



Policy and Resources Committee

Date: THURSDAY, 11 APRIL 2019

Time: 1.45 pm

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

Members:

Deputy Catherine McGuinness (Chairman)	Jeremy Mayhew
Simon Duckworth (Deputy Chairman)	Andrew McMurtrie
Christopher Hayward (Vice-Chairman)	Deputy Alastair Moss (Ex-Officio Member)
Deputy Tom Sleigh (Vice-Chair)	Deputy Joyce Nash
Randall Anderson (Ex-Officio Member)	Graham Packham (Ex-Officio Member)
Douglas Barrow	Alderman William Russell
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 Timothy Hailes	Deputy John Tomlinson
Deputy Jamie Ingham Clark	Mark Wheatley
Deputy Edward Lord	Deputy Philip Woodhouse
Alderman Ian Luder	Alderman Sir David Wootton

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

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. APOLOGIES

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

3. MINUTES

To consider minutes as follows:-

- a) To agree the public minutes of the meeting held on 14 March 2019.

For Decision
(Pages 1 - 10)

- b) To note the draft public minutes of the Resource Allocation Sub-Committee meeting held on 14 March 2019.

For Information
(Pages 11 - 16)

- c) To note the draft public minutes of the Projects Sub-Committee meeting held on 22 March 2019.

For Information
(Pages 17 - 28)

- d) To note the draft public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 7 March 2019.

For Information
(Pages 29 - 34)

4. RESOLUTION REGARDING SPORT ENGAGEMENT

To receive a resolution from the Hampstead Heath, Highgate Wood & Queen's Park Committee, supported by the Epping Forest & Commons Committee, concerning Sport Engagement.

For Discussion
(Pages 35 - 36)

5. CAPITAL FUNDING - INTERIM REVISED PRIORITISATION AND PROJECT FUNDING UPDATE

Report of the Chamberlain.

N.B. – To be read in conjunction with the non-public appendices at Item 19.

For Decision
(Pages 37 - 44)

6. CITY VISITOR STRATEGY 2019-23

Report of the Director of Major Projects.

For Decision
(Pages 45 - 74)

7. **2019 PARTY CONFERENCES**
Report of the Director of Communications.
For Decision
(Pages 75 - 78)
8. **BATTLE OF IDEAS SPONSORSHIP**
Report of the Director of Communications.
For Decision
(Pages 79 - 82)
9. **SPONSORSHIP OF THE FABIAN SOCIETY RESEARCH PROJECT**
Report of the Director of Communications.
For Decision
(Pages 83 - 84)
10. **REVIEW OF THE CITY OF LONDON CORPORATION'S 2006 FAIRTRADE RESOLUTION**
Joint report of the Town Clerk and the Chamberlain.
For Decision
(Pages 85 - 92)
11. **IMMIGRATION BILL**
Report of the Remembrancer.
For Information
(Pages 93 - 96)
12. **LONDON LIVING WAGE CAMPAIGN**
Report of the Director of Economic Development.
For Information
(Pages 97 - 102)
13. **POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY**
Report of the Chamberlain.
For Information
(Pages 103 - 122)
14. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**
Report of the Town Clerk.
For Information
(Pages 123 - 124)
15. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
16. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
17. **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

18. NON-PUBLIC MINUTES

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

- a) To agree the non-public minutes of the meeting held on 14 March 2019.

For Decision
(Pages 125 - 126)

- b) To note the draft non-public minutes of the Projects Sub-Committee meeting held on 22 March 2019.

For Information
(Pages 127 - 136)

- c) To note the draft non-public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 7 March 2019.

For Information
(Pages 137 - 138)

- d) To note the non-public minutes of the Hospitality Working Party meeting held on 28 February 2019.

For Information
(Pages 139 - 144)

19. NON-PUBLIC APPENDICES: CAPITAL FUNDING - INTERIM REVISED PRIORITISATION AND PROJECT FUNDING UPDATE

Non-public appendices to be read in conjunction with Item 5.

N.B. – Printed and circulated as a separate document pack.

20. CITY OF LONDON FREEMEN'S SCHOOL MASTERPLAN

Joint report of the Headmaster of the City of London Freemen's School, the Chamberlain and the City Surveyor.

For Decision
(Pages 145 - 154)

21. MARKETS CONSOLIDATION PROGRAMME

Joint report of the City Surveyor and the Director of Major Projects.

N.B. – To be read in conjunction with the confidential appendices at Item 21.

For Decision
(Pages 155 - 240)

22. 2019-20 CYCLICAL WORKS PROGRAMME FUNDING

Report of the Chamberlain.

For Decision
(Pages 241 - 258)

23. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**
Report of the Town Clerk.

For Information
(Pages 259 - 260)

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

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

Part 3 - Confidential Agenda

26. **STRENGTHENING THE CITY**
Report of the Director of Economic Development.

For Decision

27. **CONFIDENTIAL APPENDICES: MARKETS CONSOLIDATION PROGRAMME**
Confidential appendices B and E to be considered in conjunction with Item 21.

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POLICY AND RESOURCES COMMITTEE **Thursday, 14 March 2019**

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 14 March 2019 at 1.45 pm

Present

Members:

Simon Duckworth (Deputy Chairman, in the Chair)
Deputy Tom Sleight (Vice-Chair)
Randall Anderson (Ex-Officio Member)
Douglas Barrow
Sir Mark Boleat
Henry Colthurst
Marianne Fredericks
Alderman Timothy Hailes
Deputy Edward Lord
Alderman Ian Luder
Jeremy Mayhew
Andrew McMurtrie
Deputy Joyce Nash
Graham Packham (Ex-Officio Member)
Alderman William Russell
John Scott (Chief Commoner) (Ex-Officio Member)
Jeremy Simons (Ex-Officio Member)
Sir Michael Snyder
Deputy John Tomlinson
Mark Wheatley

In attendance:

Deputy Tom Hoffman
Michael Hudson

Officers:

Angela Roach	- Assistant Town Clerk & Director of Member Services
Emma Cunningham	- Town Clerk's Department
Eugenie de Naurois	- Town Clerk's Department
Simon Latham	- Town Clerk's Department
Greg Moore	- Town Clerk's Department
Kate Smith	- Town Clerk's Department
Caroline Al-Beyerty	- Deputy Chamberlain
Philip Gregory	- Chamberlain's Department
Michael Cogher	- Comptroller and City Solicitor
Vic Annells	- Executive Director of Mansion House & Central Criminal Court
Nigel Lefton	- Remembrancer's Department
Paul Wilkinson	- City Surveyor

Peter Young	- City Surveyor's Department
Ian Hughes	- Department of the Built Environment
Bob Roberts	- Director of Communications
Damian Nussbaum	- Director of Economic Development
Giles French	- Assistant Director, Economic Development Office
David Farnsworth	- Chief Grants Officer & Director, City Bridge Trust
Fiona Rawes	- City Bridge Trust

1. **APOLOGIES**

Apologies were received from the Chair, Deputy Catherine McGuinness, Deputy Keith Bottomley, Tijs Broeke, Christopher Hayward, The Rt Hon The Lord Mayor Alderman Peter Estlin, Deputy Jamie Ingham Clark, Deputy Dr Giles Shilson, Deputy Philip Woodhouse, and Alderman Sir David Wootton.

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

Sir Mark Boleat declared an interest in respect of Item 10 as a Trustee of the Franco-British Council and in Item 12 as he had, until the day prior, served as a Trustee on the Centre for London.

Deputy Joyce Nash and Deputy John Tomlinson reiterated previously submitted declarations in respect of Item 5 as residents of the Barbican Estate.

3. **MINUTES**

a) The public minutes of the meeting of the Policy and Resources Committee held on 21 February 2019 were approved, subject to Alderman Ian Luder's apologies being recorded.

b) The draft public minutes of the meeting of the Projects Sub-Committee held on 20 February 2019 were received.

4. **COMMITTEE TERMS OF REFERENCE**

The Committee considered a report of the Town Clerk which set out the various amendments to Terms of Reference requested by Committees. It also set out the Policy and Resource's Committee's own Terms of Reference for review.

It was observed that the proposed changes to the Education Board's Terms of Reference (Appendix A) could potentially lead to some confusion or conflict with the work undertaken by the Economic Development Office in relation to skills, which fell under the remit of the Policy and Resources Committee. Equally, there was a need to ensure clarity in relation to Gresham College and the Gresham (City Side) Committee's responsibility in that area. Consequently, it was agreed that the Education Board should be asked to refine the wording slightly to resolve these concerns and re-submit the Terms of Reference in April.

With reference to the items associated with the Establishment and Finance Committees at Appendix B, the Deputy Chairman observed that the question of ex-officio memberships had arisen on several occasions in recent months. He suggested that it was, therefore, a matter which required a more considered view, noting that there would be benefit in reviewing the use of ex-officio appointments on committees across the piece to ensure that a consistent and appropriate approach was taken. Members agreed that this would be prudent, with a number also urging that some thought be given in this context to the size of committees.

Members noted that the recommendation from the Hampstead Heath, Highgate Wood & Queen's Park Committee (Appendix E) had been withdrawn, to allow for consultation with the General Purposes Committee of Aldermen prior to any formal request being made.

The Deputy Chairman advised Members that the Freedom Applications Committee (Appendix F) had, informally, also proposed the addition of two Members, to be elected by the Court, to its composition. Pending formal consideration by that Committee, it was agreed that authority should be delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to consider any such proposal in time for submission to the Court in April.

RESOLVED: That:-

1. No change be made to the composition and terms of reference of the Policy and Resources Committee (Appendix H).
2. The changes to the quorum of the Education Board be approved, but that the proposed changes to the Terms of Reference be referred back for further consideration (Appendix A).
3. Changes in relation to ex-officio appointments on the Finance and Establishment Committees be held in abeyance, pending a wider review in to ex-officio appointments to committees.
4. The change to the Police Committee's name to Police Authority Board be approved (Appendix C);
5. The insertion of an additional clause to the Board of Governors of the Guildhall School of Music & Drama's Terms of Reference, to reflect its responsibility for the promotion of equality and diversity throughout the School (Appendix D) be approved.
6. The proposed additions to the Freedom Applications Committee's terms of reference to reflect the current requirements and expectations associated with the Committee and its role be approved (Appendix F);
7. Authority be delegated to the Town Clerk, in conjunction with the Chairman and Deputy Chairman, to consider any change to the Freedom Application Committee's composition.
8. Additions to the Culture, Heritage & Libraries Committee's Terms of Reference to capture the extent of its responsibilities more fully (Appendix G) be approved.

9. The proposal to amend the composition of the Social Investment Board be endorsed.

5. **HOUSING GOVERNANCE**

The Committee considered a report of the Town Clerk in relation to housing governance.

The Deputy Chairman noted the latest position in respect of non-residential Membership and the fact that a new dispensations regime had been implemented within the past fortnight. Consequently, he suggested that it would be prudent to allow an opportunity for the new dispensations regime to bed in and review the position after a reasonable period, to ascertain whether any issues remained.

RESOLVED: That no action be taken at this point in time and that any further consideration in relation to housing governance arrangements be deferred.

6. **FUNDAMENTAL REVIEW: DESIGN PRINCIPLES AND GOVERNANCE**

The Committee considered a joint report of the Town Clerk and the Chamberlain which proposed a set of design principles for the forthcoming fundamental review process.

It was noted that the Resource Allocation Sub-Committee had considered the paper in detail at its meeting earlier that day, with it agreed that authority should be delegated to the Town Clerk (in consultation with the Chairman and Deputy Chairman) to revise the principles in line with Members' comments, subject to them being circulated to the full Sub-Committee for comment prior to sign-off. The Policy and Resources Committee subsequently also agreed to this approach.

A Member spoke to note the substantial increases in the value of assets in respect of both City's Cash and City Fund over the past twenty years, suggesting that the City Corporation should perhaps be less conservative in its willingness to draw-down from this enlarged asset base. However, it was noted that the additional income from this larger asset base was required to fund the greater cost and range of services now provided.

RESOLVED: That authority be delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to revise and agree the design principles for the fundamental review.

7. **DEPARTMENTAL HIGH-LEVEL BUSINESS PLANS 2019/20**

The Committee considered a report which presented the final high-level Business Plans for 2019/20 for the Town Clerk's Department (Communications, Corporate and Member Services and Economic Development Office) and the Remembrancer's Office.

RESOLVED: That the final high-level Business Plans for 2019/20 for the Town Clerk's Department (Communications, Corporate and Member Services and Economic Development Office) and the Remembrancer's Office be approved.

8. **SPECIAL EVENTS ON THE HIGHWAY**

The Committee considered a report of the Director of the Built Environment which outlined the various major special events planned for 2019.

RESOLVED: Members agreed to:

1. Support the regular core events programme set out in the report.
2. Support the additional Cultural, Visitor & Transport Strategy events also outlined, subject to the appropriate degree of due diligence regarding safety, licencing approval, traffic orders and impact on local stakeholders.

9. **LORD MAYOR'S SHOW 2019**

The Committee considered a joint report of the Town Clerk and the Director of the Built Environment relating to the plans for the Lord Mayor's Show in 2019.

RESOLVED: That Members instruct officers:-

1. To work with the Illuminated River Foundation to deliver a bespoke lighting installation associated with the Lord Mayor's Show;
2. To work within existing budgets to deliver this installation, as well as fund other increasing costs to the Lord Mayor's Show, including additional recharges from other authorities;
3. To use existing budgets to fund the appointment of an event support company to take responsibility from the City Police for traffic & stewarding for the Lord Mayor's Show, as well as other potential on-street events, functions and parades;
4. To work with Lord Mayor's Show Ltd to deliver any additional after-Show events (subject to funding).

10. **FRANCO-BRITISH YOUNG LEADERS' PROGRAMME**

The Committee considered a report of the Director of Communications proposing sponsorship of the Franco-British Council's Young Leaders' gala dinner.

RESOLVED: That the City Corporation's sponsorship of the Franco- British Council's Young Leaders' Programme gala dinner for 2019-2020 be approved at a cost of £20,000, to be met from the Committee's 2019/20 Policy Initiatives Fund, categorised under 'Events' and charged to City's Cash.

11. **THINK-TANK AND MEMBERSHIPS REVIEW**

The Committee considered a report of the Director of Communications relating to the City Corporation's membership of various think-tanks.

RESOLVED: That Members agree to:

1. Renew eight existing think-tank memberships at a total cost of £89,400:
 - Centre for the Study of Financial Innovation (CSFI)
 - Chatham House
 - Institute for Public Policy Research (IPPR)

- Local Government Information Unit (LGiU)
 - New Local Government Network (NLGN)
 - Whitehall and Industry Group (WIG)
 - Institute for Fiscal Studies (IFS)
 - Open Europe
2. Defer a decision regarding the think tank New Financial, as membership was currently attached to the Women in Finance Charter sponsorship, which was approved at the Policy & Resources Committee in January 2019.
 3. Sponsor the Chatham House Europe Programme for £10,000.
 4. Authorise the required funding of £99,400 for these memberships and sponsorship being drawn from the Committee's 2019/20 Policy Initiatives Fund.

12. FUTURE SKILLS AND TALENT - STRENGTHENING EDO SUPPORT FOR CITY COMPETITIVENESS

The Committee considered a report of the Director of Economic Development concerning the City Corporation's support for City competitiveness through its *Future Skills and Talent* activity.

RESOLVED: That the release of £1.23m of Section106 funds, ringfenced for skills work in 2019-22, be approved in order to maintain EDO's skills work in support of the Corporate Plan and in line with the adopted planning policy.

13. RENEWAL OF PARTNERSHIP THE COMMONWEALTH ENTERPRISE AND INVESTMENT COUNCIL

The Committee considered a joint report of the Remembrancer and the Director of Economic Development concerning support for the Commonwealth Enterprise and Investment Council (CWEIC).

It was advised that the recommendations had not been through the full internal consultation processes with the Chamberlain. Whilst it was not anticipated there would be any issue with the level of funds requested, it was nevertheless agreed that these procedures should be completed prior to any final decision being made. Members, therefore, expressed support in principle for the proposals and agreed to delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to approve the funding subject to satisfactory review by the Chamberlain.

RESOLVED: That authority be delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to consider a proposal to grant £20,000 per annum for two years from the Policy Initiatives Fund to renew the City Corporation's status as Strategic Partner of CWEIC and to provide office accommodation for CWEIC in the Guildhall complex.

14. **ASPIRATIONS FOR MEMBER REPRESENTATION BY 2021 AND 2025 AND VOLUNTARY MEMBERS' DIVERSITY CHARTER**

The Committee considered a report of the Town Clerk which had been submitted on behalf of the Members' Diversity Working Party. The report recommended the introduction of aspirations in relation to representation on the Court of Common Council, as well as the introduction of a voluntary Members' Diversity Charter.

It was noted that the report and recommendations had been amended, following discussion at the previous meeting, to reflect Members' comments.

In addition to the recommendations in the report, whilst no targets in respect of Members to be elected were to be set, it was proposed that the outputs (i.e. the breakdown of Members elected) should be recorded in order to allow the position to be known and measured. The Committee agreed that this would be sensible.

In response to questions concerning the timing of the introduction of the Diversity Charter, it was clarified that Members should be able to sign up to the Charter now it was agreed, rather than having to wait until the next elections.

RESOLVED: That approval be given to:-

1. The adoption of the aspirations for enhancing the diversity of candidates standing for the 2021 election as set out in the report (i.e. 30% female and 15% BAME).
2. The adoption of aspirational figures to ensure candidates standing for the 2025 elections better reflect the demographics of City workers/residents;
3. The measurement of outputs in respect of Member diversity breakdowns following elections; and,
4. The introduction of a voluntary Diversity Charter for Members to consider signing up to, to publicly show commitment and help drive the debate internally on diversity and inclusion and approve the draft text of the Charter as set out in the report.

15. **UNCONSCIOUS BIAS TRAINING AND NOMENCLATURE**

The Committee considered a report of the Town Clerk which had been submitted on behalf of the Members' Diversity Working Party. The report set out proposals relating to unconscious bias training and for the introduction of a gender-neutral title to replace the term 'Common Councilman'.

Members reflected that the term 'Common Councillor' would be preferable to the generic 'Councillor', as it better reflected the distinction of the role from that of councillors at local authorities. It also provided for a greater link to the historic background of the City Corporation and the role.

In response to questions concerning the costs of unconscious bias training, it was suggested that this could be met from the dedicated Members' training budget.

RESOLVED: That:-

1. Unconscious bias training for Members be included in the Member Development Programme.
2. The gender-neutral title of Common Councillor be used in all communications and documents, other than documents intended to have legal effect.

16. POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY

The Committee received a report of the Chamberlain updating on projects and activities that had received Policy Initiatives Funding and funding from the Committee's contingency or Brexit contingency funds.

The Deputy Chamberlain advised that the funds for the Police Arboretum Memorial Fundraising Dinner, set out on page 167, would be rolled over to the forthcoming financial year.

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

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

There were no questions.

18. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

Sir Mark Boleat – Resignation

Sir Mark Boleat took the opportunity to inform the Committee that he would be resigning from the Court of Common Council later that day. He thanked Members and Officers for their support over the years.

The Deputy Chairman, on behalf of the Committee, expressed his gratitude to Sir Mark for his many and significant contributions during his tenure. He noted that a fuller and formal vote of thanks for all of Sir Marks' achievements would be moved at the next meeting of the Court of Common Council.

19. 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.
20a - 24	3

20. NON-PUBLIC MINUTES

- a) The non-public minutes of the meeting of the Policy and Resources Committee held on 21 February 2019 were approved.

- b) The draft non-public minutes of the meeting of the Projects Sub-Committee held on 20 February 2019 were received.

21. **PHILANTHROPY HOUSE: BUSINESS CASE**

The Committee considered and approved a report of the Chief Grants Officer & Director of The City Bridge Trust setting out a business case for a Philanthropy House concept.

22. **PROPOSALS TO ESTABLISH A 'FINTECH HUB'**

This item was withdrawn.

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

The Committee received a joint report of the City Surveyor and the Director of Major Projects providing an update on the Markets Consolidation Programme.

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

The Committee received a report of the Town Clerk advising of one action taken under urgency procedures since the last meeting of the Committee, concerning a series of enabling projects associated with the relocation of the Museum of London.

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 no urgent items.

The meeting ended at 2.43 pm

Chairman

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RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Thursday, 14 March 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, 14 March 2019 at 12.00 pm

Present

Members:

Jeremy Mayhew (Deputy Chairman, in the Chair)	Deputy Joyce Nash
Sir Mark Boleat	Deputy Tom Sleigh
Deputy Keith Bottomley	Alderman William Russell
Deputy Jamie Ingham Clark	Sir Michael Snyder
Simon Duckworth	Deputy John Tomlinson
Marianne Fredericks	Alderman Sir David Wootton
Deputy Edward Lord	

In Attendance

Andrew McMurtrie
Jeremy Simons

Officers:

Caroline Al-Beyerty	- Deputy Chamberlain
Bob Roberts	- Director of Communications
Angela Roach	- Assistant Town Clerk
Emma Cunningham	- Town Clerk's Department
Simon Latham	- Town Clerk's Department
Gregory Moore	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Henry Colthurst, Christopher Hayward, and Deputy Catherine McGuinness.

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

There were none.

3. MINUTES

- a) The public minutes of the meeting of the Resource Allocation Sub-Committee held on 17 January 2019 were approved.
- b) The public minutes of the meeting of the Joint Meeting of the Resource Allocation Sub-Committee and the Efficiency & Performance Sub-Committee held on 17 January 2019 were noted.

4. **FUNDAMENTAL REVIEW: DESIGN PRINCIPLES AND GOVERNANCE**

The Committee considered a joint report of the Town Clerk and the Chamberlain which proposed a set of design principles for the forthcoming fundamental review process.

It was noted that the Policy & Resources Committee had already agreed to exclude from the scope of the fundamental review those major projects that had already been approved by the Court. The design principles would, therefore, need to be amended to reflect this.

Members stressed the importance of a framework being developed to help guide decisions, thereby ensuring that choices made were repeatable and consistent. It would be of particular importance to ensure that recommendations made to Members were explained fully, so that Members had clear options to choose from, a framework to guide both objective and subjective decision-making, and could determine allocations accordingly. Clear prioritisation criteria would also be essential.

It was also suggested that it might be helpful to include something on how the non-major capital projects would be approved, so that there was a differentiation between those which were to be funded by loans, those which were income-generating or had funding already allocated to them, or those which fell into neither category.

The question of Member involvement was discussed, with it noted that openness and transparency would be crucial in order to ensure buy-in across the Court and satisfy Members that a consistent and fair approach was being adopted. The Town Clerk suggested that a series of Workshops with Members, outside of the formal meeting process, might be the most effective way to achieve this, as many items would be cross-cutting in nature and highly detailed, so associated discussions might not fit well within the usual meeting structure.

Following discussion, it was agreed that authority should be delegated to the Town Clerk (in consultation with the Chairman and Deputy Chairman) to revise the principles in line with Members' comments, subject to them being circulated to the full Sub-Committee for comment prior to sign-off.

RESOLVED: That authority be delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to revise and agree the design principles for the fundamental review.

5. **PRIORITIES INVESTMENT POT (PIP) - BIDS FOR CONSIDERATION**

The Sub-Committee considered a joint report of the Town Clerk and Chamberlain setting out recommended bids to the Priorities Investment Pot (PIP). It was noted that this would be the last PIP report, as the Pot was not being renewed for the coming year.

RESOLVED: That approval be given to the following bids:

1. Markets & Consumer Protection – Responsible Business Strategy – Air Quality – £110,000
2. Town Clerk's - Artwork Acquisition (income protection/generation) – £14,000
3. Guildhall School – Online Digital Instrumental Teaching - £195,000
4. Community and Children Services -
 - 1) Dragon Café (Mental Health Group) – £80,000
 - 2) Social Worker and Systemic Practitioner – £15,000
 - 3) Education Services Company – £55,000
 - 4) Pilot Summer School Enrichment Programme - Social Mobility – £100,000
6. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

There were no questions.
7. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There was one urgent item:

2019/20 Revenue Resource Budget Requests

The Sub-Committee considered a report of the Chamberlain concerning the prioritisation of requests for revenue budget funding for 2019/20 for City Fund and City's Cash.

Members considered the various unavoidable contract costs set out, noting that there was little choice but to accept them at this point in time. In particular, some specific extenuating and explanatory factors involving the street cleansing contract were discussed. However, it was observed that there would be an opportunity on a regular basis to review service levels associated with this and other contracts, which would allow for the ability to adjust costs if required.

The Sub-Committee proceeded to review the various budget requests set out in Appendix 1. During a wide-ranging discussion, Members noted that a sizeable proportion of the bids had already been approved by the Policy and Resources Committee and, in some cases, associated activities had already taken place. Following discussion, it was agreed that it would be inadvisable to seek to unpick the individual approvals at this point in time. Further, it was noted that the forthcoming fundamental review would provide an opportunity to review all allocations for future years; approvals at this point would, therefore, constitute only a one-year commitment with an opportunity to review. However, it was noted that some decisions would need to be taken in the context of any political commitments already made in respect of longer-term funding.

A Member also commented on the Policy & Resources Committee's Contingency Fund, asking that consideration be given to increasing the size of

that fund moving forwards to allow the Committee greater flexibility in responding to emerging need.

RESOLVED: That Members:-

1. Accept bids of £5.2m for unavoidable contract costs as set out in the report, subject to evaluation as part of the fundamental review (£2.4m where funding has already been approved by Policy and Resources Committee; £1.5m for externally funded requests; and £2.2m for requests already agreed where funding has started already (totalling £11.3m), as set out in paragraph 8).
2. Agree the 2019/20 budget requests set out in the report for inclusion in the relevant base budget, detailed in appendix 1 and summarised in paragraph 9.
3. Approve the policy that no further base budget requests for 2019/20 will be approved unless there are exceptional circumstances.

8. **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.
9a – 9b	3
12	2 & 3

9. **NON-PUBLIC MINUTES**

- a) The non-public minutes of the meeting of the Resource Allocation Sub-Committee held on 17 January 2019 were approved.
- b) The non-public minutes of the joint meeting of the Resource Allocation and Efficiency and Performance Sub-Committees held on 17 January 2019 were noted.

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 of the Resource Allocation Sub-Committee held on 17 January 2019 were approved.

The meeting ended at 1.00 pm

Chairman

Contact Officer: Gregory Moore
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PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Friday, 22 March 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)
Deputy Jamie Ingham Clark (Deputy Chairman)
Randall Anderson
Nicholas Bensted-Smith
Karina Dostalova
Anne Fairweather

Marianne Fredericks
Christopher Hayward
Deputy Catherine McGuinness
Andrew McMurtrie
Deputy Philip Woodhouse

Officers:

Peter Lisley	- Assistant Town Clerk & Director of Major Projects
Rohit Paul	- Town Clerk's Department
Alistair MacLellan	- Town Clerk's Department
Janet Fortune	- Town Clerk's Department – Human Resources
Caroline Al-Beyerty	- Deputy Chamberlain
Chris Bell	- Chamberlain's Department – City Procurement
Natalie Evans	- Chamberlain's Department – City Procurement
Matt Gosden	- Chamberlain's Department – Information Technology
Jonathan Chapman	- Chamberlain's Department – Information Technology
Martin O'Regan	- City of London Police
Pauline Weaver	- City of London Police
David Drane	- City of London Police
Ola Obadara	- City Surveyor's Department
Zahur Khan	- Department of the Built Environment – City Transportation
Paul Monaghan	- Department of the Built Environment
Leah Coburn	- Department of the Built Environment
Albert Cheung	- Department of the Built Environment
Jon Wallace	- Department of the Built Environment
Paul Murtagh	- Department of Community and Children's Services
Sarah Greenwood	- Department of Community and Children's Services
Carol Boswarthack	- Department of Community and Children's Services
Colin Buttery	- Director of Open Spaces
Andy Barnard	- Superintendent of The Commons
Jo Hurst	- Open Spaces Department
Susan Williams	- Bursar, City of London Freeman's School
Darrell Lunt	- Barbican Centre
Jonathon Poyner	- Barbican Centre

1. **APOLOGIES**
Apologies were received from James Tumbridge.
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
There were no declarations.
3. **MINUTES**
RESOLVED, that the public minutes and non-public summary of the meeting held on 20 February 2019 be approved as a correct record.

Matters Arising

Project Management Academy Update

The Director of Human Resources was heard regarding the forthcoming roll-out of the Project Management Academy. Members welcomed the work undertaken to date on the academy and decided that it would be appropriate to delegated authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to approve the go-live date for costed-risk provision in projects to ensure that the process had undergone sufficient review and scrutiny ahead of roll-out. In response to a request, the Director of Human Resources agreed to share the proposed online project module(s) with Members.

RESOLVED, that delegated authority be granted to the Town Clerk in consultation with the Chairman and Deputy Chairman, to approve the go-live date for costed-risk provision in projects.

4. **PUBLIC ACTIONS**
Members considered a report of the Town Clerk regarding public actions arising from previous meetings and the following points were made.

10/2019/P – Member Training and Development

- The Town Clerk noted that the planned email had been drafted and would be issued once the roll-out of costed-risk allocation had been agreed.

11/2019/P – Cost Advice regarding Gateway 2 Queen's Park Sandpit Refurbishment

- The City Surveyor confirmed that a review of cost advice had been conducted. In response to a question, she confirmed that £37k was a realistic costing for a living wall solution. Members agreed that this action could be closed.

15/2019/P – Wanstead Flats Gateway Report

- The Director of Open Spaces noted that he would provide a written update to Members regarding the progress of this project by the end of March 2019.

RESOLVED, that the report be received.

5. **GATEWAY APPROVAL PROCESS**
RESOLVED, that the Gateway Approval Process be received.

6. GATEWAY 3 ISSUE - BEECH STREET: TRANSPORT AND PUBLIC REALM IMPROVEMENTS

Members considered a Gateway 3 Issue report regarding Beech Street: Transport and Public Realm Improvements and the following points were made.

- A Member noted that this project would make a positive contribution to improving air quality in the City and he hoped the City would, in time, close Beech Street to traffic in both directions. He noted that he had discussed the proposal, in his capacity as Chairman of the Planning and Transportation Committee, with his counterpart at the London Borough of Islington, and the Deputy Mayor for Transport at the Greater London Authority.

RESOLVED, that Members

- Note the resolutions from the previous Committee meetings (September 2018) tasking officers with investigating the feasibility of an eastbound and westbound closure, as well as exploring the option of introducing Ultra-Low Emission Vehicle (ULEV) restrictions along Beech Street and investigating options to accelerating the project;
- Note the progress and findings to date;
- Note the next steps, programme, key project risks & opportunities.
- Approve an increase in the scope of the project to investigate the feasibility of a two-way closure of Beech Street (both interim and long-term proposals)
- Approve the Project Objectives.

7. GATEWAY 2 ISSUE - WALBROOK WHARF REPLACEMENT ROOF REPORT

Members considered a Gateway 1/2 Issue report of the City Surveyor regarding the Walbrook Wharf Replacement Roof Project and the following points were made.

- The Chairman noted that the project would be submitted to the Resource Allocation Sub (Policy and Resources) Committee in due course. He added that past practice had meant Projects Sub-Committee often considered projects that had not yet been allocated funding, and issue that Members would need to be mindful of going forward.
- In response to a question, the City Surveyor confirmed that the City had requested a 20-year warranty for the roof from the contractor.

RESOLVED, that Members

- Approve an additional £39K for consultant and statutory fees and staff costs up to the next Project Gateway.
- Approve the project to proceed to a Gateway 3-5 report at the next stage of the project (Options appraisal and Authority to start work).
- Note the change in programme dates for an earlier completion.
- Note change in phased works; 2 phases condensed to 1 phase.
- Note the costed Risk Register.

8. **GATEWAY 2 - WANSTEAD PARK PONDS PROJECT**

Members considered a Gateway 2 report of the Director of Open Spaces regarding the Wanstead Park Ponds Project and the following points were made.

- The Chairman noted that a procurement waiver would likely be sought for the project. The Chamberlain confirmed that City Procurement was content with this approach provided existing City Procurement processes were followed.
- In response to a question, the Director of the Built Environment noted that he had challenged some elements of the Environment Agency survey, which was a high-level document.

RESOLVED, that Members

- Delegate authority to the Town Clerk in consultation with the Chairman and Deputy Chairman to consider any procurement waiver arising during the Wanstead Park Ponds Project.
- approve the project proposal to progress to Gateway 3 (Complex).
- approve the budget of £150 000 to get to Gateway 3 (Complex).

9. **GATEWAY 1/2/3/4 - CITY OF LONDON FREEMEN'S SCHOOL: IT MANAGED INFRASTRUCTURE SERVICE**

Members considered a report of the Headmaster of the City of London Freeman's School regarding IT Managed Infrastructure Service and the following points were made.

- The Bursar noted that the School was currently behind the curve in terms of IT infrastructure and that the project aimed to resolve this issue.
- A Member commented that he had been impressed with the pace of the joint-working between the City of London Freeman's School and the City of London Corporation. The Bursar noted that the School would be pleased to share its experience of the project process with the wider Family of City Schools.

RESOLVED, that Members

- Approve progression of the project to Gateway 5.
- Approve recommended option 1 (procured managed infrastructure service through the CSS DfE educational IT services framework agreement).
- Note total estimated cost of project of £530,000 over 5 years, all funded from City of London Freeman's school fees.

10. **GATEWAY 1/2/3/4/5 - PROVISION OF STAFF WELFARE FACILITIES AT CHINGFORD GOLF COURSE, EPPING FOREST**

Members considered a combined Gateway 1/2/3/4/5 report of the Director of Open Spaces regarding the provision of staff welfare facilities at Chingford Golf Course, Epping Forest and the following points were made.

- The Director of Open Spaces noted that officers were reviewing the potential for collaboration with Orion Harriers to deliver the welfare facilities. The project would be financed using revenue funding.
- The Chairman noted that the original project specification had been revised down.
- In response to a question, the Director of Open Spaces confirmed that a solution akin to a shipping container had been considered but planning advice had stated that such a solution would only be permissible for three years.

RESOLVED, that Members

- Approve the Project for progression to Gateway 6.
- Approve Option 1 (construction of permanent welfare facilities).
- Approve a budget of £156k to end of project.
- Note the total project budget of £156k.

11. GATEWAY 3/4 - LIBRARY SELF SERVICE KIOSKS

Members considered a Gateway 3/4 report of the Director of Community and Children's Services regarding Library Self-Service Kiosks and the following points were made.

- The Chairman noted that this was a project that would be subject to allocation of funding by the Resource Allocation Sub (Policy and Resources) Committee.
- In response to a request, the Town Clerk agreed to submit the report to the Digital Services Sub (Finance) Committee for information.

RESOLVED, that Members

- approve Option 2 to source a new system, for proceeding to procurement and Gateway 4a;
- approve the total estimated cost of £120,000;
- approve request for additional Capital budget of £70,000 to proceed to procurement and reach the next Gateway.

12. GATEWAY 2 - PROVISION OF CAR PARK CHARGING INFRASTRUCTURE AT BURNHAM BEECHES, RIDDLEDOWN AND FARTHING DOWNS

Members considered a Gateway 2 report of the Director of Open Spaces regarding the provision of car park charging infrastructure at Burnham Beeches, Riddlesdown and Farthing Downs and the following points were made.

- A Member noted that the Open Spaces Department had the option within the proposed contract to roll-out the proposed car parking charging infrastructure across further sites.
- Members agreed that it would be appropriate to consider this project in a wider context of fees and charges applied by the City of London Corporation, and requested that the Town Clerk bring forward a report to the Digital Services Sub (Finance) Committee.

RESOLVED, that Members

- Approve the project proposal to progress to Gateway 5.
- Approve a budget of £5000 to get to Gateway 5.
- Note the total estimated project cost of £130,000

13. GATEWAY 2 - EV CHARGE POINTS FOR TRANSITION TO A ZERO-EMISSION FLEET

Members considered a Gateway 2 report of the Chamberlain regarding Electric Vehicle Charge Points for transition to a zero-emission fleet and the following points were made.

- The Chairman noted that this was a project that would require funding approval from the Resource Allocation Sub (Policy and Resources) Committee. Moreover, the City of London Police vehicle fleet was outside the project scope.
- In response to a question from a Member, the Chamberlain clarified that the charging facilities approved for Walbrook Wharf were rapid-charging facilities for larger vehicles. In the context of this project, officers were reviewing lessons learned from the Barbican Centre. An over-arching electric vehicle charging point contract would soon be obsolete given the speed at which electric charging technology was advancing.
- The Chamberlain added that he was confident the project proposal before Members represented value for money and was a key element of the City of London Corporation's response to London's Ultra-Low Emission Zone (ULEZ).

RESOLVED, that Members,

- Approve progression to Gateway 4a.
- Approve £5000 budget to get to Gateway 4a (internal staff costs).
- Note the total estimated cost of the project £157,500

14. GATEWAY 5 PROGRESS - CROSSRAIL REINSTATEMENT PROJECTS - UPDATE REPORT

Members considered a Gateway 5 Issue report of the Director of the Built Environment regarding Crossrail Reinstatement Projects. In response to a question, the Director of the Built Environment replied that Crossrail would pay for reinstatement at sites it was handing back to the City of London Corporation.

RESOLVED, that Members,

- note the current position with regards to the Highway reinstatement projects at each of the Crossrail Ticket Halls; and
- authorise the inclusion of the fabrication and delivery of two pieces of public art into the existing projects at Liverpool Street and Moorgate, subject to the release of funds being approved by the Town Clerk in conjunction with the Chairman of the Policy and Resources Committee.

15. GATEWAY 5 - PETTICOAT TOWER FIRE DOORS

Members considered a Gateway 5 report of the Director of Community and Children's Services regarding Petticoat Tower Fire Doors. The Director of Community and Children's Services noted that the contract for the project had now been signed, and that there had been some issues around supply and demand of project materials.

RESOLVED, that Members,

- Appoint Vento to carry out the project works
- Approve the works budget of £274,268.09
- Approve an additional budget of £20,570.11 to cover staff costs
- Approve fees of £2,000 (building regulations application)
- Note the expenditure to date of £1,590
- Note the new overall project cost (Inc. expenditure to date) of £298,428.20

16. RISK REVIEW(S)

Members considered two risk review reports.

16.1 Finsbury Circus Garden Reinstatement

Members considered a Gateway 3 Issues report of the City Surveyor regarding Finsbury Circus Garden Reinstatement and the following points were made.

- The City Surveyor noted that the project was delayed due to two tandem issues – the primary issue being the fact that the Crossrail commencement date had been delayed until at least 2020. The secondary issue was around issues between the City and its appointed design team, which were being managed in parallel with the Crossrail delay.
- In response to a comment from a Member, the Town Clerk agreed to amend the risk report template to include the headline reason(s) for the project being the subject of a risk review.
- Members expressed surprise that, even though the headline date of Crossrail opening had been delayed, some Crossrail sites where substantive works had been completed were not deemed suitable for handover to their original owners.
- In response to comments from Members, the Town Clerk agreed to provide a report back to the Sub-Committee regarding the number of City projects that had Crossrail dependencies and the impact that the delay of Crossrail opening was having on those projects.

RESOLVED, that the report be received.

16.2 Housing delivery programme - Provision of Social Housing on the Sydenham Hill Estate, Lewisham, SE26 6ND

Members considered a Gateway 3 Issue report of the City Surveyor regarding the Housing Delivery Programme – Provision of Social Housing on the Sydenham Hill Estate, Lewisham, SE26 6ND. The City Surveyor advised that the project risk had increased as project costs were higher than had been predicted at Gateway 3, and that she would advise Members outside of the meeting when to expect a further project report to the Sub-Committee.

RESOLVED, that the report be received.

17. **CORPORATE RISK REGISTER - UPDATE (ACTION AND KNOW FRAUD)**
Members considered a report of the Chamberlain regarding the Corporate Risk Register. Members noted that the report's non-public appendices would be considered at Item 24 (d) and (e).

RESOLVED, that the report be received.

18. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
There were no questions.

19. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There was one item of urgent business.

19.1 **Gateway 3/4 - Barbican Estate Redecoration Programme 2020-2025**

Members considered a Gateway 3/4 report of the Director of Community and Children's Services regarding the Barbican Estate Redecoration Programme 2020-2025. A Member commented that the project had the potential to provide employment opportunities for users of the City YMCA in Fann Street.

RESOLVED, that Members

- Approve Option 2 (Procure Single Contractor) for proceeding to Procurement and Gateway 5.
- Approve that the project scope is expanded to include the internal redecoration of those six blocks removed from the expiring redecoration contract due to the ongoing uncertainty regarding the need to replace internal fire doors.
- Note the estimated total project budget of £3,037,500 - £3,375,000.
- Approve an additional budget of £3,000 to reach Gateway 5.

20. **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.

21. **NON-PUBLIC MINUTES**
RESOLVED, that the non-public minutes of the meeting held on 20 February 2019 be approved as a correct record.

22. **NON-PUBLIC ACTIONS**
Members considered a report of the Town Clerk regarding non-public outstanding actions.

23. **PORTFOLIO OVERVIEW**
Members considered a report of the Town Clerk regarding a Portfolio Overview.

24. **RISK REVIEW(S)**
Members considered a number of Risk Review reports.

24.1 Concrete repairs to Cullum Welch House

Members considered a risk review report regarding concrete repairs to Cullum Welch House.

24.2 HR Integrated Time Management and e-Expenses Project

Members considered a risk review report of the Commissioner of Police regarding a HR Integrated Time Management and e-Expenses Project.

24.3 Action and Know Fraud Replacement

Members considered a risk review report of the Commissioner of Police regarding the Action and Know Fraud Replacement.

24.4 Item 17 - Appendix 1 - Action Fraud Risk

Members considered a non-public appendix accompanying Item 17 (Corporate Risk Register – Update (Action and Know Fraud)).

24.5 Item 17 - Appendix 2 - Action Fraud Risk

Members considered a non-public appendix accompanying Item 17 (Corporate Risk Register – Update (Action and Know Fraud)).

25. GATEWAY 5 - CITY OF LONDON POLICE IP TELEPHONY AND CALL RECORDING UPGRADE

Members considered a Gateway 5 report of the Commissioner regarding a City of London Police IP Telephony and Call Recording Upgrade.

26. REQUEST FOR DELEGATED AUTHORITY - VACATION OF WALBROOK WHARF REPORT

Members considered a report of the City Surveyor regarding a request for delegated authority for the vacation of Walbrook Wharf.

27. REQUEST FOR DELEGATED AUTHORITY - TRANSITION TO A ZERO EMISSION FLEET

Members considered a report of the Chamberlain regarding a request for delegated authority for the Transition to a Zero Emission Fleet.

28. GATEWAY 2 - THE BARBICAN CENTRE, FIRE RECTIFICATION WORKS - FIRE SIGNAGE

Members considered a Gateway 2 report of the Managing Director, Barbican Centre regarding Fire Rectification Works – Fire Signage.

29. GATEWAY 2 - THE BARBICAN CENTRE, FIRE RECTIFICATION WORKS - SPRINKLER SYSTEMS

Members considered a Gateway 2 report of the Managing Director, Barbican Centre regarding Fire Rectification Works – Sprinkler Systems.

30. GATEWAY 3 ISSUE - HOLLOWAY ESTATE, ISLINGTON ARTS FACTORY (IAF)

Members considered a Gateway 3 Issue report of the Director of Community and Children's Services regarding the Holloway Estate, Islington Arts Factory.

31. **GATEWAY 3/4 - CITY OF LONDON SCHOOL SUMMER REVENUE WORKS**
Members considered a Gateway 3/4 report of the City Surveyor regarding City of London School Summer Revenue Works.
32. **GATEWAY 3/4 - CITY OF LONDON FREEMEN'S SCHOOL SUMMER REVENUE WORKS**
Members considered a Gateway 3/4 report of the City Surveyor regarding City of London Freeman's School Summer Revenue Works.
33. **GATEWAY 3/4 - CITY OF LONDON SCHOOL FOR GIRLS SUMMER REVENUE WORKS**
Members considered a Gateway 3/4 report of the City Surveyor regarding City of London School for Girls Summer Revenue Works.
34. **GATEWAY 5 ISSUE - GREAT ARTHUR HOUSE**
Members considered a Gateway 5 Issue report of the City Surveyor regarding Great Arthur House.
35. **GATEWAY 5 ISSUE - GUILDHALL WEST WING – PROVISION OF UPGRADED LAVATORIES AND CLOAKROOM FACILITIES FOR MEMBERS AND GUILDHALL GUESTS**
Members considered a Gateway 5 Issue report of the City Surveyor regarding Guildhall West Wing – Provision of Upgraded Lavatories and Cloakroom Facilities for Members and Guildhall Guests.
36. **GATEWAY 4 - BRIDGE HOUSE ESTATES - CANDLEWICK HOUSE, 116-126 CANNON STREET, LONDON, EC4**
Members considered a Gateway 4 report of the City Surveyor regarding Bridge House Estates – Candlewick House, 116-126 Cannon Street, London, EC4.
37. **REPORT ON ACTION TAKEN**
Members considered a report of the Town Clerk regarding action taken since the last meeting.
38. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
There were no questions.
39. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB-COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were four items of urgent business that Members agreed should be considered whilst the public were excluded.
- 39.1 **Non-Compliant Waiver Report (Rule 25 Procurement Code) - Poor Operational Planning Waiver - AV Equipment**

Members considered a report of the Managing Director, Barbican Centre regarding a non-compliant waiver (Rule 25 Procurement Code) concerning a poor operational planning waiver – AV equipment.

The meeting closed at 12.50 pm

Chairman

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

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

Thursday, 7 March 2019

Minutes of the meeting of the Public Relations and Economic Development Sub (Policy & Resources) Committee held at the Guildhall EC2 at 10.00 am

Present

Members:

Deputy Catherine McGuinness (Chairman)	Jeremy Mayhew
Deputy Keith Bottomley	Alderman William Russell
Tijs Broeke	Deputy Tom Sleigh
Deputy Edward Lord	James Tumbridge
Andrew Mayer	Alderman Sir David Wootton

In attendance:

Karina Dostalova
Alderman Prem Goyal

Officers:

John Barradell	- Town Clerk & Chief Executive
Paul Double	- Remembrancer
Nigel Lefton	- Remembrancer's
Damian Nussbaum	- Economic Development Office
Giles French	- Economic Development Office
Bob Roberts	- Communications
Eugenie de Naurois	- Communications
Sanjay Odedra	- Communications
Sam Hutchings	- Communications
Carolyn Dwyer	- Department of Built Environment
Ian Hughes	- Department of Built Environment
Vic Annells	- Mansion House & Central Criminal Court
Emma Cunningham	- Town Clerk's

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Simon Duckworth, Sir Mark Boleat, The Rt. Hon the Lord Mayor Alderman Peter Estlin, Anne Fairweather, Sophie Fernandes and Christopher Hayward and Jamie Ingham Clark.

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

There were no declarations of interest.

3. **MINUTES**

RESOLVED – That the public minutes and summary of the meeting held on Tuesday 5 February 2019 be approved as a correct record.

The Policy Chair highlighted the social media training that would directly follow the meeting. Members noted that the City Corporation's LinkedIn account was being developed further to be more effective.

4. **OUTSTANDING ACTIONS**

Members received an outstanding actions report of the Town Clerk.

RESOLVED, that:

- The report be noted.

5. **EDO MONTHLY UPDATE**

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

The Policy Chair announced to Members that the new Managing Director of Brussels Office, Nick Collier, officially started in his role earlier that week and that he would be speaking to Members at the Away Day and at a Member breakfast.

In addition, the Director of Economic Development highlighted the research '*Locate, create and innovate: London in a changing world*' that the City Corporation had undertaken in partnership with the City Property Association, and that would be promoted at the MIPIM property conference next month.

A Member raised the issue of collecting Members' interests and expertise to ensure that Members were deployed appropriately and effectively for the City Corporation. The Policy Chair confirmed that work was being undertaken to look at better ways of capturing Members' interests and skills and involving them.

RESOLVED, that:

- The progress of the EDO workstreams be noted.

6. **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 engagements.

The Policy Chair and officers confirmed that this Sub-Committee received regular updates from the Remembrancer's Office on the 'meaningful vote' timings in Parliament.

A Member reported that she had attended a lunch with MPs at the Old Bailey that week, where those particular individuals had not been aware of what the City Corporation did. The Policy Chair noted this and explained that

engagement with MPs was being undertaken extensively but that there was perhaps further work needed to identify which MPs we should engage with first.

RESOLVED, that:

- The report be noted.

7. CORPORATE AFFAIRS MONTHLY 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.

A Member asked for clarification on when Members passes would be booked for party conferences as the 'early bird' rate was only available for a limited time. Members heard how their passes would be booked after the Policy & Resources Committee meeting in April, once relevant appointments had been made, and co-opted Members after the May meeting of this Sub-Committee.

The Policy Chair requested that if Members were speaking with ministers in a personal capacity, that it is made clear that it is a personal engagement rather than an official meeting with the City of London Corporation. Members specifically discussed a ward event that the Economic Secretary to the Treasury had been invited to that morning. The Policy Chair took the opportunity to pay tribute to the Economic Secretary to the Treasury to his positive and ongoing engagement with the City Corporation.

A Member requested that quarterly reports against progress against departmental business plans be produced as well as more general updates.

RESOLVED, that:

- The report be noted.

8. RECOMMENDATIONS FOR 2019 PARTY CONFERENCES

The Sub-Committee considered a report of the Director of Communications concerning the top-line proposals for the 2019 party conference (Liberal Democrat, Labour, Conservative and SNP) season.

Members requested that they be usefully deployed across different events at party conferences on behalf of the City Corporation.

RESOLVED, that:

- The City Corporation continue to host events at the Liberal Democrat, Labour, Conservative and SNP party conferences;
- A set number of events tailored to each party conference, outlined below, be organised:

Liberal Democrat Party Conference, 14-17 September 2019, Bournemouth

- A City Corporation-hosted private roundtable in partnership with a think-tank, covering a policy area of relevance to the City Corporation.

- A City Corporation-hosted sit-down dinner of approximately 50 attendees with a select and focused guest list from the business, political and policy related sectors.

Labour Party Conference, 22-25 September 2019, Brighton

- A City Corporation-hosted private roundtable in partnership with a think-tank, covering a policy area of relevance to the City Corporation.
- A City Corporation-hosted sit-down dinner of approximately 65 attendees with a select and focused guest list from the business, political and policy related sectors.
- A partnership be explored with UK Finance for the sit-down dinner, as was the case in 2018.

Conservative Party Conference, 29 September – 2 October, Manchester

- A City Corporation-hosted private roundtable in partnership with a think-tank, covering a policy area of relevance to the City Corporation.
- A City Corporation-hosted sit-down dinner of approximately 100 attendees with a select and focused guest list from the business, political and policy related sectors.
- A partnership be explored with UK Finance for the sit-down dinner, as was the case in 2018.

Scottish National Party Conference

- A City Corporation-hosted private roundtable in partnership with an organisation.
- Bilateral meetings for the Chair of Policy and Resources.

9. LORD MAYOR'S SHOW 2019

The Sub-Committee received a joint report of the Town Clerk & the Director of the Built Environment concerning the Lord Mayor's Show.

RESOLVED, that:

- The report be noted.

10. ENHANCING SPORT ENGAGEMENT - PROGRESS UPDATE

The Sub-Committee received a report of the Director of Communications updating Members on progress being made in taking forward the City Corporation's new approach towards sport engagement.

The Director of Communications introduced the report and highlighted that the first event under the sports engagement work was the Cricket World Cup taking place in mid-March.

Members also heard how quarterly meetings were taking place with London & Partners and the Greater London Authority on the sports engagement work, with their interest particularly peaked in events supporting league sports from the US.

A Member reminded the Sub Committee of its request to encourage an assessment matrix as an important tool of prioritisation. The Director of

Communications updated Members that once the postholder was in role, this would be a task they would do. Members also heard it had been agreed that the Corporate Affairs team would remain responsible for this work.

Members discussed the power of sport to improve lives and encouraged officers to think more about the work that was being undertaken through open spaces, e.g. promoting youth teams. There was some discussion of the different pillars within sports engagement work such as community engagement, education and PR/networking. Additionally, a Member mooted the idea of a set of Freedoms being offered to volunteers across London boroughs who volunteer to encourage sport across the capital.

A Member noted that it was important for the sports engagement work to reflect the diversity aims of the City Corporation when planning support for major sport events.

It was also discussed on how important it was to support the London Youth Games as part of this work.

Additionally, Members asked for other committees, such as Open Spaces Committee and Community & Children's Services Committee, to receive updates on this work too.

RESOLVED, that:

- The report be noted and that the contents of the report be endorsed;
- Future updates be shared with Open Spaces Committee and Community and Children's Services Committee for information.

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

There were no questions.

12. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

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

Paragraph

3

14. NON-PUBLIC MINUTES

The non-public minutes and summary of the meeting held on Tuesday 5 February 2019 were approved.

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

A question was raised in respect of the following –

- Withdrawal (EU) Bill and the mechanism of extending it.

16. 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 10.44 am

Chairman

Contact Officer: Emma Cunnington
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TO: **POLICY AND RESOURCES COMMITTEE**

11 April 2019

FROM: **HAMPSTEAD HEATH, HIGHGATE WOOD &
QUEEN'S PARK COMMITTEE**

16 January 2019

SPORTS ENGAGEMENT

Members were advised that sports engagement had previously been managed by the Communications Team, but that this was now under Corporate Affairs and they were recruiting a full time Sports Engagement Officer. The Chairman stated that the Chairmen of a number of Committees incorporating sports engagement were concerned by the new structure which did not account for community sports engagement, health and wellbeing, etc, and a draft resolution had been prepared by the Chairmen with five pillars identified for consideration to go to the Policy & Resources Committee to bring in all work across the City and its Open Spaces.

It was noted that the proposed resolution was discussed at the Epping Forest & Commons Committee on 11 March 2019 and the Education Board, Children & Community Services Committee, Open Spaces & City Gardens and Epping Forest Committees were all aware of the resolution.

The Chairman proposed that the Committee send a resolution on this matter to the Policy & Resources Committee which would be followed by resolutions of other relevant Committees. Members agreed that sports effected the community on all levels from the grassroots up and were unanimously supportive of this action.

RESOLVED – That a resolution be made to the Policy & Resources Committee requesting involvement in the decision-making process regarding sports engagement in conjunction with other relevant Committees, as follows:

“Noting the creation of a new Sports Engagement Strategy, we are aware that the PRED sub-committee have resolved to recruit a full time Sports Engagement Officer. We, as the Chairmen of interested committees, would like to have a part in the decision-making process regarding the growth and implementation of the strategy, prioritisation of effort, and where funds are allocated. We feel that the committees that are responsible for sport (in its widest sense) should be involved in the overall process and have an involvement in the decision-making on the strategy.

We believe there are five pillars to the City's engagement with sport to be considered:

1. Open spaces, involving the community and local sports clubs
2. Education with the City of London Schools (independent schools and the academy chain), which often provide facilities for the local community
3. Promoting health and wellbeing across the boroughs and London-wide through facilities at our open spaces and through our Community & Children's services
4. National and regional sports events promotion
5. Soft benefits of Sports Business Networking where the business community are engaged (in particular sponsorships)

Our open spaces have worked extensively in sports partnerships with groups such as the Sports Lottery Fund, FA, The Football Foundation and the LTA, and would like to see the strategy encompass building on and strengthening these partnerships also.”

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Committee(s): Resource Allocation Sub-Committee – For decision Policy and Resources Committee – For decision	Date(s): 8 April 2019 11 April 2019
Subject: Capital Funding – Interim Revised Prioritisation and Project Funding Update	Public
Report of: The Chamberlain	For Decision
Report author: Caroline Al-Beyerty, Deputy Chamberlain	

Summary

Whilst the City Corporation is able to fund the projects (major and second-tier) that are currently in flight during 2019/20, resources are significantly constrained beyond next year. At the Finance Committee and Policy and Resources Committee meetings in February 2019 Members agreed to hold a special meeting of Resource Allocation Sub Committee to scrutinise the capital funding bids and prioritise central resources. Members agreed the following additional interim criteria which have been used to prioritise the capital funding bids:

- a. A hold on gateway 5 approvals in the project procedure and all new projects pending the review. Resource Allocation Sub-Committee could defer projects that are not critical for 1 year; and only
- b. Approve essential schemes that:
 - i. Address a risk on the corporate risk register, and
 - ii. Have a sound business case that clearly demonstrates the negative impact of deferring the scheme, i.e. penalty costs or loss of income, where these are material (if any schemes are deferred, cancelled or scope reduced there will inevitably be some abortive costs).

This prioritisation process needs to align with the priorities identified from the fundamental review of revenue budgets. However, the consequent criteria will take time to formulate and the need for prioritisation is immediate.

Only schemes funded from central resources are within scope of this exercise. Current capital schemes have a total central funding requirement of £429m. The following table summarises how these schemes have been categorised and the result of the prioritisation exercise:

Table 1: Summary of Current Funding Bids	City Fund £000	City's Cash £000	Total £000
Bids fulfilling interim prioritisation criteria	11,215	5,936	17,151
Other bids for member consideration	20,101	8,181	28,282
Internal Loans and Payback Bids	2,300	21,939	24,239
Bids relating to Major Projects	19,000	-	19,000
Deferred/Pipeline Bids	162,827	177,072	339,899
	215,443	213,128	428,571

As a result of the prioritisation exercise it is proposed that schemes with a value of £340m are deferred for consideration in the fundamental review and schemes with a value of £89m are considered for continuation. An annual capital bid process should be introduced to set the budget from 2020/21 and inform the Medium-Term Financial Strategy against the revised prioritisation criteria.

Recommendations

Members are asked to:

- Approve the prioritisation of new capital projects in 2019/20 in accordance with the criteria in paragraph 6 and 7 and confirm any additional interim criteria to be applied pending the fundamental review (paragraph 18).
- Consider the schemes in paragraph 13 (Tables 2 - 4 and Appendices 1 – 4) for release from hold to continue through the Gateway procedure, with a combined value of £89m should they all be approved.
- Consider approving now £23.622m of funding for schemes detailed in Appendix 6 as follows:
 - internal loan funding with:
 - payback periods of 5 years or less of up to £3m; and
 - payback periods of more than 5 years of up to £18.818mto be allocated from the reserves of City Fund and City's Cash, subject to other relevant approvals including gateways and Court of Common Council. Each scheme will be considered under its own merits.
 - funding of up to £1.804m for the other bids be drawn from the unallocated balances remaining in the 2018/19 City Fund and City's Cash provisions for new schemes.
- Defer the approval of funding for schemes identified in Appendix 5A and 5B with a current value of £340m pending the fundamental review of services.
- Note that the unallocated balances remaining in the 2018/19 annual provisions for new schemes will be returned to the centre.
- Approve the introduction of an annual capital bid process to ensure that proposed new schemes are affordable and properly prioritised against criteria developed to reflect the new corporate model.

Main Report

Background

1. The City Corporation has a significant programme of major projects together with property investments and works to improve the operational property estate and the public realm. Spending on these types of activity is classified as capital expenditure.
2. The "Supplementary Revenue Projects" (SRP) classification was created to cover project expenditure controlled in the same way as capital projects that does not meet the accounting definition of capital expenditure, e.g. does not produce an

asset, such as preliminary project costs for feasibility and option appraisal. The relevant expenditure and income on such projects is posted to revenue accounts, rather than capitalised at year end.

3. The City Fund, City's Cash and Bridge House Estates capital and supplementary revenue project budgets were approved by the Court of Common Council in March 2019. They include only those budgets which are approved to spend in accordance with the corporate project procedures.
4. The current capital and SRP programme has not required the City Corporation to enter into external borrowing to fund projects, being able to fund projects from internal resources or external funding. With the inclusion of the Major Projects, the City Corporation will need to take on external borrowing on both City Fund and City's Cash. There are also a significant number of pipeline projects for which funding has yet to be determined. Such projects would previously have been funded from reserve balances of the relevant City Corporation Fund.
5. In light of the scale of potential capital requirements, which exceed available resources, in terms of both funding and officer capacity, Members agreed it will be essential to prioritise effectively which capital and SRP projects should progress. Funding will need to be allocated in a measured way, by applying a process of prioritisation that ensures the right schemes are progressed in order to meet corporate objectives.
6. In June 2012, the Policy and Resources Committee agreed only projects that are considered essential and which fit within the following categories may be approved at Gateways 1-4 of the Project Procedure, until further notice:
 - 1) Health and safety compliance
 - 2) Statutory compliance
 - 3) Fully/substantially reimbursable
 - 4) Spend-to-save or income- generating, generally with a short payback period (as a rule of thumb within 5 years)

In addition, under exceptional circumstances, other projects considered to be a priority by the Resource Allocation Sub-Committee will be allowed to proceed.

In December 2017, the Policy and Resources Committee agreed the addition of a further eligible essential category:

7c) Major renewals of income generating assets.

7. In addition, in March 2019, the Policy and Resources Committee agreed that only projects that are considered essential and which meet the interim prioritisation criteria should be allocated funding. The agreed criteria are:
 - a. A hold on gateway 5 approvals in the project procedure and all new projects pending the review. Resource Allocation Sub-Committee could defer projects that are not critical for 1 year; and only
 - b. Approve essential schemes that:
 - i. Address a risk on the corporate risk register, and

- ii. Have a sound business case that clearly demonstrates the negative impact of deferring the scheme, i.e. penalty costs or loss of income, where these are material (if any schemes are deferred, cancelled or scope reduced there will inevitably be some abortive costs).
- 8. The scope of the interim review relates only to schemes funded from central sources, which include the provisions for new schemes, On Street Parking Reserve, Community Infrastructure Levy (CIL), flexible external contributions and additional allocations from the general reserves of City Fund or City's Cash. This means that projects funded from most ring-fenced funds, such as the Housing Revenue Account, Designated Sales Pools and Cyclical Works Programmes are excluded, together with schemes wholly funded from external grants, and tenant / developer contributions e.g. under S278 agreements and most S106 deposits.

Current Position

- 9. The majority of projects working their way through the early gateways are generally funded either from internal existing local risk budgets and ring-fenced sources such as the City Surveyor's Designated Sales Pools or from external sources such as Section 106 deposits and Government/Transport for London grants which are restricted for specific purposes.
- 10. Ad hoc funding for small one-off schemes is through the £3m annual provisions for new schemes and therefore the need for a more robust prioritisation process applies in particular to focus on larger value requests (>£1m) which cannot generally be accommodated within the annual provisions.
- 11. A prioritisation exercise has been completed by officers to assess the unfunded pipeline capitals schemes that have not yet reached Gateway 5. Departments have provided commentary against the prioritisation criteria and added further unfunded pipeline schemes that had not been identified during the budget setting process earlier in the year.
- 12. The process followed by officers to assess the schemes was as follows:
 - a. Bids for loan funding/payback schemes were identified first. (NB many of these do not meet the prioritisation criteria).
 - b. All remaining bids were then assessed against the prioritisation criteria.
 - c. A second sift of schemes was undertaken to identify those which may be recommended.
 - d. Schemes which are direct dependencies for the confirmed Major Projects were separately identified.
 - e. The remaining schemes are recommended for deferral pending the outcome of the fundamental review.
- 13. This has resulted in schemes being categorised into the following groups. Members are asked to consider releasing these schemes from being on hold and allow them to progress through the gateway process. Where funding is required to enable projects to progress now (or pending an imminent decision from Resource Allocation Sub-Committee), this is shown against each bid.

- a. Funding bids which fulfil the prioritisation criteria and are recommended for approval (Appendix 1)

Bid Number	Table 2: Schemes fulfilling prioritisation criteria (Appendix 1)	City Fund £000	City's Cash £000	Total £000	Of which Funding required now £000	Of which Funding Previously Approved £000
Q1	Hostile Vehicle Mitigation Security Programme	3,615	-	3,615	-	-
Q2	Bank on Safety (residual to complete interim scheme)	400	-	400	-	-
Q3	Security Enhancements CoL Buildings	7,200	2,800	10,000	-	7,000
Q4	Baldwins & Birch Hall Park Ponds (Epping)	-	2,500	2,500	-	-
Q5	Guildhall School Fire Alarm Renewal (Silk St & John Hosier Annex)	-	636	636	-	636
		11,215	5,936	17,151	-	7,636

- b. Funding bids that require Member consideration (Appendix 2)

Bid Number	Table 3: Other Bids for Member Consideration (Appendix 2)	City Fund £000	City's Cash £000	Total £000	Of which Funding required now £000	Of which Funding Previously Approved £000
<u>Replacement of Critical End of Life Assets/significant service implications</u>						
C1	Library Self Service Kiosks	70	-	70	70	-
C2	Cremator Replacement & Mercury Abatement	1,070	-	1,070	1,070	-
C3	Planning & Regulatory Services Casework Management System	496	-	496	-	496
C4	Guildhall Event Chairs	-	454	454	-	454
C5	Corporate IT service contract - Outsourcing Transition and Migration	-	1,200	1,200	100	-
<u>Police Projects</u>						
C6	Police IT Modernisation (Office 365, Desktop refresh)	4,630	-	4,630	365	-
C7	Police Digital Interview Recording Solution	363	-	363	-	-
C8	Police Airwave Radio (Tetra) replacement	1,250	-	1,250	-	-
C9	Police Intranet/SharePoint	250	-	250	-	-
<u>Policy Implementation</u>						
C10	Beech Street Tunnel Transport and Public Realm	11,355	-	11,355	-	-
C11	Electric Vehicle charging points for transition to a zero emission fleet	83	75	158	158	-
C12	Electric Charging Points at Walbrook Wharf (including new electrical supply)	-	3,395	3,395	-	-
C13	City Mental Health Centre (Funded through CIL)	493	-	493	-	493
<u>Reputational schemes</u>						
C14	St Lawrence Jewry Church	-	3,057	3,057	-	1,915
C15	Guildhall West Wing Provision of upgraded lavatories and cloakroom facilities for members and Guildhall Guests (top-up funding)	41	-	41	41	-
		20,101	8,181	28,282	1,804	3,358

- c. Funding bids which require internal loans or have a payback period that require Member consideration (Appendix 3)

Bid Number	Table 4: Bids for Internal Loans/ Payback (Appendix 3)	City Fund £000	City's Cash £000	Total £000	Of which Funding required now £000	Of which Funding previously approved £000
Payback within 5 years						
L1	Electric Vehicle Replacements Internal Loan facility (excluding Police)	500	700	1,200	1,200	-
L2	Police Electric Vehicle Replacements Internal Loan facility	1,800	-	1,800	1,800	-
Payback over more than 5 years						
L3	Freemen's School Masterplan Phase 1		18,818	18,818	18,818	
Spend to Save (Operational Property Review)						
L4	L5-West Ham Park Nursery	-	1,704	1,704	-	-
L5	AWOW - Vacation Walbrook Wharf to Guildhall	-	717	717	-	-
		2,300	21,939	24,239	21,818	-

- d. Schemes which are dependencies for the Major Projects are recommended to continue through the gateway process to maintain pace. Three schemes have been identified (shown in Appendix 4) with a current total estimated funding requirement of £19m, although there are no funding requests for immediate approval.
14. The bids that are requested for approval by Members to progress are at various stages of the gateway procedure. The progress of each scheme will be one of the following routes:
- some have reached gateway 4a or gateway 5 and require a funding decision now (as highlighted in the tables above)
 - some have previously received funding approval and can progress
 - the remainder can be released from 'on hold' and be allowed to progress through the approval process for final funding confirmation at gateway 4a/5 as appropriate.
15. There are 9 new requests for funding comprising up to £21.818m of internal loan funding and £1.804m of central financial support. The Corporate Priorities Board proposes the following financing strategy (detailed in Appendix 6):
- the loan funding be allocated from the reserves of City Fund and City's Cash as appropriate, subject to other relevant approvals including gateways and Court of Common Council.
 - funding for the other bids be drawn from the unallocated balances remaining in the 2018/19 City Fund and City's Cash provisions for new schemes.
16. If the above allocations from the 2018/19 provisions for new schemes are approved, unallocated balances of £1.110m will remain for City Fund and

£3.218m for City's Cash. It is proposed that these sums be returned to the balances of the respective funds. The future relevance of the annual provisions for new schemes will be considered in the context of the proposed new annual capital funding bid process (see para 19 and 20 below).

17. A summary of remaining schemes that are recommended for deferral is shown at Appendices 5A (City Fund) and 5B (City's Cash). Detailed schedules are available on request.

Further Proposals

18. Following the prioritisation exercise completed by officers, Members are asked to consider if any amendments to the interim prioritisation criteria in advance of the fundamental review should be agreed e.g.

- a. replacement of critical end-of-life components for core services;
- b. schemes required to deliver high priority policies
- c. schemes with a high reputational impact.

19. The fundamental review will assess the services provided by the City Corporation presenting a series of options for consideration at the RASC away day. The capital programme can then be assessed and reviewed against the revised corporate model, developing a set of prioritisation criteria for approval by Policy and Resources Committee.

20. An annual capital bid process will be introduced to set the budget from 2020/21 and inform the Medium-Term Financial Strategy against the revised prioritisation criteria. Bids will be assessed against criteria reflecting the new corporate model. This will avoid any waste of resources by progressing only those schemes with confirmed funding through the gateways.

21. Financial provision for those schemes approved for funding through the annual bid process will be incorporated into the MTFPs to demonstrate the affordability and prudence of our capital plans.

Conclusion

22. The current prioritisation criteria for capital schemes are not effectively determining which projects should be funded. A revised set of criteria need to be agreed with Members. This will form part of the fundamental review.

23. In the meantime, schemes progressing in 2019/20 will be subject to interim prioritisation criteria, deferring projects where possible to be assessed by the revised criteria.

24. This report sets out the schemes that officers are asking Members to consider for continuation in the Gateway procedure and those schemes being recommended for deferral.

Appendices

- Appendix 1 – Funding bids which are recommended for further consideration
- Appendix 2 – Funding bids which fulfil the prioritisation criteria
- Appendix 3 – Funding bids with internal loans/payback
- Appendix 4 – Major Project dependant funding bids
- Appendix 5A – Current City Fund bids recommended for deferral
- Appendix 5B – Current City's Cash bids recommended for deferral
- Appendix 6 – Financing strategy for approved schemes

Background Papers

- Capital Programme – Project Funding: Policy and Resources Committee, 7 June 2012 (Non-Public)
- Risk Management Update – Audit and Risk Management Committee, 15 January 2019 (Public)
- Capital and Supplementary Revenue Project Funding – Fundamental Review and Interim Revised Prioritisation Process: Policy and Resources Committee, 21 February 2019 (Public).

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Deputy Chamberlain

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Committee(s)	Dated:
Policy & Resources Committee – For Decision	11/04/2019
Subject: Final approval of the City of London Visitor Strategy 2019/23	Public
Report of: Peter Lisley, Assistant Town Clerk and Director of Major Projects	For Decision
Report author: Nick Bodger, Cultural and Visitor Development Director	

Summary

The City Corporation's latest visitor strategy expired at the end of 2017. A new draft strategy (2019-2023) was developed in consultation with a wide variety of stakeholders last year and has since been considered by relevant committees following initial approval from your Culture, Heritage and Libraries and Policy and Resources Committees.

During this process, a small number of minor amendments have been made to the strategy. There has been no fundamental shift in direction, and none of the objectives listed in the strategy have been altered in any significant way.

The strategy is now returned to your Committee for your final approval ahead of it being presented to Court and – subject to that outcome – adopted by the City Corporation across departments.

Recommendation(s)

Members are asked to:

- Approve and this final draft of the City of London's Visitor Destination Strategy (2019-2023) as shown in appendix 1; and
- Approve its onward journey to Court of Common Council in May this year.

Main Report

Background

1. The City of London's Visitor Strategy 2013-17 has expired. Working with your Cultural and Visitor Development Teams, RJS Associates were appointed in April last year to undertake a full consultation across internal and external stakeholder groups and to produce a new strategy.

2. The consultation saw interviews with key officers from across the City Corporation's tourism portfolio, Members and external tourism stakeholders.
3. Close liaison with your Corporate Strategy Team to ensure alignment with corporate plans and thinking was also a part of the process with close attention paid to ensuring the strategy aligns with the Corporate Plan, Cultural Strategy 2018/22 and the Culture Mile Strategy 2018/28.
4. In December 2018, your Culture, Heritage and Libraries and Policy and Resources Committees approved the draft strategy. Since then, it has been presented to relevant committees for information with all salient comments incorporated into the amended version appended to this report.
5. For information, these committees were: Planning and Transportation, Barbican Board, Open Spaces and City Gardens, Guildhall School of Music & Drama Board, Culture Mile Working Party and Museum of London Board of Governors.

Current Position

6. Across the committee journey only a few minor amendments have been suggested and incorporated in the final draft. They include ensuring that:
 - a. Visitor safety and security is referenced within the cross-cutting themes;
 - b. Reference is made to the fashion and textile strengths of Petticoat Lane and its local environs;
 - c. Support of the City's new Sports Engagement Strategy is explicit;
 - d. The carbon footprint of coach parking is considered within any plans for campaigns and developments, aligning with the cross-cutting sustainability theme;
 - e. Leadenhall Market is referenced as an events space;
 - f. The City's gardens are explicitly referenced; and
 - g. The connectivity between City Corporation assets within and outside of the Square Mile is exploited to drive audiences in both directions.

Corporate & Strategic Implications

7. Full consideration of the strategic context and implications for the new City of London Visitor Destination Strategy is given within the draft (appendix 1) under the section "The Strategic Context".

Conclusion

8. A new visitor strategy has been developed by RJS Associates in consultation with City stakeholders. It has received a favourable reception from relevant committees with only a few minor amendments requested. These are incorporated in the final draft appended to this report.
9. The strategy is presented to your Committee for final sign off ahead of its submission to the Court of Common Council in May, after which, it is hoped, the strategy will be adopted by the City Corporation.

Appendices

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

Background Papers

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

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Cultural and Visitor Development Director

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Discover the City

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

Draft

June 2018

**Commissioned by: City of London
Corporation**

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

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

Foreword

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

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

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

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

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

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

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

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

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

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

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9. Appendices	On request
1: Research and Policy Context	
2: 2013/17 Strategy Highlights	
3: Consultations	

1 Introduction

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

The City of London *is* London.

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

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

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

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

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

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

2 The Strategic Context

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

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

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

2.1 Policy Framework

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

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

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



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

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

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

2.2 The global tourism economy

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

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

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

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

2.3 Tourism in the City of London in 2017

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

THE BELOW IS TO BECOME A SERIES OF INFOGRAPHICS

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

2.4 Tourism Futures

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

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

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

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

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

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

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

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

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

3 The Opportunities and Challenges

3.1 Opportunities

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

3.2 Challenges

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

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

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

¹¹ Implications of Brexit (Tourism Alliance 2017)

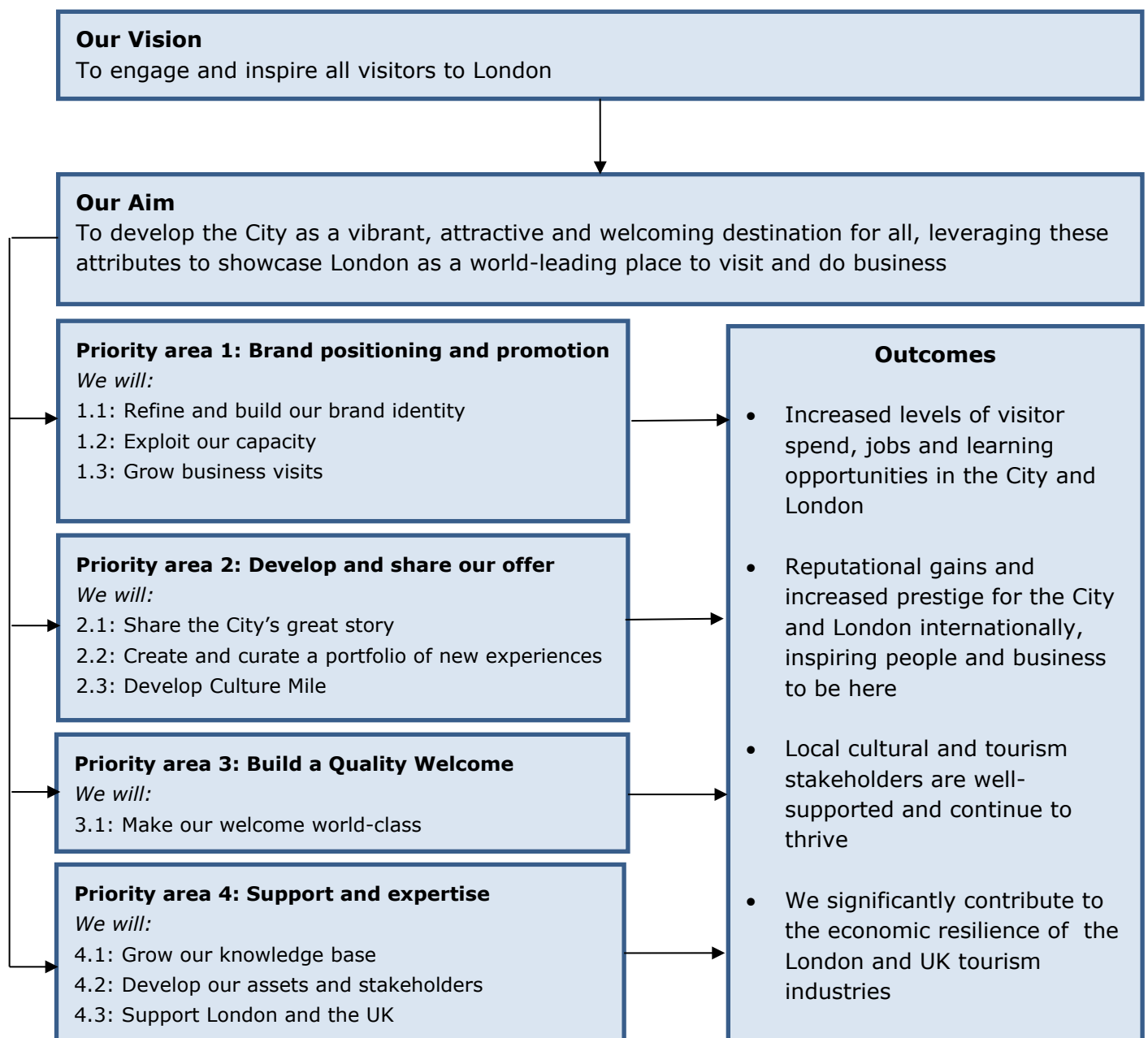
¹² A Tourism Vision for London (London and Partners 2017)

4 The Strategic Approach

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

4.1 Overview

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



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

- Working in partnership in an open, accessible and transparent way
- Practising responsible tourism and building 'good growth' for the City – targeting the right markets at the right times in the right locations
- Championing an environmentally-sustainable City – encouraging walking, cycling, pedestrianisation and use of 'clean routes'
- Creating a London for all Londoners – enabling all to benefit from growth and prosperity
- Ensuring appropriate and proportionate security measures are applied across all our visitor assets and programmes – making the safety and well-being of our audiences our primary consideration





4.2 Target Markets

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

Criteria for prioritising markets include:

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

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

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

5 Strategic Priorities

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

5.1 Priority area 1 – Brand Positioning and Promotion

5.1.1: Build and refine our brand identity

Rationale

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

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

Areas for Action

- Position the City as a world-leading heritage destination and London's heritage centre. This will improve the profile of the City to heritage service providers – from heritage agencies to museums and interpretative experiences – encouraging them to see the City as the perfect place in which to conduct business.
- Promote the City's history and heritage both domestically and internationally:
 - Create London-wide campaigns that develop the "City of Old and New" concept
 - Create and/or seek joint ventures and campaigns that drive footfall between heritage destinations (such as that achieved in *England Originals* with England's Historic Cities)
 - Strengthen the City's alliance with Visit Greenwich and seek similar opportunities with heritage hubs within London
- Develop target-market-focused digital content that features the City's unique heritage and identity, distributing via social media and through our strategic partners.
- Further build the concept of "City of Discovery" promoting the City's many pop-up events and installations in the public realm (notably within Culture Mile and through the City's Outdoor Arts Programme) across social media channels specifically, targeting the markets identified below.
- Promote the City's cultural strengths as well as its quirky alternatives to mainstream consumption in order to drive visitor audiences, to include (but not limited to) City film locations and the fashion and textile industry around Petticoat Lane and Spitalfields.
- Develop a City-wide marketing and communications strategy to drive visitors', learners' and residents' awareness of our cultural offer, focussing on the anticipated increase in visitors with the Elizabeth Line in 2018/19 and working to engage the existing working population¹⁶.

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

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

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

Markets Reached



5.1.2: Exploit our capacity

Rationale

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

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

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

Action Areas

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

Markets Reached



5.1.3: Grow business visitors

Rationale

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

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

Action Areas

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

Markets



- Domestic
- International
- Conference organisers and delegates.

5.2 Priority area 2: Develop and share our offer

5.2.1: Tell the City's great story

Rationale

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

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

Action Areas

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

Markets Reached



5.2.2: Create and curate a portfolio of new experiences

Rationale

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

Action Areas

- Help develop new visitor experiences using our existing assets, such as the Central Criminal Court at Old Bailey, Mansion House and our Roman archaeology.
- Build the City’s riverside offer through the opportunities arising from the Illuminated River and Thames Tideway Tunnel (Blackfriars Foreshore) projects, using these as catalysts to deliver new day and night-time visitor experiences.
- Make the most of the City’s growing roof/skyscraper garden venues, by creating an umbrella “high-garden” brand/campaign, simplifying access and building a portfolio of bookable experiences.
- Promote the new Monument Visitor Centre and Tower Bridge experiences and use as a ‘gateway’ to other City experiences.
- Build and promote the City’s outdoor visual arts offer to include closer working with the Crossrail art and the City’s annual “Sculpture in the City” programmes.
- Develop an annual series of major outdoor events which celebrate the City’s unique character and heritage and help achieve global resonance.
- Support the development of the City Corporation’s Sports Engagement Strategy, supporting British bids to host major sporting events and utilising our cultural assets and programmes to develop the visitor welcome at appropriate activities.

Markets



5.2.3: Develop Culture Mile

Rationale

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

The raison d’être of Culture Mile is twofold; firstly, to contribute to shifting perceptions of the City, establishing it as a globally-renowned destination for culture, creativity and learning, as innovative and dynamic in the arts as it is in commerce; secondly, to help

develop the area as a vibrant and welcoming cultural, creative and learning destination for all.

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

Action Areas

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

Markets Reached



5.3 Priority area 3: Build a Quality Welcome

5.3.1: Make our welcome world-class

Rationale

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

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

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

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

Action Areas

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

Markets Reached

All visitors – when already in London.



5.4 Priority area 4: Support and expertise

5.4.1: Grow our knowledge base

Rationale

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

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

Action Areas

- Maintain and extend the collection of destination level performance-related data held by the City, prioritising the build of our qualitative knowledge base.
- Develop insights into business visitor markets; specifically refresh our co-funded Business with Pleasure research.

- Define, agree and report outcomes aligned with our **Corporate Plan** to measure the success of this strategy, underpinning the measures already defined in section 7.
- Share our knowledge to encourage reciprocal exchange and to support and inform local, London, national and industry programmes and stakeholders.

Markets



5.4.2: Develop our assets and stakeholders

Rationale

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

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

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

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

Action Areas

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

- Promote the City Information Centre to local stakeholders as a vital and free resource for promotions and welcome/product training.

Markets Reached



5.4.3: Support London and the UK

Rationale

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

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

Action Areas

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

Markets



6 Implementation

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

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

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

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



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

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

7 Outcomes and monitoring

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

These are summarised in the following table:

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

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

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

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

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

8 Summary

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

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

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

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

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

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

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

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

Committee(s):	Date(s):
Policy and Resources Committee	11 April 2019
Subject: Request for finance: 2019 Party Conferences	Public
Report of: Bob Roberts, Director of Communications	For Decision
Report author: Jan Gokcen, Corporate Affairs Officer	

Summary

Every year the City of London Corporation delivers a programme of strategic political engagement at political party conferences.

This report presents Members with the proposed programme of City Corporation activities at 2019 Liberal Democrat, Labour and Conservative party conferences respectively. This report also asks Members to approve funding for the think tank partnerships crucial to delivering the City Corporation's party conference programme, the total sum being **£41,000**.

Recommendation

Members of the Policy and Resources Committee are asked to:

- agree the City Corporation's proposed programme of activity at 2019 party conferences;
- agree to provide funding for the City Corporation's partnerships, the total sum amounting to £41,000 from your Committees 2019/20 Policy Initiative Fund categorised under 'Events' and charged to City's Cash, with the four think tanks listed below at Liberal Democrat, Labour, and Conservative party conferences:
 - i) Social Market Foundation
 - ii) The Institute for Public Policy Research
 - iii) Centre for Policy Studies
 - iv) Policy Exchange
- agree to visit the question of providing funding for partnership(s) at the 2019 Scottish National Party conference once details concerning the date, location and venue of the conference have been released.

Main Report

Background

1. To ensure that opportunities for strategic engagement at respective party conferences are maximised, officers have negotiated partnerships with prominent think tanks. These partnerships will help secure senior figures of industry and government – at local, regional and national levels – at City Corporation events at Liberal Democrat, Labour, and Conservative party

conferences respectively, while simultaneously ensuring that City Corporation events are enhanced by the expertise of the respective think-tanks.

2. In 2018, the City Corporation attended the Scottish National Party conference, while in 2017 and 2016 the City Corporation also hosted events at the Scottish National Party conference. The details of the Scottish National Party conference have not been released: City Corporation's activities for this conference are therefore yet to be arranged.
3. The City Corporation's think tank partner for a private roundtable at the Liberal Democrat party conference is the Social Market Foundation.
4. The City Corporation's proposed think tank partner for a private roundtable at the Labour party conference is the Institute for Public Policy Research.
5. The City Corporation's proposed think tank partners for a private roundtable and open fringe event at the Conservative party conference are Centre for Policy Studies and Policy Exchange respectively.
6. In addition, the City Corporation is exploring the opportunity to partner with UK Finance, a trade association, for the private dinners at both the Labour and Conservative party conferences. UK Finance represents approximately 300 of the leading firms providing finance, banking, markets and payments-related services in or from the UK. Members of UK Finance vary in size, are located throughout the United Kingdom and operate across a range of areas, providing UK Finance with an extensive network and wealth of expertise in an area of prime importance to the City Corporation.

Funding Request

7. The following section outlines the amount of funding necessary for each of the respective think tank partnerships:

2019 Liberal Democrat Party Conference, 14-17 September 2018, Bournemouth:

Private Roundtable event – Monday 16 September

Theme: '*The Future of Financial Services Regulation*'

Think Tank Partner: Social Market Foundation

Cost: £9,646 + VAT

Dinner – Monday 16 September

Venue: The Hilton Bournemouth

2019 Labour Party Conference, 22-25 September, Brighton:

Private Roundtable event – Monday 24 September

Theme: '*Achieving Sustainable Growth Throughout the UK*'

Think Tank Partner: The Institute for Public Policy Research

Cost: £8,000 + VAT

Dinner – Monday 23 September

Venue: (TBC) The Brighton Harbour and Spa Hotel

Partner: (TBC) UK Finance

2019 Conservative Party Conference, 29 September – 02 October, Manchester:

Private Roundtable event - Monday 31 September

Theme: '*Global Britain: The role of the UK Financial Services*'

Think Tank Partner: Centre for Policy Studies (CPS)

Cost: £8,000+ VAT

Open Fringe – Monday 31 September

Theme: *Law and Commerce*

Think Tank Partner: Policy Exchange

Cost: £15,000 + VAT

Dinner – Monday 31 September

Venue: Manchester Art Gallery

Partner: UK Finance

Accommodation: Hilton Deansgate Hotel

2019 Scottish National Party Conference, dates and locations TBA, activity TBC

Corporate & Strategic Implications

11. Proactive engagement and focused relationship-building in partnership with think tanks at 2019 party conferences will enhance our visibility, enable us to contribute effectively to policy debates, and maximise opportunities for wider strategic engagement on matters of prime importance to the City Corporation's various policy interests and initiatives.

Financial Implications

12. It is proposed that the required funding of £41,000 is drawn from your Committee's 2019/20 Policy Initiatives Fund, categorised under the 'Events' and charged to City's Cash. The current uncommitted balance available within the 2019/20 Policy Initiatives Fund amounts to £583,883 prior to any allowance being made for any other proposals on today's agenda.

Conclusion

13. Partnering with the four listed think tanks at 2019 party conference season will strengthen the City Corporation's political engagement programme, facilitate effective contributions to public policy debates, and maximise opportunities for strategic engagement.

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Committee(s): Policy and Resources	Date: 11 April 2019
Subject: Sponsorship of the 2019 Battle of Ideas Festival	Public
Report of: Director of Communications	For Decision
Report author: Jan Gokcen, Corporate Affairs Officer	

Summary

The Battle of Ideas festival is organised by the Academy of Ideas [AOI], a non-partisan organisation that is committed to open and robust public debates.

The Battle of Ideas aims to host informed public debates on contentious issues and features speakers from various sections of public life such as academia, politics, government, and the media.

This year's Battle of Ideas festival will take place on the weekend of the 2nd & 3rd November at the Barbican Centre.

The proposal is for the City Corporation to sponsor the 2019 Battle of Ideas festival as a "*Battle Champion*" and "*Debate Partner*", which will entitle the City Corporation to a range of benefits, for £20,000.

Sponsorship will enable the City Corporation to help decide the event's agenda, suggesting relevant topics for debate and providing speakers. The City Corporation will also be able to nominate some speakers to participate in debates.

Recommendation(s)

The Committee is asked to agree to provide £20,000 from your Committee's 2019/20 Policy Initiatives Fund, categorised under 'Events', and charged to *City's Cash* to sponsor the 2019 Battle of Ideas festival.

Main Report

Background

1. The City Corporation sponsored the Battle of Ideas festival in 2016, 2017 and 2018.
2. The Barbican Centre has hosted the Battle of Ideas festival annually since 2012.
3. The 2019 Battle of Ideas festival will be the fourteenth iteration. The festival assembles a range of national and international speakers for its debates and attracts several thousand people of diverse backgrounds as audience members into the City.

Proposals

4. The proposal is to sponsor the 2019 Battle of Ideas festival, organised by the AOI, which will take place on the weekend of the 2nd & 3rd November at the Barbican Centre.
5. The cost of sponsorship is £20,000.
6. Over 400 speakers took part in the 2018 Battle of Ideas. They included Stephen Kinnock MP; Melanie Phillips, Columnist, The Times; Munira Mirza, former Deputy Mayor of London; Dr Linda Yueh, author and economist.
7. This year's programme is yet to be finalised, but proposed themes include arts and culture, economics, education, politics, and international relations and development.
8. Debates shaped and informed by the City Corporation will cover topics encompassing the full spectrum of work undertaken by the organisation.
9. As *Battle Champion* the City Corporation would help decide on the subject of a maximum of ten debates, with nominated City Corporation speakers on key areas of interest and relevance to the City.
10. The City Corporation would be credited in all publicity materials as *Battle Champion*. Sponsorship would include complimentary VIP tickets for relevant speakers and 20 regular complimentary tickets to City Corporation representatives for the weekend, including admittance to the festival drinks reception. The City Corporation would also be invited to address delegates at the Saturday morning 'Welcome Address' or evening reception.
11. Sponsorship of the 2019 Battle of Ideas festival will include an offer of free day tickets to students up to the age of 18 from schools and academies affiliated to the City Corporation. Moreover, students from the City Corporation's family of schools are eligible to attend the conference for a reduced charge of £10.
12. The Festival attracts an audience the City Corporation does not regularly engage with, such as students, post-graduates as well as researchers, professionals, teachers and academics. Sponsorship will therefore prove to be an excellent opportunity to raise the City Corporation's profile.

Implications

13. It is proposed that the required funding of £20,000 is drawn from your Committee's 2019/20 Policy Initiatives Fund, categorised under 'Events' and charged to *City's Cash*. The current uncommitted balance in the 2018/19 Fund is £583,883 prior to any allowance being made for any other proposals on today's agenda.

Conclusion

14. Sponsorship of the 2019 Battle of Ideas accords well with the role the City Corporation plays in promoting debates on issues that affect the City and linking its work to its schools and academies.

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Committee:	Date:
Policy & Resources	11 April 2019
Subject: Sponsorship of the Fabian Society research project	Public
Report of: Director of Communications	For Decision
Report author: Jan Gokcen, Corporate Affairs Officer	

Summary

The City of London Corporation has been approached by the Fabian Society to sponsor a research report, provisionally titled '*Using Arts and Culture to Enable Deprived Communities to Thrive*'. This report will assess how investment in arts and culture drives economic development, enabling disadvantaged communities to tackle socio-economic challenges.

The City Corporation would be the sole sponsor of this research report.

This report will consist of desk research, national and local data analyses, and in-depth case studies utilising focus groups and roundtable discussions with policy experts, industry leaders, and officials from governing authorities at a local, regional and national level.

The report will assess whether arts and culture investment can have a positive impact in areas such as economic growth, regeneration, quality of life, and social mobility. It will then make a series of policy recommendations made on these bases.

Sponsorship of this project will cost the City Corporation £20,000.

Recommendation

Members are asked to:

- Agree to sponsor the Fabian Society research project, '*Using Arts and Culture to Enable Deprived Communities to Thrive*', for £20,000 from your Committee's 2019/20 Policy Initiatives Fund categorised under 'Research' and charged to City's Cash.

Main Report

Background

1. The Fabian Society is a think tank dedicated to new public policy and political ideas, with a focus on resolving social and economic challenges.
2. The City Corporation has a longstanding relationship with the Fabian Society. Both parties partnered on private roundtables at the 2017 and 2018 Labour party conferences, as well as providing funding for other ad hoc projects.
3. The City Corporation has been approached by the Fabian Society to sponsor a research report assessing and analysing the relationship between investment in

arts and culture and socio-economic development. throughout the United Kingdom.

4. The research report will comprise three phases: desk research into the benefits of arts and culture investment vis-à-vis economic growth, regeneration, quality of life, social disadvantage; investigation into the results of arts and culture investment in deprived and disadvantaged areas via two-case studies; policy impact through recommendations for communities across the UK who seek to use investment in arts and culture to tackle significant socio-economic challenges.
5. The two case studies proposed by the Fabian Society are Hull, the UK City of Culture (2017), and Waltham Forest, London Borough of Culture (2019).

Proposal

6. It is proposed that the City Corporation agree to sponsor the research project for £20,000. As a sponsor, the City Corporation will receive the following benefits:
 - a. Editorial consultation of the report's contents and findings;
 - b. Co-signing of the foreword of the research paper;
 - c. Invitation to project workshops and related events;
 - d. The recommendations put forward will be discussed with City Corporation representatives before publication;
 - e. Prominent featuring of the City Corporation logo;
 - f. Full accreditation as sole sponsor of the research report.

Implications

7. It is proposed that the funding of £20,000 is drawn from your Committee's 2019/20 Policy Initiatives Fund, categorised under 'Research' and charged to City's Cash. The current uncommitted balance in the 2019/20 Fund is £583,883 prior to any allocation being made for any other proposals on today's agenda.

Conclusion

8. Sponsoring this research report will enhance the City Corporation's contribution to policy debates concerning investment in arts and culture, underlining its benefits in boosting regional development and improving the life chances of people in disadvantaged areas. Sponsorship of this report would therefore support and advance the City Corporation's strategic aims to 'contribute to a flourishing society, shape outstanding environments, [and] support a thriving economy'.

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Committee(s): Hospitality Working Party Policy and Resources Committee	Date(s): 26 March 2019 11 April 2019
Subject: Review of the City of London Corporation's 2006 Fairtrade Resolution	Non-Public
Report of: Chamberlain and Town Clerk	For Decision
Report Author: Grace Rawnsley Responsible Business Officer, Town Clerk's and Natalie Evans Responsible Procurement Manager, Chamberlain's	

Summary

In October 2006 the Policy and Resources Committee and Court of Common Council agreed to adopt a resolution committing itself to the purchase and promotion of "Fairtrade" products wherever possible. This allowed the City of London Corporation (City Corporation) to apply for Fairtrade status and as such the City has been a Fairtrade Zone for over a decade.

In October 2016 the Hospitality Working Party of the Policy and Resources Committee requested that the Town Clerk review with relevant departments the official policy drawn up in 2006 and that a report be prepared for the P&R committee, due to concerns over singling out Fairtrade as the only indication of adherence to ethical standards.

Many ethical accreditation schemes have been developed since the original resolution passed. However, Fairtrade accreditation is still considered the industry exemplar and standard for fairly and ethically traded products and forms part of the ranking criteria for the annual 'Good Food for London' report produced by Sustain.

This report presents two options for consideration by the Policy and Resources Committee:

1. Option 1: Maintain the 2006 Fairtrade Resolution
2. Option 2: To recommend to the Court of Common Council that a new resolution on ethical standards is adopted, which allows support for a wider number of accreditation schemes.

Both options allow the organisation to fulfil its responsible business practices. However, maintaining our current Fairtrade resolution and Fairtrade Zone status ensure the City Corporation continues to perform against the sector benchmarks outlined in the Good Food for London report. Adopting a new resolution risks jeopardising our ranking against other local authorities and could result in reputational damage to the organisation. Consequently, this report strongly recommends that the 2006 Fairtrade Resolution is retained.

Recommendation(s)

Members are asked to decide whether to:

1. (Recommended) Maintain the 2006 Fairtrade Resolution, this comprises:

- a) Maintaining the City Corporation's support for the Fairtrade mark and the Fairtrade resolution of 2006, thus meeting the City Corporation's responsible business commitments and moreover retaining the City of London's 'Fairtrade Zone' status;
- b) Continuing to advocate the use of Fairtrade products in the Guildhall Club and for City Hospitality Events in conjunction with wider ethical and sustainable sourcing initiatives as outlined in the City Corporation's Responsible Procurement Strategy 2016 – 2019 and corporate catering contracts specifically;
- c) Reviewing the 2006 Fairtrade Resolution in the event of a change of standard used within the Good Food for London report.

Or

2. Adopt a new resolution on ethical standards, this comprises:

- a) Recommending to the Court of Common Council that it revokes the current Fairtrade Resolution; and
- b) Recommending to the Court of Common Council that a new, more flexible resolution is adopted:
"100% of products (tea, coffee, sugar, bananas, chocolate) provided as part of the catering service must be fairly and ethically traded, in line with our practices of responsible business."
Fairly or ethically traded products will be defined by the City Corporation as being assessed by a third-party standard and meeting a minimum number of social, ethical and environmental criteria, with longer term plans to address additional values.
- c) Using P&R Committee contingency funds to resource the research necessary to determine social, ethical and environmental criteria, which would appropriately align with the City Corporation's values. This work would also include the development of a guide for caterers on how to ensure the criteria are adhered to as part of their sourcing activities. The estimated value of this work is estimated to be £20,000 in consultancy fees.

Main Report

Background

- 1. In October 2006 the Policy and Resources Committee and Court of Common Council adopted a resolution committing the City Corporation to the purchase and promotion of "Fairtrade" wherever possible, and to be in a position to apply for Fairtrade status for the Square Mile by autumn 2007. The 2006 Fairtrade Resolution is found in Appendix 1.
- 2. The adoption of the Fairtrade resolution was designed to enhance the City Corporation's reputation as a responsible global citizen and meet stakeholder expectations with regards to the City's leadership position. It also allowed the City of London to be awarded the status of "Fairtrade Zone". In accordance with the 2006 resolution, the Remembrancer's Office currently requires that, wherever possible for City-hosted events, all caterers should use Fairtrade produce. At the

time of writing, out of 32 London boroughs 14 have Fairtrade Status and 6 at least have a Fairtrade policy.

3. Since 2006, the City of London's Fairtrade Steering Committee, chaired by the Lord Mayor's Chaplain and administered by the charity JustShare, has overseen the implementation of the City Corporation's Fairtrade Resolution as well as leading on all other activities required by the Fairtrade Foundation to maintain the City of London's Fairtrade Zone status.
4. In May 2016, the Hospitality Working Party requested the Remembrancer to review alternatives to the use of Fairtrade products at City Hospitality events. Since this time, the Fairtrade Steering Committee has not renewed its application for Fairtrade status as it requires a clear steer by the City Corporation, as the Statutory Authority of the City of London, that the Fairtrade Resolution will be maintained in order to do so.
5. In September 2016, the Hospitality Working Party considered a report of the Remembrancer outlining the use of ethical products within the City Corporation, as well as advising on ethical alternatives to Fairtrade-certified products. The conclusion of the report noted the following:-
 - a) While there are concerns about the trading model, the Fairtrade mark guarantees that the producers involved have been paid the 'Fairtrade Minimum Price' which helps the City Corporation to meet its Corporate Social Responsibility objective of ensuring that workers across the supply chain are paid a fair crop price.
 - b) The main alternatives to Fairtrade in the UK have a greater environmental than social focus and do not guarantee that producers have been paid a minimum purchase price for their crops. Fairtrade offers a more sustainable approach that addresses the three elements of sustainability (economic, social and environmental);
 - c) The Fairtrade mark is not a mark guaranteeing quality, but rather an adherence to certain ethical standards; and
 - d) A statement identifying goods as "Fairtrade-certified" or a general statement in menus about the City Corporation's fair-trade practice could help draw attention to the Fairtrade mark's certifying, rather than quality-underwriting, role.
6. It was proposed then that the Town Clerk should review with relevant departments the official policy drawn up in 2006, with the view of taking the decision on Fairtrade to the Policy and Resources Committee to recommend to the Court of Common Council to maintain or revoke the 2006 resolution.

Options

Option 1: Maintain the 2006 Fairtrade Resolution (Recommended)

7. The industry benchmark for local authorities is the Good Food for London report which uses the Fairtrade Foundation mark as the accreditation scheme for ethically traded products. As a result, maintaining the resolution would ensure that the City of London retains its Fairtrade Zone status and that the City Corporation does not jeopardise its ranking within the Good Food for London report.
8. Option 1 represents a consistent and simple policy approach to procuring fairly traded products. It demonstrates the City Corporation's continued commitment to sourcing Fairtrade products, aligns us to standards used by London local authorities and allows the work of the City of London's Fairtrade Steering Committee to begin again – namely to apply for and maintain the 'Fairtrade Zone' status for the City of London.

Option 2: Recommend that a new resolution on ethical standards is adopted

9. Option 2 enables the organisation to purchase products with a range of different accreditations, preventing the singling out of the Fairtrade Foundation. In order to achieve Option 2, the organisation would need to define criteria for judging the quality of accreditations against the main pillars of fair trade; social, environmental and ethical value.

Proposal

10. Based on the strategic, risk and financial implications outlined below, it is advised that option 1 is selected by this Committee.

Strategic implications

11. The City Corporation's Responsible Procurement Strategy 2016-2019 aims to ensure that all items, services and works projects procured lead to reliable outputs and responsible outcomes. From 2019, responsible procurement will be mainstreamed into the City Corporation Procurement Strategy, representing the success of the cultural shift to procuring responsibly.
12. 'Responsible Business Strategy 2018-2023: Towards a sustainable future' is the City Corporation's organisational strategy on both internal and external responsible business activities. The strategy comprises eight priority focus areas and eight responsible business practices that drive decision making across the organisation. The responsible business practices that relate to Fairtrade status include:
 - **Using our convening voice:** We lend our voice and influence, as an independent and respected organisation, to highlight and advocate for responsible practices across our networks and partnerships.

- **Preventing bribery, corruption and fraud:** We actively prevent fraud, corruption and bribery in our own operations and influence our supply chain and partners to do the same.
- **Promoting human rights:** We advocate for human rights in our decision-making processes so that people are treated appropriately and with dignity.
- **Leading responsible procurement:** We apply our responsible business principles to our procurement procedures to maximise social value, minimise environmental impact and strive to ensure the ethical treatment of people throughout our supply chains.

13. Both options being considered by members would allow the organisation to fulfil its responsible business practices and contribute to the Corporate Plan:

Outcome 5: Businesses are trusted and socially and environmentally responsible.

High level action: Support, celebrate and advocate responsible practices and investment.

Risks and financial implications

14. The City Corporation will suffer reputational damage if a decision is taken to revoke the 2006 Fairtrade resolution without a suitable alternative resolution demonstrating our commitment to social, environmental and ethical issues within our supply chains. It would also mean that the City of London may lose its Fairtrade Zone status, which has implications for the City Corporation, all businesses and other interested parties based in the Square Mile.

15. While both options presented allow the organisation to fulfil its responsible business practices, maintaining our current Fairtrade resolution will allow us to continue to perform against the sector benchmarks outlined in the Good Food for London report. Adopting a new resolution may jeopardise our ranking against other local authorities, and result in reputational damage to the organisation.

16. Adopting Option 1 incurs a cost premium for Fairtrade products. However, this has already been absorbed into the cost of catering contracts let by the organisation since the resolution has been in operation since 2006.

17. Adopting Option 2 also incurs a cost premium for products but has the potential to be less costly as products with alternative accreditations may be less expensive due to less stringent standards on worker remuneration.

18. Option 2 would also incur the cost of consultancy to develop the City Corporation's definition of fairly and ethically traded products and assess the wide variety of accreditations. The estimated cost of a consultant to undertake this work, which would include a guide for suppliers, would be approximately £20,000. This cost would need to be met from sources outside of department budgets and it is recommended that it be met by Policy & Resources contingency fund. Even with a clear guide, however, it is foreseen that Option 2 would mean that caterers and officers would incur an additional administrative burden in ensuring that their products met the City Corporation's bespoke criteria.

19. The reasons that justify the thorough approach and associated consultancy fees if Option 2 is selected are complex, but in summary:

- a) Allowing any ethical label, including internal schemes, would be a risk as they are not independently verified as to their rigour and can be used as 'greenwashing' i.e. relatively small investments and limited outcomes for significant marketing gain.
- b) Even third-party accredited schemes are very varied in terms of the robustness of their requirements and in terms of the time periods required to achieve certain standards. This can be used by companies to maximise sales gained by having an accreditation, whilst minimising outlays in ensuring that ethical or fair trade standards are met.
- c) Further research is needed as it is currently not known whether any other accreditation systems require the same two key criteria as the Fairtrade Foundation in regards to:
 - a. guaranteed minimum crop price (protecting those who have invested in higher standards against volatile commodity prices) and
 - b. freedom to choose how to invest the 'premium' (i.e. farming cooperatives are able to invest in schemes/ infrastructure most needed by their own community rather than those which are better aligned to the brand's marketing programme)

Conclusion

- a) Both options presented will satisfy our commitment to responsible procurement and responsible business within our supply chains. However, maintaining our current Fairtrade Resolution will allow the City of London to retain its Fairtrade Zone status and the organisation to retain the highest Fairtrade score when benchmarked against other local authorities through the Good Food for London report. Furthermore, maintaining the Fairtrade resolution will incur no additional expense to the organisation. Adopting option 1 will also allow the organisation to review the Fairtrade Resolution in the event that the Good Food for London report changes the ethical accreditation scheme it supports.

Background Materials

- *Use of ethical products – alternatives to Fairtrade* – Report of the Remembrancer (Hospitality Working Party, 12 October 2016)
- City of London Fairtrade Steering Group – Website (<http://www.cityfairtrade.co.uk/about/4585214456>)
- Just Share – Website <http://www.justshare.org.uk/about/4567097891>
- Good Food For London: How London boroughs can help secure a healthy and sustainable food future 2016
- City of London Corporation Responsible Procurement Strategy - <https://www.cityoflondon.gov.uk/business/tenders-and-procurement/Documents/responsible-procurement-strategy-2016-2019.pdf>

Appendix 1: Fairtrade resolution

Fairtrade resolution

The City of London Corporation believes that the concept of fair trade is central to sustainable development and aims to be recognised by its stakeholders and partners, as an organisation that actively supports and promotes the concept of Fairtrade and fairly traded products.

To this end The City of London Corporation will:

- review its own purchasing policies to ensure that it purchases Fairtrade products wherever possible, taking into account all its statutory obligations and responsibilities*
- offer Fairtrade tea and coffee at Committee meetings, in its offices and restaurants*
- ensure catering contracts for staff and internal meeting facilities require the provision of Fairtrade options, especially for tea and coffee*
- work with existing contractors and regular providers of catering services to Guildhall, Mansion House and other significant City of London venues to encourage and assist them in complying with the commitment to purchase Fairtrade products have representation on the City Fairtrade steering group and actively support its work of maintaining Fairtrade status for the City*
- promote the City of London Corporation's own use of Fairtrade products by using clearly labelled produce and declaring the use of Fairtrade products on menus and in publicity material and*
- promote awareness of Fairtrade issues to the City community and to staff by making information publicly available to all and by highlighting the opportunities that Fairtrade offers for delivering on sustainable development and CSR targets amongst City businesses.*

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Committee(s):	Date(s):
Policy & Resources Committee	11 April 2019
Subject: Immigration and Social Security Co-ordination (EU Withdrawal) Bill	Public
Report of: Remembrancer Report Author: Philip Saunders	For Information
<p style="text-align: center;">Summary</p> <p>The 2017 Queen's Speech forecast legislation to end the EU's rules on free movement of EU nationals in the UK. The Bill is intended to achieve that objective and in doing so addresses the existing immigration system, not the future arrangements.</p> <p>The report summarises the Bill's provisions and notes the steps taken by the City Corporation to support its employees.</p> <p>Recommendation</p> <p>To note the contents of this report.</p>	

Main Report

Background

1. The Bill, which is before the House of Commons (but is currently static), is prompted by the UK's departure from the EU. Currently the UK's immigration system is, broadly, composed of two parts: the EU framework and the rules that apply to the rest of the world.
2. In her Mansion House speech a year ago, the Prime Minister confirmed the Government's intention to end EU freedom of movement as applied to the UK. Mrs May confirmed that, in the future, there would be a single immigration system.

The Bill

3. In the Commons, Home Secretary Sajid Javid said the Bill addressed "concern over uncontrolled immigration" and emphasised that the issue "was at the heart of the debate in the run-up to the European Union referendum". He told MPs that "The result left no doubt: people in the UK want control over our borders. They want a fair system that works for the entire UK". He added that "For the first time in more than 40 years, we can deliver this by putting control over who comes to the UK firmly in our hands. Ending free movement is the first step, and that is what the Bill delivers".
4. For Labour, Diane Abbott said the Bill was "one of the flimsiest pieces of proposed legislation on a major issue that I, and many others, have ever seen".

Nevertheless, she explained - “the Labour party is clear that when Britain leaves the single market, freedom of movement ends...as set that out in our 2017 manifesto. I am a slavish devotee of that magnificent document”. Stuart McDonald (SNP) said his party opposed the Bill as it failed to revoke the net migration target and did not address the “flawed” immigration system.

5. Currently citizens of the EU, Lichtenstein, Norway, Switzerland and Iceland (referred to as EU nationals in this report for brevity) have a right to enter, reside and work in the UK without the need to obtain leave under the UK immigration rules. Following the terminology in EU Treaties, this right is generally referred to as ‘free movement’. In practice, free movement means that EU citizens do not require a visa in order to come to the UK and are not required to demonstrate, for example, a level of income or English language proficiency.
6. The Bill provides the Secretary of State with a power to repeal free movement as applied in the UK. To cater for the ‘deal’ and ‘no deal’ scenarios, the Bill gives the Secretary of State a power to repeal the free movement provisions from a date of his choosing.
7. If the Bill becomes law, EU citizens and their family members will become subject to UK immigration laws and will be required to obtain permission to enter and remain.
8. The Bill does not impose new immigration requirements on citizens of the Irish Republic. There are long-standing legislative provisions that make separate arrangements for the UK and the Irish Republic. Currently, there is a mutual entitlement to travel and settle without immigration controls. The Bill makes no changes to those arrangements and, arguably, sets out more clearly than in earlier Acts that Irish citizens do not require leave to enter or remain in the UK.
9. The Bill does not provide for future immigration arrangements. The Government’s current proposals are set out in a consultation document. The Remembrancer’s Office, as part of the preparation for the consultation and wider messaging, worked with the matrix of institutions connected to the City Corporation to conduct an impact assessment, including GSMD, Barbican, Museum of London and City schools. This work investigated - and continues to scrutinise - potential impacts on student numbers, the availability of talent to City institutions, the ease of access for categories of workers such as artists, the effect of visa processing times, and the loan of art works.
10. The Remembrancer’s Office and the Economic Development Office are working together to respond to the consultation, based on the research commissioned by EDO and produced by EY.

Settled Status

11. Although the Bill does not deal expressly with the settled status of EU nationals, the status of EU citizens living in the UK may be affected by the timing of the revocation of existing rules.

12. If a Withdrawal Agreement is ratified then it is most likely that the current immigration legislation would be revoked at the end of any implementation period. That would mean that EU citizens who arrived in the UK between Brexit day and the end of an implementation period would be eligible to apply for settled status.
13. The situation is less predictable in the case of no deal. Those who arrived in the UK before 29 March 2019 would have until 31 December 2020 (the Government has indicated that the period might be extended to August 2021) to apply for a status under the EU Settlement Scheme. The Government has indicated that citizens of EU27 nations who arrive after 29 March 2019 would not be eligible to apply for settled status but would still be able to come to the UK for visits, work or study as they do now. They would be able to stay for up to 3 months without the need to make any form of application. If they wished to stay longer than 3 months they would need to apply for permission and receive European Temporary Leave to Remain. This permission would last for 3 years. Applications to remain in the UK beyond the 3 year period could be made after the expiry of the period (i.e. 2021) and would be assessed under the skills-based future immigration system that will be established in the future.
14. The administration of the settled status scheme is widely regarded as a success. Over 100,000 applications have been received and all have been accepted.

Social Security

15. Currently, EU states provide access to basic social security benefits to those who exercise freedom of movement. Under a Withdrawal Agreement, current arrangements would continue. In the case of no deal, however, the UK would not be eligible to participate in an EU27 scheme. The UK government has indicated, in a policy statement from the Department for Exiting the EU, that EU citizens resident in the UK prior to Brexit would be entitled to continue to claim and receive benefits. Nevertheless, there would be little certainty about how a recipient of benefits – where that person had lived and worked in the UK and an EU27 country, for example – would enforce their rights and claim benefits in the EU27 country. This issue of enforceability would also apply to EU nationals seeking to access any benefits accrued while in the UK.

Parliamentary Activity

16. To inform debates in Westminster, the Remembrancer's Office has briefed MPs and peers ahead of debates and committee hearings to promote, based on the City's research, the following positions:
 - a. Reduce the administrative burden and uncertainty associated with the current visa system,
 - b. Create an entirely digital immigration status so that applicants no longer need to surrender their passport or update physical status documents,
 - c. Avoid duplicative processes associated with extending a visa inside the UK,

- d. Develop technology in a way that supports employers and sponsors of different sizes and sectors.
- 17. Briefings have highlighted the importance of EU27 students to GSMD, the opportunities offered under the EU's Erasmus+ student exchange programme, the importance to cultural institutions of simple, targeted and cost-efficient visa processes, the risks to recruitment, the impact on London as a hub for global business.
- 18. Other opportunities have been taken to promote the City Corporation's visa research, such as participating in a London First event on immigration.

Implications

- 19. The City Corporation's HR department, in liaison with the Remembrancer's Office, has taken steps to support employees who might be concerned about their status. Details of the Government's settled status scheme and helpful links are posted on the City's intranet homepage. In addition, HR Business Partners are working with their department's Chief Officers to identify any critical roles held by EU citizens and any hard-to-reach employees who may need specific support, for example those who need more support in completing their applications due to language or technology barriers. Employees are directed to their HR business partner if they have further questions.
- 20. Given the effective operation of the settled status scheme, it is very likely that applications by current City Corporation employees who are within the scope of the scheme would be successful.
- 21. The future immigration system will be of interest to the City Corporation and its associated institutions, such as GSMD, in relation to student numbers and the availability of teaching staff from the EU27. Examples of future arrangements of interest to the Barbican and Museum of London include access to artists, stage management expertise, the transit of artefacts, and
- 22. Future immigration and visa arrangements will be of importance across financial and professional services, small businesses, and the third sector in relation to access to talent. If a future system restricts access to talent it will have implications for London and the UK's status as a hub for global businesses. International workers, for example, make up 41% of the City's workforce and 34% of London's finance and insurance jobs. Further reports will be submitted as this aspect develops.

Annex

- 21. Report by the Director of HR who was consulted, along with the Economic Development Office, in the preparation of this report.

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Committee(s)	Date:
Policy and Resources Committee	11 April 2019
Subject: London Living Wage Campaign	Public
Report of: Damian Nussbaum – Director of Economic Development	For Information
Report author: Samantha Lagan – Economic Development Office	

Summary

1. In October 2018, your Committee approved a proposal for the City Corporation to run a campaign – part-funded by the Policy Initiatives Fund - to encourage financial and professional services businesses in the Square Mile to pay the London Living Wage (LLW) at £10.55 per hour.¹ The aim was to celebrate those businesses committed to paying the LLW and to encourage those not currently accredited to join them.
2. The two-week campaign launched on 25 February. It included a poster campaign on the London Underground, a launch event at the Museum of London, social media, newspaper advertising and direct discussions with City businesses, and had a very wide reach.
3. The campaign achieved substantial media coverage – 30 articles (including 6 pieces of international coverage). The media engagement enabled us to reach key target audiences, including businesses and employees, through coverage in high-profile London and business media. The tone of the coverage was overwhelmingly positive.
4. This report updates your Committee on the campaign's progress.

Recommendation(s)

Members are asked to note the successful delivery of the campaign.

Main Report

Background

1. Your Committee agreed in October 2018 to provide £15,000 for a London Living Wage Campaign, supplementing £15,000 from the EDO local risk budget. Your Committee's funding enabled the creative and publicity work.
2. To help businesses to understand the commercial and societal benefits of LLW accreditation the campaign talked business to business – by borrowing the language and visual cues of the stock market. Rather than showing company

¹ This figure is the current rate for the LLW. The rates for the LLW for 2019/20 are announced on 5 November 2019.

performance based on stock price, the campaign celebrated firms delivering returns for their people and communities by paying the LLW.

The campaign

3. For a relatively modest outlay, a high impact, high quality campaign was delivered. Exterior Media, the sole provider of advertising opportunities on the London Underground, agreed to support the campaign by increasing the number of posters and location sites across the London Underground. Seventeen posters were displayed across nine of the busiest tube stations, with a value of £60,270 – leveraging considerable additional value. The poster campaign reached over 1.3 million people.
4. To launch the campaign, a unique celebration event was held at the Museum of London, using a stock market ‘ticker tape’ to promote the names of accredited firms. Firms yet to accredit were left wondering why they were not being recognised alongside their peers. Hosted by Chris Hayward, vice chair of the policy and resources committee, the event was attended by 29 City businesses, the Rt Hon Stephen Timms MP, councillors from the London boroughs of Haringey and Islington and the team working on the Mayor of London’s “Good Work Standard”.
5. In the run up to the launch and during the campaign, coverage appeared in international, national and local media, and Campaign magazine voted it “Campaign of the Day”. London Live covered the launch of the campaign with a live interview with Chris Hayward, vice chair of policy and resources committee. (see Appendix 1 for more information)
6. There has been a hugely positive response to the campaign. The social media campaign reached over 3.8 million people in its first two weeks, making it one of the widest reaching City Corporation campaigns. This helped to build real momentum, including City workers tagging their employers on social media to encourage them to sign up (further details at Appendix 1).

Indicative impact

7. Given that the usual timeframe for conversion from an enquiry into LLW accreditation to full accreditation typically ranges from 4 – 24 months depending on the size and structure of an employer, measuring the impact of our campaign at this point is challenging. However, there are some early indicators of the campaign’s positive impact:
 - 14 non-accredited employers have enquired about LLW accreditation as a direct result of the two-week campaign. This represents a 33% increase in enquiries from the Square Mile compared to the previous fortnight.
 - One new City employer has progressed to full accreditation (Cielo Talent Management).

- There has been deepened engagement with 5 existing Living Wage employers in the City which lent their influence to the campaign, resulting in increased visibility and reach. For example, Aviva plc displayed the campaign poster on TV screens in the main reception at their City HQ, exposing 2,700 staff based there plus 20,000 in Aviva's regional offices and 25,000 passing members of the public per day to the campaign. (details at Appendix 1).
8. In the London Living Wage Foundation's report on the campaign's impact their Director said, "*The City of London are a brilliant example of championing the Living Wage – they've demonstrated true leadership and the campaign is still generating more enquiries from employers in the square mile*". (Full report in Appendix 1).

Conclusion

9. This campaign achieved its aims, with a wide reach and early signs of positive impact. The campaign has been entered into the Living Wage Foundation's annual awards scheme and has also provided a helpful starting point for officers in other City Corporation departments to explore the merit of the City becoming a 'Living Wage Place'.

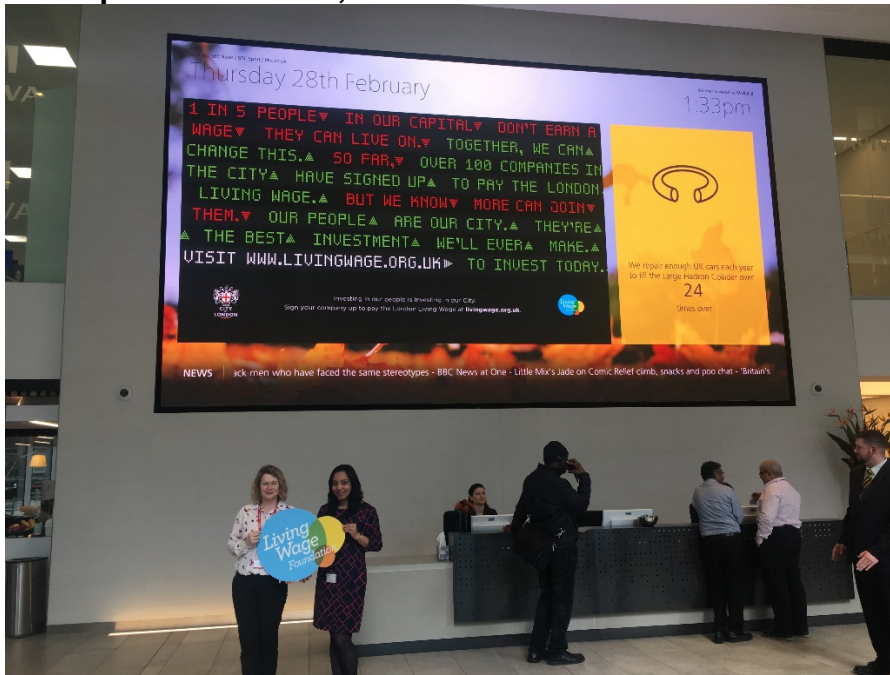
Appendix 1:

London Living Wage visuals

Poster campaign on the London Underground and the launch event at the Museum of London



Aviva plc – TV Screen, St Helen's EC3



Press and social media


Media

The Evening Standard featured the campaign in print twice, giving a circulation of 856,439. We ran columns and editorial in City A.M (circa, 299,000) and City Matters (circa, 30,000) including a digital banner on their homepage (image below). During the first week of the campaign further coverage appeared in New York Times, Reuters UK, HR Review, The London Economic, Evening Standard, London Live, Law Society Gazette, Economia, FE News, City AM, City Matters, CNBC. London Live covered the launch of the campaign with a live interview with Chris Hayward.


Social media (inc. Twitter and LinkedIn)

The top tweet had a potential reach of over 3.3 million. Key figures and organisations that tweeted about the campaign include the Mayor of London, City AM, Living Wage Foundation and Citizens UK. The total potential reach social media reach of 3.8 million made it one of the most wide-reaching City Corporation campaigns to date.

Twitter Top Posts, by Responses


Tweet	Potential Reach	Responses ▼	Clicks	Retweets
<div></div> <div>cityoflondon Paying people well isn't just good for people, it's good for business too. This morning we are launching a campaign to raise awareness of the benefits of paying the London Living Wage. #cityoflondon #business #investment #livingwage #ourpeopleareourcity @LivingWageUK https://t.co/Y2YdQC4JvD (Tweet) February 25, 2019 8:03 am</div>	3,336,935	33	0	27





Employees putting pressure on their employers to sign up



Donna Wayman @Donna_MDW · 14h
A great campaign @ZurichInsUK have we signed up yet?

Responsible City @RB_City
Over 100 companies in the City have signed up to pay the London Living Wage. Pick up a copy of City AM today to find out why more should join them. See if your company is signed up at livingwage.org.uk/CityofLondon @LivingWageUK #cityam





Digital banner on the homepage of City Matters

CITY MATTERS
Covering what matters to the City

Home News **Business** Food & Drink Entertainment Property Wellness About Us Advertise Q

1 IN 5 PEOPLE IN OUR CAPITAL DON'T EARN A WAGE THEY CAN LIVE ON. TOGETHER, WE CAN CHANGE THIS. SO FAR, OVER 100 COMPANIES IN THE CITY HAVE SIGNED UP TO PAY THE LONDON LIVING WAGE. BUT WE KNOW MORE CAN JOIN THEM. OUR PEOPLE ARE OUR CITY. THEY'RE THE BEST INVESTMENT WE'LL EVER MAKE. VISIT WWW.LIVINGWAGE.ORG.UK TO INVEST IN THEM TODAY.

Latest News Categories

The Living Wage Foundation's report on the campaign's impact - Full report [here](#).

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Committee: Policy and Resources	Date: 11 April 2019
Subject: Policy Initiatives Fund/Committee Contingency/Brexit Contingency	Public
Report of: Chamberlain	For Information
Report author: 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 2019/20 and future years with details of expenditure in 2019/20. The current available balances for the Policy Initiatives Fund (PIF), the Committee Contingency and the Brexit Contingency for 2019/20 are £583,883, £314,415 and £2,068,100 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 2019/20 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 (Appendix 6) 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 2019/20 are £583,883, £314,415 and £2,068,100 respectively.
11. Of the multiyear allocation of £600k per year there is no remaining allocation for 2019/20, £190,365 for 2020/21 and £583,365 for 2021/22, as shown in

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

12. In previous years any unused provisions in both the Policy Initiatives Fund and the Committee Contingency are rolled forward to the following financial year to help mitigate the impact of meeting the cost of anticipated initiatives in 2019/20. The uncommitted funds after the financial year end for the PIF, Committee Contingency Fund and Brexit Contingency Fund are £186,283, £177,5500 and £2,016,100 (of which £46,000 relates to MHCLG Funding and £1,970,100 relates to the Brexit Contingency Fund) respectively. However due to the year-end position not yet being finalised these figures may change.
13. There are a number of committed PIF/Committee Contingency/Brexit Contingency bids where the funding was allocated to 2018/19 but due to timing delays, they were not fully spent. These unspent committed bids are to be rolled forward from into 2019/20 to allow these allocations to continue to completion. The deferred funds carried forward for the PIF, Committee Contingency Fund and Brexit Contingency Fund are £243,204, £176,725, and £21,320 respectively. However due to the year-end position not yet being finalised these figures may change.

Corporate & Strategic Implications

14. 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.
15. 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 2019/20 expenditure
- Appendix 2 – PIF 2019/20 & Future FY Committed
- Appendix 3 – Contingency 2019/20 expenditure
- Appendix 4 – Contingency 2019/20 & Future FY Committed
- Appendix 5 – Brexit Contingency 2019/20 expenditure
- Appendix 6 – Brexit Contingency 2019/20 Committed
- Appendix 7 – PIF Multiyear allocations

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<u>POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND 2019/20</u>						
<u>ALLOCATIONS FROM PIE</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE DATE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL PAID</u> TO 01/04/2019 £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
	Events					
07/07/2016	London Councils' London Summit - the City is to host the annual conference for 3 years.	EDO	16,000	-	16,000	Final payment in 2019/20
05/07/2018	City Week 2019 Events Sponsorship	EDO	25,000	-	25,000	
17/01/2019	Sponsorship of the CPS Margaret Thatcher Conference on British and America - The City of London Corporation to sponsor this Conference to discuss the relationship between British and the USA.	DOC	20,000	-	20,000	
14/03/2019	Franco-British Young Leaders Programme - Gala Dinner 2019	DOC	20,000	-	20,000	
02/02/2018	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	3 year funding: £4,000 in 2019/20 & 2020/21
14/03/2019	Sponsorship of the 2019 Bright Blue Conference, "Fixing The Future"	DOC	6,000	-	6,000	
14/03/2019	Think Tank Review and Memberships 2019-20: Renewal of COL's membership to Centre for the Study of Financial Innovation (£5,000); Chatham House (£20,000); Institute for Public Policy Research (IPPR - £14,500); Local Government Information Unit (LGIU - £12,500); New Local Government Network (NLGN - £12,400); Whitehall & Industry Group (WIG - £5,000); Institute for Fiscal Studies (IFS - £10,000) & Open Europe (£10,000), Chatham House Europe Programme (£10,000).	DOC	99,400	-	99,400	
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	50,000	-	50,000	£25,000 re 2018/19 deferred to 2019/20. £25,000 final payment in 2019/20

<u>ALLOCATIONS FROM PIF</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u> <u>DATE</u>	<u>DESCRIPTION</u>	<u>RESP</u> <u>OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL</u> <u>PAID</u> TO 01/04/2019 £	<u>BALANCE</u> <u>TO BE SPENT</u> £	<u>NOTES</u>
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	9,250	-	9,250	£9,250 deferred from 2018/19
	Promoting the City			-		
17/01/2019	Sponsorship of Children's Book with Guy Fox History Project Ltd	DOC	42,000	-	42,000	3 year funding: £100,000 final payment in 2021/22
21/02/2019	London & Partners: Domestic Promotion of London	DOC	100,000	-	100,000	
21/02/2019	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	45,000	-	45,000	
21/02/2019	City Matters: placing additional full page advertisements in City Matters to promote City of London Corporation's cultural events and activities.	DOC	34,000	34,000	-	
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	160,000	-	160,000	£50,000 final payment in 2019/20; £50,000 + £60,000 allocated in 2017/18 & 2018/19 now deferred to 2019/20
06/07/2017	One City Social Media Platform: City Corporation to provide financial support for a third of the costs for 3 years of this ongoing development of a new social media led platform dedicated to City workers in promoting the attractions and events held within the Square Mile.	DBE / CS / DOC	60,000	-	60,000	
17/01/2019	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	40,000	-	40,000	Final payment in 2019/20
22/02/2018	Continued Sponsorship to support Innovate Finance.	DED	250,000	-	250,000.00	
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	3 year funding: £11,000 final payment in 2020/21

<u>ALLOCATIONS FROM PIF</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE DATE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL PAID</u> TO 01/04/2019 £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
12/04/2018	City of London Corporation Regional Strategy: City of London's membership to Scottish Financial Enterprise (SFE) and expanding the partnership programme to 3 more UK City Regions.	DED	22,695	-	22,695	£22,695 deferred from 2018/19
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	27,487	-	27,487	£27,487 deferred from 2018/19
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	57,662	-	57,662	3 year funding: £21,162 deferred from 2018/19. £36,500 in 2019/20 & £38,000 in 2020/21
16/11/2017	Communities 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	5 year funding: final payment in 2021/22
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	27,610	-	27,610	£27,610 deferred from 2018/19
			1,133,739	34,000	1,099,739	
	BALANCE REMAINING		583,883			
	TOTAL APPROVED BUDGET		1,717,622			
	ANALYSIS OF TOTAL APPROVED BUDGET					
	ORIGINAL PROVISION		1,250,000			
	UNCOMMITTED BALANCES BROUGHT FORWARD FROM 2018/19		105,341			
	UNSPENT COMMITTED BALANCES DEFERRED FROM 2018/19		243,204			
	UNSPENT COMMITTED BALANCES RETURNED TO FUND		80,942			
	TRANSFERRED FROM CONTINGENCY		38,135			
	TOTAL APPROVED BUDGET		1,717,622			

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

KEY TO RESPONSIBLE OFFICER:-

DED Director of Economic Development
TC Town Clerk

DOC Director of Communications
CS City Surveyor

DBE Director of Built Environment

CAROLINE AL-BEYERTY - DEPUTY CHAMBERLAIN

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

Date	Description	Allocation 2019/20	Allocation 2020/21	Allocation 2021/22
	BASE BUDGET	£	£	£
	+ Uncommitted balance brought forward from 2018/19	1,250,000	1,250,000	1,250,000
	+ unspent balances deferred from 2018/19	105,341		
	+ unspent balances in 2018/19 returned to Fund	243,204		
	+ balance moved from P&R Contingency to cover multi year allocations	80,942		
	TOTAL BUDGET	38,135		
		1,717,622	1,250,000	1,250,000
	ALLOCATIONS			
07/07/2016	London Councils Summit	16,000		
04/05/2017	Secretariat of Standing International Forum of Commercial Crts	160,000		
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	
12/04/2018	City of London Corporation Regional Strategy	22,695		
03/05/2018	Saudi Arabia Vision 2030, Public Investment Fund and Financial Services	27,487		
07/06/2018	City of London Corporation - Engagement with Strategy World Economic Forum (WEF)	57,662	38,000	
07/06/2018	Social Mobility: Sponsorship of the Social Mobility Employer Index	27,610		
05/07/2018	City Week 2019 Event Sponsorship	25,000		
05/07/2018	Events Partnership with The Strand Group, King's College London	50,000		
06/09/2018	Sponsorship of the Fabian Society's London: Policy and Challenges into the 2020s publication	9,250		
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		
21/02/2019	London and Partners: domestic promotion of London	100,000	100,000	100,000
21/02/2019	City AM & City Matters	79,000		
14/03/2019	Sponsorship of the 2019 Bright Blue Conference, 'Fixing the Future'	6,000		
14/03/2019	Think Tank Review and Memberships 2019-20	99,400		
14/03/2019	Franco-British Young Leaders' Programme - Gala Dinner 2019	20,000		
	TOTAL ALLOCATIONS	1,133,739	409,635	106,635
	BALANCE AVAILABLE	583,883	840,365	1,143,365

Less: Possible maximum allocations from this meeting: **11 April 2019**

- Sponsorship of the Fabian Society research project 20,000
- 2019 Party Conferences 41,000
- Sponsorship of the 2019 Battle of Ideas Festival 20,000
-

502,883	840,365	1,143,365
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POLICY AND RESOURCES COMMITTEE - CONTINGENCY 2019/20**ALLOCATIONS FROM CONTINGENCY**

					<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 BE SPENT</u>	
				<u>TO 01/04/2019</u>	<u>£</u>	
17/03/2016	Lord Mayor's Show Fireworks: City of London Corporation to hold a public fireworks display following the LM's Show. Funding to cover all aspects of the planned display including the fireworks display itself, and all the traffic management, public safety and crowd and related events management issues.	DOC	125,000	0	125,000	
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	29,350	0	29,350	£4,350 deferred from 2016/17; £25,000 deferred from 2017/18
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 2019/20
06/06/2018	Renewal Electricity Policy and Sourcing Strategy: City of London Corporation to adopt this strategy and purchase renewable electricity	CH / CS / TC	25,000	0	25,000	Deferred from 2018/19
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	7,375	0	7,375	Deferred from 2018/19
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	Deferred from 2018/19

<u>ALLOCATIONS FROM CONTINGENCY</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u> <u>DATE</u>	<u>DESCRIPTION</u>	<u>RESP</u> <u>OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL</u> <u>PAID</u> TO 01/04/2019 £	<u>BALANCE</u> <u>TO BE SPENT</u> £	<u>NOTES</u>
04/10/2018	Beech Street Transformation Project - an additional budget to support detailed analysis and business case work as progression to a Gateway 3 report	BC	55,000	0	55,000	Deferred from 2018/19
			301,725	-	301,725	
	BALANCE REMAINING		314,415			
	TOTAL APPROVED BUDGET		616,140			
	ANALYSIS OF TOTAL APPROVED BUDGET					
	ORIGINAL PROVISION		300,000			
	UNCOMMITTED BALANCES BROUGHT FORWARD FROM 2018/19		78,450			
	UNSPENT COMMITTED BALANCES DEFERRED FROM 2018/19		176,725			
	UNSPENT COMMITTED BALANCES RETURNED TO FUND		99,100			
	TRANSFERRED TO POLICY INITIATIVE FUND		(38,135)			
	TOTAL APPROVED BUDGET		616,140			
<p>NOTE: The Committee date records the actual approval meeting; in some instances approval is given for multi-year support for a project but the financial details in this table only show the expenditure due in the current year (2019/20). It should be noted that actual payments sometimes are made towards the end of a financial year.</p> <p>KEY TO RESPONSIBLE OFFICER:-</p> <p>DD Director of Economic Development TC Town Clerk DOC Director of Communications</p> <p>CS City Surveyor CH Chamberlain BC Managing Director, Barbican Centre</p> <p>CM Culture Mile Director</p> <p>CAROLINE AL-BEYERTY - DEPUTY CHAMBERLAIN</p>						

POLICY AND RESOURCES COMMITTEE - CONTINGENCY 2019/2020 - 2021/2022

Date	Description	Allocation 2019/20	Allocation 2020/21	Allocation 2021/22
	BASE BUDGET	£ 300,000	£ 300,000	£ 300,000
	+ Uncommitted balance brought forward from 2018/19	78,450		
	+ unspent committed balances deferred from 2018/19	176,725		
	+ unspent balances in 2018/19 returned to Fund	99,100		
	- balance moved to Policy Initiative Fund to cover multi year allocations	- 38,135		
	TOTAL BUDGET	616,140	300,000	300,000
	ALLOCATIONS			
23/01/2014	Career Fairs			
08/05/2014	City of London Scholarship - Anglo-Irish Literature	29,350		
17/03/2016	Lord Mayor's Show Fireworks	125,000		
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	7,375		
06/09/2018	Gresham College Funding Review	30,000		
04/10/2018	Beech Street Transformation Project	55,000		
	TOTAL ALLOCATIONS	301,725	-	-
	BALANCE AVAILABLE	314,415	300,000	300,000

Less: Possible maximum allocations from this meeting: **11 April 2019**

-	-	-	-
-	-	-	-
Balance	314,415	300,000	300,000

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POLICY AND RESOURCES COMMITTEE - BREXIT CONTINGENCY 2018/19 - 2019/20

Allocations from Brexit Contingency

						<u>Status of Balance</u>	
<u>Date of Bid</u>	<u>Description</u>	<u>Responsible Officer</u>	<u>Allocation</u> £	<u>Actual Paid to 31/03/2019</u> £	<u>Actual paid in 2019/20</u>	<u>Balance to be Spent</u> £	<u>Notes</u>
11/01/2019	Brexit Engagement Action Plan: 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	REM	60,000	0	0	60,000	2 year funding: £20,000 in 2018/19 & £40,000 final payment in 2019/20
05/02/2019	No Deal Preparation Adverts: A dedicated information resource is currently being created within the corporate website and it is this page (and the urgent need for businesses to prepare for Brexit, especially a 'no deal' scenario) that needs widespread communication to our business audiences	DOC	15,000	13,680	0	1,320	2018/19 funding
07/02/2019	The Communications Team requires funding for a short-term post to assess and mitigate all committee reports and other external committee output for reputational risk relating to Brexit.	DOC	13,000	0	0	13,000	2019/20 funding
08/03/2019	Supply Chain category card analysis: Commissioning an external consultancy firm to work with us to produce Category level risk cards. The categories that selected were based on internal knowledge, spend data and of the areas that would be most impacted by Brexit. These have been developed to allow us at this stage to identify the main risks in these categories.	CHB	9,900	9,900	0	-	2018/19 funding
27/03/2019	Police costs as a result of protest activities: Activity as a result from Brexit protest groups has meant that the Police have had to deal with direct action without time delay awaiting PAN LONDON resources. Due to the increased number of regional protest this could impact on response to the incident and therefore impact on business ability to continue to operate.	POL	44,000	44,000	0	-	2018/19 funding
			141,900	67,580	-	74,320	
	BALANCE REMAINING		2,068,100				
	TOTAL APPROVED BUDGET		2,210,000				
	ANALYSIS OF TOTAL APPROVED BUDGET						
	ORIGINAL PROVISION		2,000,000				
	MHCLG funding 2018/19		105,000				
	MHCLG funding 2019/20		105,000				
	TOTAL APPROVED BUDGET		2,210,000				

NOTE: The Committee date records the actual approval meeting; in some instances approval is given for multi-year support for a project but the financial details in this table only show the expenditure due in the current year (2019/20). It should be noted that actual payments sometimes are made towards the end of a financial year.

KEY TO RESPONSIBLE OFFICER:-

<u>Allocations from Brexit Contingency</u>						<u>Status of Balance</u>		
<u>Date of Bid</u>		<u>Description</u>	<u>Responsible Officer</u>	<u>Allocation</u>	<u>Actual Paid to 31/03/2019</u>	<u>Actual paid in 2019/20</u>	<u>Balance to be Spent</u>	<u>Notes</u>
				£	£		£	
REM		Remembrancer	DOC	Director of Communications				
CHB		Chamberlains	POL	City of London police				
CAROLINE AL-BEYERTY - DEPUTY CHAMBERLAIN								

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

Date	Bid Name	Description	Department	Brexit Risk Mitigation Category	Funding	Allocation 2018/19	Allocation 2019/20
11/01/2019	Brexit Engagement Action Plan	BASE BUDGET MHCLG funding + balance brought forward as agreed by Committee: Mar 2019 TOTAL BUDGET	Remembrancers	Attractiveness of London & Regulatory Landscape	Brexit Contingency Fund	£ 2,000,000	£ -
						105,000	105,000
						2,105,000	2,016,100
						20,000	40,000
						15,000	
05/02/2019	No Deal Preparation - Adverts	A dedicated information resource is currently being created within the corporate website and it is this page (and the urgent need for businesses to prepare for Brexit, especially a 'no deal' scenario) that needs widespread communication to our business audiences.	Communications	Attractiveness of London	MHCLG Funding		
07/02/2019	Post Funding for Mitigation of Reputational Risk	The Communications Team requires funding for a short-term post to assess and mitigate all committee reports and other external committee output for reputational risk relating to Brexit.	Communications	Other	MHCLG Funding		13,000
08/03/2019	Supply Chain category card analysis	Commissioning an external consultancy firm to work with us to produce Category level risk cards. The categories that selected were based on internal knowledge, spend data and of the areas that would be most impacted by Brexit. These have been developed to allow us at this stage to identify the main risks in these categories.	Chamberlains	Procurement & Supply Chain	Brexit Contingency Fund	9,900	
27/03/2019	Police costs as a result of protest activities	Activity as a result from Brexit protest groups has meant that the Police have had to deal with direct action without time delay awaiting PAN LONDON resources. Due to the increased number of regional protest this could impact on response to the incident and therefore impact on business ability to continue to operate.	City of London Police	Other	MHCLG Funding	44,000	
TOTAL ALLOCATIONS						88,900	53,000
BALANCE AVAILABLE						2,016,100	2,068,100

Less: Possible maximum allocations from this meeting: 19 March 2019

Brexit Contingency Fund Balance
 MHCLG Balance
Total Balance

1,970,100
 46,000
2,016,100 2,068,100

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POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND MULTI YEAR ALLOCATIONS

Date	Description	Allocation 2019/20	Allocation 2020/21	Allocation 2021/22
	Multi year allocation + transfer from contingency	£ 600,000 38,135	£ 600,000	£ 600,000
	TOTAL BUDGET	638,135	600,000	600,000
	ALLOCATIONS			
07/07/2016	London Councils Summit	16,000		
04/05/2017	Secretariat of Standing International Forum of Commercial Crt's	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		
21/02/2019	London and Partners: domestic promotion of London	100,000	100,000	10,000
21/02/2019	City AM & City Matters	79,000		
	TOTAL ALLOCATIONS	638,135	409,635	16,635
	BALANCE AVAILABLE	-	190,365	583,365

Less: Possible maximum allocations from this meeting: **11 April 2019**

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190,365

583,365

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Committee:	Date:
Policy & Resources Committee	11 April 2019
Subject: Decisions taken under delegated authority or urgency powers	Public
Report of: Town Clerk	For Information
Report Author: Greg Moore	

Summary

This report advises Members of actions taken by the Town Clerk in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order Nos. 41(a) and 41(b) since the last meeting.

Recommendation

That Members note the action taken since the last meeting of the Committee.

Main Report

1. Since the last meeting of the Committee, approval was given to one matter under urgency procedures or delegated authority arrangements, pursuant to Standing Order No. 41, as follows:-

Change to the composition of the Freedom Applications Committee
2. At its meeting on the 12 February 2019, the Freedom Applications Committee undertook its annual review of the Committee's terms of reference and agreed several changes, which were then submitted to the Policy & Resources Committee for approval.
3. At the meeting of the Policy & Resources Committee on 14 March 2019, the changes were discussed and approved, with the added proposal of the addition of two Members, to be elected by the Court, to its composition. The Policy & Resources Committee were supportive of this change, pending consideration by the Freedom Applications Committee, and agreed to delegate authority to consider any such proposal, should it be forthcoming.
4. The views of all Freedom Applications Committee Members were subsequently sought. Of the Members that responded, all were supportive of the proposal. The proposal was then progressed as an urgent decision of the Freedom Applications Committee and agreed by the Town Clerk, in consultation with the Chairman and Deputy Chairman on 1 April 2019.

5. The Policy & Resources Committee's endorsement was then sought and obtained under delegated authority arrangements, to allow for the vacancies to be advertised in good time ahead of the annual appointment of committees in April.

Contact:

Greg Moore

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