



Resource Allocation Sub (Policy and Resources) Committee

Date: THURSDAY, 5 JULY 2018
Time: 12.00 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL
Members: Deputy Catherine McGuinness (Chairman)
Jeremy Mayhew (Deputy Chairman)
Sir Mark Boleat
Deputy Keith Bottomley
Deputy Jamie Ingham Clark
Henry Colthurst
Simon Duckworth
Alderman Peter Estlin
Marianne Fredericks
Christopher Hayward
Deputy Edward Lord
Deputy Joyce Nash
Deputy Dr Giles Shilson
Deputy Tom Sleigh
Sir Michael Snyder
Deputy John Tomlinson
Alderman Sir David Wootton

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N.B. Part of this meeting could be the subject of audio or visual recording

**John Barradell
Town Clerk and Chief Executive**

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To consider minutes as follows:-
 - a) To agree the public minutes of the Sub-Committee meeting held on 3 May 2018.

For Decision
(Pages 1 - 4)
 - b) To agree the public minutes of the special meeting of the Sub-Committee held on 17 May 2018.

For Decision
(Pages 5 - 6)
 - c) To agree the public minutes of the special meeting of the Sub-Committee held on 19 June 2018 (TO FOLLOW).

For Decision
4. **BEECH STREET: TRANSPORT AND PUBLIC REALM IMPROVEMENTS**
Report of the Director of the Built Environment.

For Decision
(Pages 7 - 26)
5. **CITY MENTAL HEALTH CENTRE**
Report of the Director of Community & Children's Services.

For Decision
(Pages 27 - 30)
6. **RESOURCING DIVERSITY AND BUSINESS ENGAGEMENT**
Report of the Director of Human Resources.

For Decision
(Pages 31 - 34)
7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
8. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

9. **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 1 of the Schedule 12A of the Local Government Act.

For Decision

Part 2 - Non-Public Agenda

10. **NON-PUBLIC MINUTES**
To consider non-public minutes as follows:-
- a) To agree the non-public minutes of the Sub-Committee meeting held on 3 May 2018.

For Decision
(Pages 35 - 38)

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

For Decision

11. **PROJECT FUNDING UPDATE**
Report of the Chamberlain.

For Decision
(Pages 39 - 46)

12. **CITY OF LONDON CORPORATION & CITY OF LONDON POLICE IT STRATEGY – INITIAL FUNDING REQUEST**
Joint report of the Chamberlain and the Commissioner.

For Decision
(Pages 47 - 52)

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

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

Part 3 - Confidential Agenda

15. **MINUTES**
To agree the confidential minutes of the special meeting of the Sub-Committee held on 17 May 2018.

For Decision

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

For Decision

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RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Thursday, 3 May 2018

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

Present

Members:

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

In Attendance

Deputy Joyce Nash

Officers:

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

1. APOLOGIES

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

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

There were no declarations of interest.

3. **MINUTES**

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

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

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

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

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

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

RESOLVED, that:

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

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

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

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

RESOLVED, that:

- The funding for a Licencing Officer post be approved from the Bridge House Estates Fund at a cost of £100k over a two-year trial period, subject to the approval of the Planning and Transportation Committee; and
- It was noted that officers would be undertaking a review prior to the end of the two-year trial period.

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

There were no questions.

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

There were no urgent items of business.

8. **EXCLUSION OF THE PUBLIC**

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

Item Nos

9-13

Paragraph(s) in Schedule 12A

3

9. **NON-PUBLIC MINUTES**

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

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

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

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

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

12. **PROJECT FUNDING UPDATE**

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

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

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

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

There were no questions.

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

There were no other urgent items of business.

Confidential Agenda

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

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

The meeting ended at 12.26 pm

Chairman

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RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Thursday, 17 May 2018

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 17 May 2018 at 12.00 pm

Present

Members:

Deputy Catherine McGuinness (Chairman)	Deputy Tom Sleigh
Jeremy Mayhew (Deputy Chairman)	Sir Michael Snyder
Sir Mark Boleat	Deputy John Tomlinson
Deputy Jamie Ingham Clark	Alderman Sir David Wootton
Henry Colthurst	Alderman Peter Estlin
Simon Duckworth	Deputy Keith Bottomley
Deputy the Revd Stephen Haines	Marianne Fredericks
Christopher Hayward	Deputy Joyce Nash
Deputy Edward Lord	

In Attendance

Ruby Sayed

Officers:

John Barradell	- Town Clerk and Chief Executive
Angela Roach	- Town Clerks
Gregory Moore	- Town Clerk's Department
Chrissie Morgan	- Director of Human Resources
Amanda Mays	- Assistant Director of Human Resources
Damian Nussbaum	- Director of Economic Development

1. APOLOGIES

There were no apologies.

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

There were none.

3. 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.

4. MANAGING DIRECTOR OF THE BRUSSELS OFFICE

The Sub-Committee considered a report of the Director of Economic Development concerning the recruitment of a Managing Director for the Brussels Office.

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

There were no questions.

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

There were no urgent items.

The meeting ended at 12.45 pm

Chairman

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Agenda Item 4

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

Dashboard

Timeline: G4 Detailed Option Appraisal ~ May 2021

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

Approved budget: £120,525

Spend to Date: £66,336

Overall Project Risk: High

This report

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

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

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

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

The purpose of this report is to:

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

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

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

Progress to date – Transportation and Public Realm

Traffic Modelling – Beech Street traffic options

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

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

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

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

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

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

Traffic Modelling – Centre for Music

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

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

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

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

Traffic Surveys during Beech Street closure (Barbican Open Fest)

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

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

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

Public Realm

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

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

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

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

Air quality – Ultra Low Emission Vehicles (ULEV)

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

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

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

Proposed next steps

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

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

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

Key Project Risks and Opportunities

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

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

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

Procurement

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

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

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

Option 1 – Full OJEU tender

Time to tender ~ 6 months

Benefits – full compliance

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

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

Time to tender ~2-3 months

Benefits – compliant and faster than Option 1

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

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

Time to tender ~1-2 months

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

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

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

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

Forward Programme

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

The key dates are as follows:

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

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

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

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

Funding

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

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

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

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

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

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

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

Funding Strategy

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

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

Recommendations

It is recommended that all Members note:

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

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

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

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

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

Appendices

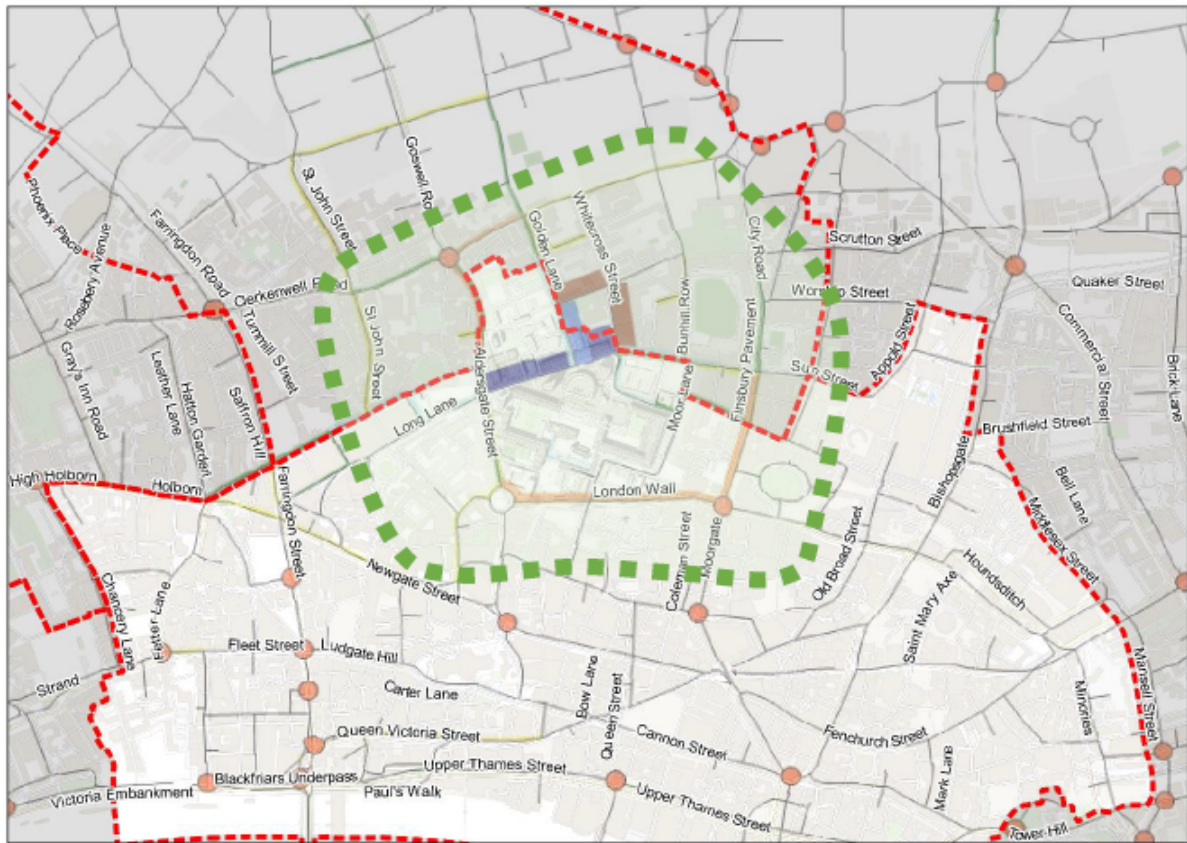
Appendix 1	Traffic Modelling – areas of impact
Appendix 2	Beech Street closure – traffic survey analysis
Appendix 3	Expenditure to date
Appendix 4	Total Additional funds to reach Gateway 4

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Appendix 1 – Traffic Modelling Areas of Impact



Eastbound Closure



Westbound Closure



Full Closure



City Transportation Briefing note on traffic during Beech Street closure

Date: 31/05/18

Methodology

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

Observations

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

Traffic analysis:

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

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

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

9. Traffic journey times summary

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

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

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

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

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

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

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

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

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

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



BRIEFING NOTE

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

Appendix 3

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

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Appendix 4

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

*Excludes any underspend to-date

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

Summary

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

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

Recommendation(s)

Members are asked to:

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

Main Report

Background

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

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

Current Position

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

Proposals

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

Refurbishment costs

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

Provider selection

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

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

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

Corporate & Strategic Implications

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

Financial Implications

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

Health Implications

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

Conclusion

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

Appendices

- None.

Background Papers

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

Zoe Dhami

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

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

Summary

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

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

Recommendation

Members are asked to:

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

Main Report

Background

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

Current Position

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

7. The Establishment Committee considered this matter at its meeting in April 2018 and endorsed a bid to fund a post with an associated budget to sit within HR initially to:
 - support the development of our own networks and their sponsors to become more influential in the city;
 - act as an Ambassador in the city promoting the benefits of staff networks and E&I;
 - develop employer networks interested in creating and supporting their own staff networks with a view to sharing knowledge and experience; and
 - work collaboratively to deliver cross organisation events and best practice, establishing the City Corporation as a key player and influencer in the city and beyond.

8. The Establishment Committee also endorsed a funding bid for the City Corporation to become Members of Stonewall Diversity Champions and to have a diversity entry at the Lord Mayor's Show in November 2019. The Establishment Committee has funded an entry to Pride in London Parade on 7 July 2018.

Options

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

Proposals

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

Corporate & Strategic Implications

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

Financial Implications

12. The estimated cost of the post with on costs is £66,000 (mid-point of Grade F plus on-costs).

13. An additional budget provision of £20,000 is requested to support the new post holder in maintaining and further developing the networks, hosting events, securing key speakers, and development and networking initiatives.

14. The annual membership of Stonewall Diversity Champions and attendance at events is estimated at up to £4,000 and the one-off cost of entry to the Lord Mayors Show is £6,250 for 2018/19 only.

15. It is proposed that a base budget increase of £74,250 is provided for provision of the new Diversity and Business Engagement Manager (£44,000, pro rataed on the

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

Conclusion

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

Background Papers

Equalities and Inclusion Update – Establishment Committee April 2018

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