



## Policy and Resources Committee

**Date:** THURSDAY, 21 JANUARY 2021

**Time:** 1.45 pm

**Venue:** MICROSOFT TEAMS (<https://youtu.be/BMknAuKOZpk>)

**Members:**

Deputy Catherine McGuinness (Chair)	Alderman Vincent Keaveny
Sheriff Christopher Hayward (Deputy Chairman)	Alderman Ian Luder
Deputy Keith Bottomley (Vice-Chairman)	Jeremy Mayhew
Deputy Tom Sleigh (Vice-Chair)	Andrew McMurtrie
Randall Anderson (Ex-Officio Member)	Wendy Mead
Rehana Ameer	Deputy Andrien Meyers
Nicholas Bensted-Smith (Ex-Officio Member)	Deputy Brian Mooney (Chief Commoner) (Ex-Officio Member)
Tijs Broeke	Deputy Alastair Moss (Ex-Officio Member)
Karina Dostalova	Deputy Joyce Nash
Anne Fairweather	The Rt Hon.the Lord Mayor,
Marianne Fredericks	Alderman William Russell (Ex-Officio Member)
Alderman Timothy Hailes	Alderman Baroness Scotland (Ex-Officio Member)
Deputy Wendy Hyde (Ex-Officio Member)	Sir Michael Snyder
Deputy Jamie Ingham Clark	Deputy James Thomson (Ex-Officio Member)
Shravan Joshi	Mark Wheatley
Deputy Edward Lord	Deputy Philip Woodhouse
	Alderman Sir David Wootton

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### **Accessing the virtual public meeting**

Members of the public can observe this virtual public meeting at the below link:

<https://youtu.be/BMknAuKOZpk>

This meeting will be a virtual meeting and therefore will not take place in a physical location following regulations made under Section 78 of the Coronavirus Act 2020. A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

**John Barradell**  
**Town Clerk and Chief Executive**

# AGENDA

## Part 1 - Public Agenda

### 1. APOLOGIES

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

### 3. MINUTES

To consider minutes as follows:-

- a) To agree the public minutes of the Policy and Resources Committee meeting held on 10 December 2020.

**For Decision**  
(Pages 1 - 16)

- b) To note the public minutes of the Resource Allocation Sub-Committee meeting held on 10 December 2020.

**For Information**  
(Pages 17 - 22)

- c) To note the public minutes of the Resource Allocation Sub-Committee meeting held on 11 January 2021.

**For Information**  
(Pages 23 - 28)

- d) To note the public minutes of the Projects Sub-Committee meeting held on 17 December 2020.

**For Information**  
(Pages 29 - 38)

- e) To note the public summary of the Tackling Racism Taskforce meeting held 11 December 2020.

**For Information**  
(Pages 39 - 40)

### 4. COVID-19 DEBRIEF

Report of the Assistant Town Clerk & Director of Major Projects.

**For Discussion**  
(Pages 41 - 52)

### 5. GOVERNANCE REVIEW: COMPETITIVENESS

Report of the Town Clerk.

**For Decision**  
(Pages 53 - 82)

### 6. FINDINGS AND RECOMMENDATIONS: TACKLING RACISM TASKFORCE

Report of the Town Clerk, on behalf of the Tackling Racism Taskforce.

**For Decision**  
(Pages 83 - 146)

7. **TOMLINSON REVIEW UPDATE**  
Report of the Town Clerk.  
**For Decision**  
(Pages 147 - 154)
8. **LONDON COUNCILS GRANTS SCHEME**  
Report of the Town Clerk.  
**For Decision**  
(Pages 155 - 160)
9. **DEPARTMENTAL 2021/22 BUDGET ESTIMATES - POLICY AND RESOURCES COMMITTEE**  
Joint report of the Town Clerk, Remembrancer and Chamberlain.  
**For Decision**  
(Pages 161 - 182)
10. **TOWN CLERK'S CORPORATE & MEMBERS SERVICES BUSINESS PLAN FOR 2021/22**  
Report of the Town Clerk.  
**For Decision**  
(Pages 183 - 192)
11. **COMMUNICATIONS TEAM BUSINESS PLAN FOR 2021/22**  
Report of the Director of Communications.  
**For Decision**  
(Pages 193 - 200)
12. **INNOVATION & GROWTH BUSINESS PLAN FOR 2021/22**  
Report of the Director of Innovation & Growth.  
**For Decision**  
(Pages 201 - 208)
13. **REMEMBRANCER'S OFFICE BUSINESS PLAN FOR 2021/22**  
Report of City Remembrancer.  
**For Decision**  
(Pages 209 - 216)
14. **CULTURE MILE CORE REVENUE BUDGET 2021-23**  
Report of the Assistant Town Clerk & Culture Mile Director.  
*N.B. To be read in conjunction with the non-public appendix at Item 33.*  
**For Decision**  
(Pages 217 - 232)
15. **CITY OF LONDON EU STRATEGY**  
Report of the Director of Innovation & Growth.  
**For Information**  
(Pages 233 - 240)

16. **UPDATE ON PARTNERSHIP AGREEMENT WITH THECITYUK**  
Report of the Director of Innovation & Growth.  
**For Information**  
(Pages 241 - 244)
17. **INNOVATION & GROWTH UPDATE ON TECH**  
Report of the Director of Innovation & Growth.  
**For Information**  
(Pages 245 - 248)
18. **POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY**  
Report of the Chamberlain.  
**For Information**  
(Pages 249 - 262)
19. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
20. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
21. **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.  
**For Decision**

## **Part 2 - Non-Public Agenda**

22. **NON-PUBLIC MINUTES**  
To consider non-public minutes of meetings as follows:-
- a) To agree the non-public minutes of the Policy and Resources Committee meeting held on 10 December 2020.  
**For Decision**  
(Pages 263 - 266)
- b) To note the non-public minutes of the Resource Allocation Sub-Committee meeting held on 10 December 2020.  
**For Information**  
(Pages 267 - 268)
- c) To note the non-public minutes of the Projects Sub-Committee meeting held on 17 December 2020.  
**For Information**  
(Pages 269 – 274)
- d) To note the non-public minutes of the Hospitality Working Party meeting held on 21 December 2020.  
**For Information**  
(Pages 275 - 280)

23. **OVERALL FINANCIAL POSITION AND MEDIUM-TERM FINANCIAL PLAN**  
Report of the Chamberlain.  

**For Decision**  
(Pages 281 - 294)
24. **GREEN HORIZON SUMMIT EVALUATION AND COP26 PREPARATIONS**  
Report of the Director of Innovation & Growth.  

**For Decision**  
(Pages 295 - 304)
25. **SUPPORT FOR INNOVATE FINANCE**  
Report of the Director of Innovation & Growth.  

**For Decision**  
(Pages 305 - 310)
26. **BRIDGE HOUSE ESTATES TRANSITIONAL INVESTMENT STRATEGY STATEMENT**  
Joint report of the Chamberlain and Chief Grants Officer & Director of City Bridge Trust.  

**For Decision**  
(Pages 311 - 332)
27. **BRIDGE HOUSE ESTATES STRATEGIC GOVERNANCE REVIEW - UPDATE FIVE**  
Report of the Chief Grants Officer & Director of City Bridge Trust.  

**For Information**  
(Pages 333 - 342)
28. **BRIDGE HOUSE ESTATES: ANNUAL UPDATE & 2021 STRATEGY**  
Report of the City Surveyor.  

**For Information**  
(Pages 343 - 354)
29. **CITY FUND PROPERTY INVESTMENT PORTFOLIO - ANNUAL UPDATE & STRATEGY REPORT**  
Report of the City Surveyor.  

**For Information**  
(Pages 355 - 372)
30. **STRATEGIC PROPERTY ESTATE (CITY FUND & CITY'S ESTATE) -ANNUAL UPDATE & STRATEGY FOR 2021**  
Report of the City Surveyor.  

**For Information**  
(Pages 373 - 382)
31. **CITY'S ESTATE: ANNUAL UPDATE & 2021 STRATEGY**  
Report of the City Surveyor.  

**For Information**  
(Pages 383 - 396)

32. **CULTURE AND COMMERCE TASKFORCE: PUBLICATION OF RECOMMENDATIONS**  
Report of the Assistant Town Clerk & Director of Major Projects.  
**For Information**  
(Pages 397 - 444)
33. **NON-PUBLIC APPENDIX: CULTURE MILE BUDGET**  
Non-public appendix to be read in conjunction with Item 14.  
**For Information**  
(Pages 445 - 450)
34. **NON-PUBLIC DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**  
Report of the Town Clerk.  
**For Information**  
(Pages 451 - 452)
35. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
36. **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, 10 December 2020

Minutes of the meeting of the Policy and Resources Committee held over Microsoft Teams (streamed at <https://youtu.be/9Vv2rzLxHl8>) on Thursday, 10 December 2020 at 1.45 pm

### Present

#### Members:

Deputy Catherine McGuinness (Chair)  
Sheriff Christopher Hayward (Deputy Chairman) (*in the Chair for Items 4 and 7-21*)  
Deputy Keith Bottomley (Vice-Chairman)  
Deputy Tom Sleight (Vice-Chair)  
Randall Anderson (Ex-Officio Member)  
Rehana Ameer  
Nicholas Bensted-Smith (Ex-Officio Member)  
Tijs Broeke  
Karina Dostalova  
Anne Fairweather  
Marianne Fredericks  
Alderman Timothy Hailes  
Deputy Wendy Hyde (Ex-Officio Member)  
Deputy Jamie Ingham Clark  
Deputy Edward Lord  
Alderman Vincent Keaveny  
Alderman Ian Luder  
Jeremy Mayhew  
Andrew McMurtrie  
Wendy Mead  
Deputy Brian Mooney (Chief Commoner) (Ex-Officio Member)  
Deputy Alastair Moss (Ex-Officio Member)  
Sir Michael Snyder  
Mark Wheatley  
Deputy Philip Woodhouse  
Alderman Sir David Wootton

#### In attendance

Helen Fentimen  
Alderman Alison Gowman  
Graeme Harrower  
Ann Holmes  
Barbara Newman  
Graham Packham

#### Officers:

John Barradell	- Town Clerk and Chief Executive
Peter Kane	- Chamberlain
Michael Cogher	- Comptroller and City Solicitor
Paul Double	- City Remembrancer

Paul Wilkinson	- City Surveyor
Carolyn Dwyer	- Director of Built Environment
Vic Annells	- Executive Director of Mansion House & Central Criminal Court
Caroline Al-Beyerty	- Deputy Chamberlain
Damian Nussbaum	- Director of Innovation & Growth
Bob Roberts	- Director of Communications
Peter Lisley	- Assistant Town Clerk
Angela Roach	- Assistant Town Clerk
Kate Smith	- Town Clerk's Department
Amelia Ehren	- Town Clerk's Department
Emma Cunnington	- Town Clerk's Department
Greg Moore	- Town Clerk's Department
Giles French	- Innovation & Growth
Anna Dunne	- City Surveyor's Department
Paul Wright	- Deputy Remembrancer
Peter Young	- City Surveyor's Department
David Farnsworth	- Chief Grants Officer and Director of City Bridge Trust
Anne Pietsch	- Comptroller and City Solicitor's Department
Grace Rawnsley	- Town Clerk's Department
Peter Shadbolt	- Department of the Built Environment
Ellen Wentworth	- Technology Support Officer
Charlotte Gordon	- Electoral Services Manager, Town Clerk's Department
Divindy Grant	- Chamberlain's Department

## **COVID UPDATE**

Prior to considering the business on today's agenda, the Chair updated Members on the situation in relation of Covid, noting that infection rates in London were particularly high and that urgent action would be needed to bring things under control and avoid London moving into Tier 3, shutting down businesses just before Christmas. There would be increased communications interventions over the next few days to remind people of the current rules and restrictions and the Chair asked Members for their support in helping to share these messages to their networks and the electorate.

### **1. APOLOGIES**

Apologies were received from Andrien Meyers, Shravan Joshi, Deputy James Thomson, the Rt Hon Alderman the Baroness Patricia Scotland of Asthal, and the Rt Hon Alderman William Russell, the Lord Mayor.

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

Alderman Tim Hailes and Deputy Jamie Ingham Clark declared an interest in respect of Item 11 in respect of their positions as Churchwardens of St Lawrence Jewry.



### 3. MINUTES

- a) The public minutes of the meeting of the Policy and Resources Committee held on 19 November 2020 were agreed.

#### **Matters Arising**

**Planning Protocol** – The Chair noted discussions at the last meeting, particularly in relation to the Corporation's planning arrangements more broadly and the context of the overall governance review. She suggested that Members might support bringing forward the stage of the review intended to consider those recommendations associated with the Planning and Transportation Committee as a consequence. Members expressed support for this approach and the Chair undertook to adjust the review timetable to accommodate this.

**Tomlinson Review** – A Member took the opportunity to clarify that the Chamberlain had confirmed that any budgetary changes associated with the Tomlinson Review proposals would not come into effect until 2022/23.

- b) The public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 17 November 2020 were noted.
- c) The public minutes of the Resource Allocation Sub-Committee meeting held on 20 November 2020 were noted.
- d) The public summary of the Tackling Racism Taskforce meeting held on 13 November 2020 were noted.
- e) The public summary of the Tackling Racism Taskforce meeting held on 27 November 2020 were noted.

### 4. ELECTORAL CAMPAIGN MANAGER RECRUITMENT

The Committee considered a report of the Town Clerk concerning the prospective recruitment of a temporary post to manage electoral campaigning during 2021.

During discussion, the following points arose:

- In response to queries concerning the maximum potential total number of business voters in the City, the Assistant Town Clerk undertook to circulate the figures following the meeting.
- With reference to the proposed £55,000 allocation for campaign activities, Members emphasised the importance of taking a strategic approach to intervention. Consequently, it was felt that the new campaign manager should present a strategy with costed options for approval, including rationales for particular activities, prior to any approval as to the release of funds.
- It was observed that the report appeared to propose the funding be charged to City's Cash; however, as a City Fund activity the accuracy of this was questioned. The Chamberlain undertook to explore this matter

following the meeting and obtained Members' support for charging the allocation to the correct fund, as appropriate.

- A number of individuals reiterated the importance of Members' role in energising and appealing to the electorate, thereby encouraging greater participation. It was added that greater communication or messaging about the role and impact of the City Corporation, both locally and nationally, would also aid in increasing voters' awareness and interest.
- A Member observed that there was currently an issue with the processing of applications, commenting that they were aware of several voters who had submitted forms but whose registration had not yet been processed. They urged that sufficient resource be made available on the administrative side to ensure applications were processed expeditiously.
- It was also suggested that targets or performance metrics might be considered in relation to registration numbers, to assist Members in scrutinising performance.

RESOLVED: That Members:-

1. Reconfirm support for the recruitment of a temporary Election Participation Campaign Manager to maximise numbers on the Electoral Register and encourage diversity of candidates and voter turnout in the elections.
2. Approve a funding package of up to £150,000 to cover the cost of the post (approximately £75,000 plus £20,000 on costs the equivalent of Grade H and subject to job evaluation) and up to £55,000 to fund the cost of any additional campaign activities.

*NB – Approval for the release of the latter sum (£55,000) is to be the subject to the approval of a further report by the postholder, once the scope of the campaign has been developed.*

3. Authorise the Chamberlain to ensure that the charge of the funds at recommendation 2 is made to City Fund rather than City Cash, following confirmation as to the position.
4. Note that the role will report to the new Deputy Town Clerk and Chief Executive and that in the interim the recruitment and other arrangements associated with the temporary post would be overseen by the Director of Communications.

5. **GOVERNANCE REVIEW: STANDARDS REGIME**

The Committee considered a report of the Town Clerk concerning those aspects of the Governance Review relating to the Standards Regime. The report presented the recommendations of the Resource Allocation Sub-Committee (RASC), following an informal engagement process intended to gather the views of all Members.

The Chair thanked Sheriff Christopher Hayward for his efforts in managing the consultation process to-date and drew Members' attention to RASC's proposals as set out in the report. The Committee proceeded to debate the various recommendations in turn:

- (i) ***Do Members agree with the recommendation to establish an Independent Panel, composed only of independent persons?***

The Committee agreed with this proposal.

- (ii) ***Should such a Panel receive allegations of misconduct, determine whether to investigate, present findings to the Court, and hear any appeal?***

Noting the recommendations and views of RASC in respect of a three-stage process operated by the Independent Panel, Members supported the proposal but noted an important clarification in respect of the first stage and the role of the Chief Commoner. It was emphasised that the Chief Commoner's informal dispute resolution role was distinct from this three-stage process and that the first stage of the new process being recommended here would be overseen by the Independent Panel. The three stages would comprise:

- A first stage of a more informal / conciliatory nature, seeking to resolve swiftly those issues which might be addressed through dispute resolution or a conversation and apology (with external dispute resolution advice to be made available to the Panel and a suitable protocol produced for such stage to be produced).
- The second stage to then be the formal Hearing process, utilising the Independent Panel, as outlined by Lisvane (i.e. determination of investigation and breach and reporting to the Court of Common Council for endorsement).
- The third stage to be the Appeal stage, the Panel for which should also include a minority of Members of the Court of Common Council, to help provide any relevant internal context.

- (iii) ***What should its composition be?***

The Committee agreed that the Panel should be entirely independent (i.e. non-City Corporation Members) and that the sub-panels at the hearing and appeal stages should be comprised of entirely different people, although drawn from the same overall pool. Consequently, the Independent Panel itself would need to be sufficiently large to ensure that this was always possible. A panel of nine was agreed, with Members also agreeing that staggered terms would be important to provide for both continuity and turnover.

Whilst there was a preference for the Panel to have a range of individuals with background in arbitration, judicial, or tribunal processes, Members also felt strongly that the Panel should be comprised of a diverse group of individuals and so some flexibility or pragmatism may be required to ensure this.

The principle that an entirely new Panel should be appointed was agreed (rather than seeking to roll-over or extend the appointments of existing Standards Committee co-optees, for instance). However, following

discussion as to the position of some individuals who had been appointed very recently, it was noted that an open and fair recruitment process would provide an opportunity for those currently serving to apply, should they so wish.

(iv) ***How should it be appointed to?***

Members noted that, ultimately, it would be for the Court to approve the appointment of individuals and agreed that, prior to longer-term consideration as to appointments processes through the Lisvane Review, appointments should be made through a fair and transparent advertising process with the Policy Chair, the Chief Commoner, and the Chair of the General Purposes Committee of Aldermen (or their representatives) acting as the interview panel and recommending appointments to the Court.

(v) ***Should the positions on the Panel be remunerated?***

The Committee supported RASC's view that positions on the Panel should be remunerated to ensure good candidates were available, using the standard rate for public appointments (c. £300 per day).

(vi) ***Who should be responsible for supporting the Panel, or for producing the Panel's rules and procedures (including possible sanctions)?***

It was agreed that this should continue to be the Monitoring Officer (i.e. the Comptroller & City Solicitor), together with an element of clerking or administrative support.

(vii) ***How should the Court consider its recommendations (i.e. should a Standing Order, preventing debate on any of the Panel's recommendations, be progressed?)***

The Committee supported RASC's view that it was inappropriate and undesirable for such recommendations to be debated in full at the Court of Common Council. However, it was felt that trying to establish and uphold a Standing Order prohibiting debate at Court would be impractical in reality, notwithstanding views as to desirability. Members also noted the legal requirement for decisions to be made by the Court, or one of its committees, sub-committees, or officers (or an appointed other local authority or joint committee). Ultimately, it was felt that the proposed new three-stage process, with Member involvement at the appeal stage, would ensure that allegations were dealt with properly and efficiently from the outset, thereby granting confidence in the process and mitigating against the risk of debate at Court.

(viii) ***Do Members agree with the proposal to abolish the Standards Committee and Standards Appeal Committee?***

Members supported the proposal for the Standards Committee and the Standards Appeals Committee to be disbanded but noted that a new interim "owner" for several areas of the Standards Committee's remit would need to be determined.

(ix) ***If yes, what is the preferred timescale for abolition?***

It was agreed that efforts should be taken to have the new arrangements in place for the coming (2021/22) municipal year.

- (x) ***If abolition is prior to the establishment of a new overall committee framework, what should happen in the interim to those areas of responsibility under the purview of Standards Committee which do not relate to complaints and so would not necessarily go to the new Panel***

The Committee discussed the proposal that the Members Privileges Sub-Committee, chaired by the Chief Commoner, should take on these functions on an interim basis and expressed a number of reservations, particularly in relation to dispensations.

Ultimately, given that it would be on an interim basis, it was agreed that all elements with the exception of dispensations should be transferred to the purview of the Members' Privileges Sub-Committee.

- (xi) ***In particular, where should responsibility for Dispensations and the Code of Conduct sit, and do any changes need to be sought to either procedure at this point in time?***

It was agreed that responsibility for considering applications for dispensations should be transferred to the new Independent Panel; however, it was noted that the Panel could not legally make any final determination. Instead, it was agreed that the Panel's findings should be put to the Town Clerk for ratification.

Further, it was observed that an urgent decision in respect of an application may be required on the occasion when it was not possible for the Independent Panel to consider any application and make a recommendation to the Town Clerk. In such case, it was agreed that the Comptroller and City Solicitor should also be authorised to make determinations as to urgent applications, should they arise.

- (xii) ***Are Members happy to support a change to the way in which the Register of Interests is set out?***

Members supported a change with a view to greater transparency, as proposed.

- (xiii) ***Should training on standards and conduct matters be made mandatory?***

Noting the range of views on this matter, it was felt that the majority view was that training should only be mandatory in some areas, in respect of those specific committees with a statutory or quasi-judicial function, and not across the board. With reference to training around standards and conduct in particular, it was felt that such training should be made available for all Members immediately after each election. In all cases, training should be made available and be purposeful and up-to-date, with refresher sessions available to allow for continuous learning or development.

(xiv) ***If so, what sanction should be applied in the event of non-compliance?***

In the event of non-compliance in respect of those areas where training should be mandatory, it was felt that any sanction should be automatic and relate to the specific committee, i.e. consistent with the current approach in respect of the Licensing Committee, whereby any Member unwilling to undertake the relevant training was not permitted to serve on the hearing sub-committees.

The Chair thanked Members for their helpful contributions and was pleased to be in a position to present consensus proposals to the Court.

RESOLVED: That Members:-

1. Note the proposals in relation to Standards made by Lord Lisvane in Section 8 of his Review (Appendix 1).
2. Note the feedback provided by Members through the informal engagement process (Appendix 4).
3. Determine to present recommendations in respect of the various proposals, as set out in discussion above, to the Court of Common Council.

6. **PROPOSAL TO ESTABLISH A BRIDGE HOUSE ESTATES COMMITTEE**

The Committee considered a joint report of the Chief Grants Officer & Director of The City Bridge Trust, the Comptroller & City Solicitor, and the Town Clerk concerning the creation of a dedicated Bridge House Estates (BHE) Committee, supported by its own sub-committees, for implementation from April 2021.

Whilst supportive of the establishment of such a Committee in principle, a number of Members raised particular points of concern or areas where clarification was required:

- Arrangements for the appointment of the proposed external Members were queried, with Members keen to understand the process and criteria that might be used. Further elements of clarification were also sought in respect of the appointment of Common Councillors, pending longer-term consideration as to any prospective Governance & Nominations Committee.
- The need to delegate authority in respect of the production of Terms of Reference was questioned, with it observed that timescales should permit for the Committee to take a more in-depth look at proposals prior to their presentation to the Court.
- The precise nature of the continued role of the City Bridge Trust Committee was discussed, with Members seeking confirmation as to how grant-making decisions would be managed within the new construct.
- Concern was expressed in respect of the implication that this new Committee could create sub-committees as it saw fit, with Members noting the resource implications that would arise in supporting the system and the

wider governance implications in respect of the Corporation's overall committee structure.

- It was highlighted that any changes involving a BHE-specific investment strategy could have significant impacts on the City Corporation's overall investment strategy and on particular portfolios and asset classes. A Member urged that the investment piece be considered in the round and carte blanche was not provided for a single committee to make major decisions in isolation which might affect the Corporation's overall investment capabilities.
- Members also articulated some reservations in respect of the budget-setting process, noting that there may well be tension in respect of allocation decisions around the primary and ancillary objective, as well as in relation to the role of the Finance Committee. It was emphasised that clarity in this area would be particularly important.

The Chair thanked Members for their contributions and reiterated the importance of ensuring new arrangements complied with best practice. She noted Members' support in principle for the new BHE Committee but that formal approval would be subject to consideration of a further paper at a coming meeting, clarifying Members' concerns and presenting terms of reference for review.

RESOLVED: That:-

1. Members agree, in principle, to support the creation of a BHE Committee, which would exercise management and control of the charity, for implementation from April 2021.
2. A further report be requested, presenting terms of reference for consideration and clarifying points of detail, prior to the submission of formal proposals to the Court of Common Council.

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*At this point in the meeting, the Chair was obliged to depart on official business and the Deputy Chairman took the Chair until her return at Item 22.*

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## **7. LIVERY COMMITTEE: CONSULTATION ON COMPOSITION**

The Committee considered a report of the Town Clerk concerning proposed changes to the composition of the Livery Committee.

In response to queries, it was clarified that the nomination rights to the Committee for Common Councillors and Aldermen were distinct, and that the Committee was appointed by (and accountable to) Common Hall.

RESOLVED: That the proposed reduction to the number of Common Councillors serving on the Livery Committee be endorsed, as set out in the report.

8. **CITY PLAN 2036: REVISIONS TO PROPOSED SUBMISSION DRAFT PLAN**

The Committee considered a report of the Director of the Built Environment presenting revisions to the City's draft Local Plan ("City Plan 2036"), following a period of consultation subsequent to the Court of Common Council's approval of the draft plan on 21 May 2020.

RESOLVED: That Members:-

1. Agree the proposed changes to the Proposed Submission draft Local Plan set out in Appendix 1 and that the draft Local Plan be published for consultation;
2. Authorise the Director of the Built Environment to make further non-material amendments and editorial changes prior to public consultation;
3. Agree that, following consultation, the Local Plan, the public representations and other supporting documentation be submitted to the Secretary of State, for Examination;
4. Agree that, if any material changes are required to the Local Plan following consultation and prior to submission, consideration of these changes should be delegated to the Planning and Transportation Committee; and
5. Authorise the Director of the Built Environment, in liaison with the Chair and Deputy Chair of the Planning & Transportation Committee, to compile a list of any proposed non-material changes to the Local Plan in response to public representations and submit this to the Secretary of State.

9. **NATIONAL PREPAREDNESS COMMISSION**

The Committee considered a report of the Director of the Built Environment concerning an invitation from Lord Toby Harris to participate in the work of a National Preparedness Commission, looking at what needed to be done systemically to improve societal preparedness and resilience, drawing on any lessons from the current crisis.

RESOLVED: That the invitation to participate in the National Preparedness Commission be accepted.

10. **CAPITAL FUNDING - PRIORITISATION OF 2021/22 ANNUAL CAPITAL BIDS - STAGE 2 PROPOSALS**

The Committee considered a report of the Chamberlain concerning the Stage 2 proposals of the prioritisation of 2021/22 Annual Capital Bids.

It was noted that the report had been considered and approved by the Resource Allocation Sub-Committee earlier that day.

With reference to comments around affordability within the report, particularly in relation to City's Cash, a Member queried the City's approach in relation to expenditure and its investment strategy. Other Members noted the City Corporation's longstanding policy in respect of the maintenance of its asset portfolio and the importance of revenue generation through this, suggesting



that, whilst there was a legitimate conversation to have in this area, it would be a matter to consider in relation to longer-term investment strategy.

RESOLVED: That:-

1. It be noted and agreed that the plans be affordable, sustainable and prudent.
2. The green rated bids amounting to £83.5m detailed in the report's appendix, which represented the position agreed with Chief Officers and Services Committee Chairs, be agreed.
3. A business case be brought back to this Sub-Committee concerning the re-ignited bid for loan funding of £15.6m for the City of London School for Girls.
4. It be agreed that provisions of £83.5m plus it be agreed in principle that a loan facility of up to £15.6m (indicative at this stage), subject to a full business case, be made in the draft medium term financial plans of the three funds and that appropriate contingencies be set aside for approval by the Finance Committee and Court of Common Council as part of the annual budget setting process.
5. Request that the Corporate Asset Sub and Projects Sub Committees closely scrutinise the scope of the St Lawrence Jewry repairs project to ensure that all value engineering opportunities are fully explored, with a keen eye on value for money.
6. It be agreed that the bids rated as amber detailed in the appendix be placed on a reserve list to be funded from savings in provisions for green rated schemes should their urgency escalate.
7. It be agreed that the financial disciplines currently in place be continued whereby
  - a) Central funding will be withdrawn for schemes that slip by more than one year; and
  - b) The operation of the 'one-in, one-out' approach to funding of bids outside of the annual process.
8. It be agreed to the carry-over of the unallocated provision of 332m of loan facilities previously agreed for the Police and HRA.

#### 11. **CAPITAL FUNDING UPDATE**

The Committee considered a report of the Chamberlain concerning capital prioritisation and the 2020/21 round of annual capital bids.

It was noted that the report had been considered and approved by the Resource Allocation Sub-Committee earlier that day. The Sub-Committee had additionally agreed that, in view of the health and safety concerns associated with the Smithfield Market Canopy replacement, delegated authority should be granted to allow expeditious consideration of the drawdown of monies for these works, once the figures had been finalised. Members of the Policy and Resources Committee endorsed this additional recommendation.

RESOLVED: That:-

1. The following schemes, in the context of the current financial climate, be confirmed of their continued essential priority at this time:
  - a) Wanstead Park Ponds – further drawdown of £40k to undertake additional survey to reach next gateway
  - b) Public Realm Security Programme – release of £225k to prepare for the next stage of security works
  - c) St Lawrence Jewry Church - £55k top-up to reach the next gateway
  - d) Lindsey Street Bridge Strengthening - £30k to reach the next gateway
  - e) Oracle Property Manager (OPN) System Replacement - £545k requested to implement the scheme
  - f) Personal Device Replacement - £2.25m requested to implement the scheme.
2. The release of up to £3.145m from the reserves of City Fund, City's Cash and Bridge House Estates as appropriate, subject to the approval of the relevant gateway reports.
3. Delegated authority be granted to the Town Clerk, in consultation with the Chair and Deputy Chairman of the Policy & Resources Committee, to consider the drawdown request for the Smithfield Market Canopy project.

**12. PROGRESS UPDATE ON MOBILISATION FOR CLIMATE ACTION**

The Committee considered a report of the Director of Innovation & Growth presenting progress to-date in respect of the actions approved under the Climate Action Strategy in October 2020.

Particular reference was made to paragraph 2(f) and the role of Heart of the City. Given the importance of the Climate Action Strategy, it was advised that Heart of the City had recently agreed to the City Corporation having an additional representative on their Board, to help strengthen oversight and governance arrangements. Members supported the appointment of Sheriff Hayward, as Deputy Chair of Policy & Resources, in this capacity.

RESOLVED: That Members:-

1. Note that Officers are mobilising for implementation on the actions named under the Climate Action Strategy.
2. Note that a full mobilisation report will be submitted to Policy & Resources in March 2021.
3. Approve the drawdown of £200,000 from the Policy Contingency Fund (current balance of PCF is £407k) to support the financing of critical enabling actions in 20/21.

**13. ANNUAL RESPONSIBLE BUSINESS PERFORMANCE UPDATE**

The Committee considered a joint report of the Chamberlain and the Chief Grants Officer & Director of The City Bridge Trust providing an update on the

progress and impact of the Responsible Business Strategy and proposing eight priority areas for action for Year 3.

RESOLVED: That Members approve the *Responsible Business Annual Report – Year 2* set out in Appendix 1 and endorse the identified Responsible Business Year 3 priority activities.

14. **POLICY AND RESOURCES CONTINGENCY/DISCRETIONARY FUNDS**

The Committee received a report of the Chamberlain which provided an update on those projects and activities which have received funding from the Policy Initiatives Fund, the Policy and Resources Committee's Contingency Fund, Committee's Project Reserve, COVID19 Contingency Fund, and Brexit Contingency Fund.

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

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

**Waterloo & City Line**

In response to a question concerning the potential re-opening of the Waterloo & City Line, it was advised that the Chair had recently engaged with TfL on this issue and it was agreed that relevant correspondence could be circulated to Members of the Committee. It was also noted that the Chair would be continuing dialogue in the coming period, including through the London Councils Transport and Environment Committee.

**COVID Lockdown Impact**

With reference to comments made at the outset of the meeting and the likelihood of London being placed into Tier 3, several Members commented on the prospective economic impact of such measures. The importance of making the case for business was emphasised, particularly given the immediate consequences for the hospitality and retail sectors at the current time, with several Members urging that the City Corporation delineate a clear position and robust messaging to articulate these concerns to decision-makers in Government. Notwithstanding this, it was also noted that COVID cases were rising across London and so a safe and balanced public health response was of the utmost importance; the need to propagate compliance messaging to help keep infection rates down was emphasised, so as to try and minimise the risk of moving to Tier 3.

Several Members commented more broadly on the need for internal conversations as to the Corporation's policy position in respect of lockdown and related matters, so as to confirm a corporate viewpoint rather than necessarily always echoing the position of London Councils, given the slightly different position of the City to the London Boroughs. The need for a coherent plan based around an anticipated return of the workforce, once the vaccine rollout timetable was understood, was also highlighted.

Following extensive debate, Members requested that the Chair articulate the importance of support for businesses and the economic impact of lockdown to Government through the appropriate channels. It was noted that it would be important for the Chair to be able to utilise discretion as to the optimal method of conveying this messaging.

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*RESOLVED: That the Committee agrees to extend the business of the agenda beyond two hours, in accordance with Standing Order 40, in order to conclude the business on the agenda.*

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#### **16. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

##### **Tomlinson Review Working Party**

It was noted that two Members had recently resigned from the Education Board, both of whom had been members of the Working Party looking at the Tomlinson recommendations. It was advised that a report would be prepared for the next meeting of the Committee concerning the future of the Working Party, so as to allow it to continue and conclude its activities expeditiously.

The opportunity was taken to thank Henry Colthurst in particular, as Chair of the Working Party until recently, for his significant efforts to date.

In response to a question concerning the role of the Education Board and the scope of the Governance Review, it was confirmed that the totality of the committee structure would be considered through the Review process.

#### **17. EXCLUSION OF THE PUBLIC**

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

#### **18. NON-PUBLIC MINUTES**

- a) The non-public minutes of the Policy and Resources Committee meeting held on 19 November 2020 were agreed.
- b) The non-public minutes of the Resource Allocation Sub-Committee meeting held on 20 November 2020 were noted.

#### **19. MARKETS CO-LOCATION PROGRAMME: UPDATE AND BUDGET REQUEST**

The Committee considered and approved a report of the City Surveyor concerning the Markets Co-location Programme.

#### **20. HOUSING DELIVERY PROGRAMME – PROGRESS REPORT**

The Committee considered and approved a joint report of the City Surveyor and the Director of Community & Children's Services concerning the housing delivery programme.

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

There were no questions.

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

There were two urgent non-public items.

23. **CONFIDENTIAL MINUTES**

The confidential minutes of the Policy and Resources Committee meeting held on 19 November 2020 were agreed.

24. **CONFIDENTIAL APPENDIX: MARKETS CO-LOCATION PROGRAMME**

The Committee noted a confidential appendix relating to Item 21.

**The meeting ended at 4.50pm.**

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Chairman

**Contact Officer: Gregory Moore**  
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## RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Thursday, 10 December 2020

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources)  
Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday,  
10 December 2020 at 12.00 pm

### Present

#### Members:

Deputy Catherine McGuinness (Chairman)	Shravan Joshi
Jeremy Mayhew (Deputy Chairman)	Deputy Edward Lord
Deputy Keith Bottomley	Alderman Ian Luder
Tijs Broeke	Deputy Tom Sleigh
Deputy Jamie Ingham Clark	Sir Michael Snyder
Karina Dostalova	Deputy James Thomson
Anne Fairweather	Alderman Sir David Wootton
Sheriff Christopher Hayward	

### In Attendance

Helen Fentimen  
Marianne Fredericks  
Deputy Wendy Hyde  
Vivienne Littlechild  
Barbara Newman

#### Officers:

John Barradell	- Town Clerk & Chief Executive
Peter Kane	- Chamberlain
Caroline Al-Beyerty	- Deputy Chamberlain
Paul Wilkinson	- City Surveyor
Dianne Merrifield	- Chamberlains
Angela Roach	- Assistant Town Clerk
Greg Moore	- Town Clerks
Richard Holt	- Town Clerks
Jonathan Poyner	- Barbican
Bob Roberts	- Director of Communications
Colin Buttery	- Director of Open Spaces
Paul Wright	- Deputy Remembrancer
Peter Young	- City Surveyors
Paul Friend	- City Surveyors
Sean Green	- Chamberlains
Jenny Brown	- Headteacher, City of London School for Girls
Simon Glynn	- Built Environment
Michael Cogher	- Comptroller & City Solicitor
Adam Rout	- Mansion House & Central Criminal Court

Simon Latham	- Town Clerks
James Gibson	- IT
Emma Cunnington	- Town Clerks

1. **APOLOGIES**

Apologies were received from Alderman Vincent Keaveny and Deputy Tom Sleigh.

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

Deputy Jamie Ingham Clark declared an interest in item 4 by virtue of his position as Church Warden of St Lawrence Jewry and member of Guild Church Council.

3. **MINUTES**

The minutes of the meeting of the Sub-Committee held on 20 November 2020 were approved as a correct record.

4. **PROJECT FUNDING**

The Sub-Committee considered a report of the Chamberlain concerning capital prioritisation and the 2020/21 round of annual capital bids.

A Member asked when the request for drawdown for the Smithfield Market Canopy replacement would come to Members as this was a priority for health & safety reasons. The Chamberlain and the City Surveyor requested delegated authority to agree the drawdown for these works once the figures had been finalised.

**RESOLVED**, that:-

- The following schemes, in the context of the current financial climate, be confirmed of their continued essential priority at this time:
  - Wanstead Park Ponds – further drawdown of £40k to undertake additional survey to reach next gateway
  - Public Realm Security Programme – release of £225k to prepare for the next stage of security works
  - St Lawrence Jewry Church - £55k top-up to reach the next gateway
  - Lindsey Street Bridge Strengthening - £30k to reach the next gateway
  - Oracle Property Manager (OPN) System Replacement - £545k requested to implement the scheme
  - Personal Device Replacement - £2.25m requested to implement the scheme.
- The release of up to £3.145m from the reserves of City Fund, City's Cash and Bridge House Estates as appropriate, subject to the approval of the relevant gateway reports.
- Delegated authority be granted to the Town Clerk, in consultation with the Chair and Deputy Chairman of Policy & Resources Committee, to



consider the drawdown request for the Smithfield Market Canopy project.

**5. 2020/21 BUDGET SETTING UPDATE**

The Sub-Committee received a report of the Chamberlain updating Members on the 2021/22 budget round, which is to set the City Corporation on the flight path to achieving a sustainable budget over the medium-term.

The Policy Chair gave an overview of the recent bilateral meetings with Service Committee Chairmen and Chief Officers, which she had held with the Deputy Chairman of Resource Allocation, and which had secured a shared commitment to closing the budget gap, whilst recognising that there are several departments, which whilst committing to the 12% cost savings, face Covid related income loss, which will have to be taken into account when setting resource caps. She also encouraged the Sub-Committee to prioritise some of our most sensitive front-line services in Community and Children's Services, and maintain our support for each of our Academy students, at a time when they are facing significant Covid-pressures.

The Deputy Chairman added that the Target Operating Model (TOM) will make an increasing contribution to the 12% saving requirement over the medium-term and that the Town Clerk and Chair of Establishment should provide a regular tracker to ensure transparency and avoid the risk of double counting savings.

Members, then, discussed the detail of the paper and there was a particular discussion on the cuts to libraries. The Chair of Culture, Heritage and Libraries Committee felt that as one of the libraries was funded by Community and Children's Services, she did not feel that it was right that this was not covered in her bilateral meeting. Many Members agreed that the libraries were a fantastic resource at this time and one Member suggested that the City Corporation should look to work with other boroughs with larger populations to provide this service. Another Member requested for an impact assessment on areas such as the libraries before making a decision. After some discussion, it was felt that in principle agreement could be made now on the efficiencies relating to libraries but further detail was to be brought back including an impact assessment. Members also encouraged the Community and Children's Services Department and the Cultural Services Team to work closely together in this area.

A Member also asked for more detail around the funding given to TheCityUK – it was agreed that a fuller discussion on these items would take place in non-public session.

The Town Clerk underlined that the TOM would provide significant savings but that there would be double counting. The details of Tiers 2 and 3 in the TOM were not yet finalised as the Town Clerk wished to allow the new hires (at Tier 1) to have a say in the new structure of their departments.

Members also discussed the funding given to schools and the proposals from the Tomlinson Review. The Policy Chair informed Members that there had been a positive meeting of the Tomlinson Review Working Party earlier that week and the Chair of the City of London Academies Trust underlined the importance of sensible decisions being made on funding for academies.

**RESOLVED**, that:-

- It be noted that as a result of bilateral discussions and commitments given on delivering 12% savings, there were aggregate savings of around £26.6m, consistent with the brief given by this Sub-Committee.
- It be agreed that resource envelopes at departmental level would be adjusted by the sums shown in the proposed savings column in appendix 1; the application of the 12% police savings will take account of any material funding changes arising from the police funding settlement announcement later in December 2020.
- It be agreed, in principle, that a support package would be provided to the Barbican and GSMD for COVID impact to commercial income sources; amounts to be confirmed in light of spending review announcements on extension of the compensation scheme for Local Government, and to be monitored and held for release by agreement with the Chamberlains Department.
- It be agreed that Fundamental Review savings, which have been put on hold pending the further work on the TOM, be rephased to 2022/23.
- £8m reduction in 2021/22 cyclical works programme be approved, subject to the confirmation of the Corporate Asset Sub Committee.
- It be noted that work will continue to identify further savings that could underpin medium plans for 2022/23 and beyond.
- It be noted that rental income is at risk for 2021/22 and further support was likely to be required from reserves.
- It be noted that the City Fund/City's Cash grants review is progressing with the aim of reducing overall spend through grants and will report to this Sub-Committee's January meeting.

**6. PRIORITISATION OF 2021/22 ANNUAL CAPITAL BIDS - STAGE 2 PROPOSALS**

The Sub-Committee considered a report of the Chamberlain concerning the Stage 2 proposals of the prioritisation of 2021/22 Annual Capital Bids.

There was an extensive discussion on the loan facility for the City of London School for Girls of up to £15.6m. Some Members felt quite strongly that at a time when the City Corporation were having to prioritise it would be politically and reputationally difficult to continue with at this time. In particular, Deputy Tom Sleigh requested for his dissent of a loan to the City of London School for Girls be recorded. The Headteacher of the City of London School for Girls responded with the context of the request for a loan, which would be subject to a business case and proper scrutiny. Members were reminded that the City of London School for Girls could not borrow from the bank and could only borrow from the City of London Corporation. A Member also responded to the points made about providing a loan at a time where the City Corporation was facing

12% efficiencies, reminding the Sub-Committee that capital revenue is very different from approving a loan.

In conclusion, Members reached the conclusion that they could not approve the £15.6m until a business case was submitted to this Sub-Committee.

**RESOLVED, that:-**

- It be noted and agreed that the plans be affordable, sustainable and prudent.
- The green rated bids amounting to £83.5m detailed in the report's appendix, which represented the position agreed with Chief Officers and Services Committee Chairs, be agreed.
- A business case be brought back to this Sub-Committee concerning the the re-ignited bid for loan funding of £15.6m for the City of London School for Girls.
- It be agreed that provisions of £83.5m plus it be agreed in principle that a loan facility of up to £15.6m (indicative at this stage), subject to a full business case, be made in the draft medium term financial plans of the three funds and that appropriate contingencies be set aside for approval by the Finance Committee and Court of Common Council as part of the annual budget setting process.
- Request that the Corporate Asset Sub and Projects Sub Committees closely scrutinise the scope of the St Lawrence Jewry repairs project to ensure that all value engineering opportunities are fully explored, with a keen eye on value for money.
- It be agreed that the bids rated as amber detailed in the appendix be placed on a reserve list to be funded from savings in provisions for green rated schemes should their urgency escalate.
- It be agreed that the financial disciplines currently in place be continued whereby
  - Central funding will be withdrawn for schemes that slip by more than one year; and
  - The operation of the 'one-in, one-out' approach to funding of bids outside of the annual process.
- It be agreed to the carry-over of the unallocated provision of 332m of loan facilities previously agreed for the Police and HRA.

**7. REVIEW AND PRIORITISATION OF RING-FENCED S106 DEPOSITS**

The Sub-Committee considered a report of the Director of the Built Environment concerning further allocation of ring-fenced S106 funds.

**RESOLVED, that:**

- The allocation of £1.48m in ring-fenced S106 funding outlined in this report be authorised.
- It be noted that a further report is planned in 2021 with information on the remaining unallocated S106 deposits.

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

There were no questions.

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

There were no items of urgent business.

10. **EXCLUSION OF THE PUBLIC**

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

**Item No.**

11-13

**Paragraph No.**

3

11. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting of the Sub-Committee held on 20 November were agreed as a correct record.

12. **NON-PUBLIC APPENDIX - 2020/21 BUDGET SETTING**

The non-public appendix was received with a short discussion concerning TheCityUK.

13. **PROPOSAL TO ASSIST CITY OF LONDON OPERATIONAL TENANTS FOR THE DECEMBER QUARTER**

The Sub-Committee considered a report of the City Surveyor concerning a proposal to assist the City Corporation's operational tenants for December's quarter.

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

There were no questions.

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

There was no other urgent business.

**The meeting ended at 1.25 pm**

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Chair

**Contact Officer: Emma Cunnington**  
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## RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

**Monday, 11 January 2021**

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources)  
Committee held at Virtual Meeting on Monday, 11 January 2021 at 10.00 am

### **Present**

#### **Members:**

Deputy Catherine McGuinness (Chairman)	Deputy Edward Lord
Jeremy Mayhew (Deputy Chairman)	Alderman Ian Luder
Deputy Jamie Ingham Clark	Deputy Tom Sleigh
Anne Fairweather	Sir Michael Snyder
Sheriff Christopher Hayward	Deputy James Thomson
Shravan Joshi	Alderman Sir David Wootton
Alderman Vincent Keaveny	

#### **In Attendance**

Marianne Fredericks  
Barbara Newman

#### **Officers:**

Peter Kane	- Chamberlain
Emma Cunningham	- Town Clerks
Greg Moore	- Town Clerks
Bob Roberts	- Director of Communications
Aqib Hussain	- IT
Damian Nussbaum	- Director of Innovation & Growth
John Barradell	- Town Clerk & Chief Executive
Peter Lisley	- Assistant Town Clerk & Director of Major Projects
Paul Wright	- Deputy Remembrancer
Caroline Al-Beyerty	- Deputy Chamberlain
Michael Cogher	- Comptroller & City Solicitor
Simon Latham	- Town Clerks

#### **1. APOLOGIES**

Apologies were received by Tijs Broeke, Deputy Keith Bottomley and Karina Dostalova.

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

There were no declarations.

#### **3. MINUTES**

The minutes of the meeting held on 10 December 2020 were approved as a correct record.

4. **GOVERNANCE REVIEW: COMPETITIVENESS**

The Sub-Committee considered a report of the Town Clerk concerning section 6 of the Lisvane review on the City Corporation's governance arrangement, focusing on the area of competitiveness.

The Policy Chair began by thanking her Deputy Chairman for his hard work in consulting with Members on this topic and holding useful engagement sessions. Members heard how these engagement sessions had provided opportunity for collaborative working between the Aldermen and Commoners and that there was a unity of purpose. Primarily, the key themes that emerged from the engagement sessions were as follows:-

1. An informal, flexible focus group was needed
2. Decision-making powers on competitiveness should continue to lie with Policy & Resources Committee
3. It was important to be able to tap into Members' expertise in financial and professional services.

The Chairman of the General Purposes Committee of Aldermen underlined the importance of working together and structuring the governance around competitiveness to ensure that there was full access to the existing business experience on the Court of Common Council.

The Policy Chair then took the Sub-Committee through the questions in the report, as follows:-

- (i) Do Members agree with the need to establish a dedicated group, body, or committee in relation to competitiveness?

Members heard how the engagement groups had built unanimous consensus to establish this committee in a flexible way that ensured that Policy & Resources Committee maintained the democratic oversight of the competitiveness work.

- (ii) If so, do Members agree with the recommendation to establish a free-standing Competitiveness Committee, or would an alternative vehicle/format be preferable?

There was some detailed discussion around whether this group would be more akin to a Working Party, and therefore some Members had questions about whether discussions would be subject to the Local Government Act, and therefore held in public. The Deputy Chairman confirmed that the consensus of the Member engagement groups had been to convene this as a "focus group", although others felt this term would not attract senior figures from the sector and debated other titles such as "Sounding Board", "Forum", "Advisory Board" and "Advisory Council".

Some Members also felt that there was no need for such a group to be formalised within the City Corporation's governance structure as it

could simply be an informal sounding board that the Policy Chair approached for advice.

However, the majority felt that, constitutionally, the group should technically be a Working Party of the Policy & Resources Committee but that the nomenclature would need to change to attract the right external experts. Some Members expressed concern that external experts may not wish to be caught up with the City Corporation's committee structure and underlined the need to make this group as attractive as possible to senior business leaders.

Towards the end of the discussion, Members appeared to lean more towards agreeing on naming this working party as an "Advisory Board" but it was left that a firm decision did not need to be made on this at this stage.

(iii) What should the composition of such a body be, noting the requirements to draw on both external and internal expertise more effectively?

The Sub-Committee felt strongly that it was important to leverage the expertise of internal Members and to ensure that there was diversity of thinking and ideas (with a particular focus on tech) within the composition.

It was also felt that the internal Members should not be limited to the Policy & Resources Committee but include Members on the Court of Common Council (including Aldermen) with financial and professional services expertise.

It was suggested that the core steering group include the Chair of Policy & Resources as the Chair, the Chairman of General Purposes Committee of Aldermen as the Deputy Chairmen, and also include the respective Deputy Chairmen of those two Committees. There could then be a further number of internal and external Members. One Member felt that the suggested overall size of eight felt too small and should be expanded, with others commenting that room should be given to those with relevant expertise on the Court.

It was also discussed that the external composition could be a flexible and based on an issues approach, whereby expertise was brought in to discuss particular areas.

(iv) How should the membership of such a body be determined and appointed?

A Member also called for the need for transparency in the appointment process and asked for job descriptions to be devised. It was also suggested that the core group listed above review against agreed criteria by reference to business position held a list of external names (with advice from Innovation & Growth) before they be

reviewed by the core group against the same criteria and then be put to Policy & Resources Committee for endorsement.

(v) What should the Terms of Reference of such a body be?

The Policy Chair underlined the importance of having clear outputs defined in the terms of reference, which would cover themes such as market promotion and provide direction and guidance to IG. It was felt important that IG could also quickly and easily reach out to the members of this Advisory Board for ad hoc and quick advice. Whilst agreeing, a Member felt that clarity had to be given on how this would be organised and that IG would need to really understand its status and remit – and that the Policy Chair would also continue to need to make minor policy decisions on the hoof.

The Policy Chair confirmed that the intention was that the City Corporation could still continue to take soundings from trade associations, for example.

(vi) Should any new body take on the functions of the Hospitality Working Party?

It was felt that this Advisory Board could give advice on strategic deployment on hospitality without taking away from Hospitality Working Party.

(vii) What should happen to the PRED Sub-Committee?

The Sub-Committee felt that the PRED Sub-Committee could be reconstituted to take away the “Economic Development” element but focus more on the scrutiny around communications and messaging, including public affairs.

*At this point, Deputy Catherine McGuinness (Chair) had to leave for another engagement and Jeremy Mayhew (Deputy Chairman) took the Chair.*

(viii) How should the Chair of the Policy & Resources Committee be referred to?

A former Policy Chairman expressed the issues that can be encountered when explaining externally what the “Chair of Policy & Resources Committee” actually means in practice, and proposed that this was an opportunity to change the title to “Leader of the Council” to be clearer on what the role actually involves. It was also felt that changing the title to just “Chair of Policy” would remove the reference to “Resources” which was a key part of the role. Other Members then discussed in detail with one Member suggesting “Political Leader of the Council” and another suggesting “Council Leader”.

It was also recognised that the Lord Mayor was the head of the Corporation, and it was therefore important that the Chair of Policy & Resources’ role was clearly “Leader of the Council”, to reflect the reality of the role. Following a further debate, it was settled that it



should be recommended that the formal title be changed to “Leader of the Council and Chair of Policy & Resources Committee”, with the intention that, externally, the “Leader of the Council” would be used. It was recognised that the 32 boroughs already know that the City of London Corporation is different but it was important for the job title to be clear and in line with the rest of London.

Members agreed that this recommendation of changing the title of “Chair of Policy & Resources Committee” to “Leader of the Council and Chair of the Policy & Resources Committee” should be recommended to the Policy & Resources Committee for decision. The Deputy Chairman noted that this was an historic moment for the City Corporation.

(ix) Are Members supportive of Lisvane’s general commentary in respect of other areas set out in paragraph 11 of the report (and paragraphs 200 – 231 in the Lisvane Review itself)?

The Sub-Committee noted Lisvane’s general commentary on the mayoralty process.

**RESOLVED, that:-**

- The feedback provided by Members through the informal engagement process be noted.
- It be recommended that the Policy and Resources Committee agree the way forward for matters relating to the Competitiveness Advisory Board as outlined in the minute above.
- It be recommended that the Policy and Resources Committee agree that the title of “Chair of Policy and Resources Committee” be changed to “Leader of the Council and Chair of Policy & Resources Committee”.

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

There were no questions.

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

The Sub-Committee considered a resolution from the Hampstead Heath, Highgate Wood and Queen’s Park Committee from its meeting on 7 January 2021 concerning Departmental and Service Committee budget estimates 2021/22, to ensure that this Sub-Committee fully understood the issues facing Open Spaces since the 12% savings figure was agreed, and its joint impact on Open Spaces in combination with significant cuts in the Cyclical Works Programme (CWP) funding.

The Deputy Chairman opened the discussion by outlining that the Sub-Committee were sympathetic to the pressures facing Open Spaces at this time and that if, during the financial year, income losses (due to the COVID-19 pandemic) created unmanageable budget pressures, RASC could consider the overall settlement, whilst still expecting expenditure to be very carefully controlled.

The Chair of the Hampstead Heath, Highgate Wood and Queen's Park Committee then spoke in defence of the hard work of officers during the COVID-19 pandemic and underlined how hard the pressures had been. She also felt that the length of this particular meeting should have been scheduled for longer than one hour.

The Deputy Chamberlain underlined the Deputy Chairman's point that there was recognition of the particular pressures that are faced by the Open Spaces department, and that there were mechanisms in place should there need to be financial flexibility in-year due to COVID.

**RESOLVED, that:-**

- The resolution from the Hampstead Heath, Highgate Wood and Queen's Park Committee be noted.

**7. EXCLUSION OF THE PUBLIC**

The Deputy Chairman asked whether any Member wished to raise any urgent business or comment on the non-public minutes. Members were content to finish the meeting and so the following items were taken in public with no commentary.

**8. NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 10 December be approved as a correct record.

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

There were no questions.

**10. 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 items of urgent business.

**The meeting ended at 11.26 am**

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Chair

**Contact Officer: Emma Cunningham**

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## PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Thursday, 17 December 2020

Minutes of the virtual meeting of the Projects Sub (Policy and Resources) Committee  
held on Thursday, 17 December 2020 at 11.00 am

### Present

#### Members:

Deputy Keith Bottomley (Chairman)  
Deputy Jamie Ingham Clark (Deputy Chairman)  
Rehana Ameer  
Randall Anderson  
Sheriff Christopher Hayward  
Deputy Catherine McGuinness  
John Petrie  
James de Sausmarez  
Deputy Philip Woodhouse

#### Officers:

Peter Lisley	- Assistant Town Clerk
Joseph Anstee	- Town Clerk's Department
Sarah Phillips	- Town Clerk's Department
Rohit Paul	- Town Clerk's Department
Sarah Baker	- Town Clerk's Department
Jenny Brown	- Headmistress of the City of London School for Girls
Paul Monaghan	- Department of the Built Environment
Bruce McVean	- Department of the Built Environment
Leah Coburn	- Department of the Built Environment
Simon Glynn	- Department of the Built Environment
Gillian Howard	- Department of the Built Environment
Clarisse Tavin	- Department of the Built Environment
Maria Curro	- Department of the Built Environment
Andrea Moravicova	- Department of the Built Environment
Sam Lee	- Department of the Built Environment
Helen Kearney	- Community & Children's Services Dept.
Dianne Merrifield	- Chamberlain's Department
Nicholas Richmond-Smith	- Chamberlain's Department
Adam Fielder	- Chamberlain's Department
Aqib Hussain	- Chamberlain's Department
Dorian Price	- City Surveyor's Department
Peter Young	- City Surveyor's Department
Ola Obadara	- City Surveyor's Department
Paul Murtagh	- Community & Children's Services Dept.
Jason Hayes	- Community & Children's Services Dept.
Andrew Thwaites	- Open Spaces Department

1. **APOLOGIES**  
Apologies for absence were received from Andrew McMurtrie.
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**  
There were no declarations of interests.
3. **GATEWAY APPROVAL PROCESS**  
**RESOLVED** – That the Gateway Approval Process be received.
4. **MINUTES**  
**RESOLVED** – That the public minutes and non-public summary of the meeting held on 30 November 2020 are approved as an accurate record.
5. **PUBLIC ACTIONS**  
The Sub Committee noted that there were no outstanding public actions.
6. **ALL CHANGE AT BANK: BANK JUNCTION IMPROVEMENTS PROJECT - ENGAGEMENT PLAN UPDATE**  
The Chairman advised that following discussion at the previous meeting and at Court of Common Council he had requested an update on engagement in respect of the Bank Junction Improvements project ahead of the full public consultation. The Sub Committee noted the engagement plan documents which had been circulated separately. The Director of the Built Environment gave the Sub Committee an update on the engagement plan up to the next Gateway, scheduled for February 2021, which would include the public consultation plan. Officers had asked stakeholders and business about their concerns around technical matters such as servicing, also taking into account knowledge gained from previous work such as the Bank on Safety scheme.

The Chairman stressed the importance of providing sufficient representation for the principal stakeholders around Bank Junction. In response to a question from a Member, the Director of the Built Environment advised that officers had met with Licensed Taxi Driver groups and had outlined proposals for the junction, and were undertaking technical work on the viability of taxis being able to use the 'open' arms of the junction under the scheme.

A Member expressed their concerns about the engagement plan, on the basis that the list of engagements did not reflect the significance of the project, given its location and the number of users of the junction. The Member added that it was unclear who had been contacted within the listed organisations, and advised of instances where chief officers had not been aware of any consultation taking place. The Member added that the project would also affect Wards and roads in the vicinity of the junction and therefore full and thorough consultation with the correct contacts was vital, given that there was growing discontent about road closures in the City. The Member offered to provide a list of further stakeholders and direct contacts to add to the list of engagements.

The Director of the Built Environment advised that stakeholders immediate to the junction had been prioritised as they were the most directly impacted, with

stakeholders further from the junction and interest groups to follow, and the bulk of consultation would be undertaken during the public consultation phase. The current focus was on identifying working problems and premises operations to inform the design phase. The Chairman asked officers to provide the named contacts for stakeholders in the engagement plan for Members, adding that individual organisations should also be communicating internally where it was necessary.

Members commented that there was significant pressure to get communications right, particularly for major projects, and suggested elements of the processes around consultations be reviewed. A Member advised, as an example, that traditional methods such as letter drops may not be as effective today as they once were. Members needed assurance for themselves and constituent stakeholders on the quality of consultations, both in terms of engagement and feedback received.

The Chairman added that effective project management included engagement on changes and suggested that officers specifically contact Ward Members and Aldermen, to confirm their views on the engagement plan, and seeking contributions to further discussions. The Chairman requested that this be added to the actions list with an update to be provided at the next meeting.

The Deputy Chairman suggested that the Sub Committee look at the framework in place around consultations for future projects, as this was within the locus of the Sub Committee. The Sub Committee could assess how effective various methods were and try to identify best practice, which would provide lessons learned to take forward. The Chairman added that the full public consultations had a statutory framework in place, but prior engagement, although different, was equally important. Members felt that considering a framework for informal consultations was a good idea and any gaps in the current process should be rectified.

The Director of the Built Environment assured the Sub Committee that consultations were taken seriously at all stages, and recent consultations undertaken had been popular, receiving a high level of responses. However, there was still work to be done, and Members were thanked for their suggestions which would be taken away.

The Chairman thanked officers for the update and work done so far, and asked that suggestions be taken forward ahead of the next meeting.

**7. GATEWAY 1-4 - COMPUTER EQUIPMENT ROOMS (CER) UNINTERRUPTED POWER SUPPLIES (UPS) UPGRADES.**

The Sub Committee considered a Gateway 1-4 report of the Chamberlain concerning the Computer Equipment Rooms (CER) Uninterrupted Power supplies (UPS) upgrades project. The Chamberlain introduced the report and explained the project for the Sub Committee. The Sub Committee noted that the project had been descoped resulting in a substantive decrease in cost, with the savings to be made available for bids towards other projects.

In response to a question from a Member, the Chamberlain explained the benefits of the change of approach, resulting in the change of scope, and its impact on risk. The Chamberlain advised that the amended proposals represented the best-tailored approach towards risk.

**RESOLVED** – That the Projects Sub Committee:

- a) Note no budget is required to get to the next Gateway;
- b) Note the total estimated cost of the project at £50,000 (excluding risk);
- c) Approve Option 3 (12.3) Deliver a Re-focussed UPS project, delivering a prioritised UPS estate to priority areas only; and
- d) Note no CRP is requested for this project.

8. **GATEWAY 1 AND GATEWAY 2 - GDPR AND DATA PROTECTION COMPLIANCE - STRUCTURED DATA RETENTION MANAGEMENT**

The report was withdrawn.

9. **GATEWAY 2 - LONDON METROPOLITAN ARCHIVES - REPLACEMENT OF FIRE ALARM, CHILLERS AND LANDLORDS LIGHTING AND POWER**

The Sub Committee considered a Gateway 2 report of the City Surveyor concerning the replacement of fire alarm, chillers and landlords lighting and power at the London Metropolitan Archives. The City Surveyor introduced the report and drew Members' attention to the key points.

The Chairman confirmed that funding had been agreed in principle by the Resource Allocation Sub Committee, and that there were some risks around the project which would be scrutinised in full at the next stage of the project.

**RESOLVED** – That the Projects Sub Committee:

- 1. Agree that a budget of **£145,000** is approved to carry out more detailed surveys to prepare the M&E design and tender documents to reach the next Gateway;
- 2. Note the total estimated cost of the project of £1,145,000 (excluding risk);
- 3. Note that there is a Costed Risk of **£180,000** (post-mitigation);
- 4. Note that the total estimated cost of the project is **£1,325,000** (including risk); and
- 5. Note that 'in principle' central funding from City Fund reserves was agreed as part of the 2020/21 annual capital bids, together with an element of funding recoverable from the Finsbury Business Centre (elements that additionally benefit FBC) – giving a total funding envelope of £1,630,073.

**10. GATEWAY 2 - GEORGE ELLISTON AND ERIC WILKINS HOUSES - REFURBISHMENT**

The Sub Committee considered a report of the Director of Community and Children's Services concerning a project for whole building refurbishment of George Elliston and Eric Wilkins Houses. The Director of Community and Children's Services introduced the report and drew Members' attention to the key points, also confirming that the project was fully funded via Housing Revenue Account (HRA).

**RESOLVED** – That the Projects Sub Committee:

1. Agree that a budget of £200,000 is approved to cover fees and staff costs to reach the next Gateway (£150,000 for consultant fees and £50,000 for staff costs);
2. Note the total estimated cost of the project at **£3,706,200** (excluding risk); and
3. Note that no Costed Risk Provision is required and to note the risk register appended to the report.

**11. GATEWAY 3 - WEST SMITHFIELD AREA PUBLIC REALM AND TRANSPORTATION PROJECT**

The Sub Committee considered a Gateway 3 report of the Director of the Built Environment on a project to provide new public spaces and improved environment in West Smithfield in line with the planned implementation of Culture Mile, the City Transportation Strategy, the opening of Crossrail stations in Farringdon and Farringdon East and the anticipated major increase number of visitors in the area. The Director of the Built Environment introduced the report and drew Members' attention to the key points. The Sub Committee noted that the project would be funded from the On Street Parking Reserve (OSPR).

The Chairman commented that the proposals were part of a wider programme and represented a direction of travel, and that the next steps would be to engage with stakeholders. Several key risks had been identified and a detailed risk register was requested at the next stage of the project for the Sub Committee's scrutiny. The Sub Committee noted that the project was not dependent on the Museum of London relocation project, as there were several factors driving the need to improve public realm in the area.

**RESOLVED** – That the Projects Sub Committee:

1. Endorse the attached RIBA Stage 2 draft Concept Design and vision statement for the West Smithfield area;
2. Agree to progress the Developed Design (to RIBA Stage 3) for Area 1, engagement and supporting work as set out in this report;

3. Agree to further develop Options 1-3 presented in this report, associated with transport and public realm changes in Area 1, for Member decision on a preferred option at Gateway 4;
4. Agree that the Museum of London S278 works be incorporated into the design and delivery of Area 1;
5. Agree that additional budget of £565,014 is approved to reach the next Gateway;
6. Agree that £134,986 underspent from the current budget allocation is carried forward to be used on this next stage of the project;
7. Note that a report to initiate a developed design for Area 2 will be brought to Committee once greater certainty is available on uses and timing of the redevelopment of the Central Markets buildings;
8. Note the revised project budget of £1,280,014 (excluding risk); and
9. Note the total estimated cost of the project at £12m (excluding risk).

12. **GATEWAY 6 - LONDON BRIDGE WATERPROOFING AND BEARINGS REPLACEMENT**

The Sub Committee considered a report of the Director of the Built Environment concerning the London Bridge Waterproofing and Bearings Replacement project. The Chairman commented that the project had been successful despite having been undertaken throughout lockdown, and thanked officers for their work.

**RESOLVED** – That the Projects Sub Committee:

- a) Approve closing the project, providing the final account is agreed within £2,626,000;
- b) Delegated authority is given to the Chief Officer to agree a settlement of disputed items, if this becomes necessary; and
- c) Delegated authority is given to the Chief Officer to use released but unspent CRP allocation (up to £61,000) to settle, if this becomes necessary.

13. **GATEWAY 6 - ST. ALPHAGE GARDENS ENHANCEMENT**

The Sub Committee considered a report of the Director of the Built Environment concerning the St. Alphage Gardens Enhancement project.

**RESOLVED** – That the Projects Sub Committee:

- a) Approve the content of this outcome report, and
- b) Agree to close this project.



14. **GATEWAY 2 - FLEET STREET AND TEMPLE HEALTHY STREETS PLAN**

The Sub Committee considered a Gateway 2 report of the Director of the Built Environment concerning the Fleet Street and Temple Healthy Streets Plan. The Director of the Built Environment introduced the report and drew Members' attention to the key points.

In response to questions from Members, the Director of the Built Environment advised that engagement would be undertaken with Ward and local Members, and that officers would engage closely with Westminster to ensure the project harmonised with the significant works at Aldwych. The project would also be aligned with the Central Criminal Courts project, and officers were collecting feedback on changes made arising from the impact of COVID-19, and would assess how this interacted with the overall project.

**RESOLVED** – That the Projects Sub Committee:

1. Agree that budget of £87,200 is approved to reach the next Gateway;
2. Note the total estimated cost of the project at £255,006.20 (excluding risk); and
3. Approve the eastern extension of the Healthy Streets Plan boundary to align with the Fleet Street Partnership area boundary.

15. **COMBINED PRE-GATEWAY 5 PROJECT CLOSURES**

The Sub Committee considered a report of the Town Clerk setting out a number of projects that had not yet reached Gateway 5 of the City's Project Procedure and were no longer being progressed. It was therefore recommended that Members approve that the projects be closed. The Chairman introduced the item and advised that the closures should be scrutinised on behalf of Service Committees. The closures would result in significant sunk costs and the Sub Committee should ensure that all closures were for the right reasons, particularly where significant amounts had been spent.

The Director of the Built Environment then explained the background of the Fleet Street Corridor and Bus Reliability Schemes, which had incurred significant costs, setting out the reasons behind the pausing and subsequent proposed closure of the projects, as well as the learning points.

The Chairman commented that the lessons learned were key, and advised that a number of the projects recommended for closure were historic. The Chairman added that projects were now more tightly initiated and managed, which along with changes to procedure around policy and finance should ensure that there should be far fewer projects closed with the loss of sunk funds.

**RESOLVED** – That the Projects Sub Committee consider and approve all listed projects for closure.

16. **REVIEW AND PRIORITISATION OF RING-FENCED S106 DEPOSITS**  
The Sub Committee considered a report of the Director of the Built Environment seeking approval for a further allocation of ring-fenced S106 funds, consistent with previous Member approvals and corporate priorities.

**RESOLVED** – That the Projects Sub Committee:

- i. Authorise the allocation of £1.48M in ring-fenced S106 funding outlined in this report; and
- ii. Note that a further report is planned in 2021 with information on the remaining unallocated S106 deposits.

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

There were no questions.

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

There were no items of urgent business.

19. **EXCLUSION OF THE PUBLIC**

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

Item No.	Paragraph No
20 - 31	3
32 - 33	-

20. **NON-PUBLIC MINUTES**

**RESOLVED** – That the non-public minutes of the meeting held on 30 November 2020 be approved as an accurate record.

21. **NON-PUBLIC ACTIONS**

Members considered a report of the Town Clerk regarding non-public actions.

22. **PROPERTY PROJECTS GROUP - COVID-19 UPDATE**

The City Surveyor provided an COVID-19 update regarding the Property Projects Group.

23. **GATEWAY 5 - DRON HOUSE WINDOW REPLACEMENT AND COMMON PARTS REDECORATIONS**

The Sub Committee considered a report of the Director of Community and Children's Services.

24. **GATEWAY 2 - EXPANSION OF CLSG PREP INTO (CO-ED) JUNIOR SCHOOL ON SATELLITE SITE**

The Sub Committee considered a report of the Headmistress of the City of London School for Girls.

25. **GATEWAY 6 - ALDGATE (PORTSOKEN) PAVILION**  
The Sub Committee considered a report of the City Surveyor.
26. **GATEWAY 3/4 - WALBROOK WHARF DEPOT - REPLACEMENT OF MECHANICAL AND ELECTRICAL SERVICES**  
The Sub Committee considered a report of the City Surveyor.
27. **GATEWAY 1-4 - CRITICAL IT SECURITY WORKS**  
The Sub Committee considered a report of the Chamberlain.
28. **DELEGATED AUTHORITY REQUEST - SYDENHAM HILL REDEVELOPMENT, LEWISHAM, SE26 6ND**  
The Sub Committee considered a report of the City Surveyor.
29. **DELEGATED AUTHORITY REQUEST - BRIDGE HOUSE ESTATES - CANDLEWICK HOUSE, 116-126 CANNON STREET, LONDON, EC4 - REFURBISHMENT AND EXTENSION - TO FOLLOW**  
The report was withdrawn.
30. **DELEGATED AUTHORITY REQUEST - BRIDGE HOUSE ESTATES - TOWER CHAMBERS, 74 MOORGATE, LONDON, EC4 - REFURBISHMENT AND EXTENSION - TO FOLLOW**  
The report was withdrawn.
31. **PORTFOLIO OVERVIEW**  
The Sub Committee received a report of the Town Clerk.
32. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**  
There were no questions.
33. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB-COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**  
There was one item of other business.

**The meeting ended at 12.33 pm**

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Chairman

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## Tackling Racism Taskforce

*A public summary of the Tackling Racism Taskforce's meeting held on 11 December 2020.*

The Tackling Racism Taskforce held its twelfth meeting on 11 December 2020 with a focus on **culture**.

The Taskforce received a report from the Director of Communications regarding the results of the consultative exercise looking at historic items within the City of London. Members heard how the City Corporation had received 1580 individual responses to the consultative exercise, which presented the Taskforce with four options of varying actions to take regarding historic landmarks.

Following extensive discussion, the Taskforce were unanimous in agreeing the following recommendations to put forward to the Policy & Resources Committee in their final report:

- It is recommended that the statue of William Beckford be removed from the Great Hall and contextualised.
- It is recommended that the statue of Sir John Cass in the Guildhall be returned to the Sir John Cass Foundation.
- It is recommended that a working group, which would be led by City Arts Initiative members, and which would report to Culture, Heritage & Libraries Committee and any decision ratified by the Policy & Resources Committee, should be established to manage the transferal of these items with a recommended way forward reported by the end of April 2021.
- A new installation be commissioned in place of where the statue of William Beckford currently resides in Great Hall. The aforementioned working group would scope options for replacing the Beckford statue and future public realm commissions which would mark the abolition of slavery and recognise the contribution of slavery toward the growth and expansion of the City of London.
- Following this work, the working group consider a process to audit and consider future commissions of street names and other cultural items that are associated with historic acts of racism such as the Transatlantic Slave Trade.
- A memorial to the Transatlantic Slave Trade be commissioned in a prominent position within the City of London.
- Research be commissioned by the working group to understand and learn of notable historic Black, Asian or Minority Ethnic individuals who could be celebrated as making a positive contribution to the City.
- The Taskforce inform external stakeholders of their decisions in the hope that it encourages others to review any problematic items they own.

The Taskforce also received a report updating Members on recent work of the Cultural and Visitor Development Team including Black History Month and Google Arts & Culture. During this discussion, it came to light that cultural programming could potentially include celebrations on Stephen Lawrence day, taking place on Thursday 22<sup>nd</sup> April 2021 with the BAME Network keen to support such initiatives. It was agreed that the Co-Chairs of the BAME Network would liaise with the Culture team to discuss this possibility.

The Taskforce will now have one more meeting to discuss the final report before it is submitted to the Policy & Resources Committee (21 January) and the Establishment Committee (27 January).

*For any enquiries to the Tackling Racism Taskforce, please contact [emma.cunnington@cityoflondon.gov.uk](mailto:emma.cunnington@cityoflondon.gov.uk)*

<b>Committee:</b>	<b>Date:</b>
Policy & Resources Committee	21/01/2021
<b>Subject:</b> COVID 19 Debrief	<b>Non Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	All
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of funding?</b>	N/A
<b>Has this funding source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> Peter Lisley, Assistant Town Clerk & Director of Major Projects COVID 19 Gold	<b>For Discussion</b>
<b>Report author:</b> Angela Roach, Assistant Town Clerk & Members Services Director Richard Woolford, Town Clerk Security Advisor Gary Locker Town Clerks Head of Resilience	

## Summary

Under the Civil Contingencies Act 2004 the City of London Corporation is a Category 1 responder. It therefore has statutory responsibilities under the act and the emergency provisions that comes with it. The outbreak of the COVID-19 pandemic earlier this year resulted in officers deploying command and control structures in order to effectively manage the City Corporation's response to the global crisis. Officers worked with Public Health England and other partners, in accordance with current Government guidance, to maintain the organisation's critical and other services and to minimise the impact of COVID-19 on the City's communities in the lead up to a return to normality.

An independent debrief was commissioned during the summer recess to assess the operational response to COVID-19. This report sets out the recommendations of that debrief which was carried out at an officer level. The focus was on learning for the officer teams to assist in the continued mitigation of the crisis and identification of transferable learning to cope with other resilience scenarios. The independent debrief included over 400 responses from staff engaged in crisis mitigation, through questionnaires, followed by 8 structured de-briefs, through Gold and the thematic command teams. Learning points have been captured and implemented whilst we continue to mitigate against the fluid evolving crisis.

## **Recommendation**

The committee is recommended to:

- i) Note the range of activity undertaken in mitigation against the COVID-19 crisis.
- ii) . Members views are sought on: -
  - whether an alternative means of Member-level decision making is required should a future crisis occur.
  - whether civil resilience training should be included as part of the Member development programme training offered to Members each year,

## **Main Report**

### **Background**

As a result of the outbreak of COVID-19 earlier this year officers deployed command and control structures in order to effectively manage the City Corporation's response to the global pandemic. Officers worked with Public Health England and other partners, in accordance with current Government guidance, to maintain the organisation's critical and other services and to minimise the impact of the pandemic on the City's communities in readiness for a return to normality.

During the City of London Corporation's response to the COVID-19 crisis, an operational debrief was carried out at an officer level. The recommendations of this exercise are set out in the Appendix 1 and are being implemented. Recommendation 18-20 specifically relate to governance and Member engagement and are commented on below. The Committee's views are sought on these outcomes.

### **Current Position**

In accordance with best practice, an independent and thorough de-brief of the response was undertaken to ensure learning is fully captured to inform the response to future crises impacting on the organisation or the City.

The structured de-brief on the preparedness and response of crisis management reviewed the thematic responses across the command structures considering:

- Public Services
- Communities (including schools)
- Communications
- Business Continuity
- Facilities Management
- Business and Economy



- Those who attended the Gold Meetings
- Chair of Policy and Resources Committee

Through considering, what went well, what did not go so well and what would we do differently.

The independent structured debriefer advised that it was clear from all the responses received and de-briefs conducted that the COLC response to the COVID-19 crisis was of the highest quality. The command and control processes implemented and the way in which the organisation, and its people, adapted, in exceptionally challenging circumstances, was exceptional.

In considering the findings, that were overwhelmingly positive, constructive comments, and suggestions that were formed into recommendations crossed into five areas:

1. Communication
2. Service delivery and collaboration
3. Staff and remote working
4. Command, control and coordination
5. Member involvement

Recommendations 1 to 17 covering the above first four areas, have been implemented and captured by the Town Clerk's security and resilience team, for current and future crisis mitigation.

Recommendations 18 to 20 relate to governance and Members. For ease they are set out below,

### **Member Findings & Key Recommendations**

Town Clerk's Members' Services to consider any learning from this crisis with the governance review.

- The City Corporation may wish to examine Members governance during a crisis to ensure a consistent approach.
- The City Corporation may wish to consider training for Members in relation to London Councils '*Civil Resilience Handbook for Councillors in London Local Authorities*'

### **Response to the Recommendations**

At the beginning of the pandemic concerns were expressed about the level of communication with Members, particularly as not all Members were fully conversant with the emergency planning arrangements, the operation of the Gold command structure or what fell within their remit in terms of decision-making. This resulted in concerns about communication, the lack of democratic oversight and confidence in the decision-making process as well as concerns about the pace at which formal

virtual meetings were introduced. It also resulted in the receipt of over 120 independent queries from Members within a 5 day period between 12-18<sup>th</sup> March.

Whilst a Member level Sounding Board was quickly established at the beginning of the first lockdown period, most Members were unaware of its existence and some questioned its composition. As a result, and in order to engage Members on an informal basis more widely, the Policy Committee agreed to the Sounding Board being replaced by thematic consultation groups covering, public services, communities, culture and finance. In doing so it acknowledged that whilst this would provide a mechanism for Members to comment on emerging issues at an early stage there were limitations as it would not always be possible or practical to canvass the views of 125 Members on all items. The Committee also agreed to its Resource Allocation Sub-Committee meeting informally on a fortnightly basis in order to facilitate any urgent decisions being made in a more transparent manner. Members' views are nevertheless sought on whether an alternative means of Member-level decision making is required during a crisis. Whilst the introduction of virtual meetings goes some way to address this, it is an issue which could be examined further as part of the *committee structure* element of the governance review which is scheduled to be discussed in March.

The importance of sharing information with Members in a timely manner to ensure there is an awareness of how intended things will be managed, how frequently Members will be briefed on departmental/officer activities and which group of Members have oversight of things that need to be dealt with urgently has been noted and will be borne in mind in future.

Establishing a mechanism for dealing with Members' queries at the outset is also crucial as this enables queries to be managed more effectively and reduces any adverse impact on officer time. A COVID19 mailbox was set up specifically to address Members' queries and although it is now used infrequently, it proved to be a valuable part of the communication process. 773 separate emails have been received from Members since March. Other means of communication established specifically for Members during the crisis included, amongst other things, a weekly broadcast to all Members of the Court hosted by the Chair of Policy, a fortnightly forum with Chairs to share information and discuss emerging issues arising in respective service areas and a weekly email updating Members on COVID related activities.

In the short period prior to the introduction of virtual meetings, matters which required an immediate formal committee decision were dealt with in accordance with Standing Order No 41(a) i.e. under the urgency procedures. Whilst decisions taken in this manner usually involve consultation with just the Chairman and Deputy Chairman of a committee, the process was extended so that all Members of a committee were given the opportunity to comment before a decision was taken.

Virtual meetings are now running smoothly. Relevant technology has now been installed in the Committee Rooms in readiness for the delivery of hybrid meetings. Meetings which take place in the event spaces within Guildhall such as the Court of Common Council and the Planning and Transport Committee, can also be held in hybrid format. Whilst there is a separate AV replacement project to fully equip event spaces such as the Livery Hall and Great Hall in train, until it is delivered the City

Corporation's current AV contractor is able to provide the necessary technology at an additional cost.

With regard to recommendation 20 i.e. the civil resilience training offered by London Councils, a number of Members have attended the training and found it quite useful. Members views are sought on whether this training should be included as part of the programme of training offered to Members each year, or a bespoke local training package for members delivered by Town Clerks Resilience/Security team, in line with our bespoke officers training, or whether it is something that would merit being made mandatory.

## **Key Data**

Key data is presented at **Appendix 1**.

## **Corporate & Strategic Implications**

Strategic implications – these recommendations are actioned to ensure learning is in place for any future crisis to support operational delivery of the City of London Corporation Strategy and business plans, as well as support both regional and national response to crisis.

Financial implications – early provision of COVID contingency levels of delegation agreed by Members aided quick responses whilst ensuring appropriate governance.

Risk implications – This is mitigated through the Corporate Risks, CR34, COVID-19 but also within CR01 Resilience and CR24 Security all three corporate risks sit with the Town Clerk. These recommendations support the current and future mitigation of these risks.

Resource implications – Any changes to resources will be identified and delivered through the move to the Target Operating Model.

Equalities implications – Equalities were considered in service delivery, with staff welfare and wellbeing supported throughout.

Climate Implications – There are no impacts in these recommendations

Security implications – during this crisis, the UK threat level raised to Severe with ongoing security threats. This is and has been mitigated through the Town Clerks Senior Security Board and the Protect thematic boards in delivering the Corporations security strategy with appropriate partners to mitigate security matters.

## **Conclusion**

This report presents the recommendations of the response to COVID-19, learnings have been implemented currently and have been captured by the Town Clerks security and resilience team, for current and future crisis mitigation. Members guidance on how they wish to develop their areas, is sought.

## **Appendices**

- Appendix 1 – COVID Gold Debrief recommendations

### **Peter Lisley**

Assistant Town Clerk & Major Projects Director

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## Appendix 1

	Recommendations	Emerging from:	Action Agreed Y/N	Update and Owner
I.	<p>That the Corporation should recognise the initial command structure adopted as best practice and seek to replicate it in the event of future crises with the following, possible, adaptations:</p> <ol style="list-style-type: none"> <li>1. Produce early guidance/a schematic re the C3 structure implemented, including roles &amp; responsibilities of post-holders and Silver/Bronze functional areas</li> <li>2. Continually review the structure, particularly as the crisis moves from Response to Consolidation to Recovery, where necessary, adapting and adjusting the structure, membership, participants and terms of reference to suit the varying stages of the crisis</li> <li>3. Consider the future role of HR within the structure, including whether or not HR need to lead a specific Silver area (and/or have HR BP's on each of the other Silver Groups to advise, inform and feedback issues identified by the respective Silver Groups)</li> </ol>	<b>Command, Control &amp; Coordination</b>	Y	<p><b>Action Owner Town Clerks Security &amp; Resilience GL / RW:</b></p> <p>All points are accepted and embedded, being fluid throughout this crisis adapting to changing threats, from lockdowns, tier systems, crisis and recovery mitigation, as well as protest, Brexit and threat level changes.</p> <p>We remain in a posture to manage the crisis whilst looking towards a longer-term recovery and the Command structures are continually reviewed and adapted, to support City, regional and national planning.</p> <p>Learning audit of command has been captured for future crisis.</p> <p>TC Resilience to consider HR in command structures future crisis.</p>
II.	<p>That the Corporation examines the meeting structure adopted during the crisis and, where possible, develop a pre-planned meeting rhythm/cycle for implementation in future crisis situations.</p>	<b>Command, Control &amp; Coordination</b>	Y	<p><b>Action Owner Town Clerks Security &amp; Resilience GL / RW:</b></p> <p>Recommendation continually reviewed and captured for future crisis.</p>

III.	That the Corporation continues with its programme of command training and professional development but extends it to include a wider Silver and Bronze cohort. Such training and development should include input on audit trails and log-writing.	<b>Command, Control &amp; Coordination</b>	Y	<p><b>Action Owner Town Clerks Security &amp; Resilience GL / RW:</b></p> <p>Recommendation in train now and for future crisis</p> <p><b>Action - All Chief Officers to identify named staff members for a) command roles now and future b) loggists training now and future.</b></p> <p>Resilience pool enough at this time however further training to be delivered.</p> <p>Loggist training booked for January to increase CADRE, will be delivered via teams.</p> <p>Command training will take place in Q 1 or 2 2021 to increase CADRE.</p>
IV.	That the Corporation examines its business continuity planning to ensure BC plans take account of the likelihood of protracted crises in the future. Such plans could also benefit from greater Chief Officer ownership and involvement.	<b>Command, Control &amp; Coordination</b>	Y	<p><b>Action Owner Town Clerks Security &amp; Resilience GL / RW:</b></p> <p>This is action is in place.</p>
V.	That the Corporation examines in detail the source, frequency and impact of requests for data during crisis and implements measures which would manage such processes in the future in order to ensure they do not impact on tactical or operational activity. This could include a single point of contact for all requests received and collation of responses sent to avoid duplication.	<b>Command, Control &amp; Coordination</b>	Y	<p>It is acknowledged that data management is important in any crisis.</p> <p>During this COVID crisis a lot of data was driven centrally (London-wide) not locally.</p> <p><b>Action will be owned by Town Clerks:</b></p> <p><b>Resilience and SPOC's from all departments into TC_BECC to minimise unnecessary duplication feeding local and regional requirements</b></p>

				<b>Town Clerks, corporate strategy and performance to support Gold, Chief Officers and members.</b>
<b>VI.</b>	That the Corporation should ensure an audit is maintained of Gold and thematic recommendations	<b>Command, Control &amp; Coordination</b>	<b>Y</b>	<b>Action Owner Town Clerks Security &amp; Resilience GL / RW:</b> Audit to be maintained by Town Clerks Resilience team. TC Resilience as per all debrief audits to maintain and review any cross over or outstanding from other debriefs. TC resilience to work with departmental resilience SPOC's to ensure all thematic action are owned and actioned.
<b>VII.</b>	That the Corporation should examine how it can use the learning from this crisis to: <ol style="list-style-type: none"> <li>1. Short-cut the sign-off process for draft internal communications at a senior level</li> <li>2. Examine how the organisation can use learning from this crisis to see if there are different ways of communicating to business, resident and internal audiences at a time when traditional methods were limited by the pandemic.</li> </ol> Internal Communications: <ol style="list-style-type: none"> <li>3. Examine ways to ensure more effective communications to staff at 'local level' in the early stages of crisis</li> </ol>	<b>Communication</b>	<b>Y</b>	<b>Town Clerks Director of communications to own points 1 &amp; 2</b> <b>Town Clerks Resilience</b> will ensure in all future training both internal and external communications are part of future training. Learning from COVID will be shared in future training. Recommendations 3,4,5,6 <b>All Chief Officers</b> to reflect on their and corporate communications throughout COVID and consider how or if these can be enhanced, cascading of communication throughout their departments and update BR re corporate Comms and RW & GL re resilience and future training learning for command training..

	<p>4. Identify how key messages and decisions (from Gold, HR, TC's, etc.) can be better cascaded via departments or service areas to the workforce</p> <p>5. Examine ways of delivering quick summaries of decisions taken to functional areas not represented in decision making meetings/forums</p> <p>External Communications:</p> <p>6. Explore additional or alternative channels of communication with residents and businesses to aid future crisis communications if similar limitations arise</p>			
VIII.	That the Corporation should review what happened in the early stages of the crisis (from a resilience/service delivery perspective) to ensure key roles/workers across the COLC are identified in order that the functions they performed can be prioritised and incorporated in to updated BC/Response plans	Service Delivery and Collaboration	Y	<p>Critical workers posts were captured during the initial in crisis phase and posts are now held in HR and TC Resilience.</p> <p><b>Action all chief officers</b> to keep this up to date and reviewed, in the short term re second wave and future core resilience with TOM amendments, as necessary.</p>
IX.	That the Corporation should examine how they can take further services "online" in order to aid remote working and reduce in-bound post	Service Delivery and Collaboration	Y	<b>Action all Chief Officers to consider in their service delivery areas, both in and out of crisis with future modelling incorporating the effect of TOM.</b>
X.	That the Corporation review the in-crisis staff re-deployment processes to support critical activity in the event of future crisis	Service Delivery and Collaboration	Y	<b>Director of HR (CM) and Comptroller (MC) to consider how we can consider a corporate response with flexibility to move staff with more flexibility in the next phase of the crisis and for any further requirements for the organisation.</b>
XI.	The Corporation may wish to consider some form of survey of external recipients of services during the crisis in order	Service Delivery and Collaboration	To be advised	<b>Town Clerks, Corporate Strategy and Performance team to consider with appropriate service areas and advise.</b>



	to inform future service delivery and / or crisis communications			
<b>XII.</b>	The Corporation may wish to consider a bespoke staff survey to ascertain staff views on how people-related issues were managed during the crisis and other measures which would support remote working in crisis in the future.	<b>Staff and Remote Working</b>	<b>To be advised</b>	<b>Director of HR and Town Clerks, Corporate Strategy and Performance team to consider and advise.</b>
<b>XIII.</b>	That the Corporation review staff-related issues which arose during the crisis with a view to identifying what HR-related policy development can be undertaken now (in advance of further crisis) and what clarity can be provided to staff and managers for activation at a future date (if required). This activity could include reviewing the corporate risk assessment template (this relates to work place not corporate risk, which some respondents viewed as cumbersome).	<b>Staff and Remote Working</b>	<b>To be advised</b>	As staff are completing the return work risk assessment it is felt that this is not bureaucratic or burdensome but provides a sensible mechanism for a 1:1 conversation between employees and their line manager.  <b>Director of HR and City Surveyor to consider and advise.</b>
<b>XIV.</b>	That the Corporation reviews its approach to remote working to develop a “blended model” which strikes a balance between enhancing BaU service delivery, crisis service delivery, welfare needs and productivity. Such activity may include reviewing office facilities to support partial remote working.	<b>Staff and Remote Working</b>	<b>Y</b>	<b>Action all Chief Officers to consider with their future ways of work, cognisant of TOM</b>
<b>XV.</b>	The Corporation may wish to review its in-crisis IT equipment distribution processes to support protracted remote working	<b>Staff and Remote Working</b>	<b>Y</b>	<b>This action can be closed:</b>  The COL IT Division are currently going through the gateway process to obtain funding for its End User Device replacement project.

				<p>In addition to replacing all the End User Devices, the IT Division are improving the way that devices are ordered, built, prepared and delivered to our customer.</p> <p>This will reduce the delivery times from order to “ready-to-use” from 5-10 days to 2 days. In addition, throughput will increase also from 20-30 devices a week to 200+ a week.</p> <p>Devices will be shipped directly from the supplier to users’ chosen working location (Office/home), rather than to the Guildhall. The new technology and processes the IT Division have implemented mean that devices will self-build, without needing onsite IT resources and will therefore be ready for use within a few hours of arriving at the home of our customer.</p> <p>The IT Division is also implementing a new system that should enable the automation of ordering peripherals and screens that again if necessary be delivered to any location including an employee’s home.</p>
<b>XVI.</b>	The Corporation may wish to review PPE supply, storage and distribution processes to ensure the supply of PPE to critical staff when required	<b>Staff and Remote Working</b>	<b>Y</b>	<p><b>This action can now be closed.</b></p> <p>There were no issues with supply of PPE during crisis and this action is owned by Andrew Carter, in line with CR34 risk owner on PPE, with data from all chief officers. We have just joined a new resilient pan London supply chain for emergency provision if necessary.</p>

<b>XVII.</b>	The Corporation may wish to consider ways in which it can recognise exceptional work by staff members during the crisis.	<b>Staff and Remote Working</b>	<b>Y</b>	<p>All Chief Officers have individually shown appreciation of their staff throughout the crisis.</p> <p><b>Director of HR to consider corporate policy and there is a paper going to Establishment Committee in October/November.</b></p>
<b>XVIII.</b>	Town Clerks Members Services to consider any learning from this crisis with the governance review.	<b>Members</b>	<b>Y</b>	<b>Action Town Clerks, Members Services Angela Roach (AR)</b>
<b>XIX.</b>	The Corporation may wish to examine Members governance during a crisis, to ensure a consistent approach.	<b>Members</b>	<b>Y</b>	<b>Action Town Clerks, Members Services Angela Roach (AR)</b>
<b>XX.</b>	The Corporation may wish to consider training for Members in relation to London Councils <i>“Civil Resilience Handbook for Councillors in London Local Authorities”</i> document, coupled with the outcome of recommendation XIX above	<b>Members</b>	<b>Y</b>	<p><b>Action Town Clerks, Members Services Angela Roach (AR)</b></p> <p><b>Supported by Town Clerks Resilience command training RW/GL</b></p>

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<b>Committee:</b>	<b>Date:</b>
Policy and Resource Committee	21 January 2021
<b>Subject:</b> Governance Review: Competitiveness	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>

## Summary

In September 2019, the Policy and Resources Committee, proposed the undertaking of a comprehensive Governance Review of the City Corporation. The Committee was conscious that some potentially contentious issues needed to be addressed and that some radical changes may need to be considered. It was, therefore, agreed that the review should be undertaken independently and Robert Rodgers, The Lord Lisvane, was appointed to conduct the Review.

Following the Review's submission, it was determined that the many proposals therein should be considered in a structured and methodical way in the coming period, with Members afforded sufficient time to read and consider the content and implications. It was noted that the recommendations were extensive and it would be for Members to consider how far they were appropriate and which should be taken forward. It was also agreed that it would be of the utmost importance to ensure that the process provided for all Members of the Court to continue to have the opportunity to input and comment on the Review.

To that end, a series of informal Member engagement sessions were arranged to afford all Members opportunities to express their views on the various aspects of the Review as they are considered. These would then be fed back to the Resource Allocation Sub-Committee to help inform its initial consideration of specific items and subsequent recommendations to the Policy and Resources Committee.

Engagement sessions have now been held in respect of Section 6 of the Lisvane Review, in relation to Competitiveness. The discussions from those sessions are set out in the appendices to this report.

Members of the Resource Allocation Sub-Committee subsequently considered the various proposals relating to Section 6 of the Lisvane Review, in the context of Members' observations and reflections at the various informal sessions, at their meeting on 11 January 2021. *(NB - The minutes of that meeting are set out at Item 3(C) on today's agenda and the recording of the meeting is available at the following link: <https://youtu.be/p-KlncvK3ts>).* Their determinations are now presented to the Policy and Resources Committee for further consideration, prior to any formal submission to the Court (intended for March 2021).

## Recommendations

That Members:-

- Consider the proposals in relation to Competitiveness made by Lord Lisvane in Section 6 of his Review (Appendix 1).
- Note the feedback provided by Members through the informal engagement process (Appendix 2).

- Consider the items in respect of the various proposals, as set out in this report and Lord Lisvane's Review, together with the recommendations from the Resource Allocation Sub-Committee (see paragraph 14), as to a way forward.

## **Main Report**

### **Background**

1. In September 2019, the Policy and Resources Committee, proposed the undertaking of a comprehensive Governance Review of the City Corporation. The Committee was conscious that some potentially contentious issues needed to be addressed and that some radical changes may need to be considered. It was, therefore, agreed that the review should be undertaken independently and Robert Rodgers, The Lord Lisvane, was appointed to conduct the Review.
2. The Committee received Lord Lisvane's Review in September 2020 and determined that the many proposals therein should be considered in a structured and methodical way in the coming period, with Members afforded sufficient time to read and consider the content and implications. It was noted that the recommendations were far-reaching and wide-ranging and it would be for Members to consider how far they were appropriate and which should be taken forward. It was also agreed that it would be of the utmost importance to ensure that the process provided for all Members of the Court to continue to have the opportunity to input and comment on the Review.
3. The Governance Review will affect all aspects of the City Corporation's governance and all Members as a consequence. It is, therefore, imperative that any implementation reflects the view of the Court, and it is likely that all Members will have views on particular elements. Their continued input remains integral and incorporating all Members' views within the next steps of the process will be vital in ensuring that the recommendations which are ultimately put to the Court are viable.
4. To that end, a series of informal Member engagement sessions were arranged to afford all Members opportunities to express their views on the various aspects of the Review as they are considered. These would then be fed back to the Resource Allocation Sub-Committee to help inform its initial consideration of specific items.
5. The subject of the most recent engagement sessions has been Section 6 of the Governance Review, which looks at the City Corporation's work in relation to the global competitiveness agenda. It sees being an advocate and enabler for financial and professional services (FPS) as central to the purpose of the City Corporation, but finds that the governance arrangements in place are not commensurate with the importance of the task. It therefore recommends putting in place arrangements that reflect the importance of competitiveness for the organisation and the competitive threats facing the sector.
6. Echoing Sir Simon Fraser's preceding review and consequent report (Fraser 2.0) into the matter more generally, Lord Lisvane proposes the establishment of

a new Competitiveness Committee to drive and oversee this work (paragraphs 175-194)<sup>1</sup>. Views are now sought as to the various proposals, their implications, and how they might be taken forward.

### **Lisvane's recommendations**

7. Paragraphs 180 – 183 of the Lisvane Report set out the present arrangements for oversight in relation to competitiveness. In summary, the competitiveness agenda is currently governed by the Policy & Resources Committee, with the bulk of activity delegated down to the Public Relations and Economic Development (PRED) sub-committee.
8. Paragraphs 184-188 outline the rationale for a new approach. These can be summarised as:
  - Making the best use of the experience and expertise of Members in matters of global competitiveness.
  - Providing oversight and direction for this critical function of the Corporation.
  - Ensuring that responses to matters of competitiveness are swift - proactive rather than reactive.
9. Paragraphs 190-194 outline the proposed terms of reference and membership of Lisvane's suggested Competitiveness Committee, which are summarised below.

### **Lisvane Recommendations & Principles – Competitiveness Committee**

10. In paragraph 189, Lord Lisvane suggests that any concerns that the new committee would be in competition with Policy & Resources can be addressed by having the Chair of Policy and Resources (CPR) as the Chair of the Competitiveness Committee. The Fraser 2.0 Review proposed that the Competitiveness Committee be a sub-committee of Policy & Resources; however, Lisvane's recommendation is for this to go further and for it to be established as a free-standing committee.
10. The recommendations for the creation of the new committee from the Lisvane Review, then, are summarised as follows (ref: paragraph 192 unless otherwise specified):
  - A free-standing Competitiveness Committee be established, with no more than 12-15 Members.
  - CPR to act as Chair, with the Chair of the General Purposes Committee (GPC) of the Court of Aldermen to serve as the Deputy (or Alternate) Chair.
  - Lord Lisvane recommends nomination of suitable Members by GPC and P&R, potentially with a later role for the proposed Governance and Nominations Committee.
  - Membership should be prioritised for Members who have senior roles / expertise in financial or professional services, with no role for ex-officio Members.

- The creation of a mechanism for external expertise to be drawn into the Committee and its considerations. Lord Lisvane favours the use of small sectoral panels, which the Committee might draw on for focused consultation and additional insight.
- Draft Terms of Reference are set out (see paragraph 190).
- The Committee would absorb the functions of the Hospitality Working Party, as Lisvane suggests that most significant hospitality will impinge on the priorities of the Competitiveness Strategy (paragraph 191).
- It would also take on the competitiveness remit from PRED, which would retain the public relations aspects of its current remit or see those absorbed by P&R (paragraph 193).

### Other issues

11. The section also makes recommendation or commentary in a number of related areas:-

- **Chair of Policy & Resources: Title** (*paragraphs 195-199*) – Lisvane recommends the use of the title “Chair of Policy”.
- **Co-ordinating Support** (*paragraph 200*) – no specific recommendation is made but the importance of corporate endeavour is stressed.
- **Guildhall and Mansion House; speaking for the City** (*paragraphs 201 – 206*) – again, there is no specific recommendation beyond emphasis on the importance of joined-up working and increased collaboration. These matters are being addressed through areas including the “One Team” approach and the Target Operating Model.
- **The Lord Mayor: Appointment Process** (*paragraphs 207-231*) – these paragraphs touch on the overall process by which the Lord Mayor is appointed.
  - Paragraphs 208-214 refer to the current process, with the recommendation at paragraph 215 being that professional advice continue to be made available to the panel.
  - Paragraphs 216-231 address criticisms of the current arrangements, relating to the authority of appointment, the diversity of the Mayoralty, and the accessibility of the Mayoralty.
  - In relation to authority, Lisvane rejects the suggestion that the appointment should rest with the Court of Common Council (paragraph 217).
  - On diversity, Lisvane notes the steps being taken by the Court of Aldermen and outlines his expectations of action in this area, including that the Corporation “ensures that modest personal circumstances do not in future become an inhibition upon seeking the Mayoralty” (paragraph 224).
  - No separate recommendation is made explicitly in respect of accessibility (paragraphs 225-227).



- Paragraphs 228-231 outline a prospective alternative approach, with the recommendation at paragraph 231 being that this not be taken forward at this stage but be held in reserve if other measures do not achieve the required outcomes in respect of quality and diversity of candidates.

## **Consideration and Proposals**

12. Two Member engagement sessions have been held in respect of this section of the report, the summary notes of which are appended to this report.
13. Members of the Resource Allocation Sub-Committee were asked at their 11 January 2021 meeting to give consideration to the various recommendations in the context of those discussions and the views expressed by Members of the Court. The minute of the Sub-Committee's discussions is set out at Item 3(C) on the agenda for today's meeting and summarised below.
14. Having considered the various recommendations, the Resource Allocation Sub-Committee determined its position as follows:

- (i) ***Do Members agree with the need to establish a dedicated group, body, or committee in relation to competitiveness?***

This proposal was strongly endorsed.

- (ii) ***If so, do Members agree with the recommendation to establish a free-standing Competitiveness Committee, or would an alternative vehicle / format be preferable?***

Members were in favour of something more informal and flexible than a formal committee, which could be configured along sectoral and market lines as and when needed. It was recognised that the rigidities of a formal committee would make attracting the right people and facilitating their input problematic. Members agreed that the new group would have an advisory role and decision-making responsibility would continue to rest in the appropriately appointed committees (i.e. Policy & Resources, for the most part).

In practice, this body would technically be a Working Party of Policy and Resources, although it was agreed unanimously that the nomenclature would need to change to attract the right external individuals: under no circumstances should it be called a "Working Party". Some Members expressed concern that external experts may not wish to be caught up with the City Corporation's committee structure and underlined the need to make this group as attractive as possible to senior business leaders (including by use of an appropriate name).

Towards the end of the discussion, Members indicated a preference for "Innovation & Growth Advisory Board" as a potential name, with it suggested that this be put to Policy & Resources for further consideration and decision.

- (iii) ***What should the composition of such a body be, noting the requirements to draw on both external and internal expertise more effectively?***

The Sub-Committee felt strongly that it was important to leverage the expertise of internal Members and to ensure that there was diversity of thinking and ideas (including in areas such as tech) within the new body.

It was also felt that the internal Members should not be limited to the Policy & Resources Committee but should include Members on the Court of Common Council (including Aldermen) with financial and professional services expertise. It might be necessary to incorporate some specifications or requirements around eligibility.

It was felt that there should be a core steering group, perhaps comprising eight individuals: the Chair of Policy & Resources as the Chair, the Chairman of General Purposes Committee of Aldermen as the Deputy Chairman, and the respective Deputy Chairs of those two Committees, together with a further four Members (a mix of internal and external Members to be determined). Some Members argued that this core group might be too small and should be expanded to include, say, two additional places (taking overall size to ten).

The Steering group could then call together ad hoc groups on sectoral or market issues as and when needed, with size, task and formality designed for specific need, and Membership drawn from internal Members and external stakeholders. It was felt that this flexible, issues-based approach would make best use of Members' time and expertise.

(iv) ***How should the membership of such a body be determined and appointed?***

Members agreed that membership should be prioritised for those with senior roles or expertise in financial or professional services, as well as key or priority sectors such as tech. This could be achieved by defining the expertise required through role descriptions and, thereafter, a transparent approach to appointment would be welcome. A particular suggestion was advanced that the core members of the Steering Group review the lists of prospective members (with advice from Innovation & Growth) before putting to Policy & Resources Committee for endorsement.

(v) ***What should the Terms of Reference of such a body be?***

Members agreed that any Terms of Reference should define firm outputs, encompassing both market promotion and policy.

It was felt that these should be:

- a. To provide informal guidance or direction to Innovation & Growth on the implementation of the Competitiveness strategy (*whilst being clear that formal oversight would be held by Policy & Resources, with this group reporting in on an advisory basis*).
- b. To provide expertise and insight to officers and Policy & Resources on the ingredients of global success of UK Financial and Professional Services, acting as an internal forum for the testing of ideas and prioritisation in the work of promotion and policy of the sector.

- c. Offering additional support to the Lord Mayor and Chair of Policy and Resources as Ambassadors on the Innovation and Growth agenda.
- d. To provide advice on the strategic deployment of hospitality as required (*although it must be made clear that this was entirely distinct from the role of Hospitality Working Party; rather, this concerned some of the strategic engagement with Ambassadors and set-piece events outside of HWP's general remit*).

(vi) ***Should any new body take on the functions of the Hospitality Working Party?***

It was felt that the Advisory Body should be able to give advice on the strategic deployment of hospitality in certain areas but without taking away from or stepping into the remit of the Hospitality Working Party.

(vii) ***What should happen to the PRED Sub-Committee?***

It was agreed that the PRED Sub-Committee should be reconstituted to take away the “Economic Development” element of its role, but retained as a dedicated sub-committee to focus more on the scrutiny around communications and messaging, including public affairs.

(viii) ***How should the Chair of the Policy & Resources Committee be referred to?***

The Sub-Committee debated this question at length, with several Members commenting on the difficulties that could be encountered when explaining externally what the “Chair of Policy & Resources Committee” actually meant in practice. It was suggested that “Leader of the Council” would provide much greater clarity from an external perspective on what the role actually involved. It was also felt that changing the title to just “Chair of Policy” would remove the reference to “Resources”, which was a key part of the role. Other suggestions, such as “Political Leader of the Council” and “Council Leader” were also made.

Members recognised that the Lord Mayor was the head of the Corporation and it was, therefore, important that the Chair of Policy & Resources’ role was clearly “Leader of the Council”, to differentiate and reflect the reality of the role. Following a further debate, it was ultimately felt that it should be recommended that the formal title be changed to “Leader of the Council and Chair of Policy & Resources Committee”, with the intention that, externally, the “Leader of the Council” element only would be used primarily in practice.

Members agreed that this recommendation of changing the title of “Chair of Policy & Resources Committee” to “Leader of the Council and Chair of the Policy & Resources Committee” should be recommended accordingly.

(ix) ***Are Members supportive of Lisvane’s general commentary in respect on other areas set out in paragraph 11 above (and paragraphs 200 – 231 in the Lisvane Review itself)?***

The Sub-Committee noted Lisvane's general commentary in these paragraphs and that there were no substantive recommendations to consider implementing at this time. It was also noted that some of the concerns around barriers had already been addressed proactively in recent times.

### **Conclusion**

15. Various proposals have been made by Lord Lisvane in relation to Competitiveness, in Section 6 of his Review.
16. Members of the Resource Allocation Sub-Committee have considered his proposals and the attendant implications of any decisions, paying mind to the views of all Members, made through the informal engagement process and set out in the appendices to this report. The Policy and Resources Committee is now asked to consider those proposals.
17. It is intended that any recommendations, subject to points of qualification or clarification, are put to the Court of Common Council at its March 2021 meeting, to facilitate the finalisation and implementation of any new arrangements.

### **Appendices:**

- **Appendix 1:** Extract - Governance Review Section 6, Standards
- **Appendix 2:** Notes from Member Engagement Sessions.

## 6

# Competitiveness and Prosperity

175. In this Part of my Report I consider how the central purpose of the Corporation – as an advocate and enabler for the financial, professional and business services of the City of London – can best be furthered through governance changes. I do not in any way undervalue the other activities of the Corporation, but unless it is successful in this respect – not least to support those other activities – then the City will be (literally) a poorer place.
176. I also consider how this endeavour can best be supported, and corporate behaviour can best be encouraged. And because the role of the Lord Mayor, with the Chair of Policy and Resources, is crucial, this may be a convenient place to examine how the Lord Mayor is appointed.
177. I make recommendations about a Competitiveness Committee in this Part rather than in my wider consideration of Committees in Part 7 as it is simpler to do so here rather than in the complexities of the Committee system as a whole.

### ***The Fraser Report***

178. I have already referred to the 2020 Report by Sir Simon Fraser, and the 2015 Report of which it was a “light-touch” review. I have had a very useful discussion with Sir Simon, and I am in complete agreement with his analysis and recommendations – although I take his recommendations a little further. And of course his agenda takes in wider issues of policy while my focus is on how those are best supported through governance arrangements.
179. The central conclusions of Sir Simon’s 2020 Report, which are amply confirmed by my Review, are that the Corporation
- “should work to achieve a clearer, more united policy strategy for its work to promote prosperity, with more focused priorities, more strategic and consistent communication, a co-ordinated plan to deliver its goals, increasingly united leadership, clearer, more decisive governance to drive outcomes, and stronger external relationships to deliver results...the overriding priority is to defend

and improve the competitiveness of London as a global financial centre. This effort should be brought together in a Corporation ‘competitiveness strategy’ for the City.”<sup>44</sup>

### ***The present arrangements***

180. The terms of reference of the Policy and Resources Committee (P&RC) include “the support and promotion of the City of London as the world leader in international financial and business services and to oversee, generally, the City of London Corporation’s economic development activities, communications strategy and public relations activities”.<sup>45</sup>

181. In theory this function is delegated to the Public Relations and Economic Development Sub-Committee (PRED), whose terms of reference, approved by the P&RC, are “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.”<sup>46</sup>

182. This is an odd mix of responsibilities; and moreover the title of the Sub-Committee puts PR ahead of economic development. In addition, the task of the Sub-Committee is couched in somewhat passive rather than active terms. The Sub-Committee has a minimum of 16 Members,<sup>47</sup> but is not especially active. Its meetings on 15<sup>th</sup> April and 9<sup>th</sup> June were cancelled, and if it meets as scheduled on 16<sup>th</sup> September it will not have met formally for nearly six months.<sup>48</sup>

183. I have encountered no criticism of the Sub-Committee’s work on public relations and communications, but considerable frustration that its economic development role is less effective – perhaps unsurprising if the Sub-Committee is essentially reactive.

### ***Current activity***

184. The Innovation and Growth Directorate in the Town Clerk’s Department is active and focused, and excellent work has been done recently: setting up a major Climate Conference with Mark Carney in November this year; jointly launching a review with HM Treasury

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<sup>44</sup> Fraser Report, page 4.

<sup>45</sup> See *Appointment of Members on Committees, 2019/2020*, page 155, paragraph (d).

<sup>46</sup> See Minutes of the Policy and Resources Committee, 4<sup>th</sup> May 2017.

<sup>47</sup> Not counting any former Chairs of Policy and Resources who are still on that Committee.

<sup>48</sup> On 5 November 2019 the Sub-Committee agreed to reduce its meetings from 11 a year to 6.

on how Fintech will power UK success in the future; and publishing a study of how to remove barriers for financial and professional services to do more business in Australia. The Directorate has good working relationships with No.10 Downing Street, the Treasury, the Department for International Trade and the Foreign and Commonwealth Office, and with Parliament, the GLA and leaders across all parts of the UK and its regions. These are key networks for the Corporation to play its part in fostering competitiveness and prosperity.

185. However, these endeavours are held back by two things: there is no politically endorsed clear overall strategy; and there is a low level of Member involvement in driving things forward. I also believe that the Corporation could use the Member expertise available to it more effectively.

186. On the first, the Fraser Report has supplied the way forward. Under *Clarity of Purpose* it recommends<sup>49</sup> that

- “The Corporation should establish a focused set of medium-term strategic policy priorities to promote and protect the UK FPS sector, both at home and abroad. They should include clear goals and measurable objectives linked to clear timeframes
- “Together these should underpin a new Competitiveness Strategy of the Corporation on behalf of the City, aligned with the priorities agreed with TCUK.<sup>50</sup>”

187. I hope that the Court of Common Council will approve this recommendation soon, and that early formulation of the policy priorities will be a key aim.

188. On governance, Fraser recommends a “new, specialised and senior ‘Competitiveness Sub-Committee’” of the Policy and Resources Committee.<sup>51</sup> This would address the problems of lack of appropriate Member involvement and political energy, but I would go further.

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<sup>49</sup> Fraser Report, page 11.

<sup>50</sup> TheCityUK.

<sup>51</sup> Fraser Report, page 12

189. **I therefore recommend the establishment of a free-standing Competitiveness Committee.** I suggest that a free-standing Committee has much to recommend it:

- the status of a dedicated Committee would be emblematic of the Corporation's wish to press ahead with the competitiveness agenda – assuming that, as I hope, this agenda is approved at an early stage;
- the fact that the Committee would not have to report through another body should speed up its work and provide the speed of response that will be needed;
- any criticism that it will somehow be in competition with the P&RC can easily be met by a degree of overlapping membership and Chair;
- I do not believe that the P&RC has the bandwidth to deal with yet another Sub-Committee reporting to it, despite my recommendations to simplify the Sub-Committee structure.

### ***Terms of reference***

190. These will be a version of paragraph (d) of the P&RC's current terms of reference, modified to take in the new Competitiveness Strategy; something like

#### **“To be responsible for:**

- **the support and promotion of the City of London as the world leader in international financial and business services;**
- **driving the implementation of the Competitiveness Strategy;**
- **adapting and updating the Strategy to meet developing circumstances”**

191. It would be sensible if **this Committee were to take in the functions of the Hospitality Working Party**, as most significant hospitality will impinge on the priorities of the Strategy.



## **Membership**

192. I would not be prescriptive at this stage, but I suggest that there are some key principles:

- **the total permanent membership should be no more than 12 to 15** (this would be consonant with the recommendations I make on the Committee system as whole);
- **it should be chaired by the Chair of Policy and Resources (CPR)** who will thus be able to take a co-ordinating view of the work of both Committees;
- **the Chair of the General Purposes Committee of the Court of Aldermen (GPC) should be the Deputy Chair** (or alternate Chair);
- in order to make the best use of the Corporation's resource of expertise, **the membership should be made up of Members who have held senior roles in financial, professional and business services**; both P&RC and GPC might have roles in designating suitable individuals.<sup>52</sup> This would make best use of the array of talent available. I have in mind, as just one example, the way in which Sir Roger Gifford has been able to transform the Corporation's impact on green finance;
- I do not recommend any *ex officio* places on the Committee, not wanting to take places away from those with the high-level expertise which will be required. If those with a claim to be *ex officio* have the necessary expertise, they will have a claim to be on the Committee in any event);
- it will be important to draw upon the views and expertise of those outside the Corporation who are currently involved at a high level in the relevant sectors. Rather than have a large permanent co-opted membership which could make the Committee unwieldy (and which might not always be right for the business before the Committee), I suggest that **the Committee could draw upon small sectoral panels of external members, which would also link the Corporation more closely with the key players, and who could attend**

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<sup>52</sup> Such a role would in due course fall to the Governance and Nominations Committee which I recommend, but the Competitiveness Committee should begin work as soon as possible.

**depending on the business under consideration** (as well as receiving the full range of working papers).

193. Although the Competitiveness Committee would lead on promotion of the City, **I would not freight it with the more general public relations issues which fall to PRED at the moment.** So far as they may need Committee engagement or approval, I think that they could be re-absorbed by P&RC.
194. **CPR's chairing of the Competitiveness Committee will reinforce the case for that role to have enhanced Officer support,** a point which has emerged from my Review and which was also identified by the Fraser Report.<sup>53</sup>

***“Chair of Policy and Resources”: title***

195. This may be a convenient point at which to deal with this issue, which has long been the subject of debate. The fact that it is one of the *arcana imperii* is seen by some as very good, and by others as just as bad.
196. The Fraser Report observes that “Chair of Policy and Resources” may be seen as opaque and misrepresenting to outsiders the importance and profile of the role. “A title such as ‘Chair of Policy and Leader of the Corporation’ would have greater impact and may help achieve wider and higher access.”<sup>54</sup>
197. I agree that this is an issue. However, during my Review I encountered widespread and settled opposition to the use of the term “Leader”, on the grounds that it is so closely associated with local authorities, and that it indicates the person who leads not only the Council, but also the majority party or faction – something which is impossible in the Corporation context.
198. Mindful of the eternal truth that in governance reviews there is nothing so controversial as what things are to be called, I do not recommend adopting the title of “Leader”.
199. “Chair of Policy and Resources” combined is indeed unwieldy; but “Chair of Policy” seems to me to be fit for purpose, even if P&RC retains its name. “Policy” is clearly the most important

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<sup>53</sup> Page 12.

<sup>54</sup> Page 9.

overarching issue, and will be seen as such outside the City. **So I recommend the use of the title “Chair of Policy (CP)”** and I use that title in the remainder of this Report.

### ***Co-ordinating support for the competitiveness agenda***

200. In Part 4 of this Report I was critical of what I termed “a lack of corporate endeavour”.<sup>55</sup> Curing this will be important across all the Corporation’s activities, but nowhere more so than in supporting the competitiveness agenda.

### ***Guildhall and Mansion House***

201. The Chair of Policy is clearly the lead on policy matters, and I believe that that role will be enhanced if CP also chairs the Competitiveness Committee. The Lord Mayor has a vital ambassadorial and promotional role. The two are rightly complementary, and it is important that they are also closely co-ordinated.
202. It has been suggested to me that the staff of Mansion House should be merged with the staff at Guildhall. I am not convinced by this. The two staffs are doing different things, but there is no reason why they should not do them to achieve shared aims. This is also not the time for a complex re-engineering exercise, no doubt with negotiations about roles and reporting lines.
203. What is essential is that CP and Lord Mayor – Guildhall and Mansion House – speak with one voice, and that both enable the priorities identified in the Competitiveness Strategy. It should mean, too, that the two staffs work very closely together to the same aim. To take one example, the Lord Mayor’s speechwriters need to be constantly up to date with developments affecting the Competitiveness Strategy.
204. In practice this will mean that the Lord Mayor’s convening and “door-opening” role is key in powering the Strategy. In turn this should mean that the planning of the Lord Mayor’s activities, both outreach and inward visits, maps onto the priorities of the Strategy.
205. The City has benefited from the fact that the priorities of the present Lord Mayor and his two predecessors have had a consistency

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<sup>55</sup> I note that the Fraser Report (page 5) observes that “There is little understanding of how the work of different parts of the Corporation is brought together to achieve a collective purpose”.

in reflecting corporate aims, and the framework of the Strategy should help this to continue with future holders of the office.

### ***Speaking for the City***

206. Just as the message needs to be agreed and clear, so the means of its delivery must be clear and understood. It has been suggested that a prominent “outside” figure might act as a high-level ambassador for the City, but I think it right that the Lord Mayor and CP should continue to be in the lead; any other “spokesman” role is potentially confusing. This does not mean, however, that CP and the Lord Mayor should not designate senior people, from the Corporation or outside, to lead on particular issues or relationships.<sup>56</sup>

### ***The Lord Mayor***

207. The importance of this role will be clear from the Fraser Report and from my Report, as also the importance of its being filled by exceptional people. However, the method of appointment has been a matter of long-standing debate and some criticism.

### ***The method of appointment***

208. Only a serving Alderman, who has served in the Office of Sheriff, is eligible for election. Each year, usually around May, the Court of Aldermen nominate one Alderman, occasionally two, for the following year’s election by the Livery as one of the Sheriffs.

209. At the same time, the Court vote to nominate an Alderman as their preferred candidate for Lord Mayor for the following year. At Common Hall in September, the Livery return two names to the Court of Aldermen, who then carry out the final vote to elect the Lord Mayor.

### ***The present appraisal process***

210. A review of the appraisal process for candidates for the Mayoralty and the Shrievalty was undertaken in the Autumn of 2019 with the help of the recruitment consultants Saxton Bampfylde. A small working party of Aldermen (a mix of those who had, and had not, been Lord Mayor) was then convened.

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<sup>56</sup> I have in mind the roles played by the former FCO and Home Office Minister Jeremy Browne leading on EU relationships, and Sherry Madera, former Minister-Counsellor and Director at the British Embassy in Beijing, in respect of Asia.

211. Its proposals were agreed in February this year; they included the development of comprehensive job descriptions; clear guidance on the process of application and appraisal,<sup>57</sup> and a robust procedure for interview and assessment, taking proper account of fairness and equalities issues.<sup>58</sup>
212. Candidates must submit a personal statement of why they feel they meet the requirements of Sheriff and ultimately Lord Mayor (including track record, networks and relationships, personal qualities, and aspirations in office); a full *curriculum vitae* as well as a personal biography; and a list of between four and seven referees.
213. The composition of the Appraisal Panel for 2020 is: Chair of the Privileges Committee of the Court of Aldermen, presiding; the Deputy Chair of the Privileges Committee; the Chair of the General Purposes Committee; the late Lord Mayor; the Chief Commoner; and a minimum of three Independent Members from the business City appointed by the Privileges Committee.<sup>59</sup>
214. Because of the pandemic, the present Lord Mayor and Sheriffs will serve for a further 12 months, so the 2020 selection process has been suspended. It is expected that the membership of the Panel may be changed to: the Chair of the Privileges Committee, presiding; the Deputy Chair of the Privileges Committee; the Chair of the General Purposes Committee of Aldermen; the Chair of Policy; the Chief Commoner; and five independent members.
215. **The increase in the number of independent members is welcome; but the possible size of the Panel is considerably larger than current best practice would suggest. This may be something to consider in the light of professional advice; I would hope that such advice will continue to be available to the Panel.**

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<sup>57</sup> On the Corporation's website at <http://www.cityoflondon.gov.uk/about-the-city/how-we-make-decisions/Documents/aldermanic-appraisal-process.pdf>

<sup>58</sup> The Corporation is under an obligation to show "due regard" in its decision-making to the Public Sector Equality Duty, which requires the elimination of discrimination, the advancement of equality of opportunity between different groups, and the fostering of good relations between groups in the City's communities to tackle prejudice and promote understanding.

<sup>59</sup> At present Sir Roger Carr, Chairman of BAE Systems; Dame Elizabeth Corley DBE, Vice-Chair of Allianz Global Investors; and Lord Grimstone of Boscobel Kt, former Chairman of Barclays Bank plc and of Standard Life, appointed Minister of State for Investment in April 2020.

## *Criticisms*

216. Criticisms of the current method of appointment of the Lord Mayor have three main elements:

- The authority of appointment;
- The diversity of the Mayoralty; and, related to that;
- The accessibility of the Mayoralty

## *The authority of appointment*

217. **There is a school of thought that holds that the Lord Mayor should be elected by the Court of Common Council. I do not see this as an attractive or effective option.** Such a process will inevitably be dominated by personal and (small-p) political views, when the overriding need is to get the very best candidate to discharge a crucially influential role.

218. It may be argued that something like the updated procedure described earlier could provide a choice of candidates, perhaps ranked according to their performance in the appraisal process. I do not see this as much of an improvement. It would be open to factional decision, when what is wanted is to select the best candidate by as objective a process as possible.

219. It is welcome that a detailed job description for the post of Lord Mayor (as also for the Sheriffs) has been developed, and is available on the Corporation's website, where it is described as one of the documents that go to make up the Code of Corporate Governance.

220. I do not see job descriptions as sitting easily with an electoral process. They are tools of selection, not election. (I realise that there are job descriptions for the Chief Commoner and for Chairs of Committees, but these are more indicative than prescriptive.)

221. As I indicated in paragraph 55, I do not regard the role of the Livery acting through Common Hall as much more than symbolic. The heart of the process, in my view, has to be a professionally conducted and rigorous selection.

### *The diversity of the Mayoralty*

222. Here there is an undoubted challenge. The Mayoralty has, overwhelmingly, been held by white men. There have been only two female Lord Mayors.<sup>60</sup> The Court of Aldermen has few women Members, and even fewer Members of BAME heritage.

223. I was glad to hear that the Court of Aldermen is aware of this challenge, and also that there are expectations that, with retirements and possible new Members, there is a fairly imminent prospect that this will change.

224. Personal wealth is not an issue in the way that it used to be, as the costs of the Mayoralty (other than any personal initiatives taken by the incumbent) are borne by the City Corporation. **I would expect the Corporation to ensure that modest personal circumstances do not in future become an inhibition upon seeking the Mayoralty.**

### *The accessibility of the Mayoralty*

225. There is a diversity strand to this, but the underlying issue is: how attractive and practical is aspiration to the Mayoralty for the best possible candidates?

226. As it was described to me: “You need to be a member of several Livery Companies, preferably Master of one; then you need to be elected as an Alderman, and then go forward to be a Sheriff. The minimum period between becoming an Alderman and being Lord Mayor is six years, and the average is longer than this. So you have to ask people if they are interested in becoming Lord Mayor in about eight years’ time.”

227. This may not sit easily with the requirement in the job description that candidates for the Mayoralty “must have a significant track record and be recognised as a leader in their field, have an extensive network and also the personal qualities that will enable them to fulfil the duties of a high-profile public office”. Those who are the foremost leaders in their field may have other things on their minds than becoming Lord Mayor in eight years’ time or so.

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<sup>60</sup> Dame Mary Donaldson, GBE DStJ, afterwards Baroness Donaldson of Lymington, Lord Mayor 1983-84, and Dame Fiona Woolf, DBE DStJ DL, Lord Mayor 2013-2014.

***An alternative approach***

228. It would be possible to take a more radical approach to the process. Serving as Sheriff is no doubt a useful apprenticeship; but it should not be necessary to dog the Lord Mayor's footsteps in order to understand the role, nor for both Sheriffs to be present on every occasion. This might assist those who are juggling demanding commitments elsewhere.
229. It might also be that the requirement to have served in the Office of Sheriff could be dispensed with. I understand that this could be achieved by Act of Common Council.
230. More radically, the present cursus could be replaced entirely, with the Court of Aldermen being given a brief to scour the City for the best candidates to be Lord Mayor in say three years' time, with the chosen candidate being given an automatic seat as an Alderman (which would probably have to be supernumerary).
231. **I do not recommend such a change now; but if the present (modified) process does not deliver both quality and diversity this is an option for the future.**



**Governance Review: Member Engagement Sessions**  
**Competitiveness: Session 1**  
**1 December 2020**

**Notes of Discussion**

**Present**

Sheriff Christopher Hayward (in the Chair)	Deputy Jamie Ingham Clark
Randall Anderson	Alderman Greg Jones
Deputy John Bennett	Shravan Joshi
Peter Bennett	Alderman Vincent Keaveny
Alderman Sir Charles Bowman	Alderwoman Susan Langley
Dep Keith Bottomley	Vivienne Littlechild
Dep David Bradshaw	Oliver Lodge
John Chapman	Deputy Edward Lord
Henry Colthurst	Alderman Ian Luder
James de Sausmarez	Deputy Robert Merrett
Mary Durcan	Alderman & Sheriff Prof. Michael Mainelli
Alderman Sir Peter Estlin	Deputy Brian Mooney
Dep Kevin Everett	Barbara Newman
Helen Fentimen	Alderman Sir Andrew Parmley
Marianne Fredericks	John Petrie
Alderman John Garbutt	Deputy Henry Pollard
Alderman Sir Roger Gifford	Stephen Quilter
Alderman Alison Gowman	Ruby Sayed
Alderman Prem Goyal	John Scott
Alderman David Graves	Ian Seaton
Alderman Tim Hailes	Oliver Sells
Deputy Tom Hoffman	James Tumbridge
Michael Hudson	Alderman Sir David Wootton
Alderman Robert Hughes-Penney	Dawn Wright
Deputy Wendy Hyde	

**Introduction**

Sheriff Hayward, in the Chair, thanked Members for joining today's session. He noted that the Governance Review would affect all aspects of the City Corporation's governance and all Members as a consequence; it was, therefore, imperative that any implementation reflected the view of the Court, and that all Members had the opportunity to feed in their views on particular elements. These informal engagement sessions were the first part of that process.

He emphasised that the purpose of today's session was not to make decisions and that there were no preconceptions heading into these sessions, which were all about listening and ensuring that the views of Members on particular issues were known before any formal stage of considerations.

To that end, a short factual summary paper had been circulated, together with the relevant extract of the Review itself, to try and help focus discussion.

## **Recommendations: Members' Comments and Observations**

Members then proceeded to debate the various recommendations.

### ***Paragraphs 189-194: Competitiveness Committee***

- Members were agreed on the importance of a specific vehicle or body to oversee the competitiveness agenda, with several commenting on the fundamental significance of this area of activity for the City Corporation and City of London, particularly post-COVID. However, there were a number of differing views expressed as to how this could be taken forward.
- The importance of focusing on the desired outcome (i.e. the promotion of the Business City) was stressed by many as being fundamental to taking this work forward, with it observed that any body should be formulated in such a way as to achieve this effectively.
- Several individuals emphasised the need for firm and robust Terms of Reference, as well as intended outputs, to be expressed so as to guide the committee appropriately and ensure focused efforts.
- A Member suggested that the key to success would be to find a way to engage the expertise and knowledge of relevant Members, whether Commoner or Alderman, whilst also ensuring that any body or forum was attractive to externals and facilitated their effective contribution.
- A large number of attendees also spoke to emphasise the need to attract top-level external business figures in a way which made them feel their time was well spent and productive; any new committee / forum / entity to be established would need to be structured in such a way as to facilitate this. This could well require such a body having a majority of external members or participants, to ensure it had the credibility to attract top-level external business figures.
- It was also emphasised that, irrespective of decision-making powers or status, the body must be produce meaningful outputs and contribute to the Lord Mayor and Policy Chair's messaging and efforts; it could not be left to become a "talking shop".
- One Member suggested that Lisvane's recommendations should be adopted wholesale and that the Court should carefully consider the structure Lisvane had put forward; should Members wish to take a different approach then they needed to be able to rationalise why.
- The comment at paragraph 185 in relation to capitalising on expertise within the Court, as well as outside knowledge, was highlighted as being particularly important: a suitable mechanism to achieve this would need to be employed.
- A Members observed the current committee structures made it difficult for Members with suitable expertise to participate, especially where one was not a Member of Policy & Resources; a suggestion of a more informal approach which allowed for greater Member engagement on suitable topics would be welcome.

- The proposition that any entity should be chaired by the Chair of Policy & Resources, with the Chair of the General Purposes Committee of Aldermen as Deputy Chair, was broadly supported. However, there was one suggestion that a past Lord Mayor might be a more suitable Chair.
- Several Members emphasised the importance of democratic oversight and accountability in any arrangement, suggesting that the body should, therefore, be a formal part of the governance structure (i.e. committee or sub-committee) to give it legitimacy.
- One Member suggested that the new body should be a standalone committee, commenting that Policy and Resources had too broad a remit to give this area sufficient focus. However, the new entity would need to be tightly focused on its purpose and not exceed its brief or remit. It was also stressed that the group should not just focus on Financial and Professional Services, but include other areas such as the Tech sector, too.
- Another Member suggested that a more helpful approach might be to revamp the Public Relations and Economic Development Sub Committee (PRED), which should take on more of an economic development focus, as well as looking at public relations. This refreshed body could give greater focus and oversight to both Communications and Innovation & Growth, without the need for any new body. It was added that the sub-committee could then establish a series of specialist working groups to bring in external expertise and feed into it, e.g. one for FinTech, one for insurance, and so on.
- However, a large number of Members stressed the fundamental importance of the body being both agile and flexible, suggesting that this was not realistic within the formal committee confines and advocating that an informal place outside of the committee structure would be better in achieving these ends.
- It was argued that key business leaders would not wish to join a formal City Committee or sub-committee where they would have to jump through a number of bureaucratic hoops. Many Members urged the necessity of making participation in any body as easy as possible for senior business and sector leads.
- A Member observed that there was currently a lack of expert advice to inform decision-making, with it suggested that this body could act in a manner akin to a sort of internal think-tank.
- It was also suggested that such an informal forum would pose no challenge to democratic legitimacy in this way, as it would act simply as an advisory forum and that decision-making would continue to sit within the formal structures, with elected Members accountable for decisions and actions.
- Another Member commented that the organisation already had too many committees and that adding another formal committee specifically for this area would risk making the Corporation appear to be a trade body for financial and professional services. Instead, an advisory body of City leaders, offering wisdom to the Policy and Resources Committee, would be preferable.

- Supporting discussion around a more informal body, a Member observed the importance of looking through a different prism in delivering this area of work, beyond what the “normal” approach would be through a traditional committee. There was a clear need to facilitate IG’s work much more effectively and deploy the Corporation’s knowledge and resources so as to create an ecosystem that allowed all businesses, including Financial and Professional Services, to thrive. It was widely recognised that the Corporation did not adequately leverage its own Members’ expertise, or draw in external expertise in a sufficiently nimble way, so a new approach was necessary. The Member expressed support for the idea of focused or breakout groups relating to individual disciplines or sectors, suggesting that a refreshed approach could also allow for much greater collaboration and coherent messaging, adding real weight to the work of the civic team.
- Multiple Members also stressed the need for flexibility and pace in establishing this body, arguing that an informal body should be established quickly and this could always be reviewed and refined, or even made into a formal committee if desirable, as time progressed.
- In terms of composition, several Members expressed support for the idea of a fixed group of core of permanent members, but with fluidity in relation to external or other participants, who could change according to the nature of discussion at any particular meeting. Sub-groups could also be established to look at specific issues or sub-sectors.
- It was observed that key sector or business figures were unlikely to have the time or inclination to join for wide-ranging debates or issues outside their area of focus; consequently, a way of inviting them to join for very specific discussions and items could be fruitful.
- One Member suggested that two different bodies might be necessary; one to act as the aforementioned informal forum to provide the advice and guidance piece, with a second to act as a formal and dedicated oversight body for the Innovation & Growth (IG) directorate. With reference to the former, it was suggested that this forum partly existed through the Lord Mayor’s City No.1 Breakfasts and the Member mooted the possibility of this being used as the basis for any new forum.
- Several Members also took the opportunity to comment that public relations in general did not receive sufficient attention across the Corporation, suggesting that it needed to be embedded throughout the organisation more effectively to achieve consistency and coherency of message and maximise impact.

#### Name of the Committee

- A large number of Members expressed the view that the proposed name for any such body (i.e. “Competitiveness Committee”) was not suitable and that an alternative was needed, irrespective of the formal status of said body.

- The word “competitiveness” in general was not felt to provide the right feel, with several other options proposed.
- Suggestions made included:
  - Professional Services
  - Business Support
  - Business Strategy Forum
  - Innovation & Growth
  - Strategy Innovation & Growth
  - Business City Focus Group

### ***Hospitality (paragraph 191)***

- There was a broad consensus that the role of the Hospitality Working Party should not be subsumed within the responsibilities of any new Competitiveness Committee or similar body.
- Members noted the distinction between the relatively few major set-piece dinners with a link to competitiveness issues, such as the Trade & Industry Dinner, and the broader swathe of hospitality offered by the City Corporation at a lower level and in other areas, such as culture, where it would be neither practical nor desirable for a Competitiveness Committee to have oversight.
- Notwithstanding this, it was suggested that the City Corporation would benefit from a more strategic approach to its hospitality activities and a wider review of the totality of offering.

### ***Chair of Policy & Resources: Title (paragraphs 195-199)***

- There was general support for the use of “Chair of Policy” or “Policy Chair” externally if this was considered to be helpful; however, some Members did urge that the “resources” element of the role (and the committee) not be forgotten internally.
- There was some debate in respect of the use of the term “leader”, with reference to comparative arrangements in London local authorities; ultimately, a significant majority of Members were opposed to the use of such nomenclature in the City Corporation, noting the significant distinction in roles and arrangements.

### ***The Lord Mayor: Appointment Process (paragraphs 207-231)***

- A Member suggested that the panel for the selection Mayoral candidates should be smaller and more focused.

- It was observed that financial support arrangements for candidates of more modest personal circumstances (para 224) had been introduced and in place for a few years now.
- A Member commented that they would support a proper examination of the role and selection process for Sheriffs, venturing that additional work should be undertaken with the Livery to identify the best possible candidates and encourage them to stand.

Sheriff Hayward thanked Members for their participation in the session and for their constructive contributions.

**Governance Review: Member Engagement Sessions**  
**Competitiveness: Session 2**  
**1 December 2020**

**Notes of Discussion**

**Present**

Sheriff Christopher Hayward (in the Chair)	Caroline Haines
Randall Anderson	Graeme Harrower
Alderman Sir Charles Bowman	Alderman Alastair King
Tijs Broeke	Alderman Ian Luder
Karina Dostalova	Alderman Bronek Masojada
Anne Fairweather	Barbara Newman
Sophie Fernandes	Jeremy Simons
Marianne Fredericks	Deputy James Thomson
Alderman Prem Goyal	Mark Wheatley
Alderman David Graves	Alderman Sir David Wootton
Alderman Tim Hailes	

**Introduction**

Sheriff Hayward, in the Chair, thanked Members for joining the evening's session. He noted that the Governance Review would affect all aspects of the City Corporation's governance and all Members as a consequence; it was, therefore, imperative that any implementation reflected the view of the Court, and that all Members had the opportunity to feed in their views on particular elements. These informal engagement sessions were the first part of that process.

He emphasised that the purpose of the evening's session was not to make decisions and that there were no preconceptions heading into these sessions, which were all about listening and ensuring that the views of Members on particular issues were known before any formal stage of considerations.

To that end, a short factual summary paper had been circulated, together with the relevant extract of the Review itself, to try and help focus discussion. He also noted that a number of Members had been present at the day's earlier session and asked that those who had not attended previously be afforded the opportunity to contribute first.

**Recommendations: Members' Comments and Observations**

Members then proceeded to debate the various recommendations.

**Paragraphs 189-194: Competitiveness Committee**

- Members referenced discussion in the earlier session around the need to think differently about how this body was constituted, with several echoing the importance of it being agile, dynamic and flexible. All efforts should be made to attract top-level external business leaders to participate and to leverage Members' experience and expertise, and it was felt that a more informal

advisory group or forum would achieve this more effectively than a formal committee.

- Other Members spoke to support the informal approach, agreeing that it would be challenging to get top-level business leaders to sign up to serving on a formal committee and all that came with it. Equally, they would not wish to serve on a sub-committee or something seen as lacking in status.
- The importance of flexibility was emphasised, so any group could adjust focus quickly to the relevant business focus at the right time.
- In terms of composition, it was suggested that any core group of Members should constitute a balance of the two Courts but that the focus should be on outcomes and the right people, rather than be diverted by having to have specific limitations on the numbers of Commoners or Aldermen and so on.
- A Member expressed concern that the distillation of comments through the Fraser and Lisvane reviews could lead to the Corporation losing wider sight of City businesses outside the FPS sector, urging that other sectors and SMEs not be forgotten, as they were crucial components of the City. Other Members echoed this, noting that the group would need to look at business in its wider sense in the City, not just FPS.
- A Member observed that the credibility of any new committee / entity would be essential in attracting the very best candidates, arguing that a majority of independent external members would be necessary to achieve this.
- Other Members expressed a note of caution around targeting top-level figures only, observing that constructive challenge and important innovative thinking could come from those with involvement at a lower level or in less traditional sectors. The diversity of the body should be taken extremely seriously, with a range of ages and backgrounds being essential in offering diversity of thought and different perspectives in debate.
- Following some discussion as to accountability, it was clarified that any informal body would be advisory to Policy & Resources, which would retain responsibility for policy-setting; this group would provide a means of more focused expertise and time to inform Policy & Resource's decisions and make them more effective.
- A Member expressed a fundamental challenge in relation to the City's support of promotion of FPS, arguing it was an extremely wealthy sector which could well afford to make its own case. They also questioned whether it was particularly suitable for a collection of part-time local politicians to be involved in this area, suggesting that the Resource Allocation Sub-Committee should consider this seriously and reflect on whether continued involvement was appropriate for the City Corporation, and whether the Corporation's resources might be more sensibly deployed in the interest of the public good.
- A Member reflected on their own experiences in deciding to stand for election to the City Corporation, commenting on the brand of the City of London generally and the unique position the Corporation was in to be able to promote



the City of London around the world, with its infrastructure and convening power already in place to achieve a meaningful difference. They added that the creation of a great municipal environment was entirely complementary to facilitating an optimal business environment, as the former attracted businesses whose commerce in turn provided for revenue and support to further improve the municipal setting.

- Noting the range of interests and professional backgrounds on the Court, as well as the broad responsibilities of the City Corporation beyond those of a normal local authority, a Member suggested that there would always be a difference of opinion around appropriate foci and a challenge to accommodate the differing interests of so many Members. It was suggested that the informal engagement approach that this new competitiveness entity could provide might represent a helpful guide in the longer-term as to how one might respond to these competing challenges.
- A Member expressed some concern about how any potential conflict of opinion between the Court and any advisory body might be managed; for instance, if the FPS sector was advocating for engagement with a particular nation or regime that the Court of Common Council was not comfortable with. The rejection of the advisory group's clear recommendations could cause reputational difficulties in the longer term and this was a dynamic that would need to be given serious consideration.
- With reference to the broader concept of "competitiveness", a Member observed that this must include culture in some way, given its integral status as part of the overall attractiveness of the City to business. It was urged that this not be forgotten.

#### ***Hospitality (paragraph 191)***

- Members agreed that the role of the Hospitality Working Party should not be subsumed within the responsibilities of any new Competitiveness body as HWP's role was much wider; however, there was undoubtedly more that could be done in relation to key set-piece events, as well as more generally, to make hospitality more strategic and effective, including in relation to competitiveness.

Sheriff Hayward thanked Members for their participation in the session and for their constructive contributions.

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<b>Committee(s)</b>	<b>Dated:</b>
Policy & Resources Committee – for decision Establishment Committee – for decision	21 January 2021 27 January 2021
<b>Subject: Findings and recommendations of the Tackling Racism Taskforce</b>	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	1, 2, 3, 4, 5, 8
<b>Does this proposal require extra revenue and/or capital spending?</b>	Not at this stage.
<b>If so, how much?</b>	£ N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N
<b>Report of:</b> The Tackling Racism Taskforce	<b>For Decision</b>
<b>Report author:</b> Emma Cunnington, Town Clerks	

## Summary

The Tackling Racism Taskforce (TRT) was set up in June 2020 and tasked to consider what the City of London Corporation currently does to tackle racism in all its forms and to assess whether any further action could be undertaken to promote economic, educational, and social inclusion through our activities, including any historical issues with a view as to how we might respond to them.

This report sets out the findings and recommendations of the Tackling Racism Taskforce and covers a summary of actions that the Taskforce have discussed should be taken forward by the City Corporation to tackle racism, across the following work streams:

- Staffing
- Governance
- Police
- Education
- Business
- Culture

*NB: Health and wellbeing tended to be a consistent theme that linked across all six of the above workstreams.*

In **Appendix 1**, a full list of recommendations across the workstreams can be found. The Taskforce would urge Members of the Policy and Resources and Establishment Committees on the importance of this work and for it to be carried out at speed. Therefore, it is strongly recommended that the timeline for delivery of all these recommendations need to be completed as soon as possible or at least within 24 months to show real appetite for change and to keep up the momentum of this important work.

To support this timeline, the Tackling Racism Taskforce would like to continue to meet quarterly to review the progress of these recommendations and flag any issues into the Policy & Resources Committee.

### **Recommendation(s)**

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

- Consider the full list of recommendations of the Tackling Racism Taskforce outlined in **Appendix 1** and agree for work to be carried out to implement these recommendations, subject to any further reports to relevant committees.

### **Main Report**

#### **Background**

1. The City of London Corporation has been looking at improving diversity within its spheres of influence for some time. However, the death of George Floyd and the Black Lives Matter protests that followed in the US and the UK have highlighted again the issue of racism that sadly still exists in society.
2. At the Policy and Resources Committee on 11 June 2020, Members discussed the establishment of a joint Working Party to consider what the City of London Corporation currently does to tackle racism in all its forms and to assess whether any further action could be undertaken to promote economic, educational, and social inclusion through our activities, including any historical issues with a view as to how we might respond to them. It was agreed that this Working Party would report its findings to the Policy and Resources Committee and the Establishment Committee.
3. At its first meeting, the Working Party changed its name to the Tackling Racism Taskforce to show its commitment to act quickly, radically and with determination, and elected Caroline Addy and Andrien Meyers to serve as its Co-Chairs. The terms of reference and composition of the Tackling Racism Taskforce can be found in **Appendix 2**.
4. At its first meeting, the Tackling Racism Taskforce agreed to structure its workstreams around the following themes:-
  - a. Staffing
  - b. Culture
  - c. Governance
  - d. Education
  - e. Police
  - f. Business
5. Health and wellbeing tended to be a consistent theme that linked across all six of the above workstreams.

6. It was crucial that the Tackling Racism Taskforce was not just formed for elected members but officers of the City Corporation as well – all of whom have had voting rights.
7. Throughout the last six months, the Taskforce have been explicit that the findings of this report should create action from the City Corporation. Therefore, the Taskforce would like to continue meeting quarterly in 2021 to review the status of the recommendations (if agreed) in this report.
8. It is clear that the events of the last six months have begun a catalyst, around the world, for proactive understanding of the issues of racism, and for action towards tackling racism. For the City Corporation, the Tackling Racism Taskforce believe that the recommendations and initiatives for action in this report are just the start to creating a more inclusive, diverse and anti-racist organisation. It is vital that the City Corporation continues to monitor its progress in this area, and – if agreed – follow up all the recommendations at pace.

### **Communications – internal and external**

9. Overall, the media impact of the Taskforce's work has been significant. Of the almost 50 pieces of coverage across print, broadcast and digital the majority have been positive or neutral in tone and all have shown the City Corporation to be active in thinking about and trying to tackle racism.
10. The work of the Taskforce, including the consultative exercise on statues and other landmarks with links to slavery and historic racism, has also been successfully promoted to staff and Members through internal communications channels.

### **External and internal engagement**

11. The Taskforce have engaged with a vast amount of external and internal stakeholders to help shape and inform the recommendations in this report.
12. A full list of those engaged are in **Appendix 5**, but notably the Co-Chairs have had over 100 meetings since June 2020 and met with Nickie Aiken MP, Wendy Garcia, Trevor Phillips, Lord Lisvane, Leslie Thomas QC amongst others. The Co-Chairs are also an integral part of the Mayor of London's Mayoral Commission into diversity in the Public Realm.
13. Internally, the Co-Chairs met with fellow Members and attended the BAME Staff Network and the whole Taskforce heard some very sobering experiences from staff within the City Corporation.
14. Further, the Tackling Racism Taskforce had several meetings with the City's schools/academies, the City of London Police, cultural bodies, the Liveries and several businesses.

### **Definitions**

15. Before moving onto the detailed recommendations of the six workstreams, the Taskforce wanted to be clear about the definition of racism and the scope of the work that they would focus on.
16. For the avoidance of doubt and to ensure focus and clarity during discussions, the Taskforce agreed to adopt the Equalities and Human Rights Commission's definition of racism as *"when you are treated differently because of your race in one of the situations covered by the Equality Act. The treatment could be a one-off action or as a result of a rule or policy based on race. It doesn't have to be intentional to be unlawful."*
17. As the weeks went on, it became clear that using the terminology "BAME" (Black, Asian and Minority Ethnic) with some of these issues could be problematic. For example, the financial services sector have broader representation of Asian ethnicity across the board whereas Black people are under-represented. Workers of Indian origin make up 5.4% of employment in finance and insurance, almost double the figure for all industries (2.8%). In 2019, there were 36,600 workers of Black/African/Caribbean/Black origin, making up 2.9% of the industry workforce, slightly below the all industry figure of 3.1%. In these examples, it would not be true to say there is a high or low representation of "BAME" in the financial services sector, as there are clearly under representation with some ethnicities compared with others within the "BAME" grouping.
18. Following a useful conversation on this in the Taskforce, it was agreed that the term "BAME" should be used sparingly and wherever possible specific ethnicity should be referenced relevant to the recommendation or issue. That is not to say that the term "BAME" should never be used – it is recognised nationwide. However, this report, wherever possible, seeks to be specific and reference the impact and experience of individual ethnicities, rather than assuming the same experience for all ethnic minorities.

### **Talking about racism and diversity**

19. It is recognised that talking about racism and diversity can be really difficult. It can sometimes make people feel uncomfortable. The Taskforce acknowledge that there can be discomfort when talking about this issue, but as one Taskforce member put it, "you've got to be comfortable with being uncomfortable". These conversations are critical if society, individuals and the City Corporation are to make any progress in tackling racism and inequality.
20. Following feedback, the Taskforce have put together guidance for Chairs, as well as Members and Officers, to help with conversations about equality and diversity in relation to race, particularly in the context of Committee meetings. This guidance complements the Equally Yours unconscious bias training which all Members and Officers are asked to complete and can be found in **Appendix 3**.

### **Current Position**

21. This report will now summarise the information, discussion and recommendations of each of the six workstreams (as listed at paragraph 4), and a comprehensive set of recommendations is listed at **Appendix 1**.

## **Staffing**

22. The death of George Floyd and the protests which followed have resonated amongst staff resulting in some seeking the support of the BAME Staff Network – originally set up in 2015. The Network has proved to be an invaluable mechanism for all employees to express their views and share personal experiences. It continues to provide a platform of support and a means through which to drive change.
23. Throughout the discussions around the staffing workstream, it was clear that the issues facing our staff from Black, Asian and Minority Ethnic backgrounds had a real toll on mental health and wellbeing. It has been found that a number of our colleagues from BAME backgrounds are tired and drained from explaining their hurt and defending their pain and trauma to colleagues who did not appear to understand their experience of racism. The Co-Chairs of the BAME Staff Network (who also sit on the Tackling Racism Taskforce) were key to conveying to the Taskforce the issues that staff faced. To allow for staff who sat on the Taskforce to feel able to speak freely and openly about their experiences, the Co-Chairs directed that breakout rooms be used for sections of the Taskforce's meetings to encourage discussion from all members of the Taskforce. This was seen as broadly successful by Members and officers.
24. **The key recommendations that have already been approved by the Establishment Committee and the Policy & Resources Committee following the interim report are as follows:-**
- a. **Anonymised recruitment across all grades (not just at senior levels) be introduced**
  - b. **Mentoring and reverse mentoring schemes be developed**
  - c. **All local training budgets are amalgamated to HR, and professional and technical training, which supports service delivery, is funded from local risk**
  - d. **A scheme be developed that provides and defines a “safe space” for staff and provides clarity on the terms of reference(s) for meetings convened to discuss tackling racism with staff**
  - e. **Training be given to key individuals across the organisation who will provide support and guidance for staff on an individual and confidential basis**
  - f. **Current and possible schemes that support work experience programmes with schools and young adults be explored.**
  - g. **For a HR policy on bullying and harassment to be developed.**
  - h. **Consideration be given as to how the City Corporation could better utilise the collected, published data and information on diversity of its workforce at all levels (including the introduction of a peer review)**

25. Further reports will be taken forward to implement these recommendations in due course. Once these have been implemented, the Taskforce feel that the next step will be to roll out shadowing and sponsorship opportunities to help continue to ensure that all staff have the chance to progress in their career at the City Corporation. The Taskforce would encourage the Establishment Committee to continue to consider this in their usual order of business across the year.

26. In addition, the Taskforce were pleased to see that the new Target Operating Model includes a position for a senior diversity officer for the City Corporation. It is hoped that this post will help to keep up the momentum of improving diversity outcomes for staff within the organisation.

#### Anonymised recruitment

27. Anonymising applications using City People was established for grade I and above in 2018. Previously, the personal details of all applicants for these roles were withheld at the shortlisting stage. The change to anonymise all recruitment across the board (i.e. below grade I) was recommended as a key component for a more transparent approach to achieving a diverse workforce at all levels based on talent.

28. This process in the past had been a manual task but a recent upgrade to the system has now allowed the City Corporation to select which stages of the recruitment process it wishes to anonymise.

#### Mentoring and reverse mentoring

29. Having both a mentoring and reverse mentoring programme recognised that there are skills gaps on both sides, and that each person can address their weaknesses with the help of the other's strengths.

30. The Learning and Organisational Development Team have been piloting a mentoring/reverse mentoring programme in the Department of Built Environment (DBE) with apprentices. To date, this pilot - although in its embryonic stage - is proving very successful. It was recommended that this programme be rolled out across the City Corporation in the first instance to staff from the most underrepresented groups.

#### Training budgets

31. All staff have personal development plans which are linked to their appraisals, currently the Learning and Organisational Development team based in HR hold the budget for all corporate training (mandatory and personal development). However, the recommendation approved allows for departments hold their own training budgets which can be allocated at their discretion.

32. This allocation will be brought together and centrally allocated by the Learning and Organisational Development Team, career programmes, with tailored training programmes which could be developed linked to mentoring and



shadowing activities to create a culture of effective succession planning and a clearer pipeline for people who are underrepresented at more senior grades.

33. A more detailed report will be forthcoming, with a bid for more resources for this budget, to the Establishment and Policy and Resources Committees.

#### Creating a safe space

34. There was a clear consensus during the Taskforce meeting that, whilst the BAME Staff Network allowed for a space for support, it was not a safe space for staff to share their experiences where individuals could be identified. It was therefore recommended that a Confidential Adviser scheme be introduced providing a first point of contact for employees concerned about bullying and harassment or any other concerns relating to a protected characteristic and workplace issues.
35. The Confidential Advisers will be a group of employee volunteers trained to provide advice and support to staff who feel they are being subjected to bullying or harassment or have themselves been accused of harassment or bullying or have other concerns about their treatment in the work place. Their role will be to listen and assist individuals to explore the available options to resolve the issues, no matter how sensitive.
36. A training provider has been established for the Confidential Advisers and cost has been resourced through HR's local risk budget. although a further bid for resources will be forthcoming for future training.

#### Work experience

37. The Taskforce were keen for current and possible schemes that support work experience programmes with schools and young adults to be explored and enhanced.
38. Officers are currently exploring an enhanced six-week work experience programme for Years 12 and 13 in schools with students of low socio-economic backgrounds, with the aim to remunerate these students after a two-week placement to encourage take-up of the scheme. A more detailed report is due to appear on the Establishment Committee agenda in January, with a bid for a work experience budget.

#### Bullying and Harassment Procedure

39. The City Corporation's Bullying and Harassment Procedure has been re-established in consultation with the Comptroller and City Solicitor. It outlines the City Corporation's approach to providing bullying and harassment support to staff and managers. It draws attention to the different types of harassment and the possible behaviours that can constitute harassment whilst also highlighting the fact that there is no legal definition of bullying.

#### Diversity Data

40. The City Corporation actively collects and publishes data and information on the diversity of its workforce at all levels. However, it was felt that there needs

to be a mechanism in place to interrogate the cultural and transformational change necessary to alter the current system for driving improvements in BAME representation at all levels particularly at senior levels. This will assist with building a sustainable talent pipeline across the organisation in the future.

## **Governance**

41. The Taskforce identified early on that the lack of diversity in the City Corporation's governance structures was problematic. It recognised that the Members Diversity Working Party (MDWP), previously commissioned by the Policy & Resources Committee, had recommended 20 areas for improvement. The Taskforce, which included the Chair of the MDWP in its membership, fully endorses the recommendations already approved by the Policy & Resources Committee and urges that they all be adopted. Further information about the work of the MDWP and its recommendations can be found in **Appendix 4**.
42. The Taskforce noted that some of the recommendations are still outstanding and encourage the Policy & Resources Committee to progress these quickly to improve the diversity of the Court of Common Council and remove barriers for those from under-represented backgrounds.
43. **Recommendations that are still in progress, and which the Taskforce feel should be moved forward quickly, are as follows:-**
  - a. **A series of promotional activities in the lead up to the 2022 Common Council Elections should take place to encourage a diverse range of candidates to consider standing for election.**
  - b. **More needs to be done to review diversity of events (this is also covered in the business workstream)**
  - c. **A dedicated senior Officer responsible for Member diversity and inclusion needs to be appointed.**
44. In addition, the Taskforce have put together guidance for Chairs, as well as Members and Officers, to help with conversations about equality and diversity in relation to race, particularly in the context of Committee meetings. This guidance complements the Equally Yours unconscious bias training which all Members and Officers are asked to complete and can be found in **Appendix 3**. The Taskforce also found that the unconscious bias training for Members on recruitment panels for the senior Target Operating Model was a helpful step.

## Livery

45. The Co-Chairs have met with several stakeholders in the Livery throughout the last six months – this includes several meetings with the Lord Mayor. These stakeholders have made it clear that they are supportive of the Tackling Racism Taskforce and have conveyed that they wished to demonstrate the change that is being made within the Livery to increase the level of diversity.
46. The Taskforce encourage and endorse the Livery Committee and the Magistracy and Livery Sub Committee's work to improve diversity and recognise that the Taskforce have no remit or governance over Livery

Companies. It is also pleasing to see that the Lord Mayor has been making calls to the Livery directly on this matter too.

**47. Recommendations that the Taskforce would like to make concerning the Livery include:-**

- a. The Taskforce want to underline the importance of the Diversity Charter and the Best Practice Guide (see Appendix 7) and would encourage Liveries to sign up to it.**
- b. The Taskforce would also encourage a strong diversity and inclusion process for new guilds and liveries when they are being set up.**
- c. Where possible, and in other areas of the Taskforce's work, there has been importance placed on collecting and reporting data on ethnicity to improve monitoring and auditing on diversity. This might be something that individual Livery Companies might like to consider.**

## **Police**

48. The Co-Chairs had several meetings with the City of London Police before the two formal Taskforce sessions on the work of the City of London Police and their initiatives to tackle racism and increase diversity.

49. The City of London Police is governed by the Police Authority Board and the Tackling Racism Taskforce has engaged fully with the Chairman of that Board throughout the process. Of course, the City of London Police also receive directives from the Home Office and will have operational decisions to consider. The Tackling Racism Taskforce is not commenting on operational matters but is only making recommendations for those elements under the City Corporation's purview.

50. The Taskforce received presentations from the Assistant Commissioner of the City of London Police and the Commander at its meetings. The Chair of the Police Authority Board was also in attendance at both meetings on the police workstream.

51. There is clearly some good work taking place in this area, such as:

- An invitation for all BAME employees to express their experiences of racial injustice with the Assistant Commissioner directly.
- Diversity considerations had been included in annual appraisals
- Development of HR systems to allow for diversity characteristics to be inputted and staff being actively encouraged to provide data
- The introduction of an Ally Scheme
- Members of the Independent Advisory Scrutiny Group had been invited to sit in on interview boards to address perception of unfairness in interviewing process
- A workshop had been facilitated to review the exit process including exit interviews and later contact with former officers
- Creation of Champion Leads for areas that were not previously addressed and consultation with colleagues to find appropriate individuals for such positions
- Introduction of mandatory unconscious bias training

- Consideration of role modelling in senior positions
- Offer of further support to staff networks, including meetings with himself and the Assistant Commissioner to identify valuable ways to support
- Engagement with wider forces including the British Transport Police and Metropolitan Police and consideration of creating a cross-force advisory committee.

52. However, it was also acknowledged, even by the Assistant Commissioner, that further work was required to improve the City of London Police's work in engaging with the communities they serve. In particular, one of the most powerful points of the sessions on police was made about the need for more police officers from the communities they serve, in order to build trust to tackle crimes within those communities and keep communities safe through better engagement.

53. Questions were also raised of the Police about the ethnicity breakdown of its officers and the targets it set around recruitment, but crucially, retention.

**54. The key recommendations for the Police workstream are as follows:-**

- The Tackling Racism Taskforce endorse the good work that the City of London Police are already doing in the area of improving diversity of the Force but note there are some areas where there could be improvement;**
- The Tackling Racism Taskforce suggest that the Police Authority Board take a particular focus on diversity and inclusion as one of its strategic objectives (this was supported by the Police Authority Board Chair);**
- The Tackling Racism Taskforce encourage better engagement between the City of London Police and Black communities, as well as schools and businesses. For example, consideration could be given as to whether the City of London Police should take part in a pilot of independent body worn video reviewers.**
- The Tackling Racism Taskforce would encourage the City of London Police to sign up to the 40% recruitment target that the Metropolitan Police had recently announced.**
- The Tackling Racism Taskforce would also recommend the City of London Police set a retention target of Black, Asian and Minority Ethnic officers.**
- It was noted that the City of London Police do some good work in this area, but the public do not tend to know about this. The Tackling Racism Taskforce would therefore recommend improving communications on the diversity work they do.**
- It was recommended that the staffing initiatives already approved and listed in paragraphs 24.a-h be adopted by the City of London Police.**

## **Education**

55. The Taskforce had three detailed sessions on the education workstream. These sessions detailed recommendations around the City Corporation's state schools, the independent schools, adult skills and cultural & creative learning.
56. For the relevant sessions on education, the Taskforce were joined by the Chair and Deputy Chair of the Education Board, the Chair of the City of London Academies Trust, the Chairs of the Board of Governors of the three independent schools (City of London School, City of London School for Girls, City of London Freeman's School), as well as the Strategic Education & Skills Director and the CEO of the City of London Academies Trust.
57. The Taskforce found that, again, some really important work was being undertaken in the education sphere. The Education Strategy commits to safe, inclusive, supportive and empowering education for all, regardless of age, background or circumstance. The Skills Strategy commits to ensuring all partners continue to work towards the achievement of a diverse workforce which mirrors the diversity of our community. The Cultural and Creative Learning Strategy aims to provide accessible opportunities for those at risk of not having access to the full range of cultural experiences. These strategic goals are actively applied to tackling racism in the City of London's Family of Schools, Adult Skills and Education Services (ASES) and cultural institutions offering learning programmes.
58. The City of London Family of Schools have a strong record of achievement and impact in relation to equalities issues as is evidenced in national data, destinations and in extensive media coverage. The focus is on removing barriers faced by pupils and staff who have any of the protected characteristics listed in the Equalities Act, and ensuring inclusivity, promotion of diversity and equal access.
59. The Taskforce note the work of the Tomlinson Review and the work that is being undertaken to ensure there is fair distribution of funding to all the schools, especially to the City of London Academies. The Taskforce endorse the work of this Review and look forward to seeing this progress.
60. With their similar locations, histories, commitment to inclusion and diverse pupil demographics, City of London School (CLS) and City of London School for Girls (CLSG) have commissioned a Race Equality Review, which will report to their Boards of Governors by the end of 2020. The scope of that review is attached to this document in **Appendix 8**.
61. **The key recommendations for this workstream are as follows:-**
- a. **The Schools needed to ensure recruitment and retention of a diverse range of staff and governors, as well as career progression. Consideration should be given to the introduction of teacher apprenticeships.**
  - b. **It was felt important that the curriculum did not portray black and minority ethnic people as 'victims' but tell a positive story. As part of this, the Tackling Racism Taskforce would encourage the schools to**

build on its strong Continual Professional Development (CPD) offer for teachers on ways to use cultural resources in learning and to reinvigorate curriculum with culturally diverse content.

- c. The Taskforce would encourage more joined up partnership working, e.g. between the City of London Police and the family of schools.
- d. Bursaries at the independent schools could be advertised to academies and change the conversation, so it was less about 'class' or 'race' and more about education itself.
- e. It was also felt important to ensure that equality and inclusion training, as well as difficult conversations training, was rolled out to all staff.
- f. There should be a focus on work experience placements and consider not always giving the most 'capable' student a placement, but those where there would be most impact. In particular, one of the Co-Chairs, Andrien Meyers had personally worked on a programme called the "Catalyst After School Programme" (CASP) which looks to make the investment and savings profession more diverse and inclusive. This has been supported by the Lord Mayor, and whilst the City Corporation do not sponsor the programme, the Taskforce is keen for the City Corporation to continue to show support.
- g. Focus on culture and creative learning, and adult skills/life-long learning:
  - o The Co-Chair concluded the discussion to underline how the Taskforce will build on a fantastic foundation of work in this area. In particular, the Taskforce could look at what support could be offered to children at risk of exclusion and to offer and promote mentoring by Members and officers to young people. The Taskforce also highlighted the important work of the Culture Mile Learning team to help children access and be exposed to cultural institutions
- h. It is recommended that the City Corporation should support the Academies by creating and promoting an alumni network, of which members could be encouraged to stand as a governor to contribute towards a more representative governing body for each of the Schools.

## **Business**

- 62. The Taskforce heard from the Innovation & Growth department as well as a representative from the Financial Services Skills Commission on the work the City Corporation are doing to support businesses in tackling racism and increasing diversity.
- 63. In response to Black Lives Matter many FTSE350 & Russell1000 constituents affirmed or re-affirmed their commitment to racial equality and diversity in the weeks and months following June 2020.
- 64. Like the City of London Corporation, many historical institutions such as the Bank Of England, NatWest Group, Lloyds Banking Group, Barclays, Lloyds of London, and Aviva, have also all apologised for their historical links to slavery,

either through direct activities, or historic mergers and acquisitions of former companies.

65. Major UK businesses have made pledges focussed on: Increasing diversity in senior leadership and board level; Voluntarily reporting, and closing the ethnicity pay gap; Ensuring senior executive shortlists include a Black, Asian and Minority Ethnic candidate; and, Strengthening and support staff networks to advise and inform and hold senior executives accountable.
66. The City of London has been commissioned by Government (HM Treasury and the Department for Business, Energy and Industrial Strategy) to run a taskforce - to boost socio-economic diversity at senior levels in UK Financial and Professional Services (FPS), across 2021-22.
67. The taskforce has been designed in response to independent research (published 24<sup>th</sup> November 2020); developed by the Bridge Group and in partnership with seven financial services organisations. FCA, Bank of England, Santander, First Sentier Investors, Blackrock, Legal & General Investment Management (and one anonymous).
68. This research found that employees from lower socio-economic backgrounds took 25% longer to progress through grades, despite no statistical evidence to link this with job performance. This rises to 32% for those that are also Black.
69. [Research](#) shows that in elite professions like finance, there are significant pay gaps for certain ethnic groups i.e. Pakistani and Black British people, and women. Characteristics add layers of disadvantage – for example, Black British individuals from lower socio-economic backgrounds earn less than their Black peers from higher socio-economic backgrounds.
70. Separately, the financial services skills taskforce report, published in January this year, identified a lack of diversity, including ethnic diversity, as one of the reasons for a skills shortage in FS. Nine out of ten FS workers are white, whilst this is broadly in line with the UK population it does not reflect the populations of the urban centres where many FS companies are based.
71. Furthermore, Mercer's industry benchmarking showed that only 1% of British investment managers are black compared with 3% for the UK population and 13% of the London population, the centre of the investment industry in the UK.
72. A lack of ethnic diversity is not just a social issue but a skills issue. The FS industry is facing a serious skills challenge and without a specific focus on improving diversity and inclusion, talented individuals which the industry needs are not being reached.
73. **The City of London Corporation has a particular role to support businesses and would recommend the Policy and Resources Committee:-**

- a. to support and promote the work of the Socio-Economic Diversity Taskforce
- b. To formally support the Change the Race Ratio campaign and the Race Fairness Commitment (but not to become full signatories to these)
- c. To consider offering invitations to interested groups to host 2021 Awards and Events in our venues (such as The Investing in Ethnicity Awards, the Black British Business Awards and the Empower Gala Dinner). These connections could be maintained to invite relevant and senior diverse business leaders to future City Corporation events and dinners.
- d. To actively discourage all-white panels by creating a policy for our own events to always have a diverse mix (of all protected characteristics) on panels and, when City Corporation representatives are invited to speak on panels organised by external stakeholders, to encourage others to consider adopting a similar policy.
- e. To consider targets for diverse attendees of City Corporation conferences and events
- f. To support the #10000BlackInterns initiative by identifying at least one area of activity that could develop and host an intern programme, committing to offer at least one paid internship
- g. To encourage Black SMEs/ microbusinesses to take part in the pop-up market in the Guildhall Yard. (The current market provider, Street Food Markets, is itself a majority Black-owned, all-BAME Director led SME)
- h. To write to individual firms, promoting the ambitions of the Financial Services Skills Commission in encouraging more data collection, disclosure and reporting.
- i. To change our own criteria for investments to include a specific target on diversity (as we have done on climate action)
- j. To write to asset managers asking them how they manage diversity within their organisation
- k. To explore with the asset managers how diversity is captured within their investment process and how this can be reported.
- l. To endorse City Procurement's approach to targeted advertising of contracts where there is a recognised under-representation of BAME organisations in that industry and to recommend such industries to prioritise for future work.
- m. To endorse the new strand of work being initiated by City Procurement to assess whether targeted action (new policies and procedures) for contracts under £100,000 can be effective in increasing the proportion of under-represented minority owned SMEs, especially micros and small companies in our supply chain.
- n. To note the approach that Chamberlain's are intending to take to improve the functionality of CBIS and the granularity of data held on our suppliers, in order to establish appropriate baselines and the ability to measure the City Corporation's performance.



## Culture

74. As part of the Culture workstream, the Taskforce looked at the important work that the Cultural Services Team had been undertaken during Black History Month including the City Corporation's contribution to Google Arts & Culture's [Black British History](#) pages which tell the story of the City's involvement in the transatlantic slave trade alongside contributions from other London and UK organisations, as well as the launch of the research report *Black and Asian Women in the City of London: 1600-1860* by Chihyin Hsiao. A report outlining the range of activity is available on request.
75. The Taskforce also felt that the Barbican's work on creating an anti-racist environment was particularly important and endorsed its approach to diversity on its Board.
76. A large part of the Culture workstream, though, focused on contested heritage. The debate over contested heritage, within and outside the City of London, has proven to be politically divisive. Following global protests after the death of George Floyd, there was a re-examination of the suitability of certain contested pieces of heritage, namely public statues that displayed subject matters associated with slavery and other forms of racism. The protests and forced removal of the Colston Statue in Bristol was a catalyst for businesses, educational facilities and civil society organisations to re-assess their own cultural artefacts on public display.
77. The City of London Corporation responded by establishing a dedicated workstream, within the Tackling Racism Taskforce, to identify what action if any, should be taken regarding these items. Following approval from the Policy and Resources Committee, the Tackling Racism Taskforce launched a consultative exercise in September 2020 to assist in determining what items existed within the City of London and the future suitability of these items on display.
78. As the Tackling Racism Taskforce was established, the John Cass Foundation also re-considered the symbolism associated with his name and made changes in response to this, such as the removal of the statue of Sir John Cass from their offices in Jewry Street.
79. Other government bodies have addressed the issue of contested heritage in the process of our own deliberations. The Mayor of London has established a Mayoral Commission into diversity in the public realm, to be chaired by Deputy Mayor's Justine Simons and Debbie Weekes-Bernard. This commission will look to ensure guidelines are in place to determine the future commissioning of cultural items across the capital. The City Corporation have remained in dialogue with this commission and have agreed to sit on a working party with other London Borough stakeholders as part of its wider work.

80. Other London Boroughs have also consulted on the issue of contested heritage, notable examples include LB Hackney, which ran a hyper local consultation on contested heritage and LB Lambeth, which has audited items of historical note. The City of London chose to run a more expansive exercise owing to the unique reach of our organisation and the historic links between the City of London and transatlantic slavery.
81. The Government has also proactively engaged with various stakeholders on this issue. The Secretary of State for Digital, Culture, Media and Sport wrote to arm's length cultural bodies on 22<sup>nd</sup> September 2020, establishing that the Government does not support the removal of statues or other similar objects from public view. This position does not directly impact the City of London's cultural remit.
82. This consultative exercise formally opened to public submissions on 1<sup>st</sup> September 2020 and closed on 24<sup>th</sup> November 2020. The exercise was designed to encourage consultees to send their responses, in free form writing, to a bespoke email and postal address.
83. The Tackling Racism Taskforce received 1580 individual responses to the consultative exercise on historic items. It found that a significant majority of external consultees, 1067 submissions (71%), expressed a view that items of contested heritage such as statues and street and building names associated with slavery and racism, should be retained on public display and remain in situ.
84. However, the exercise also found that a significant majority of internal consultees, 43 submissions (75%), expressed a view that items of contested heritage, such as statues and street and building names associated with slavery and racism should either be contextualised or removed from public display. Notable statues that were deemed problematic by internal consultees included those of William Beckford and Sir John Cass.
85. This was not a formal consultation but a consultative exercise aimed at the general public, a range of external stakeholders and internal stakeholders including City Corporation staff and Members. People were asked to give their views in free text, to help us to assess the suitability of certain contested heritage items. The exercise was open to all and data was not gathered on factors such as geographical location of those responding. While the views expressed were taken into account, it was always the intention that the Taskforce would make a recommendation based on the wider issues rather than being obliged to adopt any majority view expressed during the consultative exercise. It should be noted that internal City Corporation responses were in favour of the changes laid out below, and the Taskforce voted unanimously for this.
- 86. Following a lengthy discussion at the penultimate meeting of the Taskforce, which considered the results of the consultative exercise, the**

**Taskforce would like to recommend to the Policy & Resources Committee that:-**

- a. **Approval be granted for the statue of William Beckford in the Great Hall to be removed**
- b. **The statue of Sir John Cass in the Guildhall be given back to the Sir John Cass Foundation**
- c. **A working group, which would be led by City Arts Initiative members, and which would report to Policy & Resources Committee and Culture, Heritage & Libraries Committee, be established to manage the transferal of these items with a recommended way forward by the end of April 2021. In the interim, the two statues be covered in some way (temporarily) with an explanatory note as to why, whilst the working group consider the way forward.**
- d. **After removal of the Beckford statue, consideration would be given to an appropriate and relevant artwork to replace it.**
- e. **Beyond April, the aforementioned working group would scope future public realm commissions which would mark the abolition of slavery and recognise the contribution of slavery toward the growth and expansion of the City of London.**
- f. **Following this work, the working group consider a process to audit and consider future commissions of street names and other cultural items that are associated with historic acts of racism such as the Transatlantic Slave Trade.**
- g. **Research be commissioned by the working group to understand and learn of notable historic Black, Asian or Minority Ethnic individuals who could be celebrated as making a positive contribution to the City.**

87. In addition, Members should note that the Great Hall, Guildhall, is a Grade I Listed Building. Therefore, any fixtures inside and out are protected. To remove a statue would require Listed Building Consent, which normally takes 3 months and has to have a sound reason for making such an alteration to what is a heavily protected historic interior. There is also the cost of making good the stonework behind the statue. Listing Status recognises the importance and significance of buildings and offers statutory protection against unsympathetic alteration or demolition. Approximately 1% of listed buildings are Grade I and 4% Grade II\*. The inclusion of The Great Hall, Guildhall, in the Grade I list gives national recognition to a most important and unique building.

88. Despite this, the Taskforce felt that every effort should be made to explore removal of the Beckford statue, an individual whose vast wealth came from plantations in Jamaica and the large numbers of enslaved Africans working for him.

## **Timeline**

89. In **Appendix 1**, a full list of recommendations across the workstreams can be found. The Taskforce would recommend that the timeline for delivery of all these recommendations need to be completed within 24 months to show real appetite for change and to keep up the momentum of this important work.

90. To support this timeline, the Tackling Racism Taskforce would like to continue to meet quarterly to review the progress of these recommendations and flag any issues into the Policy & Resources Committee.

## **Corporate & Strategic Implications**

- Strategic implications – The recommendations outlined in this report align fully with the following outcomes of the Corporate Plan:
  - 1. People are safe and feel safe
  - 2. People enjoy good health and wellbeing
  - 3. People have equal opportunities to enrich their lives and reach their full potential.
  - 4. Communities are cohesive and have the facilities they need.
  - 5. Businesses are trusted and socially and environmentally responsible.
  - 8. We have access to the skills and talent we need.
- Financial implications – If the principle of these recommendations are approved, further work will be undertaken to ascertain the full scale of the financial implications. In particular, it is envisaged that the recommendations under the Culture workstream could be costly (i.e. removal of statues and commissioning of replacement artwork), particularly as the Guildhall is a Grade I listed building. At this stage, the report is asking for political endorsement on the direction of travel of this work. Any initiatives that need to be funded will need to be reported back to the relevant Committee in the usual way.
- Resource implications – The work of the Tackling Racism Taskforce to date has been absorbed within existing resource in the Committee & Members Services team with support from Remembrancers', HR, Communications, Community & Children's Services, City of London Police, Innovation & Growth & Cultural Services.
- Legal implications - None
- Risk implications – There may be some reputational risks for the City Corporation for not approving the recommendations set out in Appendix 1.
- Equalities implications – The Tackling Racism Taskforce believe this report complies with our Public Sector Equality Duty 2010. The proposals in this report have a positive impact on staff and the communities that it serves who are Black, Asian or Minority Ethnic, to improve equality and inclusion for all.
- Climate implications – None.
- Security implications – None.

## **Conclusion**

91. This report summarises the work and discussions of the Tackling Racism Taskforce across six workstreams (staffing, governance, police, education, business and culture) and makes several recommendations to the Policy &

Resources Committee and the Establishment Committee (listed in Appendix 1). The Tackling Racism Taskforce would underline the importance to the City Corporation to show its commitment by acting quickly, radically and with determination to tackle racism in all its forms.

### **Appendices**

- Appendix 1 – Table of Recommendations
- Appendix 2 – Terms of Reference of Tackling Racism Taskforce
- Appendix 3 – Guidance for Chairs, Members & Officers
- Appendix 4 – Information from the Members Diversity Working Party
- Appendix 5 - External Experts
- Appendix 6 - Public Summaries
- Appendix 7 - Governance - Livery Diversity Charter & Best Practice Guide
- Appendix 8 - Education – Independent Schools Race Equality Review

### **Background Papers**

- *‘Interim Report of the Tackling Racism Taskforce’* – Report of the Tackling Racism Taskforce to the Establishment Committee (17 September 2020) and to the Policy & Resources Committee (24 September 2020).

### **Emma Cunningham**

Head of Chairmen’s Support Services, Town Clerks

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## Appendix 1

### Staffing Workstream Key Recommendations

	<u>Objective</u>	<u>Recommendation</u>
1	Recruitment	<ul style="list-style-type: none"> <li>Anonymised recruitment across all grades (not just at senior levels) be introduced at the City Corporation. <b>(Already approved at Establishment Committee in September 2020)</b></li> </ul>
2	Mentoring	<ul style="list-style-type: none"> <li>Mentoring and reverse mentoring schemes be developed at the City Corporation. <b>(Already approved at Establishment Committee in September 2020)</b></li> </ul>
3	Training	<ul style="list-style-type: none"> <li>All local training budgets at the City Corporation are amalgamated to HR, and professional and technical training, which supports service delivery, is funded from local risk. <b>(Already approved at Policy &amp; Resources Committee in September 2020.)</b></li> </ul>
4	Staff Support	<ul style="list-style-type: none"> <li>A scheme be developed at the City Corporation that provides and defines a “safe space” for staff and provides clarity on the terms of reference(s) for meetings convened to discuss tackling racism with staff. <b>(Already approved at Establishment Committee in September 2020)</b></li> <li>Training be given to key individuals across the organisation who will provide support and guidance for staff on an individual and confidential basis. <b>(Already approved at Establishment Committee in September 2020)</b></li> </ul>
5	Work Experience	<ul style="list-style-type: none"> <li>Current and possible schemes that support work experience programmes with schools and young adults in the City of London be explored. <b>(Already approved at Establishment Committee in September 2020)</b></li> </ul>
6	Bullying and Harassment	<ul style="list-style-type: none"> <li>A revised HR policy on bullying and harassment be developed at the City Corporation. <b>(Already approved at Establishment Committee in September 2020)</b></li> </ul>
7	Data	<ul style="list-style-type: none"> <li>Consideration be given as to how the City Corporation could better utilise the collected, published data and information on diversity of its workforce at all levels (including the introduction of a peer review).</li> </ul>

**Governance Workstream**  
**Key Recommendations**

	<u>Objective</u>	<u>Recommendation</u>
1	Member Diversity	<ul style="list-style-type: none"> <li>• Remuneration of Members should be reviewed and resolved, mindful of improving diversity and inclusion.</li> <li>• A series of promotional activities in the lead up to the 2022 Common Council Elections should take place to encourage a diverse range of candidates to consider standing for election.</li> <li>• A dedicated senior Officer responsible for Member diversity and inclusion needs to be appointed.</li> </ul>
2	Events	<ul style="list-style-type: none"> <li>• More needs to be done to review diversity of events (this is also covered in the business workstream).</li> </ul>
3	Livery	<ul style="list-style-type: none"> <li>• The Tackling Racism Taskforce want to underline the importance of the Diversity Charter and would encourage Liveries to sign up to it.</li> <li>• The Tackling Racism Taskforce would also encourage a strong diversity and inclusion process for new guilds and liveries when they are being set up.</li> <li>• Where possible, and in other areas of the Taskforce's work, there has been importance placed on collecting and reporting data on ethnicity to improve monitoring and auditing on diversity. The Tackling Racism Taskforce advise that this might be something that individual Livery Companies might like to consider.</li> </ul>
4	Talking about racism & diversity	<ul style="list-style-type: none"> <li>• Approve the guidance note for Chairs, Members and Officers when talking about equality and diversity in relation to race, outlined in Appendix 3. <b>(Already approved by Policy &amp; Resources Committee in September 2020).</b></li> </ul>

**Police Workstream**  
**Key Recommendations**

	<u>Objective</u>	<u>Recommendation</u>
1	Police Force	<ul style="list-style-type: none"> <li>• The Tackling Racism Taskforce endorse the good work that the City of London Police are already doing in the area of improving diversity of the Force but note there are some areas where there could be improvement.</li> <li>• The Tackling Racism Taskforce would encourage the City of London Police to sign up to the 40% recruitment target that the Metropolitan Police had recently announced.</li> <li>• The Tackling Racism Taskforce would also recommend the City of London Police set a retention target of Black, Asian and Minority Ethnic officers.</li> <li>• It was recommended that the staffing initiatives already approved and listed in this report be adopted by the City of London Police.</li> </ul>
2	Governance	<ul style="list-style-type: none"> <li>• The Police Authority Board should take a particular focus on diversity and inclusion as one of its objectives.</li> </ul>
3	Engagement	<ul style="list-style-type: none"> <li>• The Tackling Racism Taskforce encourage better engagement between the City of London Police and Black communities, as well as schools and businesses. For example, consideration could be given as to whether the City of London Police should take part in a pilot of independent body worn video reviewers</li> <li>• It was noted that the City of London Police do some good work in this area, but the public do not tend to know about this. The Tackling Racism Taskforce would therefore recommend improving communications on the diversity work they do.</li> </ul>



**Education Workstream**  
**Key Recommendations**

	<u>Objective</u>	<u>Recommendation</u>
1	Staff	<ul style="list-style-type: none"> <li>The Schools ensure recruitment and retention of a diverse range of staff and governors, as well as career progression. Consideration should be given to the introduction of teacher apprenticeships.</li> <li>Equality and inclusion training, as well as difficult conversations training, should be rolled out to all staff.</li> </ul>
2	Curriculum	<ul style="list-style-type: none"> <li>The curriculum should not portray black and minority ethnic people as 'victims' but tell a positive story. As part of this, the Tackling Racism Taskforce would encourage the schools to build on its strong Continual Professional Development (CPD) offer for teachers on ways to use cultural resources in learning and to reinvigorate curriculum with culturally diverse content.</li> </ul>
3	Partnership Working	<ul style="list-style-type: none"> <li>There should be more joined up partnership working, e.g. between the City of London Police and the family of schools.</li> </ul>
4	Bursaries	<ul style="list-style-type: none"> <li>Bursaries at the independent schools could be advertised to academies and change the conversation, so it was less about 'class' or 'race' and more about education itself.</li> </ul>
5	Work Experience	<ul style="list-style-type: none"> <li>There should be a focus on work experience placements and consider not always giving the most 'capable' student a placement, but those where there would be most impact.</li> </ul>
6	Adult Skills / Lifelong Learning	<ul style="list-style-type: none"> <li>Consideration should be given as to what support could be offered to children at risk of exclusion and to offer and promote mentoring by Members and officers to young people.</li> <li>The important work of the Culture Mile Learning team to help children access and be exposed to cultural institutions should be recognised</li> </ul>
7	Governance	<ul style="list-style-type: none"> <li>It is recommended that the City Corporation should support the Academies by creating and promoting an alumni network, of which members could be encouraged to stand as a governor to contribute towards a more representative governing body for each of the Schools.</li> </ul>

**Business Workstream**  
**Key Recommendations**

	<u>Objective</u>	<u>Recommendation</u>
1	Socio-economic diversity taskforce	<ul style="list-style-type: none"> <li>The Tackling Racism Taskforce support and promote the work of the Socio-Economic Diversity Taskforce</li> </ul>
2	Charter	<ul style="list-style-type: none"> <li>The City Corporation should formally support the Change the Race Ratio campaign and the Race Fairness Commitment (but not to become full signatories to these)</li> </ul>
3	Events	<ul style="list-style-type: none"> <li>The City Corporation consider offering invitations to interested groups to host 2021 Awards and Events in our venues (such as The Investing in Ethnicity Awards, the Black British Business Awards and the Empower Gala Dinner)</li> <li>These connections could be maintained to invite relevant and senior diverse business leaders to future City Corporation events and dinners.</li> </ul>
4	Conferences and events	<ul style="list-style-type: none"> <li>To actively discourage all-white panels by creating a policy for our own events to always have a diverse mix (of all protected characteristics) on panels and, when City Corporation representatives are invited to speak on panels organised by external stakeholders, to encourage others to consider adopting a similar policy.</li> <li>Consideration should be given to targets for diverse attendees of City Corporation conferences and events</li> </ul>
5	#10000BlackInterns	<ul style="list-style-type: none"> <li>The City Corporation should support the #10000BlackInterns initiative by identifying at least one area of activity that could develop and host an intern programme, committing to offer at least one paid internship</li> </ul>

6	Black SMEs/ microbusinesses	<ul style="list-style-type: none"> <li>The City Corporation should encourage Black SMEs/ microbusinesses to take part in the pop-up market in the Guildhall Yard. (The current market provider, Street Food Markets, is itself a majority Black-owned, all-BAME Director led SME)</li> </ul>
7	Data collection, disclosure and action	<ul style="list-style-type: none"> <li>The City Corporation should write to individual firms, promoting the ambitions of the Financial Services Skills Commission in encouraging more data collection, disclosure and reporting.</li> </ul>
8	Investments	<ul style="list-style-type: none"> <li>To change our own criteria for investments to include a specific target on diversity (as we have done on climate action)</li> <li>The City Corporation should write to asset managers asking them how they manage diversity within their organisation</li> <li>The City Corporation should explore with the asset managers how diversity is captured within their investment process and how this can be reported.</li> </ul>
9	Procurement	<ul style="list-style-type: none"> <li>The Tackling Racism Taskforce endorse City Procurement's approach to targeted advertising of contracts where there is a recognised under-representation of BAME organisations in that industry.</li> <li>The Tackling Racism Taskforce endorse the new strand of work being initiated by City Procurement to assess whether targeted action (new policies and procedures) for contracts under £100,000 can be effective in increasing the proportion of under-represented minority owned SMEs, especially micros and small companies in our supply chain.</li> <li>The Tackling Racism Taskforce note the approach that Chamberlain's are intending to take to improve the functionality of CBIS and the granularity of data held on our suppliers, in order to establish appropriate baselines and the ability to measure the Corporation's performance.</li> </ul>

**Culture Workstream**  
**Key Recommendations**

	<u>Objective</u>	<u>Recommendation</u>
1	Statues	<ul style="list-style-type: none"> <li>The Tackling Racism Taskforce recommend that the statue of William Beckford in the Great Hall be removed</li> </ul>
2	Statues	<ul style="list-style-type: none"> <li>The Tackling Racism Taskforce recommend that the statue of Sir John Cass in the Guildhall be given back to the Sir John Cass Foundation</li> </ul>
3	Statues	<ul style="list-style-type: none"> <li>The TRT recommend that a working group, which would include City Arts Initiative members, and which would report to Policy &amp; Resources Committee and Culture, Heritage &amp; Libraries Committee, be established to manage the transferal of these items with a recommended way forward by the end of April 2021. In the interim, the Beckford statue be covered in some way (temporarily) with an explanatory note as to why, whilst the working group consider the way forward.</li> </ul>
4	Memorial	<ul style="list-style-type: none"> <li>The TRT recommend that appropriate artwork be commissioned in place of where the statue of William Beckford currently resides in Great Hall.</li> <li>Beyond April, the aforementioned working group would scope future public realm commissions which would mark the abolition of slavery and recognise the contribution of slavery toward the growth and expansion of the City of London.</li> </ul>
5	Street names	<ul style="list-style-type: none"> <li>The TRT recommend that following this work, the working group consider a process to audit and consider future commissions of street names and other cultural items that are associated with historic acts of racism such as the Transatlantic Slave Trade.</li> </ul>
6	Research	<ul style="list-style-type: none"> <li>The TRT recommend that research be commissioned by the working group to understand and learn of notable historic Black, Asian or Minority Ethnic individuals who could be celebrated as making a positive contribution to the City.</li> </ul>

## Appendix 2

### TACKLING RACISM WORKING PARTY

#### Terms of Reference:

- To consider what the City of London Corporation currently does to tackle racism in all its forms and to assess whether any further action could be undertaken to promote economic, educational, and social inclusion through our activities, including any historical issues with a view as to how we might respond to them;
- To report its findings to both Policy & Resources Committee and the Establishment Committee

#### Composition:

Chair of Policy and Resources Committee (Catherine McGuinness)

Chair of Establishment Committee (Edward Lord)

Chair of Community & Children's Services Committee (Randall Anderson)

Chair of Member Diversity Working Party (Tom Sleigh)

Chair of Culture, Heritage & Libraries Committee (Wendy Hyde)

Six Members from the wider Court:-

- Caroline Addy **(Co-Chair)**
- Alderman Emma Edhem
- Shravan Joshi
- Natasha Lloyd-Owen
- Andy Mayer
- Andrien Meyers **(Co-Chair)**

Town Clerk & Chief Executive (John Barradell)

Sponsor of the BAME Staff Network (Vic Annells)

Co-Chairs of the BAME Staff Network or their representatives (Zahur Khan and Maxine Pitt, replaced with Martin Bailey and Samantha Wright in November 2020)

Director of Community & Children's Services (Andrew Carter)

Director of Members' Services (Angela Roach)

Director of Communications (Bob Roberts)

Diversity & Engagement Lead Officer, HR (Amanda Lee-Ajala)

## Appendix 3



### **Guidance for Chairs, Members and Officers: *Talking about racial inequality***

**Aim:** The aim of this document is to provide Chairs, Members and Officers guidance on how to talk about diversity and racism in a way which is respectful and sensitive, avoiding racist slurs or microaggressions, particularly during formal committee meetings at the City of London Corporation.

**Background:** The Tackling Racism Taskforce, set up in June 2020 following the murder of George Floyd and the subsequent Black Lives Matter protests, aims to consider whether any action could be taken to tackle racism. Whilst the importance of more conversations about diversity in relation to race is recognised, it is also acknowledged that these conversations can be highly emotive, hurtful and, sometimes, racist.

**Definition of racism:** The Taskforce have agreed to adopt the Equalities and Human Rights Commission's definition of racism as *"when you are treated differently because of your race in one of the situations covered by the Equality Act. The treatment could be a one-off action or as a result of a rule or policy based on race. It doesn't have to be intentional to be unlawful."*

**Some tips to get you started:**



#### **1. Listen!**

If you have not personally experienced prejudice and racism in the UK, and/or are not from a Black, Asian or Minority Ethnic (BAME) background, do not assume you know how it feels or what the experiences of BAME people might be. Ask questions and be curious. Take direction and learn from colleagues of BAME background.



#### **2. Educate yourself.**

If you have not personally experienced prejudice and racism in the UK, you might not realise that a number of our colleagues from BAME backgrounds are tired and drained from explaining their hurt and defending their pain and trauma. Remember that someone's ethnicity is not always obvious.

You can take responsibility for educating yourself on the issues facing BAME people. There are a number of resources, which may help you to see things from a different point of view, such as *Why I'm no longer talking to white people about race* by Reni Eddo-Lodge or *So you want to talk about race* by Ijeoma Olu, as well as many others.

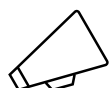
### 3. Think, before you speak...



It is right and encouraged that people of all ethnic backgrounds contribute to the discussion of tackling racism. It is not just an issue for those who have suffered it to deal with – we all have a duty to play our part in the fight against racism. However, before you speak, think:

- a) Is what I am about to say accurate and relevant to the discussion?
- b) If I were of a different ethnic background, would I feel encouraged and respected by what I am about to say?
- c) Am I being influenced by pre-conceived generalisations, prejudices and stereotypes in what I am about to say?
- d) Is it necessary for me to quote racist terms to explain a point? Might these racist terms alone trigger traumatic memories for those listening?

### 4. Speak out!



Talking about racial inequality is difficult. But don't be silent on the topic. The fear of saying the wrong thing often keeps people from wanting to engage in a discussion about race and equality in the first place. Start by acknowledging that this is a difficult conversation and setting out why you want to have it (e.g. to understand, to solve a problem).

If, during the course of a committee meeting, you feel that someone has said something which is racist, hostile or offensive, you will want to consider how you respond. If you are the Chair of that meeting, there is a particular onus on you to shut down conversations that are offensive. You could interrupt and calmly state that you disagree with that language and that the conversation now move on. Members and officers should also feel empowered to challenge offensive language or racist behaviour. However, shaming or accusing the individual is unlikely to change the behaviour but cause defensiveness. You might feel a better course of action is to privately message the Chair and explain your concerns. The Chair, if they agree, can then respond to the individual and stop any further discussion.

### Some problematic phrases used when talking about racial inequality

- **"I don't see colour"** - "When you say, 'You don't see colour,' that [can be] offensive to people of colour," Dr. Lorenzo Boyd, associate professor of criminal justice and assistant provost of diversity and inclusion at the University of New Haven said. "Because you are reducing major parts of their characteristics and their culture to nothingness."
- **"All Lives Matter"** - Boyd explained, "When I say 'Black Lives Matter' and somebody else says 'Blue Lives Matter' or 'All Lives Matter,' to me that's akin to going into a cancer hospital and screaming out, 'You know there are other diseases too.'"
- **"My life was hard too"** – If you have not personally experienced prejudice and racism in the UK, that "does not mean your life is not hard. It means that your race is not one of the things that makes it hard," Dr. Amanda Taylor, senior

adjunct professorial lecturer, School of International Service at American University explained.

- **“Where are you from?”** – “Simply put, this question is alienating. You are implying that I couldn't possibly be from Britain, so you need to know where I really come from.” While it is often used as a simple and courteous ice-breaker, be aware that it is also sometimes used as a coded way of implying a person does not belong.



## Members Diversity Working Party (MDWP)

1. At its meeting on 13 December 2018, the Policy & Resources Committee considered the outcome of the work undertaken to help enhance the diversity of the Court and promote the merits of standing for office as a Common Councilman or an Alderman by its Members Diversity Working Party (MDWP). Of the 20 recommendations presented 17 were approved.
2. Whilst most of the recommendations have been progressed, a number are dependent on the appointment of a dedicated senior Officer responsible for Member diversity and inclusion such as the delivery of promotional activities, networking and engaging with other business groups. The recruitment and appointment of this post is currently on hold due to the Fundamental Review and the moratorium currently in place on recruitment.
3. Advertising the City's commitment & Comms Diversity Policy  
A series of promotional activities in the lead up to the 2021 all-out Common Council Elections, which included activities specifically aimed at encouraging a diverse range of candidates to consider standing for election, was agreed by the Policy & Resources Committee earlier this year. However, the restrictions imposed by Covid-19 has meant that the activities such as the early evening reception with guests from a diverse range of backgrounds scheduled to take place during Inclusion Week (28 September – 4 October 2020) and a high-profile targeted advertising campaign has had to be put on hold.

The Director of Communications continues to ensure that messages on diversity are included in all communications. Social media training for Members now covers diversity and inclusion and the respective policy states that:- *No photos that undermine our efforts to promote diversity should be published, including via social media except in exceptional circumstances. All group photos (meetings, panels, events etc) of more than two people should include both men and women and ideally not be all white, so that we reflect our colleagues and the communities we that work in and represent.*

4. Events  
Whilst it was acknowledged that the Remembrancers Department had already taken the issue of diversity on board when organising events, the MDWP felt more could be done regarding diversifying events with more consistency needed across all events, particularly big and well publicised events (e.g. Lord Mayor's Banquet). The MDWP has asked the Hospitality Working Party to address the issue.
5. Appointing a dedicated senior Officer responsible for Member diversity and inclusion  
The MDWP asked for consideration to be given to appoint a dedicated Senior Officer with overarching responsibility for promoting Member diversity and inclusion, with a budget. It was envisaged that the role would be responsible for the development of new diversity initiatives such as Citizen Ceremonies, as well as other elements of work that it was anticipated would be pursued, such as diversity network engagement; the merits of developing a Member-level

mentoring scheme, ownership of annual events such as celebrating Pride, Black History Month, International Women's day and Eid .

The recruitment moratorium imposed whilst the Fundamental Review and Governance Review are being carried out has put this on hold. Notwithstanding this, the MDWP has asked for alternative ways of delivering some of the activities it was envisaged the postholder would progress to be explored, such as use of a temporary contract or using existing resources, for example, by way of a secondment or through some of the community outreach work or business engagement activities already being undertaken by relevant City Corporation Officers. The scope of this is currently being explored and will be reported to the next meeting of the MDWP.

92. Recommendations that have already been reconsidered and fully approved by the Policy & Resources Committee are as follows:-

a. Set aspirations for diversity representation on the Court of Common Council by 2021 and 2025 elections

At its meeting in March 2019, the Policy & Resources Committee set aspirations for representation on the Court of Common Council by the 2021 and 2025 elections and agreed that these should be 30% female and 15% BAME by 2021, and 42% female and 22% BAME by 2025. In addition, Members requested an analysis of the outcome following the two elections.

b. Voluntary Members' Diversity Charter

In March 2019, the Policy & Resources Committee approved the introduction of a voluntary Diversity Charter for Members to consider signing up to as a public show of commitment and to help drive the debate internally on diversity and inclusion. This Charter was subsequently circulated to the Court of Common Council and a further reminder about the Charter was sent to Members in January. When new Members are elected to the Court, they are also invited to sign the Charter as part of their induction.

To date, 98 Members have elected to sign it. A number of Members have also updated their biographies on the City Corporation's website to state that they are signatories of the Diversity Charter.

c. Nomenclature

In March 2019, the Policy & Resources Committee agreed that the gender-neutral title of "Common Councillor" be used in all communications and documents in place of "Common Councilman", with the exception of documents intended to have legal effect. This change has been implemented. The Committee also supported the title "Chairman" remaining as the default but with Members having the option of being referred to as "Chair" if they so wish.

d. Unconscious Bias Training

Support was given to the inclusion of unconscious bias training in the Member Development Programme. A bespoke equalities and inclusion training course for Members was developed, which included unconscious bias and utilised a new interactive tool called "Equally Yours". Its purpose was to assist in providing Members with deeper understanding, competence and confidence in relation to

equality, inclusion and diversity. Whilst the first of the physical sessions took place earlier this year in March, the programme has since been adapted as a result of Covid-19 and the recent death of George Floyd. It will now take place virtually and be delivered jointly by our learning and development Officers and one of the highly skilled and accredited facilitators from the designers of Equally Yours, who has lived experiences on these matters. The two sessions planned for July are now fully booked and further sessions are planned for September/October. In addition to this:-

- Members also have access to online Equality Training through CityLearning;
- The Members' Diversity Charter also includes a commitment to undertake unconscious bias training;
- Chief Officers are required to undertake the same training and their first virtual training session took place on 6 July;
- A seminar by an external solicitor was held on 25 October 2019 for Members of the Licensing Committee regarding Public Sector Equality Duty and how biases (conscious and unconscious) could affect licensing hearing decisions.

e. Meeting timings and technology

In November 2018, the Policy & Resources Committee noted that the legislation at that time did not allow Members to participate fully in local government meetings via audio or video link. Nevertheless, it was keen to support the principle of Officers and Members participating in non-local government meetings and agreed to the use of video link at meetings of the Board of Governors of the City of London Freemen's School on a trial basis. Since then, funding has been agreed to upgrade all meeting rooms within Guildhall including the Committee rooms, with relevant technology to allow remote meetings to take place. This work is currently underway. As a result of Covid-19, the Government has also introduced temporary legislation permitting formal decision-making meetings to be undertaken virtually until May 2021. All meetings now take place in this manner.

In terms of the timing of meetings, whilst the previous desire of the majority of Members was to maintain the status quo, Committees remain free to change the times of their meetings should they wish to do so. Chairs have been reminded of this and have been asked to be mindful that altering the time could have wider resource implications.

f. Committee election system

As recommended by the MDWP, the First Past the Post voting system for committee elections was reviewed to ascertain whether it would help to improve diversity. Members noted that Court had given consideration to voting systems in early 2016 and introduced an Alternative Vote system for elections to single vacancies. The arrangements seemed to be working well and it was agreed that the status quo should be retained.

g. Ballot Paper Statistics

The Policy & Resources Committee agreed that statistics of a committee's breakdown in terms of gender and race should be added to ballot papers to help keep diversity at the forefront of Members' minds. In order to do this, a voluntary survey was carried out to understand the demographics of the current composition of the Court of Common Council in terms of sex and ethnicity. Data was collected and securely stored by the Committee and Members Services team. Although there was only a 46% response rate to the survey, breakdown statistics are now added to ballot papers for Committee vacancies.

h. Encouraging diversity in partner organisations – including Livery

The Chair of the MDWP wrote to the Town Clerk and Lord Mayor earlier this year highlighting the importance of the admission of women in Livery Companies. The Town Clerk and Lord Mayor were urged to provide targeted messaging concerning diversity and inclusion in their remarks to Livery Masters and Clerks in order to encourage greater diversity.

i. Ancillary support to Members

The MDWP was keen that, as a minimum, a support system similar to that available for staff should be available for Members. As a result of this, the Director of HR has been able to extend the Employee Assistance Programme to Members. The programme offers free and confidential support on personal (e.g. debt, alcohol, drug and gambling issues), legal, financial and other practical issues. In addition, to maximise wellbeing during the flu season, Members are now able to reclaim the cost of a private flu vaccination (up to the maximum of £15 per member).

j. Co-opted / Non-Executive / External Members

The MDWP felt that a clear process was needed by which co-opted Members are appointed. Whilst it was acknowledged that many Chairs already used appointments to external positions (co-opted Non-Executive Members) to improve diversity on committees, a centralised process with clear guidelines would ensure these positions were carefully considered rather than 'friends of Chairmen'. The Governance Review will include looking at appointments to external positions and assist with developing a clear process by which co-opted Members are appointed.

k. Appointed panels – diversity imperative

The MDWP requested that a conscious effort be made to ensure the composition of all City Corporation appointed panels/groups are diverse, i.e. not all male (or female) or all white. Officers reviewed all of its panels including interview panels, licensing hearings, standards/assessment sub hearings, staff appeals, teachers disciplinary committee panels and Independent Schools complaints panels to find out how diverse they have been in the last year. A spreadsheet based on the tracker for licensing hearings recording which Members sat on each hearing panel have since been introduced for all of our panels so diversity can be tracked going forward. Chairs are reminded by Clerks to keep diversity in mind when selecting panels; however, this is not always possible as a decision can only be based on the availability of Members.

I. Better guidance for selecting voters

The Director of Communications was asked to ensure that material sent to companies regarding voter registration encouraged them to select a diverse representation of their workforce. We now include a message to businesses urging them to reflect the diversity of their employees when nominating voters. This message is repeated in a letter from the Town Clerk reminding businesses to register to vote and it has been agreed to make these messages more prominent in future years.

## Appendix 4

External expert	Date of meeting	Workstream focus
Lord Lisvane re: Governance Review	30 June 2020	Governance
Wendy Garcia, Chief Diversity Officer, New York City Comptroller	15 July 2020	Business
Dominic Burris-North, London Blue Badge Guide all staff event	12 August 2020	Culture
Justine Simons, Deputy Mayor for Culture & Creative Industries: Commissioning Diversity in the Public Realm	3 September 2020	Culture
Trevor Phillips	21 September 2020	Governance, Culture
Harry Matovu QC ref Charter for Black Talent in Finance and the Professions	28 September 2020	Business
Head of Corporate Affairs at London Stock Exchange	5 October 2020	Culture
Head of Corporate Affairs at UK Finance	23 October 2020	Business
Deborah Oliver, Co-opted Member of the Police Authority Board	23 October 2020	Police
Caroline Wright, Lord Mayor's Appeal		Governance
Leslie Thomas QC	11 December 2020	Police

In addition, the Co-Chairs have met with various Member stakeholders to help inform the work of the Taskforce, as follows:

Individual	Workstream
Chair, Police Authority Board	Police
Chair, Education Board	Education
Deputy Chair, Education Board	Education
Chair, City of London Academies Trust	Education
Chief Executive Officer, City of London Academies Trust	Education
Chair, Livery Committee	Governance
Deputy Chair, Livery Committee	Governance
Chair, Magistracy and Livery Sub-Committee (General Purposes Committee of Aldermen)	Governance
The Rt Hon the Lord Mayor	Governance
BAME Staff Network	Staffing

## Appendix 5

### **Tackling Racism Taskforce**

*A public summary of the Tackling Racism Taskforce's meeting held on 26 June 2020.*

The Tackling Racism Working Party held its first meeting on 26 June 2020, co-chaired by Caroline Addy and Andrien Meyers.

Its first decision was to rename itself as the Tackling Racism Taskforce to show its commitment to act quickly, radically and with determination.

The Tackling Racism Taskforce agreed to structure its workstreams around the following themes:-

- Staffing
- Internal governance
- Education
- Police
- Business
- Culture
- Health & Wellbeing

There was a wide-ranging discussion that centred around the 7 workstreams listed above, and it was agreed that, going forward, each meeting would focus on a particular theme. The next meeting, in a fortnight's time, will focus on the impact of racism on the City Corporation's own staff.

In the lead-up to the next meeting, the Co-Chairs will attend and listen to the thoughts and concerns of the BAME Staff Network at its next meeting. Work will also be undertaken to:-

- provide the Taskforce with information about policies and initiatives already in place at the City Corporation to support and develop our BAME staff,
- define what the Taskforce means by 'racism', and
- review the recommendations of the Members Diversity Working Party, previously considered by the Policy and Resources Committee, which sought to improve the diversity of Members of the Court of Common Council.

In addition, the Taskforce discussed the importance of including external expertise and advice to the group on tackling racism.

The Taskforce has committed to working at pace, meeting fortnightly, to develop recommendations around the 7 workstreams for consideration by the Policy & Resources and the Establishment Committees.

*For any enquiries to the Tackling Racism Taskforce, please contact [emma.cunnington@cityoflondon.gov.uk](mailto:emma.cunnington@cityoflondon.gov.uk)*

## **Tackling Racism Taskforce**

*A public summary of the Tackling Racism Taskforce's meeting held on 13 July 2020.*

The Tackling Racism Taskforce held its second meeting on 13 July 2020. The key focus of this meeting was on **staffing**.

At the beginning of the discussion, elected Members listened to the experiences of BAME staff working for the City of London Corporation in smaller “breakout rooms” to help provide context to the discussion. As a whole group, many ideas were discussed as to what initiatives could be put in place to improve diversity of the workforce and to enable a better sense of inclusion for BAME employees.

Some of the key recommendations that came out of the discussion were as follows:-

- To introduce anonymised recruitment across the board (not just at senior levels)
- To develop mentoring and reverse mentoring schemes
- To ensure that all departments allocate budgets for all employees to access for their personal development (this is separate from and in addition to budgets for professional and technical training)
- To provide and define a “safe space” for staff and provide clarity on the terms of reference(s) for meetings convened to discuss tackling racism with staff
- To train key individuals across the organisation who will provide support and guidance for staff on an individual and confidential basis
- To support work experience programmes with schools and young adults
- To update HR policies on harassment and bullying
- To consider how the diversity of the City Corporation's leadership (especially Members) may impact on a culture of inclusion
- To consider how the City Corporation could better collect and publish data and information on diversity of its workforce at all levels.

These recommendations will now be formalised by the Taskforce at its next meeting and, following approvals from the Establishment Committee and the Policy and Resources Committee, will be progressed by the HR department.

In addition, the Taskforce agreed to adopt the Equalities and Human Rights Commission's definition of racism as *“when you are treated differently because of your race in one of the situations covered by the Equality Act. The treatment could be a one-off action or as a result of a rule or policy based on race. It doesn't have to be intentional to be unlawful.”*

The Taskforce briefly discussed some of the recommendations that were not implemented from the Members Diversity working Party, including the subject of pay to remove barriers for individuals of diverse groups, who may be considering standing for election. Whilst it was felt that Member remuneration was an important matter to discuss at an early opportunity, the majority of the Taskforce felt that a more urgent aspect of the Taskforce's workstreams should be to engage with current debates surrounding the viability of historic landmarks and street names that are associated with Britain's role in the slave trade, colonial history and historic racist acts, and consider those landmarks and street names under the jurisdiction of the City of London



Corporation. A report on this matter will be coming to the next meeting of the Taskforce for consideration.

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## **Tackling Racism Taskforce**

*A public summary of the Tackling Racism Taskforce's meeting held on 24 July 2020.*

The Tackling Racism Taskforce held its third meeting on 24 July 2020. The key focus of this meeting was on **culture**, and specifically on historic landmarks within the City of London.

The Taskforce considered a report concerning historic landmarks within the City of London with a proposal for a consultative exercise to be undertaken to help inform the Taskforce's recommendation on what action should be taken to address historic landmarks that are associated with Britain's role in the slave trade, colonial history and historic racist acts.

A detailed discussion took place considering several options such as adapting current statues to include added description or visual interpretation, replacing statues with a memorial, or leaving statues but adding a memorial to victims of the slave trade, amongst other options. The Taskforce concluded that they would like to undertake a consultative exercise to capture more views to help inform their recommendation to the Policy and Resources Committee. Working closely with the Mayor's commission to review the diversity of its public realm, this consultative exercise will aim to begin in September and will run for three months. Further work will be undertaken over the Summer to develop the scope, governance and mechanism of the consultation. The Taskforce urged that the work on this matter be carried out at pace.

In addition, the Taskforce agreed to the formal recommendations relating to staffing, which will be considered by the Establishment and Policy & Resources Committee in September. These recommendations were set out in the public summary of the 13 July 2020.

There was also a suggestion that this Taskforce put together some guidance for Chairs, as well as Members and Officers, to help with conversations about diversity in Committee meetings. This would complement the Equally Yours unconscious bias training which all Members and Officers are asked to complete. The Taskforce agreed to look at some proposed guidance at its meeting focused on governance and civic issues in September.

Finally, an elected Member of the Taskforce raised a concern that the balance of discussion during these Taskforce meetings tended to be weighted on the elected Members' side. Officers were encouraged to feel free to challenge and disagree with Members, and the Clerk was asked to consider mechanisms to allow for more discussion from everyone, such as the use of breakout rooms, which had worked well for the staffing session previously.

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## **Tackling Racism Taskforce**

*A public summary of the Tackling Racism Taskforce's meeting held on 4 September 2020.*

The Tackling Racism Taskforce held its fourth meeting on 4 September 2020. The key focus of this meeting was on **governance**, and specifically on the interim report that the Taskforce were submitting to the Policy and Resources and the Establishment Committees in September.

As the Taskforce considered the interim report, they received an update from the Diversity and Engagement Lead Officer on some of the HR recommendations:

- Anonymised recruitment is still in testing stage, but it has been implemented at interview stage using mixed panels.
- The Bullying and Harassment Procedure is out for consultation and is being linked to the Grievance Policy.
- Piloting for mentoring and reverse mentoring has started, and senior Members and Officers (such as the Lord Mayor, Chair of Policy and Town Clerk) have been part of this.
- Work experience schemes are being reviewed to ensure they are fit for purpose.

Following an update on the launch of the consultative exercise on historic items with links to racism and slavery, the Taskforce reviewed – in detail – the guidance for Members, Chairs and Officers when discussing racial injustice. There was some discussion relating to the term ‘microaggression’ and whether this had become a politicised word. The Taskforce also debated the pros and cons of listing (or recommending) particular books for individuals to educate themselves on the issue, such as *Why I'm no longer talking to white people about race* by Reni Eddo-Lodge or *White Fragility* by Robin DiAngelo.

The Taskforce also briefly discussed a report of the Members Diversity Working Party concerning recommendations relating to improving the diversity of the Court of Common Council. In particular, Members discussed recommendations around nomenclature (i.e. that the City Corporation had changed Standing Orders to allow for Committee Chairs to officially call themselves ‘Chairs’ rather than ‘Chairmen’, if they wished to) and ensuring that the nominated electorate from businesses were a diverse representation of their workforce.

There was also a discussion relating to whether the City Corporation should sign up to particular Charters on improving ethnic diversity. It was agreed that some Charters, such as the *Charter for Black Representation in Finance and the Professions*, could be supported by the City of London Corporation, without the organisation being signatories.

Finally, the Co-Chair suggested that the next meeting should focus on asking Members of the wider Court of Common Council to attend (or submit views in advance) to input into what the Taskforce are doing. This would be a private meeting.

Following this meeting, the Taskforce would then focus on its workstreams of police, education and business.

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## **Tackling Racism Taskforce**

*A public summary of the Tackling Racism Taskforce's meeting held on 17 September 2020.*

The Tackling Racism Taskforce held its fifth meeting on 17 September 2020. It invited the wider Members of the Court of Common Council to the meeting for them to input into the work. This was a private meeting and so some comments are not included in this public summary.

Ideas from the wider Court were raised as follows:-

### **Education**

- The City's family of schools are already doing some excellent work with programmes and initiatives using the PSHE curriculum. These are initiatives the Taskforce can use and recommend rollout more widely.
- It was recommended that the Co-Chairs meet with the Chairs of Governors.
- The Taskforce should consider the independent review on how the Corporation should balance its resources across the family of schools.
- Christ's Hospital are also doing some work which should be included in the audit of initiatives tackling racism in education.

### **Police**

- The City of London Police is looking at initiatives around improving diversity and inclusion for its own BAME staff and it is important this is shared across with this Taskforce.
- There is an opportunity for the City of London Police to be leaders in this sphere.
- The Taskforce should look at statistics behind Stop and Search powers as well as COVID powers and any disproportionately towards BAME individuals.
- It might be useful for Members to shadow City of London Police officers on duty so they can see first-hand how they operate.

### **Governance**

- It is important that the Taskforce are aware of all the work that is being carried out within other committees in this area and to bring it all together
- External Members are very important in the process of developing work such as this.
- We must ensure that any internal restructures do not indirectly disproportionately disadvantage particular ethnic groups.
- The Taskforce should consider recommending "mandatory" (or as close as possible) unconscious bias training for elected Members (rather than voluntary).

The next meeting of the Taskforce will consider areas connected to its workstream on police.

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## **Tackling Racism Taskforce**

*A public summary of the Tackling Racism Taskforce's meeting held on 2 October 2020.*

The Tackling Racism Taskforce held its sixth meeting on 2 October 2020 with a focus on **policing**. The Assistant Commissioner of the City of London Police presented to Members initiatives in regards to diversifying the force, engaging with BAME communities, as well as statistics around Stop and Search.

The Taskforce heard how work had been undertaken in the recruitment, retention and training of police officers to ensure that the Force was attracting under-represented groups. New initiatives had also been brought in for current staff, such as reverse mentoring, job shadowing and bespoke development plans.

In addition, there was focus on statistics around complaints as well as the diversity of scrutiny and oversight bodies of the City of London Police. Members discussed how the proportion of BAME individuals in London stood at around 44% and the Assistant Commissioner explained that it would take the CoLP 10 to 15 years to match this in its own Force.

Many questions were asked around community engagement and especially the Force's relationship with young people and BAME Communities. There was also discussion around the figures on Stop and Search and particularly, the 36% who had not declared their ethnicity when surveyed. It was explained by another Taskforce Member that a large number of the non-declared 36% were perceived to be black.

The Co-Chair thanked the Assistant Commissioner for his time and asked that for the next meeting regarding policing, he produce a report that covers:-

- Statistics on diversity of scrutiny and oversight boards
- Details on initiatives around recruitment, retention and training
- Details on initiatives around community engagement, including links with BAME community
- An articulation of the outcomes the CoLP are wishing to have as a result of this work.

The Taskforce also discussed the Charter for Black Talent in Finance and the Professions and it agreed to recommend that the City Corporation publicly support the Charter. There was some discussion on the term 'BAME' and whether we should also look to make sure that all those from BAME backgrounds (not just Black) should be included when we talk about diversity in financial and professional services sector.

Finally, a presentation was given to the Taskforce on a new initiative to look at providing a digital platform on the City's links with the Transatlantic Slave Trade.

The next meeting of the Taskforce will consider areas connected to its workstream on education.

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## **Tackling Racism Taskforce**

*A public summary of the Tackling Racism Taskforce's meeting held on 16 October 2020.*

The Tackling Racism Taskforce held its sixth meeting on 16 October 2020 with a focus on **education**.

The City Corporation's Strategic Education & Skills Director gave an overview of the areas for action that the Taskforce could focus on, such as:

- Lobbying for more inclusive forms of evaluation and assessment
- Continued research on wellbeing and adaptive practices for equalities groups
- Proactively diversify school governing bodies through recruitment practices
- Lobbying for inclusive curriculum design and addressing some recent national curriculum changes, which may have resulted in some negative changes.
- Providing greater access to pupil wellbeing, counselling and family support.

The Taskforce then had a detailed discussion where the following points were made:-

- Overall, the schools were doing a really good job in this area but there was no room for complacency.
- It would be useful to have the demographic statistics of pupils in the City Corporation's selective schools.
- It was important to consider the language used when advertising for school governors to attract diverse candidates with the right skills. The alumni community could be an important source of candidates for school governor roles. Age diversity for school governors was also important.
- Black writers needed to be embedded across the curriculum – this was something the City Corporation could lobby for. One Member suggested that the curriculum be devolved to reflect the diversity of London. The CEO of the City of London Academies Trust (CoLAT) explained that, despite the constraints of the National Curriculum, the academies had been teaching about the role of BAME individuals in English Literature, Science and History.
- There was a disparity in funding from the City of London Corporation to the independent schools in comparison to the academies, as highlighted in the Tomlinson Review. This should be looked at.
- Generally, across the country, there seemed to be disproportionate impact on black Caribbean boys and white, working-class boys in terms of exclusions. Following a further discussion on exclusions, it was noted that any exclusion was always a last resort and also had to be taken when considering other pupils' ability to learn without distraction.
- There should be better partnership working in this area between the independent schools and the academies.
- High stakes examinations induced anxiety for pupils and this may affect their wellbeing.
- Raising standards and aspirations was the only real way to increase outcomes.
- Whilst some Members felt it was important that schools be left to concentrate on getting through the fallout of the pandemic, others felt that it was important to keep shining a spotlight on this area to ensure that all pupils, whatever their ethnicity, recover from the pandemic, equally.

- It was important to look at what other initiatives were in place, such as the Financial Services Skills Commission, and see where the City of London Corporation could add value.
- The role of bursaries, philanthropy and endowments should not be underestimated in helping educational outcomes. The City Corporation may be able to do more to financially support the academies, such as a City Giving Day.

Members of the Taskforce requested that the most recent exclusion data report be sent to the Taskforce for information.

The Taskforce also acknowledged that there were other governing bodies, such as the Education Board and the Board of Governors for the independent schools, in this space and so the Taskforce should not overstep its boundaries.

The Taskforce concluded that it would focus on:

- Bringing together initiatives on tackling racism across the family of schools
- Drawing together some common themes, including clear outcomes and timelines, such as:
  - a. Data on exclusions and diversity within schools
  - b. Governor diversity and linking schools with alumni
  - c. Curriculum – can the Taskforce support something specific
  - d. Funding – can the City Corporation support particular initiatives financially
  - e. Improve diversity and unconscious bias training for governors and staff

The Taskforce agreed to have two additional sessions on education: one to focus on independent schools and state schools, and the other to focus on cultural and creative learning and skills and adult learning.

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## **Tackling Racism Taskforce**

*A public summary of the Tackling Racism Taskforce's meeting held on 30 October 2020.*

The Tackling Racism Taskforce held its eighth meeting on 30 October 2020 with a focus on **adult skills and cultural and creative learning (education)**.

Firstly, the City Corporation's Strategic Education & Skills Director directed the Taskforce with the paper's section on adult skills, which suggested that consideration be given to the following areas:

- a) Providing accessible work experience opportunities in the City and beyond
- b) Increase efforts to encourage apprenticeship applications from BAME learners and ensure these convert in proportion to appointments.
- c) Continued 'reach-out' offers for community learning, using community engagement and family learning to support children and their families.
- d) Continued development around fusion skills for all across lifelong learning.

The Taskforce heard about some of the work (both accredited and non-accredited) that the City Corporation had provided, such as food hygiene courses for Bangladeshi women. There was also some discussion on the Family Learning Festival which helped the whole family (both children and parents) with a range of learning activities.

Similarly, the City Corporation had a particular focus on apprenticeships in recent years with BAME representation in 2020/21 cohort of 41%. The Taskforce heard how the London Careers Festival, which connected individuals to a range of apprenticeship opportunities, had been very successful.

The Chief Executive Officer of the City of London Academies Trust also presented information on a new pre-Apprenticeship Academy for young people who may otherwise have been permanently excluded. He added that the Taskforce may wish to consider whether they could recommend that the City Corporation provide financial support to this initiative, as this is currently being funded by the Schools directly (and match-funded by pupil premium). On the whole, Members were enthusiastic about the scheme and, following questions, it was clear that this programme was different from a Pupil Referral Unit.

It was also suggested that the Taskforce should encourage Members and senior officers to volunteer with mentoring of these children.

Following this, the Taskforce then heard about the Cultural and Creative Learning work and watched a YouTube video giving a small idea of what initiatives were being undertaken during Black History Month, where a Black Londoner responded to one of our cultural items. It was reported that many teachers did not feel confident teaching on Black or ethnic minority curriculum and asked that the Taskforce consider what they could do to improve professional development for teachers. Similarly, it was noted that not all children were able to visit the cultural institutions and the Culture Mile Schools Visits Fund aimed to overcome this.

Members of the Taskforce then had separate conversations into breakout rooms and fed back the following points:

- Apprenticeships are extremely important, and there is sometimes still resistance as universities hold a certain status. Working and learning, however, is important for children that have outgrown school.
- There is a need to increase mentoring for students.
- The dots need to be connected between the work that the Barbican are doing and Culture Mile learning
- Continual Professional Development (CPD) is an important aspect for teachers alongside peer mentoring groups.
- The Fusion Skills work, encouraging parents and parental engagement in education is vital.

The Co-Chair concluded the discussion to underline how the Taskforce will build on a fantastic foundation of work in this area. In particular, the Taskforce could look at what financial support could be offered to the pre-Apprenticeship Academy and to offer and promote mentoring by Members and officers to young people. The Taskforce also highlighted the important work of the Culture Mile Learning team to help children access and be exposed to cultural institutions.

Separately, the Taskforce also briefly discussed the use of the term BAME and concluded that it should be used in the final report as it is the term used and recognised nationwide. The report should, however, address that the term is not cohesive and must be broken down into the separate groups when necessary.

Finally, the Taskforce considered a report listing the external experts that the Co-Chairs and Members of the Taskforce had liaised with, and noted that due to the amount of sessions remaining, the final report would be submitted to the January 2021 meetings of the Policy and Resources Committee and Establishment Committee, rather than December 2020.

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## **Tackling Racism Taskforce**

*A public summary of the Tackling Racism Taskforce's meeting held on 6 November 2020.*

The Tackling Racism Taskforce held its ninth meeting on 6 November 2020 with a focus on **independent and state schools (education)**.

The Taskforce considered a report of the Strategic Education & Skills Director and heard from representatives from the City of London School, the City of London School for Girls and the City of London Freeman's School on the work they were doing to tackle racism and where there were still issues that required the help of the Taskforce.

Members of the Taskforce then discussed how important it was for everyone to understand the mental health burden on students on tackling racism. The Co-Chairs also asked for more detail on data and particularly on what success would look like for the schools. A Member of the Taskforce also suggested that each governing body had a lead Member responsible for diversity and inclusion.

The Taskforce and external guests then discussed this topic further in breakout rooms and fed back the following points:-

- The key area that the Taskforce should focus on is recruitment and retention of a diverse range of staff and governors, as well as career progression. Consideration should be given to the introduction of teacher apprenticeships.
- It was important that the curriculum did not portray black and minority ethnic people as 'victims' but tell a positive story.
- The Taskforce could encourage more joined up partnership working, e.g. between the City of London Police and the family of schools
- One group felt that bursaries at the independent schools could be advertised to academies and change the conversation, so it was less about 'class' or 'race' and more about education itself.
- It was also felt important to ensure that equality and inclusion training, as well as difficult conversations training, was rolled out to all staff.
- There should be a focus on work experience placements and consider not always giving the most 'capable' student a placement, but those where there would be most impact.

In the final wrap up discussions, it was underlined again how important it was to recognise that coming from a BAME background did not automatically mean you would be disadvantaged in the education world, and it was important that social mobility work was not ignored as part of this work.

There was also a brief conversation about the importance of having these sorts of conversations about race, even though they can sometimes feel uncomfortable.

*For any enquiries to the Tackling Racism Taskforce, please contact [emma.cunnington@cityoflondon.gov.uk](mailto:emma.cunnington@cityoflondon.gov.uk)*

## **Tackling Racism Taskforce**

*A public summary of the Tackling Racism Taskforce's meeting held on 13 November 2020.*

The Tackling Racism Taskforce held its tenth meeting on 13 November 2020 with a focus on **police**.

The Tackling Racism Taskforce considered a report of the Commissioner of the City of London Police (CoLP) regarding work of the CoLP in relation to equality and diversity. This included:

- An invitation for all BAME employees to express their experiences of racial injustice with the Assistant Commissioner directly.
- Diversity considerations had been included in annual appraisals
- Development of HR systems to allow for diversity characteristics to be inputted and staff being actively encouraged to provide data
- The introduction of an Ally Scheme
- Members of the Independent Advisory Scrutiny Group had been invited to sit in on interview boards to address perception of unfairness in interviewing process
- A workshop had been facilitated to review the exit process including exit interviews and later contact with former officers
- Creation of Champion Leads for areas that were not previously addressed and consultation with colleagues to find appropriate individuals for such positions
- Introduction of mandatory unconscious bias training
- Consideration of role modelling in senior positions
- Offer of further support to staff networks, including meetings with himself and the Assistant Commissioner to identify valuable ways to support
- Engagement with wider forces including the British Transport Police and Metropolitan Police and consideration of creating a cross-force advisory committee.

Members of the Taskforce then raised several questions to the Commander. This included reference to the fact that the Metropolitan Police (Met) had recently announced that they were aiming to recruit 40% police officers from BAME backgrounds by 2022 and whether the City of London Police would be taking forward a similar initiative. The Commander committed to look closely at the Met's announcement and would look to ensure that the City of London Police targets reflected the ethnicity of the population. Members also asked for more detail on the cross partnership working between the CoLP, the Met and the British Transport Police (BTP) in this area.

The Taskforce also discussed how it would be important for the Police Authority Board to have a specific diversity and inclusion objective that could be audited in the long term. The Taskforce were keen to ensure that the Diversity and Inclusion officers at the City Corporation and the CoLP were coordinated in their work.

The Taskforce also encouraged the CoLP to continue its engagement with local communities, the family of schools and businesses in the Square Mile.

Members were given a short update on the media interventions recently undertaken around the activities of the Taskforce and were reminded of the looming deadline of the [Consultative Exercise on Historic Items](#), which will close on 24 November 2020.

*For any enquiries to the Tackling Racism Taskforce, please contact [emma.cunnington@cityoflondon.gov.uk](mailto:emma.cunnington@cityoflondon.gov.uk)*

## **Tackling Racism Taskforce**

*A public summary of the Tackling Racism Taskforce's meeting held on 27 November 2020.*

The Tackling Racism Taskforce held its eleventh meeting on 27 November 2020 with a focus on **business**.

The Taskforce received a presentation from officers in Innovation & Growth, Procurement and Investment concerning recommendations around the business workstreams.

In particular, points were made as follows:-

- There was a flooded field of Charters for businesses to sign on racial diversity - it is not recommended the Corporation develops its own Charter, but offers public support for those in existence.
- The research undertaken by the City Corporation on socio-economic diversity in UK Financial and Professional Services (FPS) industry in eight firms found that employees from lower socio-economic backgrounds took 25% longer to progress through grades, despite no statistical evidence to link this with job performance. This rises to 32% for those that are also Black.
- Very few firms publish detailed data on ethnic diversity of employees and if they do, the tendency is to report the percentage of BAME employees as a whole rather than a breakdown of every ethnicity, of which some are severely under-represented.
- The City Corporation's Procurement team can provide guidance and skills training to support SMEs and social enterprises that have a diversity ethos.
- The City Corporation's Investment team can look at how asset managers manage diversity in their own firms and how diversity is captured within their investment processes and how this can be reported.

Following a question on the taskforce for socio-economic diversity in UK FPS, Members heard how businesses were fully aware and acknowledged there was a problem and wanted to do something about this.

The Taskforce then discussed in further details in breakout rooms, where the following points were made:-

- Investment is a key area where the City Corporation can make a difference and there would be a huge reputational risk for not taking action. It might be worth asking for some external advice on taking this recommendation forward.
- There may be specific industries, which may have a lower level of diversity, to focus on in the procurement recommendation.
- There is a general fear amongst firms about reporting negative information (i.e. lack of diversity) but the more that firms do this the data will become more anonymised and this will increase firms' confidence to report.
- The changes that will be brought in by the new Target Operating Model (TOM) in the City Corporation may impact the delivery of this work and we must not lose sight of the changes that this Taskforce is recommending.

- The perception of the City Corporation is an issue and is reinforced when we have all white male events – we need to be reaching a wider audience and sowing visible diversity at events and banquets.
- Whilst there is a recommendation to set targets on event guest lists on diversity, we need to be cognisant that guest lists are not always entirely in the City Corporation's control.

The Co-Chair summarised the discussion, particularly on events, by confirming that we need to look at targets with a clear timeline on when this might come into play to help improve the City Corporation's reputation in this area.

It was agreed that in the final report, the Taskforce will recommend to the Policy & Resources Committee and the Establishment Committee:-

- to support and promote the work of the Socio-Economic Diversity Taskforce
- to formally support the Change the Race Ratio campaign and the Race Fairness Commitment (but not to become full signatories to these)
- to consider offering invitations to interested groups to host 2021 Awards and Events in our venues (such as The Investing in Ethnicity Awards, the Black British Business Awards and the Empower Gala Dinner). These connections could be maintained to invite relevant and senior diverse business leaders to future City Corporation events and dinners.
- to actively discourage all-white panels (but not to establish a formal policy on this)
- to consider targets for diverse attendees of City Corporation conferences and events
- to support the #10000BlackInterns initiative by identifying at least one area of activity that could develop and host an intern programme, committing to offer at least one paid internship
- to encourage Black SMEs/ microbusinesses to take part in the pop-up market in the Guildhall Yard. (The current market provider, Street Food Markets, is itself a majority Black-owned, all-BAME Director led SME)
- to write to individual firms, promoting the ambitions of the Financial Services Skills Commission in encouraging more data collection, disclosure and reporting.
- to write to asset managers asking them how they manage diversity within their organisation
- to explore with the asset managers how diversity is captured within their investment process and how this can be reported.
- to endorse City Procurement's approach to targeted advertising of contracts where there is a recognised under-representation of BAME organisations in that industry and to recommend such industries to prioritise for future work.
- to endorse the new strand of work being initiated by City Procurement to assess whether targeted action (new policies and procedures) for contracts under £100,000 can be effective in increasing the proportion of under-represented minority owned SMEs, especially micros and small companies in our supply chain.
- to note the approach that Chamberlain's are intending to take to improve the functionality of CBIS and the granularity of data held on our suppliers, in order

to establish appropriate baselines and the ability to measure the City Corporation's performance.

The Taskforce also received a report including anonymised anecdotes that staff had shared on their experience of racism and microaggression at the City Corporation. The Taskforce were shocked by the stories and questioned whether the recommendations under the staffing workstream went far enough to avoid a repeat of any of these kinds of stories.

*For any enquiries to the Tackling Racism Taskforce, please contact [emma.cunnington@cityoflondon.gov.uk](mailto:emma.cunnington@cityoflondon.gov.uk)*



## **Tackling Racism Taskforce**

*A public summary of the Tackling Racism Taskforce's meeting held on 11 December 2020.*

The Tackling Racism Taskforce held its twelfth meeting on 11 December 2020 with a focus on **culture**.

The Taskforce received a report from the Director of Communications regarding the results of the consultative exercise looking at historic items within the City of London. Members heard how the City Corporation had received 1580 individual responses to the consultative exercise, which presented the Taskforce with four options of varying actions to take regarding historic landmarks.

Following extensive discussion, the Taskforce were unanimous in agreeing the following recommendations to put forward to the Policy & Resources Committee in their final report:

- It is recommended that the statue of William Beckford be removed from the Great Hall and contextualised.
- It is recommended that the statue of Sir John Cass in the Guildhall be returned to the Sir John Cass Foundation.
- It is recommended that a working group, which would be led by City Arts Initiative members, and which would report to Culture, Heritage & Libraries Committee and any decision ratified by the Policy & Resources Committee, should be established to manage the transferal of these items with a recommended way forward reported by the end of April 2021.
- A new installation be commissioned in place of where the statue of William Beckford currently resides in Great Hall. The aforementioned working group would scope options for replacing the Beckford statue and future public realm commissions which would mark the abolition of slavery and recognise the contribution of slavery toward the growth and expansion of the City of London.
- Following this work, the working group consider a process to audit and consider future commissions of street names and other cultural items that are associated with historic acts of racism such as the Transatlantic Slave Trade.
- A memorial to the Transatlantic Slave Trade be commissioned in a prominent position within the City of London.
- Research be commissioned by the working group to understand and learn of notable historic Black, Asian or Minority Ethnic individuals who could be celebrated as making a positive contribution to the City.
- The Taskforce inform external stakeholders of their decisions in the hope that it encourages others to review any problematic items they own.

The Taskforce also received a report updating Members on recent work of the Cultural and Visitor Development Team including Black History Month and Google Arts & Culture. During this discussion, it came to light that cultural programming could potentially include celebrations on Stephen Lawrence day, taking place on Thursday 22<sup>nd</sup> April 2021 with the BAME Network keen to support such initiatives. It was agreed that the Co-Chairs of the BAME Network would liaise with the Culture team to discuss this possibility.

The Taskforce will now have one more meeting to discuss the final report before it is submitted to the Policy & Resources Committee (21 January) and the Establishment Committee (27 January).

*For any enquiries to the Tackling Racism Taskforce, please contact [emma.cunnington@cityoflondon.gov.uk](mailto:emma.cunnington@cityoflondon.gov.uk)*

## **Appendix 7**

### **Livery Committee** **Diversity Charter for Livery Companies/Guilds**

We believe that attracting a wider pool of talent to engage with our Livery Company/Guild will assist in building a City of London fit for the future.

To support this, We, the Court of the \_\_\_\_\_ will:

- 1) Whilst being conscious of capabilities, consider the gender (sex) and ethnic mix of the Court, when voting on appointments to the Court.
- 2) Whilst being conscious of capabilities, consider the gender (sex) and ethnic mix of committees when voting on appointments to committees.
- 3) Consider how the public image of the Company/Guild is perceived in photographs and on social media, when attending City or Livery Company events.
- 4) Seek to introduce new people, from diverse backgrounds, to the Company/Guild, for example, through invitations to functions, as speakers or guests etc.
- 5) Consider the diversity of candidates when proposing them for the Freedom of the Company.
- 6) Look out for talented people, from diverse backgrounds, who could make a contribution to the work of the Company/Guild and encourage them to consider joining.

Signed by the Master: \_\_\_\_\_

Date: \_\_\_\_\_

## **Guidance note - Formation of new guilds/Companies**

### **Background to the formation of new Livery Companies**

1. The ethos of the Livery Companies of the City of London is the same today as it was when the various Companies emerged from the early Guilds which were formed to foster and protect crafts and trade in the Metropolis, and to dispense charity in a wide variety of forms where it was most needed. The Livery Companies are therefore not antiquated survivals from the past but institutions

full of vitality, whose activities have received commendation by successive Royal Commissions. The constituent liverymen, assembled in Common Hall, carry out a significant function in the election to Office of the City's most important dignitaries, including certain of its officers. The combined effect of the Livery Companies' strengthens the corporate life of the City, and it follows that a new Livery Company must be prepared to play its part without reservation.

2. Livery Companies have always been staunch supporters and sponsors of charities. On the educational side, the Livery Companies' contribution to the country's welfare is not only academic but also commercial and practical to a degree which cannot be overstated.
3. It is certainly true that Livery Companies have collectively influenced the tide of history in the City of London and beyond.
4. The coming into being of a new Livery Company must not be confused with the formation of a Club, which, in time, could cease to exist through lack of interest and the necessary support, or be wound up at the will of the members from the time being. One of the main characteristics of a Livery Company is continuity, and if a Petition for recognition as a City Company or for Grant of Livery Status is to be successful, the Court of Aldermen will require sufficient length of time to justify the purpose that it is intended to be permanent in nature, and that the members are not already represented by an existing Guild or Company of the City of London.
5. It is very important that the interest and intentions of the petitioning body should not conflict with those of an existing Livery Company. The trade, craft or profession of the persons comprising the potential Company must not already be represented among the existing Companies. It is essential that new Guilds consult with existing Companies with a potential overlap in membership prior to seeking Company status. It is normal for the petition to be accompanied by letters of support from existing Companies/Livery Companies.
6. The Constitution and Ordinances annexed to the Petition to the Court of Aldermen must conform in all respects with the Custom of London. This, among other things, requires the jurisdiction of the Court of Aldermen to be accepted in all matters affecting the Livery of the City of London. The proposed objects, constitution and ordinances when petitioning for recognition must be appropriately updated to reflect the relevant status. It is also normal for byelaws to be submitted although these should be separate to the Ordinances as any changes to the Ordinances require the approval of the Court of Aldermen (but this is not required for the bye-laws which essentially deal with the day to day running of the Company).
7. The evolution of the square mile from being a manufacturing and trading centre into a modern commercial and financial metropolis of international predominance has resulted in certain institutions, which represent the professions throughout the country, becoming increasingly involved within the City of London.

8. The professional activities of some of these bodies have had a considerable degree of participation in the affairs of the commercial City. Where this has happened an interest has been proved in the formation of a Livery Company by more than one representative professional institution.
9. The principle of seeking recognition of City Company and Livery status is a serious matter and it should not be embarked upon by any applicant except after mature consideration, and with full support from the Petitioning Body's membership.

### **Procedure – City Guild Status**

10. There is no formal procedure for a prospective guild or representative professional institution seeking to become a recognised City Guild, and it is not until such an organisation seeks City Company status that it is required formally to petition the Court of Aldermen. However, to avoid raising false expectation, it is recommended that any such organisation wishing ultimately to be a City Livery Company should seek the views of the Magistracy and Livery Sub-Committee regarding its intention. A letter of intent is then submitted to the Court of Aldermen giving background information; details of membership, *both men and women*; aims and objectives; and finances. However, the letter of intent should only be submitted once the views of the Magistracy and Livery Sub-Committee have been sought and a Sponsoring Alderman identified.
11. Once the letter of intent is approved by the Court of Aldermen, the body becomes a formally recognised guild of the City of London and can then proceed to the next stage of becoming a company without Livery.
12. The prospective guild or representative professional institution must have adequate finances. The financial requirements at each stage are as follows:

	Charitable Fund	General Fund
Recognition by the Court as a Guild	Nil	£10,000
Company without Livery Status	£150,000	£30,000
Livery Status	£300,000	£60,000

### **Procedure – Moving to City Company without Livery**

13. A recognised guild seeking to be recognised as a City Company without Livery should have functioned satisfactorily for at least four years and satisfy the following conditions:
  - (i) its trade, craft or profession must not already be represented among the Livery Companies (*previously demonstrated at Guild stage*);
  - (ii) it must demonstrate a commitment to the Civic City and, where relevant, wider London; as well as demonstrating its commitment or future plans in respect of charity, education and finance;
  - (iii) the majority of members of the Company must always be persons engaged in the trade, craft or profession of the Company. Evidence of its efforts to foster the trade, craft or profession must show beneficial results. The petition

should be accompanied by a list of members, *showing that the membership of the Company is demonstrably reflective of the composition of the trade, craft or profession of the Company by criteria such as age, gender, ethnicity and any other relevant personal characteristics*;

- (iv) its meetings should be held within the City of London boundaries but it is not necessary for their office to be based in the City;
  - (v) it must consist of a body of persons fit and proper to be created a City Company and which normally can show that it has some City connections. The reason for the strong City connection is that they are expected eventually to be recognised as Livery Companies which still form a vital part of the civic constitution as it is their liverymen who participate in Common Hall and form the electorate for the election of the Lord Mayor and Sheriffs and other City officers;
  - (vi) it must have a total membership of not less than one hundred;
  - (vii) its annual corporate income and invested charitable and educational funds must be adequate to enable the Guild to foster its trade, craft or profession effectively (see figures below);
  - (viii) it must supply satisfactory evidence that its efforts to foster the trade, craft or profession (in addition to furthering technical education) have produced beneficial results; and
  - (ix) a comprehensive business plan must be presented when petitioning for Company status with four years' audited accounts (this should be updated when seeking full Livery status).
14. A Guild must formally petition the Court of Aldermen to be recognised as a City Company without Livery. All of the above criteria will be taken into consideration by the Court of Aldermen, as well as the views of the Sponsoring Alderman.
15. Again, the financial requirements at this stage will also be scrutinised (*paragraph 12*).

### **Procedure – Moving to City Company with Livery Status**

16. A City Company (recognised as a City Company without Livery) may after four years of operation as a City Company seek a Grant of Livery.
17. After the interval of four years from recognition as a City Company, it may further Petition the Court of Aldermen for the grant of Livery Status. All discussions with the Corporation's officers on matters of form and procedure are invariably conducted on an unofficial basis, thus preserving the independence of the Court of Aldermen. There is no objection to the appropriate officers being consulted by either the Sponsoring Aldermen or a Petitioning Body, provided that this is done to obtain informal advice and assistance required in the course of preparations leading up to the submission of a Petition and associated documents in accordance with the Petitioning Body's own resolution to that effect.

18. Again, the financial requirements at this stage will also be scrutinised (*paragraph 12*).

### **Key contact List**

19. Further information regarding how an organisation can seek approval to become a recognised Guild of the City of London or a fully-fledged Livery Company of the City of London can be sought from the following officers:

The first point of contact is Murray Craig, Clerk to the Chamberlain's Court who can provide general and overall guidance on the process. Whilst the Clerk to the Chamberlain's Court will provide comprehensive guidance during his preliminary discussions with prospective guilds, the organisations are also encouraged to seek guidance from the Clerks of newly established Companies.

***Murray Craig***

Clerk of the Chamberlain's Court

020 7332 3055 / [murray.craig@cityoflondon.gov.uk](mailto:murray.craig@cityoflondon.gov.uk)

***Paul Double***

The Remembrancer

020 7332 1207 / [Paul.Double@cityoflondon.gov.uk](mailto:Paul.Double@cityoflondon.gov.uk)

***Anne Pietsch***

Comptroller and City Solicitor's Department

020 7332 1633 / [anne.pietsch@cityoflondon.gov.uk](mailto:anne.pietsch@cityoflondon.gov.uk)

*Anne can provide specific advice relating to legal issues.*

***Elizabeth Scudder***

Principal Archivist, London Metropolitan Archive

020 7332 3822 / [elizabeth.scudder@cityoflondon.gov.uk](mailto:elizabeth.scudder@cityoflondon.gov.uk)

*Elizabeth's area of expertise is in the format of the formal petitions to be submitted to the Court of Aldermen.*

***Rhiannon Leary***

Executive Officer to the Court of Aldermen

Town Clerk's Department

020 7332 1434

[rhiannon.leary@cityoflondon.gov.uk](mailto:rhiannon.leary@cityoflondon.gov.uk)

## **Appendix 8**

### **City of London Schools Race Equality Review**

In the wake of the Black Lives Matters protests and in recognition of the ongoing challenges that students of colour face in education, City of London School and City of London School for Girls have commissioned a joint race equality review to examine all aspects of race at the schools. The review will give staff, students and alumni an opportunity to contribute their views and experiences. The review will build on work already underway by staff and make recommendations for further changes. The leadership of both schools are committed to building an anti-racist school community and believe the review will foster diversity and inclusivity for current and future generations of students and staff.

The review will explore the following areas:

- (i) Admissions and attainment
  - Diversity of the current student body, including monitoring of student diversity
  - Schools' admissions policies, including bursaries and widening access initiatives
  - Attainment for students of colour
- (ii) Recruitment and retention
  - Diversity of current school staff, including monitoring of staff diversity
  - Recruitment and retention policies and practice
  - Staff experience of inclusivity
- (iii) Behaviour and discipline
  - Schools' behaviour policies and the potential for discriminatory impact
  - How the schools tackle allegations of racism
  - Connections between safeguarding and anti-racism
- (iv) Curriculum
  - Teaching of Black history, literature and culture
  - How the schools study and celebrate leaders, artists and scholars of colour
  - How anti-racism is taught as part of the curriculum
- (v) Beyond the curriculum
  - Diversity of extra-curricular activities, including drama, music, art and school clubs
  - What symbols, art and monuments feature in the schools
  - How the schools commemorate and celebrate their alumni
  - Diversity of external speakers and topics
- (vi) School culture
  - How students of colour experience school life, including experiences of racism
  - How well understood, included and integrated students of colour feel in school



- Diversity of student leadership and representation of students of colour in student bodies
- (vii) School communications
- Accessibility and inclusivity of the school's internal and external communications, including on its website
- (viii) Challenging racism
- Adequacy of the schools' policies on reporting race discrimination
  - Understanding and identification of racism in school
  - How confident staff and students feel that concerns about racism will be addressed
  - How the schools strike the balance between permitting freedom of expression and intellectual discovery and protecting students from harm
- (ix) Community engagement
- How the school engages with the wider school community, including parents and alumni of colour
  - How the schools develop relationships with other schools and organisations to increase awareness of race

## **The Review team**

The Review team includes:

- Elizabeth Prochaska is a barrister specialising in equality and human rights law and founder of a human rights NGO. She was recently Legal Director of the Equality and Human Rights Commission where she led investigations into discrimination in the workplace and developed guidance on discrimination for schools. She has also been Deputy Counsel at the Independent Inquiry into Child Sexual Abuse, where she led the investigation into abuse in schools.
- Katie Fudakowski is a barrister and now partner of Farrers with a decade of litigation experience in employment and safeguarding law built up while a tenant of Old Square Chambers. Katie has been instructed by employers and employees in every type of employment case, in particular multi-day discrimination and whistleblowing cases in the education sector. Katie has acted in personal injury abuse claims in the county court, Teaching Regulation Authority prosecutions, the Independent Inquiry into Child Sex Abuse (IICSA) and Special Educational Needs and discrimination cases brought before the First Tier Tribunal.
- Shehna Amin is an Associate at Farrer & Co. Shehna acts for both employees and employers on a wide range of employment matters, both contentious and non-contentious. Shehna advises a variety of clients, including schools, universities, charities, businesses and individuals. Shehna is also a member of the firm's Safeguarding Unit and has experience in advising on a number of issues linked to safeguarding for a range of clients. She also advises clients involved in the Independent Inquiry into Child Sexual Abuse (IICSA), clients

facing discrimination claims in the Special Educational Needs and Disability in the First Tier Tribunal, and clients involved in the Teaching Regulatory Authority process.

<b>Committee(s):</b>	<b>Date(s):</b>
Policy and Resources Committee Education Board Finance Committee	21 January 2021 28 January 2021 16 February 2021
<b>Subject:</b> Tomlinson Review Update	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<b>3, 8 and 10</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>n/a</b>
<b>What is the source of Funding?</b>	<b>n/a</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>n/a</b>
<b>Report of:</b> The Town Clerk	<b>For Decision</b>
<b>Report author:</b> Polly Dunn, Senior Committee and Member Services Officer	

## Summary

This report seeks to update Members on the work undertaken by the City Grants Education Spending (CGES) Working Party in response to the review conducted by Sir Mike Tomlinson and invites Members to consider how the City ought to progress with these recommendations.

## Recommendation(s)

Members of the **Policy & Resources Committee and Education Board** are invited to:

- Note the progress made to date by the Working Party and relevant Departments;
- Consider how remaining work on the recommendations is continued, be that with the oversight of a Working Party or otherwise; and
- If a Working Party is considered the best way to progress recommendations of Sir Mike Tomlinson, agree the refreshed Terms of Reference and Membership of said body.

On the event a Working Party is approved with the Membership as proposed, the **Finance Committee** is invited to appoint **two** of its Members to the Working Party.

## **Main Report**

### **Background**

1. In 2019, Sir Mike Tomlinson was commissioned by the Policy & Resources Committee and Education Board to conduct a review into the City's spend on education provision. The scope was agreed as follows:
  - i) To review grant funding provided by the City of London Corporation for its Family of Schools, consulting the affiliated Working Party, Members, officers, Chairs of Governors and Principals of those schools as necessary;
  - ii) To assess and report on the impact of such funding and how it correlates to the City of London Corporation's strategic priorities;
  - iii) To provide recommendations to the Working Party on the method of City grant funding that will optimise impact for recipient children whilst respecting the City of London Corporation's historical links; and
  - iv) To report to Policy & Resources and the Education Board the recommendations as approved by the Working Party.
2. A joint Working Party was constituted to consult on the independent review and to approve the final recommendations of the review, for reporting to the Policy & Resources Committee and Education Board. It included Members from the Policy & Resources Committee, Education Board and Finance Committee. The Terms of Reference of this Committee were:

#### **Composition:**

- *The Chair of Policy & Resources Committee*
- *The Chair and Deputy Chair of the Education Board*
- *Three further Members of the Policy & Resources Committee*
- *Two further Members of the Education Board*
- *One Member of the Finance Committee*

#### **Quorum:**

*The quorum shall be the Chairman and any three Members.*

#### **Terms of Reference:**

*The Joint City Education Grant Funding Working party will:-*

- (i) *Consult on the independent review of City Education Grant Funding being conducted by the Chair of the review; and*
  - (ii) *have power by a simple majority of those present and voting at a meeting of the Working Party to approve the final recommendations of the review, for reporting to the Policy & Resources Committee and Education Board.*
3. The final Review was submitted to the Education Board in January 2020 and to the Policy & Resources Committee in February 2020. All recommendations were supported, and a number were able to be implemented immediately by the relevant departments (listed later in the report). However, the more

substantive issue within the review concerned the the need for a comprehensive policy and funding model to underpin the City Corporation's grant funding of schools.

### **Current Position**

4. The 'donut' funding model proposed within the Review, was supported in principle by P&R and the Education Board. In early 2020, officers were tasked with producing a draft working model to eventually bring back to Committee. Members of the existing Working Party were consulted as this work initially developed, with Henry Colthurst (then Education Board Chairman) taking the lead.
5. Unfortunately, in Spring 2020, the Covid-19 pandemic caused much of this work to be put on hold until the autumn. In addition to this delay, the Working Party was not re-established at the start of the municipal year due to oversight. As a consequence, when work on the funding model was ready for sharing with Members in late 2020, a view was taken by the Chair of P&R and the acting Chair of the Education Board to hold an informal 'sounding board' type meeting of those previously elected to the Working Party, on 8 December 2020.
6. The purpose of this meeting was to consider the progress made and what the next steps should be. It was also felt necessary to meet as there had been a significant change in the Education Board's representation at the Working Party following the resignation of the former Chairman, and current Chair from the Board in November 2020. Discussion at the meeting focussed on the need to develop a policy that fed into and helped determine the output of the proposed donut model.

### **Proposals**

7. It was the view of those present that the best way to do this would be to reconstitute the Working Party but with updated Terms of Reference and Membership, and allow this body to continue to work on the issues at hand before finally presenting both the funding model and policy to the Education Board, Policy & Resources Committee and possibly to the Court of Common Council.
8. It was agreed that this report be submitted to formally update the committees concerned, to seek their endorsement of this way forward.

### **Options**

9. The following options are available to the Policy & Resources Committee and Education Board:
  - a) Reconstitute the Working Party (in a revised form) to continue to work on the outstanding recommendations of the Review, with a focus on a new funding model and policy that informs it, making a recommendation to Grand Committee for formal approval in due course;

- b) Do not reconstitute the Working Party and have all matters concerning the Tomlinson Review reported directly to Grand Committee; or
  - c) Do not progress with work on a revised funding model or other remaining recommendations from the Review that require further Committee engagement.
10. If a) is the preferred way forward, new Terms of Reference and Membership would need to be approved. As such, a draft has been set at **appendix 1**, in light of comments made at the meeting held on 8 December.
11. Previous membership was as follows:
- Deputy Catherine McGuinness (P&R)
  - Randall Anderson (P&R)
  - Alderman Timothy Hailes (P&R)
  - Andrew McMurtrie (P&R)
  - Henry Colthurst (EB)
  - Ann Holmes (EB)
  - Tijs Broeke (EB)
  - Deputy Philip Woodhouse (EB)
  - Deputy Jamie Ingham Clark (Finance)
12. If the composition remains as it was in 2019, Henry Colthurst and Ann Holmes would not be eligible to stand for appointment as they no longer sit on the Education Board. Having led much of the work to date, **Members are invited to consider whether there should be some flexibility in the Working Party's composition in respect of the former Chairs of the Education Board, to allow for some continuity in the work.**
13. Interest in reappointment has been expressed by all other Members of the Working Party with the exception of Andrew McMurtrie, who stepped back following the conclusion of his term as Chair of the City of London Academies Trust (COLAT).
14. It is proposed that the Chair of the Education Board act as Chair of the Working Party.

## Key Data

15. Here is a table that summarises the recommendations of the independent review and provides an update on progress in respect of each.

Recommendation	Lead Department(s)	Progress
Change the method of funding the Family of Schools to a three-tiered 'donut' model. Including consideration on the balance of	Education Unit (DCCS) / Chamberlain's	A working version of the proposed model has been created. A policy on the funding balance is required in order to

funding between academies and independent schools.		commence the process for any implementation.
Review the subvention system for the provision of services by the COL, allowing schools more autonomy in the purchase services from suppliers offering the best quality and price.	Chamberlain's / Town Clerk's / Independent Schools	To be considered within the work undertaken in response to the COL's Governance Review.
Change the means by which the impact of funding is evaluated and involve the CEO of COLAT within the process.	Education Unit (DCCS) / Chamberlain's / COLAT	This is already now successfully occurring.
Review of data collected from schools to ensure that they are capable of answering the questions of the Education Board/Unit in relation to outcomes and expenditure. To be systematic and consistent.	Education Unit (DCCS) / Chamberlain's / COLAT	This is already now occurring. The Education Unit is working closely with Chamberlain's and the COLAT Director of Finance around tracking and reporting.
Closer alignment of school priorities and their bids for funding with the COL Strategic Plan to be an increasing requirement over time.	Education Unit (DCCS) / COLAT / Independent Schools	This is already now occurring. The Education Unit is working closely with Chamberlain's and the COLAT Director of finance around tracking and reporting. Independent schools are also working towards more aligned reporting.
Single point of reference for all education spending by the Corporation to avoid duplicate funding of activities and to ensure no school seeks such funding which should be part of their core curriculum.	Education Unit (DCCS) / Chamberlain's	This is occurring informally between the Education Unit, Chamberlain's, City Bridge and Education Charity and Culture Mile Learning working closely to ensure there is not double-ups of spending.
Education Board to be responsible for the funding given to the independent schools.	Chamberlain's / Town Clerk's / Independent Schools	To be considered within the work undertaken in response to the COL's Governance Review.
Review of Post-16 offer, given size of some sixth forms, to ensure a better offer that uses resources more efficiently.	Education Unit (DCCS) / COLAT / Independent Schools	A Review of Sixth Form provision was undertaken in 2020 and reported to the Education Board in November.
This review to include the provision of a high-quality technical pathway.	Education Unit (DCCS) / COLAT	As above.
Additional funding/infrastructure for partnership work across the Family of Schools.	Education Unit (DCCS) / Independent Schools	A Partnership Officer has been appointed by the CoL girls and Boys school to start to progress this work. The Education Unit has made a temporary appointment at this stage around

		partnership working with the view of trialling this for longer term adoption.
Review thresholds for the award of bursaries funded entirely by the COL to ensure the most disadvantaged, but able students, receive them.	Chamberlain's / Independent Schools	Plans for the thresholds to be reviewed this year.
Funding provided by the COL for bursaries in the three independent schools should be accounted for in reports to the Education Board.	Chamberlain's / Town Clerk's / Independent Schools	Request to be considered by the three respective Governing Bodies.
A more systematic programme to make known to parents and children in the Family of Schools, the availability of the bursaries and support provided to pupils and assist in preparation for entry tests.	Education Unit (DCCS) / Independent Schools / COLAT	Work being undertaken by the Schools' Partnership Officer(s).
Changes to the governance arrangements for schools (most notably the independent schools – but not exclusively). Inc. limits to the number of terms a Governor can serve and reduce the number on each Local Governing Body to 12-15.	Town Clerk's	In the case of independent Schools - to be considered within the work undertaken in response to the COL's Governance Review. The matter for academies was addressed by the Education Board's own 'internal' governance review in 2019.
Mechanism on how the Heads and Chairs can inform Court of skills gaps for vacancies.	Town Clerk's / Independent Schools	Skills audits of the Independent Schools are conducted annually and/or on the arising of a vacancy. Nomination Committees for each independent school have been established and these bodies consider skills gaps and how this can be fed into communications when committee vacancies are routinely advertised to Court Members.
Education Board and COL to produce an annual report on the "state of education in the City" to showcase some of the work to be found in the Family of Schools.	Education Unit (DCCS)	The Education Unit has produced the first of the Annual reports of Education activity and this went to Education Board. Tomlinson was keen for this to eventually be a glossier publication which could really highlight and amplify the great work happening across the City in Education. Although not happened yet, this could easily be developed from the report already completed.



Display work from the Family of Schools within and around Guildhall.	Education Unit (DCCS) / City Surveyor	No progress – delayed until further notice in light of COVID-19.
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## Corporate & Strategic Implications

16. This report has no immediate financial, legal or other implications, but seeks to establish a way forward on a matter that will in due course. Once a direction is agreed, these implications will be captured and reported back at the relevant stage(s).

## Conclusion

17. This report seeks a clear steer from Members on how to proceed with work in response to the recommendations made by Sir Mike Tomlinson within his *Report of Inquiry into the funding of education by the City of London*.

## Appendices

- Appendix 1 - Revised Draft Terms of Reference and Membership of the Joint City Education Grant Spending (Tomlinson) Working Party

## Background Papers

- Report of Inquiry into the funding of education by the City of London, Sir Mike Tomlinson

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## **Appendix 1**

### **Revised Draft Terms of Reference and Membership of the Joint City Education Grant Spending (Tomlinson) Working Party**

#### **Composition**

- The Chair of the Policy & Resources Committee
- The Chair and Deputy Chair of the Education Board
- Three further Members of the Policy & Resources Committee
- Two further Members of the Education Board
- Two Members of the Finance Committee

The Chair of the Working Party will have the authority to invite Members and Officers to Working Party meetings in a consultative capacity.

#### **Quorum:**

The quorum shall be the Chairman and any three Members.

#### **Terms of Reference**

The Joint City Education Grant Spending (Tomlinson) Working Party will:

- (i) Act as a sounding board to advise on the implementation of recommendations made within the *Report of Inquiry into the funding of education by the City of London*, with a focus on the proposed funding model and funding balance between independent schools and academies; and
- (ii) Have power by a simple majority of those present and voting at a meeting of the Working Party, to make recommendations to the Policy & Resources Committee and Education Board for decision.

<b>Committee:</b>	<b>Date:</b>
Policy and Resources	21 January 2021
<b>Subject:</b> London Councils Grants Scheme	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>
<b>Report Author:</b> Greg Moore	

## Summary

1. The total expenditure to be incurred under the London Councils Grants Scheme (“the Scheme”) and the City of London Corporation’s contribution to it are considered on an annual basis. This Committee is responsible for both approvals.
2. The City Corporation is also responsible for issuing the subscription levies to all the London Local Authorities for their contributions to the Scheme’s budget. This element of the Scheme’s operation can only be approved by the Court of Common Council; however, that decision cannot be taken before 1 February 2021, the date by which the total expenditure for the Scheme must be agreed by constituent councils. The Court is therefore required to make its decision as levying body early in February as, in accordance with regulations, levies must be issued before 15 February 2021. The Court of Common Council is not due to meet within this period and, as has been past practice, its decision will be sought under urgency procedures.
3. For 2021/22 London Councils is recommending that the overall level of expenditure under the Scheme is set at £6.668m. The proposed expenditure is made up of £6.688m (the same level as that for the previous year) in contributions from London local authorities (the amount to be levied).
4. Subscriptions to the Scheme are calculated on the basis of residential population and for 2021/22 the City Corporation’s contribution will be £7,233; some £713 more than last year.

## Recommendations

5. It is recommended that: -
  - approval is given to the total amount of expenditure to be incurred in 2021/22 under the Scheme (£6.668m) and to the City Corporation’s subscription for 2021/22 (£7,233) as set out in Appendices A and B of this report; and
  - subject to the Court of Common Council’s approval (as levying body for the Scheme), the levy of £6.668m (as set out in Appendix B) be agreed. It should be noted that the Court’s approval will be sought using the urgency procedures and is subject to at least two-thirds of the constituent councils agreeing the total expenditure to be incurred before 1 February 2021.

## **Main Report**

### **Background**

#### **City Corporation Subscription and Overall Budget**

1. The Scheme operates under section 48 of the Local Government Act 1985 (“the LGA 1985”) which requires that at least two-thirds of the constituent councils (i.e. 22 out of 33 of the London local authorities) must approve the total expenditure to be incurred under the Scheme each year.
2. This approval must be given before **1 February** in the year in which that financial year begins. Where this approval is not given by that date, under the Grants to Voluntary Organisations (Specified Date) Order 1992 made under the LGA 1985, the total expenditure will be deemed to be the same as that approved in the previous year.
3. The Leaders Committee of London Councils is recommending a total expenditure of £6.668m under the Scheme for 2021/22 comprising £6.173m in grants expenditure, £435,000 in administrative expenditure and £60,000 for London Funders Membership Fees. Of the total expenditure, £6.668m will be funded from local authority subscriptions (the same level of borough contributions as the previous year).
4. The financial year 2021/22 represents the final year of the extended five-year programme of commissions provided by the Grants Committee under S.48 of the Local Government Act 1985, as recommended by the Grants Committee and approved by the Leaders’ Committee in March 2016.
5. Local Authority subscriptions to the Scheme are calculated on the basis of total resident population as a proportion of the resident population of the whole of Greater London.
6. Appendix A to this report sets out details of London Councils’ Grants Committee’s Income and Expenditure Budget for 2021/22, and Appendix B sets out the subscriptions that each constituent council will be required to make. The City Corporation’s subscription for 2021/22 is £7,233 (an increase of £713 from the preceding year).

#### **Equalities Impacts arising from the City Corporation’s Subscription**

7. Under the Equality Act 2010, the City Corporation must have due regard to:
  - (a) the need to eliminate discrimination (and other prohibited conduct) on the grounds of race, age, disability, gender, sexual orientation, religion or belief, pregnancy, maternity and gender reassignment (‘the protected characteristics’);
  - (b) the need to advance equality of opportunity between persons who share a relevant protect characteristic and persons who do not share it (including to

remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic, to take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it, and to encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low); and

(c) the need to foster good relations between persons who share a relevant protected characteristic and those who do not.

8. Having 'due regard' means that a public body must consider the impact of its decisions on protected groups and 'due regard' is regard which is appropriate in all the circumstances.
9. In considering whether there may be any adverse effects arising from the decision of the City Corporation to contribute to the Scheme as proposed and to agree the overall expenditure to be incurred under the Scheme in 2021/22, the view (as in previous years) remains that the City Corporation's funding contribution to the Scheme is proportionally so small that it is unlikely to have any effect on a recipient organisation's ability to continue trading and will not impact upon the City Corporation's funding and support of local services. City Officers continue to work with partner boroughs and London Councils to monitor the impacts of the overall Scheme and to scrutinise its value for money.

### **Levy on the London Local Authorities**

10. The City of London Corporation has been the designated council responsible for issuing the levies to all the constituent councils for their contributions to the Scheme since 1 February 2004. The City Corporation is defined, for these purposes, as a levying body under sections 74 and 117 of the Local Government Finance Act 1988 and the Levying Bodies (General) Regulations 1992.
11. These Regulations require the City Corporation, as levying body, to issue the levies **before the 15 February of each year**. As such, the Court of Common Council is required to approve the annual levy on all the constituent councils (i.e. both the total contributions from them and the apportionment of that total between them) so that contributions can be collected from these local authorities towards the total expenditure on the Scheme.
12. The decision of the Court of Common Council as levying body cannot be taken until such time as the total expenditure under the Scheme is agreed i.e. the decision cannot be taken before 1 February. The Court is therefore required to take its decision as levying body between 1 and 15 February to enable the levies to be issued before 15 February (for the reasons noted at paragraph 10 above). As the Court of Common Council is not due to meet within that period, the decision to issue the levy will therefore be sought under urgency procedures.

### **Appendices:**

- Appendix A – provides details of London Councils' Grants Committee's Income and Expenditure Budget for 2021/22
- Appendix B - sets out the subscriptions that each constituent council will be required to make.

**Background Papers:**

*London Councils Leaders' Committee Report dated 8 December 2020.*

**Greg Moore**

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**Grants Committee Income and Expenditure Budget 2021/22**

<b>Expenditure</b>	<b>Revised Budget 2020/21 £000</b>	<b>Developments £000</b>	<b>Inflation £000</b>	<b>Original Budget 2021/22 £000</b>
<b>Payments in respect of Grants</b>				
London Councils Grants Programme	6,173	0	0	6,173
Membership Fees to London Funders (for all boroughs)	60	0	0	60
European Social Fund Co-Financing	0	0	0	0
<b>Sub-Total</b>	<b>6,233</b>	<b>0</b>	<b>0</b>	<b>6,233</b>
<b>Operating (Non-Grants) Expenditure</b>				
<b>Contractual Commitments</b>				
Maintenance of GIFTS Grants IT system	10	0	0	10
	<b>10</b>	<b>0</b>	<b>0</b>	<b>10</b>
<b>Salary Commitments</b>				
Officers	228	-16	6	218
Members	19	0	0	19
Maternity provision	10	0	0	10
	<b>257</b>	<b>-16</b>	<b>6</b>	<b>247</b>
<b>Discretionary Expenditure</b>				
Staff training/recruitment advertising	7	0	0	7
Staff travel	2	0	0	2
	<b>9</b>	<b>0</b>	<b>0</b>	<b>9</b>
<b>Total Operating Expenditure</b>	<b>276</b>	<b>-16</b>	<b>6</b>	<b>266</b>
<b>Central Recharges</b>	<b>159</b>	<b>0</b>	<b>10</b>	<b>169</b>
<b>Total Expenditure</b>	<b>6,668</b>	<b>-16</b>	<b>16</b>	<b>6,668</b>
<b>Income</b>				
<b>Core borough subscriptions</b>				
Contribution to grant payments	6,173	0	0	6,173
Contribution to non-grants expenditure	495	0	0	495
	<b>6,668</b>	<b>0</b>	<b>0</b>	<b>6,668</b>
<b>Transfer from Reserves</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Central Recharges</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Income</b>	<b>6,668</b>	<b>0</b>	<b>0</b>	<b>6,668</b>
<b>Net Expenditure</b>	<b>0</b>	<b>16</b>	<b>-16</b>	<b>0</b>

## Grants Programme Borough Subscriptions 2021/22

ONS Mid-2018 Estimate of Population ('000)	%	2020/21 Base Borough Contribution (£)		ONS Mid-2019 Estimate of Population ('000)	%	2021/22 Base Borough Contribution (£)	Base Difference from 2020/21 (£)
<b>Inner London</b>							
262.23	2.94%	196,291	Camden	270.03	3.01%	200,915	4,623
8.71	0.10%	6,520	City of London	9.72	0.11%	7,233	713
286.19	3.21%	214,227	Greenwich	287.94	3.21%	214,243	16
279.67	3.14%	209,346	Hackney	281.12	3.14%	209,167	-179
185.43	2.08%	138,803	Hammersmith and Fulham	185.14	2.07%	137,755	-1,048
239.14	2.68%	179,007	Islington	242.47	2.71%	180,407	1,400
156.20	1.75%	116,923	Kensington and Chelsea	156.13	1.74%	116,168	-756
325.92	3.66%	243,966	Lambeth	326.03	3.64%	242,585	-1,381
303.54	3.41%	227,214	Lewisham	305.84	3.41%	227,561	347
317.26	3.56%	237,484	Southwark	318.83	3.56%	237,225	-259
317.71	3.57%	237,821	Tower Hamlets	324.75	3.62%	241,626	3,805
326.47	3.66%	244,378	Wandsworth	329.68	3.68%	245,296	918
255.32	2.87%	191,119	Westminster	261.32	2.92%	194,432	3,313
<b>3,263.79</b>	<b>36.64%</b>	<b>2,443,099</b>		<b>3,299.00</b>	<b>36.81%</b>	<b>2,454,612</b>	<b>11,513</b>
<b>Outer London</b>							
212.00	2.38%	158,692	Barking and Dagenham	212.91	2.38%	158,412	-280
392.14	4.40%	293,535	Barnet	395.87	4.42%	294,546	1,010
247.26	2.78%	185,086	Bexley	248.29	2.77%	184,738	-348
330.80	3.71%	247,619	Brent	329.77	3.68%	245,366	-2,254
331.10	3.72%	247,844	Bromley	332.34	3.71%	247,274	-570
385.35	4.33%	288,453	Croydon	386.71	4.32%	287,731	-722
341.98	3.84%	255,988	Ealing	341.81	3.81%	254,320	-1,668
333.87	3.75%	249,917	Enfield	333.79	3.72%	248,359	-1,558
270.62	3.04%	202,572	Haringey	268.65	3.00%	199,886	-2,685
250.15	2.81%	187,249	Harrow	251.16	2.80%	186,875	-374
257.81	2.89%	192,983	Havering	259.55	2.90%	193,119	136
304.82	3.42%	228,172	Hillingdon	306.87	3.42%	228,326	154
270.78	3.04%	202,691	Hounslow	271.52	3.03%	202,026	-665
175.47	1.97%	131,348	Kingston upon Thames	177.51	1.98%	132,074	726
206.19	2.31%	154,343	Merton	206.55	2.30%	153,682	-661
352.01	3.95%	263,496	Newham	353.13	3.94%	262,749	-747
303.86	3.41%	227,453	Redbridge	305.22	3.41%	227,100	-354
196.90	2.21%	147,389	Richmond upon Thames	198.02	2.21%	147,336	-53
204.53	2.30%	153,100	Sutton	206.35	2.30%	153,534	433
276.70	3.11%	207,123	Waltham Forest	276.98	3.09%	206,089	-1,034
<b>5,644.34</b>	<b>63.36%</b>	<b>4,225,053</b>		<b>5,662.99</b>	<b>63.19%</b>	<b>4,213,540</b>	<b>-11,513</b>
<b>8,908.13</b>	<b>100.00%</b>	<b>6,668,152</b>	<b>Totals</b>	<b>8,961.99</b>	<b>100.00%</b>	<b>6,668,152</b>	<b>0</b>

6,668,152

6,668,152



<b>Committee:</b>	<b>Date:</b>
Policy and Resources	<b>21<sup>st</sup> January 2021</b>
<b>Subject:</b> Departmental 2021/22 Budget Estimates - Policy and Resources Committee	<b>Public</b>
<b>Report of:</b> Town Clerk, Remembrancer and Chamberlains	<b>For Approval</b>
<b>Report author:</b> Laura Tuckey - Chamberlains Sarah Scherer – Town Clerks Bruce Hunt – Remembrancers	

## Summary

This report presents for approval the Policy and Resources Committee revised 2020-21 budget estimates and original 2021-22 budget estimates. While the budgets have been set within the allocated resource base, due to the Target Operating Model (TOM) savings required of departments, there are currently unidentified savings within these budgets. Departments will be looking at how to meet these throughout the year either through increasing income; reducing expenditure; recharging staff time to projects; and changes to service delivery in accordance with the new TOM.

## Recommendation

Members are asked to:

- i) review and approve the Town Clerk's, Remembrancer's and Culture Mile's Department's proposed revenue budget for 2021-22 for submission to Finance Committee,
- ii) review and approve the Town Clerk's and Remembrancer's Department proposed capital and supplementary revenue projects budgets for 2021-22 for submission to Finance Committee,
- iii) authorise the Chamberlain, in consultation with the Town Clerk's and Remembrancer's to revise these budgets to allow for any further implications arising from Corporate Projects, Target Operating Model (TOM) savings, other reviews and changes to the Cyclical Works Programme; and
- iv) agree that minor amendments for 2020-21 and 2021-22 budgets arising during budget setting be delegated to the Chamberlain.

## Main Report

### Departmental budget estimates for 2021-22

1. This report presents, in Appendix 1, the revised budget estimates for 2020-21 and the original budget estimates for 2021-22 for the Policy and Resource's Committee. A breakdown per division of service is shown in the table below.

	Original Budget 2020-21 £000	Latest Approved Budget 2020-21 £000	Proposed Original Budget 2021-22 £000	Movement 2020-21 Original To 2021-22 £000
<b>By Division of Service</b>				
Community Safety and Resilience	920	743	598	(322)
Communications	2,358	2,433	2,069	(289)
Innovation & Growth	6,703	6,989	5,508	(1,195)
Grants and Contingencies	6,263	8,200	5,867	(396)
Culture Mile	(52)	950	2	54
Remembrancer	7,531	7,643	6,960	(571)
Town Clerk's Charities	164	222	160	(4)
Major Projects Office (City Surveyor)	600	600	600	0
<b>Division of Service Totals</b>	<b>24,487</b>	<b>27,780</b>	<b>21,764</b>	<b>(2,723)</b>

### Proposed Revenue budget for 2020-21

2. The Policy and Resource's Committee's Summary Budget, which will be published as part of the City of London Corporations Budget Book, can be found in Appendix 2.
3. Overall, there is an increase of £3.293m between the Committee's original and latest budget for 2020-21, a full breakdown of which can be found in Appendix 3. The material reasons for this movement are explained by the variances set out below with any balances relating to changes in recharges for central services:
  - a) Grants and Contingencies has increased by £1.937m mainly due to; contingency funds carry forwards totalling an increase of £2.957m (£1.500m COVID Contingency, £719,000 Policy Initiative Fund, £413,000 Brexit Contingency Fund, £310,000 P&R contingency and £15,000 P&R Project Reserve establishment); £1.006m of contingency funding moved to other committee's budgets; agreed one-off funding of £202,000 towards Heart of the City and £100,000 budget carry forwards funded from 2019/20 underspends.
  - b) Culture Mile Budgets have increased by £1.002m mainly due to agreed budget funding of £1.000m for the financial year 2020/21.
  - c) Innovation and Growth budget's have increased by £286,000 mainly due to; £273,000 carry forwards funded from 2019-20 underspends.
  - d) Community Safety & Resilience has decreased by £177,000 mainly due to; Community Safety costs of £304,000 moving to Community and Children's Services budget's; £71,000 of funding approved from the COVID Contingency and £53,000 of agreed carry forwards funded from 2019-20 underspends.
  - e) Remembrancer Department budget's have increased by £112,000 mainly due to changes in capital charges of £103,000 as £9,000 of increases being attributable to contribution pay.
  - f) Communications have increased by £75,000 due to £50,000 of funding from the COVID Contingency and £24,000 relating to pay awards.
  - g) Town Clerks Charities has had an increased budget of £58,000 due to carry forwards from 2019/20 underspends.

- h) Decreases in Support Services of £1,000 due to minor decreases in central support costs (a proportional share of the Guildhall complex costs, centralised department costs and IS charges).

### **Proposed Revenue budget for 2021-22**

4. The 2021-22 proposed revenue budget totals £21.764m, a decrease of £2.723m compared with the original 2020-21 budget. A full breakdown of the changes between the original 2020-21 and original 2021-22 budgets can be found in Appendix 4. The material reasons for the variances are set out below with the balance relating to changes in recharges for central services:

- a) Innovation and Growth budget's have decreased by £1.195m due to; TOM saving targets of £751,000.
- b) Remembrancer budget's have decreased by £571,000 with the main reasons being due to TOM saving targets of £165,000, increases of capital charges of £103,000 and the balance relates to the reduction of support services.
- c) Grants and Contingencies has decreased by £396,000 due to; corrections to the budget base of £405,000, removing the P&R project reserve from revenue budgets as this should be treated as a balance sheet item; and the police arboretum memorial funding of £50,000 coming to an end.
- d) Community Safety and Resilience have decreased by £322,000 due to; Community Safety costs of £251,000 moving to Community and Children's Services and TOM saving targets of £60,000.
- e) Communications have decreased by £289,000 due to TOM saving targets of £261,000.
- f) Culture Mile net budget requirement has increased by £54,000 bringing the total budget to zero, due to no expenditure or income being agreed beyond the agreed funding in 2020/21.
- g) Town Clerk's Charities has had a reduction of £4,000 due to reduction of staff time charged to the Charities Review.
- h) Decreases in Support Services of Support Services £921,000 due to decreases in central support costs (a proportional share of the Guildhall complex costs, centralised department costs and IS charges) as result of the TOM savings made by the central departments.

### **Staffing Statement**

5. A summary of the employee related costs and FTEs by department are shown in the table below.

Staffing statement	Latest Approved Budget 2020-21		Original Budget 2021-22	
	Full-time equivalent	Estimated Cost £000	Full-time equivalent	Estimated Cost £000
Town Clerk	124.5	9,469	123.1	9,150
Culture Mile	7.9	383	0	0
Remembrancer	15.5	1,234	15.5	1,235
Major Projects Office (City Surveyor)	9.0	600	9.0	600
<b>TOTAL</b>	<b>156.9</b>	<b>11,686</b>	<b>147.6</b>	<b>10,985</b>

6. Staffing levels currently remain largely static between 2020-21 and 2021-22 budgets, this is due to holding vacancies and flexible retirement proposals within the current establishment. Committees will continue to work through proposals against the 12% savings and these will be revised once the TOM is progressed through the year(s). The 12% savings in the budget remains as unidentified savings to ensure flexibility to move people into the right roles as a result of the TOM.
7. Any increases in costs is due to the assumption of increased salary costs as staff progress in their grades as well as assumptions on pay award increases.
8. A breakdown of staffing costs and FTE by division of service can be found in Appendix 5

#### **Draft Capital and Supplementary Revenue Project budgets for 2021-22**

9. The latest estimated costs for the Committee's current capital and supplementary revenue projects are summarised in Appendix 6.
10. Pre-implementation costs comprise feasibility and options appraisal expenditure which has been approved in accordance with the project procedure, prior to authority to start work.
11. It should be noted that the above figures exclude:
  - the implementation costs of the St Lawrence Jewry Church project which is currently progressing to authority to start work stage; and
  - forecast expenditure on the major projects (Salisbury Square Development at Fleet Street, Centre for Music, Museum relocation and Markets consolidation) which are subject to separate governance and consideration as part of the medium term financial plans.
12. The latest Capital and Supplementary Revenue Project forecast expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2021.

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

13. The Remembrancer's Office safeguards the constitutional position of the City of London Corporation and in so doing, supports all of the outcomes in the Corporate

Plan either through its parliamentary activity or through its City hospitality programme.

14. The Town Clerk's Office lies at the centre of the City Corporation's strategic management processes, helping to shape the development of corporate policy and strategy. It provides corporate leadership and co-ordination at officer level. The Town Clerk's Office is also responsible for promoting high standards of corporate governance and providing support to Members and Committees.

### **Security Implications**

15. There are currently no security implications identified as a result of the business plans and budgets.

### **Financial Implications**

16. Finance Committee and the Court of Common Council has proposed that a 2% savings target based on the Original 2020-21 net local risk budgets should be made by all departments in their 2021-22 local risk budgets. This amounts to £184,000 for the Town Clerk's Department and £28,000 for the Remembrancer's Department. However, this is offset by a 2% inflationary increase of the original 2020-21 net local risk budget of £184,000 for the Town Clerk's Department and £28,000 for the Remembrancer's Department.
17. Finance Committee and the Court of Common Council agreed that a saving of 12% needs to be made by all departments in order to deliver the TOM. These savings of 12% are based on the Original 2020-21 net local risk budgets, this amounts to £1.082m for Town Clerks and £165,000 for Remembrancers' Department. Departments will be looking at how to meet these savings throughout the year
18. The Town Clerk's Department and Remembrancers' Department budgets have been prepared in accordance with guidelines agreed by the Policy & Resources and Finance Committees.

### **Public sector equality duty**

19. There are currently no public sector equality duty implications identified as a result of the budgets.

### **Resourcing implications**

20. While there are currently unidentified savings within the Town Clerks budgets of £270,000 the budgets have been prepared within their resource bracket, this savings will be identified in the implementation of the TOM. As a result, there are currently no Resourcing Implications identified as a result of the budgets.

### **Conclusion**

21. This report presents the budget for 2021-22 for the Town Clerk's and Remembrancer's Departments for Members to consider and approve.

## Appendices

- Appendix 1 – Budget estimates analysis LAB 2020-21 & OR 2021-22 summary
- Appendix 2 – Committee Summary Budget – by risk, Fund and Chief Officer
- Appendix 3 – Original Local Risk 2020-21 budget to Latest Approved 2020-21 Local Risk Budget
- Appendix 4 – Original 2020-21 Local Risk Budget to Original Local Risk 2021-22 Budget
- Appendix 5 – Staffing Statement by Division of Service
- Appendix 6 – Capital and Supplementary Revenue Project budgets

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Analysis of Service Expenditure	Original Budget 2020-21 £'000	Latest Approved Budget 2020-21 £'000	Original Budget 2021-22 £'000	Movement 2020-21 Original to 2021-22 £'000
<b>EXPENDITURE</b>				
Town Clerk	17,479	19,537	15,396	(2,083)
Culture Mile	(52)	950	0	52
Remembrancer	2,694	2,806	2,632	(62)
Major Projects Office (City Surveyor)	600	600	600	0
<b>Total Expenditure</b>	<b>20,721</b>	<b>23,893</b>	<b>18,628</b>	<b>(2,093)</b>
<b>INCOME</b>				
Town Clerk	(2,071)	(1,949)	(1,780)	291
<b>Total Income</b>	<b>(2,071)</b>	<b>(1,949)</b>	<b>(1,780)</b>	<b>291</b>
<b>TOTAL EXPENDITURE BEFORE SUPPORT SERVICES AND CAPITAL CHARGES</b>	<b>18,650</b>	<b>21,944</b>	<b>16,848</b>	<b>(1,802)</b>
<b>SUPPORT SERVICES &amp; CAPITAL CHARGES</b>	<b>5,837</b>	<b>5,836</b>	<b>4,916</b>	<b>(921)</b>
<b>TOTAL NET EXPENDITURE</b>	<b>24,487</b>	<b>27,780</b>	<b>21,764</b>	<b>(2,723)</b>
<b>BY DIVISION OF SERVICE:</b>				
Community Safety and Resilience	920	743	598	(322)
Communications	2,358	2,433	2,069	(289)
Innovation & Growth	6,703	6,989	5,508	(1,195)
Grants and Contingencies	6,263	8,200	5,867	(396)
Culture Mile	(52)	950	2	54
Remembrancer	7,531	7,643	6,960	(571)
Town Clerk's Charities	164	222	160	(4)
Major Projects Office (City Surveyor)	600	600	600	0
<b>TOTAL NET EXPENDITURE</b>	<b>24,487</b>	<b>27,780</b>	<b>21,764</b>	<b>(2,723)</b>

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**POLICY AND RESOURCES COMMITTEE - CITY'S CASH**

<i>Actual</i>	<b>POLICY AND RESOURCES COMMITTEE SUMMARY</b>		<i>Original Budget</i>	<i>Latest Approved Budget</i>
<i>2019-20 £'000</i>	<i>Analysis of Service Expenditure</i>		<i>2020-21 £'000</i>	<i>2020-21 £'000</i>
	<b>LOCAL RISK</b>			
	<b>Expenditure</b>			
1,196	Employees		1,292	1,308
0	Premises Related Expenses		0	0
1	Transport Related Expenses		3	2
230	Supplies and Services		244	238
0	Unidentified Savings		0	0
0	Contingencies		0	0
<b>1,427</b>	<b>TOTAL Expenditure</b>		<b>1,539</b>	<b>1,548</b>
	<b>Income</b>			
0	Customer, Client Receipts		0	0
<b>0</b>	<b>TOTAL Income</b>		<b>0</b>	<b>0</b>
<b>1,427</b>	<b>LOCAL RISK (excl. City Surveyor Local Risk)</b>		<b>1,539</b>	<b>1,548</b>
<b>243</b>	<b>City Surveyor Local Risk</b>		<b>0</b>	<b>0</b>
<b>1,670</b>	<b>TOTAL LOCAL RISK</b>	<b>A</b>	<b>1,539</b>	<b>1,548</b>
	<b>CENTRAL RISK</b>			
2,356	Employee Expenses		3,112	2,993
5,815	Premises Related Expenses		0	0
68	Transport Related Expenses		32	4
12,609	Supplies and Services		2,812	3,014
593	Capital Charges		611	714
28	Transfer to Reserve		0	0
0	Contingencies		1,955	3,576
<b>21,469</b>	<b>Total Expenditure</b>		<b>8,522</b>	<b>10,301</b>
(633)	Other Grants, Reimbursements and Contributions		(701)	(440)
0	Customer Client Receipts		0	0
0	Transfer from Reserves		(125)	(125)
<b>(633)</b>	<b>Total Income</b>		<b>(826)</b>	<b>(565)</b>
<b>20,836</b>	<b>TOTAL CENTRAL RISK</b>	<b>B</b>	<b>7,696</b>	<b>9,736</b>
	<b>RECHARGES</b>			
5,347	Central Recharges		5,521	5,521
(421)	Recharges Within Fund		(384)	(384)
3,695	Recharges Across Funds		4,082	4,270
<b>8,621</b>	<b>TOTAL RECHARGES</b>	<b>C</b>	<b>9,219</b>	<b>9,407</b>
<b>31,127</b>	<b>TOTAL NET EXPENDITURE</b>	<b>A+B+C</b>	<b>18,454</b>	<b>20,691</b>

<i>Actual</i>	<b>SERVICES MANAGED</b>		<i>Original Budget</i>	<i>Latest Approved Budget</i>
<i>2019-20 £'000</i>			<i>2020-21 £'000</i>	<i>2020-21 £'000</i>
9,941	Grants, Contingencies and Miscellaneous		10,159	12,284
7,207	Remembrancer's		7,531	7,643
89	City of London Charities		164	164
237	Major Projects Management Office		600	600

13,653	Major Projects		0	0
<b>31,127</b>	<b>TOTAL</b>		<b>18,454</b>	<b>20,691</b>

<i>Original Budget 2021-22 £'000</i>
1,309
0
1
221
0
0
<b>1,531</b>
0
<b>0</b>
<b>1,531</b>
<b>0</b>
<b>1,531</b>
3,004
0
4
2,530
714
0
1,500
<b>7,752</b>
(440)
0
(125)
<b>(565)</b>
<b>7,187</b>
5,141
(384)
3,575
<b>8,332</b>
<b>17,050</b>

<i>Original Budget 2021-22 £'000</i>
9,326
6,960
164
600

	0
17,050	

**POLICY AND RESOURCES COMMITTEE - CITY FUND**

<i>Actual</i>	<b>POLICY AND RESOURCES COMMITTEE SUMMARY</b>		<i>Original</i>	<i>Latest Approved</i>	<i>Original</i>
<i>2019-20</i>	<i>Analysis of Service Expenditure</i>		<i>Budget</i>	<i>Budget</i>	<i>Budget</i>
<i>£'000</i>			<i>2020-21</i>	<i>2020-21</i>	<i>2021-22</i>
			<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
	<b>LOCAL RISK</b>				
	<b>Expenditure</b>				
5,724	Employees		6,534	6,602	6,636
207	Premises Related Expenses		235	199	146
204	Transport Related Expenses		203	34	58
3,772	Supplies and Services		3,507	3,958	2,571
0	Third Party Payments		0	0	0
43	Transfer to Reserve		0	0	0
0	Contingencies		0	0	0
0	Unidentified Savings		0	0	(270)
<b>9,950</b>	<b>TOTAL Expenditure</b>		<b>10,479</b>	<b>10,793</b>	<b>9,141</b>
	<b>Income</b>				
(148)	Government Grants		(990)	(990)	(990)
(1,053)	Other Grants, Reimbursements and Contributions		(73)	(242)	(113)
(218)	Customer, Client Receipts		(114)	(84)	(112)
(4)	Transfer from Reserves		0	0	0
(64)	Recharges to Capital Projects		(68)	(68)	0
<b>(1,487)</b>	<b>TOTAL Income</b>		<b>(1,245)</b>	<b>(1,384)</b>	<b>(1,215)</b>
<b>8,463</b>	<b>TOTAL LOCAL RISK</b>	A	<b>9,234</b>	<b>9,409</b>	<b>7,926</b>
	<b>CENTRAL RISK</b>				
806	Employee Expenses		96	400	15
3	Premises Related Expenses		0	0	0
12	Transport Related Expenses		0	0	0
1,482	Supplies and Services		158	743	143
0	Third Party Payments		0	0	0
0	Contingencies		50	50	50
<b>2,303</b>	<b>Total Expenditure</b>		<b>304</b>	<b>1,193</b>	<b>208</b>
(206)	Government Grants		0	0	0
(259)	Other Grants, Reimbursements and Contributions		(123)	0	0
(3)	Customer, Client Receipts		0	0	0
0	Transfer from Reserves		0	0	0
<b>(468)</b>	<b>Total Income</b>		<b>(123)</b>	<b>0</b>	<b>0</b>
<b>1,835</b>	<b>TOTAL CENTRAL RISK</b>	B	<b>181</b>	<b>1,193</b>	<b>208</b>
	<b>RECHARGES</b>				
1,272	Central Recharges		1,206	1,204	1,090
(5,312)	Recharges Across Funds		(5,623)	(5,810)	(5,203)
<b>(4,040)</b>	<b>TOTAL RECHARGES</b>	C	<b>(4,417)</b>	<b>(4,606)</b>	<b>(4,113)</b>
<b>6,258</b>	<b>TOTAL NET EXPENDITURE</b>	A+B+C	<b>4,998</b>	<b>5,996</b>	<b>4,021</b>

<i>Actual</i>	<b>SERVICES MANAGED</b>		<i>Original</i>	<i>Latest Approved</i>	<i>Original</i>
<i>2019-20</i>			<i>Budget</i>	<i>Budget</i>	<i>Budget</i>
<i>£'000</i>			<i>2020-21</i>	<i>2020-21</i>	<i>2021-22</i>
			<i>£'000</i>	<i>£'000</i>	<i>£'000</i>

**POLICY AND RESOURCES COMMITTEE - CITY FUND**

889	Community Safety and Resilience		920	743	598
1,132	Communications		1,227	1,302	856
2,161	Economic Development		2,347	2,445	2,079
439	Grants, Contingencies and Miscellaneous		556	556	486
1,637	Cultural Mile		(52)	950	2
<b>6,258</b>	<b>TOTAL</b>		<b>4,998</b>	<b>5,996</b>	<b>4,021</b>

<b>Analysis of movements 2020-21 Original Budget to 2020-21 Latest Approved Budget</b>	<b>£000</b>
<b>2020-21 Original Local Risk Budget (Town Clerk)</b>	<b>9,398</b>
Local Risk carry forward from Town Clerk's underspend in 2019/20	298
Transfers from COVID Contingency	121
Transfer of Community Safety to DCCS	-226
Contribution Pay	40
<b>2020-21 Latest Approved Local Risk Budget (Town Clerk)</b>	<b>9,631</b>
<b>2020-21 Original Local Risk Budget (Remembrancer)</b>	<b>1,375</b>
Contribution Pay	9
<b>2020-21 Latest Approved Local Risk Budget (Remembrancer)</b>	<b>1,384</b>
<b>2020-21 Original Central Risk Budget (Town Clerk)</b>	<b>6,010</b>
COVID Contingency carry forward from 2019/20	1,500
P&R Policy Initiative Fund carry forward 2019/20	719
Brexit Contingency Fund carry forward 2019/20	413
P&R Contingency Fund carry forward 2019/20	310
P&R Project Reserve carry forward 2019/20	15
Central Risk carry forward from Town Clerk's underspend in 2019/20	100
Carry Forward of Priority Investment Pot Bid from 2019/20	86
Heart of the City 1 year funding agreed	202
Contribution Pay	16
Transfer of COVID contingency to other departments for successful bids	-1,006
PIF bid transferred to DCCS for academy funding	-330
Transfer of Community Safety to DCCS	-78
<b>2020-21 Latest Approved Central Risk Budget (Town Clerk)</b>	<b>7,957</b>
<b>2020-21 Original Central Risk Budget (Remembrancer)</b>	<b>1,319</b>
Budget movement for Capital charges	103
<b>2020-21 Latest Approved Central Risk Budget (Remembrancer)</b>	<b>1,422</b>
<b>2020-21 Original Central Risk Budget (Culture Mile)</b>	<b>-52</b>
Agreed Culture Mile budget funding for 2020/21	1,000
Contribution Pay	2
<b>2020-21 Latest Approved Central Risk Budget (Culture Mile)</b>	<b>950</b>
<b>2020-21 Original Central Risk Budget (Major Projects Office {City Surveyor})</b>	<b>600</b>
No Changes	0
<b>2020-21 Latest Approved Central Risk Budget (Major Projects Office {City Surveyor})</b>	<b>600</b>
<b>2020-21 Original Support Services and Capital Charges Budget</b>	<b>5,837</b>
Net movements	-1
<b>2020-21 Latest Approved Support Services and Capital Charges Budget</b>	<b>5,836</b>
<b>2020-21 Total Original Budget</b>	<b>24,487</b>
Total decrease	3,293
<b>2020-21 Latest Approved Final Budget</b>	<b>27,780</b>

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<b>Analysis of movements 2020-21 Original Budget to 2021-22 Original Budget</b>	<b>£000</b>
<b>2020-21 Original Local Risk Budget (Town Clerk)</b>	<b>9,398</b>
12% TOM Savings	-1,082
Transfer of Community Safety to DCCS	-226
2% efficiency savings	-184
2% inflation uplift	184
Reduction on staff time charged to charity review	-4
<b>2021-22 Original Local Risk Budget (Town Clerk)</b>	<b>8,086</b>
<b>2020-21 Original Local Risk Budget (Remembrancer)</b>	<b>1,375</b>
2% efficiency savings	-28
2% inflation uplift	28
Portion of the TOM Savings	-8
<b>2021-22 Original Local Risk Budget (Remembrancer)</b>	<b>1,367</b>
<b>2020-21 Original Central Risk Budget (Town Clerk)</b>	<b>6,010</b>
Removing Project Reserve Budget as it was built into base when it was a carry forward	-405
Transfer of Community Safety to DCCS	-25
Police Arboretum funding finished	-50
<b>2021-22 Original Central Risk Budget (Town Clerk)</b>	<b>5,530</b>
<b>2020-21 Original Central Risk Budget (Remembrancer)</b>	<b>1,319</b>
Balance of TOM savings	-157
Budget movement for Capital charges	103
<b>2021-22 Original Central Risk Budget (Remembrancer)</b>	<b>1,265</b>
<b>2020-21 Original Central Risk Budget (Culture Mile)</b>	<b>-52</b>
Funding agreed up until 2020/21 only so this is a nil budget	52
<b>2021-22 Original Central Risk Budget (Culture Mile)</b>	<b>0</b>
<b>2020-21 Original Central Risk Budget (Major Projects Office {City Surveyor})</b>	<b>600</b>
No Changes	0
<b>2021-22 Original Central Risk Budget (Major Projects Office {City Surveyor})</b>	<b>600</b>
<b>2020-21 Original Support Services and Capital Charges Budget</b>	<b>5,837</b>
Net movements	-921
<b>2021-22 Original Support Services and Capital Charges Budget</b>	<b>4,916</b>
<b>Total 2020-21 Original Budget</b>	<b>24,487</b>
Total increase	-2,723
<b>2021-22 Original Final Budget</b>	<b>21,764</b>

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Staffing statement	Latest Approved Budget 2020-21		Original Budget 2021-22	
	Full-time equivalent	Estimated Cost £000	Full-time equivalent	Estimated Cost £000
Community Safety and Resilience	10	789	10	644
Communications	28.5	1,996	26.5	1,900
Innovation & Growth	50.2	3,819	50.3	4,092
Grants and Contingencies	34.8	2,408	35	2,419
Culture Mile	7.9	383	0	0
Remembrancer	15.5	1,234	15.5	1,235
Town Clerk's Charities	1.0	74	1.3	95
Major Projects Office (City Surveyor)	9.0	600	9	600
<b>TOTAL</b>	<b>156.9</b>	<b>11,303</b>	<b>147.6</b>	<b>10,985</b>

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## Appendix 6

Service	Project	Exp. Pre 01/04/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Later Years £'000	Total £'000
<b>CITY'S CASH</b>							
	<b><u>Pre-implementation</u></b>						
Other schemes	St Lawrence Jewry Church	321	141	10			472
	<b><u>Authority to start work granted</u></b>						
Security	Operational Buildings Security Enhancements (residual fees)	359	207				566
Other schemes	Crossrail Art Foundation	3,122	378				3,500
Other schemes	Design for New Website	206	108				314
<b>TOTAL POLICY &amp; RESOURCES</b>		<b>4,008</b>	<b>834</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>4,852</b>

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<b>Committee:</b>	<b>Date:</b>
Policy & Resources Committee Establishment Committee	21/01/2021 27/01/2021
<b>Subject:</b> Draft Town Clerk's Corporate & Members Services Business Plan for 2021/22	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	All
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of funding?</b>	N/A
<b>Has this funding source been agreed with the Chamberlain's Department?</b>	Yes, within budget-estimate
<b>Report of:</b> The Town Clerk & Chief Executive	<b>For Approval</b>
<b>Report authors:</b> Peter Lisley, Assistant Town Clerk & Director of Major Projects Angela Roach, Assistant Town Clerk & Members Services Director Kate Smith, Head of Corporate Strategy & Performance Simon Latham, Head of Town Clerk & Chief Executive's Office	

## Summary

This report presents for approval the Business Plan for the Town Clerk's Corporate & Members Services for 2021/22.

## Recommendation

The committee is recommended to:

- i) Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan for Town Clerk's Corporate & Members Services for 2021/22 (or the elements therein that fall within this committee's Terms of Reference. See paragraph 3 for details).

## Main Report

### Background

1. Business Plans for 2021/22 are being presented based on current departmental structures. These will be adjusted, alongside budgets, when any changes to these structures are implemented.

## Current Position

2. Business Plans are aligned to departments, so all financial information presented within the Business Plan reflects the departmental budget rather than the Committee budget.
3. Establishment Committee funds all elements of the Business Plan presented, except for Resilience and Culture Mile, which are funded from Policy & Resources Committee's budget. Members are asked to scrutinise the elements of the plan that are relevant to the committee they are representing at the meeting.

## Proposal

4. The draft high-level summary Business Plan for Town Clerk's Corporate & Members Services is presented for approval at **Appendix 1**.

## Key Data

5. Key data is presented at **Appendix 1**.

## Corporate & Strategic Implications

6. Strategic implications – Strategic priorities and commitments are expressed in **Appendix 1**.
7. Financial implications – The Plan at **Appendix 1** has been drawn up on the basis of a 12% reduction in the departmental budget compared to 2020/21. This is to support the achievement of an overall budget reduction of 12%.
8. Risk implications – Key risks managed by the department and their scores are included at **Appendix 1**.
9. Resource implications – Any changes to resources will be identified and delivered through the move to the Target Operating Model.
10. Equalities implications – Equalities self-assessment scores are included within the high-level summary Business Plan. This can be found on the fifth page of the Plan. The Plan presented does not represent significant changes in service provision by this department.
11. The Corporate Strategy & Performance Team took on responsibility for assurance of compliance with meeting the Public Sector Equalities Duty (PSED) with respect to the services provided by the City Corporation on 1 April 2020. The Plan therefore includes the delivery of two new statutory requirements: the publication of an annual Equality Performance Report and a refresh of the 2016-20 Corporate Equality Objectives and an associated strategy and action plan. Both of these are produced jointly with HR which has responsibility for equalities within our workforce. (N.B. These responsibilities are likely to change when the Target Operating Model is implemented.) In this way, the team has a significant role to play in promoting corporate compliance with the PSED.



12. Climate Implications – The Head of Corporate Strategy & Performance Team has joint responsibility with the Director of Innovation and Growth for delivery assurance regarding the Climate Action Strategy 2020.
13. Delivery of both carbon reduction and climate resilience measures within our major projects is included within the Climate Action Strategy 2020. An assessment of climate implications is now required within all committee papers and project documentation passing through the Programme Management Office.
14. Security implications – Within the resilience update there is reference to changes in the UK Threat level to 'Severe' and ongoing security threats. This is mitigated through the Town Clerk's Senior Security Board and the Protect thematic boards delivering the Corporation's security strategy with appropriate partners, to mitigate security matters.

## **Conclusion**

15. This report presents the draft high-level summary Business Plan for 2021/22 for Town Clerk's Corporate & Members Services. This committee is recommended to approve it in respect of the elements relevant to its Terms of Reference (listed in paragraph 3).

## **Appendices**

- Appendix 1 – Draft High-level summary Business Plan 2021/22 for Town Clerk's Corporate & Members Services

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## Our aims and objectives are...

To optimise delivery against the Corporate Plan.

To deliver democratic and executive support services, which meet the needs of elected Members and the electorate.

To promote high, efficient, standards of governance throughout the organisation.

To deliver the outcomes of the Governance Review and supporting the Corporate Plan.

Ensure major projects are co-ordinated, managed and governed in a consistent manner.

To contribute to changing perceptions of the City to ensure that it is recognised as a global leader in culture, creativity and learning as well as commerce.

To ensure the effective delivery of our statutory functions and to support the Police Authority Board in rigorously challenging the efficiency and effectiveness of the City of London Police.

To act as the City Corporation's source of advice on project or programme management policies/procedures and manage the Project Management Academy.

Continue to ensure the City Corporation is able to respond to major emergencies defined by the Civil Contingencies Act 2004 as a Category 1 responder.

To deliver the 'Prepare' strand of HM Government's UK Counter Terrorism Strategy CONTEST on behalf of the City of London.

## Our major workstreams this year will be...

### *In order of priority*

1. Overseeing the delivery of a new Target Operating Model.
2. Implementing the outcomes of the governance review.
3. Populating the Corporate Performance Framework (CPF) with key data.
4. Delivering the Project Management Academy and supporting officers in managing projects.
5. Supporting the City of London Police, particularly its National Lead Force responsibilities, through the work of the Police Authority.
6. Continuing to transition Culture Mile to a commercial business model within which the City Corporation's investment is balanced by income from external sources. Co-creating creative projects and experiences with the diverse communities that are based in and around the Culture Mile area.
7. Delivering training and exercising for all emergency response roles, Strategic, Tactical, Operational. This includes preparing the organisation and staff in specific roles to plan and respond to the threat of terrorism.
8. Increasing voter registration and the turnout for ward and Aldermanic elections.

**We aim to impact on all Corporate Plan outcomes through the work we deliver and support.**



## What's changed since last year...

### Committee & Members Services

The Committee and Members Services team have introduced virtual and paperless committee meetings. They have introduced live streaming and visual recordings of public meetings. The Team are also taking on new workstreams (surrounding governance), working parties (Community and Children's COVID Response) and taskforces have been set up, notably a Tackling Racism Taskforce where cross-cutting work is being undertaken to see where we can improve diversity and tackle racism in education, staffing systems, governance, policing, business and culture.

### COVID-19

The Assistant Town Clerk has stepped up to manage the City Corporation's response to COVID-19.

### Culture Mile

COVID-19 has triggered a pivot towards creative engagement with local communities with significant early success and ongoing and growing appetite from residents in the City and adjacent central London boroughs.

### Resilience

Clearly the response to a pandemic has impacted resilience and business continuity globally along with protest, terrorist activity and other pressures on key Cities across the World, including the City of London. Brexit and EU Transition will result in reviews across resilience and business continuity planning and some of these reviews for the City of London are already taking place alongside wider London and national reviews. The raising of the UK Threat level from International terrorism to 'Severe'. The attack in 2019 at Fishmongers Hall, London Bridge, convictions for planning terrorist related events at St Paul's Cathedral of key individuals. Robust Resilience planning and response cross many assets and outcomes across the City of London, our assets outside the City and beyond.

### Police Authority

The Police Authority's main roles and responsibilities are to ensure that the City of London Police provides an efficient and effective service and provides value for money. Following the Lisvane review, the team are implementing further improvements to governance arrangements including enhancements to the Special Interest Area Scheme and the introduction of role profiles/Job Descriptions for Members. The Authority is also providing greater oversight and scrutiny of the Force's national lead role on economic crime and has significantly strengthened engagement with external stakeholders including the APCC and the Home Office.

### Programme Management

The role of the PMO is to have central oversight of projects to support officers and Members in achieving value for money on projects. Since last year the team have launched the Project Management Academy and taken on the management role of this, which will help to secure value for money in the future as suitably trained/qualified officers will be leading on delivery of projects. We have a new performance reporting framework. The team are also dealing with the impact of COVID-19 on projects and the impact of the Fundamental Review for projects.

### Corporate Strategy & Performance

The team is supporting various COVID-related secondments and has been running a Bronze Group and producing dashboards on City activity levels for the Gold Group since July. Work on the Corporate Performance Framework was paused during the first lockdown but has since restarted. In response to capacity changes, we have combined strategy annual reports and working groups and simplified the annual business planning process. We are also improving processes around production of performance reports and dashboards so that they are less resource intensive and more accurate and accessible. The team has taken on providing corporate assurance of compliance with the Public Sector Equality Duty for stakeholders (not staff), including producing the annual Equalities Performance report, and advising on and joining-up stakeholder engagement/research activity. We successfully moved the Annual City-wide Residents' Meeting online.

## Our strategic commitments

### Target Operating Model

- Overseeing the delivery of a new Target Operating Model as part of the TOM SteerCo.

### Major Projects

Ensure that all projects are coordinated and governed appropriately.

- Police Accommodation Programme
- Salisbury Square Development
- Markets Co-Location
- Museum of London move to West Smithfield

### Climate Action Strategy

- Delivery oversight, linking programme of departmental deliverables, KPIs and risks to Business Plans and the CPF.

### Recovery Task Force

- Contribute to development delivery assurance of this key workstream.

### Digital Skills Strategy

- Refresh and drive action plan. Identify KPIs. Link to Business Plans and CPF.
- Upskilling officers across the Corporation to be PowerBi superusers for their divisions.

### Social Mobility Strategy

- Refresh and drive action plan. Identify KPIs. Link to Business Plans and CPF.

### Equality & Inclusion Plan (2020-2024)

- Deliver new strategic plan and revamped annual reports, working with HR.

### Sport & Physical Activity Strategy

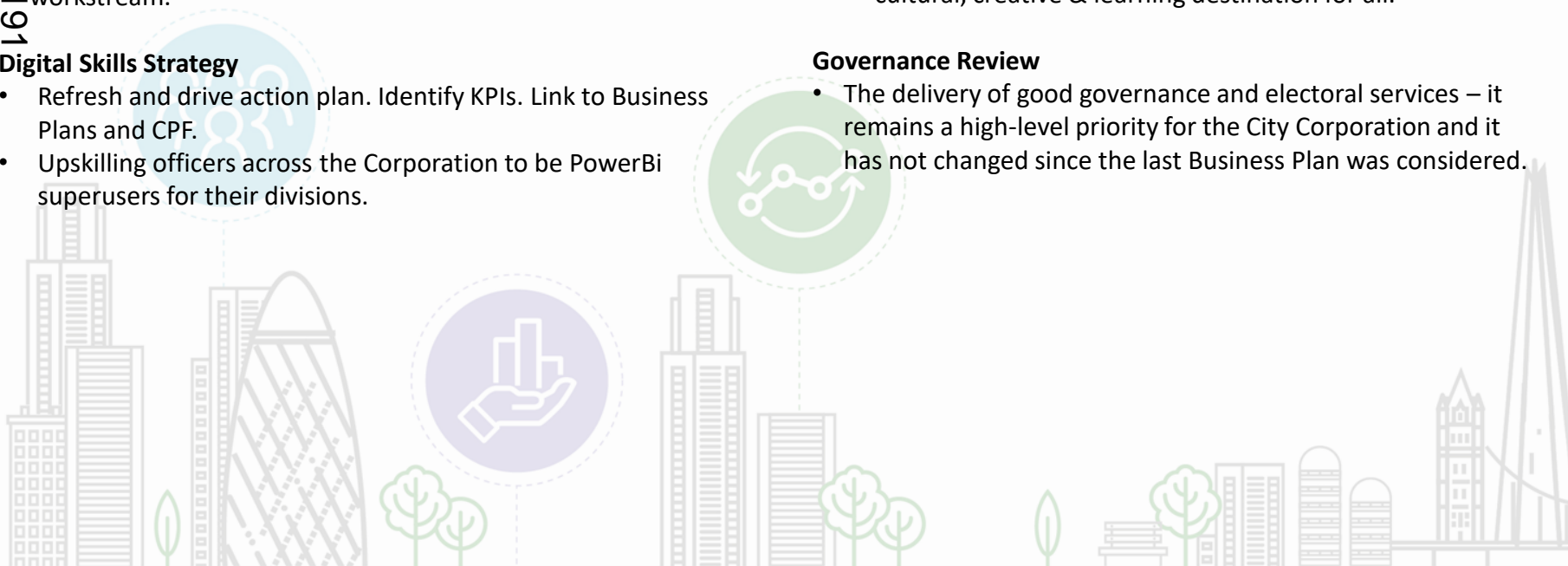
- Finalise strategy by means of stakeholder appetite, asset condition and commercial assessments. Develop funded action plan and KPIs. Link to Business Plans and CPF.

### Culture Mile Strategy 2018/28

- To contribute to changing perceptions of the City to ensure that it is recognised as a global leader in culture, creativity and learning as well as commerce.
- To develop Culture Mile as a vibrant and welcoming cultural, creative & learning destination for all.

### Governance Review

- The delivery of good governance and electoral services – it remains a high-level priority for the City Corporation and it has not changed since the last Business Plan was considered.



## Plans under consideration

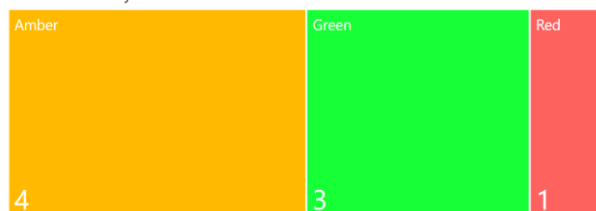
Plan	Time Scale
Data synchronisation between Oracle and Project Vision.	2021/22
Longer-term strategy for the Project Management Academy.	2021/22 to be agreed
Commercialising data	2021/24
Comprehensive review of Standing Orders following the outcome of the Governance Review.	Autumn 2021
The introduction of online voter registration for residents.	September 2021
The retention of the ability of Members and Officers to attend committee virtually (i.e. hybrid meetings).	December 2021
Introduction of financial assistance for Members in order to enhance participation and encourage greater diversity.	April 2021
Further digitisation of activities in order to go paperless, streamline other activities and encourage greater transparency (retaining live streaming and recording of meetings).	December 2021
Actions from CoL COVID-19 Debrief.	January 2021
Work on procurement of Clearview Business Continuity software application to support Business Continuity Management.	April 2021
Finalise review of corporate emergency plan.	April 2021
Support London-wide workstreams (London Resilience) e.g. structural collapse, Humanitarian assistance, Cyber resilience, Local Authority Panel Implementation Group.	On-going
Continue to drive the City of London resilience agenda via Chair of the Borough Resilience Forum including lead on review of City Risk Register.	On-going
Continue to deliver Business Continuity Management and Resilience as the CoL Target Operating Model is implemented.	Linked to the TOM implementation and beyond
Roll out of a new Target Operating Model through various work programmes.	2021/22





## Key Risks

Number of risks by current RAG



Risk Title	Score
CR30 Climate Action (CSPT)	12
TC TCO 008 (formerly CVD19 SGPS 02) Public meetings (C&MS)	6
TC TCO 009 (formerly CVD19 SGPS 03) FOI related requests (C&MS)	1
TC TCO 007 (formerly CVD19 SGPS 01) 2020 Aldermanic Appraisals (C&MS)	6
TC TCO 010 (formerly CVD19 SGPS 04) Virtual support (C&MS)	2
TC TCO 013 (formerly CVD19 SGPS 07) Annual Canvass (TC ES)	16
TC TCO 016 (formerly CVD19 SGPS 16) Democratic governance/oversight C&MS	8

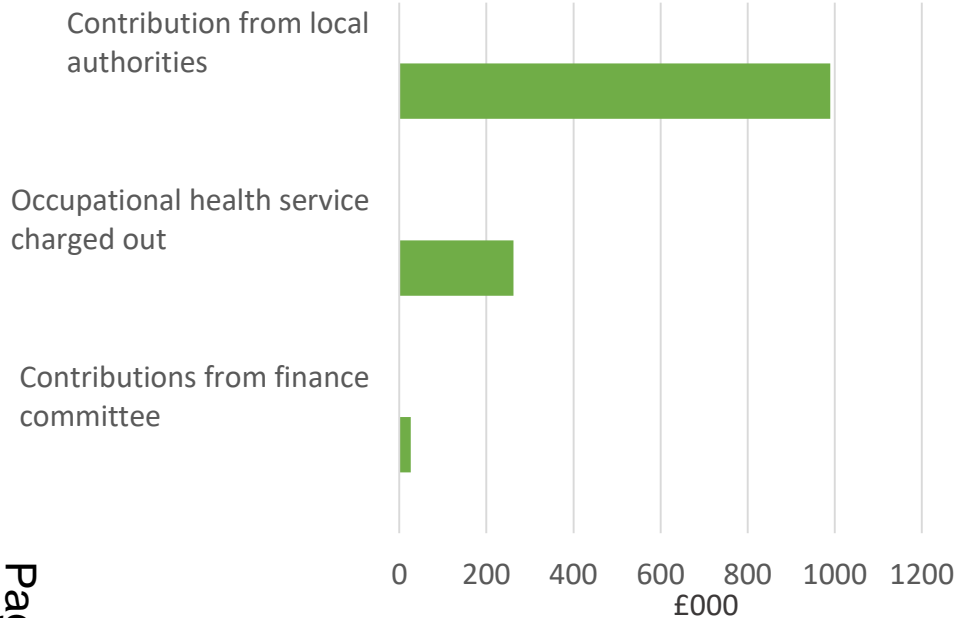
## Key Performance Indicators

KPI	Current Performance	Direction of Travel/ Target
Number of staff completing the PM Academy	N/A	70 staff to be trained
Reduce cases of non-compliance number of red projects based on new reporting framework	11 red Projects	Ensure Members oversight of red projects for scrutiny/ transparency
Social Mobility Employer Index score	50 (improved 5 places)	Positive improvement
Increase the number of residents and businesses registering to vote and the turnout for elections	N/A	Increase
Production of Standing Orders which are easy to understand and fit for purpose	N/A	Positive improvement
Enhancing transparency with increased public viewing numbers at committees	N/A	Increase

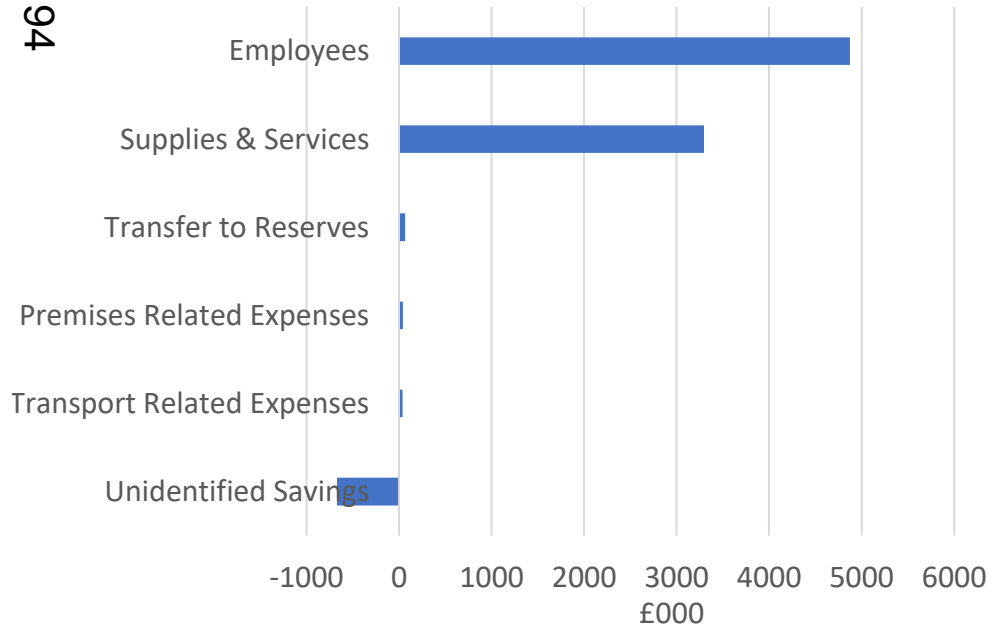
## Equalities, Diversity & Inclusion

Our E, D & I self assessment score (out of 4)	C&MS	PMO	CSPT
Monitoring and use of data and information	2	1	2
Completing Equality Analysis (EQIA) and tackling discrimination and barriers to inclusion	3	1	2
Target setting and mainstreaming equalities into performance systems	N/A	1	2
Using procurement and commissioning to achieve equality and cohesion targets	1	1	2
Engagement & partnership	2	1	4
Employment & Training	1	2	2

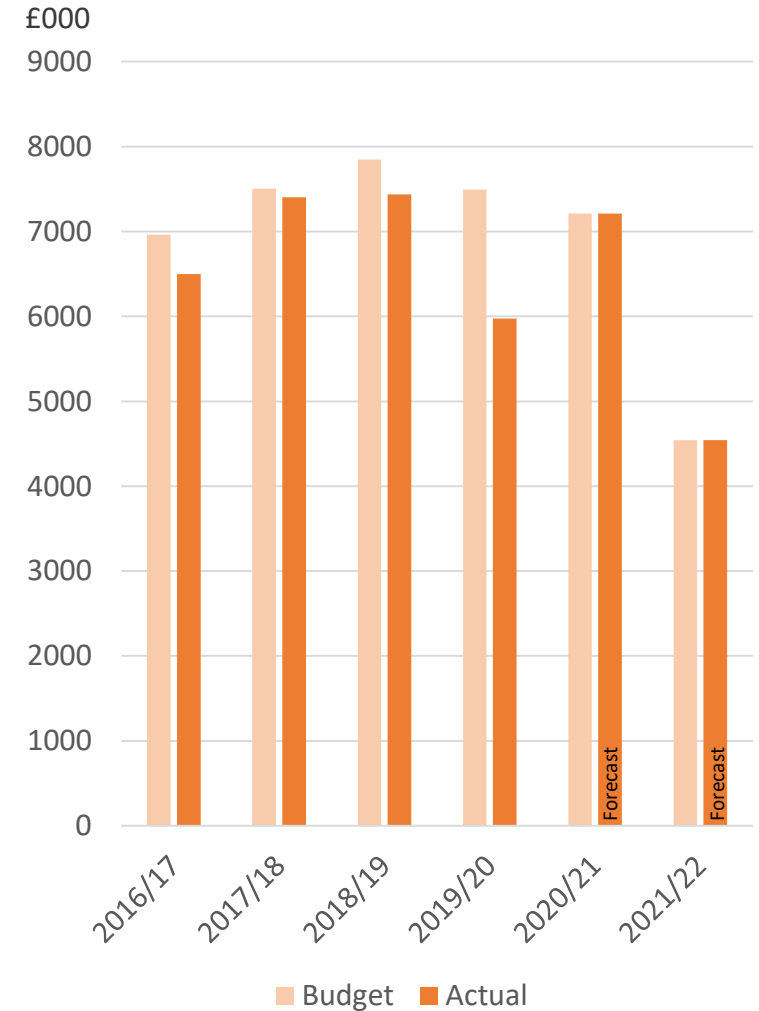
## Expected Income from External Sources



## Budgeted Expenditure Breakdown



## Budget vs Actual





<b>Committee:</b>	<b>Date:</b>
Policy & Resources Committee	21/01/2021
<b>Subject:</b> Draft Communications Team Business Plan for 2021/22	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<b>All</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Director of Communications Bob Roberts	<b>For Approval</b>
<b>Report author:</b> Head of Publishing Sheldon Hind	

## Summary

This report presents for approval the Business Plan for the Communications Team for 2021/22.

## Recommendation

The committee is recommended to:

- i) Note the factors taken into consideration in compiling the Communications Team Business Plan; and
- ii) Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan for the Communications Team for 2021/22 (or the elements therein that fall within this committee's Terms of Reference).

## **Main Report**

### **Background**

1. Business Plans for 2021/22 are being presented based on current departmental structures. These will be adjusted, alongside budgets, when any changes to these structures are implemented.
2. As set out in financial implications section, the draft high-level summary Business Plan has been drawn up on the basis of a 12% reduction in the budget compared to 2020/21. This is to support the achievement of an overall budget reduction of 12%.
3. The savings to achieve this reduction have yet to be identified but can be expected to have a significant impact on the work of the Communications Team.

### **Current Position**

4. Business Plans are aligned to departments, so all financial information presented within the Business Plan reflects the departmental budget rather than the Committee budget.
5. Policy & Resources Committee funds all elements of the Business Plan presented.

### **Proposal**

6. The draft high-level summary Business Plan for the Communications Team is presented at **Appendix 1**.

### **Key Data**

7. Key data is presented within the draft high-level summary Business Plan for the Communications Team is presented at **Appendix 1**.

### **Corporate & Strategic Implications**

8. Strategic implications – Strategic priorities and commitments are expressed in **Appendix 1**.
9. Financial implications – The draft high-level summary Business Plan at **Appendix 1** has been drawn up on the basis of a 12% reduction in the departmental budget compared to 2020/21. This is to support the achievement of an overall budget reduction of 12%.
10. Risk implications – Key risks managed by the department and their flightpaths are included in the draft high-level summary Business Plan at **Appendix 1**.
11. Resource implications – As set out in paragraph three.

12. Equalities implications – Equalities self-assessment scores are included within the high-level summary Business Plan. This can be found on the second page of the Plan.
13. Climate Implications – Because of the nature of communications, the team has a role in ensuring its own work and functions meet the goals of the Climate Action Strategy but also to promote and encourage the whole of the organisation to meet their obligations and to do likewise for external stakeholders.
14. Security implications – There are no specific implications within the role of the team. With its presence on the Security Board and People Security Board it does have responsibilities to communicate key messages and encourage behaviour change both internally and externally (where necessary) to mitigate potential hostile intentions.

## **Conclusion**

15. This report presents the draft high-level summary Business Plan for 2021/22 for the Communications Team. This committee is recommended to approve it in respect of the elements relevant to its Terms of Reference (listed in paragraph 3).

## **Appendices**

- Appendix 1 – Draft High-level summary Business Plan 2021/22 for Communications

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## Our aims and objectives are...

We aim to coordinate and oversee all print, broadcast and digital communications of the City Corporation.

We aim to implement and oversee our corporate affairs programme.

We aim to publish a wide range of material.

We aim to act as a point of contact for filming in the City.

## Our major workstreams this year will be...

1. Oversee all print, broadcast and digital communications of the City Corporation.
2. Produce excellent communications to all target audiences in response to the COVID-19 pandemic.
3. Use communications to support the post-pandemic recovery.
4. Promote positive media coverage of the City and the City of London Corporation.
5. Deliver effective political engagement via the Corporate Affairs programme.
6. Promote filming in both the City and on our assets.

**As we oversee all corporate print, broadcast and digital communications, we have a direct impact on all areas of the Corporate Plan.**

## What's changed since last year...



- Communications for both internal and external audiences adapted and significantly increased in response to COVID-19 pandemic.
- Coordinated messaging across the organisation produced in response to the COVID-19 pandemic.
- Significant communications support given to pan-London response to COVID-19 pandemic.
- In light of the restrictions on face-to-face meetings and events, all political engagement meetings adapted to respond to the COVID-19 pandemic.
- Management of commercial filming adapted to ensure productions meet COVID-19 guidelines.
- New website launched on time and on budget.

## Plans under consideration

Plan	Time Scale
Continue communications response to COVID-19 pandemic in support of Gold strategy.	Ongoing
Communications support for recovery from pandemic strategy.	April 21
Communications support to increase voter registration amongst businesses and residents ahead of City elections.	March 2021

## Our strategic commitments

As well as incorporating and acting on corporate strategies within the work of the team, Communications will have a major role in all the strategies and projects aimed at internal and external audiences such as the:

- Climate Action Strategy
- Target Operating Model
- Agreed proposals from the Tackling Racism Taskforce

Our E, D & I self assessment score	
Monitoring and use of data and information	3
Completing Equality Analysis (EQIA) and tackling discrimination and barriers to inclusion	1
Target setting and mainstreaming equalities into performance systems	3
Using procurement and commissioning to achieve equality and cohesion targets	N/A
Engagement & partnership	3
Employment and training	2

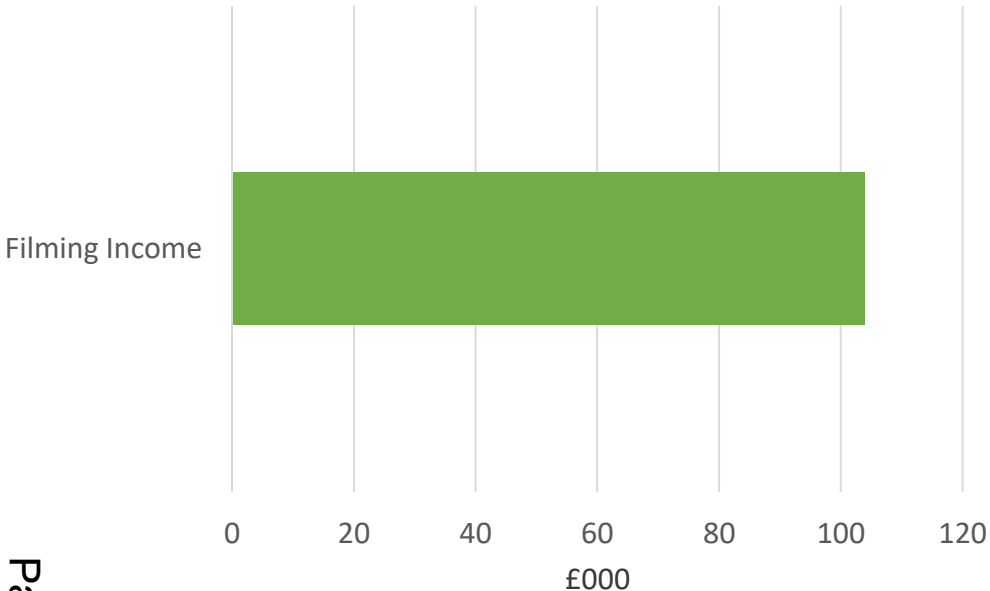
## Key Performance Indicators

KPI	Current Performance	Direction of Travel/ Target
Volume of media coverage measured by advertising value equivalent	Good but constrained by local publications stopping printing during pandemic	Expected to decline due to pandemic and budget reductions
Qualitative analysis of media coverage	Net positive media coverage across the organisation	On track
Amount of Filming income	Reduced from previous year by approx. 50% due to pandemic	Expected to stay depressed due to pandemic

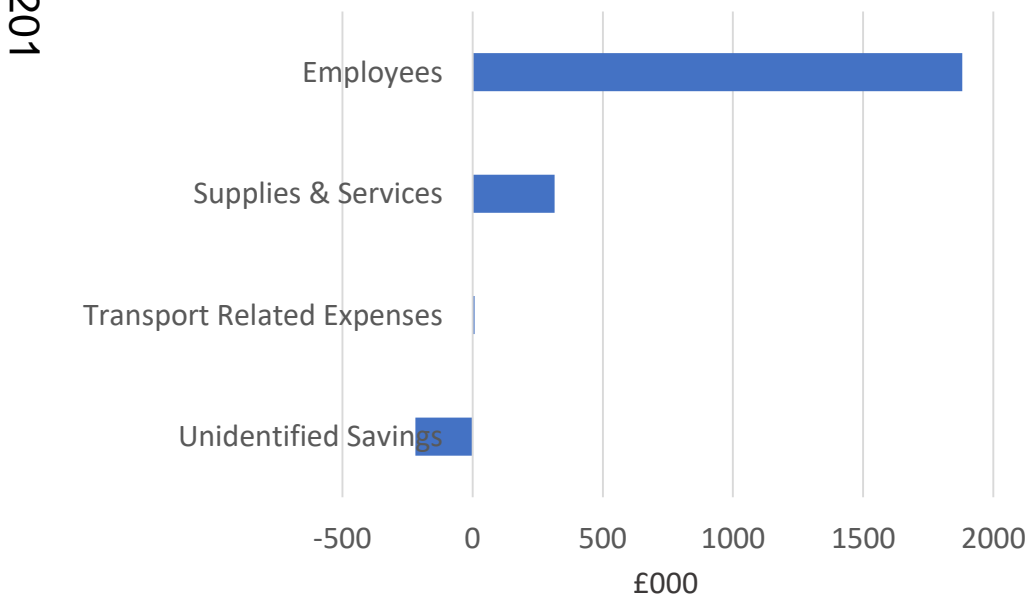
## Key Risks

Risk Title	Score
Reputational damage caused by policy decisions or behaviour	12
Reputational damage caused by unprofessional, uncoordinated communications	6
Adverse political developments	4
Internal dissatisfaction caused by poor communications	2

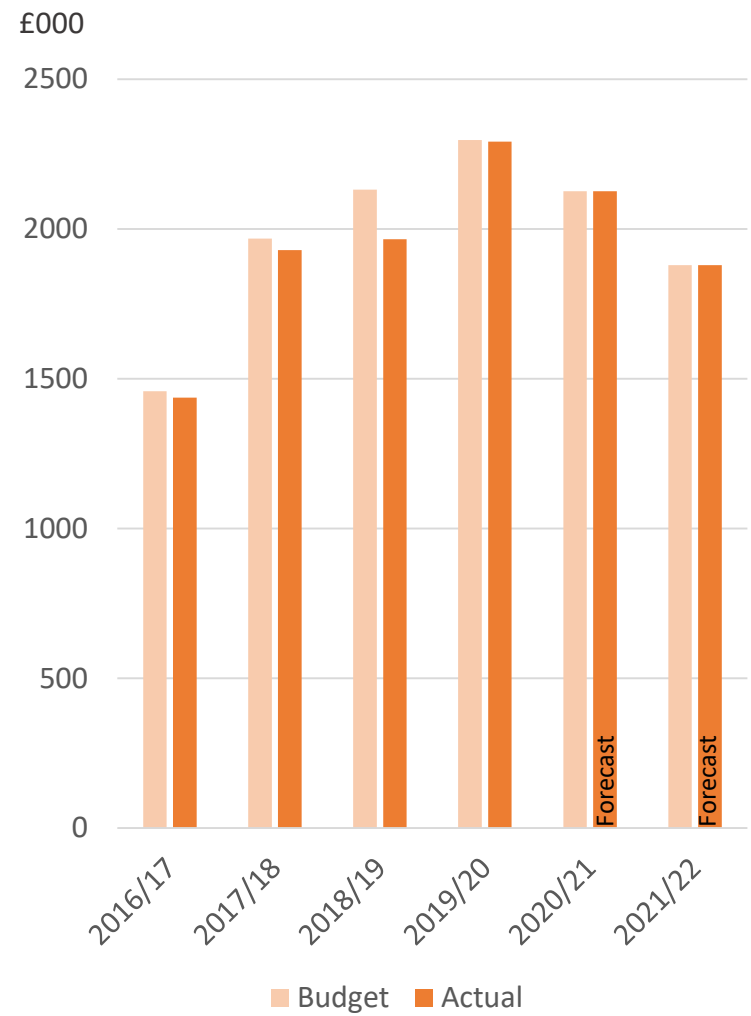
# Expected Income from External Sources



## Budgeted Expenditure Breakdown



## Budget vs Actual



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<b>Committee:</b>	<b>Date:</b>
Policy & Resources Committee	<b>01-07-2021</b>
<b>Subject:</b> Draft Innovation & Growth Business Plan for 2021/22	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	
Businesses are trusted and socially and environmentally responsible	Corp Plan Outcome 5
We have the world's best legal and regulatory framework and access to global markets	Corp Plan Outcome 6
We are a global hub for innovation in financial and professional services, commerce and culture	Corp Plan Outcome 7
We have access to the skills and talent we need	Corp Plan Outcome 8
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Damian Nussbaum, Innovation & Growth	<b>For Approval</b>
<b>Report author:</b> Jacob Seymour, Innovation & Growth	

## Summary

This report presents for approval the Business Plan for the Innovation & Growth for 2021/22.

## Recommendation

The committee is recommended to:

- i) Note the factors taken into consideration in compiling the Innovation & Growth Business Plan; and
- ii) Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan for Innovation & Growth for 2021/22 (or the elements therein that fall within this committee's Terms of Reference).

## **Main Report**

### **Background**

1. Business Plans for 2021/22 are being presented based on current departmental structures. These will be adjusted, alongside budgets, when any changes to these structures are implemented.

### **Current Position**

2. Business Plans are aligned to departments, so all financial information presented within the Business Plan reflects the departmental budget rather than the Committee budget.

### **Proposal**

3. The draft high-level summary Business Plan for Innovation & Growth is presented at **Appendix 1**.

### **Key Data**

4. Key data is presented within the draft high-level summary Business Plan for Innovation & Growth is presented at **Appendix 1**.

### **Corporate & Strategic Implications**

5. Strategic implications – Strategic priorities and commitments are expressed in **Appendix 1**.
6. Financial implications – The draft high-level summary Business Plan at **Appendix 1** has been drawn up on the basis of a 12% reduction in the departmental budget compared to 2020/21. This is to support the achievement of an overall budget reduction of 12%.
7. Risk implications – Key risks managed by the department and their flightpaths are included in the draft high-level summary Business Plan at **Appendix 1**.
8. Resource implications – Any changes to resources will be identified and delivered through the move to the Target Operating Model.
9. Equalities implications – Equalities self-assessment scores are included within the high-level summary Business Plan. This can be found on page 3 of the Plan. The Plan presented does not represent significant changes in service provision by Innovation & Growth
10. Climate Implications – Innovation and Growth is responsible for the overall programme support and coordination for the Climate Action Strategy. This includes ensuring performance and progress is well tracked and understood across the Corporation. One of IG's business outcomes addresses this enabling factor and

facilitates the effective deployment of resources and achievement of intended impact.

11. Security implications – N/A

## **Conclusion**

12. This report presents the draft high-level summary Business Plan for 2021/22 for Innovation & Growth. This committee is recommended to approve it in respect of the elements relevant to its Terms of Reference (listed in paragraph 3).

## **Appendices**

- Appendix 1 – Draft High-level summary Business Plan 2021/22 for Innovation & Growth

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Director of Innovation & Growth

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### **Jacob Seymour**

Head of Operations – Innovation & Growth

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## Our aims and objectives are...

Innovation and Growth works to strengthen the UK's competitiveness as the world's leading global hub for financial and professional services to support a thriving economy. It does this by:

- Accelerating sustainable growth through FRPS innovation and the use of technology.
- Boosting the competitiveness of the UK's world-class business environment.
- Maximising market access for UK-based FRPS firms.
- Promoting global recognition of the UK's world-leading FRPS offer in key markets.
- Cultivating strong, strategic, outcome-focused relationships with key stakeholders

## We suggest these priorities because...

The domestic and global context in which the UK's Financial and Professional Services (FRPS) sector operates is changing rapidly and significantly. These developments present an unprecedented opportunity for the FRPS sector but also a set of challenges and threats to its historical strengths. Our priorities address both dimensions and work to prepare Britain's world-leading FRPS to innovate and adapt to succeed after Brexit. The City of London can play an important role in this transformation. We will support the UK's ambitions on tech in FRPS. We will also focus on sustainable finance - making a success of COP26 in Glasgow (the UN Climate Change Conference) as a critical priority.

We will benchmark and introduce a focused strategy for the UK's competitiveness in FRPS. We will support market access with new partners such as Switzerland and the US, alongside achieving strong progress with the EU. Global recognition of the UK's offer is critical if customers are to use our services, so we will reinforce our work on investment right across the UK, and build on our GlobalCity platform to ensure that the UK's offer is heard. Finally, this work requires building ever stronger partnerships. We will strengthen our engagement with partners, be they trade associations, firms, regulators or government to maximise the Corporation's impact in supporting a thriving economy.

## Some of our delivery partners and key stakeholders...



## What's changed since last year...

- A swift pivot to a virtual engagement programme (VEP) will now be incorporated into a hybrid engagement and visit model going forward.
- Following on from the adoption of the Climate Action Strategy, the Corporation's first fully funded strategy, 21-22 will be focused on implementation and performance across the programme areas under IG's direction and coordination.
- The 21-22 year will see the release and implementation of the *FinTech Strategic Review (FSR)* which has been prepared under our co-ordination (maybe not the right work, needed to avoid Secretariat), and set the direction for a key sector for the City.
- Our benchmarking study into comparative competitiveness of UK FRPS has been completed and will, alongside our Insight Hub, inform and guide our promotional and strategic programs.
- The *London Recharged* report was our contribution to the London wide vision for recovery and the *Recovery Task Force* will look at forward looking plan for a thriving economy with a vibrant offer in the Square Mile. These both will be complimented by the introduction of a cross-Corporation strategy in 21-22 which outlines the strategic priorities and role for the global success of UK FRPS.



# Our (five) major workstreams this year and plans under consideration...

## Innovative Ecosystem

1. UK growth of AUM that is greater than global growth
2. Enhanced UK position as a leader in FRPS technology and innovation
3. The Corporation and Square Mile is on track for a net zero future

## World-Class Business Environment

4. Greater access to talent to ensure FRPS is innovative and competitive
5. London and the UK is positioned as a world leading centre for FRPS
6. The UK’s regulatory and legal regime for the industry is globally leading, open and agile

## Global Market Access

7. Retain and/or enhance FRPS market access with key jurisdictions

## Global Recognition of UK’s FRPS Offer

8. Retention and growth of inward investment from key markets and Improved export position

## Partnerships and Engagement

9. Better support of FRPS through strong strategic partnerships with stakeholders across the UK

## Key Risks

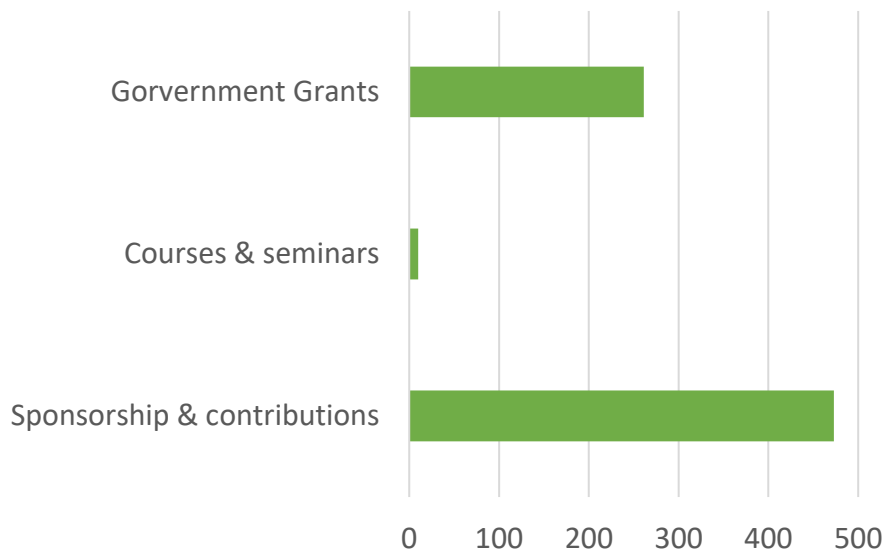
Risk Title	Score
Loss of Business Support for the City	12
Climate Action	4
Impact of Brexit on the attractiveness of London for workers, businesses and visitors	12
Impact of Brexit on the City Corporation	8

Key Performance Indicators	Current Performance	Direction of Travel/ Target
1 - Growth of UK AuM compared to global AuM	4.6% (UK) vs 14.1% (global) (all in USD)	UK growth higher than global growth
2 - FRPS Tech investment	GBP 3.6bn	10% increase
3 - Annual target is met against annual carbon reduction milestones for both Corporation and Square Mile (CDP A List)	n/a	CoL and Square mile Annual target met
4 – Available skills in workforce	5.1	Maintain or Improve position
5 - Composite score under our Benchmarking study across 91 metrics	rank: 1st, score: 62	Retain top position
6 - Positive trajectory of World Bank Regulatory Quality Survey	1.63	Positive Trajectory with minimum score of 1.75
7 - Costs of regulatory barriers to FRPS trade	72.6% (MFN) 7.3% (EEA)	Maintain or lower costs
8 - Increase OECD / ONS FS FDI by 10%	USD 585bn	Positive Trajectory relative to other financial centres
9 - Positive quantitative responses to relevant questions in Stakeholder survey	n/a	80% positive

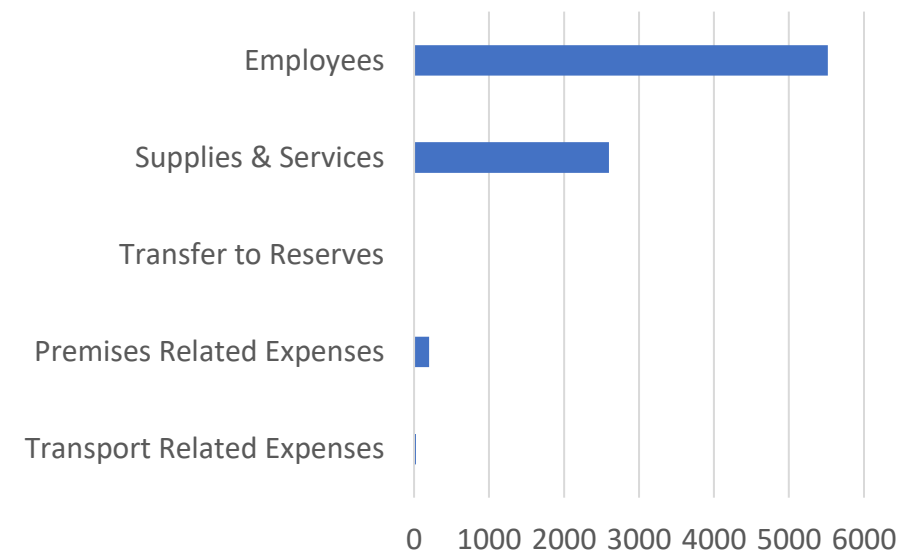
## The Corporate Plan outcomes we have a direct impact on are...

5. Businesses are trusted and socially and environmentally responsible
6. We have the world’s best legal and regulatory framework and access to global markets
7. We are a global hub for innovation in financial and professional services, commerce and culture
8. We have access to the skills and talent we need

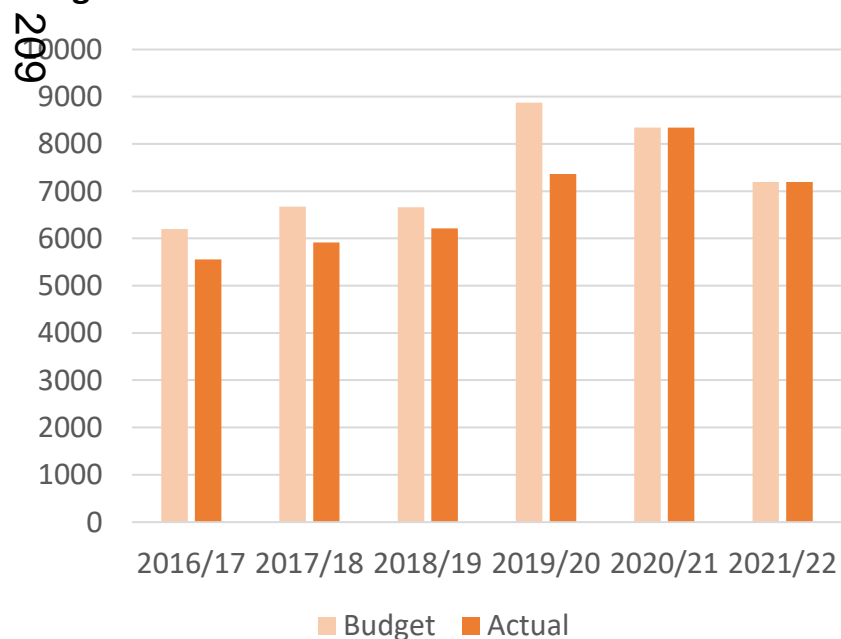
## Where our money comes from



## Where our money is spent



## Budget vs Actual



## Our E D & I self assessment score

Monitoring and use of data and information	1/3
Completing Equality Analysis (EQIA) and tackling discrimination and barriers to inclusion	2/4
Target setting and mainstreaming equalities into performance systems	2/2
Using procurement and commissioning to achieve equality and cohesion targets	1/1
Engagement and partnership	3/4
Employment and training	2/4

\*IG scores are lower due to multiple targets being not applicable to our department, N/A questions have been removed from total scoring

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<b>Committee:</b>	<b>Date:</b>
Policy & Resources Committee	21 January 2021
<b>Subject:</b> Draft Remembrancer's Office Business Plan for 2021/22	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<b>6, 7, 10, 11</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>Report of:</b> The City Remembrancer	<b>For Approval</b>
<b>Report author:</b> Bruce Hunt, City Remembrancer's Office	

## Summary

This report presents for approval the Business Plan for the Remembrancer's Office for 2021/22.

## Recommendation

The Committee is recommended to:

- i) Note the factors taken into consideration in compiling the Remembrancer's Office Business Plan; and
- ii) Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan for the Remembrancer's Office for 2021/22 (or the elements therein that fall within this committee's Terms of Reference).

## Main Report

### Background

1. Business Plans for 2021/22 are being presented based on current departmental structures. These will be adjusted, alongside budgets, when any changes to these structures are implemented.

### Current Position

2. Business Plans are aligned to departments, so all financial information presented within the Business Plan reflects the departmental budget rather than the Committee budget.

3. The elements of the Business Plan presented that are relevant to this committee are:
  - Parliamentary and Political Liaison
  - Constitutional and Legislative Analysis
  - Protocol and Diplomatic liaison and advice
  - City events and hospitality
4. The Business Plan is based on a budget reduction of 12%. The local risk budget of the office is primarily to meet employee costs and the element from which savings might be drawn other than from those costs is very small. There have been staff reductions but there is a need to retain a cadre of trained and established events staff to provide for the resumption of events activity later this year. This is of wider financial benefit to the City Corporation in the case of commercial events, as the objective is to get the level of income generated by such events back to (and ultimately exceeding) pre-Covid levels as soon as possible. As a temporary measure, a majority of remaining events staff have been seconded either externally (with two staff supporting the London Strategic Coordination Group) or to other City Corporation departments.
5. In the case of City events and hospitality, given there will be a period in the first half of 2021 when full scale in-person City events cannot resume, the City hospitality budget will face fewer demands. A reduction in the hospitality budget in the order of 20% next year is accordingly proposed. Combined with the other savings and efficiencies which can be exacted from the local risk budget, the reduction of 12% to be applied generally to all departments will be met.
6. Apart from these savings, operational efficiencies through the enhanced use of computer and internet-based aids for event management together with identification of synergies with other departments in ways of working are being sought. The Remembrancer's Office already works closely with, for example, IG, Mansion House and Comms, on events and stakeholder engagement. The TOM proposals for a Centre of Profession for events management within the Remembrancer's Office will bring further opportunities for closer working with consequent opportunities for efficiencies.

## **Proposal**

7. The draft high-level summary Business Plan for City Remembrancer's Office is presented at **Appendix 1**.

## **Key Data**

8. Key data is presented within the draft high-level summary Business Plan for City Remembrancer's Office is presented at **Appendix 1**.

## **Corporate & Strategic Implications**

9. Strategic implications – The Remembrancer's Office works to maintain the constitutional integrity of the City of London and in so doing, supports all of the outcomes in the City's Corporate Plan either through its parliamentary and

diplomatic activity or through its City events programme. Strategic priorities and commitments are expressed in **Appendix 1**.

10. Financial implications – The draft high-level summary Business Plan at **Appendix 1** has been drawn up on the basis of a 12% reduction in the departmental budget compared to 2020/21. This is to support the achievement of an overall budget reduction of 12%.
11. Risk implications – Key risks managed by the department and their flightpaths are included in the draft high-level summary Business Plan at **Appendix 1**.
12. Resource implications – Any changes to resources will be identified and delivered through the move to the Target Operating Model.
13. Equalities implications – There are currently no equalities implications identified as a result of the business plans and budgets.
14. Climate Implications – There are currently no direct climate implications identified as a result of the business plans and budgets. However, the office's parliamentary activity and hospitality programme will continue to promote and support the aims of the Climate Action Strategy.
15. Security implications – There are currently no security implications identified as a result of the business plans and budgets.

## **Conclusion**

16. This report presents the draft high-level summary Business Plan for 2021/22 for the City Remembrancer's Office. This committee is recommended to approve it in respect of the elements relevant to its Terms of Reference (listed in paragraph 3).

## **Appendices**

- Appendix 1 – Draft High-level summary Business Plan 2021/22 for the City Remembrancer's Office.

## **Bruce Hunt**

City Remembrancer's Office

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## Our aims and objectives are...

- To maintain the constitutional integrity of the City of London.
- Scrutinise all government legislation, represent the City's views and provide evidence to Parliamentary and GLA Committees and promote the City's private legislation.
- Deliver events that support the interests of the City and the UK.
- Liaise with the Royal Household and the London Diplomatic Corps.
- Generate income from private use of the Guildhall.
- Provide a service for the City's elected Members including arrangements for Committee events and Common Hall.



## Our (five) major workstreams this year will be...

1. Respond to new government legislation particularly in respect of the UK's new international relationships post-Brexit, providing briefings and, where necessary, amendments in respect of City interests.
2. Conclude preparation for a draft, and secure the passage through Parliament, of the proposed City of London Markets Bill.
3. Take forward the City of London/London Councils Private Member's Bill on air quality, or seek equivalent amendments to the Government's Environment Bill.
4. Further develop soft power tools with particular reference to engagement with the London Diplomatic Corps and international communities resident in London.
5. To deliver the City's programme of events for 2021/22 and develop proposals for a Centre of Profession for events in line with the Target Operating Model.

## The Corporate Plan outcomes we have a direct impact on are...

- **Outcome 6** - We have the world's best legal and regulatory framework and access to global markets
- **Outcome 7** - We are a global hub for innovation in financial and professional services, commerce and culture
- **Outcome 10** - We inspire enterprise, excellence, creativity and collaboration

## What's changed since last year...



### COVID-19

- Public health restrictions meant commercial events on the Guildhall Complex were not possible.
- Large-scale City hospitality was also not possible, although a number of events were able to be delivered virtually.
- A number of Covid related risks were identified and added to the departmental risk register.
- Parliamentary work continued largely unabated during the pandemic.

### Other developments

- The Office has taken a lead role in pushing forward Phase 1 of the Guildhall IT project to deliver new IT infrastructure to the events spaces.

### Future Planned Changes

- The use of technology to deliver City events either virtually or in a hybrid form (part in-person, part online) will be explored further.

### Staffing

- Two-thirds of staff in the events teams have been seconded externally or to other Corporation departments.
- Retirement of the Department's long serving Business Manager.

## Plans under consideration

Plan	Time Scale
Deposit in Parliament of a Markets Bill	November 2021
Implementation of the Target Operating Model	FY 21/22
Response to the Government's legislative programme	Ongoing
Restart of the City's programme of events	FY 21/22 Q1
Return commercial income to pre Covid-19 levels	By FY 22/23



## Our strategic commitments

### Air Quality and Climate Action

- Progress the Emissions Reduction Bill in the House of Lords.
- Amendments tabled to the Environment Bill in the House of Lords.

### Cultural

- Use of events to highlight the City's cultural offer and draw attention to particular culture initiatives.
- Engage with London's diverse communities through the events programme.

*The Office's work in Parliament furthers the aims of a number of the City Corporation's strategies by using briefings to MPs and submissions to Select Committees to raise awareness of initiatives.*

## Key Risks

		Impact				Total
		Minor	Serious	Major	Extreme	
Likelihood	Likely	0	1	0	0	11
	Possible	0	3	4	0	
	Unlikely	0	0	2	0	
	Rare	0	1	0	0	

## Key Performance Indicators

KPI	Current Performance	Direction of Travel/Target
Number of submissions to Select Committee	30	Increase
Number of MPs and Peers Briefed.	166	Maintain/Increase
% clients likely or very likely to hold another event at Guildhall	90%	Maintain/Increase
Balance of repeat/new clients hiring venue space at Guildhall.	60/40	Maintain
Invoices paid within 10 days (SME's)	86%	Increase
Invoices paid within 30 days	97%	Maintain

## Our E D & I self assessment score

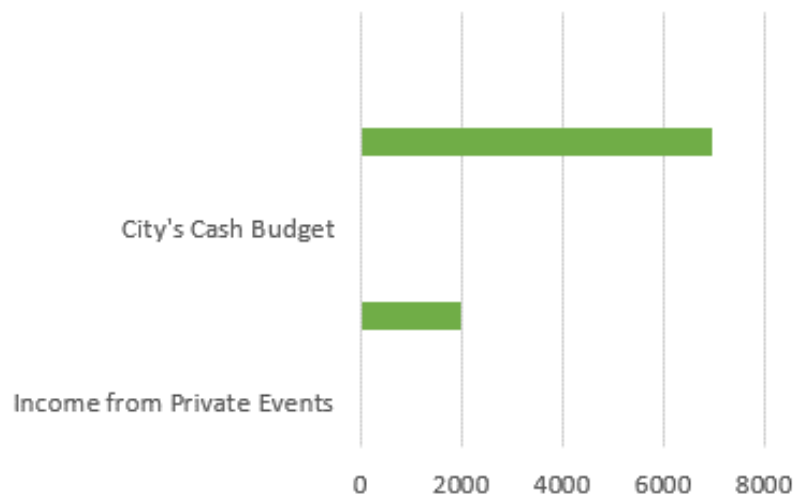
Monitoring and use of data and information	3
Completing Equality Analysis (EQIA) and tackling discrimination and barriers to inclusion	2
Target setting and mainstreaming equalities into performance systems	4
Using procurement and commissioning to achieve equality and cohesion targets	3
Engagement and partnership	4
Employment and training	3

Risk Title	Score
REM PA 001 Impact of UK-EU Relations on the legislative and regulatory landscape	8
CR10 Adverse Political Developments	12
CVD19 SG CE 09 City hosted events	12
CVD19 SG CE 06 Commercial event hire	12
REM PRE 001 Income generation	12
CVD19 SG CE 08 IT infrastructure within Guildhall event spaces	6

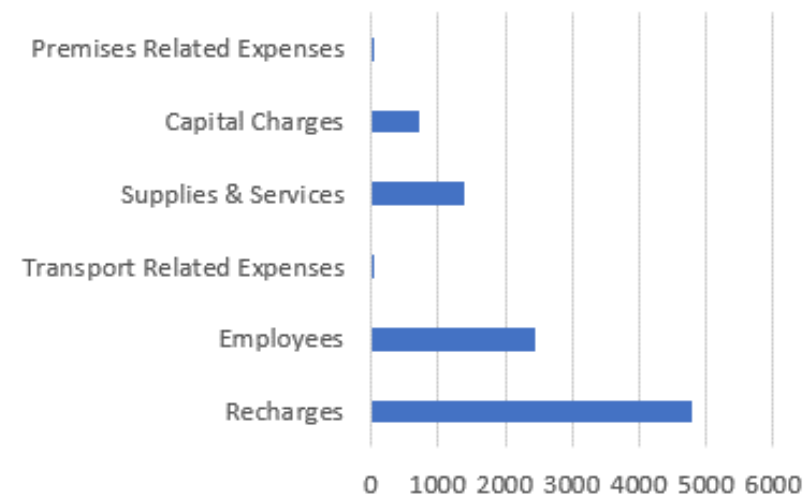




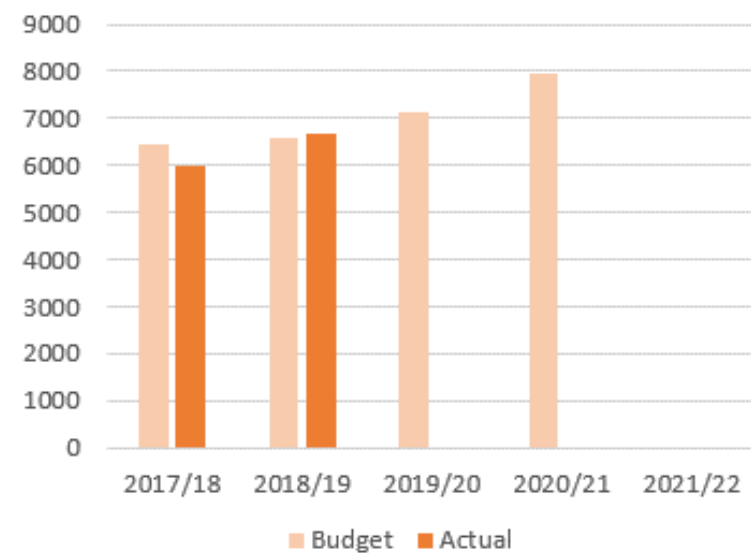
## Where our money comes from



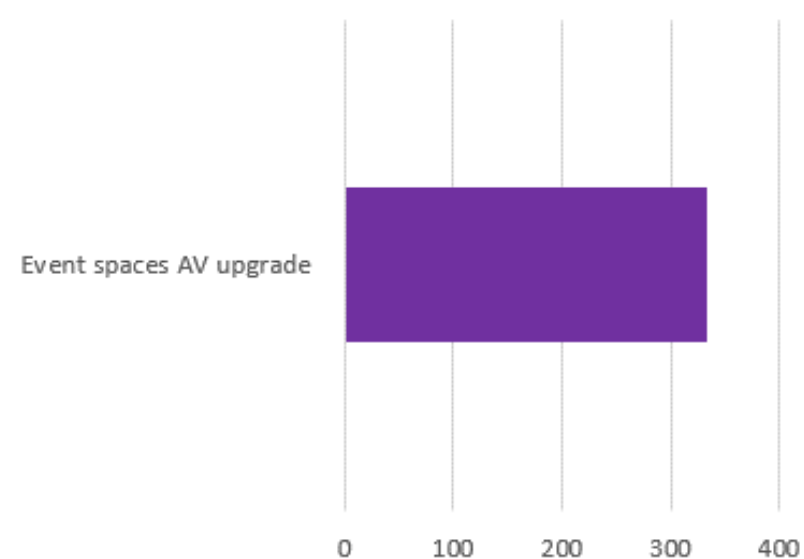
## Where our money is spent



## Budget vs Actual



## Capital Project Spend



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<b>Committee(s):</b>	<b>Date(s):</b>
Policy and Resources Committee	21 January 2020
<b>Subject:</b> Culture Mile core revenue budget 2021-23	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<b>3, 4, 5, 7, 8, 10</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>Yes</b>
<b>If so, how much?</b>	<b>£424,187</b> across 2 years, and a 2021/22 carry forward request of <b>£185,000</b> from Culture Mile and Outdoor Arts Programme budgets, totalling <b>£609,187</b>
<b>What is the source of Funding?</b>	<b>City Fund</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>Yes</b>
<b>Report of:</b> Peter Lisley, Assistant Town Clerk & Culture Mile Director	<b>For Decision</b>
<b>Report author:</b> Tim Jones, Culture Mile Manager	

## Summary

Culture Mile, established by the City of London Corporation in partnership with the Barbican Centre, the Guildhall School, the LSO and the Museum of London to bring culture and commerce together in the north-west part of the City, has become an internationally recognised part of the City of London's cultural life. It has played a valued part in sustaining cultural and community activity during the recent months of the pandemic.

This paper proposes a core revenue budget for Culture Mile for the period from April 2021 – March 2023, ensuring that Culture Mile can play its vital role in contributing towards the City's recovery programme while indicating how the project can quickly become more self-sufficient.

It explains how, over the next two years, Culture Mile will achieve its transition to a new commercial business model as a new culture-led Business Improvement District (BID) in the City, allowing the City Corporation to substantially reduce its ongoing investment from 2023 onwards.

It proposes a reduction from Culture Mile's 20/21 core revenue budget (of £1m) of 68% in 21/22, and 71% in 22/23, with the City Corporation requested to contribute to total project costs at a level of 46% in 21/22 and 37% in 22/23.

In order to ensure continuing activity while radically reducing core budget costs, it proposes instead an opportunity to bid to the Community Infrastructure Levy (CIL)

Neighbourhood Fund to resource the cost of the communities' aspects of its work (£350k/yr) and asks for Members' in principle support for this approach.

It also explains the critical role that Culture Mile can play as a pre-existing vehicle that can use culture to support the City of London's urgent recovery needs post the COVID-19 pandemic, by:

- Attracting increasing commercial sector support to animate the district's public spaces with highest-quality arts, cultural and learning experiences
- Providing support for the creative freelancers, entrepreneurs and SMEs who have been among the hardest hit by the pandemic
- Promoting Culture Mile as a safe and welcoming place for world class cultural and learning experiences to our local communities and to wider visitors.

As the City Corporation moves towards its new Target Operating Model, Culture Mile provides a leading example of collaboration across City departments and with external organisations, driving value and partnerships with outcomes that create both public value and impact for the City. This proposal ensures the development of Culture Mile towards a more fully self-sustaining model, while retaining it as an essential element in the City's wider commitment to cultural and community activity.

### **Recommendation(s)**

Members are asked to:

- Approve allocation of an annual revenue budget for essential core Culture Mile activities from City Fund of £139,203 for the 2021/2 financial year and £284,984 for the 2022/23 financial year
- Approve the carry forward of £96,000 from the 2020/21 Culture & Visitor Services Outdoor Arts budget (funded by Central Risk) and £89,000 from the 2020/21 Culture Mile core revenue budget into the core Culture Mile budget for 2021/22
- Note that a bid to the CIL Neighbourhood Fund will be made in spring 2021, as a means for Culture Mile to maintain its communities work as part of the City's recovery programme.

### **Main Report**

#### **Background**

1. Culture Mile is the City of London's cultural district, stretching from Farringdon to Moorgate, and is led by the City Corporation in partnership with its 'core cultural partners' - the Barbican Centre, the Guildhall School of Music & Drama, the London Symphony Orchestra and the Museum of London. Together these five partners are creating a world-class destination for culture and learning in the north-west corner of the Square Mile by:
  - **transforming the area** into a vibrant and welcoming destination through major public realm changes, free outdoor events, and artworks
  - **supporting the local economy** – by championing the area's unique ecosystem of creative enterprises and strengthening the area's credentials as a place to do business

- **using the arts to support social mobility** – by engaging closely with local communities, schools and through close joint working with Culture Mile Learning to deliver creative projects with the potential to transform life chances for London's young people
  - **unlocking potential through convening connections** – by bringing together over 50 organisations across sectors in support of the Culture Mile vision and by promoting collaboration across partner organisations and City Corporation departments
  - **developing a sustainable operating model** – by attracting income and delivering value across the commercial, civic and cultural sectors.
2. Following many years of strategic planning and dialogue between the core partners, Culture Mile launched in July 2017 and its public event programme began in March 2018. It responds to the reality that culture, in a wide variety of forms, is now widely used in major cities to regenerate and animate places and communities, to develop destinations of international significance and to grow local economies.
  3. In the context of the City, Culture Mile also strategically pre-empted the completion of the Elizabeth Line, and provides a mechanism to bring the major cultural organisations in the area – and an increasing number of organisations from other sectors who support its aims - together to transform the experience of the district through major capital and public realm projects, free outdoor events and art commissions, and strategic partnerships that combine the City's world class cultural strengths with its pre-eminence as a centre for financial and professional services.
  4. Statistics from Culture Mile's 2018-20 activities include:
    - A total audience of 44,000 engaging with events as part of the *Play the Mile* season between May and August 2019
    - Over 82% average approval for Culture Mile content among the public and 77% of those surveyed saying it made them want to revisit the area
    - Audience composition by BAME backgrounds averaging 23% across Culture Mile's large-scale events in 2018-19
    - 3,545 locally based attendees at *Play the Mile* and 82% of those surveyed agreeing that Culture Mile benefits local communities
    - Over £685k estimated secondary spend among local businesses in 2019
    - A doubling (from 23 to 47) of the number of organisations in the Culture Mile Network in 2019
  5. In March 2020 Culture Mile partnered with the Lord Mayor to produce *Creativity: the Commercial Superpower*, an event at Mansion House exploring how collaboration between the commercial and cultural sectors can support innovation, quality of public experience and the City's international competitiveness. The event was a major step forward in terms of Culture Mile's strategic intention to broker new collaborations between culture and commerce in the City.

6. When the first COVID-19 lockdown began, Culture Mile surveyed its impact on the creative and cultural industries and immediately became aware of its devastating impact, particularly on the freelance workforce that provides the expertise for these industries to flourish. Oxford Economics forecast in 2020 that the UK's creative industries are on the brink of devastation, with nearly 1 in 6 creative sector jobs in London lost by the end of the year. Prior to COVID-19 the City's creative sector was growing faster than anywhere else in the UK - but 90% of Culture Mile's creative industries are microbusinesses, which face particular risk. COVID-19 jeopardises not only creative activity, but jobs, the independent character of areas like Smithfield, and the presence of City businesses who want to be based in vibrant places that attract talented employees.
7. In autumn 2020, the Lord Mayor partnered with Culture Mile and City Corporation Culture and Visitor Services to convene the Culture and Commerce Taskforce, a group of 20 thought leaders across the cultural and commercial sectors. The Taskforce has been working to identify how the commercial sector can support the recovery of the cultural and creative sector after the pandemic, how the cultural and creative sectors can enhance the ongoing competitiveness of the City's commercial sector, and how the City Corporation and Culture Mile can be pivotal in these developments. Phase 1 of the Taskforce's work concluded in December 2020. Information about its recommendations is being shared with Policy & Resources on Jan 21<sup>st</sup>, 2021, with approval for the action plan requested at that stage. Continuing funding of Culture Mile's core revenue budget will allow Culture Mile to provide ongoing secretariat to the Taskforce from April to Oct 2021 and, subject to Member approval in due course and where resources can be identified, to deliver against some of its recommendations.
8. With the first March 2020 lockdown, Culture Mile quickly pivoted to align its expertise and resources to support the immediate needs of 'hyperlocal' communities based in and around the area, finding innovative ways to use culture and creativity to offer a sense of social connection and hope for the future to communities that have been under significant strain.
9. These projects included *Radio Local*, a radio station made with 120 local people and which attracted 10,000 listeners across its 2-week run in summer 2020; and the *Culture Mile Play Packs* – themed activity packs containing playful prompts and imaginative content drawn from cultural organisations across the City and beyond. 10,000 Play Packs have been distributed to families lacking internet access through a network of food banks, mutual aid groups and community centres in the City and adjacent boroughs, and have been hugely appreciated with very positive unsolicited feedback offered repeatedly by recipients and distributing partners. The Play Packs are also available online. Further projects include microgrants offered for community-led creative activity (10 proposals have been funded following 50 submissions) and a version of the Play Packs developed for adults who are shielding or socially isolated. This is an area with significant growth potential with many more project ideas being developed.
10. In 20/21 Culture Mile made progress in terms of securing commercial support for animation of the district's outdoor spaces, principally through a partnership funded by Brookfield Properties who committed £135,000 for the creation and

programming of a bespoke outdoor stage at London Wall Place, contracted to be delivered in 21/22 (subject to relaxation of social distancing restrictions). In the interim period Culture Mile received a fee of £33,000 to produce a pair of well-received online films for Brookfield Properties, featuring LSO musicians and contemporary dancers, which celebrated the spaces and places in the district. Positive discussions about a similar winter partnership, potentially around lighting and in support of the City Corporation's Climate Strategy, are also underway, as are discussions with other commercial partners about how Culture Mile can provide 'early activation' of development sites.

11. Over the past year Culture Mile has developed an 'agency' model within which Culture Mile provides services that meet business needs while also contributing to Culture Mile's core overheads. There are currently £82k worth of prospects in this area and the team are confident this can be grown over the next two years, to secure a target of £100k annual income in this area by 2022/23.

### **Current position**

12. The importance role of culture, in a diversity of forms, to play a leading role in the City's recovery, and in particular to help address the "doughnut effect" and revive a sense of place in the City for local communities, reattract workers and visitors - is acknowledged within both the City Corporation's Covid Recovery Group (particularly its 'Vibrant Offer' theme) and the Lord Mayor's Culture and Commerce Taskforce. Cross-departmental and cross-organisational plans are being made to establish the best approaches to support the City's revival and reinvigoration - how to create welcoming, dynamic and inclusive places and to take opportunities to 'build back better'.
13. Culture Mile is embedded in and influencing these important developments. It has already established a track record of high-quality delivery, and particularly since March 2020 has demonstrated its capacity for remarkable agility, creativity and resourcefulness. It has used the challenges of the pandemic to pivot and unlock new ways to use creativity and culture to respond to the needs of the diverse communities on its doorstep, in ways that have been recognised at a national level for their ingenuity and quality.
14. The need to continue using culture to support people through the remaining months of the pandemic remains clear – creating a sense of togetherness, playfulness and hope during ongoing isolation, bringing people together and ultimately reconnecting them to the City. As an existing vehicle, driven by a very skilled team, and which unites multiple organisations in a bold commitment to creative urban transformation, Culture Mile stands ready at a time when arguably it is most needed.
15. Throughout the past year, Culture Mile has also continued to develop and communicate a joined-up narrative and compelling framing context for the district's major developments. From the perspective of the Museum of London, Culture Mile's activities remain essential to the success of the New Museum project. Culture Mile's creative vision underpins the Barbican Centre's approach

to the renewal of its Exhibition Halls, and it influences the approach taken to the development of Smithfield Central Markets and the Smithfield public realm.

16. Excellence in collaborative working between the world-class cultural organisations in the district has continued to underpin Culture Mile's success over the past year. During 2020 the partnership has shared learning about how to engage 'hyperlocal' communities and in doing so supports the intentions of the core cultural partners to take greater roles in the civic, as well as cultural, life of London. In addition to achieving significantly greater interplay with and support from the commercial sector, it has increasing support from partners such as the Culture Team at City Hall, providing reassurance that the long-term vision of the Culture Mile strategy remains achievable.
17. Over the past year, explorations into the potential for Culture Mile to become a Business Improvement District (BID) in the City have accelerated. In autumn 2020, commissioned consultancy established that there is sufficient number of businesses (15) in the district who would be willing to provide seed funding to a partnership (at £10,000 contribution apiece) for the period of up to 2 years required to get to a BID ballot. These costs would cover the necessary partnership development work, which could be delivered by a mix of the existing Culture Mile team and specialist consultants with experience of BID regulations and in getting areas to a BID ballot, with surplus allocated to projects aligned with Culture Mile activities and approved by the Executive Board of the new not-for-profit organisation that would be created for the seed funding partnership.
18. Broad themes that businesses have indicated to be of shared interest for promotion through a BID vehicle are very congruent with Culture Mile's existing activities and aims, and include:
  - Domestic and International promotion of the Culture Mile
  - One Voice/ Culture and Commerce
  - Enhancing the Business and Visitor experience
  - An attractive, inclusive and sustainable environment created through a public realm vision
  - Development of the Culture Mile Network nationally and internationally
19. A successful BID ballot would take place in autumn 2022 with a view to launching the new Culture Mile BID in March 2023. No BID ballot in Greater London has yet been unsuccessful, and initial signs are encouraging, but it is important that there is a thorough process of engagement, planning and promotion in the lead up to a ballot, including perception analysis and a draft business plan. This process would include consideration of the extent to which the existing boundaries of Culture Mile are reconsidered for a BID.
20. Culture Mile has a head start because it has a pre-established identity and brand, and – through the core partnership and the Culture Mile Network – many businesses are already engaging with each other and discussing the future of the area. There is an opportunity to encourage the idea of Culture Mile being a very culture-led BID, using creativity and culture as principal tools across all aspects of its approach to area development. The existing cultural partners

would support this and should be represented, alongside the City Corporation itself, in the governance structure for the partnership, so supporting Culture Mile's transition from a City-funded project to a BID (please see Appendix 3 for organograms outlining existing/transitional/BID hierarchies within the project at each stage, all subject to discussion and agreement).

21. Initial estimates from consultants have suggested that, if a BID is formed, total annual BID levies could be between £1.2m and £1.5m. These contributions from levy paying businesses would significantly shift Culture Mile's finances away from the present situation of City Corporation as majority funder. The annual budget of a Culture Mile BID would need to include areas beyond current allocations (e.g. cleaning, security) but will have sufficient scope to deliver these services while continuing to commission and deliver projects that are culturally-led, so maintaining the momentum of Culture Mile to date.
22. As with other City BIDs, the City Corporation would be the proposer of the BID (and so the 'accountable body'), but there would be scope for the partnership company established to seed fund the BID's set up to continue to operate after the BID is launched – for instance as an Enterprise arm that sits outside of levy collection. Options of this kind can be fully explored and agreed over the next 2 years.
23. Recognising that creative projects with local communities is likely to be a lower priority among BID levy payers, the Culture Mile team has engaged with the City Corporation's Central Grants Unit regarding the possibility of the Culture Mile partners making an application to the CIL Neighbourhood Fund, which has significant similarities between its criteria/aspirations and Culture Mile's 'creative communities' programme. In recent years, the total costs contributed by the City Corporation to this aspect of Culture Mile's activity has been in the region of £350k per annum.
24. This liaison with the Central Grants Unit has established that:
  - one of the independent organisations involved in the partnership would be eligible to lead an application
  - proposals to build on this work to date would be well received by the Fund's assessment panel
  - there is a 3-month turnaround from date of application
  - a major application (over £50k) would ultimately need to be approved by the Resource Allocation Subcommittee.
25. On this basis – though we recognise that this aspect of Culture Mile is what many stakeholders have found most exciting and impressive about Culture Mile since the first Covid lockdown - this paper does not request funds for the 'Creative Communities' strand of Culture Mile. Instead, it proposes that support for those activities is sought through the CIL Neighbourhood Fund. Therefore £350k has been removed from the proposed core revenue budget. If a CIL Neighbourhood Fund application is successful, the Culture Mile team would seek to maintain the collaborative structure that brings organisations and skillsets together across different budget lines (as has happened successfully since 2018 with City Public Realm capital funds and Culture Mile Learning).

However, Members should be aware of the risk that such an application to the CIL Neighbourhood Fund may not be successful. In such circumstances, if Members wish this work to continue, the Culture Mile partners would need to request additional funding support for the ongoing 'Creative Communities' strand through other means such as the Policy Initiatives Fund.

26. Culture Mile Learning, which brings together over 20 organisations that have a creative learning offer, including all those funded by the City, has had funding approved for 2021/22 of £247,000 by the Education Board in November 2020; this is subject to final approval by the Policy & Resources Committee on January 21<sup>st</sup> 2021. The ground-breaking work of Culture Mile Learning in the areas of fusion skills, social mobility and cultural learning is increasingly recognised internationally. As in previous years, Culture Mile's marketing team would continue to provide support and advice to Culture Mile Learning, and the two initiatives will continue to work closely together to position creative learning as a central aspect of, and differentiator for, the Culture Mile offer.
27. A Gateway 3 report for Smithfield Area Public Realm project was approved by Streets and Walkways and Projects Sub Committees in December 2020 and will be submitted to RASC on January 21<sup>st</sup>, 2021. If approved, this report will enable City Public Realm & Transportation teams to undertake Developed Design for the Smithfield Area (equivalent of RIBA stage 3), including a strategy for the approach to historic environment, transport modelling, and stakeholder engagement. It aligns with the New Museum Project. City Public Realm team will continue to collaborate closely with the Culture Mile team on relevant aspects of the project including an artist-in-residence appointed by the design team, and experimental measures that will be used to do testing and trials such as temporary road closure to support local cultural and business activity, and 'meanwhile' projects.
28. Culture Mile and City Corporation Culture and Visitor Services have worked in an increasingly close partnership over the past year, collaborating particularly on the Culture & Commerce Taskforce and in general information sharing and project support. Going forward, and to avoid duplication of activity/spend, it is recognised that outdoor arts programming in Culture Mile can best be delivered by C&VS outdoor arts programming and by the core cultural partners (for the large-scale 'breakout events' such as Tunnel Visions, Smithfield 150, Sound Unbound etc.). This paper, therefore, makes no request for funds from the City for outdoor arts programming (though it aims to deliver this by securing support from commercial partners).
29. Culture Mile is an exemplar in the context of the Target Operating Model and in terms of the City Corporation's aspiration to innovate to enable greater agility and unlock collaboration across departments, disciplines and organisations. Its collaborative framework – anchored by the senior officers in the team and closely supported by the Culture Mile Executive – has engaged over 50 people in a diverse range of outcome-focussed projects during 2020/21. These include 'project champions' from CEO to apprentice level, drawn from across multiple departments within the City Corporation and from all four cultural partner organisations.



## **Proposal**

30. This paper proposes a two-year investment from the City Corporation into Culture Mile's core revenue budget because it aligns with the period required to get to a BID ballot. It is advisable to provide support for two years to demonstrate to the seed funders of the new pre-BID partnership that the City Corporation is willing to 'go the distance' and is confident in its vision of a Culture Mile BID. Two years is also the period that the Education Board has endorsed investment in Culture Mile Learning for it to deliver agreed strategic goals in the Cultural and Creative Learning Strategy. Funding security for Culture Mile for the next two years will allow these two initiatives to plan in step with each other more effectively, and so deliver on the shared goal of putting creative and cultural learning at the heart of Culture Mile's offer. Culture Mile Learning activity has been identified as a high-potential opportunity for philanthropic funding, and there will be a focus on securing this over the next two years.
31. These proposals represent a reduction from Culture Mile's 20/21 core revenue budget (of £1m) of 68% in 21/22, and 71% in 22/23 (with the City Corporation contributing to total project costs at a level of 46% in 21/22 and 37% in 22/23).
32. A carry forward of £96k from the Outdoor Arts Programme 2020/21 (funded by Central Risk) is proposed. This is the residual unspent sum from 2020/21 following costs being deducted of cancelled projects and the move to online broadcasting during the pandemic. Going forward, the Outdoor Arts Programme will focus on non-congregational activity such as exhibitions while restrictions are still in play, noting the role it will have as a safe and democratic means of cultural engagement in the City post-pandemic and the significant way in which it will help to realise ambitions for recovery, notably those of the Recovery Taskforce under its 'Vibrant Offer' theme.
33. A carry forward of £89k from the Culture Mile core revenue budget for 2020/21 is proposed, due to planned activity not being possible for COVID-19 restrictions. Please refer to Appendix 2 for a summary of the Culture Mile core revenue budget for 2020/21.
34. By March 2023, the City Corporation will:
  - be poised to launch Culture Mile as the newest Business Improvement District in the City, with foundational financing secured from levy paying businesses across the footprint and a distinct specialism in highest-quality culture and arts-led placemaking – a successful ballot and £1.2m – £1.5m forecast in terms of annual levy payments to the BID
  - be benefitting, in terms of PR, visibility and commercial sector buy-in, from Culture Mile's ability to have secured financing from commercial sector partners for outdoor animations (events/performances/installations) that reflect the cultural strength of the City and highlight strategic themes important to the City Corporation, such as climate change

- have supported, through Culture Mile, 4 cohorts of creative sector SMEs and entrepreneurs and freelancers (many of whom may have otherwise not received any COVID-19 financial support from central Government), to sustain and rebuild their careers after the catastrophic effect of the pandemic on the creative and cultural sector in London and the UK – at least 50 creative business ideas supported over 2 years within a ‘build back better’ agenda, demonstrating the City’s support for London’s cultural recovery
  - have ensured that Culture Mile is supported by systematic and effective approaches to attract further income through profit-making services – with 80K income in this area in 2021/2 and 100K in 2022/23.
35. Please see Appendix 1 for details of the budget and the 3 activity strands – *New Business Model*, *Creative Spaces* and *Creative Livelihoods* – that are proposed to be delivered with the support of the City Corporation over the 2021-23 period.
36. Throughout the 2021-23 period, Culture Mile will continue to work closely with, support and share information with the core cultural partners as they negotiate post-pandemic operations and progress their major initiatives, and work in partnership with the City Corporation’s Community & Children’s Services, Cultural & Visitor Services, Education & Skills, Innovation & Growth, Planning, Public Realm, and other departments to put cultural confidence at the heart of the City’s post-COVID resurgence. This will include ongoing promotion of Culture Mile to the property sector, through events and direct engagement, in collaboration with the City Property Advisory Team.
37. Members are asked to note that local risk costs of £18,300 are attributed to ongoing support to drive forward the Lord Mayor’s Culture and Commerce Taskforce in 2021/22. This is jointly supported by the Cultural and Visitor Development Team and will enable the development of a workplan covering all associated costs. Any recommendations that might cascade, for example, from the Covid recovery group, the Culture and Commerce Task Force, or for creative activation of vacant units in the City may require additional funding, albeit most will be covered through existing workstreams, reprioritisation and/or external partner delivery agreements. If required, these costs will form the basis a separate report later in the year seeking Committee endorsement and funding. Culture Mile is ready to lend its support and expertise to initiatives of this kind, and to draw up costings and proposals, subject to Member approval in due course.

## **Corporate & Strategic Implications**

38. Culture Mile directly supports the following outcomes for the City Corporation Corporate Plan 2018-23:

Outcome 3. People have equal opportunities to enrich their lives and reach their full potential

Outcome 4. Communities are cohesive and have the facilities they need.

Outcome 5: Businesses are trusted and socially and environmentally responsible

Outcome 7. We are a global hub for innovation in finance and professional services, commerce and culture.

Outcome 8. We have access to the skills and talent we need.

Outcome 10. We inspire enterprise, excellence, creativity and collaboration.

The Culture Mile Strategy sits under and supports the Culture and Visitor Strategy 2018-22 and is supported by the Culture Mile Look and Feel Strategy.

## **Financial implications**

39. £139,203 for 2021/22 and £284,984 for 2022/23 will be required from existing City Fund resources for the purpose of enabling Culture Mile's core revenue budget over the 2021-23 period. This is a 68% reduction against City Corporation investment in 2020/21 and a 72% reduction in 2021/22.
40. Subject to Member approval, in 2021/22 the allocation of £139,203 will be supplemented by one off carry forwards of £96,000 from City Corporation Culture & Visitor Services Outdoor Arts Programme budget and £89,000 from Culture Mile, creating a total City Corporation investment in 2021/22 of £324,203 in Culture Mile's core revenue budget.
41. Through a mix of income from the new pre-BID partnership, additional commercial support for Culture Mile's activities in the public realm, fundraising and sales of profit-making services, external income is forecast at £376,000 in 2021/22, rising to £495,000 in 2022/23. On this basis the City Corporation will be required to fund 46% of total project costs in 2021/22, reducing to 37% in 2022/23.
42. Estimates of the total amount of in-kind support through aligned activity by external organisations have been 18%-20% of Culture Mile's total costs over the past 3 years. On this basis in-kind support is forecast at £125-140k in 2021/22 and £140-156k in 2022/23.
43. The Chamberlain has been consulted in the preparation of the budget and carry forward proposals and has identified funding from within existing City Fund resources.
44. Please see Appendix 1 for budget detail.

## **Conclusion**

45. This report proposes a viable way for Culture Mile, as a pre-existing 'big idea' for City culture, and a vehicle that brings its most significant cultural institutions together, can shoulder significant cuts to its core revenue budget during 2021-3 whilst still delivering on its aims and – crucially – establishing a route to a new commercial business model in the form of a Business Improvement District by 2023, so allowing the City Corporation to substantially reduce its ongoing investment.

46. This is a time of significant uncertainty and financial constraints. It is also a time to recognise that the City must harness its significant cultural strengths as a means to restore vibrancy to its places and spaces, and to reinvigorate itself as an attractive and compelling destination for City businesses, their worker communities and for visitors. The City Corporation's continued investment in Culture Mile over the next 2 years will preserve a recognised mechanism that can bring the district's core cultural partners together with the commercial sector to deliver solutions to these needs, and so ensure culture is central to the process of post-COVID recovery in the City.

**Report author**

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## Appendix 2: Culture Mile 2020/21 budget summary

	External Income	CoL investment	Expected Spend March 21	Proposed Carry Forward	Notes
<b>Staffing</b>	£ -	£ 520,525	£ 520,525	£ -	
Management & Coordination	£ -	£ 125,000	£ 125,000	£ -	
Business Engagement	£ -	£ 99,600	£ 99,600	£ -	
Creative Production	£ -	£ 134,000	£ 134,000	£ -	
Marketing	£ -	£ 80,000	£ 80,000	£ -	
Communications	£ -	£ 24,000	£ 24,000	£ -	
Additional Staffing Support	£ -	£ 57,925	£ 57,925	£ -	
<b>Area One: Delivering Creative Programmes</b>	£ 73,000	£ 252,286	£ 206,289	£ 56,000.00	
Play Programme (Packs & Brookfield)	£ 33,000	£ 30,000	£ 3	£ -	
The Stage @ London Wall	£ 40,000	£ -	£ 40,000	£ -	
Fusion Prize		£ 2,500	£ 2,500	£ -	
Radio Local		£ 28,286	£ 28,286	£ -	
Around the Corner (Joined up comms with local audiences, including marketing retainer)		£ 43,500	£ 43,500	£ -	
Imagine Programme (Local resident led ideas)		£ 55,000	£ 41,000	£ 14,000.00	1
Communities in Residence		£ 63,000	£ 51,000	£ 12,000.00	2
Artists at the Table		£ 30,000	£ -	£ 30,000.00	3
<b>Area Two: Developing a Sustainable Operating Model</b>	£ -	£ 148,367	£ 115,367	£ 33,000.00	
Network Review	£ -	£ 39,000	£ 39,000	£ -	
Annual Report	£ -	£ 27,607	£ 27,607	£ -	
Mapping & Resource	£ -	£ 12,560	£ 12,560	£ -	
Internal Equality & Inclusion	£ -	£ 3,000	£ 3,000	£ -	
Business Cultivation & Engagement	£ -	£ 66,200	£ 33,200	£ 33,000.00	4

Area Three: Developing the Physical Infrastructure	£ -	£ 5,000	£ 5,000	£ -	
Moor Lane	£ -	£ 5,000	£ 5,000	£ -	
Area Four: Undertaking Action Research & Thought Leadership	£ -	£ 44,500	£ 44,500	£ -	
Culture Mile Network	£ -	£ 2,000	£ 2,000	£ -	
AEA / Nesta Research	£ -	£ 3,000	£ 3,000	£ -	
Creative Sector Regrowth	£ -	£ 30,000	£ 30,000	£ -	
Real Estate Live UK	£ -	£ 1,500	£ 1,500	£ -	
BID Research	£ -	£ 8,000	£ 8,000	£ -	
Other	£ -	£ 29,322	£ -	£ -	
Accountancy correction		£ 29,322			
<b>TOTAL</b>	<b>£ 73,000</b>	<b>£ 1,000,000</b>	<b>£ 891,681</b>	<b>£ 89,000</b>	

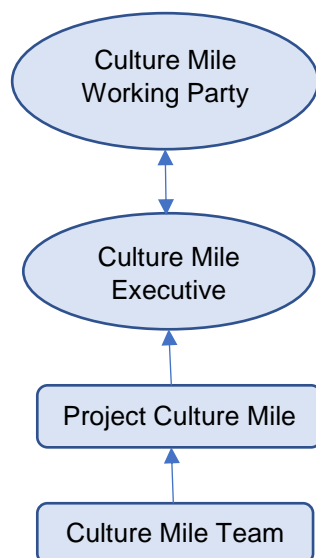
## Notes

1. Some activity unable to be fully realised due to COVID-19 lockdowns
2. 12k underspend as unable to carry out the creative freelancer support project due to COVID-19
3. On pause due to COVID-19 restrictions making the project unfeasible
4. COVID-19 restrictions resulted in the in-person aspects of this project being unfeasible

## Appendix 3: Governance arrangements from current to beyond 2023

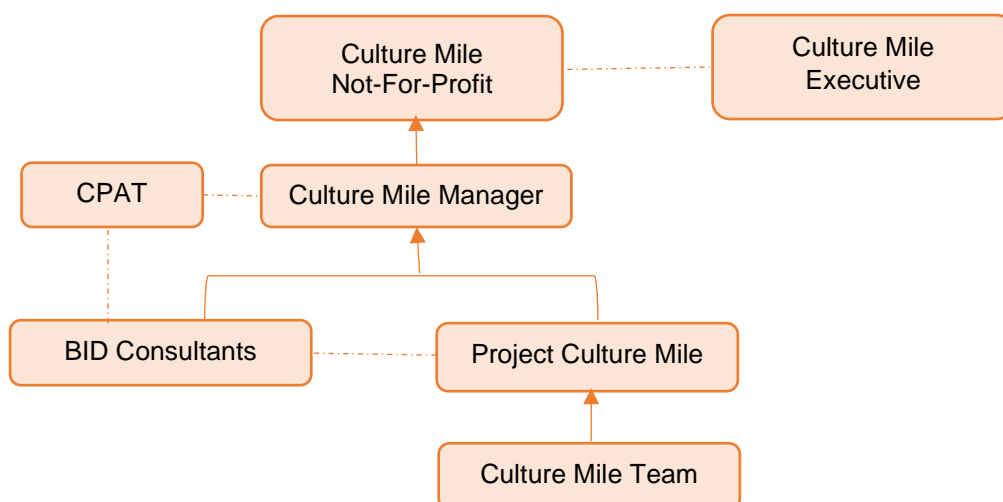
### a. Existing Culture Mile Governance Structure

- Executive has been effective in bringing multiple City Corporation Departments (DBE, Cultural & Visitor Services, Community & Children's Services, Surveyors) together with cultural partners to provide strategic direction and critical assessment
- Project-based system has further recruited 'project champions' and collaborators from across City Corporation and cultural partner departments, further embedding the collaborative approach in the City's cultural ecosystem



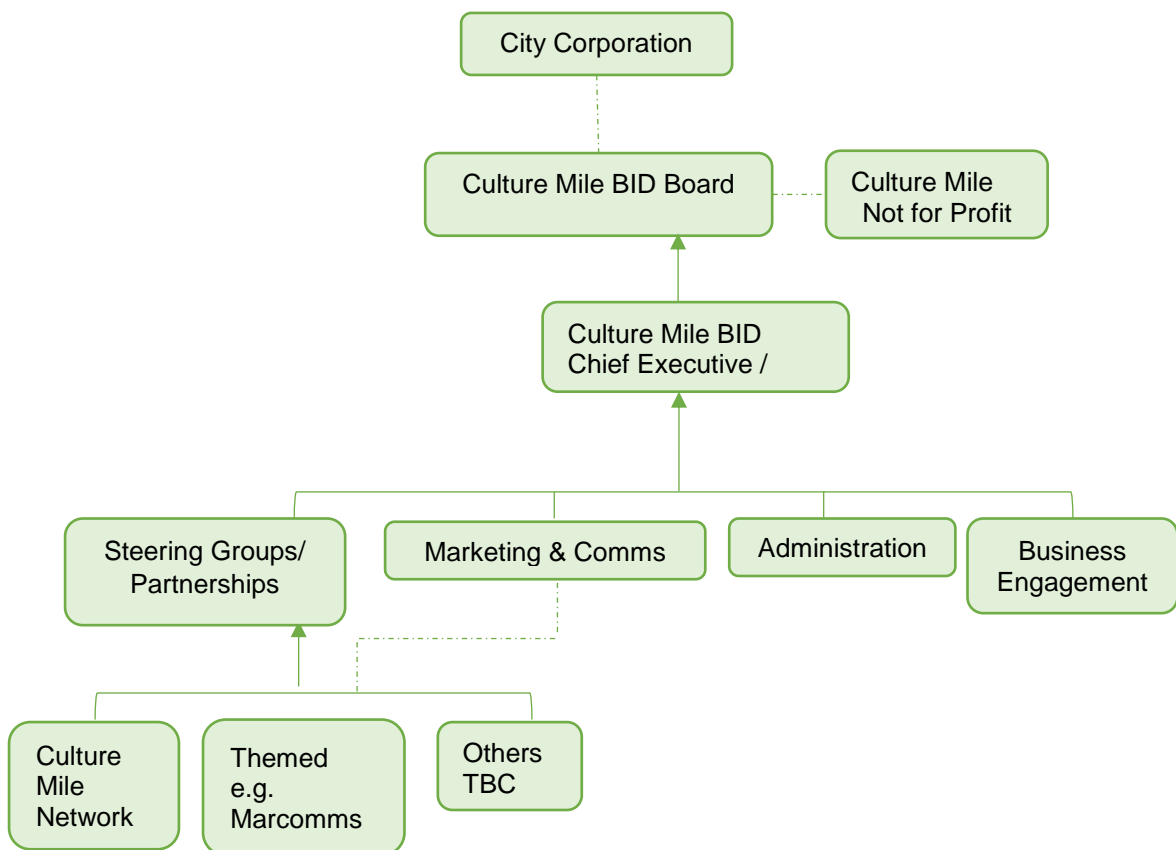
### b. Transitional governance structure 2021-23 (Draft / for discussion by Working Party and Executive)

- New not-for-profit formed to house commercial partners seed funding the transition to a BID model
- Working Party is wound down in mid-2021 as the new company is formed
- A number of Culture Mile Executive members are transferred into the non-Exec Board of the new organisation to support/advise/maintain momentum
- BID consultants are maintained to support process towards a ballot; CPAT oversee and advise on process on behalf of the City Corporation



**c. Governance structure from 2023 (with BID formed)**

- Subject to change as the partnership becomes established and the role and mandate of the BID becomes clearer in relation to the current Culture Mile structure
- Culture Mile BID Board would provide centralised governance and would include the four founding cultural partners; Culture Mile Executive has been wound down
- As the BID proposer, the City Corporation would sit above the BID Board (all local authorities have to sign off and approve BIDs in order for them to go to ballot and form) – in practice, decisions would be agreed by the BID board with the City Corporation having a right to veto decisions counter to its interests.
- Not for profit/social enterprise set up to house the seed funding partnership in phase (b.) above could be maintained as a vehicle to continue to deliver commercially facing services with surplus contributing to the delivery of the BID's objectives.





<b>Committee</b> Public Relations & Economic Development Sub-Committee Policy & Resources	<b>Dated:</b> 14 January 2021  21 January 2021
<b>Subject:</b> City of London EU Strategy	<b>Public</b>
<b>Report of:</b> Damian Nussbaum, Director of Innovation & Growth	<b>For Information</b>
<b>Report author:</b> Rebecca Wood, Head of European Policy	

## Summary

As of the beginning of 2021 the relationship between the UK and EU will significantly change with the end of the transition period.

For three reasons, that relationship will remain crucial, and will require continued engagement with the EU:

- The EU remains an important market for the UK. The UK currently has almost twice as much FPS trade with the EU as with the US.
- The EU's regulatory framework is an important standard setter.
- The UK will remain committed to international standards and will need to influence key players at an international level. The EU will remain an important international player.

Policy & Resources have recently agreed a market plan for Europe, as part of our wider international strategy. This document builds on and complements this work.

## Recommendation(s)

That Members note the contents of this report.

## Main Report

### Background

1. The Corporation's Brussels office coordinates our EU engagement, both there and across EU capitals. We do this through thought leadership, advocacy and engagement with policymakers, regulators and industry. The aim is to improve international market access, regulation and the business environment to support a thriving economy. We work to strengthen the UK's competitiveness to be the world's leading open, sustainable and innovative global hub for FPS.
2. In line with the market prioritisation exercise we have undertaken, the European market remains of strategic importance for UK financial and professional services. The EU is a significant customer for UK financial and

professional services. We export £36.1bn<sup>1</sup> in financial services to the EU. We do almost twice the amount of trade with the EU as we do with our next largest trading partner, the US. The sheer numbers involved in EU trade will mean they remain a significant trading partner.

3. The EU will also remain an important standard setter. The EU often looks to export its standards to other jurisdictions, and is increasingly acting to exploit “first mover advantage” in new areas of policy development (as we have seen recently in green finance). The standards the EU develops will directly and indirectly influence the UK and its competitiveness, either through linking market access to following the EU rules or by setting the policy direction through the development of innovative rules.
4. The UK will continue to be committed to international standards, and therefore we will need to influence other players in these fora. The EU and its Member States actively engage with the FSB, Basel and IOSCO and of course 3 of the G7 are EU members. Therefore, it is clear that the EU is committed to these bodies, and have considerable influence there. Influencing the EU will be important to drive our agenda and achieve our policy outcomes at the international level.

## Objectives

5. Based on these identified reasons for engaging with the EU, we have the following objectives:
  - Promote two-way market access and ease of doing business with the EU. Given the importance of the UK/EU relationship to financial services export and inward investment, securing appropriate market access will be important for the future success of the City; this means access for UK entities into the EU, but also access for EU entities to the UK market.
  - Ensure the EU regulatory framework does not adversely affect the competitiveness of the UK industry. As outline above, the development of the EU regulatory framework will impact on the competitiveness of UK financial and professional services. Therefore, influencing this agenda will be key to the City’s future success.
  - Work constructively with the EU in international fora to advance our objectives and policy outcomes. Given both the UK and EU’s commitments to international standards, engaging with the EU to advance shared agendas in these fora will be important. This is also a key part of advancing the UK’s competitiveness, as commitment to and alignment with international standards will help reduce regulatory fragmentation – including between the UK and EU.

## Measurement

6. To measure our success in achieving our objectives we will consider the following success measures:

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<sup>1</sup> Figure taken from ONS Pinkbook 2018

- A meaningful regulatory dialogue between the UK and EU is established.
- EU companies' commitment to UK presence is continued and there is no significant loss of investment.
- Third country interests are protected in the development of the EU regulatory framework.

## Implementation

7. The Corporation has an office in Brussels which coordinates the majority of our EU engagement. Having a presence on the ground gives us access to key EU stakeholders, and we are establishing the Corporation as a centre of knowledge and expertise in the financial sector. Additionally, our physical presence in Brussels acts as a hub for financial sector lobbying in the EU, particularly because many of our key UK stakeholders do not have their own presence in Brussels.
8. We will deliver on these objectives and measures through the development of policy content and an engagement plan to deploy this messaging. The annex to this note sets out in more detail the development of this policy content and engagement targets.
9. An important aspect of our messaging will be to underline that now is the time to move beyond the difficult relationship of the past few years of negotiations. A healthy EU-UK relationship is key for us in the City, not just for the financial and professional services sector, but also the wider economy. Successful financial markets in Europe will be a benefit to the UK and vice versa. We believe that both the EU and UK can succeed and thrive.
10. We also see several shared challenges that it will be important to cooperate with the EU to address. This includes the recovery from COVID-19, building capital markets in Europe, sustainable finance and the digitalisation of the economy.
11. For our engagement targets we will engage with stakeholders in Brussels, but also in Member State capitals. Based on the market prioritisation exercise, we will aim for the following frequency for Member State visits:
  - Twice a year: France, Germany, Netherlands
  - Once a year: Luxembourg, Ireland, Italy, Spain, Poland, like-minded Member States (including Scandinavia, Baltics)

We will also cooperate on a programme of EU engagement with TheCityUK which will complement the above engagement to ensure we meet all key EU stakeholders with appropriate frequency.

12. It will also be key to engage with other third country jurisdictions to discuss areas of common interest (as outlined above) and third country treatment

under EU law. We can then identify areas where we can build coalitions to amplify our messaging.

### **Corporate & Strategic Implications**

13. Strategic implications – this EU strategy is complementary to the Corporate Plan. Specifically, our work with the EU and its Member States will be key to ensure ‘we have the world’s best legal and regulatory framework and access to global markets.’

14. Equalities implications – there are no equalities implications of this strategy.

### **Conclusion**

15. Engaging with the EU will remain important for the success of the City. We need to rebuild the relationships that have been damaged by the difficult political environment of the past few years. The focus of our messaging will be on how we can work together to address shared challenges, whilst also considering the impact of EU actions on the competitiveness of London as a financial hub. We have designed a programme of intensive EU engagement to ensure that we reach the Corporate Plan objective of having ‘the world’s best legal and regulatory framework and access to global markets’

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## **Annex I – EU engagement and messaging plan**

### **Background**

1. The Corporation's Brussels office coordinates our EU engagement, both there and across EU capitals. We do this through thought leadership, advocacy and engagement with policymakers, regulators and industry. The aim is to improve international market access, regulation and the business environment to support a thriving economy. We work to strengthen the UK's competitiveness to be the world's leading open, sustainable and innovative global hub for FPS.
2. Our specific EU activity includes:
  - Engaging closely with key European stakeholders, in line with a detailed engagement strategy which outlines key priorities and relevant stakeholders working in each of these areas.
  - Engaging with European stakeholders in Member State as well as in Brussels, in line with a market prioritisation exercise undertaken with the Trade and Investment team.
  - Using our position in Brussels to act as a hub for financial sector lobbying in the EU. Through close collaboration with other UK Trade Associations we help to coordinate the sector's interaction with Europe.
  - Hosting a series of strategic events in Brussels, and recently virtually, in order to promote UK thought leadership and bring together UK and EU stakeholders for policy discussions.
3. We use the IRSG EU Standing Committee in order to prioritise EU policy areas and actions. We engage on this basis of this prioritisation through responding to consultations, developing positions and communicating on these issues. The IRSG Data Workstream performs a similar function in relation to specific EU data and technological issues, but also considers global developments.
4. In partnership with TCUK we run 5 bilateral dialogues with key Member States (Ireland, Italy, France, Germany, The Netherlands) which bring together key industry representatives to discuss policy issues of shared mutual interest, including green finance and the digitalisation of the financial services sector.

### **Messaging**

5. An important aspect of our messaging will be to underline that now is the time to move beyond the difficult relationship of the past few years of negotiations. A healthy EU-UK relationship is key for us in the City, not just for the financial and professional services sector, but also the wider economy. Although we appreciate that with the UK outside of the EU we are naturally seen as a competitor, we still believe we can have a constructive relationship with the EU. Successful financial markets in Europe will be a benefit to the UK and vice versa. We believe that both the EU and UK can succeed and thrive.

6. We also see a number of shared challenges that it will be important to cooperate with the EU in order to address. These include:
- Recovery from COVID-19:
    - i. Both the UK and EU will have a huge challenge in the recovery from COVID-19.
    - ii. Re-equitising the economy will be a key part of this and capital markets have a vital role to play. We believe global, internationally connected markets with support economic growth, and this includes building capital markets capacity in Europe.
  - Climate change/sustainable finance:
    - i. This is a challenge which requires international action, and will require ongoing cooperation between the UK and our European partners.
    - ii. In the City of London, we believe finance has an important role to play in tackling climate change and other environmental challenges.
    - iii. If we are to succeed, we will need new forms of cross-sector and cross-border collaboration, the removal of barriers to investment, and ultimately the re-directing of more private capital towards climate change mitigation and resilience.
  - Digitalisation:
    - i. The coronavirus pandemic is a stark reminder that the financial service sector cannot be complacent about the speed of digital adoption.
    - ii. Digitalisation is transforming the European financial system and the provision of financial services to Europe's businesses and citizens. We strongly believe that this change should be viewed in the context of a global digital transformation in financial services.
    - iii. Recognising that digital finance does not respect national borders, as likeminded jurisdictions, both the UK and the EU should work together to avoid regulatory fragmentation and support innovation, while ensuring fair levels of data protection and the best result for the customer.
    - iv. The ongoing free flow of data is vital to develop economies and create opportunities for growth. It will be important that future data policies continue to businesses to continue to operate on a cross border basis, given that the EU accounts for 75% of the UK's data flows.
    - v. With the financial sector making ever-greater use of ICT solutions, the risk of cyberattacks is increasing. A coherent approach to cybersecurity can ensure that all European citizens and businesses can benefit.
7. There are also a number of upcoming EU policy actions which may have consequences for the UK
- Action Plan on the Capital Markets Union: a clear focus of the EU is building capital market capacity in the EU. It will be important for the

continued success of London that their approach focusses on keeping EU capital markets open to international investment. There is a risk that they pursue a more “closed” approach which would limit opportunities for London to benefit from their growth.

- **Renewed Sustainable Finance Strategy:** sustainable finance is a key priority for both the EU and UK. The EU has been legislating in this area for some time and clearly considers itself to have a first mover advantage in this area. As they continue to develop their position in this area it will be key for the UK to engage to ensure that the legislation moves in a way that does not negatively impact on the developing market in the UK, and that
- **Review of AIFMD, and possibly UCITS (with possible legislative proposals):** there have been some proposals from ESMA that the EU should seek to examine the amount of fund delegation that happens from the EU to third country jurisdictions. Delegation is an internationally recognised business model, and there is no clear market failure in how this currently operates. London is a key destination for delegation by EU funds and protecting this will be key to the success of London markets.

8. Another important aspect of our messaging will be a detailed vision for the future direction of the UK framework. A separate paper on this will be presented to PRED at a future meeting.

## **Engagement plan**

9. In order to deploy this messaging we have also developed a detail engagement plan. This includes engagement in Brussels, but also in Member State capitals.
10. On the basis of the market prioritisation exercise undertaken with Trade and Investment we recommend the following frequency for Member State visits:
  - Twice a year: France, Germany, Netherlands
  - Once a year: Luxembourg, Ireland, Italy, Spain, Poland, like-minded Member States (including Scandinavia, Baltics)
11. This engagement will be done in close collaboration with other UK Trade Associations, in particular TheCityUK in order to coordinate the sector’s interaction with Europe.
12. We will also continue our extensive engagement with Brussels stakeholders. This includes representatives from the European Commission, Members of the European Parliament and Member State Permanent Representations.
13. As the UK is now a third country, it will also be important to engage with the representatives of other third countries in order to understand the issues they have with the EU and to identify areas where we can build coalitions and amplify our messaging. Our most important third country relationships will be

with the US, Japan, Switzerland and Singapore. We will continue to engage with these representations at a working level, having at least two meetings with them a year. We will also continue to host a third country roundtable with Ambassadors from all major jurisdictions (US, Japan, Switzerland, Singapore, Australia and Canada) as part of the Policy Chair's annual Brussels engagement.

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<b>Committee</b> Policy & Resources	<b>Dated:</b>
<b>Subject:</b> Update on Implementation of the Partnership Agreement between the City of London and TheCityUK	<b>Public</b>
<b>Report of:</b> Damian Nussbaum, Director of Innovation & Growth	<b>For Information</b>
<b>Report author:</b> Kerstin Mathias, Regulatory Affairs Director	

## Summary

Members of Policy & Resources approved a new, ambitious partnership agreement between the City of London and TheCityUK in December 2019. Both parties committed to an annual review of the partnership and progress made against the objectives set out in the agreement.

The primary objective of the agreement is to further build on the relationship between the two organisations by developing and agreeing principles for closer partnership in order to:

- Maximise impact of the work done
- Minimise duplication/overlap
- Enhance the quality of work being done on behalf of the ecosystem
- Streamline structures

Good progress has been made on all the above. This has also been acknowledged by the financial and professional services (FPS) industry.

The following priorities have been agreed for 2021:

- Enhanced collaboration on tech/digital
- Exploration of further measures to exploit complementary strengths in our cross-UK engagement
- Continued focus on the international agenda

## Recommendation(s)

That Members note the contents of this report.

## Main Report

### Background

1. The Partnership Agreement is the most ambitious that the Corporation has agreed with an FPS organisation, and reflects the crucial relationship with TCUK.

2. As per paragraph seven of the partnership agreement, this report assesses progress made during 2020 and sets out priorities for the next year.

## Progress made

3. Overall, good progress has been made on all four aims set out in the partnership agreement:
  - *Maximise impact of the work done*: Through enhanced transparency and collaboration, both organisations have been better equipped to discuss each other's work in their own engagement. A good example of this is our work on London Recharged and TheCityUK's recapitalisation project.
  - *Minimise duplication/overlap*: While work has sometimes been conducted on similar areas, we have succeeded in ensuring these pieces were complementary. For example, where responses to the same consultations have been submitted these were coordinated and two submissions made to enhance overall impact in support of the industry.
  - *Enhance the quality of work being done on behalf of the ecosystem*: The effectiveness of the engagement by both organisations (joint and separate) has been enhanced. Care was given to provide opportunities to comment on developing pieces of work in priority areas leveraging expertise from both organisations.
  - *Streamline structures*: Structures for organising and delivering EU engagement have been optimised. Good mechanisms for collaboration are in place in many areas, e.g. around China and India.
4. Collaboration has been strengthened across the full range of our activity. Examples include:
  - *Cultural integration* - continued closer working has helped with cultural integration and to limit the impact of Covid-19. Regular meetings of senior leadership and management teams continue to take place.
  - *International* – much closer working on China, Switzerland and the US. There is very close collaboration in the lead up to and after relevant industry discussions and in response to political developments.
  - *IRSG* – the IRSG retains its position advising the City of London and TheCityUK. The IRSG has produced several well received papers on issues like global regulatory fragmentation and data localisation. It has also drafted industry responses to both EU and UK consultations.
  - *Europe* - both organisations collaborate very closely on a regular basis. The joint engagement programme has allowed us to cover a wider range of stakeholders and deliver a coherent programme of engagement on behalf of the industry.
  - *Financial Services Skills Commission* - TheCityUK and the City of London (including through secondment of the now Chief Executive of the Commission) worked in partnership to establish the Financial Services Skills Commission.

5. A new Coordination Body was formed to oversee the implementation of the partnership agreement. This body is chaired by the Chair of TheCityUK 's Public Affairs Group and the Chair of Policy & Resources.

### **Priorities for 2021**

6. Building on progress made in 2020, considering maturity of the work programmes and the broader industry agenda, the following priorities for 2021 have been identified:
  - *Enhanced collaboration on tech/digital* – this is an area of ever-growing importance for the industry with well-established work programmes by the City of London and TheCityUK.
  - *Exploration of further measures to exploit complementary strengths in our cross-UK engagement* – this a major priority for HMG, the City of London and TheCityUK. Two thirds of all FPS jobs are based outside London.
  - *Continued focus on the international agenda* – enhancing market access for the UK-based industry will continue to be a core part of UK competitiveness. Resources and expertise are still being built up across our key stakeholders.

### **Corporate & Strategic Implications**

7. This will provide focus and clarity in pursuing Objective 10 [Better support of FPS through greater cooperation and reduced duplication of activity] under Innovation & Growth's 'Partnership & Engagement' workstream.

### **Resource Implications**

8. There are no resource implications. Though closely linked, our financial contribution to TheCityUK is not set out in the partnership agreement.

### **Conclusion**

9. The FPS industry faces unprecedented challenges. Closer collaboration with our industry partners is essential to maximise the City of London's effectiveness. This is especially true for our relationship with TheCityUK. The partnership agreement has provided a structure for more streamlined and effective collaboration.

### **Kerstin Mathias**

Regulatory Affairs Director, Innovation & Growth

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<b>Committee</b> Public Relations & Economic Development Sub-Committee Policy and Resources	<b>Date:</b> 14 January 2020 21 January 2020
<b>Subject:</b> Innovation & Growth update on Tech	<b>Public</b>
<b>Report of:</b> Director for Innovation & Growth	<b>For Information</b>
<b>Report author:</b> Simon Horner – Innovation & Growth	

## Summary

Tech companies are becoming increasingly important in London, and across the UK. The convergence and co-location of technology businesses with our established FPS cluster is a significant opportunity to enhance London's competitiveness. Few other financial centres have this. Technology companies are increasingly considering using their platforms to launch financial products. Established firms are acting more like tech businesses as they consider their use of data and skills. The scope for synergy is significant. We have adopted the following strategic approach to capitalise on this trend:

1. **Products and Partnerships:** where non-FPS firms are launching financial products, on their own or in partnership with regulated firms we will engage and support.
2. **Policy:** areas such as access to talent and skills, data regulation and cloud, increasingly impact both tech and FPS in the same way. Our work in this space can leverage the needs of both.
3. **Growth Finance:** the UK needs to improve its offer as the best place to start and scale a tech business. This applies to fintech as much as cleantech. The barriers to becoming a scale-up destination apply to a spectrum of tech businesses and our work should benefit all of it.

This approach demands that we interact with a broader set of stakeholders. Notably we are ramping up our work with 'Big-Tech' (including Google, Amazon, Facebook, Apple, and Microsoft) and the broader technology sector. The paper reflects the breadth of activity currently being undertaken across Innovation & Growth.

## Recommendation

Members are asked to note this report for information.

## Main Report

## Background

1. Members asked for a report outlining our approach to tech. Innovation & Growth has been increasing our engagement with tech firms for some time to ensure the UK continues to develop a competitive offering.

2. It has become apparent that the broader technology sector is becoming increasingly relevant to our activities. This is for several reasons:
  - **The increasing number of technology companies physically located in and around the Square Mile.** There are approximately 2440 technology firms working in Information and Communication in the Square Mile. This represents 10% of city firms.
  - **The integrated and commonly used technology being provided by these firms.** This includes artificial intelligence, biometric recognition, data analytics, natural language processing, cloud computing, and blockchain.
  - **The increasing tilt towards financial services by Big Tech** and other companies, whether through the provision of bank accounts, payment applications, or digital currencies.
3. The convergence of tech and finance also has implications for our regional work. The UK hosts some of the world's leading cities for the development, financing, and adoption of technology. London, Liverpool, Edinburgh, Belfast, Bristol and Leeds are well-known hubs for emerging technologies including greentech, insurtech, fintech, and lawtech, but global leadership is contested.

## Our Approach

4. Innovation & Growth is focused on enhancing the UK's position as a leader in technology and innovation. A key objective of our 2020/21 Business Plan is to position the UK as a global leader in technology adoption. We do this in three ways:
  - **A: Products and partnerships:** where non-FPS firms are launching financial products, on their own or in partnership with regulated firms we will engage and support.
  - **B: Policy:** areas such as access to talent and skills, data regulation and cloud, increasingly impact both tech and FPS in the same way. Our work in this space can leverage the needs of both.
  - **C: Growth Finance:** the UK needs to improve its offer as the best place to start and scale a tech business. This applies to fintech as much as cleantech. The barriers to becoming a scale-up destination apply to a spectrum of tech businesses and our work should benefit all of it.
5. As we deepen our relationships with tech firms, we apply this approach accordingly. We engage with Big Tech particularly on **Products and Partnerships**. In banking and payments. Big Tech firms are playing a bigger role either on their own or in partnership with established FPS or even fintechs. The opportunity here is to support widespread integration of technology into FPS to evolve its offer and improve competitiveness.
6. On **Policy**, our work on data cannot be restricted to financial services. Whilst FPS can be a sector leader, what will define our competitive success is the UK's economy-wide approach to data. Similarly on skills, the needs of FPS and Big-Tech businesses for digital skills are converging.

7. On **Growth Finance**, we also engage with the technology community, whether it be start-up or scale-up enterprises. For example, those working on technological solutions to address common challenges such as Covid-19, or those providing Greentech solutions that will enable the UK to hit its net-zero target.
8. As technology becomes increasingly relevant, we see this as a mutually beneficial opportunity to boost competitiveness. We can support innovation and London's role as an attractive technology ecosystem. But we can also prioritize interoperability between FPS and technology to improve service delivery and global reach.

## Engagement & Activity

9. The following provides a summary of our engagement and activity across the three areas set out above

### A: Products and Partnerships

10. **London Recharged:** London Recharged is a report on the possibilities for London as a global city. It addresses how London can respond to some of the pressures Covid-19 has put on its global competitiveness. This includes the future of technology from a smart-city perspective and the importance of creating spaces for innovative, cross-industry partnerships to thrive.
11. **Digital Sandbox pilot:** A key element of the Digital Sandbox Pilot is providing a virtual collaboration eco-system. This includes opportunities for regulated entities to mentor and work with non-FPS firms on developing technology solution for issues exacerbated by the Covid pandemic. Both incumbent FPS firms and Big Tech firms are participating alongside fintech users.
12. **Innovation Ambassadors:** The Corporation piloted a legal innovation programme designed to highlight the possibilities of technology in legal services and increase cross-sector collaboration. The 4-week programme included key firms like BAE Systems, Rolls Royce, Monzo, Inmarsat, and KPMG.
13. **LawTech Sounding Board:** A cross-industry forum for discussion on the use of technology in legal services delivery. The forum encourages collaboration between firms, in-house teams (across different sectors), government, regulation, and technology.

### B: Policy

14. **Fintech Strategic Review:** There is considerable focus on ensuring access to the necessary skills and talents alongside regulatory issues like data and digital ID that have resonance across the broader tech sector.
15. **Data:** The IRSG has launched a report in partnership with DAC Beachcroft on the impact of data localisation on the financial services sector. Many of the themes and recommendations explored also apply beyond financial services.

The Corporation also participated in an internal stakeholder workshop on the role of data as a social utility. This is part of a broader workshop series by the Recovery Taskforce and is led by Oliver Wyman.

16. **Cloud research and roundtable:** The Corporation hosted an FPS Cloud Roundtable in collaboration with the Bank of England. Attendees discussed the need for greater cloud adoption and how the sector could work together to improve interoperability of services. Follow-up work also included research on SME access to cloud with stakeholders across the Square Mile.
17. **Whitechapel Think Thank:** We act as secretariat for the WTT which brings together experts from across FPS, technology, government and academia to discuss the role of blockchain technology. The WTT has published a report on the potential impact of digital currencies on the payments system.

## C: Growth Finance

18. **Finance for Sustainable Growth:** the Corporation commissioned research into the financing journeys of 850 Greentech businesses across the UK. We found a series of cold-spots where insufficient financial, policy or commercial support was available. The Corporation is exploring solutions through a series of roundtables, the first of which took place in December in the North East.
19. **Fintech Strategic Review:** The Investment chapter of the Review will include recommendations for increasing access to domestic institutional capital for high growth Fintech/tech companies.
20. **IPO Roundtables:** The Lord Mayor co-chaired a series of roundtables with a wide group of technology and FPS representatives. These involved discussion on the status of London as a listing destination for technology companies.
21. **VC Campaign:** This campaign focuses on strengthening the pipeline between US-based VCs and UK Fintechs. This includes showcasing UK Fintech and the UK's associated technology capabilities to international investors.
22. **London Office for Rapid Cybersecurity Advancement:** A cyber security accelerator where the Corporation sits on the Advisory Board and plays a role in strengthening the pipeline between LORCA members and FPS.

## Conclusion

23. In our work the focus is one of **collaboration and convergence**. The City Corporation is ideally placed to help foster collaborative relationships between Big Tech, broader technology, and FPS to improve internal efficiencies and evolve service delivery. Such collaboration is vital to ensuring that the UK remains competitive and able to fulfil its potential.

**Simon Horner | Innovation Director**  
**Innovation and Growth**  
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<b>Committee:</b> Policy and Resources	<b>Date:</b> 21 January 2021
<b>Subject:</b> Policy and Resources Contingency/Discretionary Funds	<b>Public</b>
<b>Report of:</b> Chamberlain	<b>For Information</b>
<b>Report author:</b> Laura Tuckey	

## Summary

This report provides the schedule of projects and activities which have received funding from the Policy Initiatives Fund (PIF), the Policy and Resources Committee's Contingency Fund, Committee's Project Reserve, COVID19 Contingency Fund and Brexit Contingency Fund for 2020/21 and future years with details of expenditure in 2020/21. The balances remaining for these Funds for 2020/21 and beyond are shown in the Table below.

<b>Fund</b>	<b>2020/21 Balance Remaining after Approved Bids</b>	<b>2021/22 Balance Remaining after Approved Bids</b>	<b>2022/23 Balance Remaining after Approved Bids</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Policy Initiative Fund	527,082	1,126,365	1,240,000
Policy and Resources Contingency	57,719	282,000	300,000
Policy and Resources Project Reserve	405,000	0	0
COVID19 Contingency	437,000	0	0
Brexit Contingency Fund	639,860	0	0

## 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 from 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 aide 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 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 Department's control, which has caused delays, it is recommended that these are reviewed by Committee as needed.
  6. The Committee Contingency Fund 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 Committee's Project Reserve is a limited reserve which has been established from funds moved from the Projects Sub Committee Contingency Fund as approved in May 2019's Policy and Resources Committee. This reserve of £450,000 from the Project Sub Committee is not an annual Contingency but a one-off sum. It is suggested that this reserve is used for project type spend.
  8. The COVID19 Contingency Fund is a time limited fund established to meet any unforeseen items of expenditure due to the COVID19 virus such as; to enact contingency planning arrangements, support unforeseen expenditure required to support service community which cannot be met from local budgets and to support/implement guidance issued by the government where there is no other compensating source of funding. The Town Clerk and Chamberlain have delegated authority to approve bids to this fund that are under £250,000.

9. The Brexit Contingency Fund 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. The Town Clerk and Chamberlain have delegated authority to approve bids to this fund that are under £100,000.

### Current Position

10. Appendices 1 to 3 list committed projects and activities approved by this Committee for the current and future financial years with the remaining balances available for the PIF (Appendix 1), your Committee's Contingency (Appendix 2), and the Policy & Resources Project Reserve (Appendix 3). Bids against the COVID19 Contingency Fund (Appendix 4) and the Brexit Contingency (Appendix 5) have either been approved by the Town Clerk and Chamberlain under delegated authority or by this Committee.
11. The balances that are currently available in the Policy Initiatives Fund, Committee Contingency Fund, Brexit Contingency Fund and Committee's Project Reserve for 2020/21 are shown in the Table below.

Fund	2020/21 Opening Balance	2020/21 Approved Bids	2020/21 Balance Remaining after 2020/21 Approved Bids	2020/21 Pending Bids	2020/21 Balance Remaining after 2020/21 Pending Bids
	£	£	£	£	£
Policy Initiative Fund	1,969,348	(1,442,266)	527,082	0	527,082
Policy and Resources Contingency	664,569	(606,850)	57,719	0	57,719
Policy and Resources Project Reserve	420,000	(15,000)	405,000	0	405,000
COVID19 Contingency	1,500,000	(1,108,000)	392,000	(195,000)	197,000
Brexit Contingency Fund	639,860	0	639,860	0	639,860

12. The remaining multiyear allocation is shown in the Table below with details, as shown in Appendix 1, prior to any allowances being made for any other proposals on today's agenda.

	2020/21	2021/22	2022/23
Balance remaining of Multiyear PIF allocation	£71,365	£493,365	£590,000

## Corporate & Strategic Implications

13. 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.
14. 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 2020/21 and Future Years
- Appendix 2 – P&R Contingency 2020/21 and Future Years
- Appendix 3 – P&R Project Reserve 2020/21
- Appendix 4 – COVID19 Contingency 2020/21
- Appendix 5 – Brexit Contingency 2020/21

## Laura Tuckey

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Policy and Resources Committee - Policy Initiative Fund

Budget		2020/21		2021/22	2022/23	2023/24
Initial budget		£ 1,250,000		£ 1,250,000	£ 1,250,000	£ 1,250,000
Uncommitted balance brought forward from 2019/20		£ 437,248		£ -	£ -	£ -
unspent balances deferred from 2019/20		£ 239,631		£ -	£ -	£ -
unspent balances in 2019/20 returned to Fund		£ 42,469		£ -	£ -	£ -
Revised Budget		£ 1,969,348		£ 1,250,000	£ 1,250,000	£ 1,250,000

Date	Name	2020/21 Bid	2020/21 Actual	2021/22 Bid	2022/23 Bid	2022/23 Bid
07/07/16	London Councils Summit	£ 16,000	£ -			
16/11/17	Proposed Grant to retain the Centre for the Study of Financial Innovation (CSFI)	£ 6,635	£ 6,635	£ 6,635		
22/02/18	Continued Sponsorship to support Innovate Finance	£ 250,000	£ 125,000			
15/03/18	Match Funding from The Honourable Irish Society to the National Citizenship Scheme	£ 11,000	£ 11,000			
03/05/18	Saudi Arabia Vision 2030, Public Investment Fund and Financial Services	£ 27,487	£ -			
07/06/18	City of London Corporation - Engagement with Strategy World Economic Forum (WEF)	£ 77,899	£ 1,560			
07/06/18	Social Mobility: Sponsorship of the Social Mobility Employer Index	£ 15,573	£ 15,573			
05/07/18	Events Partnership with The Strand Group, King's College London	£ 35,787	£ -			
17/01/19	Sponsorship of the CPS Margaret Thatcher Conference on Britain & America	£ 4,475	£ -			
17/01/19	Sponsorship of Children's Book with Guy Fox History Project Ltd	£ 2,885	£ -			
21/02/19	London and Partners: domestic promotion of London	£ 87,000	£ -	£ -		
14/03/19	Think Tank Review and Memberships 2019-20	£ 8,025	£ 8,025			
04/07/19	Recognition of Women: a City Response	£ 23,000	£ -			
23/10/19	Renewal of CWEIC Strategic Partnership	£ 30,000	£ 10,000			
23/01/20	Sponsorship of New Local Govt Network 'Community Mobilisation' Project	£ 12,500	£ 12,500			
20/02/20	Future.Now - Application for Funding	£ -	£ -	£ 17,000		
20/02/20	Secretariat of Standing International Forum of Commercial Courts	£ 60,000	£ 60,000			
20/02/20	Tokyo 2020 Games	£ 40,000	£ -			
19/03/20	London Messaging Research	£ 40,000	£ -			
16/04 2020	Sponsorship of London 2050 Project	£ 21,500	£ 20,000			
16/04/20	Sheltered Employment Programme - Corporate Catering at the Guildhall Offices	£ 90,000	£ -	£ 90,000		
11/06/20	British Foreign Policy Group	£ 35,000	£ -			
Urgency	Supplementary City Premium Grant to Academies	£ 330,000	£ 330,000			
Urgency	Additional Innovate Finance	£ 100,000	£ 50,000			
24/09/20	Commitment to UN Sustainable Development Goals	£ 10,000	£ -	£ 10,000	£ 10,000	
Urgency	Report on UK Legal Services	£ 7,500	£ -			
19/11/20	Recovery Task Force: Placemaking for a world-leading Square Mile	£ 100,000				
	Total Allocations	£ 1,442,266	£ 650,293	£ 123,635	£ 10,000	£ -
	Balance Remaining	£ 527,082		£ 1,126,365	£ 1,240,000	£ 1,250,000

Bids for Committee's Approval: 21 January 2021					
- Confidential Paper	-		250,000	250,000	250,000
-	-		-	-	-
Total Balance if pending bids are approved	£ 527,082		£ 876,365	£ 990,000	£ 1,000,000

	Multi Year PIF Bids	2020/21 Bid	2021/22 Bid	2022/23 Bid	2023/24 Bid
	Multi Year PIF Allocation	£ 600,000	£ 600,000	£ 600,000	£ 600,000
07/07/16	London Councils Summit	£ 16,000			
16/11/17	Proposed Grant to retain the Centre for the Study of Financial Innovation	£ 6,635	£ 6,635		
22/02/18	Continued Sponsorship to support Innovate Finance	£ 250,000			
15/03/18	Match Funding from The Honourable Irish Society to the National Citizenship Scheme	£ 11,000			
07/06/18	City of London Corporation - Engagement with Strategy World Economic Forum (WEF)	£ 38,000			
21/02/19	London and Partners: domestic promotion of London	£ 87,000	£ -		
23/10/19	Renewal of CWEIC Strategic Partnership	£ 20,000			
16/04/20	Sheltered Employment Programme - Corporate Catering at Guildhall Offices	£ 90,000	£ 90,000		
24/09/20	Commitment to UN Sustainable Development Goals	£ 10,000	£ 10,000	£ 10,000	
	Multi Year PIF Allocation Balance	£ 71,365	£ 493,365	£ 590,000	£ 600,000

Bids for Committee's Approval: 21 January 2021					
- Confidential Paper	-	250,000	250,000	250,000	
-	-	-	-	-	-
Total Balance if pending bids are approved	£ 71,365	£ 243,365	£ 340,000	£ 350,000	

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## Policy and Resources Committee - Contingency

Budget	2020/21		2021/22	2022/23
Initial Budget	£ 300,000		£ 300,000	£ 300,000
Uncommitted balance brought forward from 2019/20	£ 233,753		£ -	£ -
Unspent balances deferred from 2019/20	£ 129,850		£ -	£ -
Unspent balances in 2019/20 returned to Fund	£ 966		£ -	£ -
<b>Revised Budget</b>	<b>£ 664,569</b>		<b>£ 300,000</b>	<b>£ 300,000</b>

Date	Name	2020/21 Bid	2020/21 Actual	2021/22 Bid	2022/23 Bid
08/05/14	City of London Scholarship - Anglo-Irish Literature	£ 19,850	£ -	£ -	£ -
17/11/16	Police Arboretum Memorial Fundraising Dinner	£ 30,000	£ -	£ -	£ -
04/10/18	Beech Street Transformation Project	£ 55,000	£ -	£ -	£ -
12/12/19	Administrative, consultancy and support fees associated with governance review activities	£ 25,000	£ 25,000.00	£ -	£ -
20/02/20	Common Council Elections in March 2021 - funding a high-profile advertising campaign	£ 127,000	£ 355.00	£ -	£ -
19/11/20	Census 2021	£ -	£ -	£ 18,000	£ -
10/12/20	Mobilisation of Climate Action	£ 200,000	£ -	£ -	£ -
10/12/20	Electoral Registration Campaign Manager	£ 150,000	£ -	£ -	£ -
	<b>Total Allocations</b>	<b>£ 606,850</b>	<b>£ 25,355.00</b>	<b>£ 18,000</b>	<b>£ -</b>
	<b>Balance Remaining</b>	<b>£ 57,719</b>		<b>£ 282,000</b>	<b>£ 300,000</b>

Bids for Committee's Approval: **21 January 2021**

-	-	-	-
-	-	-	-
<b>Total Balance if pending bids are approved</b>	<b>£ 57,719</b>	<b>£ 282,000</b>	<b>£ 300,000</b>

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## Policy and Resources Committee Project Reserve: 2020/21

Budget	2020/21
Initial Budget	£ 450,000
<u>Less:</u> Allocation spent in 2019/20	-£ 30,000
<b>Revised Budget</b>	<b>£ 420,000</b>

Date	Name	2020/21 Bid	2020/21 Actual
06/06/19	Housing Delivery Strategy - Request for funding to Appoint Advisors	£ 15,000	£ -
<b>Total Allocations</b>		<b>£ 15,000</b>	<b>£ -</b>
<b>Balance Remaining</b>		<b>£ 405,000</b>	

Bids for Committee's Approval: **21 January 2021**

-	-
-	-
<b>Total Balance if pending bids are approved</b>	<b>£ 405,000</b>

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## Policy & Resources Committee - COVID Contingency 2020/21

Budget	2020/21
Initial Budget	£ 1,500,000
	£ -
Revised Budget	£ 1,500,000

Date	Name	2020/21 Bid
03/04/20	SMTA Rates Bill	£ 67,000
21/04/20	COLPAI - CCTV	£ 41,000
17/04/20	Support the Mortality Management Group	£ 27,000
24/04/20	Direct Access Server Replacement + Additional Server	£ 37,000
06/05/20	PPE Purchasing	£ 4,000
11/05/20	CoLP IT Resilience	£ 263,000
28/05/20	Open Spaces PPE and HSE	£ 65,000
09/06/20	Using Public Transport and Social Distancing - Face Coverings	£ 25,000
24/06/20	CoL IT - Remote Working upgrades and expenses	£ 81,000
09/07/20	City of London Academies Trust Funding Request for Summer Provision 2020/21	£ 70,000
08/07/20	Everyone In - Rough sleeping response	£ 261,000
27/07/20	Brakespear Mortuary	£ 44,000
05/10/20	Public Health Communications Officer	£ 50,000
19/11/20	Communications with Residents	£ 28,000
10/12/20	Dedicated City Corporation News Hub on City AM	£ 45,000
	<b>Total Allocations</b>	<b>£ 1,108,000</b>
	<b>Balance Remaining</b>	<b>£ 392,000</b>

### Bids for Committee's Approval: 21 January 2021

Laptops required for new starters and replacing broken devices to the end of	
- March 2021	195,000
-	-
<b>Total Balance if pending bids are approved</b>	<b>£ 197,000</b>

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Policy and Resources Committee - Brexit Contingency 2020/21

Budget	2018/19	2019/20	2020/21
Initial Budget	£ 2,000,000.00	£ -	£ -
MHCLG Funding	£ 105,000.00	£ 210,000.00	£ 229,760.00
Unspent balance brought forward as agreed by Committee	£ -	£ 2,017,420.00	£ 410,100.00
Funding moved to create COVID Contingency	£ -	-£ 1,500,000.00	£ -
<b>Revised Budget</b>	<b>£ 2,105,000.00</b>	<b>£ 727,420.00</b>	<b>£ 639,860.00</b>

Date	Name	2018/19 Bid	2019/20 Bid	2020/21 Bid	Actuals to date
11/01/19	Brexit Engagement Action Plan	£ 20,000.00	£ 40,000.00	£ -	£ 57,200.00
05/02/19	No Deal Preparation - Adverts	£ 13,680.00	£ -		£ 13,680.00
07/02/19	Post Funding for Mitigation of Reputational Risk	£ -	£ 13,000.00	£ -	£ 12,560.00
08/03/19	Supply Chain category card analysis	£ 9,900.00	£ -	£ -	£ 9,900.00
27/03/19	Police costs as a result of protest activites	£ 44,000.00	£ -	£ -	£ 44,000.00
03/04/19	Guildhall School of Music & Drama Expanded Recruitment	£ -	£ 20,000.00	£ -	£ 19,624.00
23/09/19	Preparation comms	£ -	£ 14,560.00	£ -	£ 5,490.00
	<b>Total Allocations</b>	<b>£ 87,580.00</b>	<b>£ 87,560.00</b>	<b>£ -</b>	<b>£ 162,454.00</b>
	<b>Balance Remaining</b>	<b>£ 2,017,420.00</b>	<b>£ 639,860.00</b>	<b>£ 639,860.00</b>	

Bids for Committee's Approval: <b>21 January 2021</b>	
-	-
-	-
<b>Total Balance if pending bids are approved</b>	<b>£ 639,860</b>

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

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
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