



Policy and Resources Committee

Date: THURSDAY, 2 MAY 2019

Time: 1.45 pm

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

Members:

Randall Anderson (Ex-Officio Member)	Deputy Joyce Nash
Deputy Keith Bottomley	Graham Packham (Ex-Officio Member)
Tijs Broeke	Alderman William Russell
Simon Duckworth	Alderman Baroness Scotland (Ex-Officio Member)
The Rt. Hon the Lord Mayor, Alderman Peter Estlin (Ex-Officio Member)	Deputy Tom Sleigh
Marianne Fredericks	Deputy Dr Giles Shilson
Alderman Timothy Hailes	Jeremy Simons (Ex-Officio Member)
Christopher Hayward	Sir Michael Snyder
Deputy Jamie Ingham Clark	Mark Wheatley
Alderman Ian Luder	Deputy Philip Woodhouse
Jeremy Mayhew	Alderman Sir David Wootton
Deputy Catherine McGuinness	The Chief Commoner (Ex-Officio Member)
Andrew McMurtrie	<i>Five vacancies to be filled at the Court of Common Council on 25 April 2019.</i>
Deputy Alastair Moss (Ex-Officio Member)	

Enquiries: Gregory Moore
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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. **ORDER OF THE COURT OF COMMON COUNCIL**

To receive the Order of the Court of Common Council dated 25 April 2019, appointing the Committee and setting its Terms of Reference (TO FOLLOW).

For Information

4. **ELECTION OF CHAIRMAN**

To elect a Chairman in accordance with Standing Order No. 29.

For Decision

5. **ELECTION OF DEPUTY CHAIRMEN**

To elect three Deputy Chairmen in accordance with Standing Order No. 30.

NB: Following consultation one will assume the role of Deputy Chairman and the other two the role of Vice Chairmen.

For Decision

6. **MINUTES**

To consider minutes as follows:-

a) To agree the public minutes of the meeting held on 11 April 2019.

For Decision
(Pages 1 - 8)

b) To note the public minutes of the Resource Allocation Sub-Committee meeting held on 8 April 2019.

For Information
(Pages 9 - 14)

7. **APPOINTMENT OF SUB-COMMITTEES, WORKING PARTIES AND REPRESENTATIVES ON OTHER COMMITTEES**

Report of the Town Clerk.

For Decision
(Pages 15 - 32)

8. **GENDER IDENTITY**

Report of the Town Clerk.

For Decision
(Pages 33 - 36)

9. **TRANSPORT STRATEGY**
Report of the Director of the Built Environment.
For Decision
(Pages 37 - 54)
10. **COMMUNITY INFRASTRUCTURE LEVY – NEIGHBOURHOOD FUND**
Report of the Director of the Built Environment.
For Decision
(Pages 55 - 60)
11. **CODE OF CONDUCT AND CONFLICTS OF INTEREST**
Report of the Director of Human Resources.
For Decision
(Pages 61 - 66)
12. **ALDGATE BUSINESS IMPROVEMENT DISTRICT**
Joint report of the City Surveyor and the Director of the Built Environment.
For Decision
(Pages 67 - 78)
13. **ATTENDANCE AT IBA CONFERENCE, SEOUL**
Report of the Director of Economic Development.
For Decision
(Pages 79 - 80)
14. **POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY**
Report of the Chamberlain.
For Information
(Pages 81 - 100)
15. **DEFERRED SCHEMES AND THE ANNUAL CAPITAL BIDS PROCESS: PUBLIC SECTION**
Report of the Chamberlain, to be considered together with a resolution from the Streets & Walkways Sub-Committee (TO FOLLOW).
For Decision
16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
18. **EXCLUSION OF THE PUBLIC**
MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Part 2 - Non-Public Agenda

19. NON-PUBLIC MINUTES

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

- a) To agree the non-public minutes of the meeting held on 11 April 2019.

For Decision
(Pages 101 – 106)

- b) To note the non-public minutes of the Resource Allocation Sub-Committee meeting held on 8 April 2019.

For Information
(Pages 107 - 108)

- c) To note the draft non-public minutes of the Hospitality Working Party meeting held on 26 March 2019.

For Information
(Pages 109 - 116)

20. IMPACT INVESTING INSTITUTE

Joint report of the Director of Economic Development and the Chief Grants Officer & Director of The City Bridge Trust.

For Decision
(Pages 117 - 122)

21. DEFERRED SCHEMES AND THE ANNUAL CAPITAL BIDS PROCESS: NON-PUBLIC SECTION

Report of the Chamberlain (TO FOLLOW).

For Decision

22. ADDITIONAL RESOURCE REQUEST: CITY OF LONDON POLICE

Report of the Commissioner (TO FOLLOW).

For Decision

23. MUSEUM OF LONDON RELOCATION UPDATE

Report of the City Surveyor (TO FOLLOW).

For Decision

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.

POLICY AND RESOURCES COMMITTEE **Thursday, 11 April 2019**

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 11 April 2019 at 1.45 pm

Present

Members:

Deputy Catherine McGuinness (Chairman)
Simon Duckworth (Deputy Chairman)
Christopher Hayward (Vice-Chairman)
Randall Anderson (Ex-Officio Member)
Douglas Barrow
Deputy Keith Bottomley
Tijs Broeke
Marianne Fredericks
Alderman Timothy Hailes
Deputy Jamie Ingham Clark
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)
Sir Michael Snyder
Deputy John Tomlinson
Mark Wheatley
Deputy Philip Woodhouse
Alderman Sir David Wootton

In attendance:

Alderman Prem Goyal
Wendy Mead

Officers:

Angela Roach	- Assistant Town Clerk & Director of Member Services
Peter Lisley	- Assistant Town Clerk & Director of Major Projects
Nick Bodger	- Town Clerk's Department
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
Grace Rawnsley	- Town Clerk's Department
Peter Kane	- Chamberlain
Caroline Al-Beyerty	- Deputy Chamberlain
Philip Gregory	- Chamberlain's Department

Paul Chadha	-	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
Anna Dunne	-	City Surveyor's Department
Carolyn Dwyer	-	Director of the Built Environment
Bob Roberts	-	Director of Communications
Damian Nussbaum	-	Director of Economic Development
Giles French	-	Assistant Director, Economic Development Office
Roland Martin	-	Headmaster, City of London Freemen's School
Alistair Sutherland	-	Assistant Commissioner, City of London Police

1. APOLOGIES

Apologies were received from Henry Colthurst, The Rt Hon The Lord Mayor Alderman Peter Estlin, Deputy Dr Giles Shilson, Deputy Tom Sleigh, and Jeremy Simons.

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 Policy and Resources Committee held 14 March 2019 were approved.
- b) The draft public minutes of the meeting of the Resource Allocation Sub-Committee held on 14 March 2019 were received.
- c) The draft public minutes of the meeting of the Projects Sub-Committee held on 22 March 2019 were received.
- d) The draft public minutes of the meeting of the Public Relations and Economic Development Sub-Committee held on 7 March 2019 were received.

4. RESOLUTION REGARDING SPORT ENGAGEMENT

The Committee received a resolution from the Hampstead Heath, Highgate Wood and Queen's Park Committee concerning sports engagement and the role of the several open spaces committees, together with certain other committees, with regard to the new strategy.

The Director of Communications provided clarification in respect of a number of areas and agreed that the pillars proposed were sensible, noting that they were already reflected within the job description of the Sports Engagement Officer post. He reiterated the previous commitment to share all sport engagement reports with interested committees and the Chair noted her longstanding

commitment to open spaces work needing to be at the forefront of sports engagement activities. It was noted that final decision-making would need to rest with Policy & Resources and its Public Relations and Economic Development Sub-Committee as the work was cross-cutting and fell across multiple areas.

RESOLVED: That the resolution be noted.

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

The Committee considered a report of the Chamberlain concerning arrangements for the prioritisation and funding of capital projects ahead of the forthcoming fundamental review process.

In response to questions concerning the deferred projects, it was confirmed that officers had scrutinised each in detail and considered the risk implications associated with all proposals. Each would be subject to ongoing officer review and any items could be brought back to Members to reconsider, should the position change materially. The next meeting of Resource Allocation Sub-Committee would provide an early opportunity and there would be flexibility to revisit items in the event of changed circumstances. In the meantime, a pragmatic approach would be taken in respect of each deferred project, with projects utilising existing funding approvals to take them up to the next Gateway point or other sensible place to pause.

With respect to Community Infrastructure Levy funding, it was clarified that the intent was to review future allocations, not to revisit sums already allocated to service departments.

RESOLVED: That Members:-

1. 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).
2. Approve the schemes set out 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.
3. Approve £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 £18.818m

to be allocated from the reserves of City Fund and City's Cash, subject to other relevant approvals including gateways and Court of Common Council, and with each scheme to be considered on 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.
4. 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.
 5. Note that the unallocated balances remaining in the 2018/19 annual provisions for new schemes will be returned to the centre.
 6. 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.
6. **CITY VISITOR STRATEGY 2019-23**
The Committee considered a report of the Director of Major Projects seeking approval for the City of London Visitor Strategy 2019/23.
- RESOLVED: That Members approve the final draft of the City of London's Visitor Destination Strategy (2019-2023) as shown in appendix 1 for submission to the Court of Common Council.
7. **2019 PARTY CONFERENCES**
The Committee considered a report of the Director of Communications concerning the proposed programme of City Corporation activities at 2019 party conferences and funding for the associated think tank partnerships.
- It was noted that further reporting may be necessary should the political landscape change following European Parliament elections.
- RESOLVED: That Members:-
1. agree the City Corporation's proposed programme of activity at 2019 party conferences;
 2. 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
 3. 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.
8. **BATTLE OF IDEAS SPONSORSHIP**
The Committee considered a report of the Director of Communications proposing sponsorship of the 2019 Battle of Ideas event.

Members noted that this event had been funded from the Policy Initiatives Fund (PIF) for several years and questioned the appropriateness of continued funding from that source, given recent changes to how the PIF was administered. It was therefore agreed that funding should be provided from the Committee's Contingency instead on this occasion, with the funding source to be reviewed for any future years.

RESOLVED: That Members agree to provide £20,000 from the Committee's 2019/20 Contingency Fund to sponsor the 2019 Battle of Ideas festival.

9. **SPONSORSHIP OF THE FABIAN SOCIETY RESEARCH PROJECT**

The Committee considered a report of the Director of Communications concerning the sponsorship of a Fabian Society research report intended to assess how investment in arts and culture drives economic development.

RESOLVED: That approval be granted to the sponsorship of the Fabian Society research project, 'Using Arts and Culture to Enable Deprived Communities to Thrive', at a cost of £20,000 to be met from the Committee's 2019/20 Policy Initiatives Fund categorised under 'Research' and charged to City's Cash.

10. **REVIEW OF THE CITY OF LONDON CORPORATION'S 2006 FAIRTRADE RESOLUTION**

The Committee considered a joint report of the Town Clerk and the Chamberlain concerning the City Corporation's position in respect of Fairtrade accreditation.

It was noted that the Hospitality Working Party, at its 26 March 2019 meeting, had agreed to recommend Option 1. The Policy and Resources Committee agree to endorse this position.

RESOLVED: That the 2006 Fairtrade Resolution be maintained, thereby:

1. 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;
2. 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;
3. Reviewing the 2006 Fairtrade Resolution in the event of a change of standard used within the Good Food for London report.

11. **IMMIGRATION BILL**

The Committee received a report of the Remembrancer concerning the Immigration and Social Security Co-ordination (EU Withdrawal) Bill.

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

12. LONDON LIVING WAGE CAMPAIGN

The Committee received a report of the Director of Economic Development updating on the success of the London Living Wage Campaign.

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

13. 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.

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

14. DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS

The Committee received a report of the Town Clerk advising of one action taken in accordance with delegated authority arrangements, concerning the composition of the Freedom Applications Committee.

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

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

There were no questions.

16. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were two urgent items:

Housing Delivery Working Group

RESOLVED: That, following Sir Mark Boleat's resignation from the Court, Deputy James Thomson be appointed as the new Chairman of the Housing Delivery Working Group.

Crossrail Arts Foundation

RESOLVED: That, following Sir Mark Boleat's resignation from the Court, Graham Packham be appointed as the Committee's representative on the Crossrail Arts Foundation.

17. 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.
18 – 23	3
26	2 & 3
27	3

18. NON-PUBLIC MINUTES

- a) The non-public minutes of the meeting of the Policy and Resources Committee held 14 March 2019 were approved.
- b) The draft non-public minutes of the meeting of the Projects Sub-Committee held on 22 March 2019 were received.
- c) The draft non-public minutes of the meeting of the Public Relations and Economic Development Sub-Committee held on 7 March 2019 were received.
- d) The non-public minutes of the meeting of the Hospitality Working Party meeting held on 28 February 2019 were received.

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

The Committee noted the non-public appendices associated with item 5.

20. CITY OF LONDON FREEMEN'S SCHOOL MASTERPLAN

The Committee considered a joint report of the Chamberlain, the City Surveyor, and the Headmaster of the City of London Freeman's School concerning the School's Estate Development Plan.

21. MARKETS CONSOLIDATION PROGRAMME

The Committee considered a joint report of the City Surveyor and the Director of Major Projects concerning the Markets Consolidation Programme.

22. 2019-20 CYCLICAL WORKS PROGRAMME FUNDING

The Committee considered and approved a report of the Chamberlain which sought approval for the proposed 2019/20 Cyclical Works Programme (CWP).

23. 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, concerning the Police Accommodation Strategy.

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

There were no questions.

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

There were two items:

Brexit

The Chair provided an update on recent discussions with Government relating to Brexit.

Chief Commoner

The Chair noted that this would be John Scott's last meeting as Chief Commoner and Members took the opportunity to thank him for his contributions during the year.

26. STRENGTHENING THE CITY

The Committee received a report of the Director of Economic Development.

27. CONFIDENTIAL APPENDICES: MARKETS CONSOLIDATION PROGRAMME

The Committee noted the confidential appendices relating to Item 21.

The meeting ended at 3.20 pm

Chairman

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RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Monday, 8 April 2019

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources)
Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday,
8 April 2019 at 10.00 am

Present

Members:

Deputy Catherine McGuinness (Chairman)	Deputy Edward Lord
Jeremy Mayhew (Deputy Chairman)	Alderman William Russell
Deputy Keith Bottomley	Deputy John Tomlinson
Deputy Jamie Ingham Clark	Alderman Sir David Wootton
Marianne Fredericks	

In Attendance

Andrew McMurtrie

Officers:

John Barradell	- Town Clerk and Chief Executive
Angela Roach	- Assistant Town Clerk & Director of Members' Services
Peter Lisley	- Director of Major Projects
Simon Latham	- Town Clerk's Department
Emma Cunnington	- Town Clerk's Department
Gregory Moore	- Town Clerk's Department
Peter Kane	- Chamberlain
Caroline Al-Beyerty	- Deputy Chamberlain
Philip Gregory	- Chamberlain's Department
Chris Bell	- Chamberlain's Department
Carolyn Dwyer	- Director of the Built Environment
Leah Coburn	- Department of the Built Environment
Emily Black	- Economic Development Office
Roland Martin	- Headmaster, City of London Freeman's School
Jonathan Poyner	- Barbican Centre
Darrell Lunt	- Barbican Centre

1. APOLOGIES

Apologies were received from Henry Colthurst, Simon Duckworth, Christopher Hayward, Deputy Joyce Nash, Alderman William Russell, Deputy Dr Giles Shilson, and Sir Michael Snyder.

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

Deputy John Tomlinson declared an interest in Items 3 and 7 in relation to aspects concerning the Barbican Podiums, as a tenant of the Barbican Estate.

Deputy Jamie Ingham Clark's standing declaration concerning his status as a Church Warden at St Lawrence Jewry was also recorded in relation to the same two items.

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

The Sub-Committee considered a report of the Chamberlain concerning arrangements for the prioritisation and funding of capital projects ahead of the forthcoming fundamental review process.

Members agreed the prioritisation criteria set out at paragraphs 6 and 7; however, it was observed that further detail would be necessary in respect of non-major capital projects which were income-generating or had funding of a "spend-to-save" nature and short payback terms, as the repayments or new income created would need to be factored in to longer-term cashflow forecasts.

A Member observed that it would be important to align policy and funding decisions, noting the unhelpful tendency previously for policy approvals taken at an early stage to be construed as a firm commitment for significant financial backing later on, despite the financial implications not having been sufficiently known. It was stressed that any requests for Member approvals should always identify funding sources; this would be particularly important for items coming through the Projects Sub-Committee. The Director of Major Projects spoke to echo the importance of ensuring the correct structures and rigour were put in place in relation to how projects were managed and presented for consideration.

Discussion ensued in relation to the possibility of spending more money at an earlier stage of projects to help define and drive down costs from their inception. Members did not support the creation of a separate funding pot for this under the control of the Projects Sub-Committee, noting that good project management activities should be embedded within day-to-day business activities and that the early stages of project design should continue to be funded from departmental local risk budgets.

Members were strongly supportive of the introduction of an annual capital bid process, stressing the importance of this being linked to the business planning cycle and flowing through to cashflow forecasts.

It was noted that further clarification was required in respect of the implications two of the projects which it was proposed were to be deferred; namely, the Dominant Footbridge and Holborn Viaduct & Snow Hill Pipe Subways projects. It was advised that officers would provide an update at Policy and Resources Committee later that week to revise the recommendation ahead of the final decision being taken, if necessary.

Members queried the rationale and process associated with identifying the projects to be deferred set out at Appendices 5A and 5B. It was advised that officers had scrutinised each in detail and considered the risk implications associated with all proposals. Based on the information available, it had been

determined that these items could be deferred for a period without significant negative implications; however, each would be subject to ongoing officer review and any items could be brought back to Members to reconsider, should the position change materially. The Chamberlain undertook to circulate further information on each of the projects to be deferred, including the point they were at in the Gateway process and the quantum of funds allocated to date.

The cost associated with delaying or deferring these projects was also the subject of discussion with it conceded that, for some items, there would likely be some abortive costs or additional expense associated with delays; however, this was the only real way to generate sufficient space for Members to step back and review projects in the round, enabling them to prioritise. It was advised that a pragmatic approach would be taken in respect of each deferred project, with projects utilising existing funding approvals to take them up to the next Gateway point or other sensible place to pause. Together with the relatively short period of the fundamental review process, this should mean there would be only a small period of inactivity on many projects, thereby minimising abortive costs.

A Member noted that decisions made now reflected the position at a particular point in time; organisational priorities and risk assessments were always liable to change according to emerging items and, therefore, ensuring flexibility in terms of the ability to revisit decisions or prioritisation in-year would be prudent both now and for any future process.

In relation to the Guildhall Event Chairs project, a Member queried why a trading account was not utilised in respect of the Guildhall's commercial lettings activity generally. This would allow relevant capital purchases or equipment, such as furniture, to be dealt with through the trading account and for material factors such as depreciation to be recognised. The Chamberlain was asked to consider the accounting treatment accordingly.

With reference to the various loans set out in table four and in more detail at Appendix 3, it was observed that these were being put forward in part as a consequence of timing and their being further progressed than other requests, rather than being necessarily related to their priority status. With this in mind, it was asked whether the commitments being made here would compromise the ability to borrow and therefore the viability of any of the other prospective loan-style arrangements to be considered in due course. The Chamberlain confirmed that he did not anticipate decisions made in respect of these loan proposals to have any material impact on the viability of other requests.

In relation to questions concerning projects involving third party funding, the Chamberlain agreed that this would need to be taken into account and appropriate thought would need to be given to the impact on prioritisation. However, it was sometimes the case that projects with such funding still required substantial commitments from the City Corporation but did not necessarily constitute organisational priorities, so careful thought about when and if such projects were embarked upon would be prudent.

It was noted that the fundamental review process was expected to be approximately six months in length. Members emphasised that communication would be particularly important throughout the fundamental review process, to ensure that both Officers and Members were clear on what was being done and the principles being applied. The Chamberlain was also asked to communicate the outcome of this meeting to Chief Officers and Service Committee Chairmen as soon as possible.

RESOLVED: That Members:-

1. 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).
 2. Approve the schemes set out 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.
 3. Approve £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 £18.818m
 - to be allocated from the reserves of City Fund and City's Cash, subject to other relevant approvals including gateways and Court of Common Council, and with each scheme to be considered on 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.
 4. 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.
 5. Note that the unallocated balances remaining in the 2018/19 annual provisions for new schemes will be returned to the centre.
 6. 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.
4. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
There were no questions.
5. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no urgent items.
6. **EXCLUSION OF THE PUBLIC**
RESOLVED – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds

that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

Item No.	Paragraph No.
7-9	3

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

The Sub-Committee considered the non-public appendices in conjunction with the report at Item 3.

8. **CITY OF LONDON FREEMEN'S SCHOOL - ESTATE DEVELOPMENT PLAN AND PROGRESS**

The Sub-Committee considered a joint report of the Chamberlain, the City Surveyor, and the Headmaster of the City of London Freemen's School concerning the School's Estate Development Plan.

9. **CYCLICAL WORKS PROGRAMME (CWP) AND ADDITIONAL RESOURCES FOR CITY FUND PROPERTIES**

The Sub-Committee considered and approved a report of the Chamberlain which sought approval for the proposed 2019/20 Cyclical Works Programme (CWP).

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.

The meeting ended at 11.05 am

Chairman

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Committee:	Date:
Policy and Resources	2 May 2019
Subject: Appointment of Sub Committees, Working Parties and Representatives On Other Committees	Public
Report of: Town Clerk	For Decision
Report Author: Greg Moore, Principal Committee and Members Services Manager	

Summary

1. The appointment, composition and terms of reference of the Policy and Resources Committee's sub-committees and working parties are considered annually, together with the appointment of its representatives on other City Corporation Committees. The opportunity is also taken to review the frequency of the Committee's meetings.
2. The Committee now appoints six sub-committees and six working parties or working groups:-
 - Courts Sub-Committee;
 - Members' Privileges Sub-Committee;
 - Outside Bodies Sub-Committee;
 - Projects Sub-Committee;
 - Public Relations and Economic Development Sub-Committee;
 - Resource Allocation Sub-Committee;
 - Hospitality Working Party;
 - Ceremonial Working Party;
 - Housing Delivery Working Group;
 - Culture Mile Working Party;
 - Members' Diversity Working Party; and
 - Members' Financial Assistance Working Party.
3. The Committee also appoints representatives to serve on a number of other City Corporation committees and sub-committees.
4. For ease of reference, details of the composition and terms of reference of the Committees sub-committees and working parties are set out in the Appendix to this report together with the details of the representatives appointed to serve elsewhere.

Recommendations

5. It is recommended that:-
 - a) consideration be given to the appointment, composition and terms of reference of the following sub-committees and working parties for the ensuing year:-
 - Courts Sub-Committee (1 vacancy)
 - Members' Privileges Sub-Committee

- Outside Bodies Sub-Committee (3 vacancies)
 - Projects Sub-Committee (4 vacancies)
 - Public Relations and Economic Development Sub-Committee (5 vacancies)
 - Resource Allocation Sub-Committee (6 vacancies)
 - Ceremonial Working Party
 - Culture Mile Working Party (4 vacancies)
 - Financial Assistance Working Party
 - Hospitality Working Party
 - Housing Delivery Programme Working Group
 - Members Diversity Working Party
- b) a Chairman and Deputy Chairman of the Projects Sub-Committee be appointed;
- c) Deputy James Thomson be re-appointed as Chairman of the Housing Delivery Working Group;
- d) 8 Members be appointed to serve on the Investment Committee (see Section P the Appendix for 2018 appointments);
- e) one Member be appointed to represent the Committee on each of the following:-
- Audit and Risk Management Committee
 - Barbican Centre Board
 - Education Board (this is open to all Members of the Court)
 - Freedom Applications Committee
 - Local Development Framework Reference Sub (Planning) Committee
- (see Section O of the Appendix for 2018 appointments);
- f) two Members be appointed to represent the Committee on the Capital Buildings Committee (see section Q of the Appendix for 2019 appointments);
- g) three Members be appointed to represent the Committee on the Corporate Asset Sub-Committee (see Section N of the Appendix for 2018 appointments);
- h) representatives be appointed for informal consultation with the Court of Aldermen and the Finance Committee on Mayoralty and Shrievalty Allowances (see Section M of the Appendix for 2018 appointments); and
- i) a representative be appointed to the City of London Academies Trust in the room of Dhruv Patel.

Main Report

Background

1. This report considers the appointment, terms of reference and composition of the Policy and Resources Committee's sub-committees and working parties. It also sets out details of the representatives the Committee is requested to appoint to serve on other City Corporation bodies.
2. The Committee is also required to review the frequency of its meetings. It usually meets on a monthly basis (with the exception of the Summer and Easter recess periods). No meetings were cancelled last year and meeting on a monthly basis is still working well.

Current Position

3. There are a number of specific areas of the Committee's work which require greater focus and for which it has created a sub-committees, namely:-
 - The City's Courts
 - Members' Privileges
 - Outside Bodies
 - Project Management
 - Public Relations and Economic Development
 - Resource Allocation
4. The Chair serves in an ex-officio capacity on all the Committee's Sub-Committees. The Deputy and the two Vice Chairmen also serve on the Sub-Committees, with membership on four of them being shared between them. All three positions serve on the Resource Allocation and the Public Relations and Economic Development Sub-Committees.
5. The Committee currently has six working parties covering hospitality, diversity, ceremonial, financial loss, housing delivery and the culture mile. Work in all these areas are ongoing.
6. Each of the Committee's proposed sub-committees, working parties and the appointments to other committees are considered in turn below. Details of their terms of reference and proposed composition are set out in the Appendix to this report.

Courts Sub-Committee

7. This Sub-Committee was created for a period of five years to be responsible for the oversight of the management of all matters relating to the Central Criminal Court, the City of London Magistrates' Court and the Mayor's and City of London Court (excluding the appointment of the Secondary and Under Sheriff and matters relating to the Shrievalty and in so far as they concern the City of London Corporation). In terms of places on the Sub-Committee, in addition to the Chair and the Deputy Chairman, one further place is filled by this Committee and four are appointed by the

Court of Common Council for a term of four years. There is **one** vacancy on this Sub-Committee which the Grand Committee needs to fill.

Members' Privileges Sub-Committee

8. The Members' Privileges Sub-Committee focuses on Members' privileges (but not those relating to City Hospitality which are dealt with by the Hospitality Working Party); Members' facilities (excluding Guildhall Club as this is dealt with by a dedicated committee); and Member development and training.
9. This Sub-Committee is chaired by the Chief Commoner and can report directly to the Court of Common Council. Vacancies on this Sub-Committee are appointed by the Court. See Appendix for the full composition.

Outside Bodies Sub-Committee

10. This Sub-Committee oversees the City Corporation's Outside Bodies Scheme on behalf of the Committee. Its primary purpose is to keep the City Corporation's policy and protocol towards outside bodies under review to ensure that they remain fit for purpose. In addition to the Chair and a Deputy or Vice Chairman, **three places** are filled by this Committee on an annual basis (but not necessarily from Members of the Committee) and three are appointed by the Court for staggered three-year terms.

Projects Sub-Committee

11. The Projects Sub-Committee provides additional scrutiny, oversight and challenge for the management of projects and programmes on behalf of the Policy and Resources Committee. The Chairman and Deputy Chairman of the Sub-Committee are appointed by the Grand Committee. There are **four** vacancies on this Sub-Committee to which the Grand Committee is asked to appoint.

Public Relations and Economic Development Sub-Committee (PR/ED Sub)

12. This Sub-Committee focuses on all matters relating to the City Corporation's Economic Development, Public Relations, Public Affairs and Communication activities, including any related plans, policies and strategies. There are **five** vacancies on this Sub-Committee to which the Grand Committee is asked to appoint.

Resource Allocation Sub-Committee (RA Sub)

13. Determining resource allocation in accordance with the City Corporation's strategies is undertaken on behalf of the Committee by the RA Sub. Earlier this year, as part of the recent review of the city Corporation's grant giving activities, the Committee agreed to the Sub-Committee being responsible for:-
 - setting the annual quantum for each City's Cash and City Fund grants programme (including for City's Cash funded open spaces grants);and
 - considering the annual performance reports for all grants programmes from the Finance Committee.

The Resource Allocation Sub-Committee also performs the role of a Reference Sub-Committee, in that it considers and makes recommendations on matters referred to it by the Grand Committee. Its constitution is determined by the Court. There are **six** vacancies on this Sub-Committee to which the Grand Committee is asked to appoint.

There is also a proposal on today's agenda to amend the sub-committee's terms of reference in relation to Community Infrastructure Levy monies.

Ceremonial Working Party

14. The Ceremonial Working Party was established for a limited period in 2016 to review the City Corporation's ceremonial protocols and practices and to update and consolidate the *Ceremonials* Book. Whilst good progress was made, the subsequent reorganisation of Mansion House and the Central Criminal Court has had an impact on the timely delivery of this project. With the new staffing and structural arrangements now settled, it is envisaged that the review will be able to resume as planned. There are no vacancies to be filled on the Working Party.

Culture Mile Working Party

15. The Cultural Mile Working Party (formerly the Culture Hub Working Party) was established in 2013 to oversee the development of a cultural hub in the Barbican area to coordinate improvements to the street scene, links to future transport infrastructure developments, and increased collaboration between the cultural institutions in and around that area. There are **four** vacancies on the Working Party.

Hospitality Working Party (HWP)

16. The HWP is chaired by the Chief Commoner and reports directly to the Court of Common Council. It is responsible for considering and making recommendations on City Corporation hospitality and on the applications for the use of Great Hall. Applications for the use other venues within Guildhall are determined by the Remembrancer in consultation with Chief Commoner. Vacancies on this Working Party are appointed by the Court. See Appendix for the full composition.

Housing Delivery Programme Working Group

17. This Working Group was established at the end of last year to support the planning, inform decision making and progress the delivery of the City Corporation's target of 3,700 for creating new homes. Its membership is drawn from this Committee, the Property Investment Board and Community and Children's Services.
18. Until his resignation in March 2019, Sir Mark Boleat served as the Group's Chairman. Following Sir Mark's departure, Deputy James Thomson was appointed as the Chairman (at the April 2019 Policy & Resources Committee meeting) and it is recommended (given the recency of this decision) that this arrangement be retained for the ensuing year.

Members Financial Assistance Working Party (MFAWP)

19. In 2018, the Committee supported a review of the financial loss scheme. It was agreed that rather than this being undertaken independently, a working party should be created to review the Scheme and to also examine what additional assistance could be given to Members to support them in conducting their duties as elected Members the City of London Corporation. The Members Financial Assistance Working Party was, therefore, established.
20. William Upton and Sophie Fernandes were appointed by this Committee as the two to the Working Party. Given that this Committee has only recently begun to meet in earnest and to allow for continuity, subject to Members' views it is recommended their appointments be re-confirmed for the ensuing year.

Members Diversity Working Party (MDWP)

21. The Policy and Resources Committee has been looking at ways in which to enhance the diversity of the Court of Common Council since 2015. A number of activities have been perused during that time and, recently, more in-depth work has been undertaken in relation to the potential remuneration of Members and possible changes to the timing of committee. The question of what more could be done to improve diversity was raised again at a meeting of the Public Relations and Economic Development Sub-Committee earlier this year and a number of suggestions made.
22. To help shape some of these ideas it was agreed that the Members' Diversity Working Party should be established. The Working Party has since recommended a suite of proposals to the Policy and Resources Committee and consideration on specific recommendations within this is ongoing.

Investment Committee

23. 14 Members of the Investment Committee are elected by the Court. In addition to this the Policy Committee appoints **eight** Members to serve on it from amongst all Members of the Court. Members wishing to serve on the Investment Committee are required to submit a CV in support of their candidature.

City of London Academies Trust (CoLAT)

24. The City of London Academies Trust oversees four secondary academies, three primary academies and one sixth form centre in London and seeks to deliver outstanding educational outcomes for young people. The Trust also works closely with one maintained primary school, two co-sponsored academies and three independent schools supported by the City of London Corporation.
25. The Trust is overseen by a Board of Trustees, which has ultimate legal accountability for the educational outcomes of the Trust's schools and sets the Trust's strategy, financial management, and regulatory compliance.
26. Although not a sub-committee or City Corporation Committee the Policy & Resources Committee is responsible for appointing two Trustees to CoLAT. One of the current

appointees, Dhruv Patel, has indicated he wishes to step down from the role. There is, therefore, one vacancy to be filled and it makes sense to consider this appointment at the same time as others. The appointment would be for a four-year term. The other existing P&R appointee is Andrew McMurtrie and the Trust has indicated they would particularly welcome applications from individuals with experience in the field of public policy.

Appointments to other Committees and Sub-Committees

27. The Policy and Resources Committee is required to appoint representatives to serve on the following Committees, Sub-Committees and Boards:-

- **Audit and Risk Management Committee**
- **Barbican Centre Board**
- **Capital Buildings Committee** (two representatives appointed from amongst the wider Court)
- **Corporate Asset Sub-Committee** (three representatives)
- **Education Board**
- **Freedom Applications Committee**
- **Local Development Framework Reference Sub (Planning) Committee**
- **Mayoralty and Shrievalty Allowances** (for the purposes of consultation with the Court of Aldermen and representatives of the Finance Committee)

28. It should be noted that when filling the vacancies on the various committees and sub-committees referred to above a ballot will be required where expressions of interest in serving on them exceed the number of vacancies.

Appendices

Appendix – composition and terms of reference of the Policy Committee’s sub-committees and working parties together with details of the representatives the Committee appoints to serve elsewhere.

Background Papers:

Appointment of Sub Committees, Working Parties and Representatives on Other Committees – Report May 2018

Contact:

Greg Moore

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Email: gregory.moore@cityoflondon.gov.uk

(A) Courts Sub-Committee

Composition

- Chairman of the Policy and Resources Committee (Chairman)
- Deputy Chairman of the Policy and Resources Committee;
- Two Aldermen nominated by the Court of Aldermen;
- Four Members appointed by the Court of Common Council;
- One Member appointed by the Policy and Resources Committee;
- One Member appointed by the Finance Committee;
- the Recorder and Sheriffs at the Central Criminal Court (Ex-officio), with the Recorder and any Sheriff who was not a Member of the Court of Common Council, having no voting rights

N.B. the Recorder and a Sheriff who is not an Alderman or Common Councilman shall have no vote.

In 2018/19 membership was as follows:-

Policy Committee representative

Deputy Edward Lord

Court of Alderman representatives

Alderman Sir David Wootton (Deputy Chairman)

Alderman Tim Hailes

Finance Committee representative

Nicholas Bensted-Smith

Representatives appointed by the Court

Alderman Alison Gowman

Michael Hudson

James De Sausmarez

John Scott

Terms of Reference

For a period of five years, from June 2016 to April 2021, to be responsible for oversight of the management of all matters relating to the Central Criminal Court, the City of London Magistrates' Court and the Mayor's and City of London Court so far as they concern the City of London Corporation but excluding the appointment of the Secondary and Under Sheriff and matters relating to the Shrievalty.

(B) **Members' Privileges Sub-Committee**

Composition

- Chief Commoner (Chairman)
- Immediate past Chief Commoner *
- Chairman and Deputy Chairman of the House Committee of Guildhall Club (Ex-officio)
- Chairman and a Deputy or Vice Chairman of the Grand Committee
- Up to 6 Members appointed by the Court of Common Council as follows:-

Ann Holmes *term expires 2020*

Deputy Jamie Ingham Clark *term expires 2020*

Simon Duckworth *term expires 2021*

Deputy Edward Lord *term expires 2021*

Deputy Richard Regan *term expires 2021*

Jeremy Simons *term expires 2021*

**For part of the year and then the Chief Commoner Designate for the remainder of the year (elected in October each year)*

Terms of Reference

- To consider and make recommendations to the Policy and Resources Committee on:-
 - Members' privileges, other than those relating to City Hospitality which is dealt with by the Hospitality Working Party; and
 - Members' facilities, excluding Guildhall Club as it falls within the locus of the House Committee of Guildhall Club.
- To agree a programme of Member training and development, to ensure that all Members have access to opportunities to broaden their specialist knowledge and skills in relation to their duties.

(C) **Outside Bodies Sub-Committee**

Composition

- the Chairman and one Deputy Chairman of the Policy and Resources Committee;
- three Members appointed by the Policy and Resources Committee (but not necessarily Members of the Policy and Resources Committee);

In 2018/19, four Members of the Committee were appointed as follows:-

Henry Colthurst

Mary Durcan

Jeremy Mayhew

James Tumbridge

- three Members appointed by the Court of Common Council as follows:-

Jeremy Simons *term expires 2019*
Deputy Edward Lord *term expires 2020*
Deputy Tom Hoffman *term expires 2021*

- one Alderman, appointed by the General Purposes Committee of Alderman – Alderman Sir David Wootton.

Terms of Reference

To be responsible for overseeing the City Corporation's Outside Bodies Scheme, to include:-

- developing the Corporation's policy towards outside body appointments;
- keeping under review the effectiveness and appropriateness of the organisation's participation in individual bodies;
- giving initial consideration to new requests from outside bodies for nominations;
- advising the Court on the needs and requirements of the outside body in respect of any vacancy; and
- periodically reviewing the City Corporation's Outside Bodies protocol.

(D) Projects Sub-Committee

Composition

- the Chairman and one Deputy Chairman of the Policy and Resources Committee
- Four Members appointed by the Policy and Resources Committee
- Two Members appointed by the Finance Committee
- Up to four Members be co-opted from the Court of Common Council with relevant experience.

In 2018/19 membership was as follows:-

Policy Committee representatives

Deputy Keith Bottomley
Marianne Fredericks
Deputy Jamie Ingham Clark
Andrew McMurtrie

Finance Committee representatives

Randall Anderson
Nicholas Bensted-Smith

Co-optees

Karina Dostlova
Anne Fairweather
James Tumbridge
Deputy Philip Woodhouse

**The Chairman and Deputy Chairman of the Sub-Committee to be appointed by the Policy and Resources Committee*

Terms of Reference

To be responsible for:-

- Authorising individual projects on behalf of the Policy and Resources Committee at each stage of the City's agreed Project Approval Process;
- Making proposals to the Resource Allocation Sub-Committee/the Policy and Resources Committee for projects to be included in the capital/supplementary revenue programme;
- Overseeing the City Corporation's programme of projects, excluding those within the remit of the Cyclical Works Programme (although these may be called-in by the Projects Sub-Committee) to ensure their delivery within the parameters set by the Resource Allocation Sub-Committee.
- Overseeing the City Corporation's programme of projects, excluding those within the remit of the Corporate Asset Sub-Committee, to ensure their delivery within the parameters set by the Resource Allocation Sub-Committee;
- Monitoring the procurement arrangements for capital and supplementary revenue projects and advising the Finance Committee of any issues; and
- Periodically reviewing the City Corporation's project management processes and procedures.

(E) Public Relations and Economic Development Sub-Committee

Composition

Chairman, Deputy Chairman & Vice Chairmen of the Policy and Resources Committee

Past Chairmen of the Policy and Resources Committee, still on the Committee

Chairman of the Finance Committee

Five Members of the Policy and Resources Committee, elected by the Committee

Four Members of the Court of Common Council, co-opted by the Sub-Committee

Up to two non-City of London Corporation members, who shall not have voting rights.

In 2018/19 membership was as follows:-

Policy Committee representatives

Deputy Keith Bottomley

Tijs Broeke

Deputy Jamie Ingham Clark

Deputy Edward Lord

Alderman William Russell

Co-optees

Anne Fairweather

Sophie Fernandes

Andrew Mayer

James Tumbridge

Non-City of London Corporation Co-optees

Not used

Terms of Reference

To consider and report to the Grand Committee on all matters relating to the City Corporation's Economic Development, Public Relations, Public Affairs and Communication activities, including any related plans, policies and strategies including oversight and governance of Sport Engagement (with power to act).

(F) Resource Allocation Sub-Committee

Composition (*the Constitution has been agreed by the Court of Common Council*)

Chairman of the Policy and Resources Committee (Chairman)

Chairman of the Finance Committee (Deputy Chairman)

The Deputy Chairmen of the Policy and Resources Committee

The Deputy Chairman of the Finance Committee

Chairman of the General Purposes Committee of the Court of Aldermen

The Senior Alderman below the Chair

The Chairman of the Establishment Committee

Past Chairmen of Policy and Resources Committee providing that they are Members of the Committee at the time.

Together with 6 Members of the Policy and Resources Committee - in 2018/19 these Members were as follows:-

Deputy Keith Bottomley

Henry Colthurst

Marianne Fredericks

Deputy Joyce Nash

Deputy Giles Shilson

Deputy John Tomlinson

Terms of Reference

- to recommend to the Grand Committee an appropriate allocation of financial resources in respect of the City Corporation's capital and revenue expenditure;
- to meet with Chairmen of Service Committees to advise on the status of the City Corporation's budgets and the recommended allocation of financial resources overall and discuss any emerging issues;
- following advice from the Corporate Asset Sub-Committee, to have power to determine the City Corporation's programme for repairs, maintenance and cyclical replacement of plant & equipment in respect of all operational and non-investment properties, including the prioritisation of the various schemes and projects;
- to determine the appropriate investment proportions between property and non-property assets;
- to recommend to the Grand Committee the extent of properties held by the City of London Corporation for strategic purposes, including within the City of London itself;

- to recommend to the Grand Committee the allocation of operational property resources for service delivery (following Corporate Asset Sub-Committee's consideration of effective use);
- to be the reporting and oversight body for the review of Operational Property;
- to set the annual quantum for each City's Cash and City Fund grants programme (including for City's Cash funded open spaces grants);
- to consider the annual performance reports for all grants programmes from the Finance Committee; and
- to consider and make recommendations in respect of matters referred to it by the Grand Committee including matters of policy and strategy.

NB - There is also a proposal on today's agenda to grant the sub-committee decision-making powers in relation to Community Infrastructure Levy monies.

(G) Ceremonial Working Party

Composition

- Chairman of the Policy & Resources Committee
- A Deputy Chairman of the Policy & Resources Committee (Catherine McGuinness)
- Chief Commoner
- Two Aldermen, nominated by the Chairman of the General Purposes Committee of Aldermen (Alderman Sir David Wootton and Alderman Tim Hailes)
- Three Members appointed by the Policy and Resources Committee (Roger Chadwick, Simon Duckworth and Edward Lord)
- Two Members with over ten years' service, appointed by the Court of Common Council (Wendy Mead and Deputy Joyce Nash)
- Two Members with under ten years' service at the time of their appointment, elected by the Court of Common Council (Henry Colthurst and Deputy Dr Giles Shilson)
- The Remembrancer
- Town Clerk

Terms of Reference

- To review the totality of the City Corporation's ceremonial protocols and practices, with the intention of bringing them up to date to reflect current circumstances;
- To examine the principles behind each protocol, particularly where there have been changes in practice over recent years, making recommendations as to the approach to take in future, with a view to an updated and consolidated Ceremonials Book being produced.

(H) Culture Mile Working Party

Composition

- The Chairman or his/her representative
- four Members nominated by the Policy & Resources Committee. In 2018/19 this was as follows:-

Tijs Broeke
Deputy Michael Cassidy
Jeremy Simons
John Tomlinson

The Chairman or his/her representative from the following committees/boards:-

- the Board of Governors of the Museum of London
- the Barbican Centre Board
- the Board of Governors of the Guildhall School of Music and Drama
- the Culture, Heritage and Libraries Committee
- the Planning and Transportation Committee
- the Barbican Residential Committee

The following senior officers: -

- Town Clerk
- Managing Director, Barbican Centre
- Director of the Built Environment
- Director of Community and Children Services
- Director of Culture, Heritage and Libraries
- Director, Museum of London
- City Surveyor

Terms of Reference

The working party will oversee and co-ordinate the work being undertaken to develop the cultural hub in the Barbican area.

It will do this by: -

- Providing a cross-cutting overview of emerging activities related to the creation of a cultural hub
- Providing advice on the potential of individual projects to contribute to the delivery of a cultural hub; and
- Ensuring that decision making committees of the City of London Corporation are fully aware of the impact individual projects might have in the delivery of a cultural hub.

Note: The Culture Mile Working Party shall have the power to co-opt people with relevant expertise or experience.

(I) Hospitality Working Party

Composition

Chief Commoner (Chairman)

Immediate past Chief Commoner*

Chairman and a Deputy Chairman of the Policy and Resources Committee

Chairman and Deputy Chairman of the Finance Committee

Chairman of the General Purposes Committee of the Court of Aldermen

Senior Alderman Below the Chair

Together with 4 Members to be appointed by the Court of Common Council

The Remembrancer

**For part of the year and then the Chief Commoner Designate for the remainder of the year (elected in October each year)*

The Court appointed the following Members:-

Karina Dostalova *term expires 2019*

Simon Duckworth *term expires 2020*

Wendy Mead *term expires 2021*

Deputy Edward Lord *term expires 2022*

Terms of Reference

- To consider applications for hospitality which are referred to it by the Remembrancer and to make recommendations thereon to the Court of Common Council;
- To keep the arrangements for hospitality (including Committee allowances, annual functions, invitations and seating) under review and to make recommendations thereon to the Grand Committee;
- To consider applications for the use of Great Hall and make recommendations thereon to the Court of Common Council;
- To consider the list of approved caterers and make recommendations thereon to the Grand Committee; and
- To consider the level of charges for the event spaces within Guildhall and make recommendations to the Grand Committee.

(J) Housing Delivery Programme Working Group

- the Chairman of the Policy and Resources Committee (or his/her representative)
- the Chairman of Community and Children's Services Committee (or his/her representative – Dhruv Patel)
- the Chairman of the Housing Management and Almshouses Sub Committee (or his/her representative – Randall Anderson)
- four Members of the Court of Common Council elected by the Policy and Resources Committee (Michael Cassidy, Alderman Greg Jones, Deputy James Thomson and Deputy Philip Woodhouse)

Terms of Reference

To be responsible for supporting the Policy and Resources Committee in progressing the delivery of the Corporation's target of establishing 3,700 new houses over the next 10 years.

(K) Members Financial Assistance Working Party

- The Chairman and named Deputy Chairman or one of the Vice Chairmen of the Policy and Resources Committee
- The Chairman and Deputy Chairman of the Finance Committee
- The Chairman of the General Purposes Committee of the Court of Alderman or his/her representative
- The Chief Commoner

- The Town Clerk
- two Members appointed by the Policy and Resources Committee from the wider Court (Sophie Fernandes and William Upton).

Terms of Reference

To undertake a review of the Members' Financial Loss Scheme to ensure that it is fit for purpose and to establish whether any further assistance should be established to support Members with the delivery of their duties as elected Members of the City Corporation.

(L) Members' Diversity Working Party

- The Chairman of the Policy and Resources Committee or his/her representative
- The Chairman of the General Purposes Committee of the Court of Aldermen or his/her representative
- The Chief Commoner
- The Immediate past Chief Commoner *
- The Chairman of the Establishment Committee
- Six Members appointed by the Policy and Resources Committee from the wider Court – in 2018/19, these were:
 - Munsur Ali
 - Randall Anderson
 - Tijs Broeke
 - Alderman Alison Gowman
 - Shravan Joshi
 - Dhruv Patel
- Together with co-option by the Working Party of up to two external people (with no voting rights).

**For part of the year and then the Chief Commoner Designate for the remainder of the year (elected in October each year)*

Terms of Reference

To consider and make recommendations to help promote the merits of standing for office as an Alderman or Common Councilman, to enhance the diversity of the Court of Common Council to represent better its constituency.

(M) Representatives for Consultation with the Court of Aldermen and Representatives of the Finance Committee on Mayoralty and Shrievalty Allowances

This is a joint deputation of representatives comprising Aldermen, the Policy and Resources Committee and the Finance Committee. The deputation is responsible for giving detailed consideration to the allowances for expenses for the offices of the Lord Mayor and the Sheriffs for the coming year.

Chairman of the Policy and Resources Committee
The Chief Commoner

Together with one further representative from this Committee - in 2018/19 Henry Colthurst was appointed to serve.

- (N) **Corporate Asset Sub-Committee** – This Sub-Committee is responsible for the performance and adequacy of all the City Corporation's operational property, including reviewing and agreeing the repairs and maintenance of those properties. Three representatives of this Committee are appointed to serve on it. In 2018/19 Marianne Fredericks, Deputy Joyce Nash and Jeremy Simons were appointed by the Committee to serve.

(O) **Representations on Other City Corporation Committees**

The appointment of one Member on the following:-

- i) **Audit and Risk Management** – the terms of reference of this Committee can be found in the Appointment of Members on Committee report to the Court or is available on request. Marianne Fredericks represented the Policy and Resources Committee in 2018/19.
- ii) **Barbican Centre Board** – the terms of reference of this Committee can be found in the Appointment of Members on Committee report to the Court or is available on request. Simon Duckworth represented the Committee on the Board in 2018/19.
- iii) **Education Board** – the terms of reference of the Board can be found in the Appointment of Members on Committee report to the Court or is available on request. Caroline Haines represented the Committee on the Board in 2018/19. *NB: Members are required to submit a CV in support of their candidature for serving on the Education Board.*
- iv) **Freedom Applications Committee** - the terms of reference of the Board can be found in the Appointment of Members on Committee report to the Court or is available on request. Jeremy Mayhew represented the Committee on the Committee in 2018/19.
- v) **Local Development Framework Reference Sub (Planning) Committee** - This Sub-Committee is responsible for giving detailed consideration to two of the City Corporation's strategic documents, the Local Development Framework and Local Implementation Plan. Dhruv Patel represented the Committee on the Sub-Committee in 2018/19.

(P) **Investment Committee**

Composition

14 Members elected by the Court

8 Members to be appointed by this Committee from all the Court

Together with the Chairmen and Deputy Chairmen of the Policy and Resources and Finance Committees (ex-officio)

NB: Members are required to submit a CV in support of their candidature for serving on the Investment Committee

In 2018/19 Policy representatives were appointed as follows:-

Christopher Boden
Sir Mark Boleat
Alderman Alison Gowman
Deputy Tom Hoffman
Michael Hudson
Deputy Alistair Moss
Dhruv Patel
Deputy Tom Sleigh

(Q) **Capital Buildings Committee**

The terms of reference of the Committee can be found in the Appointment of Members on Committee report to the Court and are available on request.

This Committee has the right to appoint two Members to serve on the Capital Buildings Committee. In 2018/19, the Committee appointed Peter Bennett and Deputy Keith Bottomley.

The Chair and a Deputy/Vice Chair of Policy also serve.

NB: A ballot will be required where expressions of interest in serving exceed the number of vacancies on Sub-Committees and Working Parties or representing the Committee on another service committees and Boards.

<p>Committee(s) <u>For decision:</u> Establishment Committee Policy and Resources Committee</p> <p><u>For information:</u> Community and Children's Services Committee Culture, Heritage and Libraries Committee Barbican Centre Board Heath and Wellbeing Board Hampstead Heath Consultative Committee Open Spaces and City Gardens Committee</p>	<p>Date(s): 30 April 2019 2 May 2019</p> <p>8 May 2019 13 May 2019 22 May 2019 4 June 2019 8 July 2019 15 July 2019</p>
<p>Subject: Gender Identity Policy</p>	<p>Public</p>
<p>Report of: Town Clerk and Chief Executive</p> <p>Report author: Simon Cribbens, Assistant Director, Commissioning and Partnerships, DCCS Tracey Jansen, Assistant Director, HR Business Services, Town Clerk's Department Marcus Roberts, Head of Strategy and Performance, DCCS</p>	<p>For Decision: Establishment Committee and Policy and Resources</p> <p>For Information: All other committees</p>

Summary

This report presents a City Corporation policy on gender identity, and the findings from independent analysis of an online survey conducted in 2018.

Recommendation

Members of Establishment Committee and **Policy and Resources Committee** are asked to:

- Consider the survey findings
- Approve the Gender Identity Policy.

Members of the Community and Children's Services Committee, the Culture Heritage and Libraries Committee, Barbican Centre Board, the Hampstead Heath Consultative Committee, the Open Spaces and City Gardens Committee and the Health and Wellbeing Board are asked to

- Consider the survey findings
- Note the Gender Identity Policy and its implications for them.

Main Report

Background

1. In July 2018, Establishment Committee asked that officers undertake a piece of work to develop an over-arching policy on gender identity for the City Corporation, covering both the Corporation's workforce and access to services.
2. The Equality Act 2010 says that someone must not be discriminated against if their gender identity is different from the gender assigned at birth (this is referred to as 'gender reassignment' and is identified as a 'protected characteristic'). To be protected under the Act it is not necessary to have undergone specific treatment; changing gender attributes is understood as a personal process, and not a medical one.

Gender Identity Policy

3. Adopting the proposed Gender Identity Policy (see Appendix 1) will ensure that the Corporation has a clear and consistent approach to gender identity in service delivery and in the workplace.
4. The policy that we are proposing is:
 - A clear statement of our duties under the Equality Act 2010
 - Supported by the findings of a Gender Identity Survey (see below and Appendix 2)
 - Informed by an Equality Impact Assessment, which concludes that the Gender Identity Policy should be implemented (see Appendix 3).
5. Its adoption will mean that:
 - Transgender staff are not subject to less favourable treatment at work;
 - Corporation management and staff receive training and support to enable them to address transgender issues appropriately in the workplace;
 - Transgender people are not discriminated against in the provision of Corporation services and are able to access services provided for the gender with which they consistently identify now;
 - Transgender people may still be excluded from single-sex services in rare circumstances where this could be demonstrated to be a proportionate means to a legitimate end and fully compliant with the Equality Act 2010.

Gender Identify Survey

6. An online survey was conducted to support the development of the policy by capturing the views of city residents, workers, visitors and other stakeholders (Appendix 2). The survey was open from 25 July to 14 September 2018. Analysis of responses was undertaken by an independent consultancy (Smart Consult), and completed in March 2019.

7. A substantial majority of the 21,191 valid responses were in favour of the propositions on gender identity set out in the survey – including that transgender people should be able to access services relating to the gender with which they identify now - with between two and four times as many respondents strongly supporting or agreeing with the key propositions as said that they opposed or strongly disagreed with them. This was also the balance of opinion among City residents who responded.
8. Among the minority who opposed the proposals many claimed that ‘sex’ was biologically given, itself a protected characteristic under the Equality Act 2010, and that this was a justification for preventing or limiting trans access to single sex spaces. The importance of safeguarding was also a recurrent theme.

Implementation of the Policy

9. Establishment Committee will oversee the Gender Identity Policy. The Equality and Inclusion Board, chaired by the Town Clerk, will be responsible for ensuring it is effectively implemented.
10. Chief Officers will ensure they are compliant with the Gender Identity Policy and will be asked to report annually on their progress. Departmental Leadership Teams will satisfy themselves that managers are appropriately supported to implement the policy, with Human Resources ensuring that appropriate guidance and training is available for managers and other staff.

Corporate & Strategic Implications

11. The Gender Identity Policy will contribute to the deliver of key outcomes in the City Corporation’s Corporate Plan 2018-23:
 - People are safe and feel safe
 - People enjoy good health and wellbeing
 - People have equal opportunities to enrich their lives and reach their full potential
 - Communities are cohesive and have the facilities they need
 - We have access to the skills and talents we need.
12. The policy will contribute to delivering the City Corporations Equality Objectives for 2016-20.

Legal Implications

13. The Gender Identity Policy will enable the City Corporation to discharge the Public Sector Equality Duty under the Equality Act 2010 with respect to gender identify.

Appendices (contained within separate appendices pack)

- Appendix 1 - Gender Identity Policy
- Appendix 2 - Gender Identity Survey: Report
- Appendix 3 - Equality Impact Assessment

Background Papers

Equality and Human Rights Commission - statement on sex and gender reassignment: legal protections and language 30 July 2018

<https://www.equalityhumanrights.com/en/our-work/news/our-statement-sex-and-gender-reassignment-legal-protections-and-language>

Equality and Human Rights Commission – Gender Reassignment Discrimination (online resource) <https://www.equalityhumanrights.com/en/advice-and-guidance/gender-reassignment-discrimination>

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Committee(s)	Date(s):
Planning & Transportation Committee Policy & Resources Committee	30 April 2019 2 May 2019
Subject: City of London Transport Strategy	Public
Report of: Director of the Built Environment	For decision
Report author: Bruce McVean – Department of the Built Environment	

Summary

This report seeks approval of the City of London Transport Strategy for onward submission to the Court of Common Council.

The Transport Strategy sets out the City of London Corporation's approach to investing in and managing the City's streets over the next 25-years and aspirations for improved transport connections. The Transport Strategy and supporting three-year Local Implementation Plan (LIP) Delivery Plan will together form the City Corporation's third LIP.

Consultation on the draft Transport Strategy ran from 12 November 2018 to 13 January 2019. The consultation generated almost 2,900 individual responses and 6,900 comments through the consultation website, with a further 70 submissions by email. Over 60 organisations also responded to the consultation.

Most respondents supported the draft proposals. Of all responses received through the website 77% were supportive of the proposals, with 15% opposing.

43 organisations provided separate written responses to the consultation. Of these, 21 expressed general support for the Transport Strategy as well commenting on individual proposals, including the Barbican Association, City Property Association, Landsec and St Paul's Cathedral School.

Four organisations expressed general opposition – Alliance of British Drivers, Brewery Logistics Group, Road Haulage Association and Motorcycle Action Group.

Over 500 people submitted template responses through the Unblock the Embankment website and more than 1500 people submitted template responses via the Square Mile Cycling Campaign.

The response to individual and organisational concerns and suggestions raised during the consultation are set out in the Phase 3 Engagement Report (Appendix 2, available on request and in the Members' Reading Room).

The positive response to consultation on the draft Transport Strategy means that no significant changes have been made. Changes to the Transport Strategy are shown as tracked changes in Appendix 4, these include:

- Making clearer the commitment to maintain appropriate vehicle access when delivering pedestrian priority.

- Indicating that we will seek to deliver the Strategy as quickly as possible and that milestones represent the latest date by which we expect proposals and projects to be fully delivered.
- Making the aim of a 25% reduction in motor traffic by 2030 a minimum aspiration.
- Making it clearer that no major changes will be made to the use of the kerbside without adequate assessment of current use and engagement with users and stakeholders.
- Accelerating the delivery of the core cycling network from 2044 to 2035 and delivery of the first sections of the core cycling network (Bishopsgate to Bank Junction and Liverpool Street to Monument) by 2025.
- Clarifying that the proposed measures to reduce the number of freight vehicles in the Square Mile do not uniformly apply to all types of deliveries.
- Adding an additional requirement for transport innovators to ensure that the needs of disabled people are accommodated in emerging transport technologies.

Recommendation(s)

Members are asked to:

- Approve the Transport Strategy for onward submission to the Court of Common Council (Appendix 4 – see separate appendixes pack)

Main Report

Background

1. Over the last 15 months the City of London Corporation has developed and consulted on its first ever long-term Transport Strategy. The Transport Strategy has been finalised following consultation and, subject to approval, will be submitted to the Court of Common Council on 23 May for adoption.
2. The Strategy sets out the City Corporation's approach to investing in and managing the City's streets over the next 25-years and aspirations for improved transport connections.
3. Delivering the Strategy will help facilitate the forecast growth of the City and accommodate the increased numbers of people travelling to and around the Square Mile. It will improve the experience of spending time on the City's streets with the aim of ensuring the Square Mile remains a healthy, attractive and easy place to live, work and visit.
4. The Transport Strategy will be supported by a series of short-term and regularly updated delivery plans, including the City Corporation's Local Implementation Plan (LIP) Delivery Plan.

5. Together, the Transport Strategy and LIP Delivery Plan form the City Corporation's third LIP. The LIP is a statutory document that sets out how the City Corporation will deliver the Mayor of London's Transport Strategy.
6. The development of the Transport Strategy has been informed by extensive engagement with the public and organisations with an interest in transport in the Square Mile. The first phase of engagement, held in February and March 2018, included:
 - **City Streets survey:** Almost 2,000 people accessed this survey which included questions on perceptions of the City's streets, priorities for the use of streets and kerb-side space, and ideas and suggestions for future street and transport improvements.
 - **City Streets exhibition:** A supporting exhibition held at the City Centre on Basinghall Street.
 - **Stakeholder workshops:** 77 representatives from City businesses, transport user groups and other organisations with an interest in transport in the Square Mile attended workshops to share their views on the transport challenges and opportunities.
7. The key themes emerging from this first phase of engagement were that:
 - Motor traffic levels on the City's streets are too high
 - People walking in the Square Mile are not given enough priority or space
 - Conditions for cycling in the Square Mile need to be improved and made safer
 - More greenery and seating should be provided on streets and the quality of the public realm improved
 - Air quality in the Square Mile needs to be urgently improved
 - There is potential to use streets more flexibly to accommodate the various demands on them at different times of the day
 - The City's streets are not accessible to all
 - The management of freight needs to be improved
8. A second phase of engagement, in June and July 2018, consulted on the proposed vision, aims and outcomes for the Strategy. Over 500 people and organisations responded to this consultation. The draft vision, aims and outcomes received high levels of support, with each being supported or supported with changes by between 77% and 92% of respondents.
9. An independently recruited panel of City workers and residents met three times during the development of the Strategy. This panel, which was facilitated by Populus, provided an opportunity to gain a deeper understanding of residents and workers' transport needs and concerns.
10. A Strategy Board made up of City business representatives, representatives from the Greater London Authority and TfL, and transport experts, met four times during the development of the Strategy. This Board provided advice and acted as a sounding board for emerging proposals.

Integrated Impact Assessment

11. Land Use Consultants have been appointed to undertake an independent Integrated Impact Assessment (IIA) for the Transport Strategy. The IIA brings together Strategic Environmental Assessment, Equality Impact Assessment and Health Impact Assessment into a single assessment.
12. The IIA identifies the potential for significant positive effects under all the Transport Strategy outcomes. No significant negative effects have been identified. The non-technical summary of the assessment report for the Transport Strategy is provided in Appendix 1.

Draft Transport Strategy consultation

13. The draft Transport Strategy was approved for consultation by the Planning and Transportation Committee on 30 October.
14. Consultation ran from 10 November 2018 to 13 January 2019. The consultation was widely promoted, including through Ward newsletters, social media, the Transport Strategy and Active City Network mailing lists, flyers and the City of London website home page.
15. The main consultation activities were:
 - **Consultation website:** A bespoke consultation website allowed people and organisations to indicate their level of support for and comment on all proposals. To maximise the volume of feedback received and cater for all interest levels, the website allowed users to tailor the level of detail by choosing one of the following options:
 - Ten 'key proposals' that are likely to be of most interest and will result in some of the most significant changes
 - Proposals grouped by topic or topics, e.g. transport mode
 - All proposals, organised by outcome
 - **Stakeholder briefings:** 47 representatives from stakeholder organisations attended briefing sessions at the Guildhall Art Gallery on 30 November.
 - **Drop-in sessions:** Eight public drop-in sessions were held over the consultation period in the City Corporation's libraries and in Guildhall reception.
16. Almost 2,900 individual responses and 6,900 comments were received through the consultation website, with a further 70 submissions by email. Over 60 organisations also responded to the consultation.
17. Levels of support for the Transport Strategy key proposals are summarised in Table 1. These scores were generated through the consultation website, with respondents indicating their level support on a scale of 1 (oppose) to 5 (support).

Proposal	% scores in support
2: Put the needs of people walking first when designing and managing our streets	76%
11: Take a proactive approach to reducing motor traffic	71%
14: Make the best and most efficient use of the kerbside and car parks	69%
17: Keep pavements free of obstructions	71%
20: Apply the safe system approach and the principles of road danger reduction to deliver Vision Zero	74%
24: Apply a minimum cycling level of service to all streets	78%
29: Support and champion a central London Zero Emission Zone	77%
38: Reduce the number of freight vehicles in the Square Mile	83%
41: Reduce the impact of construction and streetworks	85%
43: Establish a Future Transport Programme	78%

Table 1: Summary levels of support for key proposal

18. The headline results from the consultation website are:

- Of all responses received through the website 77% were supportive of the proposal, with 15% opposing
- Levels of support were similar for people who live in the City, work in the City, travel through the City, and visit the City for business or leisure. This contrasts with professional drivers, who tended not to support proposals
- People who reported that their mobility is limited a little or a lot were less likely to support proposals. This may be due to concerns over access outlined below
- 20 organisations used the website to respond to the consultation. The average score across all proposals for these organisational responses was 4.5 – on a scale of 1 (oppose) to 5 (support).

19. 43 organisations provided separate written responses to the consultation. Of these, 21 expressed general support for the Transport Strategy as well as commenting on individual proposals, including the Barbican Association, City Property Association, Landsec and St Paul's Cathedral School.

20. Only four organisations expressed general opposition – Alliance of British Drivers, Brewery Logistics Group, Road Haulage Association and Motorcycle Action Group.
21. The response to recurring comment themes and comments on the key proposals are set out below. Further details of the consultation results and responses to concerns and suggestions raised during the consultation are set out in the Phase 3 Engagement Report (Appendix 2, available on request).

Response to recurring comment themes

22. Recurring comment themes that cut across proposals and the response to them are summarised below. Responses were discussed and approved at Local Plans Sub (Planning & Transportation) Committee on 6 March 2019.

Concerns over congestion and air quality impacts of delivering the Strategy

23. Concerns that Transport Strategy deliverables will lead to an increase in congestion and emissions were raised across a number of proposals, particularly those relating to:
 - Providing greater priority for people walking (Proposal 2)
 - Providing protected space for people cycling (Proposal 24)
 - Implementing a 15mph speed limit (Proposal 20)
24. No changes to the Strategy are proposed as a result of these concerns. It is recognised that reallocating space to walking, cycling and public realm will reduce capacity for motor vehicles. However, proposals to reallocate space from motor vehicles need to be considered alongside proposals to reduce motor traffic and improve air quality. Collectively the Strategy proposals are not expected to increase congestion and will result in reduced emissions from motor vehicles.
25. The traffic and air quality impacts of individual interventions and projects, including the potential introduction of a 15mph speed limit, will also be assessed and addressed during project development.
26. Proposals 11 and 38 seek to reduce general motor traffic and the number of freight vehicles. These reductions will help prevent unreasonable impacts on remaining essential journeys as a result of reallocating street space. Several other proposals will also support efforts to reduce motor traffic, including support for improved public transport and cycling connections to the City.
27. The Strategy includes ambitious proposals to reduce emissions from motor vehicles. These will be in addition to improvements that will be delivered by the Ultra-Low Emission Zone from April 2019. The intended shift to more electric vehicles will mean that slower speeds do not result in increased emissions, and smoother flows at lower speeds should mean less impact from braking and accelerating.

Concerns over access impacts of delivering the Strategy

28. Approximately 80 people and a number of organisations, including the City of London Access Group, the Barbican Association, Royal Mail and the Brewery Logistics Group, raised concerns that measures to deliver pedestrian priority would adversely impact on access for people with disabilities and for deliveries.
29. The principle of pedestrian priority streets, as set out in Proposal 2, is to provide priority to people walking while still allowing access for essential vehicles, including delivery and servicing vehicles with a destination in the Square Mile. This approach recognises the need to maintain some access by motor vehicles to most addresses in the City.
30. Proposal 2 has been updated to make clearer the commitment to maintain appropriate vehicle access and to highlight that access requirements will be assessed as part of the project development process. Vehicle access requirements will also be considered during the development of the City of London Street Accessibility Standard (COLSAS, Proposal 16).
31. The work to develop the COLSAS will explore how to best balance the varied access and transport needs of disabled people. Most disabled people do not have limited mobility or are able to walk short distances or use a wheelchair, mobility scooter or cycle. This group may benefit from access restrictions and reallocation of street space to walking and cycling, while those with such limited mobility that they require door-to-door transport and assistance might potentially disbenefit.

Requests to increase the pace of delivery

32. Requests to increase the pace of delivery were made across a range of proposals, particularly in relation to milestones for:
 - Delivering the cycle network (Proposal 24)
 - Reducing motor traffic (Proposal 11)
 - Improving air quality (Proposal 29)
33. The milestones in the Transport Strategy reflect the relatively long-term nature of delivering significant changes to the City's streets, including the requirement for extensive stakeholder engagement as projects are developed.
34. The Strategy has been updated to indicate that we will seek to deliver proposals as quickly as possible and that milestones represent the latest date by which we expect proposals and projects to be fully delivered. We will also indicate the expected year of delivery for projects and proposals that are due to be delivered by 2022. The pace of delivery will be kept under review to take account of available resources and priorities, any changes to milestones will be included in the annual update of the Transport Strategy Delivery Plan.
35. It is difficult to commit to faster timescales for proposals to proactively reduce motor traffic (Proposal 11) and introduce additional emissions related restrictions (Proposal 29) as these are largely dependent on actions by the Mayor of London and TfL.
36. The milestone for delivering the second phase of the cycle network (Proposal 24), currently 2044, have been brought forward to 2035. While this remains a relatively

long-term milestone it reflects the connection between the delivery of the network and related projects, such as St Pauls Gyratory and the transformation of Fleet Street, and major developments. It also reflects the need for general traffic reduction to reduce the volume of motor vehicles on some streets where protected space for cycling is not possible or appropriate.

The treatment of taxis in the Strategy

37. Responses from taxi trade representatives along with some organisational and individual comments requested that taxis be treated the same as buses, particularly when any access restrictions are introduced. Comments also included suggestions that taxis should be exempt from measures to reduce motor traffic. The City of London Access Group and others highlighted the role of taxis in providing a fully accessible door-to-door service.
38. Comments were also received that suggested taxis should not be treated any differently to private cars and private hire vehicles, and that measures to actively reduce the number of taxis in the City should be introduced.
39. No changes to the Strategy are proposed in response to these comments, which are most relevant to Proposals 2, 11, and 12.
40. It is recognised that there will always be a need for taxis in the Square Mile, but it is not considered appropriate for taxis be exempt from consideration in terms of traffic reduction. Reductions in all types of motor traffic will be required to meet the Strategy's traffic reduction target, and taxis currently make up approximately 21% of motor vehicles on the Square Mile's streets.
41. The exemption of taxis from any future access restrictions is best addressed on a case-by-case basis during project development. This will include the consideration of accessibility requirements and take account of the fact that the Transport Strategy defines taxis being used by people with access needs as essential traffic.

The treatment of motorcycles and mopeds in the Strategy

42. The Motorcycle Action Group, Motorcycle Industry Association, British Motorcyclists Federation and almost 250 individuals suggested the Transport Strategy should seek to encourage greater use of motorcycles and mopeds. Suggestions included providing more free on-street parking and giving motorcycles and mopeds equal priority to cycles.
43. Respondents also suggested that motorcycles and mopeds should be exempt from future access restrictions and road user charges, including emissions related charges.
44. No changes to the Strategy are proposed in response to these comments, which are most relevant to Proposals 2, 11, 12, 14 and 29. However, further analysis on the current use and potential role for motorcycles and mopeds, both private and commercial, will be undertaken before implementing any proposals.
45. It is recognised that there is a role for motorcycles and mopeds for certain journeys where a non-motorised or public transport alternative is not available. In these instances, travelling by motorcycle or moped is likely to have a lower impact

on congestion and air pollution than using a private car. However, motorcycles and mopeds do still emit NOx and particulate matter and contribute to noise pollution.

46. There is likely to be limited potential for modal shift to motorcycles and mopeds from private cars, taxis and private hire vehicles. Actively encouraging travel by motorcycles and mopeds may also result in some shift away from walking, cycling and public transport (currently 93% of commuter travel).
47. The Transport Strategy currently takes a relatively neutral position on motorcycles and mopeds. It does not seek to further encourage or actively discourage their use beyond overall measures to reduce motor traffic. No changes to this approach are proposed, including maintaining existing proposals on reviewing the potential for reallocation of on-street parking to space for walking, cycling and public realm.
48. As with taxi access, exemptions from restrictions are best decided on a case-by-case basis during project development. Any exclusions to future road user or emissions-based charges will be considered during development of more detailed policy or future schemes.

Suggested removal of the Cycle Superhighway on Upper and Lower Thames Street

49. Over 500 people submitted template responses via the Unblock the Embankment website suggesting that the existing Cycle Superhighway on Upper and Lower Thames Street should be replaced by the Aldgate to Blackfriars route proposed in the Transport Strategy (Proposal 24). The template mirrored the formal Unblock the Embankment response. Members of the Unblock the Embankment campaign are the Licensed Taxi Drivers Association, Royal Jersey Laundry, Canary Wharf Group, the Confederation of Passenger Transport and the British Motorcycle Federation.
50. Proposal 24 outlines the proposed core cycle network for the Square Mile, which builds on the existing cycle network in central London and aims to create a network of safe, attractive, and accessible cycle routes across the City. It also allows the existing east-west Cycle Superhighway to continue to provide a relatively quick route through the City while reducing potential conflicts with the very high volumes of people walking in the Square Mile.
51. Proposal 24 was supported by 78% of people who responded through our consultation website. It was also supported fully by 12 organisations and in part by 6 more; including the Federation of Small Businesses, City Property Association and St Paul's Cathedral School. 1,500 people also submitted template responses prepared by the Square Mile Cycling campaign, which expressed support for an enhanced Aldgate to Blackfriars route in addition to the existing Cycle Superhighway.
52. No changes to Proposal 24 are proposed in response to the Unblock the Embankment request.

Responses and updates to key proposals

53. The major comments on and updates to the key proposal are summarised below. Further details on comments and responses to all proposals are provided in the Phase 3 Engagement Report (Appendix 2).

Proposal 2: Put the needs of people walking first when designing and managing our streets

54. The average score for this proposal was 4.1 out of 5. Of those who provided comments, 355 people and 25 organisations supported the proposal and made no suggestions for changes, including the City Property Association, Cross River Partnership and the Barbican Association. 84 people and three organisations (Alliance of British Drivers, Brewery Logistics Group and Smithfield Market Tenants' Association) opposed the proposal without making any suggestions for change.
55. The majority of comments expressed support for the proposal because of the benefits it would bring, such as helping to alleviate crowded pavements, improving the Square Mile as a place to live and work, and encouraging people to walk. A number of comments supported the proposal but asked for it to be more ambitious in its pace of delivery or in the number of pedestrian priority streets.
56. The main areas of concern from individuals and organisations were the potential impact on vehicle access (particularly for disabled people who require the use of motor vehicles) and whether the proposal would increase congestion, which in turn would impact air quality.
57. The proposal has been updated to make clearer the requirement to maintain appropriate vehicle access and to highlight that access requirements will be assessed as part of the project development process.

Proposal 11: Take a proactive approach to reducing motor traffic

58. The average score for this proposal was 3.9 out of 5. Of those who provided comments, 222 people and 19 organisations supported the proposal and made no suggestions for changes, including Transport for London, Sustrans and Centre for London. 42 people and the Alliance of British Drivers and Unblock the Embankment opposed the proposal without making any suggestions for change. The 500 template responses sent via the Unblock the Embankment website raised concerns about increased traffic on the A3211 as a result of implementing this proposal.
59. Respondents expressed support for the proposal because it would help to reduce air and noise pollution, make the City a more pleasant place and improve road safety. A significant number of people supported the proposal but requested it went further by either delivering at a faster pace, reducing the number of certain types of vehicle or removing on-street parking spaces.
60. A significant number of comments were received suggesting the proposal should seek to encourage greater use of motorcycles and mopeds. Concerns over the impact of the proposal on vehicle access were also raised.

61. Reflecting the requests for a more ambitious target, the aim of a 25% reduction in motor traffic by 2030 has been updated to a minimum aspiration. However, the rate at which traffic volumes are reduced is largely dependent on actions by the Mayor of London and Transport for London and it is difficult to commit faster timescales.
62. As noted above, the proposal will not be updated to actively encourage travel by powered two wheelers, but further analysis will be undertaken to understand their use and potential as part of proposal 14.

Proposal 14: Make the best and most efficient use of the kerbside and car parks

63. The average score for this proposal was 3.9 out of 5. Of those who provided comments, 148 people and 18 organisations supported the proposal and made no suggestions for changes, including Transport for London, Centre for London and Cross River Partnership. 45 people and four organisations opposed the proposal without making any suggestions for change, including the British Motorcyclists Federation and Motorcycle Action Group.
64. Respondents expressed support for the proposal because too much space is currently given to vehicles and on-street parking spaces are a poor use of public space. Some respondents supported the proposal but asked it to go further by removing more or all of on-street parking or to deliver the proposal faster.
65. A number of respondents opposed the proposal because of a specific measure. Most of the opposition was related to powered two wheelers; either regarding the potential reductions in on-street parking or the potential introduction of variable charging by size and emissions. A number of organisations also expressed opposition to the potential reduction in the maximum loading period for freight vehicles.
66. The proposal has been updated to make it clearer that no changes have been made to use of the kerbside without adequate assessment of current use and potential impact and engagement with users and stakeholders.

Proposal 17: Keep pavements free of obstructions

67. The average score for this proposal was 4.0 out of 5. Of those who provided comments, 156 people and 19 organisations supported the proposal and made no suggestions for changes, including Transport for London, Sustrans and the City of London Accessibility Group. 34 people opposed the proposal without making any suggestions for change.
68. Support for the proposal referred to provision of designated parking spaces for dockless cycles and removing A-boards and other street clutter.
69. A significant number of comments were concerned that proposals to manage outside drinking and seating would prevent people spending time outdoors and result in a 'sterile' environment. Other concerns included undermining dockless cycle schemes or the impact of removing A boards on small businesses.
70. No changes are proposed. In line with existing licensing policies this proposal seeks to manage rather than ban or unduly restrict outdoor drinking and seating.

We recognise that eating and drinking outside, especially in summer months, is an important part of the City's culture. However in places this can result in access or safety issues due to pavement crowding.

Proposal 20: Apply the safe system approach and the principles of road danger reduction to deliver Vision Zero

71. The average score for this proposal was 4.0 out of 5. Of those who provided comments, 156 people and 13 organisations supported the proposal and made no suggestions for changes, including Transport for London, City Property Association and Brake. 17 people opposed the proposal without making any suggestions for change, but 5 organisations opposed and suggested changes, including the Alliance of British Drivers, the Brewery Logistics Group and the Motorcycle Action Group.
72. Overall, proposal 20 received strong support from both individuals and organisations. Comments referred to supporting a 15mph speed limit, encouraging safer road user behaviours, need for strong enforcement of speed, vehicles and poor behaviours and Intelligent Speed Adaption (ISA).
73. Most comments from individuals and organisations opposing the proposal related to the 15mph speed limit – noting that this was too slow a speed and may result in increased congestion and vehicle emissions.
74. While we understand that there are concerns relating to the impact and suitability of a 15mph speed limit, safer speeds is a core component of the safe systems approach to reducing road danger. We do not expect the 15mph speed limit to have a significant impact on air quality or congestion, particularly as it will be delivered alongside measures to reduce vehicle numbers and emissions. All impacts of the limit, including increased journey times and specific impacts to motorcyclists will be considered as part of scheme development.

Proposal 24: Apply a minimum cycling level of service to all streets

75. The average score for this proposal was 4.2 out of 5. Of those who provided comments, 177 people and 11 organisations supported the proposal and made no suggestions for changes, including the City Property Association, London Living Streets, and Transport for London. 32 people and the Alliance of British Drivers and Motorcycle Action Group opposed the proposal without making any suggestions for change.
76. Support for this proposal covered many themes, including the introduction of a minimum cycling level of service on all streets, improving safety for people cycling through the development of the core cycling network, or enabling more non-standard cycling in the City. There was also significant support for accelerating the delivery of the core cycling network.
77. Opposition to this proposal was focused on the reallocation of street space from vehicles to people cycling, negative behaviours of people cycling, conflicts between street users arising from shared space and contraflow cycling lanes, the lack of inclusion of powered two wheelers in our plans, and general opposition towards more people cycling in the City.

78. Key changes to this proposal include accelerating the delivery of the core cycling network overall from 2044 to 2035 and delivery of the first sections of the core cycling network (Bishopsgate to Bank Junction and CS1 to Monument) by 2025. Other minor changes have been made to the proposal for clarification or to points of detail.

Proposal 29: Support and champion a central London Zero Emission Zone

79. The average score for this proposal was 4.1 out of 5. Of those who provided comments, 275 people and 25 organisations supported the proposal and made no suggestions for changes, including Barbican Association, City Property Association, Living Streets and Transport for London. 56 people opposed the proposal without making any suggestions for change. The Motorcycle Action Group (MAG), Alliance of British Drivers (ABD), Smithfield Market Tenants' Association opposed the proposal and made suggestions for change.
80. There was a high level of support for this proposal with many people asking for it to go further than the two local Zero Emission Zones (ZEZ) proposed for the City Cluster and Barbican and Golden Lane.
81. Concerns expressed were predominantly around the need to manage implementation timescales for any ZEZ with a realistic approach to access for residents and restrictions that reflect the availability of zero emission capable vehicles, particularly for freight.
82. No changes are proposed as a result of consultation comments. The need to consider phasing for vehicle class/type and possible exemptions for certain users is reflected in the proposal and will be considered during the development of local ZEZs. Residents, businesses, the freight industry and other street users will be engaged as part of this process.

Proposal 38: Reduce the number of freight vehicles in the Square Mile

83. The average score for this proposal was 4.4 out of 5. Of those who provided comments, 129 people and 15 organisations supported the proposal and made no suggestions for changes. 34 people and the Alliance of British Drivers, La Fromagerie and the Smithfield Market Tenant's Association opposed the proposal without making any suggestions for change. The 500 template responses sent via the Unblock the Embankment website raised concerns about increased traffic on the A3211 as a result of implementing this proposal.
84. Proposal 38 received very strong support from individuals and good support from organisations, including supportive responses from the City Property Association, Landsec and the Chancery Lane Association.
85. Opposition to this proposal was predominantly from organisations concerned that that not all types of delivery are suitable for retiming or consolidation.
86. The proposal has been updated to clarify that the proposed actions do not uniformly apply to all types of deliveries.

Proposal 41: Reduce the impact of construction and streetworks

87. The average score for this proposal was 4.4 out of 5. Of those who provided comments, 223 people and 25 organisations supported the proposal and made no suggestions for changes, including Federation of Small Businesses, Living Streets, City of London Access Group. 6 people and none of the organisations opposed the proposal without making any suggestions for change.
88. Comments included requests for higher penalties for overrunning works and for better notification of diversion routes, including for people walking, cycling and using buses.
89. Commenters also highlighted the need to protect residents. Some comments were made regarding the hierarchy for traffic management plans, particularly with respect to taxis and freight. The proposal has been updated to consider access for taxis alongside buses and to include essential freight.

Proposal 43: Establish a Future Transport Programme

90. The average score for this proposal was 4.2 out of 5. Of those who provided comments, 67 people and 17 organisations supported the proposal and made no suggestions for changes, including the Society of Motor Manufacturers and Traders, Barbican Association and Tideway. 23 people and the Brewery Logistics Group opposed the proposal without making any suggestions for change.
91. Support for this proposal was broadly related to our proactive approach to planning for and incorporating emerging transport technologies and innovations into the Strategy and the approach we have taken to vet those technologies and innovations, including our list of requirements.
92. Opposition to this proposal was focused on the role of Connected and Autonomous Vehicles (CAVs) and technology more widely in the City and an overall scepticism about whether the City can proactively plan for and integrate innovation into the Strategy.
93. Changes to this proposal include adding an additional requirement for transport innovators to ensure that needs of disabled people are accommodated by emerging technologies and for a Future Transport Action Plan to be published in 2020.

Other changes to the draft Transport Strategy

94. The IIA for the draft Transport Strategy recommended changes to five proposals. The response to these recommendations is set out in the table below.

Proposal	LUC recommendation	Response
4: Enhance the Barbican high walks	To reduce the impact on heritage assets it was recommended that the proposal be modified to require that any enhancements to the Barbican will ensure that its heritage significance is respected.	The proposal has been amended to include: <i>Any enhancements made to the high walks will be in line with the special architectural and historic interest of the Barbican and the requirements of the Barbican Listed Building Management Guidelines SPD.</i>
30: Install additional electric vehicle charging infrastructure.	To reduce the impact on the built environment and public realm it was recommended that additional text is added to the proposal which requires the design of charging points to be sensitive to the streetscape and public realm.	The proposal has been amended to include: Where it is essential to locate on-street, charge points will be installed in the carriageway rather than on the pavement <i>and in a way that is sensitive to the streetscape and public realm.</i>
38: Reduce the number of freight vehicles in the Square Mile	To further reduce the negative effect on economic growth a caveat could be added to the text allowing for certain types of businesses, who can justify the need, to retain agreed bespoke servicing arrangements on an exception basis where this can be clearly justified.	The proposal has been amended to include: <i>These solutions are not uniformly applicable to all types of deliveries and we will work with the freight industry to target interventions at the most appropriate types of delivery.</i>
38: Reduce the number of freight vehicles in the Square Mile	To reduce the negative impact on environmental protection it was recommended that text is added to the proposal which states that as far as possible adverse effects on the water quality and biodiversity of the river will be avoided.	The text already references working with the Port of London Authority to ensure that river fleets meet their air quality standards, which includes impacts to water and surrounding environment. The proposal has been amended to include: <i>Working with river freight operators to ensure that their fleets meet Port of London Authority air quality standards and avoid adverse impacts on water quality and biodiversity.</i>

Table 2: Response to LUC recommendations

Proposal	LUC recommendation	Response
40: Allow some local access streets to function as city access streets during significant disruption	To monitor potential negative effects on the built environment, heritage assets and pollution it was recommended that text be added to the proposal which requires monitoring of the Local Access streets to ensure any negative effects are appropriately recorded and mitigated.	The proposal has been amended to include: <i>Monitoring of any uses of Local Access streets in this way will ensure management arrangements are working well and identify and mitigate and negative effects on the built environment and air quality.</i>
48: Support the increased use of the Thames for passenger services	It was advised that negative effects on environmental pollution could be further reduced through text added to the proposal which requires as far as possible that adverse effects on the water quality of the river be avoided.	The proposal has been amended to include: <i>Working with river passenger service operators to ensure that their fleets meet Port of London Authority air quality standards and avoid adverse impacts on water quality.</i>

Table 2 (contd.): Response to LUC recommendations

95. Following discussions with the City of London Police a number of minor changes have been made to highlight the role that they can play in supporting the delivery of the Transport Strategy and the relationship between the Transport Strategy, the City of London Police Corporate Plan and the Secure City programme.
96. Proposal 12: Design and manage the street network in accordance with the City of London Street Hierarchy, has been updated to include a fourth Healthy Streets Plan covering Fleet Street and the Temples. This has been added to support the delivery of the new combined court and City of London Police headquarters and enhancement of Fleet Street and the Temples area.
97. In response to comments from Historic England the second aim for the Transport Strategy has been updated to read: Support the development of the Square Mile as a vibrant commercial centre and cultural destination, *and protect and enhance its unique character and heritage.*

Corporate and Strategic Implications

98. The delivery of the Transport Strategy will support the delivery of the Corporate Plan outcomes 1, 3, 5, 8, 9, 11 and 12. It also indirectly supports the delivery of Corporate Plan outcomes 2 and 4. The relationships between Transport Strategy and Corporate Plan outcomes are mapped in Appendix 3.

99. It will help the City contribute to a flourishing society by:

- Making streets safer and reducing the number of traffic related deaths and serious injuries.
- Enabling people to walk and cycle and reducing the negative health impacts of transport.
- Ensuring streets are accessible to all and provide an attractive space for the City's diverse community to come together.

100. A thriving economy will be supported by:

- Enabling the City to continue to grow and accommodating the associated increase in demand for our limited street space.
- Improving the quality of streets and transport connections to help attract talent and investment.
- Helping create a smarter City, that supports and enables innovative transport technology and other mobility solutions.

101. The Strategy will help shape outstanding environments by:

- Advocating for improved local, national and international transport connections.
- Reducing motor traffic levels to enable space to be reallocated to walking, cycling, greenery and public spaces.
- Improving air quality and reducing noise from motor traffic.
- Ensuring streets are well maintained and resilient to natural and man-made threats.

Financial implications

102. Delivery of the Transport Strategy will primarily be funded through developer contributions (S106, S278 and CIL) and the On-Street Parking Reserve (OSPR). Funding will also be provided by Transport for London, including the City Corporation's annual LIP allocation.

103. The Corporation is currently undertaking a fundamental review of its services and projects. This is expected to be completed by September 2019. Ahead of this a prioritisation exercise for transport and public realm projects has been completed. This includes capital projects emerging from the Transport Strategy, some of which are already programmed. This exercise took account of both Corporate Plan and Transport Strategy outcomes and was conducted in discussion with the Chamberlain and with support from Corporate Strategy. This work will help inform the overall fundamental review of services and projects.

104. A costed Delivery Plan outlining the projects that will be delivered or initiated in the first three years of the Strategy will be prepared once the fundamental review has been completed. The Delivery Plan will include a funding strategy and be updated on an annual basis.

105. Transport schemes related to the delivery of the approved Major projects (i.e. Markets Relocation, New Museum at Smithfield and Fleet Street combined courts), other projects not put on hold and any schemes wholly funded from

restricted sources (LIP, S106 and S278) will be able to progress, subject to Member approval.

Public sector equality duty

106. The IIA includes an Equalities and Inclusion Assessment. The assessment of the draft Transport Strategy found that overall the proposals will have positive effects in relation to equality and inclusion.
107. Equalities and Inclusion Assessments will be undertaken for all relevant delivery projects.

Conclusion

108. The City of London Transport Strategy represents a radical and ambitious approach to tackling the transport challenges and opportunities facing the Square Mile. The delivery of the Transport Strategy will help support the City's growth and ensure the Square Mile remains an attractive place to work, live, learn and visit.
109. The consultation on the draft Transport Strategy indicated a high level of support for proposals from both individuals and organisations. The Transport Strategy has been updated following consultation and is provided in Appendix 4. Updates are shown as tracked changes for ease of reference. Members are asked to approve the Transport Strategy for onward submission to the Court of Common Council.

Appendices (contained within separate appendices pack)

- Appendix 1: Integrated Impact Assessment Non-Technical Summary
- Appendix 2: Phase 3 Engagement Report ([available online](#) and on request)
- Appendix 3: Corporate Plan outcome mapping
- Appendix 4: City of London Transport Strategy (tracked changes)

Background Papers

Draft Transport Strategy <https://www.cityoflondon.gov.uk/services/transport-and-streets/Documents/draft-transport-strategy.pdf>

Phase 1 Engagement report <https://www.cityoflondon.gov.uk/services/transport-and-streets/Documents/transport-strategy-phase-1-engagement-report.pdf>

Phase 2 Engagement report <https://www.cityoflondon.gov.uk/services/transport-and-streets/Documents/transport-strategy-phase-two-engagement-report.pdf>

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Committee(s): Policy & Resources	Date(s): 02/05/2019
Subject: City of London Community Infrastructure Levy – Approval of Neighbourhood Fund	Public
Report of: Carolyn Dwyer, Director of the Built Environment	For Decision
Report author: Peter Shadbolt, Department of the Built Environment	

Summary

The City Corporation adopted a Community Infrastructure Levy (CIL) in 2014. National CIL Regulations require that 15% of CIL receipts be reserved for neighbourhood funding. Local authorities are required to engage with communities on how this neighbourhood funding should be used to support development of the area. Local authorities are required to report annually on the collection and use of CIL funds, identifying separately the amount of funds allocated to neighbourhood funding.

A consultation with City communities took place during December 2018 and January 2019. Responses were received from 17 City organisations and individuals, making 95 separate comments on the City Corporation's proposals. These comments variously support the proposed approach to the Neighbourhood Fund, sought clarification on how the Fund would operate, and suggested amendments to the design and operation of the Fund.

A number of changes are proposed to the draft Neighbourhood Fund in response to the comments. These include, providing for the determination of lower value funding applications by officers under delegation, whilst retaining the role of the Committee to determine higher value applications in excess of £50,000. A normal upper limit has been set on funds for any one project of 15% of outstanding funds at the time of application. Clarification has been provided on the reporting requirements for the Fund, including greater transparency in publishing details of applications and funding decisions. Clarification has been provided on those organisations that would be eligible to apply for funding, allowing applications from constituted resident and business organisations in the City. In response to community requests, amendments have been made to make the Fund more responsive to community-led projects and to allow for limited use of the Fund to cover robustly justified, time limited applications for revenue funding and maintenance, in accordance with national CIL Regulations.

The Neighbourhood Fund application process will be managed by the City Corporation's Central Grants Unit, with officer assessment of lower value applications and officer support to Committee in the consideration of larger applications. It is likely that administration will require a substantive post within CGU with additional resource for financial due diligence and management. These costs, and those incurred in service departments in operating the Fund are recoverable from the 5% of City CIL funds allowed to cover such costs in Regulations.

Recommendation

Members are recommended to:

1. Note the response to the consultation on the City CIL Neighbourhood Fund, set out in Appendix 1;
2. Approve the proposed approach to the City CIL Neighbourhood Fund, set out in Appendix 2, and
3. Subject to the approval of recommendation 2, delegate the approval of funding applications above £50,000 from the CIL Neighbourhood Fund to the Resource Allocation Sub-Committee.

Main Report

Background

1. Under the 2008 Planning Act and the Community Infrastructure Levy Regulations 2010 (as amended), a local authority may adopt a Community Infrastructure Levy (CIL) setting out how it will require contributions from development towards the cost of providing new infrastructure. A local authority adopting a CIL must set out the infrastructure it will fund through the CIL in a document known as a Regulation 123 List. CIL regulations allow for up to 5% of CIL receipts to be used to fund the administrative costs incurred in operating a CIL. Regulations also require that 15% of CIL receipts shall be reserved for neighbourhood funding, or 25% where there is a neighbourhood plan. Neighbourhood funding must be passed to a neighbourhood forum, parish or town council, where they exist. Where they do not exist (as in the City of London), the local authority will retain CIL neighbourhood funds but should engage with communities where development has taken place and agree with them how best to spend this element of CIL.
2. In accordance with national Planning Practice Guidance, local authorities should set out clearly and transparently how they will engage with communities and the use of the neighbourhood fund should match the priorities expressed by these local communities.
3. Regulations require that the neighbourhood fund must be used to support the development of the local council's area, or any part of that area. CIL Regulation 59F allows a wider scope of projects to be funded through the CIL neighbourhood fund than that allowed for other CIL funding, including:
 - a) the provision, improvement, replacement, operation or maintenance of infrastructure; (the same criteria as for other CIL funds) or
 - b) anything else that is concerned with addressing the demands that development places on an area (additional flexibility for neighbourhood fund).

In delivering against (b) above, the neighbourhood fund does not have to be spent in accordance with the local authority's CIL spending priorities (set out in its Regulation 123 List).

4. Local authorities are required to report annually on the collection and use of CIL funds, identifying separately the amount of CIL neighbourhood funds and how they have been used.

Current Position

5. The City of London CIL came into effect on 1 July 2014. At March 2019, the neighbourhood portion of the City CIL stood at £4.5 million.

Proposals

6. Draft proposals for the City CIL Neighbourhood Fund were considered and approved for consultation by the Policy & Resources Committee on 15 November 2019. Consultation took place between 3 December 2018 and 18 January 2019. Responses were received from 17 organisations and individuals, making 95 separate comments. Appendix 1 sets out a summary of the key issues arising from these representations and suggested amendments.
7. Key themes arising from the consultation included:
 - That the process of considering applications for funding and the decision-making process should be more transparent.
 - Use of the Fund should respond to local community needs and not be constrained by the City Corporation's Regulation 123 List or adopted City Corporation strategies.
 - There should be an upper limit on Neighbourhood Funds allocated to individual projects to avoid a small number of projects using up the bulk of the available funds.
 - Differences of opinion between resident community organisations and the business sector on whether developers and businesses should be able to apply for, and receive, Neighbourhood Funds.
 - That applications to the Neighbourhood Fund should be considered at least quarterly, rather than twice a year, with a greater role for delegated authority for lower value applications.
 - Potential to use Neighbourhood Funds to cover a wider range of projects than mainstream CIL, including provision for meeting maintenance costs and funding revenue expenditure.
8. Appendix 2 sets out a proposed City CIL Neighbourhood Fund, taking account of the comments received during the consultation process. Key changes proposed in response to comments received are:
 - a. Greater clarity has been provided on the reporting mechanisms for the Neighbourhood Fund, setting out the annual monitoring that will be undertaken in line with national CIL Regulations. Greater transparency will be achieved through publication on the City Corporation's website of all applications for funding, approved applications and reasons for declining applications.
 - b. Clarifying that applications for funding should demonstrate community support, removing the requirement that applications under £50,000 should align with the City's Regulation 123 List. Higher value applications, over £50,000, should have regard to and show whether they align with the Regulation 123 List or City Corporation strategies

- c. Introducing a normal minimum level of funding for which applications can be made, of £1,000, to ensure that very small applications do not lead to disproportionate administrative cost. Proposing a normal upper limit of 15% of CIL Neighbourhood Funds available at the time of application, to ensure that funding is not exhausted on a small number of schemes. Applications in excess of 15% can be considered in exceptional circumstances where there is demonstrable benefit to more than one of the City's communities and the proposal aligns with published City Corporation strategies.
 - d. Making provision for delegated authority to determine a proportion of applications, whilst retaining the requirement for Committee approval for larger value applications. Proposed thresholds are aligned with those already used by City Bridge Trust, requiring:
 - i. Applications under £25,000 – to be determined by officer delegation
 - ii. Applications between £25,000 and £50,000 – to be delegated to officers, in consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub-Committee.
 - iii. Applications over £50,000 – determined by the Resource Allocation Sub-Committee, with advice from the officer Priorities Board.
 - e. Clarification that the 'local community' in the City includes residents, workers and businesses operating in the City. Developers are excluded from this definition as any mitigation or improvements proposed as a result of their developments should continue to be funded through other s106, s278 and general CIL funding. The revised guidance clarifies that individuals will not be eligible to bid for funding.
 - f. Amendment to the administrative process, to allow applications to be received at any time, with decisions taken through officer delegation normally considered within 12 weeks of receipt and those requiring consultation with the Chairman and Deputy Chairman within 16 weeks of receipt. Applications over £50,000 will be considered on a quarterly basis through the officer Priorities Board and the Resource Allocation Sub-Committee.
 - g. Clarification that Neighbourhood Funds can be used to fund time-limited revenue costs, including maintenance. Requests for revenue funding should be clearly justified, showing demonstrable community benefit, and should be time limited to a maximum of 5 years, to avoid creating long term commitments on the Neighbourhood Fund. The City Corporation will not commit to providing CIL funding beyond the agreed time period and will need to be satisfied that alternative funding is in place if the proposed project is intended to continue beyond 5 years.
9. Management of the City CIL Neighbourhood Fund process will be aligned with the City's existing grant allocation process, through the Central Grants Unit (CGU). Applications for funding will be made using an online application form on the CIL page of the City Corporation's website. Processing of these application forms will be undertaken by the CGU, with delegated funding decisions and advice to Committee being made by an officer panel, chaired by a Chief Officer and drawn from the CGU, the Department of the Built Environment and other Departments as required. Payment of funds and management of financial procedures will be

handled by the CGU. It is likely that these administrative functions will support a substantive post within the CGU with additional resource required for financial due diligence and management. Costs incurred by the CGU in fulfilling this function and by service Departments will be recovered from the 5% of all CIL funds that are available to fund the administrative costs of delivering CIL.

10. The consultation on the draft Neighbourhood Fund asked respondents to suggest priorities for use of the Neighbourhood Fund and any specific projects that could be funded. Many of the suggested priorities would fall within the wider definition of CIL fundable infrastructure on the City's Regulation 123 List, others could be considered as part of a future revision to this list. The suggested priorities are set out in Appendix 1. Appendix 1 also lists specific projects suggested by respondents to the consultation, many of which seek improvements to existing open spaces to provide enhanced facilities for residents, workers and visitors. It is likely that a number of these projects will form the basis of applications for funding once the Neighbourhood Fund is operational. It is suggested therefore that the lists of projects and priorities received should be used as a guide in the consideration of applications to the Fund, as well as informing the future development of City strategies and the use of other CIL and s106 monies. City Communities will be consulted annually on their community priorities. This consultation will enable communities to suggest priorities for the City CIL Neighbourhood Fund. A full review of the Neighbourhood Fund, including priorities and governance, will be undertaken at least every 5 years.

Corporate & Strategic Implications

11. Corporate Plan Implications: Adoption of a mechanism enabling City communities to bid for funding from the City CIL Neighbourhood Fund will enable community-led infrastructure improvements across the City and contribute towards meeting the 3 aims of the Corporate Plan 2018-23, particularly Contribute to a Flourishing Society and Shaping an Outstanding Environment.
12. Security Implications: The proposal to create a Neighbourhood Fund fulfils a statutory requirement for the spending of CIL. There are no direct security implications, though future funded projects may bring security benefits.
13. Financial Implications: The proposed City CIL Neighbourhood Fund would make use of that proportion of City CIL monies which are required by statute to be used to assist in the delivery of new infrastructure to meet community needs (15% of CIL funds). The costs of management of the grant application process will be met through the 5% of CIL funds set aside by statute to cover CIL administration.
14. Equalities and resourcing implications: The proposed City CIL Neighbourhood Fund has been subject to an Equality Analysis Test of Relevance. This has concluded that there are no impacts arising from these proposals for protected groups and that a full Equality Analysis is not required.
15. Delivery of the Fund will be through existing staff resources in Departments. It is likely that administrative functions will support a substantive post within the CGU with additional resource required for financial due diligence and management.

These additional staff resource requirements could be met through allocation of some of the City CIL funds set aside by statute to cover administration costs.

Conclusion

16. Community Infrastructure Levy legislation requires local authorities to reserve between 15% and 25% of CIL receipts for neighbourhood funding. Where there is no recognised parish or town council or neighbourhood forum, the local authority will retain the neighbourhood fund but must spend it on infrastructure which meets community needs. The local authority must consult the community on how these funds will be used.
17. Public consultation on draft proposals for a City of London CIL Neighbourhood Fund took place in December 2018 and January 2019. Responses were received from 17 organisations and individuals, making 95 separate comments. These comments variously support the proposed approach to the Neighbourhood Fund, sought clarification on how the Fund would operate, and suggested amendments to the design and operation of the Fund.
18. A number of changes are proposed to the draft Neighbourhood Fund in response to the comments, including: providing for determination of a proportion of funding applications by officers under delegation, whilst retaining the role of the Committee to determine applications in excess of £50,000; a normal upper limit on funds for any one project of 15% of outstanding funds at the time of application; clarification of the reporting requirements for the Fund; clarification on those organisations that would be eligible to apply for funding, but allowing applications from constituted resident and business organisations in the City; and amendments to make the Fund more responsive to community-led projects and to allow for use of the Fund to cover robustly justified, time limited applications for revenue funding and maintenance.
19. The Neighbourhood Fund application process will be managed by the City Corporation's Central Grants Unit, with officers assessing applications and providing support to Committee in the consideration of larger applications. The administrative cost incurred in operating the Fund is recoverable from the 5% of City CIL funds allowed to cover such costs in Regulations.

Appendices (contained within separate appendices pack)

Appendix 1 – City CIL Neighbourhood Fund – Key Themes arising from public consultation

Appendix 2 – Proposed City of London Community Infrastructure Community Levy Neighbourhood Fund

Background Papers

Report to Policy & Resources Committee 15/11/2018: City of London Community Infrastructure Levy –Neighbourhood Portion Proposed Governance Arrangements, Grant Application Process and Assessment Criteria

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Committee:	Date:
Policy & Resources Committee	02/05/2019
Subject:	Public
Code of Conduct and Conflicts of Interest	
Report of:	For Decision
Director of Human Resources	
Report author:	
Carol Simpson – Human Resources, Town Clerk's Department	

Summary

At the Establishment Committee of 9 July 2018, Members received a report detailing the Declaration of Interest process for Officers. A further report was presented on 29 October 2018 with revised guidelines on the Declaration of Interests and Register of Interests for Chief Officers and Senior Managers at Grades I and J to reflect the Members request that declarations made by these senior managers should mirror where possible the categories of declarations made by Members.

This report is for consideration and approval of revisions to the Code of Conduct and a separate Conflicts of Interest Policy. Previously the Declaration of Interest process sat within the Code of Conduct. This has enabled the Code of Conduct to focus on the principle standards and behaviours of Officers, whilst the separate Conflicts of Interests Policy provides a more comprehensive approach to matters pertaining to conflicts or potential conflicts.

Recommendation

Members are asked to approve the revisions to the Code of Conduct and the introduction of a new Conflicts of Interest Policy.

Main Report

Background

1. A comprehensive review of the Code of Conduct has not taken place since 2012. The most recent updates in 2018 related to the declaration of interest process for officers and senior managers in response to an internal audit; and to reflect legislative changes such as General Data Protection Regulation (GDPR).
2. Officers are bound by the City of London Corporation (City Corporation) Code of Conduct as employees and many aspects also apply to other workers including casual workers, agency workers and consultants¹. The Code sets out expectations in terms of their conduct both within the organisation and as a representative of the City Corporation.
3. A separate Conflicts of Interest Policy enables a more comprehensive overview of circumstances in order to prevent, counter or deal with actual or potential conflicts of

¹ For relevant parts of the Code that relate to volunteers, these will be reflected in a Volunteers Guide.

interest. Albeit whether the interest is pecuniary or non-pecuniary, resulting in personal gain or benefit to an individual Officer or others.

Current Position

4. Upon reviewing the Code of Conduct this has provided the opportunity to draw out Officers obligations under existing terms and conditions of employment or engagement i.e. declaring criminal convictions in accordance with the DBS Code of Practice and driving offences during employment/engagement.
5. The Code of Conduct notably does not address the responsibility that all employees and other workers have to safeguard the welfare of children, young people and adults at risk, to report allegations or concerns.
6. The Code of Conduct does not provide sufficient depth to the complexity of the range of potential conflicts of interest across the City Corporation. To avoid ambiguity a stand-alone Conflicts of Interest Policy is warranted to ensure understanding, transparency and impartiality.

Proposals

7. The proposed Code of Conduct and Conflicts of Interest Policy share commonalities in regard to:
 - The implied duties serving the employer with good faith and fidelity.
 - The duty to report immediately circumstances that could reasonably be expected to impact on an individual's role (inside or outside of work).
 - To direct media enquiries to the Media Team for a response.
 - For Officers to periodically review the latest document versions (and any related documentation).
 - That substantive contraventions may result in disciplinary proceedings or appropriate action which could result in dismissal from employment or termination of engagement.
 - The City Corporation requirements around confidential information.
 - The need to report any impropriety or material breaches of procedure.

8. Code of Conduct

Clarifications made to the Code of Conduct (Appendix 1). The highlights are:

i. Conflicts of Interest

A summary of the most common areas in which conflict of interests may occur and the obligation to declare; and directing Officers to the Conflicts of Interest Policy for more detailed information.

ii. Criminal convictions and driving offences

Corresponding with Officers existing terms of condition of employment or engagement, the declaration of criminal convictions in accordance with the DBS Code of Practice and driving offences during employment/engagement.

iii. Relationships

Clarification that Officers who are also residents of the City Corporation are not precluded from appropriately raising matters with Members in relation to local matters in their own time. This is correspondingly reflected in the Conflicts of Interest Policy.

iv. Other Employment Matters

Employees/other workers occupying posts requiring registration with a statutory or professional body i.e. Social Workers; maintain their registration requirements and provide evidence to the line manager. They must also adhere to any duty to report to their line manager any matters with a bearing on their registration or membership.

v. Bribery, Corruption and Fraud

Clarification that employees and other workers must not act fraudulently, whether in relation to finances, resources or other assets such as seeking to claim entitlement to a government benefit or service by misrepresenting their true circumstances or falsification of records to secure a form of benefit whether financial or otherwise, albeit for themselves or others.

vi. Health and Safety and Wellbeing

Setting out the City Corporation's holistic and proactive approach to health, safety and wellbeing through the adoption of preventative measures to safeguard physical health and mental wellbeing.

vii. Safeguarding

Serving as a reminder that under the Safeguarding Policy it is the responsibility of all Officers whatever their role or service to safeguard the welfare of children, young people and adults at risk; and how to report allegations or concerns.

9. Conflicts of Interest Policy

The Conflicts of Interest Policy (Appendix 2) lifts the relevant sections on conflicts of interest from the existing Code of Conduct and provides a more comprehensive overview of what constitutes a conflict or potential conflict coupled with the administration of declarations.

Principle areas of clarification made:

i. Relationships

Clarification that employees' and other workers must not abuse their position of trust to access records relating to themselves, their close relatives or those with whom they have a close personal relationship and the appropriate process on how to request their own data.

ii. Secondary employment, running a business, or other outside commitments

A new requirement, where the City Corporation grants paid time off work to undertake public duties (for up to 12 days maximum in any year) under the

Special Leave and Time Off Policy. Where a fee is gained, or allowance paid this will need to be paid to the City Corporation e.g. a tribunal panel member day rate fee, or financial loss shown in respect of a local councillor's annual allowance. However, where an employee elects to take annual leave or unpaid leave (as opposed to Special Leave with pay), this requirement does not apply. This requirement will correspondingly need to be reflected in the Special Leave and Time Off Policy.

iii. Procurement Activities and Contractors/Potential Contractors

A separate City Procurement, Contract and Tendering Declaration Form (Officers), is proposed to be used by employees and other workers involved in procurement activities at the start of each procurement exercise. This enables a separation of declarations non-procurement related and procurement related, in respect of processing personal data.

In addition, it is not acceptable for employees and other workers with buying responsibilities to use their own, relatives or friend's personal loyalty cards while making purchases on behalf of the City Corporation or service users.

iv. Circumstances to complete a Declaration of Interest Form

This section summaries the circumstances in which the majority of conflicts of interests will arise and declaration arrangements. Noting that senior managers (Chief Officers and senior managers at grades I and J) have a wider range of categories upon which to make declarations (Establishment Committee report, October 2018)².

v. Circumstances to complete a Register of Interest Form

Chief Officers will continue to complete a Register of Interest Form, which is reported to the Establishment Committee and becomes part of the public record, as named individual records are available in open committee papers.

For Senior Managers at Grades I and J, their declarations are not being made publicly available, so their disclosures will be encapsulated within the Declaration of Interest Form (Officers) and reviewed by the Director of HR and Town Clerk.

vi. Raising Concerns and Whistleblowing

Serving as a reminder to Officers of the ability to raise any concerns around misconduct or the lawfulness of any action or proposed action with the appropriate manager or Chief Officer at a local level; or alternatively use the Whistleblowing Policy where there's a need to raise the issue outside the management chain.

10. Compliance and monitoring

Each Chief Officer oversees the annual Declaration of Interest notification reminder process³ within their department. Whereas Corporate HR / HR Contact will issue

² However, senior managers unlike Members will not be required to make declarations in respect of their spouse, civil partner, or person living as such as it would be disproportionately intrusive to request the same information for Officers where there is no legislative requirement for them to do so.

³ The office of the Director of HR co-ordinates Chief Officers' Declarations of Interest process.

the Declaration and Register of Interest Form for new starters at the conditional offer stage of recruitment or as a result of a promotion or change of role. It is planned to keep a record of declarations in CityPeople Managers' self-service in due course to enable global level reporting and monitoring of compliance.

11. Consultation

Consultation has been undertaken with the City Corporation's recognised trade unions, these being Unite and the GMB; and the Senior Managers Group representatives for senior management.

12. Communications

The intranet HR Topics section will be a point of reference for both staff and managers to locate instructions and guidance related to declarations of interest, including Declaration and Register of Interests FAQs (Appendix 3).

An annual communications campaign, endorsed by the Town Clerk, will be undertaken to raise general awareness to promote compliance.

13. Conclusion

The public is entitled to demand conduct of the highest standard. City Corporation employees have an obligation to avoid conflicts between their private interests and their duty to the City Corporation, particularly where this could result in a detrimental outcome or in any way weaken public confidence.

Appendices (contained within separate appendices pack)

- Appendix 1 - Code of Conduct
- Appendix 2 - Conflicts of Interest Policy
- Appendix 3 - Declaration and Register of Interests FAQs

Background Papers

- Declarations of Interest, Establishment Committee, 09/07/2018
- Declaration of Interests and Register of Interests: Chief Officers and Senior Managers at Grades I & J, Establishment Committee, 29/10/2018

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Committee(s): Policy and Resources Committee	Date(s): 02 May 2019
Subject: Aldgate Business Improvement District	Public
Report of: City Surveyor Director of the Built Environment	For Decision
Report author: Simon McGinn, City Surveyors Department	

Summary

The purpose of this report is to advise on the outcome of a perception analysis that was undertaken in the Aldgate area to inform the development of a formal Business Improvement District (BID) for the Aldgate area and to seek your agreement to developing a formal BID proposal for your approval to allow progression to a BID Ballot.

In December 2017, your Committee agreed that rating information be provided to the Aldgate Partnership (TAP) to allow them to commence a perception analysis with businesses about the opportunity to develop a Business Improvement District (BID) in the Aldgate area. The Aldgate Partnership was established in 2013 as a voluntary partnership set up by the local business community. The perception analysis seeks the views of businesses on the possibility of establishing a BID and helps to explore the themes that are of interest to businesses that could be included as part of a formal BID proposal. On completion, the perception analysis also helps inform the viability of any future BID in terms of what themes need to be incorporated within the BID proposal and the costs that would be associated to each of the identified themes across the 5-year BID term.

Of those responding to the perception analysis, 61% of businesses said they would in principle support a BID, 37% said maybe, and 2% said no. Members of the Wards that fall in the footprint of the boundary were also consulted and are supportive. Coming out of the perception analysis, four themes have been identified that would form the focus of any future BID proposal. A budget of £700,000pa for each year of a five-year BID term would be considered enough for delivering the BID themes and resourcing staff and administration. A BID Levy Rate has been identified that would provide the necessary funding to deliver the budget and is within established rates that are used for BIDs across the country. This will be assessed further during informal consultations with businesses in advance of submitting a formal BID proposal for your approval.

The arrangements would need to involve two separate BIDs (one for the City's area and one for the London Borough of Tower Hamlets area). The City Corporation would be the formal BID proposer for the BID within the City boundary. TAP will develop the BID proposal in conjunction with Officers of the City Corporation for formal approval in September / October 2019. Consultants would be engaged to run the BID on the City Corporations behalf and would be paid for out of the BID levy. Subject to compliance with procurement regulations, it would be preferable to commission one consultancy to provide the executive leadership for both BIDs, in order to operate as one body for the delivery of both BIDs., Confirmation of the arrangements will be provided when seeking your approval to the formal BID proposal. The intention would be for both BIDs to

collaborate under one umbrella dual-BID, but the City BID proposal would ensure that businesses in the City side of any BID do not have to spend the levy raised by City businesses on areas such as cleansing which might be desirable in the Tower Hamlets BID, but not required in the City's area.

Other than covering the cost of running the ballot, the cost of delivering and running a BID will be picked up directly through a BID levy so would not impact financially on the City Corporation.

Recommendations

Members are asked to agree that The Aldgate Partnership work with the City Corporation to develop a BID proposal for further approval by the City Corporation in September / October 2019.

Main Report

Background

1. In December 2017 your Committee resolved to agree to provide rating information to the Aldgate Partnership to allow it to undertake a viability assessment in relation to the promotion of a BID both through modelling the likely income that could be derived through a rate levy and through a perception analysis of those businesses falling within the proposed footprint. The report also identified considerations that should be considered in determining whether the City Corporation should be supportive of promoting a BID. The key considerations identified were:
 - a. Whether there is a demonstrable need for a BID – a partnership would need to have been established at least 2 years before a ballot
 - b. Is there a strong private sector interest?
 - c. Can the partnership demonstrate the BID proposals were viable to achieve its aims?
 - d. That any perception analysis achieves a return rate of at least 40%
 - e. That the City Corporation would be the BID promoter in recognition of the City Franchise.

At the time of the report it was recognised that the first 2 considerations had been met and this report seeks to address the final three considerations.

2. The report advised that the current voluntary partnership, The Aldgate Partnership (TAP), had been constituted as a not-for-profit company, limited by Guarantee, to promote the regeneration of the Aldgate in both the City of London and London Borough of Tower Hamlets. The City Corporation would be the formal BID Proposer and (if the ballot were successful) the BID Body for the BID within the City boundary (TAP would be the BID Proposer and BID Body for the BID within Tower Hamlets). The intention would be for both BIDs to collaborate under one umbrella dual BID. Consultants would be engaged to run the BID on the City Corporation's behalf. Subject to compliance with procurement regulations, it would be preferable to commission one consultancy to provide the executive leadership for both BIDs, in order to operate as one body for the delivery of both BIDs.

Confirmation of the arrangements will be provided when seeking your approval to the formal BID proposal. Appendix 1 identifies the proposed boundary for the dual BID collaboration which incorporates all the Ward of Portsoken and part of the Wards of Aldgate and Tower. The City BID arrangements would ensure that businesses in the City BID do not have to spend the levy raised by City businesses on areas such as cleansing where services are already fully provided by the City Corporation.

3. In addition to the above the December 2017 report noted that there had been interest in establishing other business partnerships including one for the Fleet Street area. Recently there have been further discussions with the Deputy Chairman of Policy and Resources Committee, the Chairman of Planning and Transportation Committee and the Chairman of the Property Investment Board and some work has been undertaken with several key property owners in the Fleet Street area that has identified that there is an appetite to develop a more formal business partnership. Members have given support to the ongoing development of a business partnership in this area.

Current Position

4. A perception analysis was undertaken for those businesses located within the identified dual-BID footprint. 98% of those businesses that responded felt that the footprint was representative of the area perceived to be 'Aldgate'. A total of 44% of those businesses consulted responded to the perception analysis, above the 40% threshold identified as one of the considerations. Of those responding 61% of businesses said they would in principle support a BID, 37% said maybe and 2% said no. In terms of the 37% that said 'maybe' this is normally reflective of either a lack of understanding regarding BIDs or a desire to understand a BID proposal in full before committing. Headlines of the perception analysis are set out under Appendix 2.
5. If agreement is given to progressing the development of a draft BID proposal then this would be subject to further consultation with businesses prior to submitting formal BID proposals for approval by the City Corporation and London Borough of Tower Hamlets, and before the formal launch and ballot. Aldermen and Members of all affected Wards have been consulted in respect of the perception analysis and have been supportive. Comments were received by Members of the Aldgate Ward about the name of any future BID to ensure there is no confusion between the BID and Aldgate Ward and options have been identified that overcome concerns and will be reported later in the year when the formal BID proposal is submitted for approval.
6. A viability assessment based on both BID areas has been undertaken on the broad themes to be delivered as part of a BID proposals, based on the responses to the perception analysis. It is considered that a budget of £700,000 for each year of the five-year BID terms (across both BIDS) would deliver meaningful levies that could support the delivery of a programme around the agreed themes. The £700,000 would be supplemented by voluntary contributions from supportive building owners who are not subject to the BID levy. The focus of the BID activities operating within the City of London boundary would not revolve around the delivery of improved services such as policing or street cleaning. The BID mechanism

would allow the BID Bodies to develop activities around areas that would not normally be expected to be the focus for local authority activities. The key areas for activities have been provisionally identified as follows:

- Developing a marketing and promotion strategy to support the development and rejuvenation of the Aldgate area as a mixed-use destination for workers, residents and visitors.
 - Reinforce the areas identity and connections between businesses and F&B/retail operators through initiatives such as the TAP Advantage card which requires on-going resource to develop and manage.
 - Working with businesses to support their corporate social responsibility agenda, particularly around the areas of local procurement, employment green infrastructure, freight consolidation and investment in the wider public realm.
 - Holding events and activities to create a destination and identity for the area. Working collaboratively with City police and Contingency Planning team, within their established budgets, to deliver a safe and secure environment for businesses.
7. The approach for arriving at an appropriate levy income for an area, although not prescribed in the BID Regulations, tends to be standard for most areas. A BID proposer establishes a set of 'BID Levy Rules' (BLR) that define what level of levy will be collected and from whom. To achieve the £700,000 contribution (across both BID areas) required to deliver on the aspirations of the BID an analysis of the rated properties in the proposed dual BID areas has been undertaken. In determination of the BLR consideration needs to be given to:
- Bid levy multiplier – the rate at which to charge. Most BIDs charge a levy of 1%
 - Threshold setting out the minimum rateable value of the premises before contributions are sought – this ensures that the smaller businesses do not need to pay a levy
 - A capped contribution so that larger businesses will not be liable for a disproportionately large BID levy.

In determining the above, it is important to bear in mind that any levy will be the subject of approval through a majority vote at ballot, so any proposal needs to demonstrate best value and be set at a rate that does not discourage businesses from supporting a BID for their area.

8. With this in mind, it is considered that a business rate multiplier of 0.75%, together with a threshold of excluding properties falling below premises with a rateable value of £100,000 and a capped contribution so that no business would pay any more than £6,000, would achieve the necessary income required to support the activities of the BID. Using the suggested rateable threshold would result in 393 business hereditaments (across both BIDS) being affected. Businesses would be formally consulted on this as part of the approved BID proposal and the BLR will be subject to your approval at the time of approving this for ballot. The views of

businesses will be sought as part of the informal consultation process prior to finalising the BID proposal.

Administrative Implications

9. Part 4 of the Local Government Act 2003 contains the provisions for introducing the BID initiative. The purpose for BID arrangements is to enable the identified projects to be carried out for the benefit of the BID for those who live, work or carry on any activity in the district, financed by a BID levy imposed on non-domestic rate payers, or a class of rate payer in the district.
10. The City franchise already ensures that, outside the BID levy system, the business community is balloted at local elections. There is also ongoing and active engagement by the local business community with the City Corporation through several existing mechanisms. As such some of the benefits of a BID are already enshrined within the City's governance structure. Where there is a need for a BID to be promoted there is a risk of duplication unless the City is the BID Proposer and BID Body, and therefore engaged in and integral to the BID governance.
11. Previously in relation to the Cheapside BID, it was agreed the City Corporation acts as proposer of the BID, with the Cheapside Business Alliance acting as its appointed agent to manage the delivery of the BID proposal. It would be possible to put in place similar arrangements for the Aldgate BID area that falls within the City boundary. In developing a cross borough dual BID approach, it would be possible to develop each BID separately in terms of the ballot and levy collection, but for the City (as the BID Body responsible for implementing the Bid Proposals) to liaise and collaborate with a joint Board regarding shared delivery of the BID proposals. Tower Hamlets has confirmed that they would be happy for TAP to act as the BID Proposer for the Tower Hamlets BID. Engagement of consultants to run the City's BID on the City Corporations behalf will be subject to procurement regulations. Confirmation of the arrangements for engaging consultants, will be provided at the time of considering the formal BID proposal.
12. If successful through the Ballot a joint Board would be made up of representatives from the levy paying community from both BIDs and would enter into a contractual arrangement with the City Corporation to provide a seamless management of services to the City's BID ensuring liaison and collaboration with the Tower Hamlets BID Body. All funding generated by the BID within the City boundary, would be collected and administered by the City Corporation. A Memorandum of Understanding would need to be entered into between the City Corporation and the Joint Board which would set out the working partnership, roles and responsibilities and legal obligations of the City Corporation acting as BID proposer and BID Body.
13. Under the Regulations the City Corporation will have several obligations throughout the BID development and ballot phase including those set out in Appendix 3. These have been discussed with representatives of the Chamberlains rating team, the City Solicitor's team and the Electoral Services Team in the Town Clerks Department and would be manageable.

14. In terms of resource implications, it will be necessary for the Chamberlains rating team to administer the billing, collection and recovery of the City's BID levy. The levy collection costs are calculated on the number of bills that are prepared and distributed, plus chasing for non-payment of levy; re-issuing of lost bills; administration of levy accounts; e.g. changes in liability, rateable value etc. and preparation of report updates. These costs are fully reimbursed by the BID as part of an annual collection fee. This system already operates well for the Cheapside Business Alliance.
15. The vote ballot is to be carried out as part of the Returning Officer function of the Town Clerk., It is up to the Returning Officer to determine the date of the ballot and timetable and it is anticipated that this will be determined to allow the BID, should the ballot be successful, to be established by April 2020. The Electoral Services team have been liaising with the Tower Hamlets exploring the feasibility of the City Corporation overseeing the whole ballot processes, administered through Electoral Reform Services (ERS), who administer 99% of BID ballots nationally. As the City Corporation would be the proposer of the BID it would not be appropriate to charge for running the ballot that relates to the City BID. The precise cost has yet to be determined, but previously for the Cheapside BID the cost amounted to £2,200. The cost of running the ballot and the budget to pay for this will be identified as part of the final report setting out the formal BID proposal.
16. If the City Corporation were minded to promote the BID then it is anticipated that the BID timetable (subject to liaison and co-ordination with the promotion of the Tower Hamlets BID) would be as follows:
 - a. BID proposal and Draft Business Plan – June 2019
 - b. Consultation on proposals and Draft Plan – June/July 2019
 - c. Final amendment - July/ August 2019
 - d. Formal approval by City Corporation – September / October 2019
 - e. Collation of voter contacts Jan 2020
 - f. Campaign start – Jan 2020
 - g. Ballot notice sent out – Feb 2020
 - h. Voting papers sent out – Mid Feb 2020
 - i. Ballot date – Mid March 2020
 - j. BID go live date – April 2020

Options

17. The proposals have been developed in accordance with the previously agreed criteria. The paper demonstrates that there is an appetite from the business community to move forward with a BID proposal and that the potential activities can be delivered on a viable basis. The proposals are in compliance with the considerations previously approved. Under the terms of the BID Regulations it is not a requirement for a BID proposer to have the agreement of the local authority, although it is highly desirable.

Proposals

18. It is proposed that the City Corporation agree to promote the delivery of a BID in the City in the Aldgate area as identified in the map in Appendix 1 and that the Aldgate Partnership are given agreement to develop a BID proposal (in collaboration with a BID Proposal in Tower Hamlets) in consultation with local businesses for approval by the City Corporation in September / October 2019, in advance of progressing to Ballot in February 2020.

Corporate & Strategic Implications

19. The proposal to develop a BID for the Aldgate area aligns with 9 of the 12 Outcomes of the Corporate Plan 2018-2023

Financial Implications

20. The cost associated with Levy collection would be fully reimbursed. There will be a cost associated with running the ballot (which for the Cheapside BID amounted to £2,200). The cost of running the ballot and the budget to pay for this will be identified as part of the final report setting out the formal BID proposal. The annual cost of administering the levy collection is picked up by the BID as are the costs of engaging consultants to deliver the BID proposal on the City Corporations behalf.

Conclusion

21. The perception analysis undertaken to inform whether to take forward a BID for the Aldgate area was supportive and 4 key themes have been identified for development as part of a formal BID proposal. The delivery of the themes has been costed and are considered deliverable with a BID Levy at £700,000pa. The proposed Bid Levy Rate is in line with established UK practice and is considered viable. Further testing of the viability will be undertaken through informal consultation with businesses prior to submitting a formal BID proposal for approval by the City Corporation. It is considered that the proposed BID complies with the five considerations that were set out in the December 2017 report to your Committee.
22. The proposed BID would be a cross borough boundary BID within the City and Tower Hamlets. It will be possible to separate out areas of delivery so that the levy raised by businesses in each area can differentiate how the levy is spent so as not to include delivery of services that the City already delivers to a high level, such as cleaning. The development of BIDs in the City align with 9 of the 12 Outcomes set out in the Corporate Plan. A formal BID proposal will be drafted for approval by the City Corporation in September / October 2019.

Appendices

- Appendix 1 – Map of proposed Aldgate BID boundary
- Appendix 2 - Overview of BID perception analysis responses
- Appendix 3 - Obligations for City Corporation

Simon McGinn

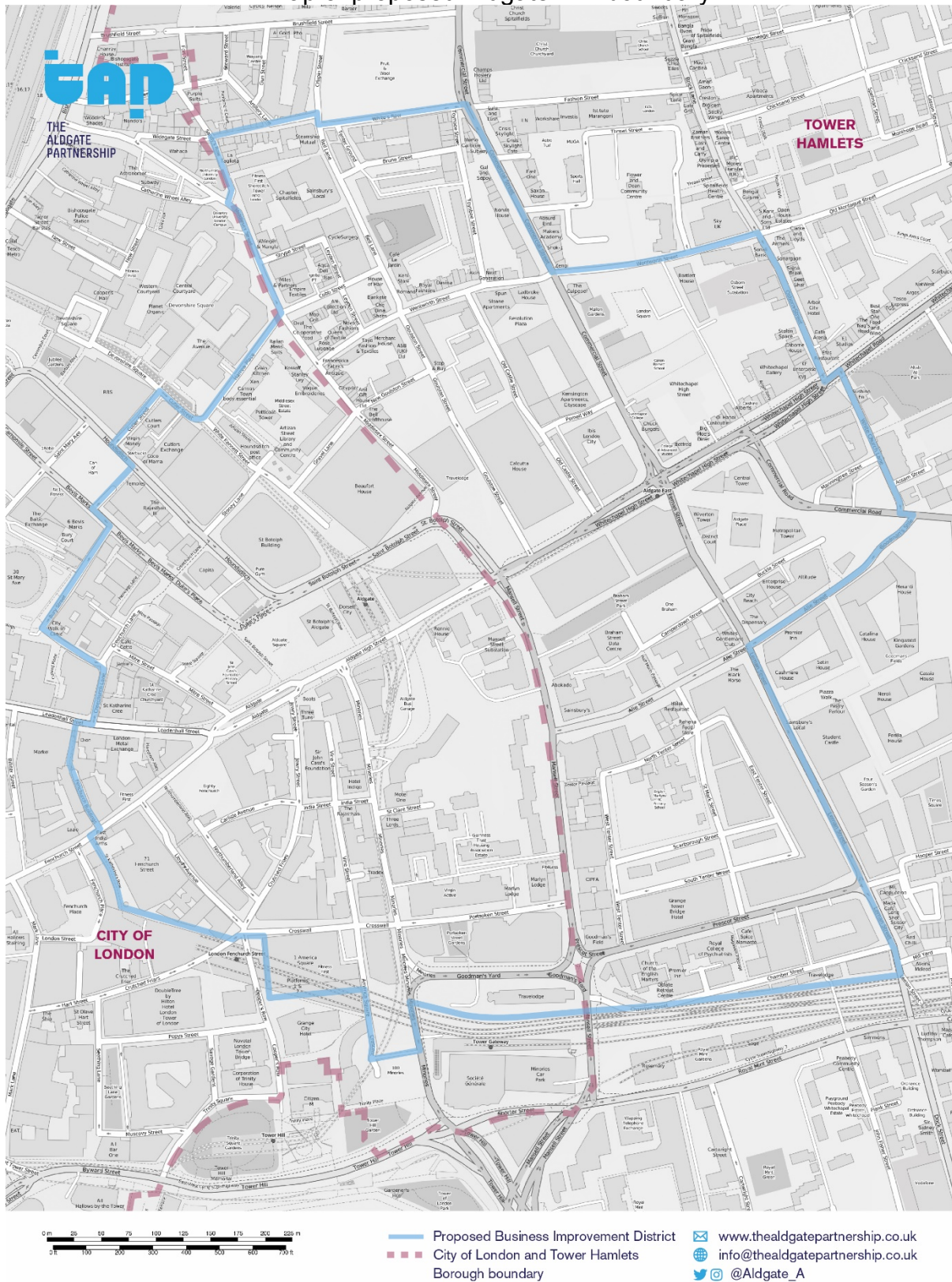
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APPENDIX 1

Map of proposed Aldgate BID boundary



Appendix 2

Overview of BID perception analysis responses

- A 44% return rate for the perception analysis was achieved which is considered a very high outcome when compared across similar BID areas;
- Of those responding to whether they would in principle support a BID 61% answered Yes; 37% Maybe; No 2%. A total of 98% of respondents were on board for the BID concept;
- Strategic Themes to be delivered;

33% Public Realm

33% Business and Environment including safety

25% Corporate Community Engagement

9% Marketing and Promotion

- 69 % felt more could be done in terms of improving the local environment, of in terms of green spaces with 64% wanting to be more involved in tackling Air Quality.
- Street Ambassadors - 49% wanted to see on street ambassadors with 82 % wanting to work in partnership to tackle the rising rough sleeping issues.
- 86% want to be more involved and engaged in local issues around corporate community engagement in terms of working with local charities; skills and education and apprenticeships.
- 98% wish to have more contact with their neighbours and would like more networking events and more general events for the whole community to benefit from;
- 91% would like to see the continuation of the Advantage Card, which businesses feel has been an effective marketing tool for the partnership and for the area.
- 86% requested more marketing and promotion with a focus on defining the brand/identity for the area:
 - ☐ Encouraging a more mixed retail offer and more support for the small business community
 - ☐ Pop Bars and promotional events and activities
 - ☐ More enhanced and focused promotion of the area

Appendix 3

Obligations for City Corporation

Under the Regulations, the City Corporation will have several obligations throughout the BID development and ballot phase, which include:

- Where it draws up the BID proposals to prepare the BID business plan which must be consistent with the formally adopted and published policies of the City Corporation and where it decides to seek approval of the proposals in a BID ballot, send copies of the proposals and plan to any person who is to be liable for the levy who requests a copy;
- To Instruct the ballot holder to hold a BID ballot in accordance with the BID ballot timetable set out in Schedule 2 of the Regulations; this requires notice to be given at least 42 days in advance of the ballot;
- To prepare a register of the hereditaments eligible for a BID levy or so NDR (Business ratepayer) electors based on the agreed footprint and thresholds. This will need to be updated on a regular basis with weekly updates made in the preceding weeks prior to ballot to counter balance new businesses moving in or businesses moving out;
- All eligible 'electors' must be sent details of the ballot arrangements;
- Postal ballot papers need to be sent to the electors/proxies and arrangements made for receiving them, until the end of the polling day;
- Arrange the count of ballot papers and declare the result.
- If the ballot is successful, the City as BID Body has responsibility for collection of the levy, accounting for the levy and its expenditure and responsibility for implementation of the BID Proposal

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Committee:	Date:
Policy & Resources Committee	2 May 2019
Subject: Alderman Sir David Wootton attendance at IBA conference in Seoul	Public
Report of: Director of Economic Development	For Decision
Report author: Aimee Burnham	

Summary

This paper sets out a proposal for the City of London Corporation (COLC) to be represented by Alderman Sir David Wootton at the International Bar Association (IBA) conference in Seoul, South Korea, from 22nd to 25th September, in support of our corporate legal strategy.

The conference gives the COLC the opportunity to meet with key international legal stakeholders and to speak as a thought leader on trade promotion within the legal sector, highlighting the strengths of the UK legal profession.

Due to the unavailability of the Policy Chair and the Lord Mayor, we are asking the Committee to approve that the COLC is represented on this occasion by Alderman Sir David Wootton.

Recommendation

Members are asked to agree that Sir David Wootton attend the annual IBA conference in Seoul on behalf of the City Corporation from 22nd – 25th May 2019.

Main Report

1. The Law Society has invited the CoLC to participate in this year's IBA conference to support its promotion of the UK's legal sector. The forum is hosted by the International Bar Association. The Policy Chair was invited to speak at the previous IBA conference in Rome; however, she is unable to attend this year's conference.
2. The IBA conference is a high-level legal event which moves around the world each year. The conference gives access to over 6000 individuals from 2700 law firms, corporations, governments and regulators from over 130 jurisdictions. We are planning for the COLC to speak in a panel and to have bilateral meetings with key legal stakeholders.
3. It is a great opportunity for the COLC to support the UK's legal industry, to promote the UK legal sector and to engage with a significant number of senior legal figures from across the world. The Economic Development Office is working to support the legal sector on both policy and trade agendas, as well as supporting the legal infrastructure in the City through the new combined court.

4. This is a good opportunity to promote this work to an interested international audience. Therefore, the Committee's permission is sought to send Alderman Sir David Wootton – a past Lord Mayor with a significant legal background – to represent the COLC as both the Policy Chair and Lord Mayor are both unavailable.
5. Please see the draft programme of the forum as follows:

22 September (Sunday)	
09:00-22:00	Registration
23 September (Monday)	
Morning	Opening Ceremony
	Session I: Hot topics in international sales, trade, franchising and product law
	Session II: Gender and International trade: Old challenges and new opportunities
Lunch	Various regional forums (European, Arab region, North American)
Afternoon	Session III: Artificial Intelligence algorithms: protection against business secrets and IP/AI gaining popularity and business value
Evening	Law Society evening reception and dinner
24 September (Tuesday)	
Morning	The Blockchain-powered franchise: the legal, technology and commercial perspectives of applying blockchain technology to franchising
Lunch	Various regional forum (APAC, Latin America)
Afternoon	Session VII: Government procurement: practical thoughts on doing business, compliance, sanctions, corruption and business crime
	Session VIII: Digital Trade Legal Services
Evening	TBC

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Committee: Policy and Resources	Date: 02 May 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 £582,883, £294,415 and £2,048,100 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 £582,883, £294,415 and £2,048,100 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.

Corporate & Strategic Implications

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

Appendices

- Appendix 1 – PIF 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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POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND 2019/20

<u>ALLOCATIONS FROM PIE</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u> <u>DATE</u>	<u>DESCRIPTION</u>	<u>RESP</u> <u>OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL</u> <u>PAID</u> TO 17/04/2019 £	<u>BALANCE</u> <u>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	15,525	4,475	
14/03/2019	Franco-British Young Leaders Programme - Gala Dinner 2019	DOC	20,000	4,800	15,200	
22/02/2018	Sponsorship of the Wincott Foundation's 'Wincott Awards' - the City Corporation to sponsor this annual Awards programme. The Wincott Foundation is a registered charity that supports and encourages high quality economic, financial and business journalism in the UK and internationally to contribute to a better understanding of economic issues.	DOC	4,000	-	4,000	3 year funding: £4,000 in 2019/20 & 2020/21
05/03/2019	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	30,000	69,400	
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
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

<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 17/04/2019 £	<u>BALANCE</u> <u>TO BE SPENT</u> £	<u>NOTES</u>
11/04/2019	2019 Party Conferences Funding - the City Corporation to hold private roundtables and dinners at the 2019 party conferences of the Liberal Democrats, Labour and Conservatives. In addition City Corporation is exploring to partner with UK Finance, a trade association, for the private dinners at the Labour and Conservative party conferences Promoting the City	DOC	41,000	-	41,000	
17/01/2019	Sponsorship of Children's Book with Guy Fox History Project Ltd	DOC	42,000	-	42,000	
21/02/2019	London & Partners: Domestic Promotion of London	DOC	100,000	100,000	-	3 year funding: £100,000 final payment in
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	100,000	50,000	50,000	£50,000 final payment in 2019/20; £50,000 allocated in 2018/19 now deferred to 2019/20
05/07/2017	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	Final payment in 2019/20
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	
22/02/2018	Continued Sponsorship to support Innovate Finance.	DED	250,000	-	250,000.00	£250,000 final payment in 2020/21
15/03/2018	Match Funding from The Honourable Irish Society to the National Citizenship Scheme - City of London Corporation to match fund the Society's grant totalling £33,000 over 3 years.	TC	11,000	-	11,000	3 year funding: £11,000 final payment in 2020/21
12/04/2018	City of London Corporation Regional Strategy: City of London's membership to Scottish Financial Enterprise (SFE) and expanding the partnership programme to 3 more UK City Regions.	DED	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

ALLOCATIONS FROM PIF					STATUS OF BALANCE	
COMMITTEE DATE	DESCRIPTION	RESP OFFICER	ALLOCATION £	ACTUAL PAID TO 17/04/2019 £	BALANCE TO BE SPENT £	NOTES
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
11/04/2019	Research Sponsorship of the Fabian Society research project: City Corporation to sponsor the research project, "Using Arts and Culture to enable Deprived Communities to Thrive". This would support and advance the Corporation's strategic aims to "contribute to a flourishing society, shape outstanding environments and support a thriving economy.	DOC	20,000	-	20,000	
	BALANCE REMAINING		1,134,739	234,325	900,414	
	TOTAL APPROVED BUDGET		582,883			
	ANALYSIS OF TOTAL APPROVED BUDGET		1,717,622			
	ORIGINAL PROVISION		1,250,000			
	UNCOMMITTED BALANCES BROUGHT FORWARD FROM 2018/19		105,341			
	UNSPENT COMMITTED BALANCES DEFERRED FROM 2018/19		183,204			
	UNSPENT COMMITTED BALANCES RETURNED TO FUND		140,942			
	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 (2019/20). 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	DOC	Director of Communications	DBE	Director of Built Environment	
TC	Town Clerk	CS	City Surveyor			
CAROLINE AL-BEYERTY - DEPUTY CHAMBERLAIN						

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POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND 2019/2020 - 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	183,204		
	+ balance moved from P&R Contingency to cover multi year allocations	140,942		
		38,135		
	TOTAL BUDGET	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	100,000		
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		
11/04/2019	Sponsorship of the Fabian Society Research Project	20,000		
11/04/2019	2019 Party Conferences	41,000		
	TOTAL ALLOCATIONS	1,134,739	409,635	106,635
	BALANCE AVAILABLE	582,883	840,365	1,143,365

Less: Possible maximum allocations from this meeting: **02 May 2019**

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582,883	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 17/04/2019</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
06/2018	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	3,397	3,978	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
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

<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 17/04/2019 £	<u>BALANCE</u> <u>TO BE SPENT</u> £	<u>NOTES</u>
11/04/2019	Sponsorship of Battle of Ideas Festival 2019 - the City Corporation to sponsor the festival as a "Battle Champion" and "Debate Partner", organised by The Academy of Ideas (AOI), taking place on 2nd & 3rd November 2019 at the Barbican Centre.	DOC	20,000	-	20,000	
			321,725	3,397	318,328	
	BALANCE REMAINING		294,415			
	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>DED 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		
11/04/2019	Sponsorship of the 2019 Battle of Ideas Festival	20,000		
	TOTAL ALLOCATIONS	321,725	-	-
	BALANCE AVAILABLE	294,415	300,000	300,000

Less: Possible maximum allocations from this meeting: **02 May 2019**

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-	-	-	-
Balance	294,415	300,000	300,000

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<u>POLICY AND RESOURCES COMMITTEE - BREXIT CONTINGENCY 2018/19 - 2019/20</u>							
<u>ALLOCATIONS FROM BREXIT CONTINGENCY</u>						<u>STATUS OF BALANCE</u>	
<u>Date of Bid</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u>	<u>ACTUAL PAID TO 31/03/2019</u>	<u>ACTUAL PAID TO 17/04/2019</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	9,022	0	34,978	2018/19 funding

<u>ALLOCATIONS FROM BREXIT CONTINGENCY</u>						<u>STATUS OF BALANCE</u>	
<u>Date of Bid</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL PAID TO</u> 31/03/2019 £	<u>ACTUAL PAID TO</u> 17/04/2019 £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
03/04/2019	Expand recruitment activity to (and increase the number of places on) the BMus/MMus Jazz, World, Studio and Electronic pathways, which currently recruit the great majority of their students from within the UK.	GSDM	20,000	0	0	20,000	
	BALANCE REMAINING		161,900	32,602	-	129,298	
	TOTAL APPROVED BUDGET		2,048,100				
	ANALYSIS OF TOTAL APPROVED BUDGET		2,210,000				
	ORIGINAL PROVISION		2,000,000				
	MHCLG funding 2018/19		105,000				
	MHCLG funding 2019/20		105,000				
	TOTAL APPROVED BUDGET		2,210,000				
<p><u>NOTE:</u> The date records the actual date the Town Clerk in conjunction with the Chamberlain has approved the bid. In some instances approval is given for multi-year support for a project, the financial details in this table shows the expenditure for both years (2018/19 & 2019/20). It should be noted that actual payments sometimes are made towards the end of a financial year.</p> <p><u>KEY TO RESPONSIBLE OFFICER:-</u></p> <p>REM Remembrancer DOC Director of Communications GSMD Guildhall School of Music & Drama CHB Chamberlains POL City of London police</p> <p>CAROLINE AL-BEYERTY - DEPUTY CHAMBERLAIN</p>							

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	Remembrancers	Attractiveness of London & Regulatory Landscape	Brexit Contingency Fund	£ 2,000,000	£ -
		MHCLG funding				105,000	105,000
		+ balance brought forward as agreed by Committee: Mar 2019					2,016,100
		TOTAL BUDGET				2,105,000	2,121,100
		Develop and bring into effect an engagement action plan and to provide for the City Corporation's participation in a cross-sectoral project to enhance the City's soft power potential				20,000	40,000
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	15,000	
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	
03/04/2019	Guildhall School of Music & Drama Expanded Recruitment	Expand recruitment activity to (and increase the number of places on) the Bmus/Mmus Jazz, World, Studio and Electronic pathways, which currently recruit the great majority of their students from within the UK.	Guildhall School of Music & Drama	Income Stream & recruitment and Retention	Brexit Contingency Fund		20,000
		TOTAL ALLOCATIONS				88,900	73,000
		BALANCE AVAILABLE				2,016,100	2,048,100

Less: Possible maximum allocations from this meeting: 02 May 2019

Brexit Contingency Fund Balance
 MHCLG Balance
Total Balance

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 1,970,100
 46,000
2,016,100 2,048,100

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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: **02 May 2019**

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190,365**583,365**

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