are not fully represented or reflected in public perceptions of the area¹⁴.

The concepts of "City of Old and New" and "City of Discovery"¹⁵ provide the foundation for our future positioning – building on the juxtaposition of our unique heritage and our creative, dynamic and innovative present, combined with a medieval street plan of alleyways and passages, inviting discovery and revealing a wealth of hidden gems.

Areas for Action

- Position the City as a world-leading heritage destination and London's heritage centre. This will improve the profile of the City to heritage service providers – from heritage agencies to museums and interpretative experiences – encouraging them to see the City as the perfect place in which to conduct business.
- Promote the City's history and heritage both domestically and internationally:
 - Create London-wide campaigns that develop the "City of Old and New" concept
 - Create and/or seek joint ventures and campaigns that drive footfall between heritage destinations (such as that achieved in *England Originals* with England's Historic Cities)
 - Strengthen the City's alliance with Visit Greenwich and seek similar opportunities with heritage hubs within London
- Develop target-market-focused digital content that features the City's unique heritage and identity, distributing via social media and through our strategic partners.
- Further build the concept of "City of Discovery" promoting the City's many pop-up events and installations in the public realm (notably within Culture Mile and through the City's Outdoor Arts Programme) across social media channels specifically, targeting the markets identified below.
- Develop a City-wide marketing and communications strategy to drive visitors', learners' and residents' awareness of our cultural offer, focussing on the anticipated increase in visitors with the Elizabeth Line in 2018/19 and working to engage the existing working population¹⁶.

¹⁴ Source: Londinium Evaluation report (The Audience Agency for the City of London Corporation – 2017)

¹⁵ Source: London Message Testing (Humankind Research for London and Partners, City of London Corporation, GLA – 2017)

¹⁶ Action adopted from the City of London's Cultural Strategy 2018/22 (objective 7)

Markets Reached



5.1.2: Exploit our capacity

Rationale

The City has peaks and troughs of capacity which are perhaps at odds with the wider London offer; it is therefore a priority to develop strategies to address under-use. Weekends and school holidays are particularly low-demand periods for many hotels, bars and restaurants; and attractions see visitor numbers dip during the winter months.

Strategies and solutions are needed to stimulate demand in quieter periods, activating key market segments at different times. The aim is to deliver good growth and add real value to businesses within the City.

Developing such tactical marketing campaigns will be best achieved in partnership with transport operators and other London boroughs, as well as strategic partners such as London & Partners. The City may play a leadership role or a supporting role in such initiatives.

Action Areas

- Refine the appropriate target market mix for the City, identifying key segments and their motivations, and craft suitable campaigns that are shared with appropriate delivery partners.
- Undertake tactical marketing campaigns that address low-demand periods, and which respond to opportunities as they arise, including:
 - Joint campaigns with transport operators that promote the City at weekends and during school holidays
 - Featuring City product internationally, by establishing new partnerships with incoming tour operators and overseas travel trade.
- Support the Mayor's **Vision for London** as a 24-hour city by developing and growing the City's night-time offer, with particular emphasis on Culture Mile. The focus should be on delivering compelling "old and new" alternatives to traditional activities.

Markets Reached



5.1.3: Grow business visitors

Rationale

The City welcomes high numbers of business visitors (with and without family members/partners) for meetings and conferences, and on short-term working contracts. Their experience of the City can influence their future business decisions for relocation, investment and recommendation.

There are opportunities to increase the number of business visitors (particularly conference visitors), their spend and experience (particularly those staying overnight).

Action Areas

- Raise the profile of the City's suitability for conferences and meetings by showcasing its exclusive range of venues and facilities through the London Convention Bureau (London and Partners) and other channels (e.g. London City Selection).
- Support London's welcome to large business conferences and congresses, showcasing Culture Mile as a key attractor.
- Support the London Convention Bureau's London Ambassador Programme by engaging City business figures and experts to help generate and attract conferences.
- Develop dedicated, and incentivised, collateral and digital content to encourage business visitors to extend their stay, return and/or recommend the City.
- Identify and support appropriate partners, including the City's hotels, to develop specific campaigns (domestic and international) targeting business visitors.
- Develop solutions to better penetrate City businesses and communicate our offer to City workers.

Markets



- Domestic
- International
- Conference organisers and delegates.

5.2 Priority area 2: Develop and share our offer

5.2.1: Tell the City's great story

Rationale

The story of the City, its status as the birthplace of London and cradle of the capital's rich history and heritage, and its roots as a world leader in law, business and politics, are its crown jewels when it comes to attracting visitors.

Interpreting, and reinterpreting the City's story to engage with target markets will be pivotal in encouraging further growth and creating the kind of dynamic campaigns which drive awareness and footfall.

Action Areas

- Develop and agree a digital marketing plan that clearly focusses our ambitions for attracting visitors through our own web-based and social media platforms as well as those of third parties.
- As part of the above, develop a dedicated visitor website that tells the story of the City, provides itineraries and experiences, and acts as a portal to attractions, events and services.
- Complement the new website with a suite of quality-curated digital content, pushing this through strategic partners and third-party websites, social media and apps to build City presence and reach.
- Utilise virtual museum and gallery digital platforms to curate and provide access to our assets and collections and create an interest in visiting the City.
- Develop the City's streetscape as a living museum using virtual and augmented reality and on-street interpretation. Work with the City Information Centre, Culture Mile (notably Museum of London) and Monument Visitor Centre to complement this offer.
- Encourage use of ground-level window space to create a sense of place for the City, via artworks, interpretation and City timelines and stories.
- Add depth to the City story through the development of content and marketing collateral with neighbouring areas.

Markets Reached



5.2.2: Create and curate a portfolio of new experiences

Rationale

To claim its starring role on a crowded world stage, the City needs to make the utmost of its established icons and of its less-exposed assets to create a portfolio of new world-class experiences which tap in to the crucial "fear of missing out" (FOMO) motivator. These new experiences must showcase the City's dynamism, attract new audiences and ensure previous visitors have the excuses they need to return again (and again).

Action Areas

- Help develop new visitor experiences using our existing assets, such as the Central Criminal Court at Old Bailey, Mansion House and our Roman archaeology.

- Build the City's riverside offer through the opportunities arising from the Illuminated River and Thames Tideway Tunnel (Blackfriars Foreshore) projects, using these as catalysts to deliver new day and night-time visitor experiences.
- Make the most of the City's growing roof/skyscraper garden venues, by creating an umbrella "high-garden" brand/campaign, simplifying access and building a portfolio of bookable experiences.
- Promote the new Monument Visitor Centre and Tower Bridge experiences and use as a 'gateway' to other City experiences.
- Build and promote the City's outdoor visual arts offer to include closer working with the Crossrail art and the City's annual "Sculpture in the City" programmes.
- Develop an annual series of major outdoor events which celebrate the City's unique character and heritage and help achieve global resonance.

Markets



5.2.3: Develop Culture Mile

Rationale

Culture Mile, located in the north-west of the Square Mile, is home to some of the world's greatest cultural institutions: Museum of London, the Barbican Centre, the London Symphony Orchestra and the Guildhall School of Music & Drama.

The raison d'être of Culture Mile is twofold; firstly, to contribute to shifting perceptions of the City, establishing it as a globally-renowned destination for culture, creativity and learning, as innovative and dynamic in the arts as it is in commerce; secondly, to help develop the area as a vibrant and welcoming cultural, creative and learning destination for all.

The arrival of Crossrail, and its potential to massively increase visitor numbers into the City, provides real opportunity for visitor experiences and promotions for Culture Mile.

Action Areas

- Proactively support the delivery of the **Culture Mile Strategy 2018/28**, coordinating and aligning relevant City-wide visitor initiatives and opportunities to support its growth as a cultural centre; specifically:
 - Use Culture Mile as a focus for positioning the City as an evening and night-time destination
 - Deliver appropriate visitor information services within the Culture Mile footprint, utilising the expertise of the City Information Centre
 - Work actively with Culture Mile to promote the cultural offerings of the wider City to relevant audiences, including working with Crossrail and other transport operators
 - Use City visitor assets to amplify the Culture Mile offer and encourage extended stays, linking between attractions via packages and promotions.

Markets Reached



5.3 Priority area 3: Build a Quality Welcome

5.3.1: Make our welcome world-class

Rationale

A world-class destination like the City has to offer a world-class welcome – one which will give each and every visitor an experience they will never forget.

Our welcome to visitors needs to encompass an attractive public realm, easy wayfinding, well-trained and knowledgeable front-of-house teams, and good quality visitor information in the right places, all supported by the kind of infrastructure (toilets, transport, access) that visitors expect.

The arrival of Crossrail will make Farringdon Station (with its direct link to Heathrow) a major point of entry to the City, and therefore this area will have significant potential to influence and inspire visitors.

While the City already offers a strong welcome to its many visitors, we must recognise that to stay at the top of our game, we have to face the future head on; this includes sustaining a quality workforce (predicted to be a challenge in the future) and addressing the consistency of our wayfinding.

Action Areas

- Implement the City's Legible London signage and lighting strategies; ensure new mapping is reflected across all visitor collateral, whether printed or digital.
- Operate and promote the City Information Centre as a free visitor information service for all visitors to the City, London and England; consolidate its position as the official information centre for London's cultural and sporting events and build its long-term sustainability by increasing commercial operations and support.
- Boost visitor-facing skills across the sector by developing training opportunities at our visitor attractions.
- Using City Information Centre expertise, provide visitor welcome training for London's volunteer ambassadors, City security teams and concierges, event security staff and other relevant personnel.
- Open up walking routes that make the City easier to explore, for example the river walkway from Tower of London/Tower Bridge.
- Provide welcome services to the travel trade through additional coach parking and dropping off facilities, particularly at weekends.

Markets Reached

All visitors – when already in London.



5.4 Priority area 4: Support and expertise

5.4.1: Grow our knowledge base

Rationale

Understanding visitors, their motivations and requirements, is fundamental to an effective Visitor Strategy and should underpin marketing and infrastructure development programmes.

The City must continue to develop its collective knowledge of visitors, and the performance of its visitor sector, through fresh and targeted research projects, which give invaluable insight into the visitor economy – locally and more widely.

Action Areas

- Maintain and extend the collection of destination level performance-related data held by the City, prioritising the build of our qualitative knowledge base.
- Develop insights into business visitor markets; specifically refresh our co-funded Business with Pleasure research.
- Define, agree and report outcomes aligned with our **Corporate Plan** to measure the success of this strategy, underpinning the measures already defined in section 7.
- Share our knowledge to encourage reciprocal exchange and to support and inform local, London, national and industry programmes and stakeholders.

Markets



5.4.2: Develop our assets and stakeholders

Rationale

The City Corporation manages a significant portfolio of visitor assets, including Tower Bridge, Guildhall Galleries and the City Information Centre. In its local government role, it protects the interests of all in the City who play a part in its visitor offer, convening, connecting and supporting stakeholders.

The City Corporation also recognises the need to future-proof its assets and those of its stakeholders, building long-term and sustainable business for the destination.

Similarly, it acknowledges that while City attractions are key drivers of visits, they cannot create by themselves the multi-faceted, multi-partner events, commemorations and campaigns that deliver international resonance for the destination and gain real traction in the marketplace.

A priority action is therefore to facilitate greater collaboration across attractions and create suitable 'umbrella' campaigns in which all can participate and derive benefits.

Action Areas

- Provide more and better networking opportunities to foster business partnerships and joint initiatives.
- Programme major "hero" events to support wider, high-profile thematic campaigns in which stakeholders can feature and from which they can derive business focussing on unique City content (e.g. *Shakespeare Woz Ere*, *London's Burning* (both 2016), and *Londinium* (2017)).
- Develop content resources for stakeholders to use in their operations, such as licensed images, videos, copy and itineraries.
- Maximise the impact that City-owned and funded assets can play in the visitor sector and exploit benefits for these assets through greater exposure (e.g. through strategic and collective partnerships and alliances) and commercial development.
- Promote the City Information Centre to local stakeholders as a vital and free resource for promotions and welcome/product training.

Markets Reached



5.4.3: Support London and the UK

Rationale

The City is an integral part of London's (and the UK's) visitor offer, and therefore has an integral part to play in shaping its international image. It both benefits from and contributes to that image and to London's worldwide reputation and is part of the London gateway to the nation's regions for international visitors.

With its assets and expertise, the City can play a key role in supporting London's boroughs (most of whom do not have a dedicated tourism resource) by bringing the benefits of tourism to all Londoners, and it can work as a gateway partner for the nation, supporting the UK's tourism industry as a whole.

Action Areas

- Share our assets and expertise with London's boroughs, building on programmes already established through *London Borough of Culture* and *England Originals*
- Actively participate in London-wide events such as *Open House*, *London Landmarks Marathon* and *London Games Festival*, as well as major sporting events and London and national celebrations and commemorations, supporting our neighbours and the London and national tourism industries
- Provide showcase opportunities for London and UK partners at our City Information Centre.
- Working with our Culture Mile partners, develop major events that deliver global recognition for London, such as *London's Burning* in 2016.
- Support industry-wide training initiatives and recruitment drives across the tourism spectrum through participation and advocacy.

Markets



6 Implementation

“There is nowhere else like London. Nothing at all, anywhere.” Vivienne Westwood

The City Corporation is the crucial lynchpin in the implementation of its Visitor Strategy. It is:

- A major provider of, and investor in the City’s visitor product – operating several key attractions and the City Information Centre, as well as running landmark events
- A co-ordinating organisation that brings together visitor sector partners from across the City with other stakeholders to achieve collaboration and networking
- A landowner and planning body with a role in creating a distinct sense of place and a quality environment
- A long-term custodian of heritage and a major investor in culture and the arts
- An independent voice providing leadership and expertise for the City’s visitor sector at regional, national and international levels.

This strategy will be delivered by the City Corporation through a range of strategic and tactical partnerships. The diagram below provides some examples.



Delivery will be coordinated by the City Corporation’s dedicated Visitor Development Team working with champions across departments. This will include a Strategy Steering Group comprising senior officers and potentially senior representatives from stakeholder organisations. It will meet twice a year to oversee delivery and ensure co-ordination and streamlined cross-departmental programmes.

Major new campaigns, events and activities will be subject to the approval of the City Corporation's Director of Communications.

7 Outcomes and monitoring

This strategy will be reviewed and monitored against a specific set of outcomes that represent meaningful measures of progress across the City of London as a destination.

These are summarised in the following table:

Measure	Priority areas	Link to Corporate Plan (as per page 5)	Specific measures	Method of monitoring
Awareness and perceptions of the City	1.1, 1.2, 1.3	7d, 8a, 9d, 10e	<ul style="list-style-type: none"> Awareness of City as cultural and/or visitor hub Awareness of where visiting (visitors) Awareness of specific facilities in the City Perceptions of the City (based around a series of statements on the City) 	<ul style="list-style-type: none"> Visitor survey – leisure visitors Visitor survey – business visitors Perception’s surveys – e.g. major City events
Conferences	1.3	7d, 8a, 10e	<ul style="list-style-type: none"> Increase in conferences 	<ul style="list-style-type: none"> UK Conference and Meetings Survey
Business visitor spend	1.3	7d, 8a, 8d	<ul style="list-style-type: none"> Increase in spend by business visitors – (e.g. through additional activities and leisure extension) 	<ul style="list-style-type: none"> Visitor survey – business visitors
Visits to attractions	1.1, 1.2, 2.2, 3.1	8a, 9c, 9d, 10c, 10d, 10e	<ul style="list-style-type: none"> Increased visitor numbers – particularly in off-peak months 	<ul style="list-style-type: none"> Attractions Monitor
Visits to City Corporation attractions	1.1, 1.2, 2.2, 3.1	8a, 9c, 9d, 10c, 10d, 10e	<ul style="list-style-type: none"> Increased visits including new attractions 	<ul style="list-style-type: none"> Attractions Monitor
Satisfaction	2.1, 2.2, 2.3, 3.1	8a, 8d, 9c, 9d, 10c, 10d, 10e	<ul style="list-style-type: none"> Satisfaction with different aspects of the City offer – public realm, signage, information, overall experience 	<ul style="list-style-type: none"> Visitor survey – leisure visitors Visitor survey – business visitors
Occupancy	All	7d, 8a, 9c	<ul style="list-style-type: none"> Increase in occupancy and ADR – particularly at weekends, off-peak months 	<ul style="list-style-type: none"> Occupancy Survey
London and UK support	4.1	7d, 8a, 10c, 10d, 10e	<ul style="list-style-type: none"> Impact of major City events on London National and international coverage 	<ul style="list-style-type: none"> City events’ evaluations

Monitoring and evaluation will be led by the City Corporation’s Visitor Development Team, working with the Corporate Strategy and Performance Team.

These teams will also define, agree and report outcomes aligned with our **Corporate Plan**, underpinning the measures provided above.

All measures will be reported publicly on an annual basis. However, data for some of the above quantitative measures does not currently exist. Baselines and targets for these

measures will be established following strategy approval. These will be presented in the annual monitoring report (see above).

8 Summary

This, the City of London Corporation's fourth strategy, seeks to build on the achievements of preceding strategies, engaging and inspiring every visitor to London so growing our visitor economy to the benefit of local sector stakeholders and contributing to London's success as a World City.

It seeks to do this by developing the City as a vibrant, attractive and welcoming destination for all, leveraging these attributes to showcase London as the best place to visit and do business.

This will be realised through a series of priority action areas in that we will:

- Refine and build the City's visitor brand
- Exploit its capacity
- Grow its business visitor offer
- Tell its story brilliantly
- Create and curate new visitor experiences
- Develop Culture Mile
- Make its welcome world-class
- Grow its knowledge base
- Support and develop its assets and stakeholders
- Support London and the UK

The success of the strategy will be measured against a series of agreed outcomes:

- Increased levels of visitor spend, jobs and learning opportunities in the City and London
- Reputational gains and increased prestige for the City and London internationally, inspiring people and business to be here
- Local cultural and tourism stakeholders are well-supported and continue to thrive
- We significantly contribute to the economic resilience of the London and UK tourism industry

The table in section 7 details the monitoring and evaluation criteria that will be established and reported on year-on-year. If successful, the strategy will significantly contribute to a number of the City Corporation's aims as detailed in its Corporate Plan 2018/23 and listed on page 5.

The City Corporation is therefore committed to delivering this strategy and recognises the value of tourism to the communities it serves. That value is not confined to the growth of sector economies but reverberates across all parts of national life, building better futures for all, a stronger and more resilient London, and an international reputation for the country that enables it to thrive in the face of the significant challenges and pressures it will face over the next five years. We want to welcome the world and to secure our place within it. This strategy significantly contributes to that ambition.

Committee	Dated:
Policy and Resources Committee – For decision	13th December 2018
Subject: Funding request to support an extension of Heart of the City’s responsible business programme	Public
Report of: Director of Economic Development	For Decision
Report author: Philip Sinclair, Economic Development Office	

Summary

Heart of the City is a charity hosted and core-funded by the City Corporation to help City-based companies establish responsible business activities¹. It is governed by an experienced and high calibre board and overseen by a Council of Members made up of senior business leaders. The Governor of the Bank of England and the Lord Mayor are its co-presidents. The charity has successfully developed a paid-for membership programme and expanded its membership into other London boroughs. It continues to attract significant numbers of smaller companies (SMEs) on to its flagship Foundation Programme and has been approached by Belfast City Council to set up a similar pilot there. The charity has developed a new business plan which aims to extend its reach and impact.

Following a commitment from CBT to fund Heart of the City’s community-focused work for five years, Heart of the City is seeking a similarly long-term commitment from the City Corporation to enable it to be more ambitious in reaching out to SMEs in the regions and to further extend the culture of responsible business. Such a contribution would complement emerging Corporation work strands on inclusion, trustworthiness, diversity, apprenticeships and social mobility. It would also bolster the City Corporation’s regional strategy and its Responsible Business Strategy.

The proposed contribution is £1,500,091 over five financial years (2019/20 – 2023/24), to be met from City’s Cash

Recommendations

Members are asked to:

- Agree the proposed five-year support agreement with Heart of the City from 2019/20 to 2023/24, including the conditions as proposed at Appendix Four;

¹ Responsible business activities include a wide range of actions by businesses to support the community, to reduce their impact on the environment, and to support staff health, wellbeing and inclusion. These can range from developing environmentally-friendly products and services, to running support services to improve mental health in the workplace, adopting more inclusive recruitment practices and making use of the supply chain to support the local economy.

- Approve the funding outlined in this report for £1,500,091 over five years (2019-20 £300,000; 2020-21 £305,400; 2021-22 £300,908; 2022-23 £301,526; 2023-24 £292,257), to be met from City's Cash;
- Note Heart of the City's success in securing a significant amount of in-kind funding and membership fees over the last three years;
- Note the suggested requirement for Heart of the City to provide a three-year progress report to the Policy & Resources Committee early in 2022/23;
- Consider as part of the Medium Term Financial Planning Process.

Main Report

Background

1. Heart of the City is a charity working exclusively with businesses to help them to establish a sustainable programme of responsible business activities. It was founded by the City Corporation, the Bank of England and the predecessor to the Financial Conduct Authority in 2000 and all three founders remain strong supporters. The charity is governed by an experienced and high calibre Board and overseen by a Council of Members made up of senior leaders from businesses across London – details at Appendix One.
2. Heart of the City operates a unique model: it engages the expertise and resources of companies with established responsible business programmes ('Contributors'), and these companies support firms (mostly small and medium sized companies – SMEs) to develop a responsible business strategy aligned to their core business. In September 2015 the Policy and Resources Committee agreed a grant of £511,570 over three years (2016/17: £167,000, 2017/18: £170,500, 2018/19: £174,000) and supplemented by a grant from EDO of £28,000 per year over the corresponding period, which has enabled Heart of the City to develop its first paid-for membership offer, and CBT funding supported the charity to deliver in areas of London outside the Square Mile. Heart of the City has met all the targets set over its most recent funding period.
3. In 2017 Heart of the City developed its first pilot in another London borough: Heart of the City Westminster is delivered in partnership with Westminster City Council (WCC) and provides 18 local SMEs with a dedicated local account manager, access to local networks, events and resources, as well as access to Heart of the City's core Foundation Programme. This successful programme has secured support from WCC to continue.
4. Due to its focus on capacity-building businesses Heart of the City has not been able to secure traditional grant-funding for its work, despite being a registered charity. For the same reason CBT's funding of Heart of the City is focused on its impacts on London's disadvantaged communities rather than its broader work with companies across all areas of responsible business. Heart of the City has had good success in securing membership fees, which now make up just under 10% of income, and continues to attract significant in-kind funding. Last year it secured £270,000 in in-kind support or 44% of income; this was the charity's highest single source of income.

Current Position

5. Heart of the City has conducted a comprehensive review of its work and impact in 2018, detailed further at Appendix Two. It has used this learning to refine its offer to businesses and to develop a five-year strategy to run from 2019, detailed further at Appendix Three. Its new plan will focus on what is unique and most effective about Heart of the City's work:
 - a. Its unique asset base of Contributor companies
 - b. Its target audience of companies new to responsible business.
6. Heart of the City aims to reach a larger number of companies without a proportional increase in its cost base. In order to do this over the next five years it will focus its programme on supporting companies at the earliest stage of their responsible business work, and on leveraging the expertise of Contributor companies to work with a larger number of companies.
7. Over the coming five years Heart of the City aims to:
 - a. Work with 80% more companies (an additional 100 companies each year, a total of 1,142 over five years) on its flagship Foundation Programme (see appendix three)
 - b. Draw on more of the expertise of its Contributor companies to support members- securing £300,000 of in-kind funding each year
 - c. Support and deliver more of its programme online - investing in a new interactive online member area
 - d. Develop an income-generating training course to reach smaller companies and those outside London – reaching 128 companies
 - e. Develop three new Heart of the City pilots in other UK cities to share some of the benefits and learning of large London companies with smaller companies based in the regions.
8. Over the past year there has been a marked increase in interest in responsible business and increased expectations placed on businesses to demonstrate the positive impact they have on society. This has been reflected in the strong interest in Heart of the City and its work with businesses across London and beyond (as well as in the City Corporation's Business of Trust programme). The charity has recently responded to strong interest from Belfast City Council to develop a pilot there. Heart of the City is keen to explore whether there is a similar appetite in other UK cities, particularly in those areas which are the focus of the City Corporation's regional strategy.
9. At present the charity (which comprises six members of staff supporting around 150 members and 100 Contributors) does not have the capacity to develop new projects outside of London. In addition, its digital offer needs updating so that more companies outside London are able to join and benefit from membership.

Proposal

10. To help Heart of the City deliver its five-year strategy outlined above, this report proposes an extension and uplift of the City Corporation's funding, comprising £1,500,091 over five years (2019-20 - £300,000; 2020-21 - £305,400; 2021-22 -

£300,908; 2022-23 - £301,526; 2023-24 - £292,257). This covers a contribution to the salary costs of 4.5 members of staff of a total team size of 7 (including one new post), the costs of developing the charity's digital delivery platform and a modest operational budget contribution.

	2019-20	2020-21	2021-22	2022-23	2023-24
Salaries	£260,000	£265,200	£270,504	£275,914	£281,432
IT development costs	£30,000	£30,000	£20,000	£15,000	£0
Operational budget	£10,000	£10,200	£10,404	£10,612	£10,824

Table 1: Proposed City Corporation contribution to staff salary and budgets

	2019-20	2020-21	2021-22	2022-23	2023-24
CoLC grant	£300,000	£305,400	£300,908	£301,526	£292,257
Westminster	£25,000	£25,250	£25,503	£25,758	£26,015
Belfast	£30,000	£35,000	£35,000	£35,000	£35,000
City Bridge Trust grant	£95,000	£95,000	£95,000	£95,000	£95,000
Membership fees	£57,375	£70,650	£83,525	£84,525	£85,525
Training courses	£6,000	£6,120	£6,242	£6,305	£6,431
In-kind	£300,000	£300,000	£300,000	£300,000	£300,000
Total income	£813,375	£837,420	£846,178	£848,114	£840,228

Table 2: five year funding forecast

11. The increase in funding will enable Heart of the City to widen its scope and start operating in new geographical areas, through the employment of a business development post. It will enable the charity to extend its reach to a wider range of businesses through one-day training courses. In addition, this funding will cover investment in new website functionality, this is crucial in positioning Heart of the City to deliver the high-quality online support and delivery of its programmes that its members expect. Alongside this new work Heart of the City will continue to deliver its flagship Foundation programme to City-based companies.
12. The charity intends to secure local funding and in-kind support in each of its new pilot areas in order for these to be sustainable. We have already secured political support for this in Belfast and the new business development post will secure funding in other pilot areas, making the geographical expansion sustainable.
13. Providing City Corporation support to expand and strengthen Heart of the City's impact with business coincides with an increase in activity led by the Economic Development Office to engage more extensively with business on related issues covering innovation, inclusion and growth, particularly in sectors such as fintech, cyber security and green finance. By leveraging its contacts effectively and to the City Corporation's benefit, an expanded and strengthened Heart of the City would complement, reinforce and broaden the reach of the City Corporation's own

engagement with these sectors and others on thematic areas of responsible business such as trustworthiness, diversity, apprenticeships and social mobility. It will also support the delivery of the City Corporation’s recently agreed responsible business strategy.

14. To help ensure appropriate benefit to the City Corporation from the proposed enhanced and extended grant to Heart of the City, a series of conditions to the grant are proposed as detailed at Appendix Four. It is also proposed that Heart of the City provide the Policy & Resources Committee with a three-year progress report early in the financial year 2022/23.

Corporate & Strategic Implications

15. This proposal strongly supports the aim in the Corporate Plan 2018/23 that ‘businesses are trusted and socially and environmentally responsible’; it would enable the City Corporation to achieve a substantial increase in its impact against this aim. It would also provide a strengthened external engagement tool for the Responsible Business Strategy and would support other key strategies such as the Social Mobility Strategy and Employability Strategy. In view of Heart of the City’s plans to expand its services to businesses outside of London, it would also support and bolster the City Corporation’s Regional Strategy.
16. The proposal dovetails neatly with the City Corporation’s Philanthropy Strategy. Heart of the City provides best practice advice to companies around philanthropy. It also provides a useful conduit for potential participants in the Lord Mayor’s Appeal.

Implications

17. The report sets out the proposed new funding agreement, which commits the City to provide grant funding to Heart of the City over a five-year period from 2019/20, totalling £1,500,901. This will follow on from the current three-year agreement ending in 2018/19 which has provided £511,570 of funding over this period.
18. It is proposed that this commitment continue to be met from City’s Cash. The new agreement will require an uplift in the City’s Cash budget in line with the profile of the new agreement which is shown below.

Year	Proposed grant to Heart of the City
2019/20	£300,000
2020/21	£305,400
2021/22	£300,908
2022/23	£301,526
2023/24	£292,257
Total	£1,500,091

19. There are no legal issues of note relating to the funding procedure, which follows previous funding cycles.
20. There are no HR issues of note relating to the funding.

Conclusion

21. London is the centre for responsible business activities across the UK. Heart of the City is a unique organisation which draws new companies into responsible business for the first time. It has a significant impact on London SMEs and on its Contributor companies. The City Corporation has been far-sighted in developing and supporting this charity and now there is a marked increase in interest in responsible business there is an opportunity to share Heart of the City's model with a growing audience. Supporting this expanded and ongoing work from Heart of the City will enable the City Corporation to further its regional leadership role in responsible business and it will complement its suite of work underway on trust, responsible business and inclusion, and its regional strategy.

Appendices

- Appendix 1 – Heart of the City trustees and Council of Members
- Appendix 2 – Heart of the City achievements 2016-2018
- Appendix 3 – Executive summary Heart of the City draft business plan 2019-2024

Philip Sinclair | Economic Development Office

T: 020 7332 3606

E: philip.sinclair@cityoflondon.gov.uk

APPENDICES

Appendix 1 – Heart of the City trustees and Council of Members

Trustee Details

Sir Harvey McGrath - Chairman.

Sushil Saluja – (Deputy Chair) Accenture’s Senior Managing Director for Financial Services in Europe.

Charlotte Cowley - freelance marketing consultant.

Linda Barnard - Bank of England’s Senior Staff Counsellor.

Rachel Engel - Head of the Macquarie Group Foundation, EMEA.

Anthony Impey MBE - founder and CEO of Optimity.

Rob Powell - Head of Pro Bono & CSR at Weil, Gotshall and Manges.

Arjan van den Berkmortel - Head of Business Banking for the London Region at HSBC.

Philip Sinclair – Innovation, Inclusion and Growth Director, Economic Development Office, City Corporation.

Council of Members

The Rt Hon.	Lord Mayor of the City of London	Co-President	Heart of the City
Governor Mark	Carney	Co-President	Heart of the City
Edward	Braham	Senior Partner	Freshfields Bruckhaus Deringer
Ian	Caswell	Chief Executive Officer	Sapphire Systems
Nicholas	Cheffings	Partner & Past Chair	Hogan Lovells
Lord Tim	Clement-Jones	Chairman	Queen Mary University of London
Alison	Gowman	Chairman	City Bridge Trust

Richard	Hardie	Senior Adviser	UBS
Tom	Heylen	Managing Partner	DLA Piper
Laura	Hinton	Head of People & Executive Board member	PricewaterhouseCoopers
Charles	Jacobs	Senior Partner	Linklaters LLP
Simon	MacKenzie-Smith	Chairman of Corporate & Investment Banking for the UK	Bank of America Merrill Lynch
Paul	Manduca	Chairman	TheCityUK
Catherine	McGuinness	Chairman of Policy & Resources Committee	City of London Corporation
Sir Terry	Morgan CBE	Chairman	Crossrail
Nick	Owen	UK Chairman	Deloitte LLP
Charles	Randell CBE	Chair	Financial Conduct Authority
Malcolm	Sweeting	Senior Partner	Clifford Chance
Peter	Vernon	Chief Executive	Grosvenor

Appendix 2 – Heart of the City achievements 2016-2018

Over the last three years Heart of the City has directly supported 95 City firms as members to develop their responsible business programmes and has worked with a total of 235 companies across London.

Heart of the City members recorded £1.6m charitable donations over three years.

The charity has secured a total of £667,350 of in-kind funding.

Heart of the City's events consistently achieve 100% good-excellent ratings from attendees.

Heart of the City records the impact of the companies it works with each calendar year. A snapshot of our impact in 2017-18:

- 87% of companies on our 2017 Foundation Programme were SMEs
- Members on the Foundation Programme spanned 16 London boroughs
- Most of our members continue to be from the legal and financial sectors, but there has been an increase in members from the architecture and design, IT and creative industries

Of the 2017 Foundation Programme members who completed our graduation survey:

- Members gave 2,236 hours of employee volunteer time to various community projects (the equivalent of an additional £19,708)
- 66% reported that senior managers were engaged in responsible business activities
- 47% had developed an overarching responsible business strategy aligned to their business
- 52% had successfully recruited a responsible business champions network/committee
- 70% had either formalised a volunteer policy or organised volunteering activities for their employees to engage in local communities
- Over a third reported developing significant charity partnerships during the year with employees taking part in workplace initiatives to raise funds for these causes
- 25% provided in kind support to charities, ranging from providing meeting room space to gifting IT equipment.
- 69% developed health and wellbeing initiatives over the past 12 months helping to promote work/life balance
- 35% introduced flexible working policies to enable employees to work in a way to best support caring or other responsibilities
- 71% of companies reporting hosting work experience placements for young people
- 30% of companies hosted paid internships and 10% ran apprenticeship schemes to provide opportunities for young people and bring new talent into the company

In addition, some were already starting to look beyond their own practice to the activities of their supply chain:

- 21% reported considering their supplier selection by purchasing from SMEs/locally/social enterprises and 16% reported purchasing from green, Fairtrade or minority owned suppliers
- A third reported developing responsible products and services – a more advanced area of responsible business.

We provide guidance through our tools and engage with some of our most sophisticated Contributor businesses and experts in our network to provide templates, workshops and mentoring in this important area.

- 66% of businesses developed waste reduction or recycling initiatives
- 26% reduced their energy consumption and 12% had put in place water conservation measures
- 24% of members began measuring their carbon footprint – making improvements in areas including sustainable travel and renewable energy uptake
- 25% of businesses reported experiencing cost savings resulting from the environmental initiatives they had put in place in the past 12 months

Appendix 3 – Executive summary Heart of the City business plan 2019-2024

Vision

Every business can be a force for good

By 2024 Heart of the City will be able to demonstrate that businesses of all sizes can be a force for good through its expanded reach and robust impact measurement. Operating flagship projects in several major UK cities, Heart of the City will be recognised as expert in engaging companies in responsible business for the first time. CSR professionals will be proud to be associated with Heart of the City and will actively seek opportunities to volunteer with its programmes.

Mission Statement

Heart of the City's mission is to equip and coach business leaders to make a positive difference to people, places and the planet.

Objectives

The objectives of this business plan are:

1. to reach more businesses and enable them to start their own responsible business programmes
2. to build a strong network of corporate social responsibility (CSR) professionals who are committed to supporting other companies to start CSR activities.

Context

Heart of the City supports companies to start their own responsible business activities and to align these with their core business objectives. In order to do this Heart of the City garners the expertise and resources of the mature responsible business teams in leading UK companies, known as Contributors.

Since 2000 Heart of the City has worked with more than 800 London member companies and has raised hundreds of thousands of pounds worth of in-kind funding. Heart of the City member companies have increased their financial support to charities, donated thousands of staff hours to community projects, made commitments to support staff inclusion and diversity and reviewed the social value of their supply chains.

In 2016 Heart of the City opened up its membership to companies outside the City and 'City fringe' borough and has since welcomed companies from 16 different London boroughs, from Barnet to Sutton, and from Hounslow to Hackney. At this

point the organisation also introduced a paid-for membership programme which now has 51 members and contributes 10% to total income. Heart of the City has been successful in reaching small and medium-sized companies (80% of members are SMEs), a notoriously difficult-to-reach segment of the business sector.

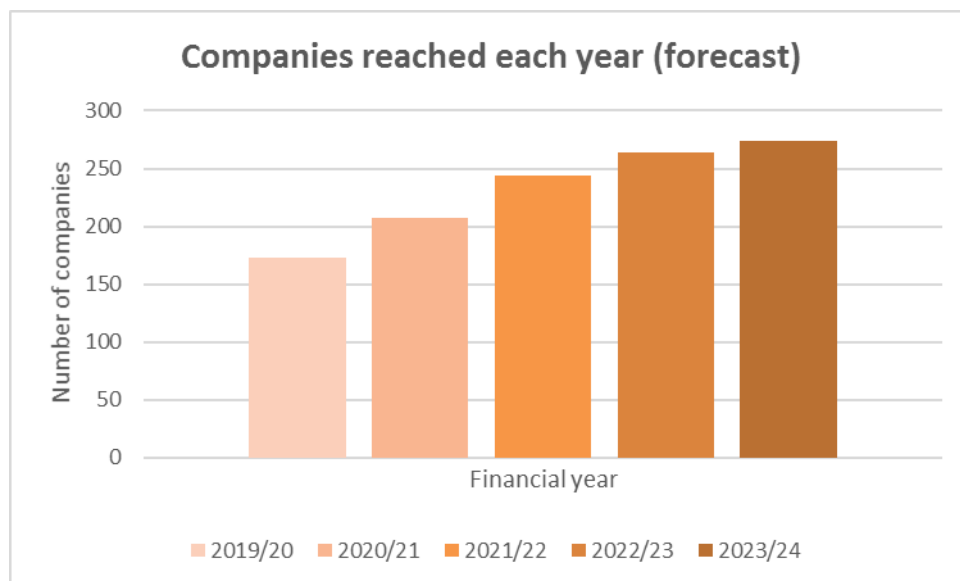
In 2018 Heart of the City secured five years' worth of funding from CBT to extend its work in London boroughs. This business plan aims to capitalise on the opportunity this five-year funding represents and sets out a longer-term vision and outline delivery objectives to 2024. In this period the ambition is to reach more companies and provide them with the support they need to start doing responsible business activities.

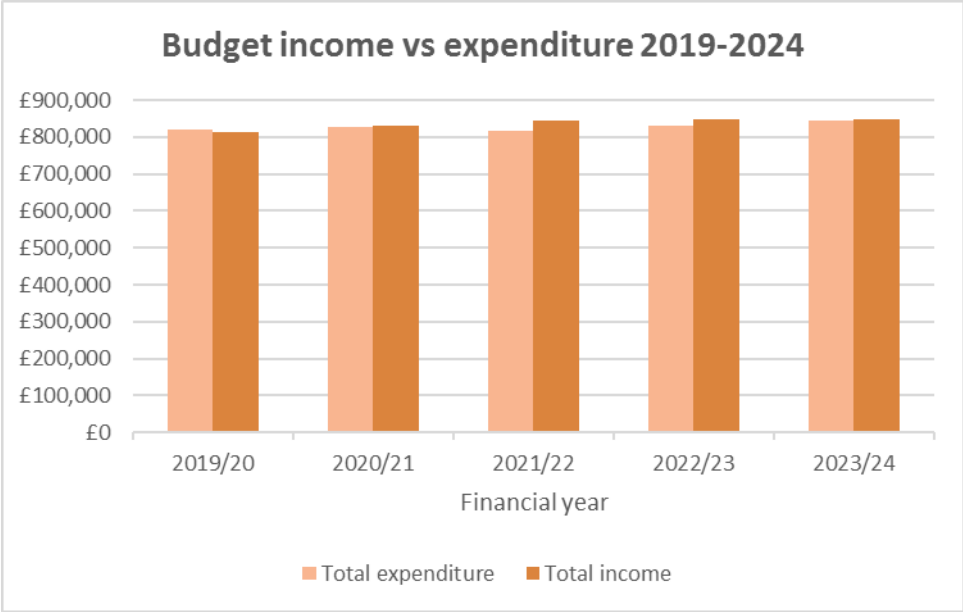
This plan sets out how this will be delivered through further iteration of the paid-for membership programme, building on what has worked in the first three years; to further diversify funding streams; to extend our work into new London boroughs; to run pilots of our work in new UK cities and to develop the digital delivery of Heart of the City programmes.

Highlights

In this period Heart of the City aims to support 80% more companies over five years (500 more companies) with a lower than proportionate increase in the organisation's cost base. This will be achieved through investing in the Contributor network of companies and the software needed to support an increasing membership. The Contributors will be asked to provide expert advice to paying member companies and the Heart of the City team, using improved technology, will support these relationships.

The charity's reach will be extended through the addition of three new UK city pilots and the development of a new one-day training programme. The chart below maps this forecast growth against financial year.





Appendix Four – Proposed conditions to the five-year grant to Heart of the City

As a mechanism to ensure that the proposed grant to Heart of the City provides appropriate benefit to the City Corporation, it is suggested that any grant agreement require Heart of the City to do the following:

- Maintain and grow the quality of its Council of Members and Board representation and avoid any dilution in seniority of representation;
- Work with the City Corporation to agree an engagement strategy to explore the potential for the new Governor of the Bank of England to act as future co-president with the Lord Mayor post the current Governor's retirement in 2019;
- Deepen and extend its relationships with its contributor community not least City-based stakeholders;
- Be a resource to support the City Corporation in its delivery of its Corporate Responsibility Strategy including sharing knowledge and intelligence with colleagues in the Economic Development Team.
- Engage with businesses in the City Corporation's priority growth sectors via the Foundation programme e.g. green finance, fintech, cyber security etc
- Make a valued contribution to responsible business growth in London boroughs beyond the City, not least in the boroughs prioritised through its City Bridge Grant;
- Make a valued contribution, as appropriate, to national practice, reflecting the City Corporation's own strategic priorities as set out (for example) in its regional strategy.

Committee:	Dated:
Policy & Resources	13 December 2018
Subject: City of London Corporation's membership of TheCityUK	Public
Report of: Director of Economic Development	For Decision
Report author: Giles French	

Summary

The City of London Corporation is a founder member of TheCityUK and played a full role in establishing the organisation as a representative body for the cross-section of the financial and professional services industry in the UK. The City Corporation continues to be a full member of TheCityUK, and has a unique relationship with as a founder, member and partner.

The City Corporation's current three-year membership agreement is due to end on 31 March 2019.

At present, the City Corporation pays a membership fee of £400,000 per annum and a ring-fenced contribution of £100,000 per annum as a contribution towards the rental cost of office space. This is predicated on the condition the office is within the City of London.

In return, the City Corporation receives a package of membership benefits substantially greater than other top tier members of TheCityUK.

The degree of collaboration and cooperation between the City Corporation and TheCityUK, particularly in response to Brexit and challenges to global trading relations, is greater than ever. Given the importance of this work in ensuring London's future as a global financial centre, it is recommended that the level of membership support remains the same.

Recommendations

Officers recommend to Members that the City Corporation renews its membership of TheCityUK for three more years, on the same terms as for the period 2016-19. This will be considered as part of the Medium Term Financial Planning Process.

The funding for the membership fee of £400,000 will continue to be allocated from Economic Developments base budget.

Committee Members are asked to decide on how to fund the the rental contribution of £100,000 from the below options:

- Allocate £100,000 per annum from Your Committee's 2019/20, 2020/21 and 2021/22 Policy Initiatives Fund; or
- Request a base budget uplift from Finance Committee and Resource Allocation Sub Committee of £100,000 for 2019/20 onwards.

Main Report

Background

1. TheCityUK was established in 2009 in response to the global financial crisis. Its broad remit was to restore the reputation of the financial and professional services industry in the UK, to strengthen the industry's voice on policy and regulatory matters, and to promote the UK's financial and professional services industry internationally. It is a membership body, and its membership is drawn from across the industry's sectors.
2. The City of London Corporation is a founder member of TheCityUK, and played a full role in establishing the organisation. The City Corporation has a unique relationship with TheCityUK as a founder, member and partner. The organisations work in partnership, rather than competition, and seek to play to their respective strengths.
3. The report produced in 2015 by Sir Simon Fraser of Flint Global, *Promoting the City*, strongly recommended the City Corporation's continued active membership of TheCityUK. This report was submitted to Your Committee at its meeting on 18 February 2016.
4. The strengthening of the work of the City Corporation in supporting the financial and professional services sector has helped to ensure greater collaboration between the two organisations, as the City Corporation's contribution has become much stronger. However, the work of TheCityUK is as important as ever as the industry responds to the challenges of the UK's departure from the European Union and the instability in the global trading framework.

Current Position

5. The City Corporation has a three-year funding agreement with TheCityUK that expires on 31 March 2019. The terms of that agreement mean a membership contribution of £400,000 per annum.
6. In addition, the agreement provides £100,000 per annum ring-fenced towards rental costs for TheCityUK's office. The terms of this agreement require TheCityUK to be located within the City of London.
7. The terms of the membership were renegotiated by officers in the Economic Development Office in 2016 and included a 20% reduction in the membership fee.

However, the membership benefits for the City Corporation are considerably better than those for the other top tier members of TheCityUK. For example, the City Corporation has two places on the Advisory Council and on the Board; is entitled to a representative on any of the Market Advisory Groups or Sector Advisory Groups; the research teams coordinate activity and the City Corporation has full access to all reports and publications; a guaranteed place at all TheCityUK Chairman's dinners and other senior events; guaranteed membership of all Steering Committees; as well as a framework of regular engagement with senior Members and officers. A copy of the membership agreement, outlining all of the membership benefits is attached as *Annex 1*.

8. To reflect the City Corporation's unique status with TheCityUK, a new *Memorandum of Understanding* (MoU) was agreed as part of the membership package in 2016. This aimed to strength the collaboration and coordination of work between the City Corporation and TheCityUK. Whilst it is always possible to improve the way the organisations work together, Officers believe the MoU has had a beneficial impact and should be renewed. A copy of the Memorandum of Understanding is attached as *Annex 2*.
9. The City Corporation and TheCityUK collaborate on a wide range of policy issues and activities, at a domestic, European and international level. This work includes engagement with regional centres around the UK, coordinating the industry's response to the challenges presented by Brexit, as well as international promotion in non-EU markets to develop foreign investment into the UK and the exports of products and services from the UK around the world.
10. Officers recommend to Members that the current membership fee represents an appropriate contribution, whilst maintaining significant City Corporation representation in TheCityUK's governance structures, and active participation in a breadth of forums providing access to industry practitioners expertise and priorities. At a particularly critical time for the industry and London's place as global financial centre, this level of support represents a sensible commitment.
11. Taken together, the membership agreement and the memorandum of understanding secure a strong, complementary relationship, where both organisations can operate to their respective strengths, providing an essential partnership to the benefit of the whole industry.

Proposal and Financial Implications

12. Members are requested to continue the funding of £400,000 per annum from Economic Developments base budget, for the financial years 2019/20, 2020/21 and 2021/22, to pay for the City Corporation's membership of TheCityUK until 31 March 2022.
13. In addition, Members are requested to decided on how to fund the £100,000 per annum to pay for the City Corporation's ring-fenced contribution towards TheCityUK's rental costs until 31 March 2022. The rental contribution of £100,000 has been funded from your Committees Policy Initiative Fund (PIF) since 2013/14.

14. Given that the PIF is intended for funding one off or time limited initiatives it would be more appropriate to fund the £100,000 for rental contributions from a base budget. Therefore members are asked to decide from the below options on how to fund the £100,000 rental contribution if approved.

- a. Request a base budget uplift from Finance Committee and Resource Allocation Sub Committee for the financial year 2019/20 onwards.
- b. Approve the required funding of £100,000 to be drawn from your Committee's 2019/20, 2020/21 & 2021/22 Policy Initiatives Fund, categorised under 'Promoting the City' and charged to City's Cash. The current uncommitted balance in the 2019/20, 2020/21 & 2021/22 Policy Initiatives Fund is £765,865, £940,365 and £1,243,365 respectively prior to any allocation being made for any other proposals on today's agenda.

Conclusion

15. If Members approve the proposed membership agreement with TheCityUK as detailed in this report, the City Corporation will be able to continue its close collaboration and partnership with TheCityUK. Ultimately this complements our ongoing work to support and promote the UK-based financial and professional services sector.

Giles French
Assistant Director of Economic Development
giles.french@cityoflondon.gov.uk
020 7332 3644

Annex 2

Membership Proposal between TheCityUK and the City of London
Corporation

Membership Proposal for the City of London Corporation

MEMBERSHIP SUBSCRIPTION

Membership is held at a corporate level and is for 3 years, subject to review annually after years 1 and 2, from 1st April 2019.

The membership fee for the above level of activity is £400,000 per annum, plus £100,000 per annum contribution to rental costs, payable quarterly in advance.

Membership will be reviewed annually and any issues resolved between the Director of EDO and CEO of TheCityUK.

Details of the benefits of membership are laid out below.

The City of London Corporation membership with TheCityUK

Please find below a table of the main features of membership comparing the current membership offer to CoLC to that of a senior member of the Advisory Council.

Membership of TheCityUK is seen and valued by members as both a strategic investment and something from which members seek direct benefits for their organisation. This is very clearly borne out by the member research. Members view their fees in this context.

As you know, TheCityUK, as the practitioner group for our industry, puts members at the heart of all we do. We develop our work programme with them, drawing in expertise as needed. We also work with our most senior members to provide the opportunities for brand and profile where relevant. Above and beyond the strategic investment, we seek to deliver value to each member in a tangible way. Again, this is borne out by the recent member survey.

However, it is only the City of London Corporation, as our founder member, who are at the heart of every activity we undertake, briefed on all initiatives across the spectrum and are our partner in the implementation of our strategy. We ensure that the City of London Corporation has the opportunity to take advantage of all engagement activities and provide access points across TheCityUK's work programme, leveraging the full range of our expertise to support the Corporation's objectives.

Account management: TheCityUK operates a comprehensive and proactive account management programme ensuring each member gets the attention they need to maximise their membership. Your Account Director will ensure you are kept up-to-date on all activities of interest and will hold monthly review meetings to track progress and engagement.

Please note that we have not included activities related to 'partnership' including support for the LM delegations, IRSG secretariat, collaboration on events and research, running the LOTIS committee, briefing wider stakeholders, collaboration across PR and Marketing etc.

The City Corporation's offer to TheCityUK

In addition to the formal membership arrangements, the City Corporation is keen to be an active partner to TheCityUK and coordinate resources and opportunities that enable a bigger impact to the benefit of UK based financial and professional services.

These resources include: access to established City networks; access to wider industry; access to senior domestic and international policy makers; knowledge, expertise and capacity in the teams; international reach through export and investment programme, and overseas offices; research programme; Special Representative to the EU; venue and events; expertise in complementary policy areas such as planning, infrastructure and education; and as a non-membership organisation, the City Corporation can sometimes speak more freely on particular issues.

When combined with TheCityUK's strengths, this should make for an effective partnership that benefits the industry and the UK.

Membership Features – Advisory Council Member	Membership features – City of London Corporation as Founder Member
<ul style="list-style-type: none"> • One seat on the Advisory Council for the duration of membership • Opportunity to have one Board seat for fixed term of 3 years (only 1 in 4 board seats held by the most senior member firms therefore a low likelihood of any senior member holding a board seat at any one time) • Invitations to Chairman’s dinners and senior events on a non-preferential basis – members from this group might attend 1 in 4 or 5 of such dinners • Invitation to join senior committees when a space becomes available – members might typically sit on two or three of our five senior committees • Invitations to join Steering Committees and other senior groups leading our priority ‘task and finish’ programmes • Opportunity to join Market and Sector Advisory Groups on request • Quarterly account reviews and annual CEO briefing for Advisory Council member 	<ul style="list-style-type: none"> • Two seats on the Advisory Council, including the Lord Mayor’s presidency of the Advisory Council for the duration of membership • Guest invitation to the Advisory Council on a standing basis for the next Mayoral candidate • Two permanent seats on the Board of Directors of TheCityUK, including Deputy Chairman • Guaranteed place at all Chairman’s dinners and other senior events with flexibility on alternates if AC and Board members unavailable • Guaranteed position on all TheCityUK senior committees • Guaranteed membership of Steering Committees and other senior groups leading our priority ‘task and finish’ programmes • Briefings and discussions on all planned pieces of work before they are shared with other members • Collaboration on and full access to TheCityUK research programme • TheCityUK Chief Executive briefing meetings with Chairman of the Policy & Resources Committee as well as regular (monthly) meetings with the Director of Economic Development • Periodic (quarterly) membership between Director EDO and Commercial and Marketing Director TheCityUK • Fortnightly account review meetings with Assistant Director of the Economic Development Office • Dedicated briefings and support for new members of the team, for example the Special Representative of the City • Annual meetings between two teams to broaden out networks and mutual collaboration • Full calendar of events shared regularly to provide insight into planned events

Annex 2

Partnership Memorandum of Understanding
Between TheCityUK and the City of London Corporation

Partnership Memorandum of Understanding between TheCityUK and The City of London Corporation

AN INTRODUCTION TO THECITYUK

TheCityUK champions the UK-based financial and related professional services industry. We are a membership body, lobbying on the industry's behalf, producing evidence of its importance to the wider national economy. In the UK, the EU and internationally, we seek to influence policy which drives competitiveness, creating jobs and lasting economic growth. Our authoritative research and economic insight brings together the highest level of government and most senior industry figures, to shape better policy decisions, for the sector and its consumers.

AN INTRODUCTION TO THE CITY OF LONDON CORPORATION

The City of London Corporation is the local authority for the Square Mile, and works to make London a great place to live and to work. It also has a long established role in promoting London as the world's leading international financial centre. It works in partnership with business, government, policymakers and regulatory authorities to promote the world class expertise based in the UK and to ensure the policy environment is globally competitive. The City Corporation operates in a way that plays to its strengths: as a politically neutral, independent, and non-member organisation, it is able to commit to long-term product development, as well as convene business, government and regulators to identify and tackle issues.

PRINCIPLES ON WHICH THIS AGREEMENT IS BASED

Both parties engage at the following levels:

- Senior strategic collaboration, where each party complements and reinforces each other's strategies as set by TheCityUK's Board and by CoLC's Policy & Resources Committee respectively
- Tactical and operational coordination, where we strengthen effectiveness and avoid duplication
- Strong coordination and clear information flows, where each side understands the others' strategies and work plans and celebrates one another's achievements and success.
- Recognition of the two organisations' complementary strengths, and develop implementation plans which utilise them to the fullest to the benefit of the industry.

HOW WE WILL WORK TOGETHER TO ACHIEVE THE PRINCIPLES

- TheCityUK CEO & EDO Director will report quarterly to their respective Chairs on the implementation of the principles. To do this they will meet regularly to:
 - o Collaborate during the annual planning cycle
 - o Agree how to strengthen coordination and information flows, and ensure implementation
 - o Identify and agree distinct policy areas where one or other organisation will focus, both will work with a complementary focus or both will coordinate on the same areas

- Agree to mutually recognise and celebrate each organisation's achievements
 - Agree where to support and contribute to one another's work programmes
 - The same principles and processes to be applied to the work of the International Regulatory Strategy Group (IRSG)
-
- The leadership teams of both TheCityUK and EDO to meet regularly (biannual) to support the CEO and Director in achieving principles
 - TheCityUK COO & EDO Assistant Director to meet regularly (monthly) to ensure that the above is implemented at the operational and tactical level
 - All staff to meet annually.

This page is intentionally left blank

Committee(s)	Dated:
Policy & Resources Committee	13 December 2018
Subject: City Corporation Member Attending the Lujiazui Forum in Shanghai	Public
Report of: Director of Economic Development	For Decision
Report author: Faye Ye	

Summary

This is a background paper setting out the proposal for a visit to Shanghai for the Corporation to be represented at the 11th Lujiazui Forum on 13 & 14 June, by Alderman William Russell, in supporting of our China engagement programme.

Participating at the Lujiazui Forum is part of the Corporation's China strategy as an identified key platform to engage in order to continue raising the City's profile in China.

Due to the lack of availability by the CPR and Lord Mayor next year, we are asking the committee to approve for the Corporation to send an alternative member. The suggestion is Alderman William Russell.

Recommendation

Members are asked to approve Alderman William Russell's visit to Shanghai in order to attend the annual Lujiazui Forum on behalf of the City Corporation on 13 & 14 June 2019.

Main Report

The Shanghai Government has issued an invitation to the City of London to join next year's Lujiazui Forum as its first partner city in honour. The forum is co-chaired by the People's Bank of China Governor and the Shanghai Mayor. The CPR has attended the forum nearly every year in the past but neither the CPR nor the Lord Mayor can attend next year.

The Lujiazui Forum is a high level financial dialogue in China which attracts senior leaders of governments, regulators, global financial leaders and well-known scholars. It is a great honour for the City to be presented as the first partner city at the forum since its commencement 11 years ago. Therefore, we ask the committee's permission to send a member to attend on behalf of the City. The recommendation is Alderman William Russell and the visit can form as part of his SABTAC programme.

Please see the draft programme of the forum as follows:

June 12 (Wednesday)	
09:00-22:00	Registration
June 13 (Thursday)	
Morning	Opening Ceremony
	Plenary session I: Deepening Financial Reform and Opening Up for High Quality Development
	Plenary session II: Partner City Session – City of London
Afternoon	Plenary session III: Impact of Global Trade Trends on International Financial Markets
	Plenary session IV: Micro, Small and Medium-sized Business – the Focal Point of Inclusive Finance
June 14 (Friday)	
Morning	Plenary session V: Seeking New Drivers of Global Economic Growth
	Plenary session VI: Reshaping the Financial Regulatory System
Afternoon	Plenary session VII: Cities, Technology and Finance
	Plenary session VIII: Demographic Change: Challenge and Opportunity for China's Financial Industry

Faye Ye
Senior Account Manager (China), Global Exports and Investment
Faye.Ye@cityoflondon.gov.uk

Agenda Item 8

Committee(s)	Dated:
Policy & Resources Committee – for decision	13/12/2018
Subject: Cheapside Business Alliance Ballot Renewal	Public
Report of: The City Surveyor / Director of the Built Environment	For Decision

Summary

The Cheapside Business Alliance (CBA) was formed in May 2015 following a successful ballot of City businesses falling within the footprint of the defined business improvement district (BID). Support for the BID was returned at 89% yes vote by rateable value and 84% yes vote by number.

The BID term has a maximum of 5 years at which time there is a need to renew and re-ballot to take a second term forward. It is anticipated that provided that there is a clear appetite by business, that a ballot for a second term will take place in January 2020. In order to determine the appetite, it will be necessary to undertake a perception analysis with those businesses located within the BID footprint

Provided that there remains clear support for a second term, it is proposed to draft a new Business Plan to align with the aspirations of the business community as drawn out through the perception analysis for approval by the City Corporation prior to entering the formal ballot process.

The activities of the CBA have aligned with 5 key themes that are set out in the current adopted business plan. There has been positive progress in terms of taking each of these themes forward both in terms of broad engagement with business and joint working with City Corporation Departments.

Recommendations

- I. Note the contents of the report.
- II. Agree to the CBA undertaking a perception analysis of businesses within the footprint of the BID area to determine the appetite for a second BID term.
- III. Should there be a positive response to the perception analysis, agree to CBA developing a draft Business Plan for approval by the City Corporation.

Main Report

Background

1. In 2015 the Cheapside Business Alliance balloted to become a BID following approval by the Court of Common Council in October 2014 for the City Corporation to establish a BID for the Cheapside area. The aim of the BID is to focus on promoting the area as a seven-day retail and leisure destination.

2. The Cheapside Business Alliance was established to act as the City Corporation's delivery agent, through the agreement of a MoU, signed by both parties. In October 2014 the Common Council agreed to delegate authority of operational matters and the functions of the City, as BID Proposer and BID Body to the Policy and Resources Committee. The day to day management is through the CPAT team in the City Surveyors Department. and delivery of the Business Plan is through a BID Board made up of representatives of businesses and property owners within the defined footprint of the BID area. The City Corporation is represented on the BID Board both by an elected Member (Alastair Moss) and the CPAT Manager. An external team was procured by the City Corporation and the Cheapside Business Alliance to manage the BID delivery with costs associated to this being paid by the BID levy.
3. A BID term has a maximum of five years, at which point they must renew and re-ballot to take a second term forward. The CBA is scheduled to renew for a 2nd term in early 2020.
4. The Cheapside Business Alliance has to follow a number of steps in order to move towards becoming a BID. As set out within the BID Regulations, a perception analysis is undertaken with business located within the proposed BID footprint. The aim is to ascertain their enthusiasm for promoting a BID for the area. As part of the process, views are sought on a range of issues that helps inform the development of the BID Proposal – the manifesto on which businesses vote. The BID Proposal is adopted as the Business Plan for the duration of any term.
5. BID arrangements will not come into force unless the BID proposals are approved by a ballot of the non-domestic ratepayers in the BID area and who will be liable to pay the levy.
6. The BID Proposal (Business Plan) sets out the priorities for investment and delivery for the area as identified through the Perception Analysis, as well as how the BID will be managed and operated. Under BID legislation all proposals must be approved by the local authority before moving towards a Ballot.

Current Position

7. This report seeks to outline the work of the CBA in delivering the 2015 Business Plan and obtain your approval to begin to implement the process for working towards a renewal ballot in 2020 for a second term. The first phase of activity is to launch a new Perception Analysis to ascertain if businesses would like to see the partnership continue and the areas of activity they would like to see implemented through a second term. Provided there remains clear support for a second term then the second phase would be to produce a draft Business Plan for consultation with businesses prior to seeking your formal approval of the Business Plan which would form the formal BID Proposal that would be subject to a formal ballot.
8. If you were minded to agree to commencing a perception analysis to determine whether to progress with a second ballot the programme will be envisaged as follows:
 - March 2019 – commence perception analysis
 - June 2019 – CBA Board to review responses and emerging themes
 - Sept 2019 – Draft business plan to be approved by City Corporation
 - Nov 2018 – BID campaign to commence
 - Feb 2019 – Undertake Ballot

- April 2019 – commencement of second BID term if agreed
9. It is proposed that in terms of identifying whether there is enough support for a second term all levy paying businesses within the footprint of the BID will be consulted. It is not normal for all to respond but it is considered of those that do, provided there is a 75% positive response to taking forward a second term, then it is considered that this should be sufficient to demonstrate support to develop a Draft Business Plan for your approval in September 2019.

BID outreach and achievements

10. As set out in the Business Plan, five key themes were identified by businesses as areas that they would like to see funded by the levy they collected:
- Employment enterprise and training.
 - Environment, signage and way finding.
 - Tourism and culture.
 - Marketing and promotion.
 - Business awareness and networking opportunities.
- The key achievements relating to each of these themes are set out in Appendix 1.
11. Over the BID's first term, the proposed levy generated will be an income of £1,770,000, with additional voluntary contributions (from property owners) generating an additional income of £200,000. The total estimated income invested by March 2020 will be £1,970,000.
12. The BID Levy was set through consultation with the City Corporation and business community, with a business rate multiplier set at 0.25% together with a threshold of excluding properties falling below a rateable value of £180,000 and a capped contribution of businesses paying no more than £3,750. The rates have been set to ensure that the contributions are seen as being deminimus to the 247 businesses that pay a levy. There has been a 100% levy collection rate achieved across each of the first 3 years.
13. The CBA Board meets on a quarterly basis to review activities and agree spending priorities for the following period. The Board has 12 members representing the sector mix of the footprint. In addition to the Board, Steering Groups have been established which align with each key theme of activity. The aim of these groups is to shape and influence the delivery of the BID, with recommendations made to the Board for ratification. The Steering Groups provided an opportunity to bring together the wider stakeholder community and to engage the business community in shaping and influencing the delivery of programs.
14. In addition to the above, it's important to maintain relationships with businesses throughout the lifetime of the BID. The executive team maintains a level of stakeholder engagement through a range of project interventions and regular 1:1 meetings with businesses. With the work undertaken by the CBA to date, they have engaged with 70% of levy payers, which is a high engagement outcome and demonstrates that businesses are supportive of the BID. This was reinforced by a Mid-term review in 2017 with over 87% of respondents stating that they are aware of the Cheapside Business Alliance. Respondents said they are supportive of the activities being delivered by the partnership and very positive about the role of the Ambassadors
15. There has been positive and complimentary engagement with many areas of the City Corporation whether it is providing opportunities for elected Members to

engage at networking events or working with the Police on security and local policing issues, the Department of Built Environment on highway and environmental matters, Open spaces, the City Cultural and Visitor team, Environmental Services and Mansion House.

Proposals

16. The CBA be authorised to undertake a perception analysis of levy paying businesses to determine whether there is sufficient support to progress developing a draft Business Plan. If there is enough support for a second BID term, that the CBA be authorised to draft a Business Plan for approval by the City Corporation in September 2019.
17. Any future report relating to the Draft Business Plan will provide all the necessary information relating to the rates, levy, thresholds at which the levy is applied and how the money is to be spent.

Corporate and Strategic Implications

18. The promotion of BIDs would accord with the aims and the priorities of the Corporate Plan 2018-23, notably 4a, 5c, 5d, 8a, 9d, 10c, 10d 11b and 11c.

Financial Implications

19. Other than cost in terms of Officer time to provide the necessary support there are no direct costs to the City Corporation associated with the delivery of the perception analysis or drafting of a business plan. Should a second BID term be promoted then the only cost to the City Corporation would be the cost of running the ballot (previously £2000). Further details would be provided as part of any future report that seeks approval of a Business Plan.

Conclusion

20. Since the commencement of the first term in May 2015, there has been strong and positive engagement with the CBA with levy paying businesses of the Cheapside BID. The outputs of the BID have been wide ranging in accordance with the Key Themes of the adopted Business Plan. The CBA has worked positively with elected Members and various departments of the City Corporation and activities have aligned with the aims and priorities of the Corporate Plan. It is considered that the City Corporation should support the promotion of a second term through the undertaking of a perception analysis and if positive, prepare a draft Business Plan for approval by the City Corporation to allow the process for a formal ballot for a second term to commence.

Contact:

Simon McGinn, City Surveyors Department
E:simon.mcginn@cityoflondon.gov.uk | 020 7332 126

APPENDIX 1

Key Achievements of Cheapside Business Alliance

The headline outputs achieved by the CBA under each key theme are as follows:

Employment, Enterprise and Training

- 266 local residents from within the City Fringe boundary, placed into employment.
- Established relationships with over 100 employers to promote the employment service offered through CBA.
- 360 Candidates have attended coaching and employability training sessions.
- Provided advice and guidance to businesses on the benefits of the Apprenticeship program.
- 8 Apprenticeships have been secured since the Government launched the Apprenticeship levy scheme.

Environment, Signage and Wayfinding

- Secured funding through the Mayors Air Quality Fund (MAQF) to deliver a range of interventions to help mitigate poor air quality. Working in partnership with the City Corporation's Air Quality Team the CBA delivered:
- CBA Commissioned Living Streets to design a walking Map to encourage walking via alternative cleaner routes which are less polluted. 3 walking routes have been created. 200 maps were distributed
- 10 Diffusion Tubes placed within the footprint to monitor Nitrogen Dioxide levels
- Engine Idling action days to encourage stationery traffic to switch off their engines working with volunteers from the local business community. 8 events have taken place with over 30 Volunteers supporting the scheme
- 64 Participants have enjoyed E Bike events. 6 sessions, riding electric bikes to promote alternative modes of transport, with 80% of participants confirming that the sessions had given them greater awareness of air quality issues
- 3 Walk Doctor sessions distributing over 500 walking maps offering alternative walking routes from St. Paul's to Bank through less polluted streets
- CBA Ambassadors report environmental issues directly through to the City Corporation on aspects such as broken bollards; cracked paving slabs etc...all reports are responded to by the City Corporation with over 95% off all issues reported being fixed
- Promotion of green spaces and biodiversity to aid better air quality. A greening scheme is being designed to tackle the large planter areas around St. Paul's tube station adjacent to No. 5 Cheapside. The CBA is working in partnership with City Corporation and has committed £100k of CBA funding towards the scheme.
- CBA supports the Clean City Awards Scheme (CCAS) and sponsors a CBA award.
- CBA working with the City Corporation on implementing a consolidated scheme on freight with One New Change implementing new loading bay schedules to reduce the number of deliveries and emissions within the footprint.
- Quarterly Freight group meets and the above scheme will be monitored to assess its impact. The group is also currently baselining and collating data on

the current status quo before implementing a consolidation strategy.

Tourism and Culture

- CBA sponsors the annual Nomad Cinema event in St. Paul's Cathedral, Festival Gardens. Over 700 people have attended the events and all profits raised from the events are donated to the Sustainability Institute to support communities in Africa.
- Participation in the Lord Mayors Show, having participated 3 times within our first term.
- Working with the City Corporation on a number of specific events with a total contribution of over £200k towards these events from CBA funding, such as:
 - The House of Sound
 - The Great Fire of London
 - Big Friendly Dream Jar to celebrate 100 years of Roald Dahl
 - London Nocturne
 - Various sporting events – ride London and marathons
 - London Festival of Architecture 2018
 - London Open House weekend
 - Jazz in the Lanes – supporting Bow Lane Traders and working with St. Mary le Bow Church.

Marketing and Promotion

- Ambassador Team – providing a street concierge service and reporting through environmental issues to the City Corporation, the service has been an invaluable tool in our engagement strategy. Engaging with over 150,000 people to date with St. Paul's Cathedral as the most requested destination.
- Annual Christmas light switch on of our Cheapside festive trees. The CBA also supports the City of London Police in their "Give a Gift" campaign. The partnership has with the support of the CBA members donated over 200 gifts to support children and families at this time of year.
- 15 Open days with businesses to promote the Privilege Card, with over 25,000 cards now in circulation and over 65 offers available. The card is supported by an App to inform users of offers but to also promote events taking place.
- Over 95% of respondents in the CBA mid-term review said they were aware of the Privilege Card and App.
- Website and Social Media – the partnership has an informative website and uses social media to help promote the partnership and associated events and activities with over 5,000 followers on Twitter; 11,000 on Instagram, with over 61,000 views to the website

Business Awareness/Networking

- 150 attendees from the business community have attended Networking events hosted by Metro Bank, including bespoke events working with Ward Members
- Annual Report launch with over 250 businesses attending and engaging
- Various themed events on topics such as GDPR; Apprenticeship; Cyber Crime and Counter Terrorism with over 150 businesses attending
- CBA supports International Women's Day providing gifts and raffle prizes donated by the CBA business community
- 9,000 subscribers are signed up to our monthly newsletter

Agenda Item 9

Committee(s): Policy and Resources	Date(s): 13 December 2018
Subject: Electoral Registration – Annual Canvass Reform	Public
Report of: Town Clerk	For Decision
Report author: Alex Berry, Electoral Services Manager, Town Clerk’s Department	

Summary

The Cabinet Office is currently consulting on proposals to reform the annual canvass for the Electoral Register. This is a nationwide proposal which aims to make the canvass more effective and efficient. The Cabinet Office is proposing that a new data matching stage is brought into the process where Government data is used to identify if there is a change in a household or not. Under the proposals, each household will receive a communication which will vary depending on whether voters’ details have been confirmed through data matching. In certain circumstances, residents will not be required to confirm their details if they are verified with Government data.

The residential canvass in the City is unique. Under the current arrangements, residents are sent two forms: a Household Enquiry Form (HEF), used to update the Electoral Register for Parliamentary and Greater London Authority (GLA) elections, and a Form A, which is used to update the City of London Ward Lists. Under the Cabinet Office proposals there is concern that, potentially, it could cause confusion amongst residents if their details are confirmed for the Electoral Register, as the proposed communication the City Corporation would be required to send following verification implies that no further action will be required. However, City residents will still receive Form A from the City Corporation asking them to complete and return the form in order to update the Ward Lists. Not all residents will understand that there are two separate lists, the Electoral Register and the Ward Lists. The accuracy of the Ward Lists could decrease in residential areas as a result.

For clarity, this does not affect business voters and the method by which they are canvassed.

Recommendation

Members are asked to agree the City’s response to the consultation as drafted in paragraph 11, subject to any changes which might be required following a meeting between officers and the Cabinet Office.

Main Report

Background

1. Each year the Electoral Registration Officer (ERO) sends a HEF to each residential address. This form is used to identify residents who are eligible to vote. A response is required from each household, regardless of whether there have been any changes or not. If a response is not received, the ERO is required to send two further forms and employ a canvasser to visit the property. This process is stipulated in the Representation of the People (England and Wales) Regulations 2001 (as amended).
2. The City of London operates this system to update the Electoral Register which is used for Parliamentary and GLA elections. The City also operates a similar process to update the City of London Ward Lists. This involves Form A being sent to each residential property. Where a response is not received to the initial form, two reminders are sent, and a canvasser visits the property. This is in accordance with the City of London (Various Powers) Act 1957 (as amended) which states that the Town Clerk “shall have a house to house or other sufficient inquiry made as to the persons entitled to vote as electors at a ward election.”
3. Both residential canvasses run parallel to each other. This avoids confusion for residents and makes for a more efficient process. An example of this is that canvassers visit households to request residents complete both the HEF and the Form A at the same time.

Current Position

4. The Cabinet Office is seeking to reform the Electoral Register annual canvass across all local authorities. The Cabinet Office has identified the following issues with the current canvass process used nationally:
 - a. It is highly prescriptive and paper based
 - b. Every property must respond whether or not they have a change to report
 - c. It is a resource intensive process (particularly following the change to Individual Electoral Registration (IER) in 2014).
 - d. Citizens find it confusing that they must register individually after returning a HEF and that the HEF is not a registration form
 - e. The changing nature of how citizens engage with registering to vote.
5. Under the proposals a new “data discernment step” would be introduced. This involves the Electoral Register being matched with data held by the Department of Work and Pensions (DWP). If a household of voters matches with DWP data, that house is confirmed, and they are advised accordingly by the ERO either by letter or an email. A resident may be required to confirm there are no changes. If a household does not match, the usual process applies with the ERO being required to send a HEF to the household and make two further contacts if there is no response to the HEF.
6. The Cabinet Office have tried to ensure that the new system:
 - a. enhances the citizen experience

- b. is streamlined, lower cost and financially sustainable
 - c. is less prescriptive
 - d. is trusted and secure, with increased resistance to fraud
 - e. maintains the completeness and accuracy of the register
 - f. includes the capacity for innovation and improvement, adaptable to future change
7. There are some benefits for residents in the City using the proposed new method. For example, the proposals allow increased use of electronic communication. They also allow for canvassing via telephone which would assist in reaching premises with high levels of security and it would eliminate canvasser visits to short term let properties, which they are currently required to visit.
8. However, as the canvass for the Ward Lists runs parallel to the Electoral Register canvass, there is a risk that the process described in the proposals would create confusion for electors. For example, whilst a resident's details may match with government data, the proposed communication the City Corporation would be required to send as confirmation implies that no further action will be required for the Electoral Register. However, they would still be required to complete a Form A to ensure their details remain on the Ward List. Not all residents will understand that there are two separate lists. There is risk of creating confusion by sending two communications to a resident, one which requires action and one which does not. The proposal could also result in an increased number of properties to canvass and a reduction in the accuracy of the Ward List in residential areas.
9. In order to inform the response to the Cabinet Office's consultation the City Corporation will need to consider whether it should either:
- a. Note the introduction of data discernment stage and continue to conduct the canvass in the same manner as it does now (whilst leaving it open for the City Corporation to consider participating in the future);
- or
- b. use information obtained in the data discernment stage (if undertaken) to assist with the Ward List residential canvass (which would allow the City to undertake a similar process for the Ward List as the Electoral Register nationally).
10. It should be noted that the Comptroller and City Solicitor and the Electoral Services Manager are due to attend a meeting with the Cabinet Office on Monday 10 December to discuss initial concerns prior to the meeting of the Policy and Resources Committee. The two options mentioned above will be raised as part of this and Members will be updated on the outcome of discussions verbally at the Committee meeting.

Proposed Response

11. Subject to the outcome of deliberations with the Cabinet Office to consider the submission of a response as drafted below:

Question 1

We are proposing that the national data matching process is mandatory to complete, with local data matching being conducted at the ERO's discretion.

Do you agree that this is the right approach? NO

The City of London is unique in the system used for Electoral Registration. The Electoral Register is produced on 1 December each year and City of London Ward Lists, used for local elections for Alderman and Common Councilmen in the City, are produced in February each year. During the annual canvass, two forms are sent to residents: a HEF (for electoral registration) and a Form A. The Form A is similar to a HEF as it lists current registered voters. It is used as a registration form to update the City of London Ward Lists.

Whilst the City Corporation recognises the importance of using data to effectively and efficiently administer electoral registration nationally and that there could be significant benefits for EROs across the country, the City Corporation feels that it should be optional for it to participate in the national data matching process in recognition of the unique circumstances within the City.

Under the proposals, some households in the City could be processed under route 1. They would receive a communication to say that no further action is required if the information on the Electoral Register listed is correct. They would also receive a Form A which they must respond to in order to ensure they are registered on the City of London Ward Lists. There is a significant likelihood for confusion amongst residents in the City in these circumstances. There is a risk that if residents are told that no further action is required for the Electoral Register, they will believe this also applies to the Form A and fail to respond to it, with the accuracy of the City's Ward Lists diminishing as a result.

To be clear, the City Corporation is not arguing for an exemption from the data matching process, but for it to be optional. It may be that the information obtained during the data matching process can be used to assist in the updating of the City of London Ward Lists, subject to the legality of this being confirmed.

Corporate & Strategic Implications

12. There are no corporate or strategic implications to responding to this consultation.

Implications

13. There are no other implications to responding to this consultation.

Conclusion

14. It is important that residents in the City of London have a clear method of registering to vote on the Ward Lists and the Electoral Register. The canvass must aid this and lead to the production of an accurate Ward List and Electoral Register. There may be benefits for residents in the City to the Cabinet Office's proposals, but they must be weighed carefully with the unique circumstances of voter registration in the City.

Appendices

None

Alex Berry

Electoral Services Manager

T: 020 7332 1430

E: alex.berry@cityoflondon.gov.uk

This page is intentionally left blank

Committee: Policy and Resources	Date: 13 December 2018
Subject: Enhancing the Diversity of the Court of Common Council	Public
Report of: Town Clerk on Behalf of the Members Diversity Working Party	For Decision
Report Author: Angela Roach, Assistant Town Clerk and Director of Member Development	

Summary

1. The Policy and Resources Committee understands the importance of the Court of Common Council better reflecting the communities which it serves. To assist with this a Members Diversity Working Party (MDWP) was created to *“consider and make recommendations to help promote the merits of standing for office as a Common Councilman or an Alderman to enhance the diversity of the Court of Common Council to represent better its constituency”*.
2. The Working Party is chaired by one of the Committee’s Vice-Chairs, Tom Sleigh, and comprises 14 Members including two external co-optees, the Economist and author, Vicky Pryce and Chris Bernard an Executive-level diversity focused recruitment specialist. Given the importance of this area of work, meetings have been attended by the Town Clerk and Director of Communications as well as representatives from Human Resources. A number of experts with experience in the area of diversity and inclusion have also attended some of its meetings, such as the Chairs of the City Corporation’s six Staff Diversity Networks and Trevor Phillips, former Chair of the Equality and Human Rights Commission and a co-optee on the Barbican Centre Board, to assist with its work. It has met on six separate occasions.
3. The MDWP noted that in 2017 33% of Councillors in England and 32% of MPs were women and that 30% was the target for female representation in decision-making positions across the Commonwealth. It is also the target for the 30% Club, a campaign which aims to increase gender balance on UK Boards (<https://30percentclub.org/about/who-we-are>).
4. Currently, approximately, 21.6% of the Court of Common Council (including Aldermen) are women. In the 2017 demographic survey of Members, of the 75 people who responded, 10% indicated that they had a disability, 90% were white, 4% Irish, 4% Indian-Asian and 2% mixed Asian-White. Mindful of recent concerns about the lack of gender diversity on some of the City Corporation’s committees, an analysis of the number of women serving on committees is attached at Appendix A.
5. The Terms of Reference of the Working Party were relatively broad, and the MDWP took ‘better represent its constituency’ to mean the communities of residents and workers in the square mile. Data from the 2011 Office National Statistics Census and the 2011 Workforce Census was used to establish the numbers associated with this report, e.g. 61% of the City’s workforce at that time was male and 39% female and 56% of residents were male and 44% female. With regards to BAME representation, 22% of the workforce and 21.2% of the residents were BAME.

6. The Working Party's work focused on six of the nine legally protected characteristics, i.e. age, disability, race, sex, sexual orientation and religion or belief. Whilst it acknowledged its terms of reference, for the reasons set out in paragraphs 11 and 12 of this report, the Working Party looked at activities which fell broadly into the following overarching areas:-

- **Removing barriers, promoting and attracting more diverse candidates.**
- **Progression and achieving balanced representation within the City Corporation's governance structure.**
- **Improving diversity of the City Corporation's external representation, communication and events.**

7. Amongst other things the MDWP considered the views of the LGIU and Fawcett Society's 2017 "Women in Local Government" report. Separately, the Chair of the Working Party sought the views of the Chief Executive of the Fawcett Society, Sam Smethers, and she commented as follows:-

"Women's representation and diversity in politics matters, and it matters at every level. Fawcett Society research has found that 6 out of 10 women and a third of men say that politics is "more relevant to people like me" when they see women representing them. The debate often centres on parliament, but it is at local level that women can make the most difference and where they are desperately needed.

Fawcett's Local Government Commission found that progress on women's representation has stalled at just 33% but note women's representation in the City of London has further to go at just 21%. We also found that sexism and discrimination are still commonplace in our town halls and that this culture can deter women from standing or putting themselves forward for re-election.

There is ample evidence now from the world of business that getting more women into teams improves performance and decision-making. If business can get it right, then so can our politics"

8. In conducting its work, the Working Party acknowledged the reputational risks associated with inaction and the membership of the Court not being more reflective of the City's communities. Whilst a number of activities were explored, the most viable of these are set out in Appendix B of this report and are recommended for approval. Some are 'quick wins' and some, whilst considered necessary, can only be achieved in the long term. The suggestions have been prioritised and set out below are some of the actions which the MDWP consider a priority:-

- The appointment of a senior officer with responsibility for Member diversity and inclusion, to work in consultation with the newly appointed Diversity and Business Engagement Lead Officer (whose responsibility is staff related both internally and outreach focused). The duties of this dedicated position could include for example, developing an overall strategy, community outreach, proposing achievable targets for improving diversity, relevant Member training, external promotional activity organising of events to support this agenda. The appointment and some of the proposed areas of responsibility can only be achieved with the provision of appropriate funding;
- Setting and publishing targets to improve diversity in the areas of gender and ethnicity in the first instance;

- Engaging a professional external consultant specifically to consider if the lack of remuneration serves is a barrier to attracting people from more diverse backgrounds;
- Undertaking a review of the committee election voting system with diversity in mind, as well as the inclusion of appropriate wording on ballot papers indicating current gender/BAME breakdown of each committee. This could act as a prompt for Members to consider the make-up of committees when voting.

Recommendation

9. Members are asked to consider and approve the activities recommended by the MDWP including the priorities assigned to them as set out in Appendix B to this report.

Main Report

Background

10. Since 2015, the Policy and Resources Committee has looked at ways in which to enhance the diversity of the membership of the Court of Common Council to better reflect the people and businesses it serves. A number of activities have been pursued in the last three years, particularly in the lead up to the 2017 Common Council elections. Given the importance of this area of work, the Committee acknowledged that more needed to be done. A dedicated Members Diversity Working Party (MDWP) was therefore created to develop, consider and make recommendations to the Grand Committee on what else could be undertaken to further promote the merits of standing for election and enhance the diversity of the Court, including the Court of Aldermen.
11. The MDWP is chaired by one of the Committee's Vice-Chairmen, Tom Sleight and comprises 14 Members including the Chair of Policy and Resources, two external co-optees, the Economist, Vicky Pryce and Chris Bernard a diversity-focused recruitment specialist with significant experience in hiring Executive-level roles. Given the importance of this area of work, meetings are also attended by the, Town Clerk, the Director of Communications and representatives from HR. It has met on six separate occasions and, to assist with its thinking, the DMWP also invited a number of guests with experience in the area of diversity and inclusion to attend some of its meetings.
12. The MDWP's work focused on six of the nine legally protected characteristics i.e. age, disability, race, sex, sexual orientation and religion or belief. It considered that unless action is taken to build a pipeline of women and BAME candidates who want to stand, the Policy Committee will not be able to achieve its objective for the Court to better reflect the communities it serves. Therefore, more needed to be done to encourage a diverse pool of candidates to stand. It also acknowledged that the business community had accepted that more balanced representation means better decision-making. The 30% Club (a campaign launched in 2010 with the aim balancing gender diversity at an executive level) for example, had shown that gender balance on boards not only encouraged better leadership and governance, but that diversity further contributed to better all-round board performance, and ultimately increased corporate performance for both companies and their shareholders. The MDWP therefore felt that consideration should be given to adopting best practice in this area.

13. The Working Party was of the view that for many people, their first impression of the City Corporation would be at one of its many hosted events; its social media accounts or in the Press. The 'look and feel' of events and messaging was therefore important both in terms of showing the best of the City, including as an inclusive place where all talents from an array of backgrounds can rise to the top. Consequently, it is important for the City Corporation to review its rules of engagement when communicating externally.
14. A number of activities which fall broadly into the following overarching areas have therefore been explored:-
 - **Removing barriers, promoting and attracting more diverse candidates.** e.g. building a strong pipeline of interested individuals from the City's communities (workers and residents) as well as further afield; outreach to networks, published targets, talent pipelines, lessons from and partnerships with business, proper resources for supporting activities, etc
 - **Progression and achieving balanced representation within the City Corporation's governance structure.** e.g. showing that talent can rise to the top irrespective of background, mentoring for new councillors, publishing committee gender breakdown on committee ballot papers at the Court of Common Council, aspirational quotas for leadership makeup across the organisation, etc.
 - **Improving diversity of the City Corporation's external representation, communication and events.** e.g. consider how the City is represented in communications to ensure the City Corporation is seen as an open and inclusive organisation that people of all backgrounds can identify with.
15. The MDWP is seeking the Committee's approval of all its 20 recommendations. Many are highly inter-dependent and will have more impact in aggregate than as individual items. Whilst the details of how the Working Party reached its conclusion on each activity is not discussed in detail in this report, further information is provided on some of the proposed activities below to give the Committee a flavour of some of the debate which took place:-

Removing Barriers, Promoting and Attracting more Diverse Candidates

Introduction of Targets

16. Ten proposals are set out under the heading of *removing barriers, promoting and attracting more diverse candidates*, including the introduction of targets. The introduction of quotas and targets was considered by the Policy Committee early this year. Whilst the introduction of quotas was not supported by the Committee it acknowledged that the MDWP would need consider the use of quotas and targets further as part of its work. This has been considered and whilst the Working Party supported the Policy Committee's view that the introduction of quotas would be very challenging, it felt that setting public targets was less so and was worth pursuing providing it was dealt with in a measured way.
17. In terms of the focus of the work, and which protected characteristics to prioritise, the Working Party was of the view that focussing on just two characteristics in the initial period from now until 2021 was manageable and realistic. It is therefore proposing that

these should be ethnicity (i.e. Black, Asian and Minority Ethnic (BAME)) and, given recent concerns about the lack of gender diversity on a number of committees, gender. It was also noted that in addressing under-representation of gender, 50% of the overall population, it would set the pace for addressing other under-represented groups. Targets for the remaining characteristics should be reviewed after the next all out Common Council elections in 2021 and be the subject of future discussion.

18. The MDWP felt that reflecting the community of the City covered both the City's residents and workers. Therefore, in setting the proposed targets for gender and race, the MDWP compared data from the 2011 Office National Statistics Census and the 2011 Workforce Census (reflected in the table attached for information as Appendix C). It also examined the targets set for other institutions and considered the views of the LGIU and Fawcett Society's 2017 "Women in Local Government" report. In addition, it acknowledged that City businesses were already leading the way in addressing lack of diversity on boards. There are several examples in business of published targets, including membership of the '30% Club'. Whilst not Member related, it noted that in terms of its staff, the City Corporation has set a target to increase women in senior management positions (Grade G and above) to 45% by 2023.
19. The Working Party concluded that the City Corporation should be as ambitious as these other organisations. It is therefore proposing that, in line with the target set for increasing female representation in decision making positions across the Commonwealth and the 30% Club, the City Corporation should commit to seeking to increase its female membership to 30%, by 2021 with a view to representation in this area becoming comparable to the statistics for the City's community by 2025 (see Appendix C). The target for BAME representation should be set at 15% by 2021, with a view to it also being comparable to the City's community by 2025. These targets can be revised if new statistics following the 2021 Census show a material difference to 2011.

Mentoring

20. The MDWP is of the view that mentoring provides a valuable support mechanism. The benefits of peer mentoring, amongst other things, would include gaining practical knowledge on the work of the City Corporation, receiving encouragement, developing goals and assisting individuals in getting a better sense of direction. Consideration has therefore been given to the merits of developing more structured forms of mentoring and it was suggested that this should be aimed at:-
 - **City workers and residents** – i.e. those interested in standing for election to Common Council in future. This could be undertaken by a Deputy or a system selecting from a pool of Member mentors; and
 - **new Members once elected** - consideration could be given to the development of a "buddying" scheme. Again, this could be a Deputy or a system where the new Member can select from a pool of Member mentors.

Remuneration

21. In considering the issue of remuneration, the MDWP accepted that the matter had been considered several times over the past five years. It also acknowledged the outcome of the survey of Members undertaken earlier this year which concluded that

no payment should be introduced but that the Financial Loss Scheme should be reviewed to ensure that it was fit for purpose and that prospective candidates were not deterred from standing for election due to financial loss. The Working Party nevertheless listened to the view expressed by its external experts that (a) they were surprised to learn Members were not remunerated, (b) felt this was a critical issue holding back diversity and inclusion, and (c) Members were in an unfair position when being asked to comment on their own potential financial remuneration. A strong recommendation has therefore been made for an independent professional to be commissioned to consider specifically whether the lack of remuneration was a barrier to attracting talented people from diverse backgrounds from engaging with the City Corporation.

Technology

22. Consideration was also given to the use of technology as a means of maximising involvement. The Working Party supported the introduction of new technology to enable Members who were not able to attend a meeting in person to contribute to discussion remotely. It felt that this would greatly assist with the demands placed on Members time and the management of other commitments. It also noted that the Policy Committee would be looking at the viability and legal position in respect of virtual meetings and introduction of suitable equipment within Committee and Meeting Rooms to facilitate greater participation and flexibility.

Progression and achieving balanced representation within the City Corporation's governance structure

Committee Elections

23. Earlier this year, concerns were expressed by the Public Relations and Economic Development Sub-Committee and by the Grand Committee about the lack of gender diversity amongst the Members serving on it, and about the make-up of the Policy Committee not being representative of the wider Court nor the City of London's communities as a whole. The MDWP considered a number of mechanisms which could be put in place to address this. It acknowledged that consideration had been given to the introduction of an alternative system of voting for the election of Members on to committees in 2016. It nevertheless questioned whether it should be reconsidered and whether, for example, a system similar to that used for the election of the Chief Commoner should be introduced. The Working Party also felt that committee ballot papers (in Court, committees, sub-committees and working parties) should include information on the gender and BAME breakdown of the committee or sub-committee at the top of the paper, as this would serve as a data point for Members to consider the make-up of a committee when voting. The application of a 'nudge' theory was considered preferable than quotas as it bears no cost, nor mandates any action. It simply enabled Members to make a fully informed decision. It should be noted that the MDWP did not rule out quotas as a possible future step if this proposal proved ineffective.

Creation of Dedicated Sub-Committee

24. To help shape some of the ideas for improving diversity an informal Member-level Diversity Group was established in 2016. It was put on a more formal footing and replaced this year and reconstituted as the MDWP. The Working Party is of the view that consideration should now be given to whether the City Corporation should strengthen its commitment to improving diversity by creating a Member Diversity Sub-Committee rather than a task and finish working party. The Sub-Committee could, for example, be responsible for:-
- keeping the issue of Member diversity under review, including leading on monitoring and other data collection;
 - recommending any future targets associated with the other protected characteristics;
 - directing the work of the dedicated support officer Member diversity and inclusion (providing it is supported) and assist with the development of an overall strategy and a structured programme;
 - recommending to the Grand Committee a programme of external promotional activities; and
 - establishing a pool of Member-level mentors for new and prospective Members.

Improving diversity of the City Corporation's external representation, communication and events

25. The MDWP is keen to ensure that diversity is embedded across the range of City Corporation activities and that it is considered as a general rule. The Working Party acknowledged that messaging played a critical part in achieving this and therefore supported the development of a policy to further highlight the importance of diversity and inclusion. Such a policy would help to ensure that thought was given at all times to activities being communicated in a positive manner and that it was joined up. A moderate campaign to promote diversity and inclusion could also be undertaken and it could be assisted by the promotional work already produced by TMP, the consultants commissioned under the auspices of the Establishment Committee to advertise the City Corporation as a good place to work for all.
26. As mentioned in paragraph 12 above, an individual's first impression of the City Corporation was likely to be gleaned from attendance at one of its many hosted events. The 'look and feel' of events was therefore important. The Working Party is proposing that, where the City Corporation has discretion to influence guest lists it should and that the Hospitality Working Party (HWP) should be requested to review the procedures for finalising guest lists for events to ensure that diversity was considered. HWP should also be asked to consider whether it was possible to establish a mechanism of monitoring to measure the effectiveness of guest list procedures.
27. It should be noted that in terms of external representation, the MDWP also questioned whether the City Corporation should participate on all male panels, in-line with many businesses who ban staff from participating. The two clear benefits of this are (1) the Corporation receives significant number of invitations, and so could start to improve the diversity of representation of the organisations which invite us to speak; and (2) this would have significant benefits in terms of the Corporation's own reputation. It was therefore agreed to recommend that Officers and Members when representing the

Corporation should not accept invitations to appear on all-male panels when speaking at events. In terms of all-white and all-female panels, it was recommended that Officers and Members give strong consideration to declining but could exercise discretion, particularly if the invitation was to an individual who would assist in shifting the balance, e.g. the current Chair of Policy. It was noted that in practice, a phone call to organisers to explain the situation was likely to result in consideration being given to a change of panel to permit City representative attendance.

Equality Impact Assessment

28. The Public Sector Equality Duty (PSED) requires public authorities, when exercising their functions, to have 'due regard' to the need to:-
 - Eliminate discrimination, harassment and victimisation
 - Advance equality of opportunity between people who share a protected characteristic and those who do not; and
 - Foster good relations between people who share a protected characteristic and those who do not.
29. An Equality Impact Assessment (EIA) has been undertaken on the proposals contained in this report. In terms of sex (gender), current data shows that this is an area that needs to be developed urgently. Setting a target to increase female representation will have a positive impact on this group and encourage more gender balanced committees. There is also a distinct need to work with underrepresented racial groups, therefore, the proposed target to increase the number of BAME groups will be a welcomed intervention with a positive impact.
30. Notwithstanding the fact that in time more will need to be done with other protected characteristics, in general, the assessment concluded that the proposals contained in this report had the potential to improve diversity. A copy of the EIA is available on request.

Conclusion

31. Efforts have been made to publicise and promote the work of the City Corporation in order to encourage people standing for election to Common Council from a range of backgrounds in the last three years. Improving diversity nevertheless continues to be an important area of work which the Policy Committee has acknowledged and is keen to see more being done to further improve the situation. The Working Party was therefore been created to add focus to this area of work and to report back to the Grand Committee with recommendations on activities/initiatives which might assist in enhance the work already undertaken.
32. As directed, the MDWP has considered a number of possible actions which might further improve the current situation. The details of the proposed activities are set out in Appendix B of this report. The MDWP is seeking the Committee's approval of all its 20 recommendations.

Appendices

- **Appendix A** – Analysis of female Members on Committees
- **Appendix B** – Schedule of Proposed Actions
- **Appendix C** – Table of data and comparable targets

Background Papers:-

- Appointment of Sub Committees, Working Parties and Representatives on Other Committees – Report 3 May 2018
- Increasing Diversity in the Court of Common Council – Update Report 8 June 2017
- Summary LGIU and Fawcett Society ‘Women in Local Government’ Report 2017
- Equality Impact Assessment – December 2018

Contact:

Angela Roach

Assistant Town Clerk and Director of Members Services

Telephone: 020 7332 3685

Email: angela.roach@cityoflondon.gov.uk

This page is intentionally left blank

Percentage of female Members on City Corporation committees

Committee	Number of female Members (serving on Court)	Percentage (based on possible elected Member positions)
Board of Governors of the Museum of London	3	50.0
Open Spaces and City Gardens	5	45.5
West Ham Park	3	37.5
Community & Children's Services Committee	11	36.7
Hampstead Heath, Highgate Wood and Queen's Park Committee	4	36.4
Establishment Committee	6	35.3
Licensing Committee	5	33.3
Barbican Centre Board	4	33.3
Health and Wellbeing Board	2	33.3
Culture, Heritage and Libraries Committee	11	33.3
Board of Governors of the City of London School for Girls	5	31.3
Board of Governors of the City of London School	4	30.8
Barbican Residential Committee	5	29.4
Board of Governors of the City of London Freeman's School	4	28.6
Finance Committee	5	27.8
The City Bridge Trust Committee	4	26.7
Board of Governors of the Guildhall School of Music and Drama	3	25.0
Education Board	3	25.0
Port Health and Environmental Services Committee	7	20.6
Planning and Transportation Committee	7	20.6
Epping Forest & Commons Committee	2	16.7
Police Committee	2	16.7
Audit and Risk Management Committee	2	15.4
Capital Buildings Committee	2	15.4
Standards Committee	2	15.4
Freedoms Applications Committee	1	14.3
Policy and Resources Committee	4	12.9
Investment Committee	3	12.5
Markets Committee	4	12.1
Gresham (City Side) Committee	1	8.3
Standards Appeals Committee	1	8.3

This page is intentionally left blank

Outstanding Actions List Members Diversity Working Party

	Action	Notes	MDWP priority (1-3)	Officer/body responsible	Date for completion
Removing barriers, promoting and attracting a more diverse range of candidates to stand in elections = attraction/get candidates					
1	<p><u>Set targets for protected characteristics</u></p> <p>Announce set targets for representation by 2021 election – 30% female and 15% for BAME by 2021. Other protected characteristics to be considered after the next all out elections.</p> <p>Set targets for 2025 for Common Councilmen and Alderman to be reflective of the City workers/residents (see Appendix C).</p>	Targets for Common Councilmen and Aldermen.	1	Recommendation to P&R.	Announce by Q1 2019
2	<p><u>Appointing a dedicated senior Officer responsible for Member diversity and inclusion</u></p> <p>Appointing a senior officer with overarching responsibility for Member diversity and inclusion, with a budget for – and ownership of – diversity events at Guildhall, as well as all elements of Member pipeline development such as diversity network engagement.</p> <p>Other components of the role are:</p> <ul style="list-style-type: none"> • Community outreach. Actively engaging with all networks to promote standing for election amongst residents, business, young people and faith groups etc., • Convening business groups to learn best practice in this area for adoption 	<p>Responsibility for CC and Alderman pipeline development work.</p> <p>This is a senior role representing the City Corporation reporting into P&R. This is in addition to the D&I position being recruited to support staff networks. It was felt that the provision of properly funded staff networks will help to demonstrate how seriously the CoL takes the D&I agenda.</p> <p>Whilst the diversity of the Court and external representation of the City Corporation was the responsibility of P&R, it could potentially be delegated</p>	1	Recommendation to P&R to provide funding and seek Establishment Committee's approval to the creation of the post	Appoint by Q1 2019

Outstanding Actions List Members Diversity Working Party

	Action	Notes	MDWP priority (1-3)	Officer/body responsible	Date for completion
Page 112	<ul style="list-style-type: none"> • Working with existing initiatives such as the Lord Mayors Appeal and Power of Diversity • Working with CoL staff networks to learn from them, lean on their informal networks, and share best practice • Contributing to innovative communications and social media use • Developing and running a Member-level mentoring scheme (See action 7) • Own and have funding for annual events which focus on diversity and inclusion, e.g: - organising and seeking funding for annual diversity networking events such as Pride participation and Flag Raising and Reception, International Women’s Day reception, Eid dinner together with City of London Police, etc. 	to the Public Relations and Economic Development Sub-Committee.			
3	<p><u>Nomenclature</u> In all non-legal documentation and communication, refer to Common Councilmen as ‘Common Councillors’ or ‘Councillors’ and Chairmen as ‘Chairs’</p>	<p>No recommendation to change Alderman.</p> <p>The perception is that the CoL needs to look more in-line with business and society at large, to attract a wider talent pipeline.</p>	2	Members Privileges Sub-Committee to look at in the first instance with any recommendations being considered by P&R.	Announce by Q1 2019
4	<p><u>Ancillary Support to Members</u> Provide guidance to Members and potential Members on what expenses and other (nonfinancial) support exists for Members, including health/wellbeing.</p>	<p>HR to report back to MDWP on full spectrum of what’s available.</p> <p>MDWP have indicated that as a minimum, a support system similar to that available for staff should be</p>	2	Members Privileges Sub-Committee to look at in the first instance with any recommendations	Q3 2019

Outstanding Actions List Members Diversity Working Party

	Action	Notes	MDWP priority (1-3)	Officer/body responsible	Date for completion
	A future review of support for Members will be informed by this information.	available for Members, e.g. the current health/wellbeing benefits.		being considered by P&R.	
5	<p><u>Meeting timings and technology</u></p> <p>a. Introduce technology to all appropriate meeting rooms to maximise the ability of Members to join remotely'. This will ensure wider participation and assist Members with busy day-jobs.</p> <p>b. Re-examine the timing of meetings and consider introducing a combination of timings across committees to allow for a fairer balance for all Members and potentially encourage new people.</p> <p>c. Encourage Chairs of Committees to consult their committee and select meeting times that make them as accessible as possible.</p>	<p>P&R has approved a trial for the use of technology beginning with the Board of Governors of the Freemen's School having the ability to hold "virtual meetings".</p> <p>The strong steer from the MDWP is to be as inclusive as possible within the legal framework – i.e. ensure Members can easily join (and host) meetings remotely in as many circumstances as is legally permitted.</p> <p>Ensure that no barriers exist which would prevent meeting times being altered, at the request of a Committee, with ease.</p>	1	<p>P&R</p> <p>P&R</p> <p>P&R</p>	
6	<p><u>Better guidance for selecting voters</u></p> <p>The Director of Communications to ensure that material sent to companies regarding voter registration encourages them to select a diverse representation of their workforce.</p>		2	Director of Communications	Q3 2019

Outstanding Actions List Members Diversity Working Party

	Action	Notes	MDWP priority (1-3)	Officer/body responsible	Date for completion
7	<p><u>Mentoring Scheme</u> Introduce a Member-level mentoring programme for prospective candidates i.e. City workers and residents who are interested in standing in the future and also for newly elected Members. The latter could include a “buddying” scheme.</p> <p><u>Other Structured support</u> Create new leadership roles to support women and BAME into leadership positions. Look at shadowing or deputy positions. Offer leadership programme to women members.</p> <p><u>Internal progression – clearer pathways</u> Look at how new Members can progress or take on additional responsibilities (for example deputy chair of sub-committees) to gain more experience and skills.</p>	To be developed by the new Member-dedicated Senior Diversity Officer	2	<p>Members Privileges Sub-Committee to look at in the first instance with any recommendations being considered by P&R.</p> <p>This could be overseen by the new Members Diversity Sub-Committee, if approved</p> <p>Members Privileges Sub-Committee via its Member Development Group</p>	Q3 2019
8	<p><u>Co-opted / Non-Executive / External Members</u> Look at appointments to external positions (co-opted Non-Executive Members) to improve diversity on committees, including where advertisements are placed, and what skills and other attributes are included in the job description. Consider making this a centralised process</p>	The MDWP is looking for a clear process by which co-opted Members are appointed, which is centrally held with defined parameters including a keen eye for ensuring a wide and diverse talent pipeline is accessed	2	Outside Bodies Sub-Committee, together with relevant committees who advertise externally e.g.	Q3 2019

1899 114

Outstanding Actions List Members Diversity Working Party

	Action	Notes	MDWP priority (1-3)	Officer/body responsible	Date for completion
	following clear guidelines, rather than 'friends of Chairmen'.			Police, Standards, Epping Forest Committees	
9	<p><u>Compensation for Members (internal and external) including Co-opted / Non-Executive Members</u> Commission a (paid for, professional) external review of remuneration, specifically to consider if the lack of it is a barrier to diverse talent engaging with the City Corporation. It would be worth considering other barriers, too, though remuneration is the key component.</p>	External Members strongly recommended this review was conducted externally. Proposal is to use a consultant similar to Flint Global who already have an existing contract with the CoL which might assist in reducing the cost.	1	P&R to commission	Q1 2019
10	<p><u>Setting a Strategy</u> Create a Member diversity and inclusion strategy including setting achievable targets for the City Corporation.</p>	This could form part of the Member Diversity Support Officer's work programme	1	P&R to commission, new D&I Sub-Committee to own	Q1 2019
11	<p><u>Citizenship Ceremonies</u> – consider whether the City Corporation should host these ceremonies in future.</p>	This will help build links between the City Corporation and its newest British citizen residents. It would also introduce the Corporation to a new diverse group of people	3	P&R	By the end of 2019
12	<p><u>Committee election system – changes</u> Review the First Past the Post voting system for committee elections to ascertain whether it will help to improve diversity.</p>	This was last reviewed in 2015/16	1	P&R	Q1 2019

Outstanding Actions List Members Diversity Working Party

	Action	Notes	MDWP priority (1-3)	Officer/body responsible	Date for completion
	<p><u>'Nudge' through ballot paper wording</u> Update committee election ballot papers to include, for example, a gender breakdown of the committee as it currently stands, to prompt Members to consider the make-up of the committee when voting.</p>	It is proposed that at this stage it should include both sex (gender) and BAME only		P&R	
13	<p><u>New dedicated (formal) Diversity & Inclusion Sub-Committee</u> Establish a permanent Members Diversity Sub-Committee to drive the proposed action programme.</p>	To be a Sub-Committee of P&R	2	P&R	Q3 2019
14	<p><u>Appointed panels – diversity imperative</u> Ensure that in future the composition of all City Corporation appointed panels/groups is diverse, i.e. not all male (or female) or all white. This could include licensing hearings and interview panels.</p>		3	Officer responsible for convening the Panel.	By the end of 2019
15	<p><u>Voluntary Members Diversity Charter</u> Introduce a voluntary Charter for Members to consider signing, allowing Members to publicly show commitment to this agenda, and help drive the debate internally on D&I.</p>	<p>Members Development Group to take this forward for Members. Possible draft text:-</p> <p><i>“The City flourishes today by attracting international talent and innovating to succeed. I believe that attracting a wider pool of talent to engage with the City of London Corporation will build a City fit for the future.</i></p>	1	This could be overseen by the new Members Diversity Sub-Committee, if approved.	Q1 2019

Outstanding Actions List Members Diversity Working Party

	Action	Notes	MDWP priority (1-3)	Officer/body responsible	Date for completion
Page 117		<p><i>To support opening up the City of London to a wider talent pool, I will:</i></p> <ol style="list-style-type: none"> <i>1) undertake unconscious bias training.</i> <i>2) ensure when posing in group photos of 4 or more for external comms, e.g. through social media, I consider the image I am attaching to the City. I will include women and greater ethnic diversity if possible.</i> <i>3) chair meetings effectively and in an inclusive manner</i> <i>3) consider the gender mix on committees before voting in Court</i> <i>4) consider the diversity of candidates I propose for the Freedom of the City and how they reflect the City's communities.</i> <i>5) ask firms, when engaging on voter registration, if they have reflected the diversity of their firm in their voting list.</i> <i>6) bring new people from diverse backgrounds into the City, through invitations to functions, for example.</i> <i>7) look out for new talent who could make a contribution to the City civic and ask them to stand.</i> 			

Outstanding Actions List Members Diversity Working Party

	Action	Notes	MDWP priority (1-3)	Officer/body responsible	Date for completion
	<p><u>Unconscious bias training</u> Unconscious bias training for all Members and Senior Officers</p>			Members Privileges Sub-Committee via its Member Development Group	
16	<p><u>Advertising the City's commitment</u> Advertising campaigns committed to diversity to show the public the City Corporation's aims and ambitions.</p>	Officers to report back on the budget needed to undertake a series of campaigns	2	Director of Communications, in consultation with relevant Sub-Committee	Q3 2019
17	<p><u>Comms Diversity Policy</u> Messaging plays a critical part in the effective communication of diversity; a policy should therefore be introduced to ensure that thought was given at all times to activities being communicated in a positive manner and that it is promoted adequately.</p>		2	Director of Communications	Q3 2019
18	<p><u>Panel appearances by City Representatives</u> Implement a policy for Officers and Members formally representing the City Corporation against attending all male events or speaking on all male panels unless participation assists in altering the balance. Where possible, the policy would also recommend against Members (representing the City) or Officers appearing on panels with no diversity in terms of BAME representation.</p>	A number of companies already refuse to allow staff to attend all male events or speak on all male panels	1	Officer responsible for event in consultation with the Director of Communications	Q1 2019

Outstanding Actions List Members Diversity Working Party

	Action	Notes	MDWP priority (1-3)	Officer/body responsible	Date for completion
19	<p><u>Events</u></p> <p>a) Event monitoring: monitor the diversity of events using tools such as Eventbrite or CBI to collect data.</p> <p>b) Invitation Lists: should be reviewed, particularly where the City Corporation has discretion to influence invitation lists for events, particularly for, but not isolated to, 'headline events' such as the Lord Mayor's Banquet. The audit should include who issues invites, how many are 'discretionary' for the Corporation and mechanisms which encourage those who issue them to ensure that where possible the guest lists reflects the diversity of the City's communities.</p> <p>c) Create positions on Hospitality Working Group for new members and look at diversity balance.</p>	<p>Obtaining this data may be challenging due to GDPR, but the working party encourages the CoL to investigate whether some form of monitoring could be undertaken as there was value in having the information.</p> <p>The CoL organises many historic events and events linked to Livery. It needs to review the annual list of events to ensure we refresh our external presentation both in terms of the content, and the invitation lists.</p> <p>HWP should aim to have a comprehensive view of the full discretionary list of invitations to headline events (including those given to incoming Sheriffs) in order to then work with those issuing these invites to improve diversity of attendance.</p>	2	Hospitality Working Party	Q3 2019
20	<p><u>Diversity in Partner Organisations – including Livery</u></p> <p>Encourage the Court of Aldermen and Livery Committee to continue to work with the wider livery on improving diversity, including asking them to try to ensure a diverse range of people are nominated for Freedom of the City via the Livery 'route'.</p>	<p>Chair of MDWP to write to Town Clerk and Lord Mayor to request they raise this in their remarks to the collected Livery Masters and Clerks in late November</p>	1		Q1 2019

This page is intentionally left blank

Members Diversity Working Party – Targets and Comparisons

Protected Characteristics	City's Work force Community (based on 2011 Workforce Census)	City's Residential Community (based on 2011 Census)	City Corporation Members*	30% Increase by 2021	To reflect City Community by 2025
Age	61% - aged 22-39 23% - aged 40-49 11% - aged 50-59 3% - aged 60+	23% - aged 15-29 28% - aged 30-44 22% - aged 45-59 15% - aged 60-74 4% - aged 75-84 1.3% - aged 85 +	6% - aged 26-35 11% - aged 36-44 25% - aged 45-55 23% - aged 56-65 25% - aged 66-75; 5% - aged 75 & over	TBD	Workforce 61% - aged 22-39 23% - aged 40-49 Residents 28% - aged 30-44 22% - aged 45-59
Disability	<i>No data</i>		10% - disabled	TBD	TBD
Race	79% - white 3% - mixed/multiple ethnic group 12% - Asian/Asian British 5% - Black/African/Caribbean 2% - Other ethnic group	78.6% - white 12.6% - Asian 2.6% Black 6% other ethnic group	89% - white 4% - Asian 4% - Irish 2% - mixed Asian and white 1% - white European union	TBD	Workforce 22% - BAME Residents 21.2% - BAME
Sex (gender)	61% - male 39% - female	56% - male 44% - female	75% - male 23% - female 1% - other	30%	Workforce 39% - female Residents 44% - female

- Data from the City Corporation's 2017 demographic survey of Members.

Members Diversity Working Party – Targets and Comparisons

LGBT	<i>No data</i>		92% - heterosexual 5% - gay/lesbian 3% - bi-sexual	TBD	TBD
Religion	<i>No data</i>		62% - Christian 27% - None/no religion 4% - Jewish 1% - Hindu 1% - Muslim 1% - Buddhist	TBD	TBD

- Data from the City Corporation’s 2017 demographic survey of Members.

Committee: Public Relations and Economic Development Sub Committee Resource Allocation Sub Committee Policy and Resources Committee	Date: 12 December 2018 13 December 2018 13 December 2018
Subject: Enhancing Sport Engagement	Public
Report of: Town Clerk	For Decision
Report author: Bob Roberts, Director of Communications	

Summary

At the October 2018 meeting of the Public Relations & Economic Development Sub Committee, Members asked for a clear and proportionate strategy on sports engagement and gave a series of instructions to the Town Clerk on how to achieve this.

This follows a report in December 2017 where Members resolved there should be a more pro-active approach to sports engagement on a strategic basis.

This report sets out proposals to meet those instructions and ensure the City of London Corporation:

- supports British bids to host major sporting events which align with City Corporation strategies (particularly around supporting London)
- supports the organisers of major sporting events by using our venues and facilities
- encourages mass participation sport and physical activity
- engages City Corporation’s cultural and educational resources to support sport
- involves City residents and workers in sport and physical activities

It makes recommendations to the Resource Allocation Sub Committee for ongoing funding for the appropriate staffing and resources to increase sport engagement by increasing the Town Clerk’s baseline budget by £80k pa from 2019-20 onwards.

Recommendations

- Members of the Public Relations and Economic Development Sub Committee are asked to:
 - Approve the new process for enhancing sport engagement
- Members of the Resource Allocation Sub Committee are asked to:
 - Approve an uplift in the Town Clerk’s annual budget of £80k to fund the additional aforementioned Corporate Affairs Officer.

Main Report

1. The City Corporation involvement in sport already supports three of the 12 outcomes in the Corporate Plan:
 - People enjoy good health and wellbeing;
 - People have equal opportunities to enrich their lives and reach their full potential;
 - Communities are cohesive and have the facilities they need.
2. A range of activities already exist across the City Corporation to support sport, the most substantial being through the Open Spaces Department with an annual budget of £2.4m invested in formal and informal sports facilities such as Wanstead Flats Playing Fields where there are 45 grass football pitches, five leagues, over 50 clubs and 125 teams.
3. Following a request by the Policy and Resources Committee last year, Members of the Public Relations and Economic Development recently agreed that, in view of the enhanced exposure and wider benefits, the City Corporation should take a more pro-active and strategic approach in relation to sport engagement. Members also asked for a clear and proportionate response.
4. Members wished to see increased support for bids for major sporting events, increased support for the organisers of major events and more encouragement for mass participation sport and physical activity.
5. Specifically, at the October 9th meeting of the Public Relations and Economic Development Sub Committee, Members resolved to instruct the Town Clerk to:
 - (a) Bring forward a report to a meeting of the Sub-Committee by December 2018 setting out a clear and proportionate strategy on Sport Engagement in line with the direction provided by Members ten months ago and aligned to the Corporate Plan, bearing in mind existing sports engagement.
 - (b) Include in the report a proposed approach to:
 - i. supporting British bids to host major sporting events which align with City Corporation strategies (particularly around supporting London);
 - ii. supporting the organisers of major sporting events hosted in the United Kingdom through the strategic application of City Corporation venues and facilities (including open spaces);
 - iii. supporting mass participation sport and physical activity events together with other activities that encourage more active lifestyles;
 - iv. engaging the Corporation's cultural and education resources in support of sporting activities in the capital, including making suitable opportunities available to pupils and students at the Corporation's schools and academies and building on the Corporation's existing sporting activities;

- v. involving City residents and workers and Corporation tenants in relevant sport and physical activities connected to our Sport Engagement programme.
- (c) Include in the report proposals for a small dedicated staffing structure within his department, which will provide both strategic leadership and operational resilience to the Sport Engagement policy in accordance with the wishes of Members.
 - (d) Include in the report a budget for the remainder of the current financial year (to be funded from the Town Clerk's local risk contingency) to cover the necessary staffing to develop and implement the strategy as well as funding necessary to support engagement with events due to take place in 2019 such as the Cricket World Cup.
 - (e) Make recommendations to the Resource Allocation Sub-Committee for ongoing funding for Sport Engagement staffing and resources in his department's baseline budget for 2019-20 onwards.
6. To achieve a strategic and proportionate process we have produced a sports engagement matrix attached as Appendix A to ensure any proposed support matches our corporate plan outcomes. The matrix aims to ensure any increased engagement with sport matches our agreed aims and outcomes in the corporate plan by:
- Listing the corporate plan's aims and outcomes and describing how any sports engagement proposal matches those aims and outcomes.
 - Awarding a score on how close the sports engagement proposal matches the outcome.
 - If the score demonstrates a close alignment with the corporate plan City Corporation could offer either hospitality support via the Hospitality Working Party or financial support via the Policy Initiatives Fund governed by the Policy and Resources Committee. Other methods of support will also be considered.
 - In return for any support the organiser of any sports event would be asked to explain how we involve and provide a benefit for residents, workers and pupils from our family of schools. For example, coaching sessions, tickets for pupils or investment in our facilities could be provided in return for support. Events would also be asked to display our branding.
7. To achieve a clear and pro-active process – and meet the instructions set out in Paragraph 5 (b) - we have produced a sports engagement assessment process attached as Appendix B to explain how any decision to support enhanced sport would be processed. The process shows how we would:

- Look for opportunities to support British bids to host major sporting events which align with City Corporation strategies, particularly around supporting London
 - Ensure appropriate support for major sporting events and mass participation events is considered.
 - Ensure consideration is given to engaging the City Corporation's cultural and education resources in support of sport including making suitable opportunities available to pupils and students at City Corporation's family of schools.
 - Ensure consideration is given to building on City Corporation existing sporting activities.
 - Look to involve City residents and workers in relevant sports and physical activities.
 - Ensure relevant committees and officers are consulted and correct decision-making processes followed.
8. An annual report would be submitted to the PRED Sub Committee covering the support which has been provided and the potential sport engagements opportunities for the year ahead.
 9. On staffing, much of the work undertaken at officer level around sport engagement will, by its nature, fit within the Corporate Affairs Team of the City Corporation. As this team's current focus is on issues relating to political engagement it is proposed that a new post to oversee strategic sport engagement activity be created to manage sport engagement and that this post would report directly to the Head of Corporate Affairs.
 10. To ensure support for sport continues during the remainder of this financial year a consultant will be retained to begin implementing and developing the strategy so we can support events in 2019 such as the Cricket World Cup. The anticipated budget for this is expected to be no more than £10,000 to be funded from the Town Clerk's local risk contingency.
 11. In future financial years, we believe a proportionate budget for one officer with responsibility for strategic engagement and a small local risk to sponsor small events and engagements would be £80,000.
 12. It is anticipated larger hospitality events will be dealt with by the Hospitality Working Party and the costs met from the hospitality budget.
 13. Events falling in 2019 for which hospitality-related events are likely to be considered by the Working Party include the ICC Men's Cricket World Cup, the Netball World Cup and the Cycling World Championships.

Recommendations

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

- Approve the new process for enhancing sport engagement

15. Members of the Resource Allocation Sub Committee are asked to:

- Approve an uplift in the Town Clerk's annual budget of £80k to fund the additional aforementioned Corporate Affairs Officer.

Annexes

- Appendix A: Sports Engagement Assessment Matrix
- Appendix B: Sports Engagement Process

Bob Roberts, Director of Communications

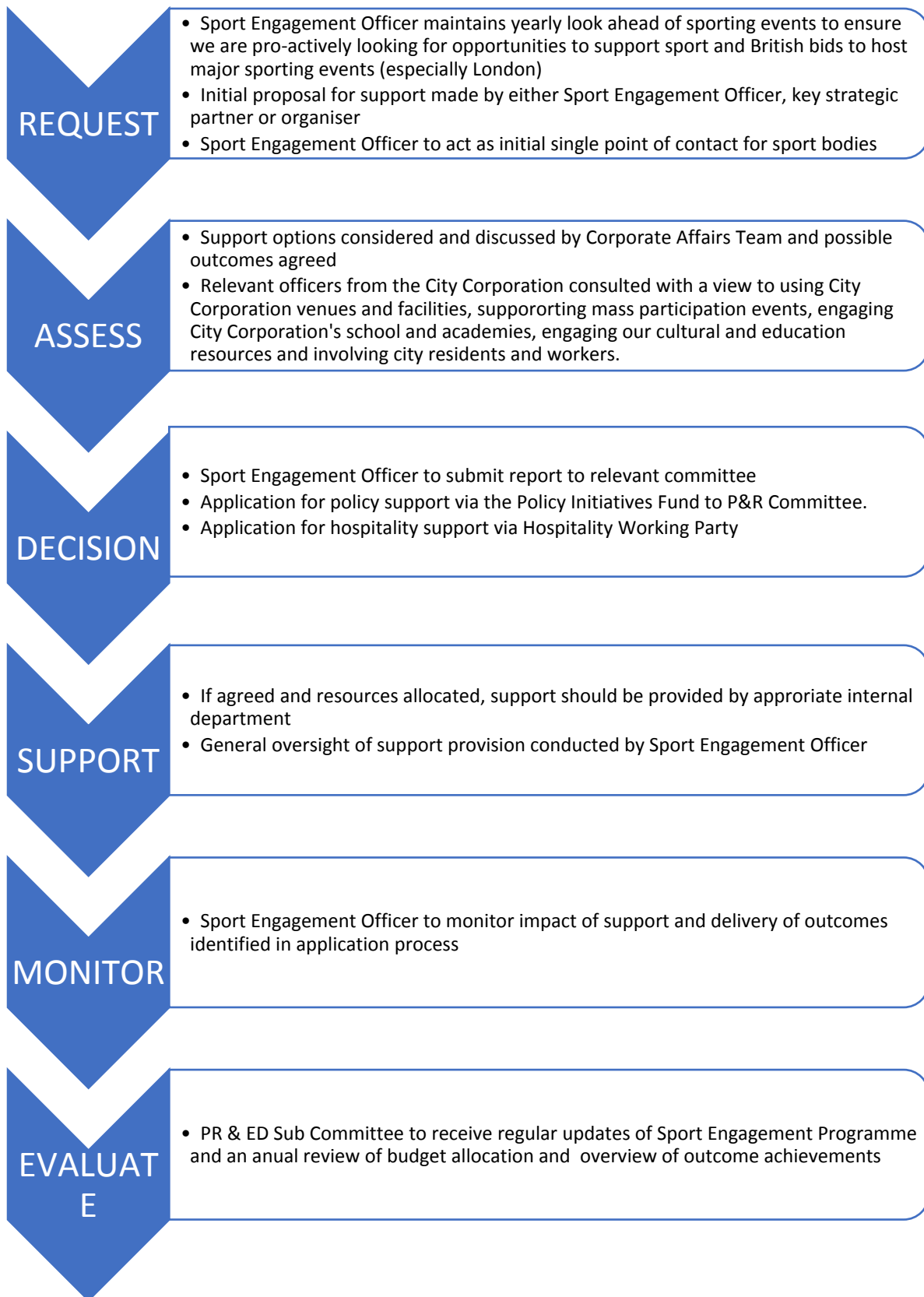
T: 020 7332 1111

E: bob.roberts@cityoflondon.gov.uk

APPENDIX A: SPORT ENGAGEMENT ASSESSMENT MATRIX

Item	Corporate Aim	Corporate Outcome	How will event help contribute to the corporate outcomes	Score	Additional Benefits
				(0-5)	
1	Contribute to a Flourishing Society	People are safe and feel safe			
2		People enjoy good health and wellbeing			
3		People have equal opportunities to enrich their lives and reach their full potential			
4		Communities are cohesive and have the facilities they need			
5	Support a thriving Economy	Businesses are trusted and environmentally responsible			
6		We have the world's best legal and regulatory framework and access to global markets			
7		We are a global hub for innovation in finance and professional			
8		We have access to the skills and talents we need			
9	Shape outstanding environments	We are digitally and physically well-connected and responsive.			
10		We inspire enterprise, excellence, creativity and collaboration			
11		We have clean air, land and water and a thriving and sustainable natural environment.			
12		Our spaces are secure, resilient and well maintained.			
Total					/50

APPENDIX B: SPORTS ENGAGEMENT PROCESS



This page is intentionally left blank

Agenda Item 12

Committee:	Dated:
Policy and Resources	13 December 2018
Subject: Revenue and Capital Budgets 2019/20	Public
Report of: The Town Clerk, the Chamberlain, the Remembrancer	For Decision
Report Author: Laura Tuckey, Chamberlain's Department	

Summary

This report is the annual submission of the revenue and capital budgets overseen by your Committee. In particular it seeks approval to the provisional revenue budgets for 2019/20, for subsequent submission to the Finance Committee. The budgets are summarised in the following table and have been prepared within the resources allocated to the Town Clerk and the Remembrancer.

	Original Budget 2018/19 £000	Latest Approved Budget 2018/19 £000	Proposed Original Budget 2019/20 £000	Movement 2018/19 LAB To 2019/20 £000
By Division of Service				
Community Safety and Resilience	(888)	(984)	(944)	40
Communications	(2,193)	(2,242)	(2,219)	23
Economic Development	(4,610)	(5,437)	(5,215)	222
Grants and Contingencies	(5,105)	(5,722)	(4,965)	757
Culture Mile	(1,430)	(1,804)	(1,580)	224
Remembrancer	(6,497)	(6,257)	(6,814)	(557)
Division of Service Totals	(20,723)	(22,446)	(21,737)	709

Expenditure and unfavourable variances are presented in brackets

Overall, the 2018/19 latest budget is £22.446m, an increase of £1.723m compared with the original budget. The main reasons for this net increase are:

- an increase in provisions totalling £1,058,000 funded from approved carry forwards from 2017/18 (see paragraph 5 for further details);
- a one-off budget provision in 2018/19 of £73,000 for expenditure to fund employees' contribution pay in that year (Town Clerk's Department £57,000, Culture Mile £1,000 and Remembrancer's Department £15,000); and
- an increase of £572,000 for additional funding for the City Office in Brussels following a report submitted to your Committee in December 2017.

The 2019/20 proposed revenue budget totals £21.737m, a decrease of £709,000 compared with the latest approved budget for 2018/19. The main reasons for the net decrease are:

- excludes the one-off provision of £1,058,000 in 2018/19 relating to 2017/18 carry forwards;
- a decrease of £164,000 for the Town Clerk's and Remembrancer's 2% savings target (Town Clerk's Department £140,000 and Remembrancer's Department £24,000) however this is offset by a 2% inflationary increase of the same amounts;
- a decrease of £230,000 as a pro rata adjustment for the Special Representative Programme as the three year funding agreed in July 2015 spanned four financial years with the final year being 2018/19; and
- an increase in capital depreciation costs of £292,000 within the Remembrancer's Department budget.

There are currently unidentified savings of £106,000 in the Town Clerk's Community Safety and Resilience team and Communications team.

This report also provides a summary of the Committee's capital and supplementary revenue project budgets. The most significant of which is Crossrail.

Recommendations

The Committee is requested to:

- note the latest 2018/19 revenue budget;
- critically review the provisional 2019/20 revenue budget to ensure that it reflects the Committee's objectives and, if so, approve the budget for submission to the Finance Committee;
- authorise the Chamberlain to revise these budgets to allow for further implications arising from any corporate efficiency projects; and
- note the draft capital and supplementary revenue budget.

Main Report

Introduction

1. The Committee is responsible for:

- considering matters of Policy and strategic importance to the City of London Corporation including matters referred to it by other Committees and/or Chief Officers;

- the review and co-ordination of the governance of the City of London Corporation including its Committees, Standing Orders and the Outside Bodies Scheme, reporting as necessary to the Court of Common Council, together with the City Corporation's overall organisation and administration;
- the support and promotion of the City of London as the world leader in international financial and business services and to oversee, generally, the City of London Corporation's economic development activities and communications strategy;
- overseeing generally the security of the City and the City of London Corporation's resilience; and
- the effective and sustainable management of the City of London Corporation's operational assets to help deliver strategic priorities and service needs.

Savings Target

2. The Finance Committee and the Court of Common Council agreed that a 2% savings target based on the Original 2018/19 net local risk budgets should be made by all departments in their 2019/20 local risk budgets. This amounts to £140,000 for the Town Clerk's Department and £24,000 for the Remembrancer's Department.
3. There are currently unidentified savings of £106,000 within the Town Clerk's budget in both the Community Safety and Resilience team (£50,000) and Communications team (£56,000).

Latest Revenue Budget for 2018/19

4. Overall there is an increase of £1.723m between the Committee's original and latest budget for 2018/19. The main reasons for this movement are explained by the variances set out in the following paragraphs.
5. Provisions totalling £1.058m (Community Safety and Resilience £69,000, Communications £5,000, Grants and Contingencies £609,000, Culture Mile £223,000 and Remembrancer £152,000) funded from underspends brought forward from 2017/18.
6. Additional funding of £572,000 was granted for the City Office in Brussels following a review into the effectiveness of the City Office in Brussels in representing the UK-based financial and professional services industry.
7. Additional 'one-off' resources of £73,000 to cover contribution pay.

Proposed Revenue Budget for 2019/20

8. The provisional 2019/20 budgets have been prepared in accordance with the guidelines agreed by your Committee and the Finance Committee and are within the resources allocated to the Town Clerk and the Remembrancer.

9. The budgets are set out in Appendix 1. Income and favourable variances are presented in brackets. Only significant variances (generally those greater than £100,000) have been commented on in the following paragraphs.
10. Overall there is a decrease of £709,000 between the 2018/19 latest approved budget and the 2019/20 original budget. The main reasons for this movement are explained below:
- Employee costs have increased by £241,000 (£196,000 local risk and £45,000 central risk) mainly as a result of increasing salary costs such as yearly increments, estimated pay awards and re-gradings;
 - Supplies and Services costs have decreased by £1.421m mainly due to the deletion of one-off items funded from carry forwards from 2017/18 totalling £1.058m included in the latest approved budget for 2018/19 as well as a decrease of £230,000 as a pro rata adjustment for the Special Representative Programme as the three year funding agreed in July 2015 spanned four financial years with the final year being 2018/19;
 - Unidentified savings of £106,000 to be found within the Town Clerk's Department budgets in both the Community Safety and Resilience team (£50,000) and the Communications team (£56,000) has been included to ensure that the Town Clerk's Department's budget stays within resource allocations. The Department will be working towards finding these savings between now and 2019/20;
 - An increase in capital depreciation costs of £292,000; and
 - An increase in Support Services of £410,000 for the Town Clerk's and Remembrancer's proportionate shares of Guildhall complex costs.
11. A summary of employee related costs is shown in Table 1 below.

Staffing statement	Latest Approved Budget 2018/19		Original Budget 2019/20	
	Full-time equivalent	Estimated Cost £0	Full-time equivalent	Estimated Cost £0
Town Clerk	115.8	8,125	115	8,371
Remembrancer	13.5	1,048	13.5	1,044
Culture Mile	10	327	10	326
TOTAL	139.3	9,500	138.5	9,741

This small movement is as expected as service based review savings have already been implemented.

Potential Further Budget Developments

12. The provisional nature of the revenue budgets particularly recognises that further revisions may arise from the necessary realignment of funds resulting from such items as:

- the on-going Service Based Reviews and other corporate efficiency projects; and
- central and departmental support service apportionments.

Forecast Outturn 2018/19

13. The forecast outturn for the current year is in line with the latest approved budget of £22.446m as detailed in Appendix 1.

Draft Capital and Supplementary Revenue Budgets

14. The latest estimated costs for the Committee's current capital and supplementary revenue projects are summarised in Appendix 2.
15. Pre-implementation costs comprise feasibility and options appraisal expenditure which has been approved in accordance with the project procedure, prior to authority to start work.
16. It should be noted that:
- the above figures exclude the capital costs of the various projects which have yet to reach authority to start work stage;
 - the Crossrail sums represent the approved capital contributions towards the public art; and
 - Forecast expenditure on the major projects (Fleet Street Estate redevelopment, Centre for Music, Museum relocation and Markets consolidation) is subject to separate consideration as part of the corporate medium term financial plans.
17. The latest Capital and Supplementary Revenue Project forecast expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2019.

Appendices

- Appendix 1 – Analysis of Revenue Budgets
- Appendix 2 – Draft Capital and Supplementary Revenue Budgets

Contact Officers:

Laura Tuckey - Chamberlain's Department

laura.tuckey@cityoflondon.gov.uk

Sarah Blogg - Town Clerk's Department

sarah.blogg@cityoflondon.gov.uk

Margaret Pooley - Remembrancer's Department

margaret.pooley@cityoflondon.gov.uk

This page is intentionally left blank

Analysis of Revenue Budgets

TABLE 1 Analysis of Service Expenditure	Original Budget 2018-19 £'000	Latest Approved Budget 2018-19 £'000	Original Budget 2019-20 £'000	Movement 2018-19 to 2019- 20 £'000
EXPENDITURE				
Town Clerk	12,146	14,849	13,744	(1,105)
Culture Mile	1,430	1,804	1,580	(224)
Remembrancer	2,481	2,512	2,796	284
Total Expenditure	16,057	19,165	18,120	(1,045)
INCOME				
Town Clerk	(590)	(1,503)	(1,577)	(74)
Total Income	(590)	(1,503)	(1,577)	(74)
TOTAL EXPENDITURE BEFORE SUPPORT SERVICES AND CAPITAL CHARGES	15,467	17,662	16,543	(1,119)
SUPPORT SERVICES & CAPITAL CHARGES	5,256	4,784	5,194	410
TOTAL NET EXPENDITURE	20,723	22,446	21,737	(709)
BY DIVISION OF SERVICE:				
Community Safety and Resilience	888	984	944	(40)
Communications	2,193	2,242	2,219	(23)
Economic Development	4,610	5,437	5,215	(222)
Grants and Contingencies	5,105	5,722	4,965	(757)
Culture Mile	1,430	1,804	1,580	(224)
Remembrancer	6,497	6,257	6,814	557
TOTAL NET EXPENDITURE	20,723	22,446	21,737	(709)

This page is intentionally left blank

Draft Capital and Supplementary Revenue Budgets

	Project	Exp. Pre 01/04/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Later Years £'000	Total £'000
Crossrail								
City's Cash	Crossrail Art Foundation	2,134	1,366					3,500
Security								
City's Cash	Security Operational Buildings	916	1,304					2,220
City Fund	Security Operational Buildings	65	273					338
Guildhall schemes:								
<u>Pre-implementation</u>								
City's Cash	Visitor's WCs & cloakroom facilities	81	1,591					1,672
Other schemes:								
<u>Pre-implementation</u>								
City's Cash	St Lawrence Jewry Church	83	38	95	100	100		416
City's Cash	Magistrate's Court external repairs*	5	10					15
City's Cash	Magistrate's Court, future options	14	1					15
City's Cash	Design of new website	0	286					286
TOTAL POLICY & RESOURCES		3,298	4,869	95	100	100	0	8,462

* Project shelved due to Fleet Street redevelopment major project proposals

This page is intentionally left blank

Committee: Policy and Resources	Date: 13 December 2018
Subject: Policy Initiatives Fund/Committee Contingency	Public
Report of: Chamberlain	For Information
Report Author: Laura Tuckey	

Summary

1. The purpose of the Policy Initiatives Fund (PIF) is to allow the Committee to respond swiftly and effectively with funding for projects and initiatives identified during the year which support the City Corporation's overall aims and objectives.
2. The Committee contingency is used to fund unforeseen items of expenditure when no specific provision exists within Committee budgets such as hosting one-off events.
3. In identifying which items would sit within the PIF the following principles were applied:
 - Items that relate to a specific initiative i.e. research;
 - Sponsorship/funding for bodies which have initiatives that support the City's overall objectives; and
 - Membership of high profile national think tanks
4. The attached schedules list the projects and activities which have received funding for 2018/19. Whilst the schedule shows expenditure to be incurred in this financial year, some projects have been given multi-year financial support (please see the "Notes" column). It should be noted that the items referred to have been the subject of previous reports approved by this Committee.
5. The balances that are currently available in the Policy Initiatives Fund and the Committee contingency for 2018/19 are £142,341 and £78,450 respectively.

Recommendations

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

Contact:

Laura Tuckey

020 7332 1761

Laura.Tuckey@cityoflondon.gov.uk

This page is intentionally left blank

POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND 2018/19

<u>ALLOCATIONS FROM PIE</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u>	<u>ACTUAL PAID TO 28/11/2018</u>	<u>BALANCE TO BE SPENT</u>	<u>NOTES</u>
<u>DATE</u>			£	£	£	
	Events					
07/07/2016	London Councils' London Summit - the City is to host the annual conference for 3 years.	EDO	15,500	14,970	530	3 year funding: £16,000 final payment in 2019/20
16/03/2017	International Business and Diplomatic Exchange (IBDE) - COL to fund a two year partnership with IBDE (£50,000) plus £22,000 for hosting a total of 8 events taking place over 2 years at the Guildhall. The IBDE is an independent, not for profit, non-political membership organisation bringing together the business and diplomatic community in London to promote international trade and investment flows.	DED	12,755	264.00	12,491	£72,000 originally allocated to 2017/18; £12,255 deferred to 2018/19
14/12/2017	Sponsorship of the CPS Margatet Thatcher Conference on China - The City of London Corporation to sponsor this Conference to discuss the relationship between China and the UK. This is scheduled to be held at the Guildhall in June/July 2018.	DOC	21,000	18,357	2,643	
01/2018	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	5,052	11,948	
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	51,500	33,000	

<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 28/11/2018 £	<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	25,000	0		
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	
06/09/2018	European Bank for Reconstruction and Development (EBRD) Dinner - City of London Corporation to host a dinner & reception on 1st October 2018 for the Board of the European Bank of Reconstruction and Development	DED	12,000	6,495	5,505		
06/09/2018	Event and Publication Sponsorship: Centre for London Conference and Fabian Society - City of London to sponsor the Centre for London's 2018 London Conference (£25,000) and the Fabian Society's London: Policy and Challenges into the 2020s Publication (£18,500)	DOC	43,500	25,000	18,500		
	Promoting the City						
06/10/2016	IPPR - Economic Justice Commission - City Corporation to become one of the sponsors of the IPPR Commission on Economic Justice. The IPPR is a registered charity and independent think-tank.	DED	9,200	0.00	9,200.00	2 year funding: final payment of £100,000 in 2017/18; £9,200 deferred to 2018/19	
19/01/2017	TheCityUK: CoL's additional funding toward CityUK's rental cost.	DED	100,000	75,000	25,000	3 year funding: final payment in 2018/19	
19/01/2017	Chemistry Club, City: City of London to sponsor a series of high calibre networking events to enhance the Corporation's credibility in the Cyber tech and related technologies in the financial services sector.	DED	3,222	0.00	3,222.00	Originally allocated to 2017/18; £3,222 deferred to 2018/19	
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	39,900	15,000	2 year funding: final payment of £54,900 in 2018/19	

<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 28/11/2018 £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>	
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	
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	958	6,297	£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	24,435	10,256	£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	73,418	8,582	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	125,000	125,000	3 year funding: £250,000 in 2019/20 & 2020/21	
15/03/2018	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	

<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 28/11/2018 £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
12/04/2018	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	10,452	52,748	
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	17,185	32,815	
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
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	TC / REM	15,000	11,989	3,011	
08/09/2018	Indo-British All-Party Parliamentary Group (APPG) Sponsorship - City of London Corporation becoming a member as well as supporting a financial services parliamentary breakfast seminar with senior COL representation	REM / DED	6,000	0	6,000	
	Communities					
06/07/2017	STEM and Policy Education Programme - additional funding of the Hampstead Heath Ponds Project.	DOS	40,601	40,182	419	£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	36,600	1,500	
07/06/2018	Social Mobility: Sponsorship of the Social Mobility Employer Index - City of London to sponsor the 2018 SMEI and enable City of London to continue being a leading voice on Social Mobility.	DED	60,000	32,390	27,610	

<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 28/11/2018 £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
04/10/2018	London Living Wage Campaign: the City Corporation to run a campaign to encourage financial and professional services businesses in the Square Mile to pay the London Living Wage at £10.20 per hour.	DED	15,000	0	15,000	5 year funding: final payment in 2018/19
19/09/2013	Attracting and Retaining International Organisations International Valuation Standards Council (IVSC) - City of London to support the accommodation costs of the IVSC.	CS	50,000	12,500	37,500	
	BALANCE REMAINING		1,442,659	792,245	650,414	
	TOTAL APPROVED BUDGET		142,341			
	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			

Page 147

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

This page is intentionally left blank

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

Date	Description	Allocation 2018/19	Allocation 2019/20	Allocation 2020/21	Allocation 2021/22
	BASE BUDGET	£ 1,250,000	£ 1,250,000	£ 1,250,000	£ 1,250,000
	+ additional allocation				
	+ balance brought forward as agreed by Committee: 15/03/2018	161,000			
	+ unspent balances deferred from 2017/18	125,000			
	+ unspent balances in 2017/18 returned to Fund	49,000			
	TOTAL BUDGET	1,585,000	1,250,000	1,250,000	1,250,000
	ALLOCATIONS				
19/09/2013	International Valuation Standards Council	50,000			
07/07/2016	London Councils Summit	15,500	16,000		
16/10/2016	Sponsorship of the IPPR Commission on Economic Justice	9,200			
19/01/2017	TheCityUK	100,000			
19/01/2017	Chemistry Club, City	3,222			
16/03/2017	City of London Advertising	54,900			
16/03/2017	International Business and Diplomatic Exchange (IBDE)	12,755			
04/05/2017	City Matters Newspaper - additional Advertising	15,600			
04/05/2017	Secretariat of Standing International Forum of Commercial Crts	110,000	50,000		
08/06/2017	Office Space Renewal: Commonwealth Enterprise & Invest Council	10,000			
06/07/2017	STEM and Policy Education Programme	40,601			
06/07/2017	One City Social Media Platform	60,000	60,000		
16/11/2017	Proposed Grant to retain the Centre for the Study of Financial Innovation	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			
06/09/2018	Indo British All-Party Parliamentary Group Sponsorship	6,000			
06/09/2018	Sponsorship of the 2018 London Conference	25,000			
06/09/2018	Sponsorship of the Fabian Society's London: Policy and Challenges into the 2020s publication	18,500			
06/09/2018	European Bank for Reconstruction and Development Dinner at Guildhall	12,000			
04/10/2018	London Living Wage Campaign	15,000			
	TOTAL ALLOCATIONS	1,442,659	484,135	309,635	6,635
	BALANCE AVAILABLE	142,341	765,865	940,365	1,243,365

Less: Possible maximum allocations from this meeting: **13 December 2018**

- The CityUK (depening on Members decision on Funding Agreement)

-	100,000	100,000	100,000
142,341	665,865	840,365	1,143,365

This page is intentionally left blank

POLICY AND RESOURCES COMMITTEE - CONTINGENCY 2018/19

ALLOCATIONS FROM CONTINGENCY

STATUS OF BALANCE

<u>COMMITTEE DATE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL PAID</u> TO 28/11/2018 £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
23/01/2014	Career fairs - City of London Corporation to host up to three events per year to enhance employability of young people in neighbouring communities	DED	62,000	0	62,000	3 year funding: £62,000 deferred from 2016/17
08/05/2014	City of London Scholarship - Anglo-Irish Literature: CoL to award a yearly scholarship to a single student to continue their studies in the field on Anglo-Irish Literature	TC	39,700	10,350	29,350	£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	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	
05/07/2018	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	6,250	68,000	
06/09/2018	Bid from Historic Royal Palaces to support 'The Tower Remembers 2018: City of London Corporation to sponsor Historic Royal Palaces for the Tower Remembers - a large-scale visual commemoration at the Tower of London intended to mark the centenary of the end of the First World War	TC	25,000	25,000	-	
06/09/2018	Gresham College Funding Arrangements: Appointment of a Consultant - City of London Corporation to joint fund the cost of appointing a Consultant to conduct a review of Gresham College.	TC	30,000	0	30,000	

<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</u> TO 28/11/2018 £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
04/10/2018	Beech Street Transformation Project - an additional budget to support detailed analysis and business case work as progression to a Gateway 3 report	BC	55,000	0	55,000	
15/11/2018	City purchase of new artwork, 12.18 and 10 seconds, by Carl Laubin	TC / CM	14,500	0	14,500	
	BALANCE REMAINING		432,550	81,600	350,950	
	TOTAL APPROVED BUDGET		78,450			
	ANALYSIS OF TOTAL APPROVED BUDGET		511,000			
	ORIGINAL PROVISION		300,000			
	APPROVED BROUGHT FORWARD FROM 2017/18		211,000			
	TOTAL APPROVED BUDGET		511,000			

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

KEY TO RESPONSIBLE OFFICER:-

ED	Director of Economic Development	TC	Town Clerk	DOC	Director of Communications
CS	City Surveyor	CH	Chamberlain	BC	Managing Director, Barbican Centre
CM	Culture Mile Director				

CAROLINE AL-BEYERTY - DEPUTY CHAMBERLAIN

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

Date	Description	Allocation 2018/19	Allocation 2019/20	Allocation 2020/21	Allocation 2021/22
	BASE BUDGET	£ 300,000	£ 300,000	£ 300,000	£ 300,000
	+ additional allocation				
	+ balance brought forward as agreed by Committee: 15/03/2018	18,000			
	+ unspent balances deferred from 2017/18	189,000			
	+ unspent balances in 2017/18 returned to Fund	4,000			
	TOTAL BUDGET	511,000	300,000	300,000	300,000
	ALLOCATIONS				
23/01/2014	Career Fairs	62,000			
08/05/2014	City of London Scholarship - Anglo-Irish Literature	39,700			
08/05/2014	Supporting the Commonwealth (CWEIC)	37,100			
17/03/2016	Lord Mayor's Show Fireworks	-	125,000		
17/11/2016	Co-Exist House	40,000			
17/11/2016	Police Arboretum Memorial Trust - Dinner	30,000			
07/06/2018	Renewable Electricity Policy and Sourcing Strategy	25,000			
05/07/2018	Resourcing Diversity and Business Engagement	74,250			
06/09/2018	Bid from Historic Royal Palaces to support The Tower Remembers	25,000			
06/09/2018	Gresham College Funding Review	30,000			
04/10/2018	Beech Street Transformation Project	55,000			
15/11/2018	City purchase of new artwork, 12.18 and 10 seconds, by Carl Laubin	14,500			
	TOTAL ALLOCATIONS	432,550	125,000	-	-
	BALANCE AVAILABLE	78,450	175,000	300,000	300,000

Less: Possible maximum allocations from this meeting: **13 December 2018**

-	-	-	-	-
-	-	-	-	-
Balance	78,450	175,000	300,000	300,000

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank