



## Policy and Resources Committee

**Date:** THURSDAY, 21 FEBRUARY 2019

**Time:** 1.45 pm

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

**Members:**

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

**Enquiries:** Gregory Moore  
tel. no.: 020 7332 1399  
gregory.moore@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) To agree the public minutes of the meeting held on 17 January 2018.

**For Decision**  
(Pages 1 - 8)

- b) To note the draft public minutes of the Resource Allocation Sub-Committee meeting held on 17 January 2018.

**For Information**  
(Pages 9 - 12)

- c) To note the draft public minutes of the Joint Meeting of the Resource Allocation Sub Committee and Efficiency and Performance Sub Committee held on 17 January 2019.

**For Information**  
(Pages 13 - 14)

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

**For Information**  
(Pages 15 - 20)

- e) To note the public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 8 January 2019 and consider recommendations therein.

**For Decision**  
(Pages 21 - 28)

- f) To note the draft public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 5 February 2019.

**For Information**  
(Pages 29 - 34)

### **4. RESOLUTION FROM THE ESTABLISHMENT COMMITTEE**

To receive a resolution from the Establishment Committee.

**For Information**  
(Pages 35 - 36)

5. **IMPACT OF VOTING SYSTEMS ON DIVERSITY**  
Report of the Town Clerk.  
**For Decision**  
(Pages 37 - 42)
6. **TARGETS FOR MEMBER REPRESENTATION BY 2021 AND 2025 AND VOLUNTARY MEMBERS' DIVERSITY CHARTER**  
Report of the Town Clerk.  
**For Decision**  
(Pages 43 - 48)
7. **POLICE AUTHORITY GOVERNANCE**  
Report of the Town Clerk.  
*N.B. – Appendices circulated as part of a separate agenda pack.*  
**For Information**  
(Pages 49 - 54)
8. **PHILANTHROPY STRATEGY**  
Report of the Chief Grants Officer & Director of The City Bridge Trust.  
*N.B. – Appendix circulated as part of a separate agenda pack.*  
**For Decision**  
(Pages 55 - 58)
9. **HOUSING STRATEGY**  
Report of the Director of Community & Children's Services.  
*N.B. – Appendix circulated as part of a separate agenda pack.*  
**For Decision**  
(Pages 59 - 62)
10. **DRAFT PAY POLICY STATEMENT 2019/20**  
Report of the Director of Human Resources.  
**For Decision**  
(Pages 63 - 74)
11. **REFOCUSING ELEMENTS OF ECONOMIC DEVELOPMENT OFFICE'S RESPONSIBLE BUSINESS ACTIVITY USING AN ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) APPROACH**  
Report of the Director of Economic Development.  
**For Decision**  
(Pages 75 - 80)
12. **CITY OF LONDON CORPORATION PARTICIPATION AT THE WORLD ECONOMIC FORUM ANNUAL MEETING AT DAVOS**  
Report of the Director of Economic Development.  
**For Information**  
(Pages 81 - 84)

13. **ANTI-TERRORISM TRAFFIC REGULATION ORDER: 2018 REVIEW**  
Report of the Director of the Built Environment.  
**For Information**  
(Pages 85 - 92)
14. **TRANSITION TO ZERO EMISSIONS FLEET**  
Joint Report of the Chamberlain and the Director of the Built Environment.  
**For Decision**  
(Pages 93 - 102)
15. **POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY**  
Report of the Chamberlain.  
**For Information**  
(Pages 103 - 124)
16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
18. **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**

19. **NON-PUBLIC MINUTES**  
To consider non-public minutes of meetings as follows:-
- a) To agree the non-public minutes of the meeting held on 17 January 2019.  
**For Decision**  
(Pages 125 - 130)
- b) To note the draft non-public minutes of the Resource Allocation Sub-Committee meetings held on 17 January 2019.  
**For Information**  
(Pages 131 - 132)
- c) To note the draft non-public minutes of the Joint Meeting of the Resource Allocation Sub Committee and Efficiency and Performance Sub Committee held on 17 January 2019.  
**For Information**  
(Pages 133 - 136)
- d) To note the draft non-public minutes of the Projects Sub-Committee meeting held on 18 January 2019.  
**For Information**  
(Pages 137 - 142)

- e) To note the draft minutes of the Housing Delivery Programme Working Group meeting held on 23 January 2019.

**For Information**  
(Pages 143 - 150)

- f) To note the draft minutes of the Hospitality Working Party meeting held on 24 January 2019.

**For Information**  
(Pages 151 - 158)

- g) To note the draft non-public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 5 February 2019.

**For Information**  
(Pages 159 - 160)

20. **ST LAWRENCE JEWRY TRIPARTITE EXTENSION**

Report of the Town Clerk.

*N.B. – Appendix circulated as part of a separate agenda pack.*

**For Decision**  
(Pages 161 - 166)

21. **CITY OF LONDON ADVERTISING: CITY A.M. AND CITY MATTERS**

Report of the Director of Communications.

**For Decision**  
(Pages 167 - 170)

22. **LONDON AND PARTNERS: DOMESTIC PROMOTION OF LONDON**

Report of the Director of Economic Development.

**For Decision**  
(Pages 171 - 176)

23. **CITY'S WHOLESALE MARKETS - CONSOLIDATION PROGRAMME**

Report of the City Surveyor.

*N.B. – Appendices circulated as part of a separate agenda pack.*

**For Decision**  
(Pages 177 - 184)

24. **CITY OF LONDON FREEMEN'S SCHOOL MASTERPLAN**

Report of the Headmaster of the City of London Freemen's School, together with a Resolution of the Board of Governors of the City of London Freemen's School.

*N.B. – Appendices circulated as part of a separate agenda pack.*

**For Decision**  
(Pages 185 - 194)

25. **FUNDING FOR FUTURE LONDON FOUNDATION**  
Report of the Director of Community & Children's Services.

*N.B. – Appendix circulated as part of a separate agenda pack.*

**For Decision**  
(Pages 195 - 206)

26. **MUSEUM OF LONDON ENABLING PROJECTS: REVISED BUDGET ENVELOPE**  
Report of the City Surveyor (TO FOLLOW).

**For Decision**

27. a) **OVERALL FINANCIAL POSITION AND MEDIUM-TERM FINANCIAL PLAN**  
Report of the Chamberlain (TO FOLLOW).

**For Information**

- b) **CAPITAL AND SUPPLEMENTARY REVENUE PROJECT FUNDING -  
FUNDAMENTAL REVIEW AND INTERIM REVISED PRIORITISATION  
PROCESS**  
Report of the Chamberlain (TO FOLLOW).

**For Decision**

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

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

30. **CONFIDENTIAL MINUTES**

To note the confidential minutes of the Resource Allocation Sub-Committee meetings held on 17 January 2019.

**For Information**

## **POLICY AND RESOURCES COMMITTEE**

**Thursday, 17 January 2019**

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 17 January 2019 at 1.45 pm

### **Present**

#### **Members:**

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

#### **Officers:**

John Barradell	- Town Clerk and Chief Executive
Peter Kane	- The Chamberlain
Ian Dyson	- Commissioner, City of London Police
Michael Cogher	- Comptroller and City Solicitor
Paul Double	- City Remembrancer
Paul Wilkinson	- City Surveyor
Caroline Al-Beyerty	- Deputy Chamberlain
Colin Buttery	- Director of Open Spaces
Damian Nussbaum	- Director of Economic Development
Bob Roberts	- Director of Communications
Peter Lisley	- Director of Major Projects
Angela Roach	- Assistant Town Clerk

Emma Cunnington	- Town Clerk's Department
Eugenie de Naurois	- Town Clerk's Department
Polly Dunn	- Town Clerk's Department
Simon Latham	- Town Clerk's Department
Greg Moore	- Town Clerk's Department

1. **APOLOGIES**

Apologies were received from the Rt Hon The Lord Mayor Alderman Peter Estlin, Christopher Hayward, Deputy Joyce Nash, and Deputy Tom Sleigh.

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

Deputy Catherine McGuinness declared a non-pecuniary interest in respect of Item 10 by virtue of her husband being a Board Member of the Cripplegate Foundation. Deputy John Tomlinson made the same declaration as a Board Member of the Foundation.

3. **MINUTES**

- a) The public minutes of the meeting of the Policy and Resources Committee held on 13 December 2018 were approved, subject to an amendment to the resolution under item 10 on page 6 to reflect more accurately the conclusion summarised in the preceding paragraph.

**Matters Arising**

**Enhancing the Diversity of the Court of Common Council** – In response to a question concerning timescales associated with the delivery of various aspects of this work, the Chair advised that an indicative timetable had been included as part of an appendix to the report which she would be happy to re-circulate to any interested Member.

**Chairman / Chair Nomenclature** – The Chair sought and obtained the Committee's endorsement for herself and others to describe themselves as "Chair", rather than Chairman. It was confirmed that the default term for committees would be "Chairman", unless otherwise requested by the incumbent, and that a pragmatic and sensible approach should be taken to accommodating peoples' wishes.

- b) The public minutes of the meeting of the Resource Allocation Sub-Committee held on 13 December 2018 were noted.
- c) The public minutes of the meeting of the Projects Sub-Committee held on 12 December 2018 were noted.
- d) The public minutes of the meeting of the Public Relations and Economic Development Sub-Committee held on 12 December 2018 were noted and the recommendation set out on page 32 was considered. Copies of the guidelines for approving and rejecting applications for filming in the City, which Members were being asked to endorse, had been circulated.



RESOLVED: That approval be given to the adoption of strategic guidelines for approving and rejecting applications to support and facilitate filming on public land in the City.

- e) The draft public minutes of the Courts Sub-Committee meeting held on 10 December 2018 were noted.

4. **LONDON COUNCILS GRANT SCHEME**

The Committee considered a report of the Town Clerk concerning the London Councils Grants Scheme, including its expenditure and the City Corporation's contribution to it.

RESOLVED: That:-

1. approval be given to the total amount of expenditure to be incurred in 2019/20 under the London Councils Grant Scheme (£6.909m) and to the City Corporation's subscription for 2019/20 (£5,780) as set out in Appendices A and B of the report;
2. subject to the Court of Common Council's approval (as levying body for the Scheme), the levy of £6.668m (as set out in Appendix B) be agreed.

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

The Committee considered a report of the Chamberlain which proposed the adoption of more rigorous criteria in relation to bids for funding from the Policy Initiatives Fund. The report also provided an update on commitments from the Policy Initiatives and Committee Contingency Funds to date.

Whilst the default position should be a two-year limit on funds, it was agreed that there should be exceptions made in certain cases where it would be important or desirable to provide a longer-term commitment.

It was agreed that the regular expenditure associated with party conferences, which was customarily funded through an allocation from the Policy Initiatives Fund, should transfer to the appropriate base budgets moving forwards.

A Member suggested that the amount of money made available each year through the Policy & Resources and Finance Committee contingency funds should also be re-examined to ascertain whether the levels remained appropriate. It was also observed that, where it was known that PIF funding was expiring and repeat funding was to be sought, such requests should be presented together at an appropriate time within the budgetary process. This would represent improved financial discipline and enable the Committee to make its decisions in the context of the wider financial ask.

RESOLVED: That Members:-

1. Note the report and contents of the schedules.
2. Review the recommendations in paragraph 6 and reprioritise existing multi-year bids as needed or when current funding agreements come to an end.

3. Approve the suggested changes to the criteria and running of the PIF as follows:

- PIF bids are to be time limited to a maximum of two years funding (excepting grants for accommodation and other ad hoc grants where longer-term commitment is deemed to be appropriate);
- Allocate £600k from the PIF to be used exclusively for multiyear bids from 2019/20
- PIF bid reports are to set out a measurable success/benefits criterion which will be reviewed at two 6 months intervals during the year on how far progressed works/activities are and how successful the work/activities were; and
- If successful bids have not spent any of the allocated funding within 18 months of being approved the funding is to return to fund unless there is a legitimate reason for delays.

6. **SPONSORSHIP OF CHILDREN'S BOOK WITH GUY FOX HISTORY PROJECT LIMITED**

The Committee considered a report of the Director of Communications outlining a request by Guy Fox History Project Limited, an educational charity, to sponsor the production of a book for children.

It was noted that intention was for the book to be part of the City Corporation's efforts to explain in more granular terms what the City, as a centre for financial and professional services, does for ordinary people.

RESOLVED: That approval be granted for the sponsorship of the publication and launch of this children's book with Guy Fox at a cost of £42,000, to be funded from the Committee's 2019/20 Policy and Initiatives Fund, categorised under 'Promoting the City and charged to City's Cash.

7. **SPONSORSHIP OF THE 2019 LONDON COUNCILS GUIDE TO DEVELOPMENT IN THE CITY OF OPPORTUNITY**

The Committee considered a report of the Director of Communications concerning the proposed sponsorship of the 2019 London Councils Guide to Development in the City of Opportunity.

RESOLVED: That approval be granted for the sponsorship of the London Councils *Guide to Development in the City of Opportunity* publication, at a cost of £12,000 to be met from Committee's 2018/19 Policy and Initiatives Fund, categorised under 'Promoting the City' and charged to City's Cash.

8. **SPONSORSHIP OF THE ANNUAL REVIEW OF THE WOMEN IN FINANCE CHARTER**

The Committee considered a report of the Director of Communications proposing sponsorship of the 2018/19 annual review of the Women in Finance Charter.

RESOLVED: That approval be granted for the sponsorship of the annual review of the Women in Finance Charter for 2018-2019, at a cost of £35,000, to be met from the Committee's 2018/19 Policy Initiatives Fund, charged to City's Cash.

9. **SPONSORSHIP OF THE CENTRE FOR POLICY STUDIES (CPS) MARGARET THATCHER CONFERENCE ON BRITAIN AND AMERICA - MAY/JUNE 2019**

The Committee considered a report of the Director of Communications proposing support for the CPS Margaret Thatcher Conference on Britain and America.

RESOLVED: That approval be granted to the City Corporation supporting the CPS Margaret Thatcher Conference on Britain and America in 2019 at a cost of £20,000, to be funded from the Committee's 2019/20 Policy Initiatives Fund, categorised under "Events" and charged to City's Cash.

10. **SUMMER ENRICHMENT PILOT**

The Committee considered a report of the Director of Community & Children's Services proposing a summer enrichment pilot tackling summer learning loss and summer hunger for pupils and young people during August 2019.

It was noted that the report had been considered and endorsed by the Public Relations and Economic Development Sub-Committee the previous week.

It was clarified that funding for the pilot would be sought from the Priorities Investment Pot and would be subject to the usual approvals processes for such funding.

RESOLVED: That the proposal outlined in the report for a Summer Enrichment Pilot be approved, with it noted that an approach for £100,000 of funding for the pilot would be sought from the Priorities Investment Pot.

11. **SOCIAL MOBILITY STRATEGY UPDATE**

The Committee received a report of the Chief Grants Officer & Director of The City Bridge Trust providing a progress update on the City of London Corporation's work on social mobility.

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

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

There was one question:

**Common Hall Electorate**

A Member made reference to the positive activity undertaken recently to ensure that the electorate for Ward Elections in the City was more representative of its workforce and residents, asking if similar steps could be taken in respect of elections at Common Hall. The Chairman undertook to speak with the

Chairmen of the General Purposes Committee of Aldermen and the Livery Committee to raise this issue.

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

There were no urgent items.

**14. EXCLUSION OF THE PUBLIC**

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

Item No.	Paragraph No.
15a - 24	3
27	1, 2, 3

**15. NON-PUBLIC MINUTES**

- a) The non-public minutes of the Policy and Resources Committee meeting held on 13 December 2018 were approved.
- b) The non-public minutes of the Resource Allocation Sub-Committee meeting held on 13 December 2018 were noted.
- c) The non-public minutes of the Projects Sub-Committee meeting held on 12 December 2018 were noted.
- d) The draft non-public minutes of the Courts Sub-Committee meeting held on 10 December 2018 were noted.

**16. OVERALL FINANCIAL POSITION AND MEDIUM-TERM FINANCIAL PLANNING**

The Committee received a report of the Chamberlain concerning the City Corporation's overall financial position and medium-term financial plan.

**17. BARKING POWER STATION: FUTURE GOVERNANCE**

The Committee considered and approved a report of the Director of Major Projects concerning the future governance arrangements associated with the Barking Power Station site.

**18. GREEN FINANCE INSTITUTE GOVERNANCE**

The Committee considered and approved a report of the Director of Economic Development proposing governance arrangements associated with the Green Finance Institute.

**19. FIRST REGISTRATION OF CITY'S FREEHOLD TITLES**

The Committee considered and approved a report of the Comptroller & City Solicitor relating to the City Corporation's title registration project.

**20. STRATEGIC PROPERTY ESTATE (CITY FUND & CITY'S ESTATE) - ANNUAL UPDATE & STRATEGY FOR 2019**

The Committee received a report of the City Surveyor presenting an annual update on the City's Strategic Property Estate.

**21. CITY'S ESTATE STRATEGY REPORT**

The Committee received a report of the City Surveyor presenting an annual update on and review of the strategy for the City's Estate, the investment property portfolio held by City's Cash.

**22. CITY'S FUND STRATEGY UPDATE REPORT**

The Committee received a report of the City Surveyor presenting an annual update on the City's Fund property investment strategy.

**23. BRIDGE HOUSE ESTATES 2019 UPDATE AND STRATEGY**

The Committee received a report of the City Surveyor presenting an update on the property investment strategy for the Bridge House Estates.

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

The Committee received a report of the Town Clerk advising of action taken under delegated authority or urgency procedures since the last meeting.

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

There were no questions.

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

There were two urgent items, concerning the membership of an appointment panel for a particular post and an update on Brexit negotiations.

**27. CONFIDENTIAL MINUTE**

The confidential minutes of the meeting of the Resource Allocation Sub-Committee held on 13 December 2018 were noted.

**The meeting ended at 2.40 pm**

-----  
Chairman

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

This page is intentionally left blank

## RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Thursday, 17 January 2019

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 January 2019 at 12.15 pm

### Present

#### Members:

Deputy Catherine McGuinness (Chairman)	Marianne Fredericks
Jeremy Mayhew (Deputy Chairman)	Deputy Edward Lord
Sir Mark Boleat	Deputy Dr Giles Shilson
Deputy Keith Bottomley	Sir Michael Snyder
Deputy Jamie Ingham Clark	Deputy John Tomlinson
Simon Duckworth	

#### In attendance:

Graham Packham

#### Officers:

John Barradell	- Town Clerk and Chief Executive
Angela Roach	- Assistant Town Clerk & Director of Members' Services
Peter Lisley	- Director of Major Projects (Town Clerk's Department)
Bob Roberts	- Director of Communications (Town Clerk's Department)
Nick Bodger	- Town Clerk's Department
Eugenie de Naurois	- Town Clerk's Department
Gregory Moore	- Town Clerk's Department
Peter Kane	- Chamberlain
Caroline Al-Beyerty	- Deputy Chamberlain
Paul Wilkinson	- City Surveyor

#### 1. APOLOGIES

Apologies were received from Henry Colthurst, Christopher Hayward, Deputy Joyce Nash, Deputy Tom Sleight, Alderman William Russell, and Alderman Sir David Wootton.

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

There were none.

#### 3. MINUTES

The public minutes of the meeting held on 13 December 2018 were approved.

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

There were no questions.

5. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**  
There were no urgent items.

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

Item No.	Paragraph No.
8-9	3
12-14	2, 3, 4

7. **NON-PUBLIC MINUTES**  
The non-public minutes of the meeting held on 13 December 2018 were approved.
8. **GRESHAM COLLEGE FUNDING**  
The Committee considered and approved a report of the Town Clerk concerning the funding arrangements for Gresham College.
9. **STRATEGIC PROPERTY ESTATE (CITY FUND & CITY'S ESTATE) - ANNUAL UPDATE & STRATEGY FOR 2019**  
The Sub-Committee received a report of the City Surveyor presenting an annual update on the City's Strategic Property Estate.
10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**  
There were no questions.
11. **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.
12. **CONFIDENTIAL MINUTES**  
The confidential minutes of the meeting held on 13 December 2018 were approved.
13. **GUILDHALL ART GALLERY: REQUEST FOR BUDGET ADJUSTMENT**  
The Sub-Committee considered and approved a report of the Director of Major Projects concerning the Guildhall Art Gallery's budget.
14. **CONFIDENTIAL STAFFING ITEM, CITY SURVEYOR'S DEPARTMENT (PPG)**  
The Sub-Committee considered and approved a report of the City Surveyor concerning a confidential staffing matter.

**The meeting ended at 12.45 pm**



-----  
Chairman

**Contact Officer: Gregory Moore**  
**tel. no.: 020 7332 1399**  
**[gregory.moore@cityoflondon.gov.uk](mailto:gregory.moore@cityoflondon.gov.uk)**

This page is intentionally left blank

## **JOINT MEETING OF THE RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE AND EFFICIENCY AND PERFORMANCE SUB (FINANCE) COMMITTEE WITH COMMITTEE CHAIRMEN**

**Thursday, 17 January 2019**

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 January 2019 at 11.00 am

### **Present**

#### **Members:**

Deputy Catherine McGuinness (Chairman)	Deputy Edward Lord
Jeremy Mayhew (Deputy Chairman)	Sir Michael Snyder
Sir Mark Boleat	Deputy John Tomlinson
Deputy Keith Bottomley	Randall Anderson
Deputy Jamie Ingham Clark	Alderman Robert Howard
Simon Duckworth	Hugh Morris
Marianne Fredericks	Deputy Philip Woodhouse

#### **In Attendance**

Deputy Roger Chadwick  
Alderman Alison Gowman  
Michael Hudson  
Alderman Ian Luder  
Graham Packham  
Jeremy Simons  
John Scott (Chief Commoner)

#### **Officers:**

John Barradell	- Town Clerk and Chief Executive
Angela Roach	- Assistant Town Clerk & Director of Members' Services
Peter Lisley	- Director of Major Projects (Town Clerk's Department)
Bob Roberts	- Director of Communications (Town Clerk's Department)
Eugenie de Naurois	- Town Clerk's Department
Simon Latham	- Town Clerk's Department
Gregory Moore	- Town Clerk's Department
Peter Kane	- Chamberlain
Caroline Al-Beyerty	- Deputy Chamberlain
Philip Gregory	- Chamberlain's Department
Vic Annells	- Executive Director, Mansion House & Central Criminal Court
Gerry Kiefer	- Open Spaces Department

#### **1. APOLOGIES**

Apologies were received from Randall Anderson, Christopher Hayward, Paul Martinelli, Deputy Joyce Nash, Ian Seaton, Deputy Dr Giles Shilson, Deputy Tom Sleight, Alderman William Russell, and Alderman Sir David Wootton.

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

Alderman Ian Luder and Deputy Edward Lord declared an interest in respect of item 6 as council tax payers. It was noted that both had sought and received dispensations to speak and vote on this issue.

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

There were no questions.

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

There were no urgent items.

5. **EXCLUSION OF THE PUBLIC**

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

Item No.	Paragraph No.
6	3

6. **OVERALL FINANCIAL POSITION AND MEDIUM-TERM FINANCIAL PLANNING**

Members received a report of the Chamberlain concerning the City Corporation's overall financial position and medium-term financial plan.

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

There were no questions.

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

There were no urgent items.

**The meeting ended at 12.10 pm**

-----  
Chairman

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

## **PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE**

**Friday, 18 January 2019**

**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)	Andrew McMurtrie
Deputy Jamie Ingham-Clark (Deputy Chairman)	James Tumbridge
Randall Anderson	

#### **Officers:**

Peter Lisley	- Assistant Town Clerk & Director of Major Projects
Alistair MacLellan	- Town Clerk's Department
Richard Holt	- Town Clerk's Department
Rohit Paul	- Town Clerk's Department
Sarah Baker	- Town Clerk's Department
Caroline Al-Beyerty	- Deputy Chamberlain
Mona Lewis	- Chamberlain's Department (City Procurement)
Ola Obadara	- City Surveyor's Department
Dorian Price	- City Surveyor's Department
Tom Leathart	- City Surveyor's Department
Paul Murtagh	- Department of Community and Children's Services
Mohamed Hussein	- Department of Community and Children's Services

### **1. APOLOGIES**

Apologies were received from Nick Bensted-Smith, Karina Dostalova, Anne Fairweather, Marianne Fredericks and Chris Hayward.

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

Jamie Ingham-Clark declared a non-pecuniary interest in Item 15 (Non-Public Actions) in his capacity as churchwarden of St Lawrence Jewry.

### **3. GATEWAY APPROVAL PROCESS**

Members considered the updated Project Gateway process and the following points were made.

- The Chairman noted that a costed risk provision for projects would be introduced from April 2019 to align with wider budget setting within the City of London Corporation. In the meantime, risk provision would be considered on a project-by-project basis.
- The Chairman added that progress of the Project Management Academy continued apace, and that he would request a formal update from the

Director of Human Resources at the February 2019 meeting of the Sub-Committee **(1/2019/P)**.

- The Chairman continued, noting that the governance threshold for capital projects had not been reviewed in at least a decade and that a review could therefore be considered timely. Any review would need to be based on clearly articulated objectives, conducted across the whole organisation, rather than one department in particular and be able to evidence the rationale for the setting of any new thresholds.
- In response to a question, the Chairman confirmed that any review of governance thresholds for projects would not affect the remit of the Capital Buildings Committee.
- In response to a question, the Town Clerk confirmed that projects were still ranked in terms of Light, Regular and Complex and that future Project Gateway process organograms submitted to Sub-Committee would reflect this **(2/2019/P)**.

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

4. **MINUTES**

**RESOLVED**, that the public minutes and non-public summary of the meeting held on 12 December 2018 be approved as a correct record.

5. **ACTIONS**

Governors considered a report of the Town Clerk regarding actions arising from previous meetings and the following points were made.

**1/2017/P – Great Arthur House**

- The City Surveyor noted that the final contractor report for the project had not been received until 11 January 2019, hence the delay in bringing the Gateway 7 report to Sub-Committee. The report would be submitted to the February 2019 meeting.

**1/2018/P – Mansion House External Cleaning**

- The Town Clerk noted that the project schedule had been circulated to Members by email on 11 January 2019.

**2/2018/P – Communication regarding New Project Procedure**

- The Town Clerk noted that this communication had been issued to Members by email on 15 January 2019. Members agreed that this action could be closed.

### **3/2018/P – Updated payback schedule for Cremator Replacement at City of London Cemetery**

- The Town Clerk noted that the updated schedule was now available for circulation. Members agreed that this action could be closed subject to the schedule being issued to Members.

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

#### **6. GATEWAY 5 ISSUE - AVONDALE SQUARE WINDOWS OVERHAUL**

Members considered a Gateway 5 Issue report of the Director of Community and Children's Services regarding Avondale Square Windows Overhaul and the following points were made.

- In response to a question, the Director of Community and Children's Services confirmed that the £9.2m figure referenced within the report was the whole-project cost.
- In response to a comment, the Chamberlain noted that she was conscious of the disappointing response to the City's invitation to tender for the project. The issue had been discussed at the Procurement Sub (Finance) Committee and a report regarding Minor and Major Works Procurement Framework(s) would be submitted to the February 2019 meeting of the Community and Children's Services Committee.
- In response to further comments, the Chamberlain agreed to submit the Minor and Major Works Procurement Framework(s) reports to Projects Sub-Committee **(3/2019/P)**, and to provide a quarterly report across all procurement frameworks to demonstrate value for money **(4/2019/P)**.
- In response to a comment, the Town Clerk agreed to further review project report templates to ensure project context was provided at the head of project reports **(5/2019/P)**.
- The Town Clerk noted that the report had been considered and approved at the January 2019 meeting of the Community and Children's Services Committee, with the caveat that approval of the costed risk provision be delegated to the Town Clerk in consultation with the relevant Chairmen and Deputy Chairmen.

**RESOLVED**, that Members

- Note the reasons for the increase in estimated project costs from £161,437.50 to £279,840.
- Note the increased works cost of £110,900 from the original works estimate of £143,500 to £254,400.
- Approve the increased total project cost from £161,437.50 to £279,840.

- Approve the appointment of Metwin Limited to carry out the window overhaul works at Avondale Square Estate.
- Grant delegated authority to the Town Clerk in consultation with the Chairmen and Deputy Chairmen of the Community and Children's Services Committee and Projects Sub (Policy and Resources) Committee to approve the costed risk for likely additional window works of £42,400 i.e. 20% of £212,000 **(6/2019/P)**.

**7. GATEWAY 3/4 - CRESCENT HOUSE/CULLUM WELCH HOUSE HEATING REPLACEMENT**

Members considered a Gateway 3/4 report of the Director of Community and Children's Services regarding Crescent House/Cullum Welch House Heating Replacement.

**RESOLVED**, that Members

- Note the contents of the report and approve Option 2 (Communal Heating).
- Note the total estimated cost of £3,146,321 (including expenditure to date).
- Note expenditure to date of £18,207 (plus VAT).
- Approve the additional budget of £132,000 to reach Gateway 5.
- Note the costed risk of £215,000 – this figure not being included in the total estimated cost but being intended as contingency and only drawn down if required.

**8. GATEWAY 1/2 - CITY OF LONDON FREEMEN'S SCHOOL SUMMER REVENUE WORKS 2019**

Members considered a Gateway 2 report of the City Surveyor regarding City of London Freeman's School Summer Revenue Works 2019.

**RESOLVED**, that Members

- Approve the project to Gateway 3/4 on the Regular route.
- Approve staff costs of £5000
- Grant approval for the City Surveyor's Department's Minor Works Team to pursue delivery options.

**9. GATEWAY 1/2 - CITY OF LONDON SCHOOL SUMMER REVENUE WORKS 2019**

Members considered a Gateway 2 report of the City Surveyor regarding City of London School Summer Revenue Works 2019.



**RESOLVED**, that Members

- Approve the project to Gateway 3/4 on the Regular route.
- Approve staff costs of £5000
- Grant approval for the City Surveyor's Department's Minor Works Team to pursue delivery options.

10. **GATEWAY 1/2 - CITY OF LONDON SCHOOL FOR GIRLS SUMMER REVENUE WORKS 2019**

Members considered a Gateway 2 report of the City Surveyor regarding City of London School for Girls Summer Revenue Works 2019. In response to a comment, the City Surveyor agreed to clarify outside of the meeting whether works would involve the physical appearance of the School roof **(7/2019/P)**.

**RESOLVED**, that Members

- Approve the project to Gateway 3/4 on the Regular route.
- Approve staff costs of £5000
- Grant approval for the City Surveyor's Department's Minor Works Team to pursue delivery options.

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

There were no questions.

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

There were no items of urgent business.

13. **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.

14. **NON-PUBLIC MINUTES**

**RESOLVED**, that the non-public minutes of the meeting held on 12 December 2018 be approved.

15. **NON-PUBLIC ACTIONS**

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

16. **GATEWAY 3/4 ISSUE - CITY'S ESTATE 98-124 BREWERY ROAD, N7**

Members considered a Gateway 3/4 Issue report of the City Surveyor regarding City's Estate, 98-124 Brewery Road, N7.

17. **GATEWAY 2 - YORK WAY ESTATE**  
Members considered a Gateway 2 report of the Director of Community and Children's Services regarding York Way Estate.
18. **GATEWAY 2 ISSUE - WINDSOR HOUSE**  
Members considered a Gateway 2 Issue report of the Director of Community and Children's Services regarding Windsor House.
19. **GATEWAY 3/4 - HOUSING MANAGEMENT SYSTEM UPGRADE**  
Members considered a Gateway 3/4 report of the Director of Community and Children's Services regarding the Housing Management System Upgrade.
20. **GATEWAY 1/2/3/4 - RENEWAL OF ROOF COVERINGS AT DRON HOUSE, TOWER HAMLETS**  
Members considered a Gateway 1/2/3/4 report of the Director of Community and Children's Services Committee regarding the renewal of roof coverings at Dron House, Tower Hamlets.
21. **FIRE COMPARTMENTATION REVIEW - 21 NEW STREET**  
Members considered a report of the Town Clerk regarding a Fire Compartmentation Review at 21 New Street.
22. **REPORT ON ACTION TAKEN**  
Members considered a report of the Town Clerk regarding action taken since the last meeting.
23. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no questions.
24. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**  
There were no items of urgent business.

**The meeting closed at 12.45pm**

-----  
Chairman

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

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

**Tuesday, 8 January 2019**

**Minutes of the meeting of the Public Relations and Economic Development Sub (Policy & Resources) Committee held at the Guildhall EC2 at 3.00 pm**

### **Present**

#### **Members:**

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

#### **In Attendance:**

Deputy John Tomlinson

#### **Officers:**

John Barradell	- Chief Executive & Town Clerk
Paul Double	- City Remembrancer
Damian Nussbaum	- Director of Economic Development
Eugenie de Naurois	- Communications Team
Sanjay Odedra	- Communications Team
Peter Cannon	- Communications Team
Nigel Lefton	- Remembrancer's
Jeremy Blackburn	- Mansion House
Tim Wainwright	- Mansion House
Mary Kyle	- Economic Development Office
Callum Anderson	- Economic Development Office
Sufina Ahmad	- Town Clerk's
Polly Dunn	- Town Clerk's
Devika Persaud	- Town Clerk's
Rofikul Islam	- Town Clerk's
Emma Cunnington	- Town Clerk's

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

Apologies for absence were received from The Rt Hon the Lord Mayor, Alderman Peter Estlin and Deputy Tom Sleigh.

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

Tijs Broeke declared a non-pecuniary interest in respect of item 11 by virtue of his role as a school governor of the City of London Academy Hackney.

3. **MINUTES**

**RESOLVED** – That the public minutes and summary of the meeting held on Wednesday 12 December 2018 be approved as a correct record.

4. **OUTSTANDING ACTIONS**

Members received an outstanding actions report of the Town Clerk.

**RESOLVED**, that:

- The report be noted.

5. **PRESENTATION FROM CEO OF LONDON & PARTNERS**

The Chief Executive Officer (CEO) of London & Partners, Laura Citron, delivered a presentation on the work of the organisation. The CEO outlined the key messages that told London's story, which were relevant to different audiences. Members heard how London & Partners view that London's reputation was currently at risk and so London & Partners were responding quickly to secure London's global reputation.

The CEO presented some of the findings of the messaging research carried out with the City Corporation which found that the best received message was "London is a city of creative energy". Members also heard how London & Partners were trying new methods of communication to coordinate networks of businesses such as WhatsApp.

The Policy Chair, the Director of Economic Development and Head of Media all expressed the close, positive working they had encountered with London & Partners.

The following discussion points were then raised:

- London & Partners worked very closely with the Department for International Trade (DIT) and are in contact on a daily basis.
- Whilst it was important that messaging included London's current strengths, it should be borne in mind that there could be some uncertainty on whether these strengths are long-term.
- Whilst it was important that security and safety were conveyed as key messages for London, this was best undertaken through images of people looking safe rather than specific reference to security.
- One Member felt that London did have competitive advantages and some of the threats around companies leaving were counteracted by the thought of living and working in other cities within the EU.
- London & Partners had innovative ways of measuring outputs and outcomes, and Members were particularly interested in social media activation.

- Whilst there was reluctance to say much publicly on immigration, London & Partners were in a position to talk privately with Government, promoting the business view.

6. **GENERAL UPDATE FROM THE POLICY CHAIR**

The Chair of Policy & Resources updated Members on her recent and upcoming activity, including with parliamentary, business and London stakeholders. Members heard about her recent meeting with Transport for London on Crossrail, and also on upcoming international visits to India and to Davos with the Lord Mayor.

A Member commended the idea of seeing London borough leaders in their own council offices and thought that consideration should go into including this within the Lord Mayor's speech at the London Government Dinner.

7. **EDO 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 (EDO) in December 2018.

A Member requested that, in future, reports specify the city of a visit rather than just a country. For example, the Lord Mayor visited Vancouver in Canada and San Francisco in the US.

A Member also impressed the importance of asking the International Regulatory Strategy Group (IRSG) to focus on engaging on the e-Privacy Regulation.

**RESOLVED**, that:

- The report be noted.

8. **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.

**RESOLVED**, that:

- The report be noted.

9. **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 reported that Commander Karen Baxter of the City of London Police had given oral evidence to the Treasury Select Committee earlier that day, which had been well received by MPs.

The Remembrancer also updated Members on the Clean Air Bill and that it would be discussed at a meeting of the Greater London Assembly (GLA) later in January. The City Corporation had been engaging with particular MPs on the matter.

**RESOLVED**, that:

- The report be noted.

**10. DRESS CODES AT EVENTS**

The Sub-Committee considered a report of the Executive Director of Mansion House concerning a trial introduction of Lounge Suit as the dress code for the Business and Industry Dinner in March 2019.

Members noted that the recommendation was to trial a change in dress code for one dinner.

One Member requested that the Chairman of the General Purposes Committee of Aldermen consider any further application of dress codes to Aldermanic dress. The Chairman of the General Purposes Committee of Aldermen responded that it was important that dress code was always fit for circumstance and occasion.

It was also discussed that for many people at the Dragon Awards Dinner, wearing black tie was an important part and people wanted to dress up for the event. There was also comment that the report should have included a box which recommend lounge suit for general business engagement dinners.

One Member suggested that an acceptable compromise would be to label dress codes as “White Tie preferred”, so that guests knew what the standard would be but that those who could only wear black tie would not be deterred. Another Member felt that a mix of dress codes would look dishevelled.

There was some debate around whether Members should wear robes at dinners, and one Member did feel it was useful for guests to differentiate between hosts and other guests.

**RESOLVED**, that:

- It be recommended to the Policy and Resources Committee to support the trial introduction of Lounge Suit as the dress code for the Business and Industry Dinner in March 2019.

**11. THE CITY OF LONDON CORPORATION'S SOCIAL MOBILITY STRATEGY FOR 2018-28 - PROGRESS UPDATE**

The Sub-Committee received a report of the Chief Grants Officer and Director of City Bridge Trust updating Members on progress of the City Corporation's work on social mobility.

Following a question, Members heard how the majority of the activities in the academies benefit pupils from City of London academies rather than independent schools.

The Chair of the Establishment Committee also requested for this paper to be submitted to the Establishment Committee.

**RESOLVED**, that:

- The report be noted.

**12. SUMMER ENRICHMENT PROGRAMME**

Members considered a report of the Director of Community & Children's Services concerning a proposal of a summer enrichment pilot tackling summer learning loss and summer hunger for pupils and young people during August 2019.

The Sub-Committee was very supportive of the proposal but agreed that the Policy Initiatives Fund was not the correct source of funding and it should be recommended to Policy & Resources that this should be funded from a contingency budget.

There was some general feedback that the activities should be age appropriate and what was interesting to a 10 year old, for example, would be different for an 18 year old. It was confirmed to Members that officers were liaising with the provider and being guided by them on the appropriate age range, looking at gaps in current provision.

The Policy Chair informed Members that the Sutton Trust's report, Chain Effects 2018, ranked the City Corporation's sponsored academies as the top performing schools in the country in terms of Attainment 8 and Progress 8 at GCSE level, which track pupil achievement and progress. Members asked the Media Team to undertake a proactive communications approach on this news.

Another Member asked whether the budget, as suggested in the report, could allow for other schools to take part such as the City of London Academy Hackney and asked for more transparency on reasons behind the choosing of City of London Academy Highbury Grove. Members heard how it was envisaged that focusing the pilot in Islington would contribute evidence to existing research in this borough.

Members requested for a report back to this Sub-Committee on the pilot, acknowledging that this work was accountable to the Education Board.

**RESOLVED**, that:

- It be recommended to the Policy & Resources Committee that the proposal outlined in this report be approved, subject to finding a suitable budget for this pilot, such as a contingency budget.

**13. CITY CORPORATION'S LEGAL INITIATIVES**

Members received a joint report of the City Remembrancer and the Director of Economic Development concerning an overview of the City Corporation's legal services work.

Members were pleased on receiving such a report, however one Member noted that there were a few activities missing from the report, such as an annual reception for the Central London Bench and activity of the Courts Sub Committee of the Policy & Resources Committee. It was also noted that engagement with the Central London Bench could be increased.

Discussion followed about the importance of legal services as part of the wider professional and business services sector. A Member underlined the need for the City Corporation to be engaging in all areas of this wider sector too. Other Members agreed but also felt that as there was such a depth of understanding of legal services within the City Corporation, and that a future Lord Mayor might potentially use legal services as their mayoral theme, it made sense for this to be focused on.

One Member felt it would be helpful to understand a breakdown of the legal services sector based on Ministry for Justice reports, and specifically referenced intellectual property lawyers as London was a centre of expertise in this area.

There was also discussion on how to involve Members better in these areas and it was suggested that the Town Clerk looked again at how to collate Members' interests in a certain area. One Member reported that the majority of Members were also members of the Institute of Chartered Accountants in England and Wales (ICAEW).

The Director of Economic Development confirmed that two reports would be submitted to this Sub-Committee in due course, concerning, firstly, the City Corporation's involvement with the Professional and Business Services Council and, secondly, research on the overall ecosystem of the City.

**RESOLVED, that:**

- The work currently being undertaken be noted and the outlined direction of travel be endorsed;
- The Town Clerk review how Members interests be collected and whether this should be updated; and
- The Director of Economic Development to report back on the City Corporation's involvement with the Professional and Business Services Council and its research on the overall ecosystem of the City.

**14. POLICY CHAIR'S VISIT TO WASHINGTON AND NEW YORK**

The Sub-Committee received a report of the Director of Economic Development outlining the key messages and activities from the Policy Chair's visit to New York and Washington DC in November 2018.

**RESOLVED, that:**

- The report be noted.

**15. SIX MONTH MEDIA UPDATE**



The Sub-Committee received a report of the Director of Communications summarising media output over the past six months from the City Corporation's Media Team.

**RESOLVED**, that:

- The report be noted.

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

There were no questions.

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

There were no urgent items.

18. **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.

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

There were no questions.

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

There were no items of urgent business.

**The meeting closed at 4.15 pm**

-----  
Chairman

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

This page is intentionally left blank

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

**Tuesday, 5 February 2019**

**Minutes of the meeting of the Public Relations and Economic Development Sub (Policy & Resources) Committee held at the Guildhall EC2 at 3.00 pm**

### **Present**

#### **Members:**

Deputy Catherine McGuinness (Chairman)	Deputy Jamie Ingham Clark
Simon Duckworth (Deputy Chairman)	Deputy Edward Lord
Sir Mark Boleat	Andrew Mayer
Deputy Keith Bottomley	Alderman William Russell
Tijs Broeke	Sir Michael Snyder
Anne Fairweather	Alderman Sir David Wootton

#### **Officers:**

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

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

Apologies for absence were received from The Rt. Hon the Lord Mayor, Alderman Peter Estlin, Sophie Anne Fernandes, Christopher Hayward, Jeremy Mayhew, Deputy Tom Sleigh and James Tumbridge.

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

There were no declarations of interest.

#### **3. MINUTES**

**RESOLVED** – That the public minutes and summary of the meeting held on 8 January 2019 be approved as a correct record.

#### **4. OUTSTANDING ACTIONS**

Members received an outstanding actions report of the Town Clerk.

**RESOLVED**, that:

- The report be noted.

5. **VOTING SYSTEM FOR CO-OPTED MEMBERS ON PRED**

The Sub-Committee considered a report of the Town Clerk giving options for different voting systems, which could be used in the election of co-opted Members for the Sub-Committee.

Members agreed that they were generally supportive of the report's proposal to keep the First Past The Post (FPTP) voting system for electing four co-opted Members onto this Sub Committee. Some Members expressed a preference for Single Transferable Vote (STV) as it led to better representation of the Court, but, on balance, agreed that it would be odd to only include one Sub Committee in isolation.

There was one suggestion that at the next election of co-opted Members for this Sub Committee, the votes are counted via both the FPTP and STV systems to see what the different outcomes would be, with the outcome using FPTP being the valid result. Overall, Members felt that this would not be the appropriate way to measure the difference of the two voting systems for various reasons and agreed that the FPTP system should be maintained.

**RESOLVED**, that:

- It be recommended to the Policy & Resources Committee that the 'First Past The Post' (FPTP) voting system continue to be used for the election of co-opted Members to the Public Relations and Economic Development Sub-Committee.

6. **EDO MONTHLY UPDATE**

The Sub-Committee received a report of the Director of Economic Development proving Members with highlights of the key activity undertaken by the Economic Development Office (EDO) in January 2019.

A Member asked a question regarding the type of pass that the Policy Chair and the Lord Mayor possessed at the World Economic Forum in Davos. Members heard that the Lord Mayor had the full congress pass, which allowed him all access to the congress centre. The Policy Chair had the hotel pass, which enabled her to go to all the fringe events. The Member felt that it was important that the Policy Chair should also have the full congress pass and that if both the Lord Mayor and the Policy Chair were both going, they should be treated equally. The Director of Economic Development explained that he had been negotiating with the World Economic Forum to allow them to have two congress passes but had not been successful this year and would continue to negotiate for next year. The Director gave an overview of the Policy Chair's programme and the Policy Chair stated that many representatives of financial institutions choose to have the hotel pass rather than the full congress pass.

**RESOLVED**, that:

- The progress of the EDO workstreams be noted.

**7. CORPORATE AFFAIRS UPDATE**

The Sub-Committee received a report of the Director of Communications updating Members of the Corporate Affairs team's activities in supporting the City Corporation's strategic political engagement.

The Policy Chair conveyed recent conversations she had underlining how important it was to tell the story of what the Financial and Professional Services do at constituency level for ordinary people.

A Member asked for EDO and the Communications team to put together an email with simple facts on this so that Members could use this in their conversations.

**RESOLVED**, that:

- The report be noted.

**8. PARLIAMENTARY TEAM'S UPDATE**

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

**RESOLVED**, that:

- The report be noted.

**9. REFOCUSING ELEMENTS OF ECONOMIC DEVELOPMENT OFFICE'S RESPONSIBLE BUSINESS ACTIVITY USING AN ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) APPROACH**

The Sub-Committee considered a report of the Director of Economic Development proposing that the Economic Development Office change its approach by evolving the work of the Innovation, Inclusion and Growth (IIG) team from corporate social responsibility (a corporate reputation metric), to an Environmental, Social and Governance (ESG) approach (an investment metric that channels finance to more sustainable business).

**RESOLVED**, that:

- It be recommended to the Policy & Resources Committee that the proposed change in approach within the Economic Development Office to 'Support a thriving economy' by encouraging growth that is responsible, sustainable and inclusive be approved. This would be via a new programme of work based on an Environmental, Social and Governance (ESG) methodology, building on our Green Finance work and achieved by reprioritising current resource.
- It be noted that any staffing or HR implications of the proposed change in approach would be brought to the Establishment Committee as soon as possible.

**10. UPDATE ON NEW WEBSITE**

The Sub-Committee received a report of the Director of Communications updating Members on the progress of the website project, specifically to establish progress to date.

**RESOLVED**, that:

- The report be noted.

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

A question was raised as follows -

Media Training for Chairmen

A question was raised on behalf of the Chairman of Hampstead Heath, Highgate Wood and Queen's Park Committee requesting the Sub Committee to agree that media training should be provided to Members of Committee. Members commended the way that the Chairman of the Hampstead Heath, Highgate Wood and Queens Park had handled the media during the debate regarding Harry's Land.

The Director of Communications confirmed that his team would be happy to arrange media training for Chairmen and they could also speak to the Director himself if helpful.

Members agreed that media training should be delivered on a needs basis and that the main spokesperson for media enquiries should be the Chair of Policy and Resources.

**RESOLVED**, that:

- Media training be provided to Chairmen on a needs basis, bearing in mind that the primary spokesperson for media enquiries is the Chair of Policy and Resources.

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

The following items of urgent business were raised –

City of London Corporation participation at the World Economic Forum Annual Meeting at Davos

Members received a report of the Director of Economic Development concerning the Policy Chair and Lord Mayor's attendance at the 49<sup>th</sup> World Economic Forum (WEF) Annual Meeting in Davos, Switzerland.

**RESOLVED**, that:

- The report be noted.

**13. 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**  
14, 15

**Paragraph**  
3

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

Questions were raised in respect of the following –

Pride Flag Raising Hospitality

A Member raised a question concerning the recent decision of the Hospitality Working Party to reduce the proposed hospitality around the Pride Flag Raising event and wanted to understand how this decision had been reached.

Early evening reception to mark the transfer of the ‘AIDS since the 80s’ archive to the London Metropolitan Archives

A Member asked the Remembrancer for more detail concerning Hospitality Working Party’s decision to limit the hospitality for an early evening reception to mark the transfer of the ‘AIDS since the 80s’ archive to the London Metropolitan Archives.

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

There were no items of urgent business.

**The meeting closed at 3.42 pm**

-----  
Chairman

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

This page is intentionally left blank



# Agenda Item 4

TO: **POLICY AND RESOURCES COMMITTEE**

21 February 2019

FROM: **ESTABLISHMENT COMMITTEE**

16 January 2019

## 17. **QUESTIONS**

A Member raised the point that the terms Chair, Chairman, and Chairwoman could all be used by Members and it would be helpful if the Establishment Committee could issue some guidance on this matter.

The Comptroller and City Solicitor responding advised that it was his understanding that the conventional term used at the City of London Corporation was Chairman, and this was not unusual within Conservative-led authorities. Two senior Members had recently requested to be referred to as Chair and those were personal requests which did not change the convention, it was a different situation for two Members to request to move to a gender-neutral phrase than for a man to be referred to as Chairwoman. There were certain dangers with this approach and the City Corporation may need to take a formal view on that.

The Comptroller and City Solicitor explained that the City Corporation was subject to the Public Sector Equality Duty and therefore must have due regard to eliminate unlawful discrimination, advance equality of opportunity between people who share a protected characteristic and those who do not and foster or encourage good relations between those two groups. The Comptroller and City Solicitor explained that if someone does not have a protected characteristic and invades the space of someone who does, this could have an adverse impact on how the City Corporation would be perceived as an organisation.

The Comptroller and City Solicitor explained the City Corporation should exercise care in considering how to address this issue or it could bring the organisation into disrepute. The Comptroller added that at its last meeting, the Policy and Resources Committee had received a report of the Diversity Working Party where Members agreed in principle to the recommendation that the City Corporation change its conventional term of Chairman to Chair, but people could still be called Chairman if they wished.

The Chair noted that they had received a positive response to their decision to use the term Chair, whilst they were happy to be referred to as Chairman, they preferred the term Chair and this was a cultural change which would take time.

A Member responding to the comments made explained that they would welcome the consideration of Common Councilman to be changed to Common Councillor. The Chair explained this was not a matter for this Committee but had been considered by the Diversity Working Party.

A Member explained they were of the view that the guiding principles should be driven by courtesy and sensible limits should be established.

The Town Clerk commented that the advice provided by the Comptroller and City Solicitor had been helpful and the Public Sector Equality Duty was useful on this matter. This was about promoting and fostering relationships and there was a reputational risk, the Town Clerk explained this was an issue for Members to consider and use of the title Chairwoman

by a man could be seen to diminish the role of women. The Policy and Resources Committee had given a steer that individuals should be called what they wished within bounds and the Committee would revisit the matter to give a steer to officers on the policy.

Members agreed that the position suggested earlier would be the best approach; sensible, pragmatic and courteous.

The Committee asked that a minute of this discussion be provided to the Policy and Resources Committee for their information.

<b>Committee:</b> Policy and Resources Committee – for decision	<b>Date:</b> 21 February 2019
<b>Subject:</b> Impact of Voting Systems on Diversity & Ballot Paper Wording	<b>Public</b>
<b>Report of:</b> The Town Clerk on behalf of the Members Diversity Working Party	<b>For Decision</b>
<b>Report author:</b> Emma Cunnington, Town Clerk's	

## Summary

Following a report of the Members Diversity Working Party to the Policy and Resources Committee in December 2018, it was agreed that recommendations relating to enhancing diversity of the Court of Common Council be looked at in more detail and be subject to further decision-making by the Committee in due course.

This report sets out the current voting system used (First Past the Post), as well as information, advantages and disadvantages of two alternative options: Alternative Voting (AV) and Single Transferrable Vote (STV). It also suggests adding statistics of the committee breakdown in terms of gender and race on ballot papers to help keep diversity at the forefront of Members' minds.

It should also be noted that this issue was also considered at the last meeting of the Public Relations and Economic Development Sub Committee in the context of considering alternative voting system for the election of its four co-opted Members; and Members concluded that the First Past the Post (FPTP) system should continue to be utilised.

## Recommendation

Members are asked to:

- Consider alternative voting systems such as Alternative Voting (AV) or Single Transferrable Vote (STV) as well as the existing system of First Past the Post (FPTP) for the election of Members to City of London Corporation Committees.
- Agree that statistics of committees' breakdown in terms of gender and race on ballot papers to help keep diversity at the forefront of Members' minds.

## Main Report

### Background

1. The Policy and Resources Committee considered a report in its meeting in December 2018, setting out the recommendations on diversity proposed by the Members Diversity Working Party (MDWP).

2. The 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.*”
3. Following discussion at the Policy & Resources meeting in December 2018, Members concluded that each of the individual recommendations would be subject to further reports or decision-making by the Committee in due course. On this basis, Members were pleased to endorse the suite of proposals presented and support the general direction of travel.
4. This report gives more detail around one of the recommendations from MDWP, which was to review the First Past the Post voting system for committee elections to ascertain whether a change in the system used will help to improve diversity.
5. Appointments are currently decided through the use of the First Past the Post (FPTP) voting system, whereby the successful candidate is the one who receives the largest number of votes. FPTP is what is known as a plurality system, i.e. the winning candidate needs win only the largest number of votes cast but does not require an absolute majority.
6. It has been suggested by some Members that this voting method was, perhaps, not the ideal means by which to elect Members onto committees, and with it proposed that a preferential voting system might be more suitable.
7. A similar paper was discussed by the Public Relations and Economic Development Sub-Committee at its February meeting. It followed a request for consideration to be given to an alternative voting system for the election of its four co-opted Members. Following extensive discussion, the Sub-Committee agreed to maintain the status quo with the use of the FPTP system for the elections.

## **Current Position**

### First Past the Post (current system)

8. The main advantages of FPTP is that the voting process is straightforward and there is a high degree of familiarity with it, and that the count is straightforward and is undertaken relatively swiftly after the vote, requiring no specialist equipment.
9. However, a disadvantage is that where there are multiple candidates standing for a single vacancy and the vote is split, a winner can be returned who is not necessarily the preferred option of the full Committee. For example:

*There are four candidates, persons A, B, C, and D competing for one vacancy on a Committee. Persons A and B are both popular and effective individuals who are well-regarded by the full sub-committee. Meanwhile, candidate C enjoys strong support from a proportion of the Committee – around 40% - but is viewed as divisive or unsuitable by the remaining 60%. Person D does not enjoy significant support and is likely to receive few votes.*

*The majority of the Committee, who are not supportive of Person C, have their vote split by A and B, whilst all of C's supporters back him. As a result, C is returned to the dissatisfaction of the majority, despite the fact that both A and B are widely popular and the full Committee would have been content with either of them being appointed.*

## Options

10. The Policy and Resources Committee gave consideration to altering voting methods for elections to Grand Committees and Outside Bodies during 2015, focusing on Alternative Vote (AV) systems and the Single Transferable Vote system. Ultimately, it was decided to adopt AV for elections where there were multiple candidates standing for a single vacancy, but retain First Past The Post where there were multiple vacancies. The Court adopted this position in early 2016 and voting arrangements have worked well since that time. Below is a summary of the two systems explored:

### Alternative Vote (or Instant Run-off Voting)

11. The Alternative Vote system (or Instant Run-off Voting) is a method which allows for ranked or preferential voting, whereby Members rank the candidates in the order in which they would like to see them returned. The voter puts a '1' by their first choice, a '2' by their second choice, and so on, until they no longer wish to express any further preferences or run out of candidates. This process is currently employed by the Court of Common Council (see Standing Order No.10) for electing to single vacancies on committees or outside bodies. *(N.B. – where there are multiple vacancies, the Court retains the use of an FPTP system).*
12. Candidates are elected outright if they gain the support of half of those voting. However, under AV, if no candidate reaches the 50% threshold, then the candidate who received the fewest first preference votes is eliminated from the contest and their votes are redistributed according to the second (or next available) preference marked on the ballot paper. This process continues until one candidate receives 50% of the vote. The obvious advantage of this process is that the winning candidate is the consensus choice and will be the preference of the majority of those voting.
13. The AV system is widely used, including in the House of Lords (for electing Hereditary Peers), the House of Commons (for electing Select Committee Chairmen), for Australian State Government and House of Representative elections, and for the Presidential elections in Ireland and India.
14. However, it is primarily employed where there are multiple candidates for single vacancies. When there are multiple vacancies, the method becomes slightly more complicated, which is why the Policy and Resources Committee opted against its implementation in 2015.

### Single Transferable Vote (STV)

15. Single Transferrable Vote (STV) is a widely implemented electoral system currently used for national and local elections in the Republic of Ireland, Northern Ireland, Australia and Malta, as well as for local elections in Scotland and New Zealand.
16. Under STV, the voting process is the same as for the AV system. The method allows for ranked or preferential voting, whereby Members number against the candidates the order in which would like to see them returned. The voters put a '1' by their first choice, a '2' by their second choice, and so on, until they no longer wish to express any further preferences or run out of candidates.
17. An example ballot paper for an STV election to fill three vacancies on a Committee is shown below:

<b><u>Appointment of 3 Members to the XX Committee</u></b>	
Instead of using a cross, number the candidates in the order of your preference.	
Put the number 1 next to the name of the candidate who is your first preference, 2 next to your second preference, 3 next to your third preference, 4 next to your fourth preference, and so on.	
You can mark as many or as few preferences as you like.	
<b>CANDIDATE A</b>	<b>4</b>
<b>CANDIDATE B</b>	<b>2</b>
<b>CANDIDATE C</b>	<b>1</b>
<b>CANDIDATE D</b>	
<b>CANDIDATE E</b>	<b>3</b>
<b>CANDIDATE F</b>	<b>5</b>

18. Under both AV and STV, only one round of voting is usually required. Voters rank candidates in order of preference and those candidates returned are the preferred

option of the majority. Under AV, if the number of candidates to reach the majority threshold does not equal the number of vacancies then the candidate who received the fewest first preference votes is eliminated from the contest and their votes are redistributed according to the second (or next available) preference marked on the ballot paper.

19. However, under an STV system, candidates do not necessarily require a majority of votes to be elected. Elected candidates must achieve a known share of first preference votes, or 'quota' which is determined by the size of the electorate and the number of vacancies to be filled. Surplus votes for popular candidates who have achieved over and beyond the required quota are transferred in accordance with the voter's second preference and not "wasted" – i.e. votes on certain preferred or less-preferred candidates are transferred to other candidates, which is helpful where there are multiple vacancies in ensuring that candidates favoured by the majority are returned.

20. The quota is set by a formula based on the number of votes cast and the number of vacancies. Different formulae can be used but the most common is:

$$\text{votes needed to win} = \left( \frac{\text{valid votes cast}}{\text{seats to fill} + 1} \right) + 1$$

21. The counting process under STV differs to that of the Alternative Vote system. Votes are counted as follows:

- Only first preference votes are tallied in the first instance and a candidate who has reached or exceeded the quota via first preference votes is declared elected.
- If a candidate has more first preference votes than the quota, their surplus first preference votes are transferred to other candidates, i.e. votes that would have gone to the preferred candidate go to the next preference.
- If no other candidate still meets the quota, the candidate with the fewest votes is eliminated and their votes are transferred, again according to the preference indicated.
- If the next available preference is for a candidate that has already been eliminated, then the vote is awarded to the next preference after that (i.e. third or fourth preference, and so on).
- This process repeats until either a preferred candidate is found for every vacancy or there are as many vacancies as remaining candidates.

22. The most commonly used method of transferring surplus first preference votes is by random transfer, where a number of votes corresponding to the candidate's surplus are transferred to their next choices. Counters redistribute the last ballots the elected candidate received, the first ballots the candidate received, or choose another method such as a fully random draw. Variations of the random transfer or surplus votes are currently used for some elections in Australia and the Republic of Ireland.

23. It is important to note that changing the order of the ballot papers could change the outcome of the election.

## **Ballot Paper Wording**

24. Members of the MDWP were of the view that many Members were often not aware of the diversity breakdown of Committees and would not always immediately consider this in relation to the composition of a Committee.
25. To address this, the MDWP proposed that committee election ballot papers be updated to include, for example, a footnote demonstrating a gender breakdown of the committee as it currently stands, to prompt Members to consider the make-up of the committee when voting.
26. It is proposed that, at this stage, it should include both sex (gender) and BAME statistics only.

## **Conclusion**

27. This report explains the current system for the election of the Members to Committees and sets out some alternatives for your consideration. It also suggests the addition of a breakdown of gender and race statistics to be added to ballot papers to raise awareness of the diversity of a Committee or Sub Committee to the voter.

## **Emma Cunningham**

Head of Chairmen's Support Services, Town Clerk's

T: 020 7332 1413

E: [emma.cunnington@cityoflondon.gov.uk](mailto:emma.cunnington@cityoflondon.gov.uk)



<b>Committee:</b> Policy & Resources Committee	<b>Date:</b> 21 February 2019
<b>Subject:</b> Targets for Member Representation by 2021 and 2025 and voluntary Members' Diversity Charter	<b>Public</b>
<b>Report of:</b> Town Clerk on behalf of the Members Diversity Working Party	<b>For Decision</b>
<b>Report author:</b> Emma Cunnington, Town Clerk's Department	

## Summary

Following a report of the Members Diversity Working Party (MDWP) to the Policy & Resources Committee in December 2018, it was agreed that recommendations relating to enhancing diversity of the Court of Common Council be looked at in more detail and be subject to further decision-making by the Committee in due course.

This paper sets out recommendations for introducing targets for representation on the Court of Common Council by the elections in 2021, as well as further targets by 2025. Additionally, this paper proposes the introduction of a voluntary Members' Diversity Charter, which would encourage Members to consider how they could be more inclusive and demonstrate, publicly, their commitment to diversity.

It should be noted that the introduction of quotas and targets was considered by the Policy Committee early last year as well as by the MDWP as part of its deliberations. The Working Party concluded that the introduction of quotas would be very challenging but that setting public targets was less so and was worth pursuing, providing it was dealt with in a measured way.

## Recommendations

Members are asked to:

- Approve the targets set out for representation by 2021 election (i.e. 30% female and 15% BAME);
- Approve targets for 2025 for Common Councilmen and Aldermen to be reflective of the demographics of City workers/residents;
- Approve the introduction of a voluntary Diversity Charter for Members to consider signing, allowing Members to publicly show commitment to this agenda, and help drive the debate internally on diversity and inclusion, and approve the draft text set out in this report.

## **Main Report**

### **Background**

1. The Policy & Resources Committee considered a report in its meeting in December 2018, setting out the recommendations on diversity proposed by the Members Diversity Working Party (MDWP).
2. The 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.”*
3. Following discussion at the Policy & Resources Committee meeting in December 2018, Members concluded that each of the individual recommendations would be subject to further reports or decision-making by the Committee in due course. On this basis, Members endorsed the suite of proposals presented and support the general direction of travel.
4. The MDWP considered the merits of the introduction of both quotas and targets and whilst it was of the view that the use 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. In considering the Working Party’s recommendation for targets to be introduced, the Policy & Resources Committee clarified that any targets to be set in respect of the Court should be in relation to candidacy only, rather than Members themselves, on the basis that it was for the electorate to determine who they wished to elect. Focus should therefore be on working to ensure that the electorate had a wide and diverse pool of candidates from which to choose.
5. This report gives more detail around the targets (rather than quotas) proposed by the Working Party for representation by the 2021 election and the 2025 election. It also deals with MDWP’s proposal for the introduction of a voluntary Diversity Charter.

### **Current Position**

6. The MDWP felt that the City Corporation should be as ambitious as other organisations in setting its targets. Initially, the targets should focus on just two of the protected characteristics: Black, Asian and Minority Ethnic (BAME) and, given concerns about the lack of gender diversity on a number of committees, gender. 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.
7. 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% Indian-Asian and 2% mixed Asian-White.

8. As part of their discussions, the MDWP reviewed data from the 2011 Office of National Statistics Census as well as the 2011 Workforce Census to help establish which diversity targets the City Corporation should be setting for the 2021 and 2025 elections.
9. For gender, statistics show that 39% of City workforce are female and 44% of the City's residential community are female.
10. For race, 22% of City workforce are BAME and 21% of the City's residential community are BAME.

## 2021 Elections

11. The next Court elections will take place in March 2021 and the MDWP felt that it would be achievable to set representation targets for gender and ethnicity in time for these elections. The proposed figures would aim for 30% of the Court to be female and 15% of the Court to be from BAME backgrounds. This would be reflected as follows:

Table 1: Female representation targets in 2021 elections

	Current (based on 2017 data)		Target for 2021 elections		Difference	
	No.	%	No.	%	No.	%
<i>Female</i>	29	23	38	30	+9	+7

Table 2: BAME representation targets in 2021 elections

	Current (based on 2017 data)		Target for 2021 elections		Difference	
	No.	%	No.	%	No.	%
<i>BAME</i>	13	10	19	15	+6	+5

12. If Members agree to these targets, further reports would be brought to the Policy & Resources Committee in due course setting out diversity and inclusion initiatives to help achieve these figures.

## 2025 Elections

13. The MDWP also proposed set targets for the 2025 Common Councilmen elections as well as Aldermanic elections to be reflective of the demographics of City workers and residents. These targets would reflect the City community's age, race and sex and are outlined in tables 3, 4 and 5 below.
14. It is also proposed that targets for other protected characteristics, such as disability, sexuality and religion, are considered after the 2021 elections and used in the 2025 elections.

Table 3: Representation targets for age in 2025 elections

	Current (based on 2017 data)		Target for 2025 elections		Difference	
	No.	%	No.	%	No.	%
<i>Aged between 20-39</i>	21	17	76	61	+55	+44
<i>Aged between 40-59</i>	36	29	29	23	-7	-6
<i>Aged between 60-79</i>	52	42	20	16	-32	-26

Table 4: Gender representation targets for 2025 elections

	Current (based on 2017 data)		Target for 2025 elections		Difference	
	No.	%	No.	%	No.	%
<i>Female</i>	29	23	52	42	+23	+19

Table 5: BAME representation targets for 2025 elections

	Current (based on 2017 data)		Target for 2025 elections		Difference	
	No.	%	No.	%	No.	%
<i>BAME</i>	21	17	76	61	+55	+44

15. If Members agree to these targets, further reports would be brought to the Policy & Resources Committee in due course setting out diversity and inclusion initiatives to help achieve these figures.

### Voluntary Members Diversity Charter

16. In addition to targets, the MDWP felt that it would be helpful for a Diversity Charter to be drawn up for Members to choose to sign up to when elected as Aldermen or Common Councilmen. This voluntary Members Diversity Charter would allow Members to publicly show commitment to this agenda and help drive the debate internally on diversity and inclusion.

17. The MDWP have already drafted text to be used for a possible charter, which is set out below.

18. The Policy & Resources Committee are asked to consider, firstly, whether such a Diversity Charter should be adopted, and, secondly, the proposed wording of the Charter, below:

*“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.”*

*To support opening up the City of London Corporation to a wider talent pool, I will:*

- 1) Undertake unconscious bias training;*
- 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;*
- 3) Chair meetings effectively and in an inclusive manner;*
- 4) Consider the gender mix on committees before voting in Court;*
- 5) Consider the diversity of candidates I propose for the Freedom of the City and how they reflect the City's communities;*
- 6) Ask firms, when engaging on voter registration, if they have reflected the diversity of their firm in their voting list;*
- 7) Bring new people from diverse backgrounds into the City, through invitations to functions, for example;*
- 8) Look out for new talent who could make a contribution to the City civic and ask them to stand."*

## **Corporate & Strategic Implications**

19. By adopting the recommendations of the report, this would support the strategic aims and outcomes of the City Corporation outlined in the Corporate Plan 2018-2023. Specifically, enhancing the diversity of elected Members will 'contribute to a flourishing society' by allowing 'people to have equal opportunities to enrich their lives and reach their full potential', and it will 'support a thriving economy' by having 'access to the skills and talent we need'.

## **Conclusion**

20. The MDWP is of the view that the City Corporation should aim to be ambitious and demonstrate its commitment to diversity by setting targets for protected characteristics ahead of the Court of Common Council elections in 2021 and 2025. These figures should be reflective of the City communities that Members represent.
21. Additionally, the introduction of a voluntary Members Diversity Charter would allow Members to publicly show further commitment to this agenda and help drive the debate internally on diversity and inclusion.

## **Appendices - None**

## **Background Papers**

- *'Enhancing the Diversity of the Court of Common Council' – Report of the Town Clerk on behalf of the Members Diversity Working Party (Policy & Resources Committee, 13 December 2018)*

## **Emma Cunningham**

Head of Chairmen's Support Services, Town Clerk's Department  
T: 020 7332 1413 | E: [emma.cunnington@cityoflondon.gov.uk](mailto:emma.cunnington@cityoflondon.gov.uk)

This page is intentionally left blank

<b>Committee(s):</b>	<b>Date:</b>
Police Committee – <i>for decision</i> Policy & Resources Committee – <i>for information</i>	24 January 2019 21 February, 2019
<b>Subject:</b> City of London Police Authority – Governance	<b>Public</b>
<b>Report of:</b> Town Clerk & Chief Executive	<b>For Decision/ For Information</b>
<b>Report author:</b> Simon Latham, Head of the Town Clerk's Office	

## Summary

This report sets out proposals to enhance the role of the City of London Police Authority (PA) within the City of London Corporation (City Corporation). These proposals include clarifying the governance arrangements for the PA, reviewing the PA's Special Interest Areas (SIAs), and improving the ways in which City Corporation officers currently support PA Members.

## Recommendation(s)

Members are asked to:

- Approve the proposals set out in this report; and
- Note that further reports will be brought to this Committee in due course as recommendations are progressed.

## Introduction

1. The role of the Police Authority is to provide scrutiny and challenge to the work of the City of London Police (CoLP), acting as one part of a multi-tiered system of 'checks and balances'. In discharging more than 60 statutory duties, the PA must ensure that CoLP delivers efficient and effective policing for the public within a sustainable medium-term financial plan (MTFP), and hold the City of London Police Commissioner to account for the delivery of policing within the Square Mile and in its capacity as the national lead force for economic crime. The PA is also responsible for appointing, and, if necessary, suspending/dismissing the Commissioner. Moreover, the PA oversees CoLP's budget (£132m in 2018/19) and is accountable for ensuring a sustainable MTFP. In fulfilling its role, the PA must be mindful of public confidence in policing, as well as CoLP's capacity to reduce threat, risk, and harm in a context of increasingly pressured resources.

## Background

2. The City of London is anomalous in retaining a PA in the form of the Court of Common Council, acting through the City of London Police Committee to which the Common Council has delegated its general functions of superintendence (see Appendix 5). The basis for permitting the continued role of the Common Council as a police authority was an agreement with the then Home Secretary, Michael Howard QC (to which the current City Remembrancer was, in a different capacity, a party on behalf of the City) before the passage of the Police and Magistrates' Courts Act 1994. The Act reformed police authorities and made them free standing

legal entities independent of local authorities. The agreement retaining the Common Council's role involved an undertaking by the City Corporation that it would mirror the national governance arrangements in its oversight of the City of London force put in place by the Act. The agreement was subject to a report to the Court of Common Council of 3 February 1994.

3. Police authorities were abolished by the Police Reform and Social Responsibility Act 2011. This Act established Police and Crime Commissioners and Police and Crime Panels throughout the country. A modified arrangement was made for the Metropolitan Police District to take account of the directly elected Mayor and the London Assembly. In relation to the City, reliance was placed on the 1994 agreement (referred to above) as a precedent to exclude the City from the provisions, on the understanding that the City would aim to mirror the arrangements put in place by the 2011 Act. This arrangement did not come under serious political pressure during the passage of the bill for the Act through Parliament.
4. By section 79 of the Act, the Secretary of State must issue a policing protocol (see Appendix 6). The protocol deals with the roles and responsibilities of the Police and Crime Commissioners, police and crime panels and Chief Officers of Police respectively. The approach taken by the protocol was informed by an HMIC thematic report into the effectiveness of police governance, entitled 'Policing in Austerity', produced in October 2010. Amongst other things, the report called for a clearer division of responsibilities between police authorities (and subsequently Police and Crime Commissioners) and Chief Officers of Police, noting on page 37 "it is critical that police authorities maintain clear division between their governance responsibility and the Chief Constable's responsibility to lead and manage the organisation".
5. Paragraph 6 of the policing protocol provides as follows: "this protocol does not legally bind the Commissioner of the City of London Police or the Common Council of the City of London which continues to form the police authority for the City of London. However, they are encouraged to abide by the working principles of this protocol".
6. The governance arrangements for the police, therefore, remain less than entirely straightforward, notwithstanding the introduction of Police and Crime Commissioners, on account of the constitutional balancing act which exists between the local supervising authority of the police ("local policing body" in the nomenclature of the 2011 Act), the Police and Crime Commissioner, the Chief Officer of Police and the Home Office. This is intended to provide 'checks and balances' in the administration and enforcement of criminal justice but does clearly result in an element of double-tracking as the provisions of the 2011 Act demonstrate.

## **Proposals**

7. The *HMIC Police Authority Inspection Methodology 2010* identifies four key effectiveness measures for a PA:



- 7.1. working in partnership with the Police Force in setting the Force's strategic direction and priorities;
  - 7.2. scrutinising measurable outcomes from the Force;
  - 7.3. achieving results through community engagement; and
  - 7.4. ensuring value for money and productivity.
8. It is proposed to clarify the governance arrangements for the PA in the following ways:
- 8.1. rename the Police Committee as the 'Police Authority Board' in order to reflect Members' statutory responsibilities in respect of CoLP and ensure that it is better understood that the Board is responsible for overseeing (on behalf of the Common Council) the activities of the Police Authority as a whole;
  - 8.2. review the terms of reference (ToR) for all committees (see Appendix 1) within the aegis of the recalibrated PA Board (i.e. the current Police Committee, Economic Crime Board, Performance and Resource Management Sub Committee, Professional Standards and Integrity Sub Committee, Police Pensions Board, and Police Accommodation Working Party) to ensure a proportionate and complementary distribution of responsibilities, as well as the frequency of meetings;
  - 8.3. ensure that the TOR and all other Committees with responsibility for PA matters (including Policy & Resources, Finance, Efficiency & Performance Sub Committee, Audit & Risk, and Establishment), as well as the Court of Common Council, specify these responsibilities and, where appropriate, that PA business is demarcated on agendas;
  - 8.4. ensure the Police Authority Board receives all reports covering PA matters seen by other Committees with responsibility for PA matters (and that, where appropriate, such reports reference Corporate Plan outcomes);
  - 8.5. review the role and number of co-opted Members for all Police committees, including whether to co-opt relevant Grand Committee Chairmen (or their representatives) onto specific committees, and, in particular, how to include Home Office representation on the Economic Crime Board;
  - 8.6. request that CoLP review the role and TOR of the Community Scrutiny Group (CSG) and Independent Advisory Group (IAG), including whether the PA is appropriately represented on both groups, and whether SIA Leads are sufficiently involved in the groups' work; and
  - 8.7. review PA engagement with the Association of Police & Crime Commissioners (APCC), including appropriate attendance of meetings by PA Members, the circulation of APCC documents within the PA, and how best to disseminate feedback from APCC meetings.

9. It is proposed to expand Special Interest Areas (SIAs) (see Appendix 2) in the following ways in order to enhance the capacity of PA Members to provide strategic direction to and monitor the CoLP Policing Plan:
  - 9.1. review the current SIAs to ensure that these are appropriately prioritised and aligned with the CoLP Policing Plan;
  - 9.2. review the current SIA scheme as part of the annual report to the May Police Committee to ensure that it is fit-for-purpose;
  - 9.3. ensure all SIA Leads have an opportunity to provide early input to and feedback on the formulation of the CoLP Policing Plan.
10. It is proposed to improve officer support (see Appendices 3 and 4) for the PA in the following ways:
  - 10.1. review the policy and technical support provided to PA Members, specifically for SIA Leads, to strengthen oversight and scrutiny of the Force;
  - 10.2. review PA communications to ensure all Members are regularly briefed on PA matters and, where appropriate, significant CoLP operations, as well as the activities of the PA Chairman and Deputy Chairman;
  - 10.3. further strengthen the briefings process for Police committee chairmen prior to committee meetings;
  - 10.4. introduce service level agreements (SLAs) between the PA and key City Corporation Departments (including Comptrollers', Human Resources, and City Surveyors') to provide surety of professional support for PA Members and officers on related PA matters, both for SIA Leads and issues which arise on an ad hoc basis, and to monitor the relative work of CoLP and the PA in key service areas;
  - 10.5. request a designated PA budget against which spending on PA activities across the City Corporation can be reported to relevant committees, as well as benchmarked against other police authorities (e.g. MOPAC);
  - 10.6. commission the City Corporation's Corporate Strategy & Performance Team to review CoLP performance data and provide reports to PA Members and committees to enhance scrutiny of the CoLP Policing Plan;
  - 10.7. commission the City Corporation's Strategy & Performance Team to review the Corporation's current consultation and community engagement arrangements with regard to the policing of the City and provide reports on community feedback to PA Members to help inform priority setting for the CoLP Policing Plan and to enhance Member oversight and scrutiny of the Force;
  - 10.8. improve the coordination of officer activity supporting the PA by holding a monthly meeting of key PA officers (chaired by the PA CEX/Deputy CEX) to

help with agenda planning across all relevant Committees, as well as the development of committee workplans; and

- 10.9. convene a quarterly meeting of Police committee chairmen and deputy chairmen to discuss agenda planning and committee workplans, as well as a quarterly 'PA Strategy' meeting for the PA Chairman, PA Deputy Chairmen, PA CEO, PA Treasurer, and Police Commissioner.

## **Conclusion**

11. The role of the City of London PA is to provide scrutiny and challenge to the work of the CoLP, ensuring that the Force delivers efficient and effective policing for the public within a sustainable MTFP, and holding the City of London Police Commissioner to account for the delivery of policing within the Square Mile and as the national lead force for economic crime. The proposals set out in this report seek to further enhance this role and strengthen the ability of PA Members to scrutinise and oversee the work of CoLP.

## **Appendices**

- Appendix 1 – Police Authority Committee Organogram and Terms of Reference
- Appendix 2 – Special Interest Area Scheme
- Appendix 3 – APACE Statement on the role of Chief Executive and Monitoring Officer
- Appendix 4 – Police Authority Staff High-Level Organogram
- Appendix 5 (Non-Public) – Law Officer Opinion, *The Distribution of Financial Staff Between the Court of Common Council as Police Authority and the City of London Police*, August 2018
- Appendix 6 – Policing Protocol Order 2011

## **Background Papers**

None

**Simon Latham,**  
**Head of the Town Clerk & Chief Executive's Office**

T: 020 7332 1402

E: [simon.latham@cityoflondon.gov.uk](mailto:simon.latham@cityoflondon.gov.uk)

This page is intentionally left blank

<b>Committee:</b> Policy and Resources Committee – for Decision	<b>Date:</b> 21 February 2019
<b>Subject:</b> Philanthropy Strategy Implementation Plan	<b>Public</b>
<b>Report of:</b> David Farnsworth, Chief Grants Officer and Director of City Bridge Trust	<b>For Decision</b>
<b>Report author:</b> Fiona Rawes, Philanthropy Director	

## Summary

This Committee approved the Philanthropy Strategy on 7 June 2018. As this is a joint strategy reflecting the common aims of the City of London Corporation itself, and as trustee of Bridge House Estates (BHE), in collaborating to support philanthropy, the City Bridge Trust ('CBT') Committee also approved the strategy on 2<sup>nd</sup> May 2018 for BHE (consistent with the objectives of CBT's Bridging Divides Strategy), and the paper was shared with the Court of Common Council on 21<sup>st</sup> June 2018.

The strategy commits the both the City Corporation itself, and as trustee of BHE (through the activities of CBT its funding arm), to contribute to higher impact and higher value philanthropy through their role modelling in London and their support for, and awareness-raising about it in the UK and Internationally. A one-page summary of the vision and key workstreams is set out on the second page of the proposed implementation plan in the attached Appendix.

This paper now sets out the Philanthropy Strategy implementation plan for the Committee's review and approval.

## Recommendations

Members are asked to:

1. Agree the proposed change to the strategic framework set out in paragraphs 11-12 of this report.
2. Note and endorse the implementation plan set out in the Appendix.

## Main Report

### Background

1. In 2016, the City Bridge Trust Committee commissioned an independent review to look at the effectiveness of the various strands of work supported by the Committee in its funding activities for Bridge House Estates (BHE) with a view to making recommendations for City Bridge Trust's (CBT) future strategic direction in this arena. This review recognised the broad range of philanthropic activities already supported by CBT in furthering BHE's ancillary object for charitable purposes for the general benefit of the inhabitants of Greater London.
2. Rocket Science were therefore commissioned to undertake this review which took place concurrently with the City Corporation's Strategic Grants Service Based

Review (which was corporate wide). The CBT Committee reviewed the recommendations in July 2016. These included a recommendation to appoint a Philanthropy Director to develop and deliver a new, joint philanthropy strategy for the City of London Corporation itself (CoLC) and, as trustee of BHE, through the work of CBT.

3. In October 2017, Fiona Rawes joined as the Philanthropy Director and initiated a strategic review: this drew on the Rocket Science findings alongside further internal and external consultation, and analysis of our operating context.
4. These created the foundations for the Philanthropy Strategy.
5. This Committee approved a two-stage approach to the development of the Philanthropy Strategy, approving the strategic framework in your June 2018 Committee meeting and asking your officers to work through, and return with, an implementation plan in Autumn 2018.
6. The Philanthropy Strategy is consistent both with the City Corporation's overarching Corporate Plan and with the policy adopted as trustee of BHE through the activities of CBT – *Bridging Divides 2018-2023*.

### **Current Position**

7. Whilst the implementation plan for the Philanthropy Strategy set out in the Appendix outlines actions to take effect from January 2019, this Committee should note that significant action has already been undertaken to capitalise on existing opportunities which reflect the priorities of the Strategy. For example, your Philanthropy Director has co-led research into the level and impact of giving by the Financial and Professional services sector (launched at the Mansion House in September), curated CBT input into sessions at the Global Donors Forum (10-12<sup>th</sup> September) and served on the steering group for the Centre for London Research into 'Giving More, Better, Together' which was launched by CPR at the Guildhall on 4<sup>th</sup> September.
8. Considerable work has also been undertaken with a range of colleagues within and beyond the City Corporation to develop, for BHE, the Philanthropy House proposal for further consideration by the relevant committees. This work is ongoing.

### **Proposals**

9. The implementation plan in the Appendix sets out proposed activities from January 2019 – March 2020.
10. This timescale has been chosen on the basis that these activities create strong foundations and will enable a much deeper understanding of the scope, scale and impact of the City Corporation's current philanthropic activity, itself and as trustee of BHE, as well as determining the priority partners for support and awareness raising. Once this scoping has been undertaken we will then be in a position to make robust choices about our priorities for the longer term and the phase 2 implementation plan (likely to run from March 2020 to the Philanthropy Strategy's conclusion in March 2023) will reflect this.

11. Through the consultation on the implementation plan, it has become clear that the framing of one of the potential workstreams in the strategy could be improved in two important respects:

11.1 Whereas the strategy committed CBT and CoLC to

*‘testing how their philanthropic engagement reduces inequality and increases social mobility’, we would like to amend this so that CBT and CoLC ‘test how their philanthropic engagement **contributes to a reduction in inequality and an increase in social mobility**’.*

- 11.2 This is because it is notoriously difficult and resource-intensive to delineate a clear causal link between a particular intervention and a particular outcome (as there are typically myriad different factors in play). Also, as a funder, we operate at one stage remove from our funding partners who deliver the interventions, which further obscures the causal link. Stating that we ‘contribute to’ a particular outcome therefore feels like a much more accurate description of our role.

12. Secondly, the legal advice received in the context of Philanthropy House has highlighted the need to clearly distinguish between the role of the City Corporation acting in its general corporate capacity and as trustee of BHE through the activities of CBT. Clarification is therefore now included in the strategy by the addition of some introductory text as follows:

*“This Strategy has been prepared jointly by the City Corporation as trustee of Bridge House Estates (1035628) and for itself in pursuing its general corporate objectives, setting out the common aims and with a view to collaborating to increase the impact and value of philanthropy.”*

### **Corporate & Strategic Implications**

13. The implementation plan contributes to outcome 3 (people have equal opportunities to enrich their lives and reach their full potential) and outcome 5 (businesses are trusted and are socially and environmentally responsible) of the Corporate Plan.
14. It also contributes to CBT’s *Bridging Divides* Strategy outcomes, summarised as follows:
- For London to be a city where all individuals and communities can thrive, especially those experiencing disadvantage and marginalisation.
  - To reduce inequality and grow more cohesive communities for a London that serves everyone.
  - To develop London further as a global hub for charitable giving and social investment.
  - To use all our financial and non-financial assets, working collaboratively, to achieve our ambitions.

## Implications

15. **Financial:** the resourcing required to support the implementation of this strategy is set out on p.1 of the implementation plan. With the exception of the Social Mobility role, all staff posts have been approved/appointed and are in budget. The Social Mobility role is still under discussion.
16. **Legal:** the Comptroller and City Solicitor's Department is already playing an active role in advising and supporting on charitable compliance for CBT's philanthropic efforts and this will continue.
17. **Property:** Any property interests resulting from the strategy are being developed and worked through separately and will be reviewed by the relevant committees.
18. **HR:** Will be playing a key role in supporting the commitments within the Social Mobility Strategy and building on the strong foundations already established to ensure a consistent range of policies and practices relating to our volunteering.
19. **Risks and Mitigations:** are considered in the implementation plan.

## Conclusion

20. We are now at an exciting stage where all the careful preparatory work to build a better understanding of how we maximise our considerable potential in the philanthropic space has now been undertaken and we have a plan ready for implementation. Your officers look forward to working with your Committee to draw on their skills, networks and insights to ensure that the vision of the Philanthropy Strategy through collaborative working and engagement can be fulfilled, notably that individuals and communities, especially those experiencing marginalisation, thrive as a result of higher impact and higher value Philanthropy.

## Appendices

- Appendix 1: Implementation Plan

## Background Papers

### Philanthropy Strategy Paper

- for City Bridge Trust Committee: 2<sup>nd</sup> May 2018
- for Policy and Resources Committee: 7<sup>th</sup> June 2018

## Fiona Rawes

Philanthropy Director, Town Clerk's Department

T: 020 7332 1878

E: [fiona.rawes@cityoflondon.gov.uk](mailto:fiona.rawes@cityoflondon.gov.uk)



<b>Committee:</b>	<b>Date(s):</b>
Policy and Resources Court of Common Council	21 February 2019 7 March 2019
<b>Subject:</b> Housing Strategy	<b>Public</b>
<b>Report of:</b> Andrew Carter, Director of Community and Children's Services	<b>For decision</b>
<b>Report author:</b> Marcus Roberts, Head of Strategy and Performance, DCCS	

## Summary

This report seeks approval of a new City of London Corporation housing strategy – 'Healthy homes; vibrant communities – Our housing strategy for 2019-23'. The strategy sets out the City Corporation's vision for housing, and provides Members, residents, partners and officers with a high-level summary of outcomes and activities as a focus for prioritisation, oversight and accountability.

## Recommendations

Members are asked to:

- approve 'Healthy homes; vibrant communities – Our housing strategy for 2019-23'.

## Main Report

### Background

1. The City Corporation is the landlord and freeholder to 2,859 homes in the City and six London Boroughs, and the strategic housing authority for the Square Mile.
2. The draft strategy – 'Healthy homes; vibrant communities – Our housing strategy for 2019-23' (Appendix 1) - identifies the priority outcomes sought by the City Corporation in this role and supports the allocation of resources to deliver them.
3. The strategy's outcomes also deliver to those of the *Corporate Plan 2018-23*, and its duration is aligned to that overarching document.

### Development

4. The strategy has been developed through wide stakeholder engagement, a needs analysis and an equalities impact assessment.
5. A consultation draft was approved by the Housing Management and Almshouses Sub-Committee, the Health and Wellbeing Board and the chief officer Summit Group. This document was shared with the department's "Housing User Board" – a 162 member consultative group of tenants and leaseholders. The comments of

this group, and the findings of the Annual Survey of Tenants and Residents, have informed the final draft presented for approval. Members of the Housing Delivery Working Group also reviewed and commented on the draft.

## Strategy

6. The strategy provides Members, residents, partners and officers with a high-level summary of outcomes and activities as a focus for prioritisation, oversight and accountability. The detailed delivery of those outcomes will be driven by, and detailed in, related plans and policies such as the Major Works programme and the housing development programme.

7. The strategy sets out a vision for ‘healthy homes, space to thrive and vibrant communities for Londoners’ and an overarching aim:

*‘to use our expertise and resources to develop, maintain and manage quality homes on estates people are proud to live on, where our residents will flourish, and through which we support our communities and economy to thrive’.*

8. Four priority outcomes are identified:

- quality homes that meet the changing needs of our residents and communities
- well-managed estates that people are happy and proud to live in
- thriving and connected communities where people feel at home and flourish
- new homes to meet the needs of Londoners, our communities and economy.

9. Each outcome is supported by identified activities to achieve their delivery, and the measures that will indicate success. Their contribution to the *Corporate Plan 2018-23* is also set out. Quotes from our engagement with residents are given alongside the outcomes to reflect the range of views expressed.

10. Key commitments in the strategy include:

- investment in a £55 million major works programme over five years
- a programme of fire safety and maintenance work
- community development activity to involve residents in service design on estates
- using design to enable residents to lead more active lifestyles
- developing the Community Builders programme and other initiatives to tackle social isolation
- increasing housing supply, with a long-term ambition to deliver 700 new social homes and a further 3,000 mixed tenure homes.

11. Significant funding has been budgeted against many of these commitments – most notably the Major Works Programme and current housing development projects. The strategy acts to focus future activity and to provide a framework through which

the allocation of budgets can be made and prioritised. Budgetary control will sit within individual workstreams and their governance structures.

12. Members of the Community and Children's Services Grand Committee gave their approval to the draft strategy on 11 January 2019. Clarity was sought on the commitment to deliver affordable homes on our existing social estates. The term "affordable homes" describes a range of possible housing products, and therefore the strategy has been amended to clarify that "our programme will maximise the number of new homes available at genuinely affordable social rents"
13. This commitment is consistent with the *Rents and Tenancy Policy* – agreed by members – which commits to offering tenancies at social rents as standard practice. However, this policy also acknowledges that the City may deliver new homes at rents above a target social rent "where homes are being developed to meet the needs of groups on low to middle incomes, or where in future the conditions of any grant received requires a mix of rent levels".
14. The diversification of tenure is also essential to the financing of new build - as is set out in the Corporation's 2015 housing policy (*Increasing the supply of homes – the role of the City of London Corporation*) which describes development on the City's housing estates being:

*...supported by funding drawn from Section 106 receipts, grant funding from the Mayor of London's housing investment programme, borrowing within the Housing Revenue Account and cross subsidy from shared ownership and market sales. This approach will deliver a range of tenures to meet a variety of needs and incomes.*

### **Governance and oversight**

15. The implementation of the strategy will be by overseen the Community and Children's Services Committee, with the support of the Housing Management and Almshouses Sub-Committee and the Housing Delivery Working Group.

### **Corporate & Strategic Implications**

16. The new housing strategy supports the *Corporate Plan* aims of a flourishing society, thriving economy and outstanding environments. It delivers specifically to the outcomes:
  - People are safe and feel safe.
  - 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.
  - We have access to the skills and talent we need.
  - Our spaces are secure, resilient and well-maintained.

17. The housing strategy also delivers to the outcomes of the City Corporation's *Joint Health and Wellbeing Strategy*, *Local Plan*, *Social Mobility Strategy* and the *Homelessness Strategy* and contributes to the *Mayor of London's Housing Strategy*.

## **Conclusion**

18. The new housing strategy – 'Healthy homes; vibrant communities – Our housing strategy for 2019-23' – reinforces the City Corporation's commitment to its existing homes, its residents, and the vital contribution of new homes to London's communities and economy.

## **Appendices**

- Appendix 1 - Healthy homes; vibrant communities – Our housing strategy for 2019-23 (Draft Strategy)

## **Background Papers**

- 'Housing Strategy' – Community and Children's Services, 11 January 2019
- 'Housing Strategy' – Report to the Housing Management and Almshouse Sub-Committee, 24 September 2017
- 'Developing a new Housing Strategy' – Health and Wellbeing Board, 21 September 2019
- 'Increasing the supply of homes – the role of the City of London Corporation' – Policy and Resources, 24 September 2019
- 'Tenancy and Rents Policy' – Community and Children's Services, 12 June 2015

## **Marcus Roberts**

Head of Strategy and Performance

T: 020 7332 1210

E: [marcus.roberts@cityoflondon.gov.uk](mailto:marcus.roberts@cityoflondon.gov.uk)

<b>Committee:</b>	<b>Date:</b>
Establishment Policy & Resources Court of Common Council	16 January 2018 21 February 2018 7 March 2018
<b>Subject:</b> Draft Pay Policy Statement 2019/20	<b>Public</b>
<b>Report of:</b> Chrissie Morgan, Director of Human Resources	<b>For Decision</b>
<b>Report author:</b> Ian Simpson, Corporate HR, Town Clerk's Department	

## Summary

The Localism Act 2011 requires the City of London Corporation to prepare and publish a Pay Policy Statement setting out its approach to pay for the most senior and junior members of staff. This must be agreed each year by the full Court of Common Council.

This Committee has now received the Pay Policy Statements since 2012. The Statement has now been updated for 2019/20 and is being presented for consideration by this committee prior to submission to the Policy & Resources Committee on 21 February and Court of Common Council on 7 March 2018.

The Statement generally updates the information provided in previous versions of the Statement, including details of the 2018-20 Pay Award and changes to the City of London's policy on paying London Living Wage.

## Recommendations

Members are asked to:

- agree the attached draft Pay Policy Statement 2019/20 to ensure the City Corporation meets its requirements under the Localism Act 2011, to enable it to be forwarded to the Policy & Resources Committee and Court of Common Council for further necessary approvals.

## Main Report

### Background

1. Under Section 38(i) of the Localism Act 2011 (the Act), all local authorities are required to produce and publish a statement setting out their pay policies. The aim of the Act is that authorities should be open, transparent and accountable to local taxpayers. Pay statements should set out the authority's approach to issues relating to the pay of its workforce, particularly its most senior staff and its lowest paid employees.
2. The Department for Communities and Local Government publishes guidance to the relevant parts of the Localism Act and a Code of Recommended Practice for Local Authorities on Data Transparency which is also of relevance in complying with the Act. The City Corporation must have regard to this guidance in formulating a Pay Policy Statement.

3. The Pay Policy Statement must be agreed and published by 31 March each year, including agreement by the full Court of Common Council in open session. Should any changes to the Statement arise during the year, a revised Statement must come before the full Court.

### **Current Position**

4. Attached to this report is an updated draft Pay Policy Statement for 2019/20 for consideration by Members. Subject to any comments from your Committee and the Policy & Resources Committee, the draft Statement will be placed before the Court at its meeting in March to enable the City Corporation to meet the deadlines specified in the Act. The draft Pay Policy Statement 2019/20 is included as Appendix 1.
5. In addition to updating the Statement for the 2018-20 pay award there are a number of other changes to note:
  - a. An additional post (Chief Grants Officer & Director of the City Bridge Trust) has been added to the SMG staffing structure, following changes to the post's corporate and strategic responsibilities.
  - b. The bringing forward of the date from which the City Corporation pays the London Living Wage to its lowest-paid staff, which was previously the 1 April following the November announcement of the new rate, and is now (from 2018) the actual date of its announcement, following the decision to this effect by the Policy & Resources Committee in October.
  - c. Confirmation of the first report of the City Corporation in line with the legislation on the Gender Pay Gap.
6. The policy statement has not been amended to reflect changes that may arise from the Government's stated intention to introduce restrictions on exit pay packages for employees leaving public-sector jobs. Regulations were laid before Parliament on 24 January 2017 putting into law from 1 February 2017 the power of the Government to issue further regulations making restrictions on exit pay packages. Such regulations have not been introduced, but a Private Members' Bill (the Public-Sector Exit Payments (Limitation) Bill 2017-19) had its first reading in Parliament on 5 September 2017. Its second reading was originally timetabled for 1 December 2017, but this has since been deferred on several occasions, and the new expected date of its second reading is 25 January 2019. The Bill has now been published and aims to compel the Treasury to lay before parliament a draft of the regulations which it has since 1 February 2017 been empowered to issue.. Members may wish to note that if the Bill follows the previous Government line on this matter (advocated in consultation before the 2017 Regulations were made) it may (if passed into law) require some amendment to our severance packages for high-earning employees, and give rise to considerations about how we deal with the pension provision for employees aged 55 or over who are dismissed for reasons of redundancy or business efficiency (see paragraphs 32 and 34 of the Statement). However, insofar as the 2017 Regulations allow the Government to impose such restrictions by Statutory Instrument without awaiting a further Act of Parliament

to compelling them to do so it may be that enthusiasm for this is waning. In any case, it is not possible at this stage to make firm policy commitments on it. Members should note that the Localism Act enables the Pay Policy Statement to be amended at any time when statute or internal policy requires it, and so any required revisions to the Statement will be put to Members when or if the requirement for them is clear.

## **Conclusion**

7. To meet the requirements of the Localism Act, the City Corporation must agree and publish a Pay Policy Statement which has been agreed in open Court of Common Council. Members are asked to consider and agree the draft Statement as presented for forwarding to the Policy & resopurces Committee and Court of Common Council.

## **Appendices**

Appendix 1: Draft Pay Policy Statement 2019/20

Ian Simpson, Pay and Grading Manager, Corporate HR, Town Clerk's Department

T: 020 7332 1898 / E: [ian.simpson@cityoflondon.gov.uk](mailto:ian.simpson@cityoflondon.gov.uk)

## CITY OF LONDON CORPORATION

### PAY POLICY STATEMENT 2019/20

#### Introduction

1. Section 38(i) of the Localism Act 2011 (the Act) has required local authorities since the financial year 2012/13 to produce a pay policy statement for each financial year. This applies to the City of London Corporation in its capacity as a local authority and this document meets the requirements of the Act for the City of London Corporation for the financial year 2019/20.
2. We are required to set out our approach to a range of issues, particularly those relating to remuneration for the most senior staff and our lowest-paid staff. These provisions do not apply to staff of local authority schools or teaching staff in the three independent schools run by the City of London Corporation.
3. The provisions of the Act require that authorities are more open about their local policies and how local decisions are made. The Code of Recommended Practice for Local Authorities on Data Transparency enshrines the principles of transparency and asks authorities to follow three principles when publishing data they hold: responding to public demand; releasing data in open formats available for re-use; and, releasing data in a timely way. This includes data on senior salaries and the structure of the workforce.
4. All decisions on pay and reward for senior staff must comply with this Statement. The Statement must be reviewed annually and agreed by the Court of Common Council.
5. The Localism Act applies to the City of London Corporation only in its capacity as a local authority. In general, and in keeping with the spirit of openness, this Statement does not try to distinguish between information which applies to the City Corporation as a local authority and that which applies to it in any of its other capacities. However, insofar as the Act specifically excludes police authorities from its remit, this Statement does not include information about Police Officers. The Act does not require authorities to publish specific numerical data on pay and reward in their pay policy document. However, information in this Statement should fit with any data on pay and reward which is published separately. The City Corporation operates consistent pay policies which are applied across all of our functions. Further details of the current Grade structures and associated pay scales can be seen below.

#### Salary Scales effective from 1 October 2018:

<b>Grade</b>	<b>Min Salary (£)</b>	<b>Max Salary (£)</b>	<b>No. of employees</b>
Grade A	£15,200	£16,150	184
Grade B	£17,090	£19,840	620
Grade C	£22,310	£25,890	832
Grade D	£28,140	£32,640	691
Grade E	£32,640	£37,810	546
Grade F	£41,320	£47,920	399
Grade G	£49,340	£57,240	177
Grade H	£57,240	£66,320	84



Grade I	£66,320	£76,870	25
Grade J	£79,190	£91,810	19
Senior Management Grade (SMG)	£80,770	£248,300	15
The figures given are for Base pay only. Employee numbers are those at the time of the January 2019 pay roll. Any employee on Grades A-J who manages or supervises another employee on the same Grade has a separate pay scale paying up to 6.1% greater than the salary on the substantive Grade. Any employee on Grades A-J who is in a residential post has a separate pay scale paying 12.5% less than the salary on the substantive Grade. The figures for employees in each Grade in the table above include those on the relevant supervisory and residential scales. All employees on Grades A-J and in the SMG also receive a London Weighting allowance. The allowance does not differ between Grades of staff.			
Teacher Grades	£29,200	£59,650	
Senior Teacher Grades	£69,650	£146,030	
Figures for Teacher Grades exclude any additional responsibility allowances payable. Figures for Senior Teacher Grades include all payments.			

This information is reviewed, updated and published on a regular basis in accordance with the guidance on data transparency and by the Accounts and Audit (England) Regulations 2011. It should be noted that all Police Officer pay scales are nationally determined and as such do not form part of the City Corporation's Pay Policy.

6. A two-year Pay Award covering 2018-20 for staff in Grades A-J and the SMG was negotiated with the recognised Trade Unions and staff representatives for these employees in 2018, and agreed by the Court of Common Council in July 2018. The Pay Award provided for a 2.45% increase on all salaries in Grades A-C and a 2% increase on all Graded salaries in Grades D and above, including the SMG, and a 5% increase on London Weighting allowance rates for all staff. These increases would be applied in each of the two years of the agreement, from 1 July 2018 in the first year and from 1 July 2019 in the second. The Pay Award also provided for restructures of Grade A (the City of London Corporation's lowest pay Grade) from 1 October in each of the years covered by the Award. The bottom point of the scale will be removed in each year and the top point of the scale will move up one point. The Base pay scales for employees in Grades A-J and the SMG that will apply from 1 July 2019 are as given below:

<b>Grade</b>	<b>Min Salary (£)</b>	<b>Max Salary (£)</b>
Grade A (from 1 July 2019)	£15,570	£16,550
Grade A (from 1 Oct 2019)	£16,040	£17,020
Grade B	£17,510	£20,330
Grade C	£22,860	£26,520
Grade D	£28,700	£33,290
Grade E	£33,290	£38,570
Grade F	£42,150	£48,880
Grade G	£50,330	£58,380
Grade H	£58,380	£67,650
Grade I	£67,650	£78,410
Grade J	£80,770	£93,650
Senior Management Grade (SMG)	£82,390	£253,270
The figures given are again for Base pay only. Employees on Grades A-J who manage or supervise another employee on the same Grade will continue to have a separate pay scale paying up to 6.1% greater than the salary on the substantive Grade, and employees on Grades A-J in residential posts will continue to have a separate pay scale paying 12.5% less than the salary on the substantive Grade. All employees in Grades A-J and in the SMG will continue to receive a separate London Weighting allowance, not differing between Grades of staff.		

The two-year Pay Award does not cover Teachers and their pay scales will be subject to the usual negotiations with their recognised Trade Union and staff representatives next year.

7. The Act's provisions do not supersede the City Corporation's autonomy to make decisions on pay which are appropriate to local circumstances and deliver value for money for local taxpayers. We seek to be a fair employer and an employer of choice - recognising and rewarding the contributions of staff in an appropriate way. We set pay fairly within published scales and, in doing so, have regard to changing conditions in differing occupational and geographic labour markets.

## **Background**

8. All pay and terms and conditions of service are locally negotiated with our recognised trade unions or staff representatives. In 2006/07 extensive work was undertaken on a review of our pay and grading structures. As a result, the principles set out in the guidance to the Act have already generally been addressed although the Act set out some additional requirements which are covered by this statement.
9. In 2007 we implemented a number of core principles, via collective agreement, to form the City Corporation's pay strategy. This moved the pay and reward strategy from one based entirely on time-served increments to one which focusses on a balance between incremental progression, individual performance and contribution to the success of the organisation. A fundamental element of the strategy is that

achievement of contribution payments is more onerous and exacting the more senior the member of staff.

10. All non-teaching staff employed by the City Corporation below the Senior Management Grade are allocated to one of the 10 Grades (Grades A-J), other than in a very small number of exceptional cases, such as Apprentices. All such posts were reviewed under Job Evaluation, ranked in order and allocated to a Grade following the 2007 Review. The evaluation scheme was independently equalities-impact assessed to ensure that it was inherently fair and unbiased. New posts and any existing posts that change their levels of responsibility etc. continue to be evaluated and ranked under the scheme. The scheme, how it is applied, the scoring mechanism and how scores relate to Grades are published on our Intranet, so staff can be assured that the process is fair and transparent. In addition, there is an appeal mechanism agreed with the recognised trade unions and staff representatives.
11. The London Living Wage (LLW) is applied as a minimum rate for all directly employed staff, including Apprentices since April 2017. Casual staff and agency workers have also been paid the London Living Wage since 2014. Until 2018, LLW increases have been applied from 1 April each year in line with the most recently announced LLW increase. However, in October 2018, the City Corporation's Policy & Resources Committee agreed that LLW increases should be applied in this and future years to affected employees and other staff from the date of the increase's announcement, which in 2018 was on 5 November.
12. It should be noted that not all of the pay and employment costs incurred by the City of London Corporation are funded from public resources. As well as having statutory local authority functions, the Corporation has private and charitable functions which receive funding through income from endowment and trust funds, and the pay and employment costs of these functions are met from these funds.

### **Staff below Senior Management**

13. The lowest Graded employees are in Grade A as determined by the outcomes of the Job Evaluation process. In 2016 the bottom two incremental points of this Grade were removed and an additional point was added to the top of it, and the two-year Pay Award for 2018-20 further restructures Grade A to give it additional points at the top while removing points from the bottom. The current lowest point on Grade A is now £21,290, including a London Weighting allowance for working in Inner London. The current pay range for Grades A - J is £21,290 to £97,900 inclusive of Inner London Weighting of £6,090 for non-residential employees.
  - Grades A-C are the lowest grades in the City Corporation. Grade A has 4 increments and Grades B and C have 6 increments, and progression through each Grade can be achieved by annual incremental progression subject to satisfactory performance. There is no Contribution Pay assessment. However, employees at the top of these Grades have the opportunity if they have undertaken exceptional work to be considered for a Recognition Award up to a maximum level set corporately each year (this has been £500 in each year since 2010).

- Grades D-J have 4 'core' increments and 2 'contribution' increments. Progression through the 4 'core' increments is subject to satisfactory performance. Progression into and through the 2 'contribution' increments requires performance to be at a higher than satisfactory level. Once at the top of the scale, for those who achieve the highest standards of performance and contribution, it is possible to earn a one-off non-consolidated Contribution Payment of up to 3% or 6% of basic pay depending on the assessed level of contribution over the previous year.

14. The City of London operates a distribution curve to advise on a fair and consistent distribution of Contribution Payments for staff in Grades D-J. This helps to place limits on the number of eligible employees who, in any one year, progress to the two highest increments on the relevant Grades or receive a Contribution Payment. For the appraisal year ending March 2018, 62% of eligible employees were allowed to move into the two higher contribution increments and 62% of eligible staff received a one-off non-consolidated contribution payment.

### **Senior Management**

15. The Senior Management Grade comprises the most senior roles in the organisation. As these are distinct roles, posts are individually evaluated and assessed independently against the external market allowing each post to be allocated an individual salary range within the Grade. Any increase in salary (whether through incremental progression or a cost-of-living award) is entirely dependent on each individual being subject to a rigorous process of assessment and evaluation, and is based on their contribution to the success of the organisation.

16. The term Senior Management incorporates the following posts:

- Town Clerk & Chief Executive
- Chamberlain
- Comptroller & City Solicitor
- Remembrancer
- City Surveyor
- Director of the Built Environment
- Managing Director of the Barbican Centre
- Principal of the Guildhall School of Music & Drama
- Director of Community & Children's Services
- Director of the Economic Development Office
- Executive Director of Mansion House and the Central Criminal Court
- Director of HR
- Director of Markets & Consumer Protection
- Director of Open Spaces
- Chief Grants Officer & Director of the City Bridge Trust

17. The Head Teachers of the City of London School, City of London School for Girls and City of London Freemen's School are not part of the Senior Management Group for the purposes of pay (their pay is governed by a separate senior teaching pay scale, as outlined in paragraph 5). The pay of the post of Remembrancer is aligned to Senior Civil Service pay scales.

18. Following the principles outlined above, the pay ranges for the Senior Management Grade were set with reference to both job evaluation and an independent external market assessment. The principles of this were agreed by the Court of Common Council in 2007 and, subsequently, the specific unique range for each senior management post was agreed by the Establishment Committee in October 2007, subject to alteration thereafter when the duties or responsibilities of posts or other external factors relevant to their pay and reward change. Current Senior Management salary scales are from £80,770 to £248,300, excluding London Weighting.
19. Each Senior Management Grade post is allocated a range around a datum point. There is a maximum and minimum (datum plus 9% and datum minus 6% respectively) above and below which no individual salary can fall. Where a pay increase for a member of staff would take them above the maximum in a given year, the excess amount above the maximum may be paid as a non-consolidated payment in that year. This does not form part of basic salary for the following year and will, therefore, have to be earned again by superior performance for it to be paid.
20. Each year the datum point advances by a percentage equivalent to any 'cost of living' pay award. Individual salaries would move according to the table below:

<b>Contribution Level</b>	<b>Salary Change</b>
A Outstanding	Datum % change + up to 6%
B Very Good	Datum % change + up to 4%
C Good	Datum % change
D Improvement Required	0.0%

21. The average payment based on contribution alone has been 3.06% for the appraisal year ending in March 2018. The payments have been largely non-consolidated i.e. they have to be re-earned each year based on superior performance.
22. The Establishment Committee has specific authority to deal with or make recommendations to the Court of Common Council where appropriate on all matters relating to the employment of City of London Corporation employees where such matters are not specifically delegated to another Committee. These matters include the remuneration of senior officers. The Establishment Committee has delegated this to the Senior Remuneration Committee
23. The Town Clerk & Chief Executive determines all salary matters for senior staff (other than in relation to himself) within the existing individual Grades and reward policies in consultation with elected members and the Senior Remuneration Committee. The Director of HR, co-ordinates any such matters in relation to the Town Clerk & Chief Executive in consultation with elected members and the Senior Remuneration Committee.
24. The Act specifies that in addition to senior salaries, authorities must also make clear what approach they take to the award of other elements of senior remuneration

including bonuses and performance-related pay as well as severance payments. This should include any policy to award additional fees for Chief Officers for their local election duties.

25. The scheme for pay increases and contribution pay for the Senior Management Grade is set out above. Staff in the Senior Management Grade do not have an element of their basic pay “at risk” to be earned back each year. Progression is, however, subject to successful performance assessed through the application of the performance-appraisal scheme. No one in the Senior Management Grade receives any additional payments or fees for City of London Corporation electoral duties.
26. Set out below are the broad pay ranges for the Senior Management Grade, with the numbers in each band, excluding London Weighting. Each member of staff will have an individual salary scale within these broad ranges.

£80,770 - £115,130	(4)
£111,800 - £150,220	(6)
£154,710 - £190,330	(4)
£214,170 - £248,300	(1)

27. The Act requires authorities to set their policies on remuneration for their highest-paid staff alongside their policies towards their lowest-paid staff, and to explain what they think the relationship should be between the remuneration of their highest-paid staff and other staff. The City Corporation’s pay multiple - the ratio between the highest paid and lowest paid staff - is approximately 1:12. The ratio between the pay of the highest paid member of staff and the median earnings figure for all staff in the authority is 1:7.

### **Other Payments**

28. In addition to basic salary, all Graded staff are paid a London Weighting allowance which varies depending on where they are based and whether they are supplied by the employer with residential accommodation. This is to assist staff with the higher cost of living and working in London. Current levels of London Weighting for non-residential staff are £6,090 for those based in inner London and £3,650 for those based in outer London.
29. As most of the work of the organisation is undertaken in the City of London, there are some types of posts which are difficult to recruit to e.g. lawyers, IT staff etc. Accordingly, there is often the need to use market supplements to attract, recruit and retain highly sought-after skills. Any request for a market supplement must be supported by independent market data and is considered by a panel of senior officers and the Establishment Committee where appropriate.
30. All market supplement payments are kept under regular review and reported to Members. No member of staff in the Senior Management Grade receives a market supplement.

## **Transparency**

31. The Act requires the pay policy statement to make reference to policies in relation to staff leaving the authority, senior staff moving posts within the public sector, and senior staff recruitment.

### **Recruitment**

32. New staff, including those in the Senior Management Grade, are normally appointed to the bottom of the particular pay scale applicable for the post. If the existing salary falls within the pay scale for the post, the new employee is normally appointed to the lowest point on the scale which is higher than their existing salary provided this gives them a pay increase commensurate with the additional higher-level duties. In cases where the existing salary is higher than all points on the pay scale for the new role, the member of staff is normally appointed to the top of the pay scale for the role.

For posts where the salary is £100,000 or more, the following approvals will be required:

- (i) in respect of all new posts, the Court of Common Council;
- (ii) in respect of all existing posts, the establishment Committee.

### **Payments on Ceasing Office**

33. Staff who leave the City Corporation, including the Town Clerk & Chief Executive and staff on the Senior Management Grade, are not entitled to receive any payments from the authority, except in the case of redundancy or retirement as indicated below.

### **Retirement**

34. Staff who contribute to the Local Government Pension Scheme who retire from age 55 onwards may elect to receive immediate payment of their pension benefits on a reduced basis in accordance with the Scheme. Unreduced benefits are payable if retirement is from Normal Pension Age, with normal pension age linked to the State Pension Age from 1 April 2014, unless protections in the Pension Scheme allow for an earlier date. Early retirement, with immediate payment of pension benefits, is also possible under the Pension Scheme following redundancy or business efficiency grounds from age 55 onwards and on grounds of permanent ill-health at any age.
35. Whilst the Local Government Pension Scheme allows applications for flexible retirement from staff aged 55 or over, where staff reduce their hours or Grade, it is the City Corporation's policy to agree to these only where there are clear financial or operational advantages to the organisation. Benefits are payable in accordance with Regulation 27 of the Local Government Pension Scheme Regulations 2013. Unless there are exceptional circumstances, the City does not make use of the discretion allowed by the LGPS Regulations to waive any actuarial reduction in pensions awarded under the flexible-retirement provisions.

### **Redundancy**

36. Staff who are made redundant are entitled to receive statutory redundancy pay as set out in legislation calculated on a week's pay (currently a maximum of £508 per week). The City Corporation currently bases the calculation on 1.5 x actual salary. This

scheme may be amended from time to time subject to Member approval, and has most recently been so amended for staff made redundant on or after 25 October 2017. The authority's policy on discretionary compensation for relevant staff under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 is published on our website.

#### Settlement of potential claims

37. Where a member of staff leaves the City Corporation's service in circumstances which would, or would be likely to, give rise to an action seeking redress through the courts from the organisation about the nature of the member of staff's departure from our employment, such claims may be settled by way of a settlement agreement where it is in the City Corporation's interests to do so based on advice from the Comptroller & City Solicitor. The amount to be paid in any such instance may include an amount of compensation, which is appropriate in all the circumstances of the individual case. Should such a matter involve the departure of a member of staff in the Senior Management Grade or the Town Clerk & Chief Executive, any such compensation payment will only be made following consultation with the Chairmen of Policy & Resources and Establishment Committees and legal advice that it would be legal, proper and reasonable to pay it.

#### Payment in lieu of notice

38. In exceptional circumstances, where it suits service needs, payments in lieu of notice are made to staff on the termination of their contracts.

#### Re-employment

39. Applications for employment from staff who have retired or been made redundant from the City Corporation or another authority will be considered in accordance with our normal recruitment policy.

#### **Publication of information relating to remuneration**

40. The City Corporation will seek to publish details of positions with remuneration of £50,000 or above in accordance with the Accounts and Audit Regulations 2015 and the Local Government Transparency Code issued by the Secretary of State for Communities and Local Government.
41. This Pay Policy Statement will be published on our public website. It may be amended at any time during 2018/19 by the resolution of the Court of Common Council. Any amendments will also be published on our public website.
42. This statement meets the requirements of the: Localism Act 2011; the Department for Communities and Local Government (DCLG) guidance on "Openness and accountability in local pay: Guidance under section 40 of the Localism Act" (including any supplementary Guidance issued); "The Local Government Transparency Code 2015"; and the Accounts and Audit Regulations 2015.
43. From 2018, the City of London Corporation is required under the Equality Act 2010 to publish information every year showing the pay gap between male and female employees. The organisation's first such report was published in March 2018.

January 2018



<b>Committee(s):</b> Public Relations & Economic Development Sub-Committee – For decision Policy & Resources Committee – For decision	<b>Date(s):</b> 5 February 2019  21 February 2019
<b>Subject:</b> Refocusing elements of Economic Development Office's Responsible Business activity using an Environmental, Social and Governance (ESG) approach	<b>Public</b>
<b>Report of:</b> Director of Economic Development	<b>For Decision</b>
<b>Report author:</b> Giles French, Economic Development Office	

## Summary

Financial and Professional Services (FPS) competitiveness is a central pillar of the Economic Development Office (EDO) strategy. A key part of that competitiveness is that FPS must not only finance growth, but growth that is responsible, sustainable and inclusive, in line with our corporate strategy.

This paper proposes that EDO change the approach it takes to achieving these specific outcomes by evolving the work of the Innovation, Inclusion and Growth (IIG) team from corporate social responsibility, a corporate reputation metric, to an Environment, Social and Governance (ESG) approach, an investment metric that channels finance to more sustainable businesses. This would lead to the work of IIG having greater impact, more closely aligning with the rest of EDO's work supporting FPS and be of greater relevance to our business stakeholders. Crucially it would strengthen our contribution to the Corporate Plan aim to 'Support a thriving economy', specifically the outcome 'Businesses are trusted and socially and environmentally responsible'.

## Recommendation(s)

Members are asked to:

- Approve the proposed change in approach within EDO to 'Support a thriving economy' by encouraging growth that is responsible, sustainable and inclusive. This would be via a new programme of work based on an Environment, Social and Governance (ESG) methodology, building on our Green Finance work and achieved by reprioritising current resource.
- Note that any staffing or HR implications of the proposed change in approach would be brought to the Establishment Committee as soon as possible.

## **Main Report**

### **Background**

1. The past three years have seen a major transformation in the focus, scale and reach of work across EDO, coalescing coherently on the central priority of competitiveness of financial and professional services (FPS). The impact of our work on trade policy, promotion, international engagement, supporting innovation and research has improved and increased demonstrably since recommendations of a major review were implemented in 2016.
2. However, while there have been some changes to other elements of EDO's work in the responsible business space, that workstream has not transformed in a similar way and is now notably less aligned with EDO's central focus on FPS competitiveness.

### **Current Position**

3. In line with EDO's enhanced focus on areas with the greatest impact to support the Corporate Plan, elements of its work in the responsible business space have ceased in the past couple of years as we sought to move away from an activity based approach to one that is more strategic and policy focused.
4. Some activity such as the Lord Mayor's Dragon Awards continue as discrete activities. And the Corporation as a whole has never been doing more in CSR, be it through Heart of the City, CBT or its own CSR work. This provides an opportunity to review how EDO supports growth which is responsible, sustainable and inclusive in the most impactful way, both by clearly supporting of FPS success and mirroring the lessons learned in transforming EDO's other workstreams.
5. This paper proposes that such a change should involve a clear pivot from an approach based on championing corporate social responsibility (CSR) - with its inherent focus on individual corporate reputation as a driver for change, and which continues to be championed by Heart of the City - towards one based on Environment, Social, Governance (ESG), a set of metrics targeting positive impacts in the investment chain with increased potential for systemic change across FPS in the way that it channels finance to foster more sustainable, responsible business outcomes..

### **Proposals**

6. Adoption of an ESG approach for EDO's work in the responsible business space would refocus activity away from discrete programmes which target the outcomes of individual corporates based on reputation (the CSR approach) and towards wider system change based on standards for a company's operation used by socially conscious investors to screen potential investments. This would eliminate any duplication with the activities of Heart of the City and CBT.
7. This would involve taking the broad model of successful work already undertaken in the environmental space through the development of and support for the Green Finance Initiative (GFI) and using that to develop similar approaches –

likely involving key players in FPS and government – to the social and governance elements.

8. The strengths of the GFI work have been in bringing both the public and private sector together. In particular, we have used public policy and regulation to drive more commercial investment opportunities. We have therefore avoided simply urging private investors to commit more capital to green opportunities because it is the right thing to do, but rather enabled them to deliver both sustainable outcomes and commercial returns. The same approach can and should be deployed for other social and governance outcomes.
9. There is considerable evidence to support the case for an ESG methodology leading to both greater impact and wider systemic change compared to approaches driven primarily by reputation. For example, a recent study from asset manager Amundi identified ESG investing as a source of outperformance in the US and Europe from 2014-17.
10. But the context is one where there is a huge amount of work to be done to ensure that we create a positive feedback loop, where better corporate behaviour leads to more investment at lower cost, and which in turn drives better – and more sustainable - corporate outcomes. For example, a recent PWC study found that 9 out of 10 investors are not being given corporate information that helps them compare one with another on ESG factors.
11. This is the central challenge but also the opportunity for further engagement. We know that companies taking an ESG approach can perform better but are currently not rewarded financially. Recalibrating incentives and behaviour has proved effective in green finance and can be effective across all of the ESG measures.
12. An illustration of the benefits of adopting a change in approach to focus on ESG as compared to CSR are outlined at Appendix One.
13. It should be noted that much of the skills activity led by EDO, notably activity to support a skilled FPS workforce – including work to flow from the Financial Services Skills Taskforce, chaired by Mark Hoban, once it reports in the summer - and elements of work promoting inclusion and diversity within FPS, maps well to the proposed ESG approach.
14. A shift in approach along the lines proposed would involve some changes to staffing structures within EDO. Subject to your Committee's approval of the proposed change, a report detailing changes to the team structure would be brought to the Establishment Committee as soon as possible.

#### **Corporate & Strategic Implications**

15. While a shift to the proposed ESG focus would alter the nature of work undertaken in EDO to support the responsible business agenda, it would also strengthen our contribution to the Corporate Plan aim to 'Support a thriving economy', specifically the outcome 'Businesses are trusted and socially and environmentally responsible'.

**Implications**

16. Subject to your Committee's approval of a shift to the broad ESG approach, a report setting out any proposed restructure and staffing implications will be brought to the Establishment Committee as soon as possible.

**Conclusion**

17. The proposal outlined above to adopt a new approach to achieving lasting, system wide change in FPS would achieve a coherence of purpose across EDO's activities to support FPS competitiveness. It would also enhance the City Corporation's impact in the responsible business space in the widest sense.

**Appendices**

- Appendix 1 – Benefits of changing from a CSR to an ESG approach




**Giles French**

Regulatory Strategy & Trade Director, Economic Development Office

T: 020 7332 3644

E: [giles.french@cityoflondon.gov.uk](mailto:giles.french@cityoflondon.gov.uk)

## Appendix One – Benefits of changing from a CSR to an ESG approach

			
WHY?	Reputation is weak lever	Financial Incentives affect bottom line	Greater responsiveness
WHAT?	Campaigns, events, PR	Policy, strategy, alignment	Approach aligns with broader EDO priorities
WHO?	Individual Corporates	FPS ecosystem	Core constituents for EDO, wider reach
OUTCOMES	Some behaviour change at individual corporates	New approach embedded for investors and corporates	Permanent, system wide change

This page is intentionally left blank

<b>Committees:</b> Public Relations and Economic Development Sub Committee Policy and Resources Committee	<b>Dates:</b> 05/02/2019  21/02/2019
<b>Subject:</b> City of London Corporation participation at the World Economic Forum Annual Meeting at Davos	<b>Public</b>
<b>Report of:</b> Damian Nussbaum, Director of Economic Development	<b>For Information</b>
<b>Report author:</b> Damian Nussbaum, Director of Economic Development	

## Summary

The World Economic Forum (WEF) Annual Meeting in Davos is a critical moment for setting the business and political agenda for the year ahead. With a high-profile presence from Frankfurt, Singapore and Hong Kong, it was important that the City was strongly visible. Members agreed to trial the Corporation's participation at Davos on a rolling three-year basis (Report to Members of 7 June 2018). Both the Policy Chair and Lord Mayor attended, and in parallel programmes held an intensive series of top-level bilaterals and brush-bys with senior leaders. This enabled them to engage with key decision makers from across the globe to reinforce the message that the City had a bright future and looked forward to working in partnership.

## Recommendation

Members are asked to note the report.

## Main Report

### Detail

1. The Policy Chair and Lord Mayor attended the 49th World Economic Forum (WEF) Annual Meeting in Davos, Switzerland. Its theme was Globalisation 4.0: Shaping a Global Architecture in the Age of the Fourth Industrial Revolution.
2. "Davos Gloom" had been predicted ahead of the meeting. And there was indeed a focus on the challenges facing the world's economy and society. But as global business and political leaders gathered, this was a chance for the City to ensure its strong underlying strengths were appreciated. Even more important, this was the moment to engage with future opportunities and threats across the planet and show how the City's strengths could be critical in helping to find solutions. The Corporation is well placed as an institution to make the case for the UK as an investment destination. We are seen as a trusted and authoritative voice, building on strong bilateral relationships, while also bringing tangible ideas and strategies table. This enabled us to obtain high-level meetings at WEF and be respected in the Davos forum by the foreign governments and investors who the LM/CPR met.
3. There were of course Brexit concerns, especially from Canadian, Australian and Japanese interlocutors. They underlined the need to avoid a no-deal, and for the

UK to re-establish its reputation as a predictable country for investment. At the same time, there was an appetite to engage and exploit the UK's new policy directions. Whether Hong Kong, Singapore, or Switzerland, countries were looking for partners in tackling some of the biggest global opportunities and threats. Brexit did not dominate the discussions – indeed it was only one of many global concerns. The CPR and LM were able to provide a fuller understanding of the current situation, but also explain why the City, London and the UK was such an attractive location to live and work, and such an attractive investment destination with an innovative approach that sets it apart as a forward thinking hub – with HMG, regulators and start-ups – working together so that investors and companies can develop and grow.

4. Foremost amongst global issues, there were concerns about financial stability, trade and growth. Fragmentation of capital threatened to make global markets less efficient, less dynamic, and less equipped to support global growth. Trade protectionism could stifle growth, at a time when the world economy was stuttering. But overall, commentators from Janet Yellen to Larry Fink were cautiously positive about prospects for the global economy in 2019.
5. Digital and tech transformation was not just the formal title for this year's Annual Meeting. It was also the thread that ran through many of the sessions and bilateral meetings. Leaders from countries that the Lord Mayor and Policy Chair are going to be visiting – from India to Colombia – were particularly interested to see how they could foster collaboration with London as a global fintech powerhouse. There was appetite to know how the UK was regulating fintech, and provided the necessary skills, through training and visas. The Corporation's work on digital skills, and immigration, was particularly relevant. So too the City's work in providing impetus to innovate on cyber – a huge concern across the countries that we met.
6. Alongside digital/tech advances, the needs for investment and expert infrastructure advice were apparent. Both HK and Singapore are looking at how they can support China's BRI programme, and there will be significant opportunities for the UK to partner with both, as well as China directly. The Corporation is particularly well placed as a partner, with widespread interest in our green finance institute, being developed jointly with the UK government. The importance of green, sustainable and ESG investment was a theme that returned repeatedly. Investors from the US, Africa and the Far East debated the quantum and speed of the shift – but were in no doubt that the signs were already there of a significant move in investing behaviour.
7. These discussions reinforced the need for the City to make its offer, as an FPS hub heard, against highly organised and developed 'pitches' by rival, aspiring, financial services centres. To that end the CoLC has taken the initiative to facilitate collaboration by FPS stakeholders, HMG and with key partnerships, such as London and Partners, to drive forward an increasingly coordinated UK and London voice at Davos – something which we can grow and enhance over the coming years.

## **Background**



8. CPR started the programme with a visit to the Bank of International Settlements, Basel, meeting representatives from the Financial Stability Board and the Basel Committee on Banking Supervision. In Davos, CPR attended the Business Leaders Breakfast Briefing hosted by the CBI and KPMG with Christine Lagarde, Managing Director, International Monetary Fund; held meetings with the OECD and with the Ambassador and Permanent Representative, UK Mission to the UN and Other International Organisations, Geneva. And spoke to several Cabinet Ministers. CPR had a chance to promote the underlying key strengths and interests of the City to key Indian, Swiss and US investors. On Thursday CPR travelled to Zurich with HMA Jane Owen to attend the 4th UK Fintech Mission.
9. As part of the Shaping Tomorrow's City Today Agenda, the LM attended WEF sessions to discuss skills for the 21st century; the digital economy and building a broader coalition for Digital Intelligence. The LM spoke at a joint COLC and Barclays breakfast event with the Chancellor of the Exchequer on driving competitive business advantages in the fourth industrial revolution. The LM held meeting with top business and political leaders in priority markets including; Australia; Switzerland; Singapore; Canada; Columbia; Hong Kong; South Africa and the US. In addition, key social issues were addressed at Davos with meeting Angela Merkel; HRH the Duke of Cambridge and the Prime Minister of New Zealand on mental health.

#### **Conclusion**

10. Overall, the Corporation's presence at Davos has proved worthwhile, as a highly efficient means to engage with global leaders and set the agenda for our work over the next few months.

**Damian Nussbaum | Director of Economic Development**  
**Economic Development Office**

T: 020 7332 3605

E: [damian.nussbaum@cityoflondon.gov.uk](mailto:damian.nussbaum@cityoflondon.gov.uk)

This page is intentionally left blank

<b>Committee(s)</b>	<b>Date(s):</b>
Streets & Walkways Sub Committee	22 January 2019
Police Committee	24 January 2019
Policy & Resources Committee	21 February 2019
<b>Subject:</b> Anti-Terrorism Traffic Regulation Order: 2018 Review	<b>Public</b>
<b>Report of:</b> Director of the Built Environment	<b>For Information</b>
<b>Report Author:</b> Ian Hughes, Assistant Director (Highways)	

## Summary

This report reviews the use of the City's permanent Anti-Terrorism Traffic Regulation Order (ATTRO) which was used only once in 2018, namely for the New Year's Eve celebrations as part of the Metropolitan Police-led operation.

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

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

Matters since would suggest this assessment has not changed, albeit the use of the ATTRO to control traffic and pedestrians for anti-terrorist purposes has been limited to a small number of high-profile special events since 2016. In that context, its continued limited use would suggest it has been used to the minimum extent necessary in order for the Commissioner to better protect the City community.

## Recommendation(s)

Members are recommended to receive this report.

## Main Report

### Background

1. In September and October 2016, the Planning & Transportation Committee (for decision), the Police Committee (for information) and the Policy & Resources Committee (for decision) discussed and agreed to the creation of an Anti-Terrorism Traffic Regulation Order (ATTRO) in the City Corporation area.
2. This was in response to a request from the Commissioner of the City Police in July 2015 to introduce such an order, and followed a statutory public consultation.

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

#### **Current Position**

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

10. During 2017, the Town Clerk was requested by Commissioner of Police to authorise the use of the permanent ATTRO on six separate occasions, each in relation to a particular special event. These were reported to your respective Committees in July last year, and in summary were:
  - The 2016 New Year's Eve celebration
  - The funeral of PC Keith Palmer at Southwark Cathedral (11 April)
  - The IAAF Marathon event (6 August)
  - The 2017 Lord Mayor's Show & Fireworks (11 November)
  - Grenfell Tower Memorial Service at St Paul's Cathedral (14 December)
  - The 2017 New Year's Eve celebration
11. However, in 2018, only one such request was made, namely for New Year's Eve as part of the Metropolitan Police-led operation and in parallel to their request for similar measures outside the Square Mile. In contrast to 2017, an ATTRO was not requested for the Lord Mayor's Show, nor for the Commonwealth Heads of Government Visit, where the City Corporation TTRO was deemed sufficient to authorise the appropriate road closures.
12. As described above, the ATTRO potentially gave the City Police the authority to control traffic and pedestrians for counter terrorism purposes for New Year's Eve, but in practice, these powers were used sparingly, and in general had no noticeable impact on the public. The overarching City Corporation and Transport for London TTRO's in place to facilitate the event allowed the restriction of traffic and was in keeping with the advance warning notices about the extent of the event footprint.
13. This single request in 2018 and its limited consequential impact would suggest the ATTRO powers continue to be used proportionately, and that a fair balance is being struck between the public interest and an individual's rights.
14. In accordance with the agreed protocol, use of the ATTRO did not exceed 48 hours, which would otherwise have triggered a review by the Town Clerk & Commissioner.
15. In addition, the Department of the Built Environment (who is responsible for both writing the ATTRO and for authorising on-street special events) did not receive, nor was made aware of, any complaints, traffic disruption or human rights infringements specifically deriving from the use of the ATTRO for New Year's Eve.
16. Finally, to reiterate, the permanent City ATTRO was not used at any point in 2018 to implement controls as a result of intelligence-based Police led urgent situations. Its use was carefully balanced with the need to facilitate public events, and to give the City of London Police the ability to respond quickly to an emerging terrorist threat, providing enhanced protection (if needed) and reassurance to the public.

### **Corporate & Strategic Implications**

17. Counter Terrorism is a tier one threat against our country as per the National Strategic Policing Requirements. Nationally and locally, there is quite rightly a strong expectation that the threat against terrorism is met by an appropriate and proportionate response by the police and our partners.
18. The Government's Contest Strategy aims to reduce the risk to the UK and its interests overseas from terrorism, so people can go about their daily lives freely and with confidence. The City of London Police, part of the London counter terrorism region, supports the Contest Strategy through the four P's approach of Pursue, Prevent, Protect and Prepare. Protective Security as a theme, and therefore the ATTRO, fits firmly under Protect element of the Government's Contest Strategy.
19. The City of London Policing Plan for 2017-20 has a mission statement aiming to 'maintain the City of London as one of the safest places in the country'. The plan states 'the threat from extremism remains high and is becoming more diverse and complex in how it is manifested'. In addition, the Corporation of London's Corporate Plan 2018-2023 states an ambition that 'people are safe and feel safe'.
20. The City of London's historical, cultural and economic importance means it will always be an attractive target for those who are intent on causing high profile disruption. By continuing to protect the City of London from terrorism we will continue to protect the UK's interests as a whole. In terms of prevention, the City of London Police plan states 'we will continue to develop different ways to engage and work with partners in a coordinated way to deter, detect and disrupt terrorist activity'.
21. The City of London Local Plan 2015 aims to ensure that the City remains a safe place to live, work and visit. Core Strategic Policy CS3 makes specific provision for implementing measures to enhance the collective security of the City against terrorist threats, applying measures to broad areas, including the City as a whole. The Policy also encourages the development of area-based approaches to implementing security measures.
22. Finally, the risk of terrorist attack remains at the top of the current Corporate Strategic Risk Register because of the City's concentration of high profile, historic, prestigious and financial targets.
23. Otherwise, the legal implications on the use of the ATTRO remain unchanged from the original 2016 report and are repeated in Appendix 1 for reference.

### **Conclusion**

24. Due to the exceptional environment of the Square Mile, the City of London remains particularly vulnerable to terrorist attack. As a result, the City's permanent ATTRO was approved in 2016 as an appropriate measure to enable the Commissioner of Police to more readily and better protect the City community.

25. Given the single occasions the ATTRO was used in 2018, and the limited extent to which the police used it to prohibit the movement of traffic and / or pedestrians, the evidence would suggest the ATTRO powers were used proportionately and to the minimum extent necessary in accordance with both the statutory requirements and Members' wishes.

### **Appendices**

- Appendix 1 – ATTRO Legal Considerations
- Appendix 2 – ATTRO Uses in 2018

### **Ian Hughes**

Assistant Director (Highways)  
Department of the Built Environment  
T: 020 7332 1977  
E: [ian.hughes@cityoflondon.gov.uk](mailto:ian.hughes@cityoflondon.gov.uk)

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

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



## **Appendix 2 – ATTRO Uses in 2018**

<b>Date</b>	<b>Event</b>	<b>Justification</b>	<b>Impact</b>
31 Dec / 1 Jan	New Year's Eve celebrations	New Year's Eve celebrations impact both the City of London and the wider London area, policed by all three London police forces. The overall command for the New Year's Eve event in London is the responsibility of the Metropolitan Police Service (MPS), with the City of London taking geographical command. The celebrations in London attract well over 100,000 people, all descending on specific, predictable locations. This report has already highlighted the threat from terrorism and New Year's Eve is a high profile, crowded event. The MPS requested the use of the ATTRO for New Year's Eve to protect the public by ensuring stronger controls were in place to prevent vehicles entering crowded areas. This was not based on specific intelligence but on the current national threat from terrorism, highlighted further by a number of attacks in the UK during 2017.	The ATTRO still facilitated the event and the movement of people and therefore it can be concluded that it had little impact on the members of the public who attended.

This page is intentionally left blank

<b>Committee(s):</b> Policy & Resources Committee – For decision Planning & Transportation Committee – For Information Port Health & Environmental Services Committee – For information Open Spaces & City Gardens Committee – For information	<b>Date(s):</b> 21/02/2019 18/03/2019 05/03/2019  08/04/2019
<b>Subject:</b> The Transition towards a Zero-Emission Fleet	<b>Public</b>
<b>Report of:</b> Department for Built Environment and Chamberlain's	<b>For Decision</b>
<b>Report author:</b> Vince Dignam (DBE) and Natalie Evans (CHB)	

## Summary

Around half of emissions of oxides of nitrogen (NO<sub>x</sub>), which contribute to illegal levels of nitrogen dioxide (NO<sub>2</sub>), and particulate matter (PM) come from transport. These pollutants are collectively estimated to cause around 9,400 equivalent deaths every year in Greater London and impose an economic cost between £1.4bn - £3.7bn a year.

In response to this, City Corporation officers have worked to; reduce City of London Police and corporate fleet, trial new electric technologies, replace diesel vehicles with electric, hybrid or petrol models, install electric vehicle charging infrastructure and encourage our supply chain to minimise their emissions.

Part of the Mayor of London's approach to improving air quality is the Ultra Low Emission Zone (ULEZ) initiative, which will impose a daily charge on vehicles operating in the Central Charging Zone with emissions of NO<sub>x</sub> and PM higher than the specified requirements. The first phase of ULEZ comes into effect on 08 April 2019.

The introduction of ULEZ has highlighted the need for a clear corporate policy on fleet reduction, replacement or retrofitting to accelerate the City's transition to a zero-emission fleet. The purpose of this report is to set out an ambitious yet practical policy, which requires departments to opt for the cleanest possible vehicle or other solution, in line with operational need, technology availability and best value. It proposes this policy be implemented consistently and rigorously through enhanced governance by the Transport Coordination Group (TCG).

The proposed policy would see the following vehicles removed, replaced or retrofitted:

- ULEZ 2019 non-compliant vehicles operating in the Square Mile, immediately (29 Corporate and 44 police vehicles)
- Historically exempt/ residential (temporarily) exempt and ULEZ-compliant fossil fuel vehicles of reputational significance, immediately (5 VIP/ Mayoral vehicles)
- All remaining vehicles used outside the Square Mile/ ULEZ Zone, as and when they reach operational end-of-life or lease

## **Recommendation(s)**

Policy & Resources Committee is asked to:

- Endorse a new policy which requires departments to apply the following priority order to decision-making, when an existing vehicle is non-compliant with air quality regulations or comes to the operational end of life:
  1. not replace the vehicle and cover operational requirements with other available vehicles
  2. swap the vehicle with a low emission equivalent currently being used outside the ULEZ 2019 Central Charging Zone (Square Mile)
  3. replace or retrofit the vehicle with the cleanest possible alternative that:
    - a) meets operational need
    - b) applies the following hierarchy:
      - i. Full electric
      - ii. Plug-in hybrid
      - iii. Petrol hybrid (regenerative braking)
      - iv. Petrol
      - v. (Euro 6/ VI) Diesel
    - c) utilises sufficiently reliable technology and
    - d) constitutes best value for money within the vehicle class.

Planning and Transportation Committee, Port Health & Environmental Services Committee and Open Spaces Committee are asked to:

- Note the report.

## **Main Report**

### **Background**

1. Around half of emissions of oxides of nitrogen (NO<sub>x</sub>), which contribute to illegal levels of nitrogen dioxide (NO<sub>2</sub>), and particulate matter (PM) come from transport. These pollutants are collectively estimated to cause around 9,400 equivalent deaths every year in Greater London and impose an economic cost between £1.4bn and £3.7bn a year.
2. The Ultra Low Emission Zone (ULEZ) is a Mayor of London initiative designed to improve air quality, which will impose a daily charge on vehicles with emissions of NO<sub>x</sub> and PM higher than the specified requirements. Daily charges are £12.50 per day for smaller vehicles, £100 per day for larger vehicles (>3.5 tonnes).
3. The first phase of ULEZ comes into effect on 08 April 2019 and covers vehicles operating in the Central Charging Zone. See Appendix 1 for a map of the area covered. The second phase of ULEZ comes into force on 25 October 2021, covering the area between the North and South Circular. See Appendix 2 for a map of the area covered.
4. As a responsible business and in alignment with the City's Corporation's ambition to improve air quality, 'phase one' of the transition to a zero-emission fleet has

involved officers working to; reduce City of London Police and corporate fleet, trial new electric technologies, replace diesel vehicles with electric, hybrid or petrol models, install electric vehicle charging infrastructure and encourage our supply chain to minimise their emissions. Officers have also been involved in industry boards and with manufacturers and other counterparts to progress improvements in air quality alongside road danger reduction. Details can be found in Appendix 3.

## **Current Position**

5. There are 29 corporate vehicles operating in the Square Mile that do not comply with ULEZ 2019 emissions standards and 54 City of London Police vehicles, ten of which have a 'sunset period' until October 2021 as further time is needed to develop some technology types used by the emergency services.
6. The City Corporation has a Transport Coordination Group (TCG), currently chaired by the Department of Built Environment. The group consists of representatives from across the organisation, including Chamberlain's, Markets and Consumer Protection, Open Spaces, Town Clerks and the Built Environment. All vehicle procurement and leasing is governed by the TCG, which provides scrutiny on whether or not there is an operational need for the vehicle along with all other legislative, operational and policy requirements.
7. The introduction of ULEZ has highlighted and accelerated the need for a clear corporate policy on fleet reduction, replacement or retrofitting.

## **Options**

8. The purpose of this report is to set out an ambitious yet practical policy, which requires departments to opt for the cleanest possible vehicle or other solution, in line with operational need, technology availability and best value. It proposes this policy be implemented consistently and rigorously through enhanced governance by the Transport Coordination Group (TCG). Alternative options available to the City Corporation include:
  - a) Electing not to replace Square Mile vehicles and pay the daily ULEZ charge for all non-compliant vehicles. This would cost £300,000 per year and could imply significant reputational risk.
  - b) Electing to only replace those vehicles that do not meet ULEZ 2019 requirements immediately, delaying the replacement of historical vehicles and others forming part of the Mayoral/ Shrieval fleet until required to do so by the Mayor of London in October 2021. This could have significant reputational impacts due to the visibility of these vehicles and the Lord Mayor's role to champion the City of London as a world leader as part of this year's Mayoral Programme (see Appendix 4 for further details).
  - c) In the interest of cost saving, electing not to buy electric and replace all vehicles with hybrid/petrol where possible or if not Euro VI/6 diesel models, even if electric vehicles are available and relatively prevalent. This would directly contradict the City Corporation's 'No Diesel unless absolutely operationally

necessary' Policy and would go against all other policies, strategies and programmes outlined in Appendix 4. As such it would also imply reputational risk. According to current cost estimations, electing not to buy new electric vehicles would save £180k. This saving would be offset by the fact that increased congestion charges on fossil fuel vehicles are coming in as part of ULEZ 2021.

## Proposals

9. The proposed policy would require departments to apply the following priority order to decision-making when an existing vehicle is non-compliant with air quality regulations or comes to the operational end of life:
  1. not replace the vehicle and cover operational requirements with other available vehicles (*e.g. hiring prestige vehicles for specific events, using electric cargo bikes, reconfiguring operations to make fuller use of existing fleet, using corporate contracts such as couriers, pooling resources between departments to share similar vehicles*)
  2. swap the vehicle with a low emission equivalent currently being used by the City Corporation outside the ULEZ 2019 Central Charging Zone (Square Mile)
  3. replace the vehicle with the cleanest possible alternative that:
    - a) meets operational need
    - b) applies the following hierarchy. (*Correct as of February 2019 but to be reviewed regularly by the Transport Coordination Group (TCG) and updated according to advances in vehicle technology and availability of infrastructure of e.g. hydrogen*):
      - i. Full electric
      - ii. Plug-in hybrid
      - iii. Petrol hybrid (regenerative braking)
      - iv. Petrol
      - v. (Euro 6/ VI) Diesel
    - c) utilises suitably reliable technology (*incl. trials and availability of maintenance and repair facilities*) and
    - d) constitutes the most cost-effective option within the vehicle class.
10. The following be removed / replaced / retrofitted according to the proposed policy:
  - ULEZ 2019 non-compliant vehicles operating in the Square Mile, immediately (29 Corporate and 44 police vehicles)
  - Historically exempt/ residential (temporarily) exempt and ULEZ-compliant fossil fuel vehicles of reputational significance, immediately (5 VIP/ Mayoral vehicles)
  - All remaining vehicles used outside the Square Mile/ ULEZ Zone, as and when they reach operational end-of-life or lease
11. It is proposed that the Transport Co-Ordination Group be Chaired from February onwards by the Commercial Director, in order to ensure best value solutions are opted for by departments, in line with all other aspects of the newly proposed policy.
12. After this stage of the transition to a zero-emission fleet in response to ULEZ 2019 has been achieved, collaboration between the TCG and Commercial Fleet Management (CFM) review team will take place, who will seek to future proof

against increasingly rigorous legislation, whilst at the same time taking a fresh look at the way the City uses its fleet as a whole, considering the corporate commercial opportunities for the organisation and the ability to gain service improvement.

## Corporate & Strategic Implications

13. A table outlining the policies, strategies and programmes that underpin a transition to a low/zero emission fleet can be found in Appendix 4. It covers relevant aspects of the City Corporation's Air Quality Strategy, 'No Diesel' Policy, Responsible Procurement Strategy, Responsible Business Strategy, Corporate Plan, Mayoral Programme, draft Transport Strategy and draft Climate Action Strategy.

## Implications

14. The table below sets out predicted costs according to departmental preferences on replacement vehicles. This is the maximum cost range as it does not factor in residual (trade in) values of existing fleet or fuel savings. Appendices detailing all intended vehicle models and associated costs are available on request, but it should be born in mind that each vehicle replacement request will be scrutinised on a case-by-case basis as part of TCG's governance procedures, so figures will be continuously reviewed and amended.

Fleet	Total purchase cost	Equivalent annual cost to purchase (7 years life)	Lease costs per annum	Total lease cost (3 year term)
Corporate	£1.1m - £1.5m	£153k - £221k	£240k - £355k	£775k - £1.2m
Police	£1.7m - £1.8m	£247k - £260k	n/a	n/a

15. A parallel report on ULEZ funding (see background papers) was submitted to Finance Committee on 19 February 2019 proposing the specific mechanism by which the costs of procuring/ leasing vehicles could be met by departments, if they do not have sufficient local risk budget available to meet the total cost. The report sets out a process whereby each department would submit a fleet business case, this would consider the age, condition and a residual (trade in) value estimate of the current vehicle along with details of the proposed replacement options with associated costs. It would also include any current local risk budget set aside for vehicle replacement and in those cases where an electric vehicle is replacing a conventional fuel vehicle, existing fuel costs would be provided.
16. The 'Net Uplift Cost' for the vehicle would be provided via a loan and transferred to the local risk budget, with repayments phased over an agreed period no longer than 5 years. The loan would be managed via the Chamberlain's Department, would be set at 2% above base rate, and would cease to be available from the financial year 2023-2024 when all fleet vehicles should have been transitioned.

### Figure A – Net uplift Cost per vehicle formula

Net Uplift costs = New Vehicle Costs – Current Local Risk Budget  
(Existing Budget + trade in value + fuel budget offset)

17. A project to install new electric charging infrastructure will progress through the gateway process as soon as a clearer prediction can be made on the number of electric vehicles that will be bought/ leased/ retrofitted. This prediction depends on Policy & Resources Committee endorsing this report, in which case there is likely to be eight charge points installed at five locations. If an alternative option is selected, infrastructure decisions will be adapted accordingly. The estimated timeline for completion is July - Sept 2019. The Cleansing team within Department for Built Environment will work closely with City Surveyor's, City Procurement and other relevant departments to arrange workable contingency measures to charge electric vehicles until the infrastructure is ready.

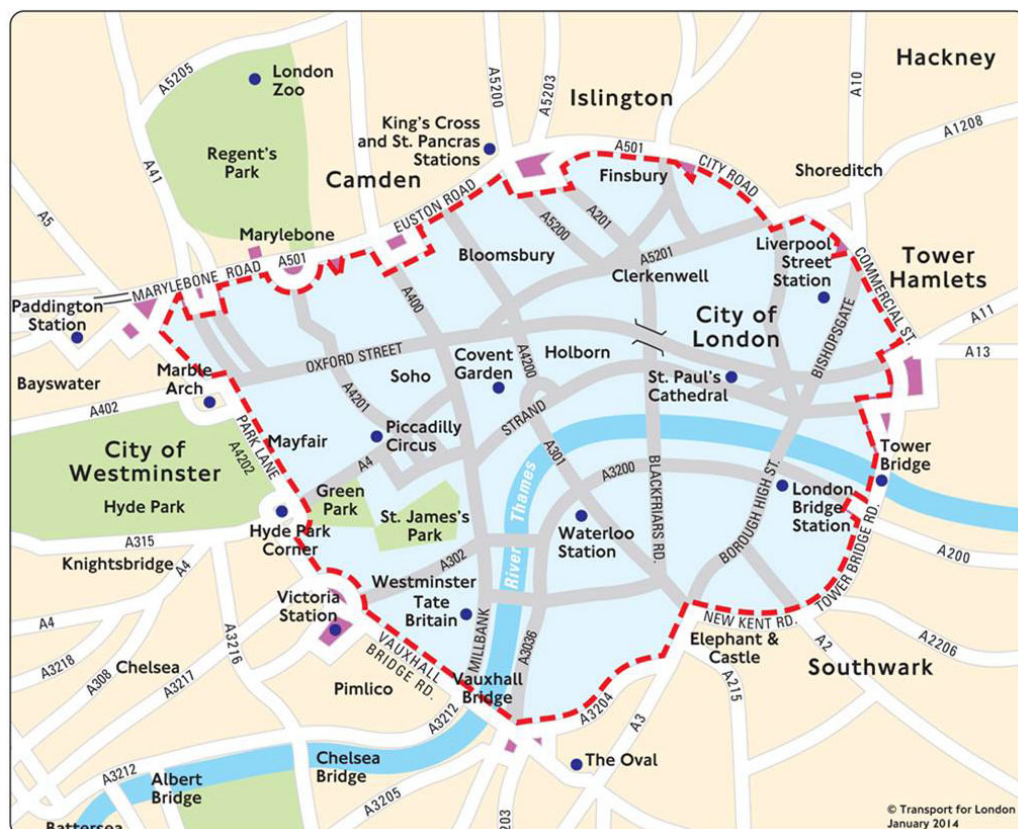
## **Conclusion**

18. The harmful levels of air pollution in the Square Mile are known to be a health hazard and the City Corporation has committed to improving air quality. The Mayor of London's strategy on air quality and introduction of the ULEZ along with increasingly rigorous emissions legislation, are key initiatives which the City Corporation supports. It is therefore important the City Corporation is seen to lead by example and reduce the emissions from its activities as far as reasonably possible.



## Appendices

### 1. The geographical area covered by ULEZ 2019 © Transport for London 2014



### 2. The geographical area covered by ULEZ 2021 © ThumbSnap.com



### 3. Phase One achievements

Work undertaken as part the City Corporation's Transition to a Zero-Emission Fleet so far has involved officers working to achieve the following:

- i. reduce City of London Police fleet (from 125 to 91) and corporate fleet (from 200 to 118)
- ii. trial eight new electric technologies over the last three years, including the UK's first fully electric Refuse Collection Vehicle (RCV).
- iii. replace diesel vehicles with electric, hybrid or petrol models – we now operate eight electric vehicles and four hybrid models and have swapped two diesel chauffeured vehicles to petrol.
- iv. liaise with the Lord Mayor's Office to undertake a series of trials and three demonstrations giving a holistic view of available hybrid and electric vehicles
- v. install electric vehicle charging infrastructure – 50 charge points are now available to the public in the Square mile in City Corporation owned car parks and 30 points are available in the Barbican Resident's car park.
- vi. Survey five City Corporation sites to assess costs and viability of installing additional infrastructure needed to charge new electric vehicles added to the corporate fleet in 2019. This project will be progressed through the gateway process to seek funding for these charge points and associated labour. The number of charge points will be determined by the final decision made on this current report.
- vii. incorporate requirements for phasing in full electric refuse collection and other alternative fuel vehicles into the corporate waste collection contract.
- viii. encourage our supply chain to minimise their emissions – every contractor that has tendered for work involving vehicle movements in the City is required to undertake at least one action of their choice as part of the contract (e.g. green driver training, trailing clean vehicle technologies etc.).

- ix. Officers are involved in industry boards and with manufacturers and other counterparts to progress improvements in air quality alongside road danger reduction including working with six manufacturers on concept vehicles, being board members on the Fleet Operator recognition Scheme (FORS), CLOCs and TfL's LoCity initiative and hosting the international Future Fleet Forum for the last two years.

4. Existing City of London policies, strategies and programmes that underpin a transition to a low/zero emission fleet

	<b>Guidance on fleet, air quality and related topics</b>
Air Quality Strategy – Square Mile. (New draft for consultation in March 2019)	<ul style="list-style-type: none"> <li>• Focus on air quality monitoring; demonstrating leadership, collaborative action; reducing emissions from a range of sources in the Square Mile and raising awareness</li> <li>• Work is underway to pilot an ultra-low emission vehicle only access restriction in Moor Lane. This pilot will provide useful information for local zero emission zones as detailed in the draft Transport Strategy and improvements in air quality in Beech Street</li> </ul>
No diesel policy	<ul style="list-style-type: none"> <li>• Driven by the Air Quality Strategy 2015 – 2020, a 'No Diesel' policy was implemented in January 2016, banning the purchase or lease of diesel vehicles by departments unless absolutely operationally necessary. This is managed and overseen by TCG.</li> </ul>
Transport Strategy (draft) Proposal 33:	<ul style="list-style-type: none"> <li>• Commits to making the City of London's own vehicle fleet zero emissions', the commitment states 'the City Corporation will upgrade its vehicles which operate in the Square Mile to meet the standards we set for local zero emission zones. Contractors vehicles that operate within the Square Mile will also be required to meet these standards. Where possible charging infrastructure in City Corporation's operational sites will be made available to contractors' vehicles'.</li> </ul>
'Shaping Tomorrow's City Today'	<ul style="list-style-type: none"> <li>• The Mayoral Programme aims to promote innovation and technology, champion digital skills and address digital and social inclusion, with a specific commitment to electrify the City Corporation's fleet.</li> </ul>
Climate Action Strategy (in progress)	<ul style="list-style-type: none"> <li>• The Zero Emissions City report estimates that if all vehicles in the City switched to 100% renewable electricity the City's overall carbon emissions would decrease by 7%. This would make a significant contribution to the aim of becoming a zero carbon City by 2050.</li> <li>• Electrifying the City Corporation's fleet would demonstrate leadership on this agenda providing evidence to City businesses of the feasibility of using an all-electric fleet and encouraging them to follow suit.</li> </ul>
Responsible Business Strategy	<ul style="list-style-type: none"> <li>• Minimise the use of diesel vehicles being used by staff and Members to travel to and from work and during work, by promoting and facilitating more environmentally-friendly forms of travel.</li> <li>• Significantly increase the number of clean vehicles in our fleet and continue to trial new technology.</li> <li>• Encourage and facilitate the uptake of clean alternative vehicles throughout our supply chain.</li> <li>• Increase the number of electric vehicle charge points across our sites</li> </ul>
Corporate Plan	<ul style="list-style-type: none"> <li>• We have clean air, land and water and a thriving and sustainable natural environment'</li> <li>• Provide a clean environment &amp; reduce negative effects our activities.</li> </ul>

Responsible Procurement Strategy	<ul style="list-style-type: none"> <li>• The 'Procurement Policy to support the Air Quality Strategy', which forms part of the Responsible Procurement Strategy lists actions to comply with the City Corporation's Air Quality Strategy, Transport Policy, or both, including disallowing the purchase of diesel vehicles, requiring investigation by officers into alternative fuel vehicles, setting emissions requirements for non-road mobile machinery (NRMM) and committing to the use of petrol-hybrid taxis as a minimum within corporate contracts and agreements.</li> <li>• Further intended actions to support the above include exploring the use of consolidation centres for our own deliveries and those of works contractors, incentivising relevant suppliers to use zero emission capable vehicles.</li> </ul>
----------------------------------	--

### **Background Papers**

ULEZ Funding – Finance Committee 19/02/2019

#### **Vince Dignam**

Business Performance and Transport Group Manager, Dept. Built Environment

T: 020 7332 4996 E: [vincent.dignam@cityoflondon.gov.uk](mailto:vincent.dignam@cityoflondon.gov.uk)

#### **Natalie Evans**

Responsible Procurement Manager

T: 0207 332 1282 E: [Natalie.evans@cityoflondon.gov.uk](mailto:Natalie.evans@cityoflondon.gov.uk)

<b>Committee:</b> Policy and Resources	<b>Date:</b> 21 February 2019
<b>Subject:</b> Policy Initiatives Fund/Committee Contingency/Brexit Contingency	<b>Public</b>
<b>Report of:</b> Chamberlain	<b>For Information</b>
<b>Report author:</b> Laura Tuckey	

## Summary

This report provides the schedule of projects and activities which have received funding from the Policy Initiatives Fund (PIF), the Policy and Resources Committee's Contingency and the Brexit Contingency for 2018/19 and future years with details of expenditure in 2018/19. The current available balances for the Policy Initiatives Fund (PIF), the Committee Contingency and the Brexit Contingency for 2018/19 are £105,341, £78,450 and £1,940,000 respectively.

## Recommendations

Members are asked to:

- Note the report and contents of the schedules.

## Main Report

### Background

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 current process for identifying which items should sit within the PIF are if they fall under the below criteria:
  - 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.
3. To restrict the depletion of funds in future years, a two-year time limit is in place on multiyear PIF bids, with three years being an option by exception. To ensure prioritisation within the multiyear bids, the PIF for the financial year 2019/20 and onwards has £600k of its total budget put aside for multiyear bids with the rest set aside (£650k) for one off allocations, with the option to 'top up' the multiyear allocation from the balance if members agree to do so. This will ensure that there should always be enough in the PIF to fund emerging one-off opportunities as they come up.

4. PIF bids need to include a measurable success/benefits criterion in the report so that the successful bids can then be reviewed to see what the outcomes are and if the works/activities meet the objectives of the PIF. These measures will be used to review PIF bids on a six monthly basis. This review will aid members in evaluating the effectiveness/benefits of PIF bids supported works/activities which can be taken into consideration when approving similar works/activities in the future.
5. When a PIF bid has been approved there should be a reasonable amount of progress/spend on the works/activities within 18 months of approval which allows for slippage and delays. If there has not been enough spend/activity within this timeframe, members will be asked to approve that the remaining allocation to be returned to the Fund where it can be utilised for other works/activities. If the department requires funding for the same works/activities again at a later date, it is suggested that they re-bid for the funding. If there is a legitimate reason, out of the departments control, which has caused delays it is recommended that these are reviewed by Committee as needed.
6. The Committee Contingency is used to fund unforeseen items of expenditure when no specific provision exists within the Policy Committee's budget such as hosting one-off events.
7. The Brexit Contingency is a time limited fund established to meet any unforeseen items of expenditure due to the UK leaving the EU such as; communicating the interests of the City, helping mitigate the risks identified in the Corporate Risk Register or managing any urgent unforeseen issues arising from Brexit.

### **Current Position**

8. Appendices 1, 3 and 5 list the projects and activities which have received funding for 2018/19 from the PIF (Appendix 1), your Committee's Contingency (Appendix 3) and the Brexit Contingency (Appendix 5) with the expenditure incurred to date. Appendices 2, 4 and 6 shows all committed projects and activities approved by this Committee from the PIF (Appendix 2), the Contingency (Appendix 4) and the Brexit Contingency for this and future financial years with the remaining balances available shown.
9. It should be noted that the items referred to in all Appendices 1 through to 4 have been the subject of previous reports approved by this Committee. Items in Appendices 5 and 6 have either been approved by the Town Clerk under delegated authority (for amounts under £100k) or by this Committee.
10. The balances that are currently available in the Policy Initiatives Fund, Committee Contingency and Brexit Contingency for 2018/19 are £105,341, £78,450 and £1,940,000 respectively.
11. Of the multiyear allocation of £600k per year there is £140,865 remaining for 2019/20, £290,365 for 2020/21 and £593,365 for 2021/22, as shown in

Appendix 7, prior to any allowances being made for any other proposals on today's agenda.

### **Corporate & Strategic Implications**

12. Although each PIF application has to be judged on its merits it can be assumed that they may be helping towards contributing to a flourishing society, supporting a thriving economy and shaping outstanding environments as per the corporate plan.
13. Each PIF application should be approved on a case by case basis and departments should look to local budgets first before seeking PIF approval, with PIF requests only being submitted if there is no funding within local budgets available.

### **Appendices**

- Appendix 1 – PIF 2018/19 expenditure
- Appendix 2 – PIF 2018/19 & Future FY Committed
- Appendix 3 – Contingency 2018/19 expenditure
- Appendix 4 – Contingency 2018/19 & Future FY Committed
- Appendix 5 – Brexit Contingency 2018/19 expenditure
- Appendix 6 – Brexit Contingency 2018/19 & 2019/20 Committed
- Appendix 7 – PIF Multiyear allocations

### **Laura Tuckey**

Senior Accountant, Chamberlains

T: 020 7332 1761

E: [laura.tuckey@cityoflondon.gov.uk](mailto:laura.tuckey@cityoflondon.gov.uk)

This page is intentionally left blank



<u>POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND 2018/19</u>						
<u>ALLOCATIONS FROM PIE</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u> <u>DATE</u>	<u>DESCRIPTION</u>	<u>RESP</u> <u>OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL</u> <u>PAID</u> TO 30/01/2019 £	<u>BALANCE</u> <u>TO BE SPENT</u> £	<u>NOTES</u>
	<b>Events</b>					
07/07/2016	London Councils' London Summit - the City is to host the annual conference for 3 years.	EDO	15,500	14,970	530	3 year funding: £16,000 final payment in 2019/20
16/03/2017	International Business and Diplomatic Exchange (IBDE) - COL to fund a two year partnership with IBDE (£50,000) plus £22,000 for hosting a total of 8 events taking place over 2 years at the Guildhall. The IBDE is an independent, not for profit, non-political membership organisation bringing together the business and diplomatic community in London to promote international trade and investment flows.	DED	12,755	619.00	12,136	£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	6,081	10,919	
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</u>	<u>DESCRIPTION</u>	<u>RESP</u>	<u>ALLOCATION</u>	<u>ACTUAL</u>	<u>BALANCE</u>	<u>NOTES</u>
<u>DATE</u>		<u>OFFICER</u>		<u>PAID</u>	<u>TO BE SPENT</u>	
			£	TO 30/01/2019 £	£	
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	6,620	5,380	
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	
01/01/2019	Sponsorship of the Annual Review of Women in Finance Charter - the City Corporation to host and sponsor the launch of the second annual review at the Guildhall in 2019.	DOC	35,000	0	35,000	
	<b>Promoting the City</b>					
06/10/2016	IPPR - Economic Justice Commission - City Corporation to become one of the sponsors of the IPPR Commission on Economic Justice. The IPPR is a registered charity and independent think-tank.	DED	9,200	0.00	9,200.00	2 year funding: final payment of £100,000 in 2017/18; £9,200 deferred to 2018/19
19/01/2017	TheCityUK: CoL's additional funding toward CityUK's rental cost.	DED	100,000	100,000	0	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

Page 109

ALLOCATIONS FROM PIF					STATUS OF BALANCE		
COMMITTEE	DATE	DESCRIPTION	RESP OFFICER	ALLOCATION £	ACTUAL PAID TO 30/01/2019 £	BALANCE TO BE SPENT £	NOTES
	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	44,900	10,000	2 year funding: final payment of £54,900 in 2018/19
	04/05/2017	City Matters: placing additional full page advertisements in City Matters to promote City of London Corporation's cultural events and activities.	DOC	15,600	15,600	0	2 year funding: final payment in 2018/19
	04/05/2017	Secretariat of the Standing International Forum of Commercial Courts: City Corporation to provide financial support for a third of the costs of the secretariat for the first 3 years.	DED	110,000	0	110,000	3 year funding: £50,000 final payment in 2019/20; £60,000 allocated in 2017/18 now deferred to 2018/19
	08/06/2017	Commonwealth Enterprise and Investment Council (CWEIC) - Renewal of office space: provision of office space within Guildhall complex.	TC	10,000	10,000	0	2 year funding: final payment in 2018/19
	06/07/2017	One City Social Media Platform: City Corporation to provide financial support for a third of the costs for 3 years of this ongoing development of a new social media led platform dedicated to City workers in promoting the attractions and events held within the Square Mile.	DBE / CS / DOC	50,000	50,000	0	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	1,758	5,497	£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	29,649	5,042	£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	187,500	62,500	3 year funding: £250,000 in 2019/20 & 2020/21

<u>ALLOCATIONS FROM PIF</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u>	<u>DESCRIPTION</u>	<u>RESP</u>	<u>ALLOCATION</u>	<u>ACTUAL</u>	<u>BALANCE</u>	<u>NOTES</u>
<u>DATE</u>		<u>OFFICER</u>	<u>£</u>	<u>PAID</u> <u>TO 30/01/2019</u> <u>£</u>	<u>TO BE SPENT</u> <u>£</u>	
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
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	31,078	32,122	
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	22,513	27,487	
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
07/07/2018	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	
06/09/2018	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	
17/01/2019	Sponsorship of the 2019 London Councils Guide to Development in the City of Opportunity: City of London is the lead sponsor in this year-long promotional publication that will present a story of every single council in London to investors. The guide will describe the characteristics, attributes and opportunities that make each London borough and the City of London a distinct part of the capital.		12,000	0	12,000	
06/07/2017	<b>Communities</b> STEM and Policy Education Programme - additional funding of the Hampstead Heath Ponds Project.	DOS	40,601	21,355	19,246	£24,700 final payment in 2018/19; £15,901 deferred from 2017/18

Page 111

ALLOCATIONS FROM PIF					STATUS OF BALANCE													
COMMITTEE DATE	DESCRIPTION	RESP OFFICER	ALLOCATION £	ACTUAL PAID TO 30/01/2019 £	BALANCE TO BE SPENT £	NOTES												
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	6,635	0	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													
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	15,000	0													
19/09/2013	Attracting and Retaining International Organisations					5 year funding: final payment in 2018/19												
	International Valuation Standards Council (IVSC) - City of London to support the accommodation costs of the IVSC.	CS	50,000	12,500	37,500													
			1,479,659	921,032	558,627													
	BALANCE REMAINING		105,341															
	TOTAL APPROVED BUDGET		1,585,000															
	ANALYSIS OF TOTAL APPROVED BUDGET																	
	ORIGINAL PROVISION		1,250,000															
	TRANSFERRED FROM CONTINGENCY		0															
	APPROVED BROUGHT FORWARD FROM 2017/18		335,000															
	TOTAL APPROVED BUDGET		1,585,000															
<p><b>NOTES:</b> (i) The Committee date records the actual approval meeting; in some instances approval is given for multi-year support for a project but the financial details in this table only show the expenditure due in the current year (2018/19). It should be noted that actual payments sometimes are made towards the end of a financial year.</p> <p><b>KEY TO RESPONSIBLE OFFICER:-</b></p> <table><tr><td>DED</td><td>Director of Economic Development</td><td>DOS</td><td>Director of Open Spaces</td><td>DBE</td><td>Director of Built Environment</td></tr><tr><td>TC</td><td>Town Clerk</td><td>CS</td><td>City Surveyor</td><td>DOC</td><td>Director of Communications</td></tr></table> <p>CAROLINE AL-BEYERTY - DEPUTY CHAMBERLAIN</p>							DED	Director of Economic Development	DOS	Director of Open Spaces	DBE	Director of Built Environment	TC	Town Clerk	CS	City Surveyor	DOC	Director of Communications
DED	Director of Economic Development	DOS	Director of Open Spaces	DBE	Director of Built Environment													
TC	Town Clerk	CS	City Surveyor	DOC	Director of Communications													

This page is intentionally left blank

## Appendix 2

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

Date	Description	Allocation 2018/19	Allocation 2019/20	Allocation 2020/21	Allocation 2021/22
	<b>BASE BUDGET</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	<b>+ additional allocation</b>	<b>1,250,000</b>	<b>1,250,000</b>	<b>1,250,000</b>	<b>1,250,000</b>
	<b>+ balance brought forward as agreed by Committee: 15/03/2018</b>	<b>161,000</b>			
	<b>+ unspent balances deferred from 2017/18</b>	<b>125,000</b>			
	<b>+ unspent balances in 2017/18 returned to Fund</b>	<b>49,000</b>			
	<b>TOTAL BUDGET</b>	<b>1,585,000</b>	<b>1,250,000</b>	<b>1,250,000</b>	<b>1,250,000</b>
	<b>ALLOCATIONS</b>				
19/09/2013	International Valuation Standards Council	50,000			
07/07/2016	London Councils Summit	15,500	16,000		
16/10/2016	Sponsorship of the IPPR Commission on Economic Justice	9,200			
19/01/2017	TheCityUK	100,000			
19/01/2017	Chemistry Club, City	3,222			
16/03/2017	City of London Advertising	54,900			
16/03/2017	International Business and Diplomatic Exchange (IBDE)	12,755			
04/05/2017	City Matters Newspaper - additional Advertising	15,600			
04/05/2017	Secretariat of Standing International Forum of Commercial Crts	110,000	50,000		
08/06/2017	Office Space Renewal: Commonwealth Enterprise & Invest Council (CWEIC)	10,000			
06/07/2017	STEM and Policy Education Programme	40,601			
06/07/2017	One City Social Media Platform	50,000	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			
17/01/2019	Sponsorship of the Annual Review of the Women in Finance Charter	35,000			
17/01/2019	Sponsorship of the 2019 London Councils Guide to Development in the City Opportunity	12,000			
17/01/2019	Sponsorship to support Chemistry Club, City		40,000		
17/01/2019	Sponsorship of the CPS Margaret Thatcher Conference on Britain & America		20,000		
17/01/2019	Sponsorship of Children's Book with Guy Fox History Project Ltd		42,000		
	<b>TOTAL ALLOCATIONS</b>	<b>1,479,659</b>	<b>586,135</b>	<b>309,635</b>	<b>6,635</b>
	<b>BALANCE AVAILABLE</b>	<b>105,341</b>	<b>663,865</b>	<b>940,365</b>	<b>1,243,365</b>

**Less:** Possible maximum allocations from this meeting: **21 February 2019**

- London and Partners: domestic promotion of London	-	50,000	50,000	50,000
- City AM & City Matters	-	79,000	79,000	-

## Appendix 2

Date	Description	Allocation 2018/19	Allocation 2019/20	Allocation 2020/21	Allocation 2021/22
		105,341	534,865	811,365	1,193,365



**POLICY AND RESOURCES COMMITTEE - CONTINGENCY 2018/19****ALLOCATIONS FROM CONTINGENCY**

					<b><u>STATUS OF BALANCE</u></b>	
<b><u>COMMITTEE</u></b>	<b><u>DESCRIPTION</u></b>	<b><u>RESP</u></b>	<b><u>ALLOCATION</u></b>	<b><u>ACTUAL</u></b>	<b><u>BALANCE</u></b>	<b><u>NOTES</u></b>
<b><u>DATE</u></b>		<b><u>OFFICER</u></b>	<b><u>£</u></b>	<b><u>PAID</u></b>	<b><u>TO BE SPENT</u></b>	
				<b><u>TO 30/01/2019</u></b>	<b><u>£</u></b>	
				<b><u>£</u></b>		
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
17/06/2018	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	19,984	54,266	
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	



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

Date	Description	Allocation 2018/19	Allocation 2019/20	Allocation 2020/21	Allocation 2021/22
	<b>BASE BUDGET</b>	£ 300,000	£ 300,000	£ 300,000	£ 300,000
	+ additional allocation				
	+ balance brought forward as agreed by Committee: 15/03/2018	18,000			
	+ unspent balances deferred from 2017/18	189,000			
	+ unspent balances in 2017/18 returned to Fund	4,000			
	<b>TOTAL BUDGET</b>	<b>511,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>
	<b>ALLOCATIONS</b>				
23/01/2014	Career Fairs	62,000			
08/05/2014	City of London Scholarship - Anglo-Irish Literature	39,700			
08/05/2014	Supporting the Commonwealth (CWEIC)	37,100			
17/03/2016	Lord Mayor's Show Fireworks	-	125,000		
17/11/2016	Co-Exist House	40,000			
17/11/2016	Police Arboretum Memorial Trust - Dinner	30,000			
07/06/2018	Renewable Electricity Policy and Sourcing Strategy	25,000			
05/07/2018	Resourcing Diversity and Business Engagement	74,250			
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			
	<b>TOTAL ALLOCATIONS</b>	<b>432,550</b>	<b>125,000</b>	<b>-</b>	<b>-</b>
	<b>BALANCE AVAILABLE</b>	<b>78,450</b>	<b>175,000</b>	<b>300,000</b>	<b>300,000</b>

Less: Possible maximum allocations from this meeting: **21 February 2019**

-	-	-	-
-	-	-	-
<b>Balance</b>	<b>78,450</b>	<b>175,000</b>	<b>300,000</b>

This page is intentionally left blank



This page is intentionally left blank

## POLICY AND RESOURCES COMMITTEE - BREXIT CONTINGENCY 2018/2019 - 2019/20

Date	Description	Department	Brexit Risk Mitigation Category	Allocation 2018/19	Allocation 2019/20
11/01/2019	BASE BUDGET	Remembrancers	Attractiveness of London & Regulatory Landscape	£	£
	+ balance brought forward as agreed by Committee: Mar 2019			2,000,000	-
	TOTAL BUDGET			2,000,000	-
	Develop and bring into effect an engagement action plan and to provide for the City Corporation's participation in a cross-sectoral project to enhance the City's soft power potential			20,000	40,000
	TOTAL ALLOCATIONS			20,000	40,000
	BALANCE AVAILABLE			1,980,000	- 40,000

Less: Possible maximum allocations from this meeting: 21 February 2019

-  
-

-  
-

Balance

1,980,000 - 40,000

This page is intentionally left blank



## POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND MULTI YEAR ALLOCATIONS

Date	Description	Allocation 2019/20	Allocation 2020/21	Allocation 2021/22
	<b>Multi year allocation</b>	<b>£ 600,000</b>	<b>£ 600,000</b>	<b>£ 600,000</b>
	<b>TOTAL BUDGET</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>
	<b>ALLOCATIONS</b>			
07/07/2016	London Councils Summit	16,000		
04/05/2017	Secretariat of Standing International Forum of Commercial Crts	50,000		
06/07/2017	One City Social Media Platform	60,000		
16/11/2017	Proposed Grant to retain the Centre for the Study of Financial Innovation	6,635	6,635	6,635
22/02/2018	Sponsorship of the Wincott Foundation's 'Wincott Awards'	4,000	4,000	
22/02/2018	Continued Sponsorship to support Innovate Finance	250,000	250,000	
15/03/2018	Match Funding from The Honourable Irish Society to the National Citizenship Scheme	11,000	11,000	
07/06/2018	City of London Corporation - Engagement with Strategy World Economic Forum (WEF)	36,500	38,000	
05/07/2018	Events Partnership with The Strand Group, King's College London	25,000		
	<b>TOTAL ALLOCATIONS</b>	<b>459,135</b>	<b>309,635</b>	<b>6,635</b>
	<b>BALANCE AVAILABLE</b>	<b>140,865</b>	<b>290,365</b>	<b>593,365</b>

**Less:** Possible maximum allocations from this meeting: **21 February 2019**

- London and Partners: domestic promotion of London	50,000	50,000	50,000
- City AM & City Matters	79,000	79,000	-

<b>11,865</b>	<b>161,365</b>	<b>543,365</b>
---------------	----------------	----------------

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

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