



Policy and Resources Committee

Date: FRIDAY, 22 MARCH 2013
Time: 1.45pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Mark Boleat (Chairman)	Alderman Sir David Howard
Stuart Fraser (Deputy Chairman)	Deputy Edward Lord
Deputy Ken Ayers (Chief Commoner)	Jeremy Mayhew
Deputy John Barker (Ex-Officio Member)	Deputy Wendy Mead
Deputy Douglas Barrow	Hugh Morris
Deputy John Bennett	Deputy Catherine McGuinness
Deputy Michael Cassidy (Ex-Officio Member)	Deputy Joyce Nash
Ray Catt (Ex-Officio Member)	Deputy Henry Pollard (Ex-Officio Member)
Roger Chadwick (Ex-Officio Member)	Stephen Quilter
Simon Duckworth	John Scott (Ex-Officio Member)
Revd Dr Martin Dudley (Ex-Officio Member)	Deputy Dr Giles Shilson
Bob Duffield	Deputy Sir Michael Snyder
Martin Farr (Ex-Officio Member)	John Tomlinson (Ex-Officio Member)
Alderman Sir Robert Finch	James Tumbridge
Marianne Fredericks	Deputy Michael Welbank
The Rt Hon the Lord Mayor Alderman Roger Gifford	Alderman Fiona Woolf
George Gillon	Alderman Alan Yarrow

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Lunch will be served in Guildhall Club at 1PM

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 THIS AGENDA**
3. **MINUTES**
To consider the public minutes as follows:-
 - a) To agree the minutes of the meeting held on 14th February 2013 (copy attached). (Pages 1 - 10)
 - b) To note the public minutes of the Projects Sub-Committee meeting held on 12 February 2013 (copy attached). (Pages 11 - 18)
 - c) To note the minutes of the Public Relations and Economic Development Sub-Committee meeting held on 14 February 2013 (copy attached). (Pages 19 - 24)
 - d) To note the Members' Privileges Sub-Committee meeting held on 24 January 2013 (copy attached). (Pages 25 - 28)
4. **DRAFT CORPORATE PLAN 2013-17**
Report of the Town Clerk (copy attached).

For Decision
(Pages 29 - 44)
5. **CITY OF LONDON RESERVED FORCES CADETS' ASSOCIATION**
Report of the Town Clerk (copy attached).

For Decision
(Pages 45 - 86)
6. **ALDERMANIC ELIGIBILITY**
 - a) To note the minutes of the meeting held on 11 February 2013 (copy attached). (Pages 87 - 90)
 - b) Report of the Town Clerk (copy attached) (Pages 91 - 110)
7. **FUNDRAISING STRATEGY FOR MILTON COURT**
Joint report of the Principal of the Guildhall School and the Town Clerk (copy attached).

NB: Appendices B and C should be read in conjunction with this item and can be found at Item No. 29 in the non-public papers.

For Decision
(Pages 111 - 118)

8. **FENCHURCH STREET AND MONUMENT AREA ENHANCEMENT STRATEGY**
Report of the Director of the Built Environment (copy attached).
For Decision
(Pages 119 - 140)
9. **COMMUNITY INFRASTRUCTURE LEVY**
a) Report of the Director of the Built Environment (copy attached). (Pages 141 - 172)
b) Addendum Report of the Director of the Built Environment (Pages 173 - 186)
10. **ADDITIONAL EVENTS AND TOPICAL ISSUES PROGRAMME**
Report of the Director of Public Relations (copy attached).
For Decision
(Pages 187 - 192)
11. **COMMUNICATIONS STRATEGY 2013-16**
Report of the Director of Public Relations (copy attached).
For Decision
(Pages 193 - 220)
12. **PUBLIC RELATIONS OFFICE BUSINESS PLAN 2013-16**
Report of the Director of Public Relations (copy attached).
For Decision
(Pages 221 - 246)
13. **ECONOMIC DEVELOPMENT OFFICE BUSINESS PLAN 2013-16**
Report of the Director of Economic Development (copy attached).
For Decision
(Pages 247 - 278)
14. **TEACH FIRST**
Report of the Director of Economic Development (copy attached).
For Decision
(Pages 279 - 284)
15. **DIGITAL SHOREDITCH 2013**
Report of the Director of Economic Development (copy attached).
For Decision
(Pages 285 - 292)
16. **SMALL BUSINESS MICRO LOAN FUND**
Report of the Director of Economic Development (copy attached).
For Decision
(Pages 293 - 298)
17. **FOCUS ON EUROPE DAY**
Report of the Director of Economic Development (copy attached).
For Decision
(Pages 299 - 302)

18. **ECONOMIC DEVELOPMENT ACTIVITIES REPORT**
Report of the Director of Economic Development (copy attached).
For Information
(Pages 303 - 316)
19. **POLICY INITIATIVES FUND**
Report of the Chamberlain (copy attached).
For Information
(Pages 317 - 328)
20. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**
Report of the Town Clerk (copy attached).
For Information
(Pages 329 - 330)
21. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
22. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
23. **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.

Item Nos.	Paragraph(s) in Schedule 12A
27 - 37	3

Part 2 - Non-Public Agenda

24. **NON-PUBLIC MINUTES**
To consider the non-public minutes as follows:-
- a) To agree the non-public minutes of the meeting held on 14 February 2013 (copy attached). (Pages 331 - 334)
 - b) To note the non-public minutes of the Projects Sub-Committee meeting held on 12 February 2013 (copy attached). (Pages 335 - 340)
 - c) To note the non-public minutes of the Hospitality Working Party meeting held on 13 February 2013 (copy attached). (Pages 341 - 346)
25. **NETWORK AND TELEPHONY MAINTENANCE SERVICES**
Report of the Chamberlain (copy attached).
For Decision
(Pages 347 - 356)
26. **CITY OF LONDON ADVERTISING**
Report of the Director of Public Relations (copy attached).
For Decision
(Pages 357 - 362)

27. **GUILDHALL CHARGING REVIEW - 2013/14**
Joint report of the Remembrancer and the Chamberlain (copy attached).
For Decision
(Pages 363 - 374)
28. **ST LAWRENCE JEWRY**
Report of the City Surveyor (copy attached).
For Decision
(Pages 375 - 398)
29. **FUNDRAISING STRATEGY FOR MILTON COURT - APPENDICES**
Appendices B and C to be read in conjunction with Item No. 7.
For Information
(Pages 399 - 404)
30. **STRATEGIC PROPERTY REVIEWS**
Reports of the City Surveyor as follows:-
a) Strategic Property Estate (Pages 405 - 406)
b) City Fund Strategic Property (Pages 407 - 408)
c) City's Estate Strategic Property (Pages 409 - 410)
d) Bridge House Estates Property (Pages 411 - 412)
31. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
32. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED.**

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POLICY AND RESOURCES COMMITTEE Thursday, 14 February 2013

Minutes of the meeting of the Policy and Resources Committee held in the West Wing, Guildhall on Thursday, 14 February 2013 at 11.45 am

Present

Members:

Mark Boleat (Chairman)
Stuart Fraser (Deputy Chairman)
Deputy Ken Ayers (Chief Commoner)
Deputy John Barker (Ex-Officio Member)
Deputy Douglas Barrow
Deputy John Bennett
Ray Catt (Ex-Officio Member)
Roger Chadwick (Ex-Officio Member)
Simon Duckworth
Revd Dr Martin Dudley (Ex-Officio Member)
Martin Farr (Ex-Officio Member)
Marianne Fredericks
George Gillon
Deputy Edward Lord
Jeremy Mayhew
Deputy Wendy Mead
Hugh Morris
Deputy Catherine McGuinness
Deputy Joyce Nash
Deputy Henry Pollard (Ex-Officio Member)
John Scott (Ex-Officio Member)
Deputy Dr Giles Shilson
John Tomlinson (Ex-Officio Member)
Deputy Michael Welbank
Alderman Alan Yarrow

Officers:

John Barradell	- Town Clerk and Chief Executive
Chris Bilsland	- Chamberlain
Michael Cogher	- Comptroller and City Solicitor
Philip Everett	- Director of the Built Environment
Peter Rees	- City Planning Officer, Department of the Built Environment
Peter Bennett	- City Surveyor
William Chapman	- Private Secretary to the Lord Mayor and Chief of Staff
Paul Sizeland	- Director of Economic Development
Liz Skelcher	- Assistant Director, Economic Development Office

Nigel Lefton
Caroline Al-Beyerty
Tony Halmos
Libby Grant
Simon Murrells
Angela Roach

- Director of Remembrancers Affairs
- Financial Services Director
- Director of Public Relations
- Head of Strategic HR Services
- Assistant Town Clerk
- Policy Manager

Alderman Alan Yarrow

The Chairman welcomed Alderman Alan Yarrow as a new Member of the Committee.

1. APOLOGIES

Apologies were received from Deputy Michael Cassidy, Alderman Sir Robert Finch, Alderman Sir David Howard, Sir Michael Snyder, James Tumbridge and Alderman Fiona Woolf.

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

There were no declarations.

3. MINUTES

The public minutes of the meeting held on 24 January 2013 were approved.

Matters Arising – Public Relations and Economic Development Sub-Committee

The Chairman referred to a resolution from the Sub-Committee laid round the table which advised that Alex Deane, Wendy Hyde and Ian Seaton had been appointed to serve on the Sub-Committee as co-optees from the wider Court. As a result of the high number of expressions received in serving on the Sub-Committee, it also sought the Grand Committee's approval for the number of co-optees from the wider Court being increased from three to four. The Chairman advised that should the Committee be minded to support the request Sophie Fernandes would be appointed as the fourth co-optee.

RESOLVED - That the number of co-optees appointed to serve on the Public Relations and Economic Development Sub-Committee from the wider Court be increased from three to four.

4. JOINT RESOURCE ALLOCATION SUB-COMMITTEE AND EFFICIENCY AND PERFORMANCE SUB-COMMITTEE WITH COMMITTEE CHAIRMEN

The public minutes of the joint meeting held on 17 January 2013 were noted.

5. RESOURCE ALLOCATION SUB-COMMITTEE MINUTES

The public minutes of the meeting held on 17 January 2013 were noted.

6. **PROJECTS SUB-COMMITTEE MINUTES**

The public minutes of the meeting held on 10 January 2013 were noted.

7. **EDUCATION STRATEGY WORKING PARTY**

The Committee considered the appointment of four Members to serve on the Education Strategy Working Party. 7 expressions of interest were received for the four places available and as a consequence a ballot was undertaken.

RESOLVED – That the following Members be appointed to serve on the Education Strategy Working Party:-

Deputy John Bennett
Marianne Fredericks
Deputy Catherine McGuinness
Deputy Giles Shilson

8. **ENERGY AND SUSTAINABILITY SUB-COMMITTEE**

The Committee considered a report of the Town Clerk concerning the remit and parent Committee for the areas of energy and sustainability.

The Chairman stated that in his view energy largely related to expenditure and it would therefore fit well with the Finance Committee, with that Committee being left to determine how best deal with that area of work. Sustainability was a cross cutting issue and should remain with the Policy Committee. In addition, given its importance, all committees should be reminded that the issue of sustainability should be considered as part of their business.

A Member reminded the Committee that the City Corporation had been selected as a beacon authority for its work on sustainability and not having a dedicated body to oversee the area would in his view be a retrograde step which he could not support.

It was pointed out that the proposed change would not mean that the policy would be lost as oversight for sustainability would remain with the Grand Committee.

A number of arguments were put forward for and against the current way of dealing with the two areas of work and after further discussion a vote was taken which resulted as follows:-

13 votes for the area of energy being transferred to the Finance Committee and sustainability being left with the Policy Committee; and

8 votes against any change.

Deputy Edward Lord and Wendy Mead requested that their votes against the proposal be recorded.

RESOLVED – that:-

1. the area of energy be transferred to the Finance Committee with that Committee being left to determine how best deal with the area of work and that the area of sustainability be left with the Policy and Resources Committee;
2. given its importance, all committees should be reminded that the issue of sustainability should be considered as part of their business; and
3. the Court of Common Council be informed accordingly.

9. **CITY OF LONDON RESERVE FORCES AND CADETS ASSOCIATION - FUNDING**

The Committee considered a report of the Town Clerk concerning the future funding of the City of London Reserve Forces & Cadets Association (CoL RFCA).

A Member reminded the Committee that CoL RFCA was not a charity. He also expressed concern about the level of grant funds spent by the CoL RFCA on hospitality. It was pointed out that the events organised by the CoL RFCA enabled it to engage with employers and promote its activities. A Member were also said that since the last grant was made there had been a huge shift in how the organisation spent its funds and that any decision to withdraw funding would be damaging to the CoL RFCA and to the City Corporation's reputation.

The Chairman pointed out that the merits of the organisation was not being questioned but in order for the Committee to make an informed decision a more substantive paper was needed. The purpose of the current paper was merely to alert Members to the issue.

RESOLVED – That the content of the report be noted and that a more detailed report be prepared for the next meeting of the Committee.

10. **REGULATION OF INVESTIGATORY POWERS ACT 2000 (RIPA) - REVISED POLICY AND PROCEDURE**

The Committee considered a report of the Town Clerk concerning proposed revisions to the City Corporation's policy and procedures in respect of the Regulation of Investigatory Powers Act (RIPA). It was noted that changes were being made as a result of the Protection of Freedoms Act 2010-12.

RESOLVED – That:-

1. the content of the report be noted and the revised policy and procedure in respect of the Regulation of Investigatory Powers Act 2000 (RIPA) be approved;

2. a quarterly review of the use of the 2000 Act be submitted to the Committee to ensure that the policy was being used consistently and remained fit for purpose; and
3. the outcome of the Office of Surveillance Commissioner's inspection on 21st September 2012 be noted and that information regarding the Corporation's RIPA arrangements be disseminated to relevant officers.

11. TOWN CLERK'S BUSINESS PLAN - PROGRESS

The Committee considered a report of the Town Clerk updating it on the activities contained in the business plan as at 31 December 2012.

The Chairman complimented the style and concise nature of the report.

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

12. PAY POLICY STATEMENT

The Committee considered a report of the Director of Human Resources concerning the publication of the Pay Policy Statement.

The Chairman questioned the appropriateness of the wording of paragraphs 13 and 14 of the Statement, which concerned how salaries were apportioned between the City Corporation's three funds, and suggested that it be revisited and the approval of the final wording be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman. Members supported his suggestion.

RESOLVED – That:-

1. in order to meet the requirements of the Localism Act 2011 a Pay Policy Statement be published and that the approval of the final wording of the Statement be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman; and
2. the revised Statement be submitted to the Court of Common Council for approval.

13. UK POWER NETWORKS DRAFT LONDON BUSINESS PLAN FOR 2015 - 2023

The Committee considered a report of the City Surveyor concerning the City Corporation's response to UK Power Network's (UKPN) draft London business plan.

A Member supported the response, in particular, the view that infrastructure needed to be dealt with in advance of development. He suggested that this be made clear in the covering letter. The Chairman questioned the merits of including covering letters as there was a tendency for them to become

detached from supporting papers. He therefore suggested that officers include a summary of the City Corporation's key points in the submission.

RESOLVED – That:-

1. the proposed response be approved and be submitted as the City Corporation's response to UKPN's London business plan consultation, subject to the inclusion of a summary of the key points; and
2. the Corporate Property Advisory Team be requested to report back to the Committee on UKPN's consultation on the final version of its London business plan in April 2013.

14. PLATINUM PARTNERSHIP WITH LONDON & PARTNERS

The Committee considered a report of the Director of Culture, Heritage and Libraries proposing that the City Corporation take up Platinum membership of London & Partners (tourism).

A Member, who was also the Chairman the Culture, Heritage and Libraries Committee, suggested that the review and the development of the more bespoke element of the membership proposals be undertaken in consultation with the Chairman of the Culture, Heritage and Libraries Committee. The Chairman supported his suggestion and commented that it would also be useful for the work of London & Partners to be the theme of a future Members Discussion Breakfast.

RESOLVED – That:-

1. approval be given to the City Corporation becoming a Platinum Member of London & Partners (tourism) at a total cost of £75,000 spread over a period of three years and that this be funded from the Committee's Policy Initiatives Fund under its 'Promoting the City' category. This would be charged to City's Cash in three equal instalments of £25,000 with the first payment being due on 1 April 2013 and the remaining two on the same date each year thereafter; and
2. the Director of Culture, Heritage and Libraries be requested to review and develop the membership proposal over the three-year term (at no additional cost) to achieve best value and maximum benefit for the City Corporation and its visitor services stakeholders in consultation with the Chairman of the Culture, Heritage and Libraries Committee.

15. ANGELS IN THE CITY

The Committee considered a report of the Director of Economic Development concerning continued funding for the City Corporation's Angels in the City initiative, delivered by London Business Angels Ltd.

RESOLVED – That the City Corporation continues to support the Angels in the City initiative at a cost of £50,000 to be met from the Policy Initiatives Fund (under the Communities heading) and charged to City's Cash and that the cost be split into two annual contributions of £25,000 in 2013/14 and 2014/15.

16. DIGITAL DERRY - FUNDING

The Committee considered a report of the Director of Economic Development concerning the proposed funding of the "Digital Derry" initiative, the aim of which was to stimulate the Derry/Londonderry economy and bolster the relationship between Digital Derry and Tech City.

RESOLVED – That the City Corporation supports the "Digital Derry" initiative at a cost of £30,000, with a review next year, to be met from the 2013/14 Policy Initiatives Fund (under the Promoting the City heading) and charged to City's Cash.

17. DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS

The Committee received a report of the Town Clerk advising of the action taken by the Town Clerk in consultation with the Chairman and Deputy Chairman since the last meeting of the Committee in accordance with Standing Orders 41(a) and 41(b).

RESOLVED – That it be noted that approval was given to the waiver of the City Corporation's Procurement Regulations to remove the requirement to advertise the design services connected with the Members Accommodation Project through the London Tenders Portal.

18. POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY

The Committee considered a statement of the Chamberlain on the use of Policy Initiatives Fund and the Committee's contingency for 2012/13.

RESOLVED – That the content of the statement be noted.

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

In response to a question on the decanting arrangements for the Members Accommodation Project, Members were advised that this was being looked into. The work to be undertaken was due to be dealt with in phases and the intention was to undertake as much work as possible during the summer recess period.

20. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

The Committee considered the following items of urgent business:-

Reducing Alcohol Related Harm

The Committee considered a note of the Town Clerk concerning a request received from the Department of Health for the City Corporation to host a small team of officers working on a reduction of alcohol related harm project from 1st April. It was noted that discussion was still taking place with the Department of Health. Therefore a decision on providing this service was being sought in principle and would be subject to the approval of the more detailed arrangements being delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

RESOLVED - That approval be given in principle to the City Corporation hosting a small team of officers working on a reduction of alcohol related harm project from 1st April and that the approval of the more detailed arrangements be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

Aldermanic Eligibility

The Chairman referred to the note he had circulated to all Members on the progress of the work being undertaken to address Aldermanic Eligibility. He said that a number of Members had raised the issue of age restrictions and advised that this was a matter for the Court of Alderman as age limits could not be imposed by legislation. A report on the outcome of the Working Party's deliberations was due to be considered at the next meetings of the General Purposes Committee of Alderman and the Policy Committee.

Martin Farr and Robert Duffield

The Chairman pointed out that Martin Farr and Robert Duffield were not intending to stand for re-election to the Court of Common Council in the forthcoming elections. He thanked them both on behalf of the Committee for their support and contribution to the work of the Policy Committee over the years.

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 1 of Schedule 12A of the Local Government Act.

Item Nos.	Paragraph(s) in Schedule 12A
22-28	3

Part 2 – Non-Public Agenda

22. NON-PUBLIC MINUTES

The non-public minutes of the meeting held on 24 January 2013 were approved.

23. JOINT RESOURCE ALLOCATION SUB-COMMITTEE AND EFFICIENCY AND PERFORMANCE SUB-COMMITTEE WITH COMMITTEE CHAIRMEN

The non-public minutes of the joint meeting held on 17 January 2013 were considered and the actions contained therein endorsed.

24. RESOURCE ALLOCATION SUB-COMMITTEE MINUTES

The non-public minutes of the meeting held on 17 January 2013 were considered and the recommendations contained therein approved.

25. PROJECTS SUB-COMMITTEE MINUTES

The non-public minutes of the meeting held on 10 January 2013 were noted.

26. FIRST REGISTRATION OF THE CITY'S FREEHOLD TITLES - PROGRESS

The Committee considered and approved a joint report of the City Surveyor and the Comptroller and City Solicitor concerning the progress of the City Corporation's title registration project.

27. 2 FANN STREET - BID ANALYSIS

The Committee considered and approved a joint report of the Director of Community and Children's Services and the City Surveyor concerning the outcome of the first stage of the bid analysis in respect of 2 Fann Street, EC2.

28. AFFORDABLE HOUSING

The Committee considered and noted the content of a report of the Director of Community and Children's Services and the City Surveyor concerning the City Corporation's housing policy and the on-going work being undertaken to increase the supply of affordable housing.

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

There were no questions whilst the public were excluded.

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

There were no items of urgent business for consideration.

The meeting ended at 12.30pm.

Chairman

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PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE Tuesday, 12 February 2013

Minutes of the meeting of the Projects Sub (Policy and Resources) Committee held at Guildhall on Tuesday, 12 February 2013 at 3.00 pm

Present

Members:

Deputy Sir Michael Snyder (Chairman)
Mark Boleat (Deputy Chairman)
Alderman Sir Michael Bear
Deputy Ken Ayers (Chief Commoner)
Anthony Llewelyn-Davies
John Tomlinson

Officers:

Peter Lisley	- Assistant Town Clerk
Julie Mayer	- Town Clerk's
Rebecca Kearney	- Town Clerk's
Caroline Al-Beyerty	- Financial Services Director
Philip Everett	- Director of the Built Environment
Peter Bennett	- City Surveyor
Victor Callister	- Department of the Built Environment
Iain Simmons	- Department of the Built Environment
Malcolm MacLeod	- Department of Markets and Consumer Protection
Peter Snowdon	- City Surveyor's Department
Eddie Stevens	- Community and Children's Services
Karen Tarbox	- Community and Children's Services
Hannah Bibbins	- Guildhall School of Music and Drama

1. APOLOGIES

Apologies were received from Stuart Fraser, Jeremy Mayhew and Hugh Morris.

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

None.

3. MINUTES

The public minutes and summary of the Projects Sub Committee of 10th January 2013 were approved.

4. AVONDALE SQUARE AND YORK WAY - CAVITY WALL INSULATION - PROJECT PROPOSAL (GATEWAY 2)

Members received a report of the Acting Director of Community and Children's Services and noted that British Gas had contacted the Department to offer free insulation works, fully funded from the Energy Company Obligation.

RESOLVED, that:

The project progress to Gateway 5, as per the Project Procedure, with authority delegated to the Director of Community and Children's Services.

5. 24-26 MINORIES ENVIRONMENTAL ENHANCEMENTS - PROJECT PROPOSAL (GATEWAY 2) -

Members received a report of the Director of the Built Environment, proposing the planting of three trees within the area, to replace the two existing trees that would be lost as part of the development; together with York stone paving around the development.

RESOLVED, that:

The project progress to Gateway 5, as per the Project Procedure, with authority delegated to the Director of the Built Environment.

6. ALDGATE HIGHWAY CHANGES AND PUBLIC REALM IMPROVEMENTS - OUTLINE OPTIONS APPRAISAL (GATEWAY 3)

Members received a report of the Director of the Built Environment and noted that the aim of the project would be to achieve transformational change; removing barriers to movement and providing public realm amenity. The Chairman sought assurance that the scheme would improve traffic flow in the area. Members noted that this report had a non-public appendix at item 18 on the agenda.

RESOLVED, That:

- 1. All options continue to be developed to G4, to ensure that the optimum highway layout is presented;**
- 2. Authority be delegated to the Director of the Built Environment and Head of Finance to adjust the project budget between staff costs and fees, if above the recommended variance, providing the overall budget is not exceeded;**
- 3. TfL funding of £429k be included in the project budget;**
- 4. The underspend from the delivery of the project to G3 be used to deliver G4 (approximately £44k at the time of writing);**
- 5. The St Botolph House S106 contribution for the "New Public Square" development be used, if required, to reach G4. *(It is anticipated that this is likely to be between £2k and £20k.)***
- 6. WS Atkins be appointed for a sum in the region of £100k (see Appendix 8 of the report) to develop the urban design for the scheme (included within the £475k estimate of expenditure).**

7. AVONDALE SQUARE ESTATE, GEORGE ELLISTON AND ERIC WILKINS HOUSE - ROOFS AND WINDOWS - DETAILED OPTIONS APPRAISAL (GATEWAY 4)

Members received a report of the Director of Community and Children's Services which proposed nine new roof flats, plus new double glazed windows and associated external fabric repairs and redecoration to the existing 5-storey blocks. Members noted that, by using Section 106 finance from the Affordable Housing Fund, the City's housing asset would be enhanced by nine additional flats.

RESOLVED, that:

- 1. Option 3 be approved for the provision of roof flats, new double glazed windows and associated fabric repairs and redecoration at George Elliston House and Eric Wilkins House.**
- 2. A budget of £1,856,000 - £1,203,000 from the Section 106 Affordable Housing Budget be approved and £653,000 from the Housing Revenue Account; with £149,000 from Long Leaseholders' contributions.**
- 3. Fee proposals be invited from suitable firms of Architects/ Surveyors to undertake the full design, costings, planning application, preparation of tenders/tender process, contract administration and health and safety (CDM) of the project, up to a budget of £160,000 (with a tolerance of +10% or £16,000).**
- 4. The tolerance figure of + 5% of the value of the works be approved; i.e. £83,000.**

8. HERON TOWER HIGHWAY WORKS (S.278(1)) - OUTCOME REPORT (GATEWAY 7)

Members received a report of the Director of the Built Environment in respect of configuring the carriageway layout to facilitate the construction of Heron Tower.

RESOLVED, that:

- 1. The Project be closed.**
- 2. Alternative uses for the unspent funds be investigated.**

9. HERON TOWER HIGHWAY IMPROVEMENT WORKS (S.278(2)) - OUTCOME REPORT (GATEWAY 7)

Members received a report of the Director of the Built Environment in respect of the highway improvement scheme for enhancement works, predominantly on the footways around the Heron Tower Development.

RESOLVED, that:

1. The project be closed.
2. The Chamberlain's Department be instructed to return unspent funds to the Developer, including any interest accrued, as is required under the conditions of the S278(No.2) and related variation agreement.
3. As a result of the S.278(No.2) Variation Agreement, it be noted that £395,983 (for the diminution in benefits for the implemented scheme) be available for other improvement works; the scope of which to be determined.

10. **REQUESTS FOR DELEGATED AUTHORITY**

Members noted that a number of projects would be reaching key decision points between now and the end of April 2013; i.e. while the Corporation is in recess for Common Council Elections and the Easter break. The Town Clerk advised that the majority of the projects would also require the approval of the Spending Committee, which would be sought via delegated or urgency procedures. Members agreed to add an extra meeting during March, should the volume of business warrant it.

RESOLVED, that:

Authority be delegated to the Town Clerk, in conjunction with the Chairman and Deputy Chairman of the Projects Sub-Committee to consider the following projects in advance of the April Projects Sub-Committee meeting, unless the matters can be considered at a further meeting of the Projects Sub-Committee:

1. **Post Milton Court Decoration and Associated Works – Detailed Options Appraisal (Gateway 4)**
2. **Renewal of Small Power & Lighting Phase 2 – Options Appraisal (Gateway 3/4)**
3. **Waterproofing Sundial Basement – Options Appraisal (Gateway 3/4)**
4. **Music Hall Improvements: Remainder of Panelling – Options Appraisal (Gateway 3/4)**
5. **123/124 New Bond Street – Project Proposal (Gateway 2 – conditional upon Gateway 1 being approved by the officer-level Corporate Projects Board first)**
6. **181 Queen Victoria Street – Outline Options Appraisal (Gateway 3)**
7. **Alfred Place – Options Appraisal and Detailed Design (Gateways 3, 4 & 4c)**
8. **Glen House, 2nd and 3rd Floors – Detailed Options Appraisal and Detailed Design (Gateways 4 & 4c)**

9. **Great Gregories Farm – Outline Options Appraisal, Gateway 3 (subject to approval of Project Proposal (Gateway 2) under existing delegated authority arrangements)**
10. **Beech Gardens Waterproofing – Authority to Start Work (Gateway 5)**
11. **Avondale Square Redevelopment of the Community Centre – Detailed Options Appraisal (Gateway 4)**
12. **72 Fore Street, Section 106 – Outline Options Appraisal, Gateway 3**
11. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions
12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no items of urgent business.
13. **EXCLUSION OF THE PUBLIC**

RESOLVED, that:

Under Section 100 (A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involved the likely disclosure of exempt information as defined in Paragraph 3, Part 1 of Schedule 12A of the Local Government Act.
14. **NON-PUBLIC MINUTES**
The non-public minutes of the Projects Sub Committee of 10 January were approved.
15. **FLEET BUILDINGS SECURITY AND PUBLIC REALM - PROJECT PROPOSAL (GATEWAY 2)**
Members received a report of the Director of the Built Environment .
16. **INSTALLATION OF BAGGAGE STORES AND RELOCATION OF STAFF - PROJECT PROPOSAL (GATEWAY 2)**
Members received a report of the Acting Director of Community and Children's Services.
17. **FLEET HOUSE - 8-12 NEW BRIDGE STREET, EC4 - OUTLINE OPTIONS APPRAISAL (GATEWAY 3)**
Members received a report of the City Surveyor.
18. **ALDGATE HIGHWAY CHANGES AND PUBLIC REALM IMPROVEMENTS - OUTLINE OPTIONS APPRAISAL (GATEWAY 3)**
Members noted a non-public appendix in respect of agenda item 6.

19. **1-5 LONDON WALL BUILDINGS - DETAILED OPTIONS APPRAISAL (GATEWAY 4)**
Members received a report of the City Surveyor.
20. **REFURBISHMENT AND MODIFICATION OF ACCOMMODATION IN SILK STREET BUILDING - DETAILED OPTIONS APPRAISAL (GATEWAY 4)**
Members received a report of the Principal of the Guildhall School of Music and Drama.
21. **PROVISION OF ADDITIONAL FISH HANDLING FACILITIES AT BILLINGSGATE MARKET - ISSUE REPORT**

Members received a joint report of the Director of Markets and Consumer Protection and the City Surveyor.
22. **INFILL DEVELOPMENT - CHISWICK GAP, NEW SPITALFIELDS MARKET - PROGRESS REPORT**

Members received a report of the City Surveyor.
23. **BEECH GARDENS WATERPROOFING - PROGRESS REPORT**
Members received a report of the Acting Director of Community and Children's Services.
24. **CITY OF LONDON CEMETERY AND CREMATORIUM: ESSENTIAL REPAIRS TO LISTED BUILDINGS, PHASES 2 AND 3 - OUTCOME REPORT (GATEWAY 7)**
Members received a report of the City Surveyor.
25. **THE MONUMENT MAJOR REPAIR - OUTCOME REPORT (GATEWAY 7)**
Members received a report of the City Surveyor.
26. **HIGHWAYS PROGRAMME REPORT**
Members received a joint report of the Town Clerk and the Director of the Built Environment.
27. **BARBICAN CAMPUS PROGRAMME REPORT**
Members received a joint report of the Town Clerk and Barbican Campus.
28. **DECISIONS TAKEN UNDER URGENCY/DELEGATED AUTHORITY**
Members noted a report of the Town Clerk setting out urgent and delegated decisions taken by the Town Clerk in consultation with the Chairman and Deputy Chairman, since the last meeting of the Committee, in accordance with Standing Order Nos 39 and 41 (a) and 41 (b).
- Guildhall House Refurbishment and 35-37 Alfred Place Refurbishment
 - Road Danger Reduction in the Shoe Lane Area – Stonecutter Street and Little New Street
 - Farringdon Street Bridge Issue report
 - Fenchurch Place – authority to start works

- Barbican Centre (Capital Cap 3 Programme)
- 15-17 Eldon Street: Alternative Procurement Method
- Members Accommodation Project – Procurement

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

There were none

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

As this would be Peter Snowdon last meeting, the Chairman thanked him for many years of service and his professionalism in dealing with the City Surveyor's projects.

The meeting ended at 3.50 pm

Chairman

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PUBLIC RELATIONS AND ECONOMIC DEVELOPMENT SUB-COMMITTEE

Thursday, 14 February 2013

Minutes of the meeting of the Public Relations and Economic Development Sub-Committee held at the Guildhall EC2 at 10.45am

Present

Members:

Mark Boleat (Chairman)	Deputy Edward Lord
Stuart Fraser (Deputy Chairman)	Jeremy Mayhew
Roger Chadwick	Deputy Catherine McGuinness
Deputy Sir Michael Snyder	James Tumbridge
Deputy Douglas Barrow	Alderman Alan Yarrow

Officers:

John Barradell	- Town Clerk and Chief Executive
Tony Halmos	- Director of Public Relations
Giles French	- Assistant Director of Public Relations (Corporate Affairs)
Paul Sizeland	- Director of Economic Development
Liz Skelcher	- Economic Development Office
Simon Murrells	- Assistant Town Clerk
Angela Roach	- Town Clerk's Office

1. APOLOGIES

An apology for absence was received from Deputy Michael Cassidy.

2. DECLARATIONS BY MEMBERS OF PERSONAL OR PREJUDICIAL INTERESTS IN RESPECT OF ITEMS TO BE CONSIDERED AT THIS MEETING

There were no declarations.

3. TERMS OF REFERENCE

The Sub-Committee noted its terms of reference as follows:-

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.

4. **WORK OF THE SUB-COMMITTEE**

Members proceeded to consider the work of the Sub-Committee. During discussion the following points were made:-

- The Sub-Committee should seek power to act from the Grand Committee to enable it to deal with the arrangements for the annual party conferences;
- Reference was made to the activities undertaken to promote the City and it was suggested that, in order to ascertain how it could be enhanced a paper should be produced setting out current activities such as the work undertaken by Heart of the City and City Action. Members supported this and felt that, in addition, details of promotional work undertaken externally by City businesses should be submitted to a future meeting.
- Members noted the work being undertaken by the Davies Airport Commission and agreed that it was important to monitor and promote activities relating to air travel, particularly with regard to connectivity.
- Members noted that the issuing of business visitor visas was also very important issue which the City Corporation should continue to raise and apply pressure to where necessary. Reference was made to current research being undertaken on the issue and Officers undertook to circulate a copy of the paper "Open for Business". A Member stated that central Government needed to ensure that it differentiated between visitors and others as currently business visitors were being refused entry into the UK and as a consequence they were now holding business meetings in cities outside the UK. Members supported the production of a paper setting out the line to be taken generally on the current visa situation.
- It was suggested that the area of technology should also be considered by the Sub-Committee.

RESOLVED: That it be recommended to the Grand Committee that the Sub-Committee's terms of reference be amended to allow it to deal with the arrangements for the annual party conferences and that the following papers be prepared for consideration at future meetings of the Sub-Committee:-

1. in order to ascertain how promoting the City could be enhanced, a paper be produced setting out current activities undertaken by the City Corporation such as the Heart of the City and City Action activities;
2. the details of promotional work undertaken externally by City businesses; and
3. the production of a paper setting out the line to be taken on the current visa situation.

5. **APPOINTMENT OF CO-OPTED MEMBERS**

The Sub-Committee considered the appointment of a number of co-opted Members from the wider Court to serve on it.

Members noted the high number of expressions of interest received.

Reference was made to the recommendation from an informal meeting of the Sub-Committee that Alex Deane, Wendy Hyde and Ian Seaton be appointed to serve on the Sub-Committee. Reference was also made to the high level of talent available from amongst the Court and, as a consequence, it was proposed that the number of co-optees be increased from three to four Members. It was also suggested that, should the Grand Committee be minded to support the increase, Sophie Fernandes be appointed as the fourth co-optee. The Sub-Committee supported the suggestions.

RESOLVED – That:-

1. Alex Deane, Wendy Hyde and Ian Seaton be appointed to serve on the Sub-Committee as co-optees; and
2. the Grand Committee's approval be sought to increase the number of co-optees from the wider Court from three to four and that, should the request be supported, Sophie Fernandes be appointed as the fourth co-optee.

6. **CITY OF LONDON COMMUNICATIONS STRATEGY - 2013 - 2016**

The Sub-Committee considered the draft City of London Communications Strategy for 2013 -2016.

During discussion the following matters were raised:-

- the merits of the production of an annual report in order to make relevant audiences more aware of the full range of the City Corporation's activities, particularly those who were decision makers;
- use of the website in communicating key messages;
- the forth-coming opinion polling of the City Corporation's target audiences which would result in more up to date information;
- Members questioned the priority order of the communication challenges and it was suggested that the sentence highlighting the order of priority should be removed and reference to the follow-up from the Common Council Elections moved further down the list; and
- a reference to responsible capitalism should be included in the key messages.

RESOLVED –That the Strategy be amended to take on board the above-mentioned comments where appropriate and that a revised version be submitted to the Grand Committee for approval.

7. PUBLIC RELATIONS OFFICE BUSINESS PLAN - 2013 - 2016

The Sub-Committee considered the Public Relations Office Business Plan for 2013-16.

Reference was made to future horizon scanning and it was suggested that the issue of regulation should be included.

In response to a question on the inclusion of transaction tax, the Director of Economic Development advised that his office was working on research looking at the effects on the bond market. It was therefore suggested that the matter be referred to in the Economic Development Office's Business Plan.

RESOLVED – that the Public Relations Office Business Plan be amended to take on board the issue of regulation and that a revised version be submitted to the Grand Committee for approval.

8. ECONOMIC DEVELOPMENT OFFICE BUSINESS PLAN - 2013-16

The Sub-Committee considered the Economic Development Office Business Plan for 2013-16.

A Member referred to the strategic aims and commented that reference should be made to businesses generally and not just financial services. During further discussion the following suggestions were made:-

- the Plan should include activities being undertaken to attract businesses to London;
- the inclusion of the issues of Libor and extradition should be considered;
- thought should be given to the approach to be taken with regard to Corporation Tax and, due to the sensitivities surrounding the issue, the Chairman should be provided with a line to take on the matter.

RESOLVED – that the Economic Development Office Business Plan be amended to take on board the above mentioned suggestions, where appropriate, and that a revised version be submitted to the Grand Committee for approval.

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

A Member questioned whether reports from the Directors of Public Relations and Economic Development should be given prior consideration by the Sub-Committee. The Chairman pointed out that he was keen to avoid unnecessary bureaucracy and that future items should be treated on their merits. For example, the annual paper providing an overview of the work with think tanks should be seen by the Sub-Committee first but not items relating to individual policy proposals. Members supported his view.

10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no items of urgent business for consideration.

The meeting closed at 11.50am

Chairman

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MEMBERS PRIVILEGES SUB (POLICY AND RESOURCES) COMMITTEE **Thursday, 24 January 2013**

Minutes of the meeting of the Members Privileges Sub (Policy and Resources) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 24 January 2013 at 12.00 pm

Present

Members:

Deputy Ken Ayers (Chief Commoner) (Chairman)
Deputy John Barker
Deputy Billy Dove
Deputy Janet Owen

Officers:

Peter Nelson	- Assistant Town Clerk
Jacky Compton	- Town Clerk's Department
Paul Double	- City Remembrancer

1. APOLOGIES

Apologies received from Mark Boleat, Deputy Robin Eve, Oliver Lodge and George Gillon.

2. DECLARATIONS BY MEMBERS OF PERSONAL OR PREJUDICIAL INTERESTS IN RESPECT OF ITEMS TO BE CONSIDERED AT THIS MEETING

There were no declarations.

3. MINUTES

The minutes of the meeting held on 27 June 2012 were agreed as a correct record.

Matters Arising

Banquets at Mansion House – The Remembrancer advised the Sub Committee that notices were being circulated today to Members under the new system whereby Members were able to stress their preference as to allocation of seats at Banquets.

Discussion took place around the issue of Members not being re-elected in March who may have received invites. The decision was taken that those invitations would have to be returned as soon as possible and placed into a pot for any potential new Members.

With regards to tickets that were returned by past Members, the Town Clerk advised that re-allocations of these tickets be left in the hands of the Chief Commoner in consultation with the Remembrancer. It was also agreed that a

list be created of any vacancies at Banquets by Mansion House and the Remembrancer and passed to the Chief Commoner for re-allocation.

Royal Garden Party Invitations – The Remembrancer advised that he was responsible for submitting names to the Palace as to who should be invited. He stated that the numbers would vary each year and that the people that had been chosen this year were involved in some way with the Jubilee.

The Remembrancer undertook to report back to the next meeting as to the various categories when choosing names.

Car Parking Policy – The Town Clerk advised that parking in the Yard was currently restricted to essential services, with parking space for Members provided through means of a dedicated underground car park. The policy was originally implemented at the request of Members so as to keep the number of cars in the Yard to a minimum, in the interests of pedestrian safety, maintaining the ambience of the Yard as an open space, and minimising the damage caused to the flagstones by cars.

4. **MEMBER DEVELOPMENT STEERING GROUP UPDATE**

The minutes of the Member Development Steering Group meetings held on 7 September 2012 and 7 December 2012 were received.

A Member enquired whether, after the elections, any new deputies could be given guidance on their role.

A Member enquired as to the membership of the Steering Group. The Town Clerk explained that the Group consisted of long-serving Members and also new Members. He stated that the Group sought to 'refresh' its membership from time to time and he would report back with the Sub Committee's views on further change.

RECEIVED.

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

There were no questions.

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

There were no urgent items.

7. **EXCLUSION OF THE PUBLIC**

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

Item No.
8

Exempt Paragraphs
3

8. **MINUTES**

The non-public minutes of the meeting held on 27 June 2012 were received.

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 AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were no urgent items.

The meeting ended at 12.50 pm

Chairman

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Committee: Policy and Resources Committee	Date: 22 March 2013
Subject: Draft Corporate Plan 2013-17	Public
Report of: Town Clerk	For Decision
<p>Summary</p> <p>This report proposes changes to the Corporate Plan for 2013-17. The key changes are as follows:</p> <ul style="list-style-type: none">• Insertion of additional wording into the Introduction, reflecting the City's work in supporting London and the nation.• Deletion of the previous Key Policy Priority (KPP) 5, relating to the Olympics and Paralympics.• Splitting of the previous KPP4 into two KPPs, one relating to the City Corporation's work in supporting London's communities (new KPP4) and the other relating to the City Corporation's heritage and cultural offer (new KPP5).• Rewording and updating the bullet points supporting each KPP.• Replacement of the Core Value "Opportunity and prosperity for all" with a new Core Value "Working in Partnership". <p>No changes are proposed to the Vision or the Strategic Aims. A full draft, with these proposals highlighted, is attached as Appendix 1.</p> <p>Recommendation(s)</p> <p>Members are asked to:</p> <ul style="list-style-type: none">• endorse the draft of the refreshed Corporate Plan 2013-17, and• note that the final Corporate Plan 2013-17, incorporating any amendments, will be presented to the Court of Common Council for approval at its meeting in April 2013.	

Main Report

Background

1. The Corporate Plan is the City of London Corporation's main strategic planning document, providing a framework for the delivery of our services. The Plan is a clear statement of our vision and strategic aims and sets out the key policy priorities for the City of London Corporation for the next four years.

2. At your meeting in June 2010 it was agreed that all Members would have the opportunity to review and contribute to future updates of the Corporate Plan on a three yearly basis, commencing with the 2011-15 update. There will therefore be a full review of the Corporate Plan later in this calendar year, as part of the update of the Corporate Plan for 2014-18.

Current Position

3. Presented to Members as Appendix 1 is a draft of the refreshed Corporate Plan, covering the period 2013-17, for your endorsement. This has been considered by the Performance and Strategy Summit Group of Chief Officers, and a number of changes are proposed.
4. Additional wording has been inserted into the **Introduction**, to reflect the increased emphasis on the work of the City Corporation in supporting communities across London and the nation.
5. No changes are proposed to the **Vision**, which is as follows:

The City of London Corporation will support and promote the City of London as a leading international financial and business centre, and will maintain high quality, accessible and responsive services benefiting its communities, neighbours, London and the nation.

6. No changes are proposed to the **Strategic Aims**, which are as follows:

Strategic Aims:

To support and promote The City as the world leader in international finance and business services.

To provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes.

To provide valued services to London and the nation.

7. The following changes are proposed to the **Key Policy Priorities (KPPs)**:
 - i. Deletion of the previous KPP5: *“Maximising the benefits and opportunities offered to the City of London and beyond by the London 2012 Olympic and Paralympic Games”*.
 - ii. Replacing the previous KPP4: *“Maximising the opportunities and benefits afforded by our role as a good neighbour and major sponsor of culture and the arts”* with:

(new) KPP4 Maximising the opportunities and benefits afforded by our role in supporting London’s communities

(new) KPP5 Increasing the impact of the City's cultural and heritage offer on the life of London and the nation

8. The detailed bullet points supporting each KPP have been reviewed and updated, and the changes are highlighted in Appendix 1.
9. It is proposed to replace the **Core Value** "Opportunity and prosperity for all" with a new Core Value "Working in partnership". This reflects the increasing importance of collaborative working, both internally across the City Corporation, and externally with new and existing partners.
10. Dates and figures have been updated as appropriate.

Conclusion

11. The draft Corporate Plan 2013-17 is presented to your Committee for your endorsement. Subject to your endorsement, the final Corporate Plan 2013-17 will be presented to the Court of Common for approval at its meeting on 25th April.

Appendices

- Appendix 1 - Draft Corporate Plan 2013-17

Neil Davies

Head of Corporate Performance and Development

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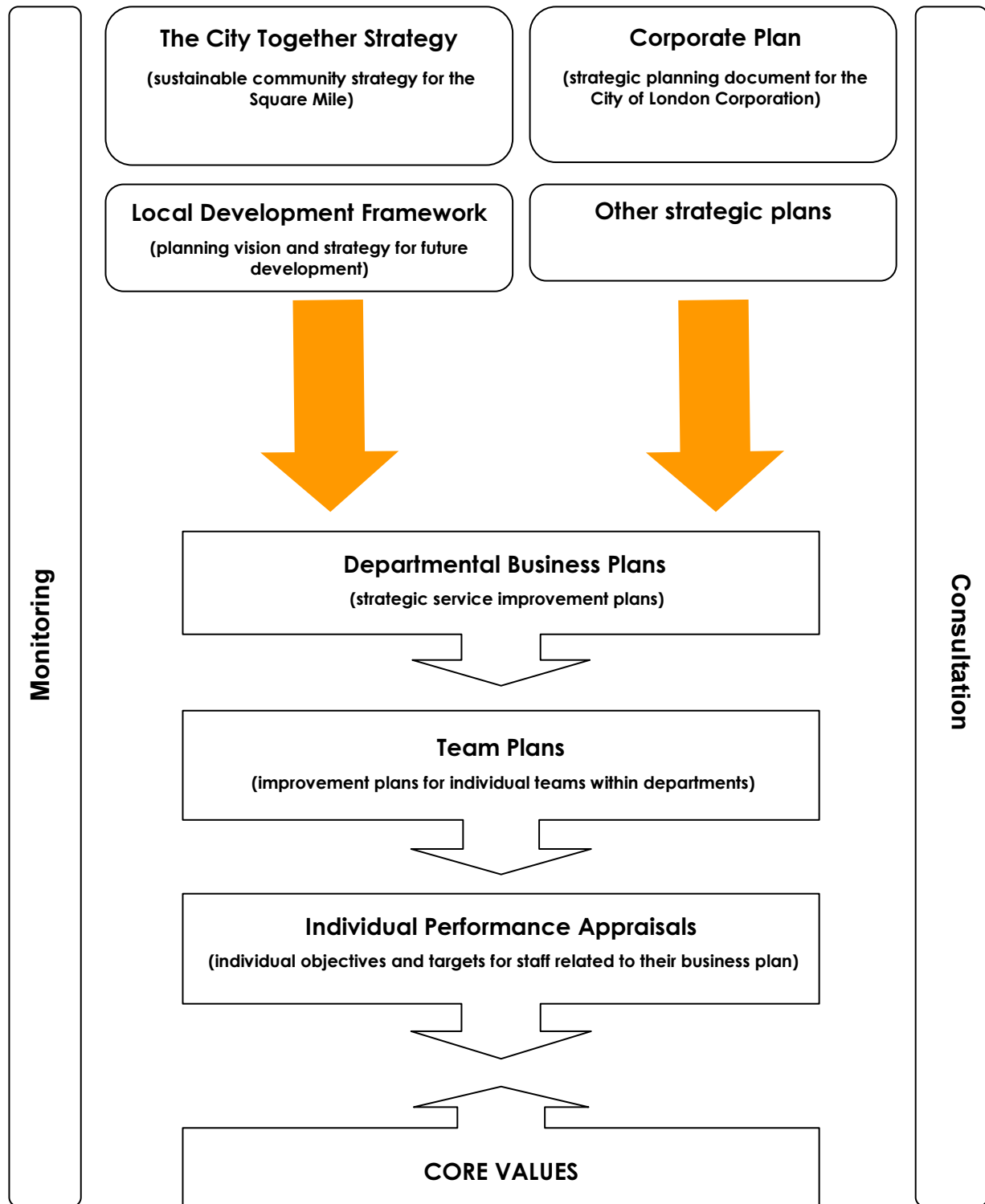
Corporate Plan 2013-17

The Corporate Plan is our main strategic planning document, providing a framework for the delivery of services. It is a clear statement of our vision, strategic aims and key policy priorities for the next four years.



The planning cycle

The 'Golden Thread'



Introduction

The City Corporation is a unique organisation with a diverse range of roles and responsibilities. In addition to the functions of a local and police authority, we provide a range of specialist services to the business City and to our residents, workers and visitors. Many of these are of wider regional and national importance and directly affect people outside of the City. These include flagship cultural organisations such as the Barbican Centre and Guildhall School. We manage and protect almost 11,000 acres of open space outside of the City, own and operate three **premier** wholesale food markets, and run the nation's Central Criminal Court at the Old Bailey.

Recognising that the square mile cannot work in isolation, we are committed to working in partnership to improve the quality of life, and increase the capacity, of the wider London community. This work ranges from encouraging corporate responsibility in City firms to assisting in education, training and skills development. We also run London's largest grant-giving charity, The City Bridge Trust, committed to combating social exclusion and disadvantage across the whole of London.

We also play a leading role in supporting and promoting the City as the world leader in international finance and business services and in promoting the interests of the financial services **sector** in the City and the UK. This work ranges from providing essential infrastructure maintenance to strategic economic development and we have our own dedicated police force for the Square Mile, the national lead force for economic crime.

The Corporate Plan process helps us consider competing pressures and the links between them, and establish a shared understanding amongst Members and officers of the priorities going forward. The aim of the Corporate Plan is to prioritise those areas of activity on which we will focus our attentions over the medium term and therefore by its nature it will not necessarily cover in detail all of the wide range of services which the City Corporation provides.

Our vision and strategic aims

Our vision:

The City of London Corporation will support and promote the City of London as the world leader in international finance and business services, and will maintain high quality, accessible and responsive services benefiting its communities, neighbours, London and the nation.

From this overall vision we have three **strategic aims**:

- To support and promote The City as the world leader in international finance and business services.
- To provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes.
- To provide valued services to London and the nation.

Key policy priorities 2013-2017

Our vision and strategic aims are supported by five **key policy priorities**. These are cross-cutting and support all three strategic aims to varying degrees. The priorities will be reviewed annually during the period 2013-2017 and updated as appropriate.

- KPP1** Supporting and promoting the international and domestic financial and business sector
- KPP2** Maintaining the quality of our public services whilst reducing our expenditure and improving our efficiency
- KPP3** Engaging with London and national government on key issues of concern to our communities including policing, **welfare reform** and changes to the NHS
- KPP4** Maximising the opportunities and benefits afforded by our role **in supporting London's communities**
- KPP5** **Increasing the impact of the City's cultural and heritage offer on the life of London and the nation**

Each of the key policy priorities is presented in more detail over the next five pages.

KPP1 **Supporting and promoting the international and domestic financial and business sector**

To do this we will:

- Promote the interests of the UK-based financial and related business services sector, both overseas and to domestic audiences, working with partners e.g. TheCityUK
- Promote a positive business and regulatory environment which enables the financial and business services industry to thrive.
- Seek continued investment in transport and other infrastructure projects and continue our support for key cross-London projects including Crossrail
- Encourage quality developments to the built environment that support the Square Mile as a location for financial and business services and as a place to live and work

KPP2 Maintaining the quality of our public services whilst reducing our expenditure and improving our efficiency

To do this we will:

- Continue to deliver annual savings in non-police services over the current financial planning period in response to reductions in central government funding
- Implement the City of London Police “City First” change programme to match spend with available resources
- Continue to implement the City Corporation’s Change Programme (including major reviews, accommodation moves, shared services and improvements in productivity)
- Establish the City of London Procurement Service (CLPS) and implement the agreed actions arising from other corporate efficiency initiatives

KPP3 Engaging with London and national government on key issues of concern to our communities including policing, welfare reform, and changes to the NHS

Specific issues include:

- Government initiatives on Policing, the localisation of Council Tax Benefit and business rates retention.
- The implications for those who live and work in the City of Government policy including Welfare Reform, the Localism Act, and NHS and Public Health reforms
- The implications for the City Corporation's financial position, particularly in relation to Government grants funding and other emerging Government policy
- Mayor of London – Olympic legacy; Transport (investment in the network, 'keeping London moving'); Promotion (financial services; tourism/visitors); Environment (waste issues; air quality)

KPP4 Maximising the opportunities and benefits afforded by our role in supporting London's communities

To do this we will:

- Encourage regeneration and corporate social responsibility by working with City business and communities in neighbouring boroughs
- Support the charitable and voluntary sector across the whole of London through City Bridge Trust grant making and other activities
- Work with our partners and neighbours to promote employability and provide jobs and growth
- Review the City Corporation's education contribution and devise a central education strategy that promotes high quality education across London

KPP5 Increasing the impact of the City's cultural and heritage offer on the life of London and the nation

We will build on our role as a major sponsor of culture and the arts by:

- Developing proposals for a “cultural hub” centred on the major cultural institutions of the Barbican Centre, Museum of London and Guildhall School of Music & Drama
- Implementing the cultural and visitor strategies for the City, including building and enhancing cultural partnerships
- Creating a Heritage Gallery to offer a display space for iconic documents (such as Magna Carta) and other important artefacts
- Developing and improving the physical environment around our key cultural attractions; and providing safe, secure, and accessible Open Spaces.

Organising for success

Core values of the City of London Corporation

Our core values inform the way we work, what we do and how we do it:

- **The best of the old with the best of the new**
Securing ambitious and innovative outcomes that make a difference to our communities whilst respecting and celebrating the City's traditions and uniqueness, and maintaining high ethical standards.
- **The right services at the right price**
Providing services in an efficient and sustainable manner that meet the needs of our varied communities, as established through dialogue and consultation.
- **Working in partnership**
Building strong and effective working relationships - both by acting in a joined-up and cohesive manner, and by developing external partnerships across the public, private and voluntary sectors - to achieve our shared objectives.

Other corporate plans and strategies

The Corporate Plan is supported by a series of other plans including:

- City of London Corporation Departmental Business Plans, incorporating local management and service plans;
- themed plans such as the Visitor Strategy, the Cultural Strategy, the Communications Strategy, the Climate Change Mitigation Strategy, the Capital Strategy and Asset Management Plan; and
- plans developed with partner organisations such as The Safer City Partnership Plan, and the **Health and Wellbeing Strategy**.

Each of these strategies and plans include key objectives and actions as well as detailed performance measures.

This is our Corporate Plan for 2013-17.

If you would like to receive a copy in another language, an alternative format (such as Braille, large print or audio tape) or for a full copy of the Corporate Plan please contact:

Corporate Performance & Development Team
Town Clerk's Department
City of London Corporation
PO Box 270
Guildhall
London, EC2P 2EJ

T +44 (0) 20 7332 3327
E performance@cityoflondon.gov.uk

Further details on all aspects of the City of London Corporation and its work are contained on our website www.cityoflondon.gov.uk

Or by contacting the Public Relations Office

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March 2013

Committee	Date
Policy & Resources Committee	22 March 2013
Subject: Funding of the City of London Reserve Forces' and Cadets' Association	Public
Report of: Town Clerk	For Decision
<p>Summary</p> <p>The City's agreed funding of the City of London Reserve Forces' and Cadets' Association comes to an end this month, and it is now necessary for Members to consider future funding of the Association. The Association exists to provide a link between the civil community of the City and the Reserve Military Units.</p> <p>The previous funding arrangement was £42,000 per annum (plus the proceeds of the "Trophy Tax" of £4,666) for three years. If Members are minded to continue to fund the Association, it can be met from the Policy & Resource's City Cash Contingency. Funding options include continuing at the present level, a reduction in funding or a tapered reduction in funding over several years. Members could consider withdrawal of funding but this is not recommended due to the historical connection and reciprocal support provided by the City of London Reserve Forces' and Cadets' Association and the Ministry of Defence to key City ceremonies and activities such as the Lord Mayor's Show.</p> <p>Recommendation</p> <ol style="list-style-type: none">1. Members are asked to decide on future funding arrangements for the City of London Reserve Forces' and Cadets' Association for the next three years, which if Members are minded, can be funded from Policy & Resource's City Cash Contingency.2. The Remembrancer, Private Secretary, Chamberlain and the Town Clerk give further consideration to future sources of funding for the City of London Reserve Forces' and Cadets' Association and present a report to the Policy & Resources Committee and other Committees as appropriate in advance of any future further funding proposals.	

Main Report

Background

1. The City of London Reserve Forces' and Cadets' Association (City RFCA) is a sub-association of the Greater London Reserve Forces' and Cadets' Association (GL RFCA). It is the only such sub-association in the country. The main policy objectives are described by the City RFCA as being:

- a. To provide a link between the civil community and the City of London's Reserve Military Units and to maintain the centuries-old connection between the Mayoralty and the volunteer forces thereby enabling the Pageantmaster to deliver the Lord Mayor's Show to the City's expectations.
 - b. To foster the widest measure of support for the Reserve Forces within the community of the City of London and to create the most favorable climate in which units may conduct their recruiting activities.
2. The Lord Mayor is the President of the City RFCA. The Association maintains links with major City firms, City of London Police, Livery Companies, Magistrates' Court and the Central Criminal Court, the Stock Exchange and Lloyds of London. The Court of Common Council also appoints three Members to the Association. The current representatives are Simon Duckworth, Deputy Edward Lord and John Spanner.
3. The City of London has funded the City of London Reserve Forces' and Cadets' Association in various forms since 1989. Since 1998 the funding has been met by the Finance Grants Sub Committee.

Current Position

4. Funding for the City RFCA was last approved in 2009 by the Finance Grants Committee which approved £42,000 per annum over three years. This arrangement comes to an end at the end of this month. At that time, the Finance Grants Committee questioned whether it continued to be appropriate to fund the City RFCA from the City's charitable funds as the City RFCA is not a charity, its purposes are not charitable and it is difficult to assess the outcomes of their activities due to the overlap with the Greater London RFCA and SaBRE (Support for Britain's Reservists and Employers – a Ministry of Defence marketing and communication's campaign), and suggested that the Policy & Resources Committee consider this matter.
5. To enable Members to give consideration to the funding of the City RFCA, the City RFCA has submitted a formal request for funding which is appended to this report. An officer from the Town Clerk's Department also met with Lieutenant Colonel Willis to discuss the activities of the City RFCA and their role within the City. It was noted at this meeting that that the City RFCA make a number of important contributions to the Mayoral year, including:
 - a. The Lord Mayor's Show
 - b. The Remembrance Service at St Paul's Cathedral
 - c. The newly introduced Lord Mayor's Defence and Security Lecture
 - d. Briefing of the Lord Mayor and the Sheriffs prior to their taking office
6. Members may also like to consider the relationship that the City has with the Ministry of Defence, and the fact that this positive and supportive relationship yields many reciprocal benefits including military support of key City ceremonial events.

Connections between the City of London and the City of London Reserve Forces' and Cadets' Association

7. The relationship between the City and the City RFCA goes back to 1908 when the City formed its own City of London Territorial Force Association, established with the aim of supporting the Reserve Force units with City of London connections
8. The Association is now part of the Greater London Reserve Forces' and Cadets' Association but the special City connection has been maintained. To this end, the Lord Mayor is president of the City RFCA. The City RFCA provides support to the Lord Mayor's show, the raising of flag at Guildhall during Armed Forces Week and provides briefings to the Lord Mayor and Sheriffs prior to their taking office. In addition to the connection between the City RFCA and the City of London – in particular through the Lord Mayor, the City RFCA has a strong connection to the broader City of London and has been fostering enhanced relationships with future business leaders. A number of events to promote reservists to City businesses have been held at both Mansion House and Guildhall:
9. The Livery Companies of the City of London have extensive connections with the armed forces and reserve units. The support they provide manifests itself in many different formats, although financial assistance and sponsorship is a common thread. Mansion House are aware that in 2011, the Livery supported 216 regular and reserve units, and 101 cadet units. Development of these links has been encouraged by successive mayoralities as part of a wider programme to enhance the image of the City and encourage greater philanthropic engagement across the square mile. Should the City of London Corporation cut its funding to the reserve forces, especially at this crucial time when more is being asked of them, it could undermine its position as a champion of philanthropy.
10. **The Lord Mayor's Defence and Security Lecture**

The Lord Mayor's Defence and Security Lecture was established last year and had as its inaugural speaker the Director General of the Security Service. The event, which was hosted at Mansion House in the Egyptian Hall, was exceptionally well attended by a distinguished City audience. The Home Secretary was also present – and the event made front page news in the national papers. The event was led by the City RFCA in partnership with Mansion House. The City RFCA secured the guest speaker. This year the Chief of the Defence Staff has agreed to deliver the address.
11. **RFCA AGM**

The City RFCA's AGM is held each year at Mansion House and the Lord Mayor usually attends. This provides an excellent opportunity for the Lord Mayor to receive an update on the Association's work over the last twelve months.
12. **City RFCA Reception**

This event is held annually at Mansion House and provides an opportunity for the Lord Mayor to meet with many of the reservists and deliver key messages on behalf of the City via the medium of a speech. It also provides a platform

for employers to be encouraged to release employees for reserve service, as well as recognising those reservists who have been mobilised.

13. Remembrance Sunday

The City RFCA are responsible for arranging the entire event.

14. Lord Mayor's Aide de Camps

The City RFCA are responsible for appointing the Lord Mayor's ADCs, who accompany the Lord Mayor to relevant events.

15. Lord Mayor's Show Weekend

Military participation in the Lord Mayor's Show is very significant with approximately 1800 military personnel involved, making it one of the largest military events in the calendar. This participation is coordinated by the RFCA and the City Secretary. This coordination involves close liaison with London District Headquarters and all participating units of the regular and reserve forces. It also covers the marshals and movement controllers whose support is vital to the Show's successful delivery, as well as all other support to the civil power, including Royal Military Police support to the City of London Police.

16. Armed Forces Flag Day

The annual Armed forces Flag Day, which takes place at Guildhall and is attended by the Lord Mayor and Members of the Courts of Aldermen and Common Council, is part organised by the City RFCA. This event helps to show the City's commitment to and support for our armed forces.

17. Future Reserves 2020 Consultation

Part of the MOD's consultation on the future use and deployment of the reserves was hosted at Mansion House, attended by the Lord Mayor and organised by the City RFCA. The consultation sought the views of City businesses and attracted participants from ICAP, Lloyds Banking Group, Santander and Herbert Smith.

City of London Reserve Forces' and Cadets' Association activities and use of funding

18. The City RFCA's principal activities utilising the City's funding are:

- a. Provision of grants to units to support operational welfare, adventurous training and recruiting & retention projects
- b. Reception for Reservists held at Mansion House to recognise the contribution made by mobilised Reservists
- c. Influencing and promoting activities:
 - i. Influence Dinner with key national business policy makers and influencers to demonstrate the value of Reservists and prepare the ground for the MOD's drive to strengthen the Reserve Forces
 - ii. City Briefing Dinner with future leaders from HR departments of City companies and organisations in order to broaden the

knowledge of those who would management staff who are a Reservists

- iii. Ex Sharpe Shooter – a competition including City firms to illustrate the skills and training taught to Reservists, and to represent the value of volunteering as a Reservist or Cadet instructor.
19. All applications from Reserve and Cadet units for grants are scrutinised by the RFCA's City Executive Committee which awards grants, and awards are made to those applications considered to be of greatest merit. Grants may not be spent on any facility provided by the MoD. To enable the Committee to consider grants a common application form is used. An example of a bid for a grant is provided in the appendix.
20. It is also important to note that the City RFCA has a strong involvement with London's Cadet Movement. This has further developed in recent years, and is hugely important in helping to ensure the responsible engagement of many of London's teenagers in worthwhile socially beneficial activity.
21. The commitment of the City Secretary, who undertakes the work of the City RFCA, to the promotion and support of the Reserve Forces and the celebration of their contribution was apparent at the Town Clerk's meeting with him.

Finance

22. The City RFCA is a sub-Association of the Greater London Reserve Forces' and Cadets' Association (GL RFCA). The GL RFCA meets all the staff costs and overheads incurred in the running of the City Association. The City Association receives no further funds from the GL RFCA and relies on the finances provided by the City to support its activities.
23. A breakdown of the City RFCA's use of the City's grant is provided in the table below:

	2010/11	2011/12	2012/13 as at 20 Feb
	£	£	£
<u>Promotion & retention of Reservists</u>		-	
Briefing events	11828	14727	11723
LM's reception for mobilised Reservists	8248		7838
Shooting competition	546	582	585
Lord Mayor-Elect and Sheriffs briefing	836	903	722
Recruitment of cadets - Note 1	1343		
Lord Mayor's Show - Note 2	2150	1000	1000
Total (A):	24951	17212	21868
<u>Direct grants to units</u> - of which:	20453	24988	17100
Op welfare	2450	4608	850

Adv trg/sport	12003	12666	13075
Battlefield studies	2000	1900	2625
Community engagement		600	500
Cadet activities	3200	3528	
Training support		1686	
Other	800		50
Total (B):	20453	24988	17100
Total (A+B):	45404	42200	38968

Notes.

1. This description should more properly be called recruitment of adult instructors. Expenditure in 2010 relates exclusively to the Cadet 150 involvement in the Lord Mayor's Show.

2. Some of the direct grants to units have been in respect of applications that related to their involvement in the Lord Mayor's Show.

24. It is noted that the application submitted by the City RFCA does not request a particular allocation of funding but rather suggests that the type of activities undertaken hitherto will continue. It is therefore difficult to assess the application as the City would usually in the case of a grant request. However, it can be noted that of the funding provided by the City, none is spent on overheads and the money goes directly to support the activities of the City RFCA. Mansion House and the Remembrancer advise that this generate significant goodwill and support between the City, the military and the government.

Options

25. Members are asked to consider what level of funding should be provided to support the Association in their activities. Potential options include:
- Fund at the same level - £42,000 per annum
 - Fund at a reduced level
 - Fund at a tapering reduction – for example, £42,000 for 2013/14; £38,000 for 2014/15, £34,000 for 2015/16
 - Cease funding
 - Increase funding
26. Assuming that Members are minded to continue funding, a three year funding arrangement is proposed as this allows the Association to plan with a degree of certainty. A more frequent renewal would place an unnecessary burden on the Association and administratively for the City.
27. In previous years, the funding of the City of London Reserve Forces' and Cadets' Association has been met from Finance Grants and the "Trophy Tax". The use of the City's charitable funds is no longer felt to be appropriate, and it is suggested that the cost of funding the Association could be met from the Policy & Resources City Cash Contingency fund.

Proposals

28. It is proposed that Members consider continuing funding of the City of London Reserve Forces' and Cadets' Association at a level within the current order of magnitude. Members may want to consider whether it would be appropriate to apply the 12.5% cut which was applied across the City in the last financial year. This would equate to a £5,250 cut. Due to the historical connection between the City RFCA and the importance of the relationship with the military, ceasing to fund the City RFCA is not recommended.

Corporate & Strategic Implications

29. The City's funding of the City RFCA is an important plank in our relationship with the Ministry of Defence. The City receives support and assistance from the MoD including staff and ceremonial events which are not charged.
30. The Mayoralty has developed strong links with the GL RFCA and particularly the City RFCA of which the Mayor is president. The relationship between the City and the City RFCA is mutually beneficial as in return for the City's financial support to the City RFCA, significant support is provided by the City RFCA and Ministry of Defence to Lord Mayor's Show and other significant events such as Armed Forces Flag Day and Remembrance Sunday in the City.
31. Politically, the City's support of the City RFCA and reservists and cadets more generally is important in our relations with the military and with government.

Implications

32. In the past the City of London Reserve Forces' and Cadets' Association has been funded through the Finance Grants Committee. However it was questioned in 2009 whether this continued to be an appropriate channel due to the charitable nature of Finance Grants and the non-charitable nature of the City RFCA. In particular concerns were expressed about the ability to measure the impact the grant given has on recruitment and retention as this is responsibility shared by the GL RFCA and SaBRE. In particular it was felt that the City Association's aims overlap with those of SaBRE.
33. Provision of funding for the COL RFCA can be met from the Policy & Resources Committee's City Cash Contingency along with the "Trophy Tax".

Conclusion

34. The City of London Reserve Forces' and Cadets' Association provides a valuable link between the City of London Corporation and the work undertaken to support London's reservists and cadets. The Association also provides significant support to the City of London in their activities in support of the Lord Mayor's Show, Remembrance Day and Armed Forces Flag Day. Given the strong historical links between the City and the City RFCA, and the important relationship the City has with the military, it is recommended that the City continue funding the City RFCA and Members decide the level of this funding over the next three years.

Appendices

City of London Reserve Force application for funding:

- Application for a Policy & Resources Committee grant
- Financial Statements for the current year as at 22 February 2013
- City Association audited accounts for the year to 31 March 2012
- City Association audited accounts for the year to 31 March 2011
- A breakdown of resources allocated for the financial years 2010/11, 2011/12 and 12/13 to date
- Example of a unit application for support from the Corporation Grant
- City RFCA brief to the GL RFCA Management Board on 25 February 2013
- Briefing points for the Lord Mayor-Elect David Wootton November 2011

Background Papers:

- City of London Reserve Forces and Cadets Association – Funding report to Policy & Resources Committee, 4 February 2013

Esther Sumner

Policy Officer, Town Clerks

T: 020 7332 1481

E: esther.sumner@cityoflondon.gov.uk

From:

Lieutenant Colonel P L d'A Willis
Secretary
City of London Reserve Forces'
and Cadets' Association



Esther Sumner
Policy Officer
Town Clerk's Office
PO Box 270
Guildhall
London EC2P 2EJ

File ref: C/G 3

27th February 2013

CITY OF LONDON GRANTS MONITORING

Reference:

A. Your letter dated 15 February 2013.

In accordance with Reference A please find enclosed the following documents:

- | | |
|--|--------|
| a. Application for a Policy & Resources Committee grant | Flag A |
| b. Financial Statement for the current year as at 22 February 2013 | Flag B |
| c. City Association audited accounts for the year to 31 March 2012 | Flag C |
| d. City Association audited accounts for the year to 31 March 2011 | Flag D |
| e. A breakdown of resources allocated for FYs 10/11, 11/12 and 12/13 to date | Flag E |
| f. Example of a unit application for support from the Corporation Grant | Flag F |
| g. City RFCA brief to the GL RFCA Management Board on 25 Feb 2013 | Flag G |
| h. Briefing points for Lord Mayor-Elect David Wootton – Nov 2011 | Flag H |

You ask for detail regarding the allocation of resources to the recruiting of cadets. You should be aware that the Army Cadet Force (ACF) is restricted to 3500 cadets in Greater London, though there is no limit on either the Sea Cadets or the Air Training Corps. The number of cadets in the ACF is at or very close to this ceiling. For this reason grants to the cadet units are targeted on supporting the challenging activities that will attract new cadets as well as retaining those already enrolled; this is considered to be the most effective use of resources.

The City of London Association continues to flourish; the units that belong to the Association take great pride in their membership of the Association and the opportunities it affords to take part in events to support the City.

The drive and enthusiasm of past Presidents (Lord Mayors) in their support for Reservists and the cadet movement is much appreciated by both.

Yours sincerely,

Peter Willis

direct tel: 020 7384 4680 military: 94624 4680
direct fax: 020 7384 4664 military: 94624 4664
e-mail: gl-citysec@gl.rfca.mod.uk www.glrfca.org

City of London Reserve Forces' & Cadets' Association
Fulham House, 87 Fulham High Street, London SW6 2

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**APPLICATION FOR A
CITY OF LONDON GRANT
FOR
THE CITY RFCA**

**A SUB-ASSOCIATION OF
THE GREATER LONDON
RESERVE FORCES' AND CADETS' ASSOCIATION**

February 2013

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Financial Statement as at 22 Feb 13

	<u>£</u>	<u>£</u>	<u>£</u>
<u>Opening Balance</u>			1,848.37
Corporation cheque for 2012-13	42,000.00		
Unit Corporation Grant repaid	653.00		
Bank interest	9.44		
	<hr/>	42,662.44	
			44,510.81
<u>City Briefing</u>	<u>(6,704.56)</u>		
		(6,704.56)	
<u>Defence & Security Lecture</u>	<u>(5,018.76)</u>		
		(5,018.76)	
<u>Ex SHARPE SHOOTER</u>	<u>(585.00)</u>		
		(585.00)	
<u>Reservists' reception</u>			
Mansion House	<u>(7,838.40)</u>		
		(7,838.40)	
<u>Lord Mayor-Elect briefing</u>			
Lincoln's Inn - Oct 2012	(721.68)		
		(721.68)	
<u>Corporation Grant bids</u>			
Agreed at previous meetings	(17,100.00)		
King John Dinner	<u>(1,000.00)</u>		
		(18,100.00)	
<u>Miscellaneous</u>			
Audit fee	(600.00)		
Remembrance Sunday wreaths			
Committee meeting expenses	<hr/>	(600.00)	
			<u>(39,568.40)</u>
Balance available			<u>4,942.41</u>
<u>Special Grant applications for consideration</u>			

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CITY RESERVE FORCES' AND CADETS' ASSOCIATION

INDEPENDENT EXAMINER'S REPORT
TO THE COMMITTEE OF THE
CITY RESERVE FORCES' AND CADETS' ASSOCIATION

YEAR ENDED 31 MARCH 2012

I report on the financial statements of the association for the year ended 31 March 2012.

Respective responsibilities of trustees and examiner

The association's committee are responsible for the preparation of the financial statements. I am qualified to undertake the examination by being a qualified member of the Institute of Chartered Accountants in England & Wales.

It is my responsibility to:

- examine the financial statements;
- to state whether particular matters have come to my attention.


Basis of independent examiner's report

An examination includes a review of the accounting records kept by the association and a comparison of the financial statements presented with those records. It also includes consideration of any unusual items in the financial statements, and the seeking of explanations from you as a committee concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and, consequently no opinion is given as to whether the financial statements present a 'true and fair view' and the report is limited to those matters set out in the statement below.

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

- which gives me reasonable cause to believe that, in any material respect, the requirements:
 - (a) to keep accounting records; and
 - (b) to prepare financial statements which accord with the accounting records have not been met; or
- to which, in my opinion, attention should be drawn in order to enable a proper understanding of the financial statements to be reached.


.....
Mr M E K Hyson FCA
Hysons Chartered Accountants
14 London Street
Andover
Hampshire
SP10 2PA

Date: 24th September 2012

**CITY RESERVE FORCES' AND
CADETS' ASSOCIATION**

ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2012

City Reserve Forces' and Cadets' Association

Balance Sheet as at 31 March 2012

	<u>2012</u>	<u>2011</u>
	£	£
Current Assets		
Cash in hand (Note 2)	1,848	4,298
Prepayments	-	
	<u>1,848</u>	<u>4,298</u>
Current Liabilities		
Creditors	1,175	2,375
Deferred Income	-	250
	<u>1,175</u>	<u>2,625</u>
Net Current Assets	<u>673</u>	<u>1,673</u>
Equity (Note 3)	<u>673</u>	<u>1,673</u>



Lt Col P L d'A Willis
City Secretary

City Reserve Forces' and Cadets' Association

Income and Expenditure Account for the year ended 31 March 2012

	<u>2012</u> £	<u>2011</u> £
Income		
Corporation Grant (Note 4)	42,000	42,000
Lieutenancy Grant (Note 5)	5,000	4,500
Miscellaneous income	<u>111</u>	<u>-</u>
Total Income	<u>47,111</u>	<u>46,500</u>
Expenditure		
Corporation Grants to Units (Note 6a)	24,988	20,453
Lieutenancy Grants to units (Note 5)	5,000	4,500
Promotional activities (Note 6b)	10,352	15,237
Mansion House reception (AGM) (Note 6b)	4,957	5,635
City of London activities (Note 7)	1,988	3,762
Administration (Note 8)	<u>826</u>	<u>1,203</u>
Total Expenditure	<u>48,111</u>	<u>50,790</u>
Net Income (Loss) for the year	<u>-1,000</u>	<u>-4,290</u>

City Reserve Forces' and Cadets' Association

Notes to the Financial Statements for the year ended 31 March 2012

1 Accounting Policies

These financial statements are prepared in accordance with applicable accounting standards (UK GAAP). These policies have been applied consistently.

2 Cash in Hand

For the whole of this accounting period the City Association has run its own bank account and this is entirely separate from the Greater London RFCA.

3 City Association Capital and Reserves

The City Association is not subject to annuality and any money not spent in-year may be carried forward and spent in succeeding years.

	<u>2012</u>	<u>2011</u>
	£	£
Balance brought forward	1,673	5,964
Gain/(deficit) for the year	<u>-1,000</u>	<u>-4,290</u>
City Association capital	<u>673</u>	<u>1,673</u>

4 Corporation Grant income

The City Corporation donates an amount, known as the Corporation Grant.

An amount of £126,000 was approved in 2010, to be paid over three years at an annual amount of £42,000.

5 Lieutenancy Grant

For many centuries an amount has been paid to the City Association to aid Reservists. For this year the income and expenditure has been recorded in the City Association accounts, together with the deferred income from 2010-11 of £250.

	<u>2012</u>	<u>2011</u>
	£	£
Lieutenancy Grant for the year	4,750	4,750
Balance brought forward	250	
Grants to units	<u>-5,000</u>	<u>-4,500</u>
Balance	<u>0</u>	<u>250</u>

6 City Corporation Grant expenditure

The Corporation Grant is to be spent principally as direct grants to units, with the objectives of providing welfare support for soldiers mobilised for operations and their families; for projects to enhance recruiting or retention or for other worthwhile or notable projects. Expenditure may also be allocated by the Executive Committee in support of activities or events that provide either direct or indirect support to units of the City Association.

	<u>2012</u>	<u>2011</u>
	£	£
(a) Direct grants to units	<u>24,988</u>	<u>20,453</u>
(b) Promotional activities:		
Mansion House reception after Lt Gen Lamb's presentation	4,957	5,635
Influence Dinner	2,403	-
Briefing Dinner	7,367	6,193
Ex SHARPE SHOOTER	582	546
Reception for City Reservists	-	8,248
	<u>15,309</u>	<u>20,622</u>
Total direct and indirect Grant expenditure	<u>40,297</u>	<u>41,074</u>
Percentage of Corporation Grant received	95.9%	97.8%

7 City of London activities

Each year the Executive Committee of the City Association briefs the Lord Mayor-Elect and the Sheriffs on the activities and roles played by the City's Reserves and cadets and the relationship that the Committee seeks to establish with the incoming President. The Association also assists with the Lord Mayor's Show and in organising Remembrance Sunday in the City.

	<u>2012</u>	<u>2011</u>
	£	£
Brief to the Lord Mayor-Elect and the Sheriffs	903	836
Support for the Lord Mayor's Show Marshals	1,000	1,500
Remembrance Sunday wreaths	85	83
Cadet 150 Guard of Honour	-	1,343
	<u>1,988</u>	<u>3,762</u>

8 Administration

	<u>2012</u>	<u>2011</u>
	£	£
Audit fees	615	1,169
Miscellaneous administrative expenses	211	284
	<u>826</u>	<u>1,453</u>

22 July 2011

Joanne-Marie Jordan BCom PGDM
Head of Finance and Personnel
Reserve Forces and Cadets Association
for Greater London
Fulham House
87 Fulham High Street
London
SW6 3JS

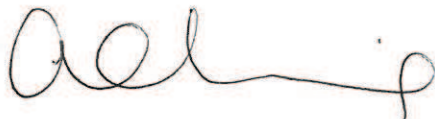
Our ref: JWS/ET0201/ac06

Dear Joanne,

City Reserve Forces and Cadets Association London Financial Return 2011

Please find enclosed the our grant report letter duly signed to accompany the 2011 City Reserve Forces and Cadets Association financial return

Yours sincerely,



Alicia Chivers
Manager
For and on behalf of Kingston Smith LLP

Encls.

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22 July 2011

Reserve Forces' and Cadets' Association for Greater London
Fulham House
87 Fulham High Street
London
SW6 3JS

Our ref:
JWS/ET0201/ac

Dear Sirs

APPLICATION FOR A FINANCE COMMITTEE GRANT FROM THE CITY OF LONDON CORPORATION

We are writing in accordance with your request to examine the Financial Return of the Reserve Forces' and Cadets' Association (RFCA) for Greater London City Corporation Grant for the year ended 31 March 2011. While you have no formal requirement with the City of London Corporation (Corporation), we have made this report as a result of a specific request from you, and having separately tested the transactions that are included in the above mentioned Financial Return.

This report is made solely to the RFCA. Our work has been undertaken for no purpose other than to draw the attention of the Association's management to those matters which we have agreed to include in a report addressed to them. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the Association and the Association's management as a body, for our work, for this report or for the opinions we have formed.

We have examined the attached Financial Return. We have examined the records of RFCA relating to this return and have obtained such explanations and carried out such tests as we consider necessary.

We report that, in our opinion:

- i) the RFCA, on behalf of The City Association Sub Committee, expended monies or committed to expending monies, authorised by Lt Colonel P L d'A Willis, totalling £50,790 in the year from 1 April 2010 to 31 March 2011. A sample of expenses were agreed to supporting documentation and appeared to be consistent with sports and recreational activities as required by the Corporation letter to you dated 23 May 2006;
- ii) the RFCA, on behalf of The City Association Sub Committee, received £42,000 from the Corporation for the year to 31 March 2011.

Yours faithfully



KINGSTON SMITH LLP


Signed by way of acceptance..........Lt Colonel P L d'A Willis - City Secretary
for and on behalf of the RFCA

Kingston Smith LLP Chartered Accountants
Devonshire House, 60 Goswell Road, London EC1M 7AD Telephone 020 7566 4000 Fax 020 7566 4010 ks@kingston-smith.co.uk www.kingston-smith.co.uk

Also at: Hayes, Redhill, Romford, St Albans, West End (London)

Partners Sir Michael Snyder Peter Hoigate Peter Timms Martin Muirhead Steven Neal Julie Walsh Nicholas Brooks Martin Burchmore Nigel Birch Maureen Penfold Michael Sinclair Robert Surman Parveen Chadda Amanda Merron Adrian Houstoun Janice Riches Christopher Lane David Goodridge Keith Halstead Kingston Andrew Sney David Childs Graham Tyler Paul Samrahi Graham Morgan David Benton Christopher Hughes Jonathan Sutcliffe Jonathan Seymour David Montgomery Neil Finlayson Brian R Pope Moira Hindson Esther Morris John Smith Heather Powell Silvia Vitiello Marc Fecher Alan Craddock Sandra De Lord Tim Stovold Mark Twum-Ampofo Daniel Martine Matthew Meadows James Cross Gordon Follows Thomas Moore Paul Spindler Tessa Park Richard Heap Ian Graham Anjali Kothari Simon Clark Jon Dawson


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 A member of
KS International

City Reserve Forces' and Cadets' Association

Balance Sheet as at 31 March 2011

	2011 £	2010 £
Current Assets		
Cash in Hand (Note 2)	4,298	5,030
Prepayments	<u>-</u>	<u>1,959</u>
	<u>4,298</u>	<u>6,989</u>
Current Liabilities		
Creditors	2,375	1,025
Deferred Income	<u>250</u>	<u>-</u>
	<u>2,625</u>	<u>1,025</u>
Net Current Assets	<u>1,673</u>	<u>5,964</u>
Equity (Note 3)	<u>1,673</u>	<u>5,964</u>


J-M Jordan, BCom, PGDM
Head of Finance & Personnel


Lt Col P L d'A Willis
City Secretary

City Reserve Forces' and Cadets' Association

Income and Expenditure Account For the year ended 31 March 2011

	2010 £	2009 £
Income		
Corporation Grant Income (Note 4)	42,000	39,000
Lieutenancy Grant (Note 5)	4,500	-
	<u>46,500</u>	<u>39,000</u>
Expenditure		
Corporation Grants to Units (Note 6a) ✓	20,453	26,642
Promotional Activities (Note 6b)	15,237	6,398
Lieutenancy Grants to Units (Note 5) ✓	4,500	-
Mansion House Reception (AGM)	5,635	4,272
City of London Activities (Note 7)	3,762	1,646
Administration (Note 8)	1,203	1,255
	<u>50,790</u>	<u>40,213</u>
Net loss for the year	<u>- 4,290</u>	<u>- 1,213</u>

City Reserve Forces' and Cadets' Association

Notes to the Financial Statements For the year ended 31 March 2011

1 Accounting Policies

These financial statements are prepared in accordance with applicable accounting standards (UK GAAP). These policies have been applied consistently.

2 Cash in Hand

The City Association currently has a bank account, previously money was held "in trust" by the Greater London Reserve Forces' and Cadets' Association, for and on our behalf.

3 City Association Capital and Reserves

The City Association is not subjected to annuality and any money not spent in year may be carried forward and spent in the following year(s).

	2011 £	2010 £
Balance brought forward	5,964	7,177
Deficit for the year	<u>-4,290</u>	<u>-1,213</u>
City Association Capital	<u><u>1,673</u></u>	<u><u>5,964</u></u>

4 Corporation Grant Income

The City of London Corporation donates an amount, known as "The Corporation Grant".

An amount of £117,000 was approved in 2007, to be used over three years, and, in 2010, an amount of £126,000 to be paid over 3 years

	2011 £	2010 £
£ 117,000 x 1/3		39,000
£ 126,000 x 1/3	42,000	
	<u><u>42,000</u></u>	<u><u>39,000</u></u>

City Reserve Forces' and Cadets' Association

Notes to the Financial Statements (cont'd) For the year ended 31 March 2011

5 Lieutenancy Grant

For many decades an amount is paid to the City Association to aid Reservists. In the past both the income and the expenditure has been recorded in the books of the Greater London Association and the full amount received was disbursed in year. This year a surplus amount, of £250, as been recorded as deferred income and will be disbursed next year

	2011 £	2010 £
Grant for the year	4,750	-
Grants to Units	- 4,500	-
	<hr/>	<hr/>
Balance in hand	250	-
Deferred to 2011-12 year	- 250	-
	<hr/>	<hr/>
	<hr/>	<hr/>

6 City Corporation Grant Expenditure

The grant received is to be spent principally as direct grants to units, with the objectives of providing operational welfare support for soldiers mobilized for operations and their families, (Direct Grants) as well as to assist in supporting their recruiting and retention activities (Promotional Activities)

	2011 £	2010 £
(a)		
Direct Grants to Units:	<u>20,453</u>	<u>26,642</u>
(b)		
Promotional Activities:		
• Briefing for future leaders	6,193 ✓	6,077
• Reception for City Reservists	8,248 ✓	0
• Shooting Competition with City Firms	<u>546 ✓</u>	<u>321</u>
	<u>14,987</u>	<u>6,398</u>
Total Grant Expenditure	35,439	33,040
Percentage of Grant Received (Note 4)	84.38%	84.72%

City Reserve Forces' and Cadets' Association

Notes to the Financial Statements (cont'd) For the year ended 31 March 2011

7 City of London Activities

Every year the City Association briefs the Lord Mayor-Elect and the Sheriffs on the activities and roles played by the City's Reserves and Cadets. The Association also assists with the Lord Mayor's Show and Remembrance Sunday in the City.

	2011 £	2010 £
Brief to the Lord Mayor-Elect, the City Sheriffs and the Private Secretary	836	281
Support for the Lord Mayor's Show	1,500	1,200
Cadet 150 Guard of Honour	1,343	-
Wreaths for Remembrance Sunday	83	165
	<u>3,762</u>	<u>1,646</u>

8 Administration

	2010 £	2009 £
Audit Fees	1,169	1,045
Misc. Administrative costs	284	209
	<u>1,453</u>	<u>1,255</u>

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CORPORATION GRANT ALLOCATIONS - 2010-2013

	2010/11	2011/12	2012/13 as at 20 Feb
	£	£	£
<u>Promotion & retention of Reservists</u>			
Briefing events	11828	14727	11723
LM's reception for mobilised Reservists	8248		7838
Shooting competition	546	582	585
Lord Mayor-Elect and Sheriffs briefing	836	903	722
Recruitment of cadets - Note 1	1343		
Lord Mayor's Show - Note 2	2150	1000	1000
Total (A):	24951	17212	21868
<u>Direct grants to units - of which:</u>	20453	24988	17100
Op welfare	2450	4608	850
Adv trg/sport	12003	12666	13075
Battlefield studies	2000	1900	2625
Community engagement		600	500
Cadet activities	3200	3528	
Training support		1686	
Other	800		50
Total (B):	20453	24988	17100
Total (A+B):	45404	42200	38968

Notes.

1. This description should more properly be called recruitment of adult instructors. Expenditure in 2010 relates exclusively to the Cadet 150 involvement in the Lord Mayor's Show.
2. Some of the direct grants to units have been in respect of applications that related to their involvement in the Lord Mayor's Show.

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APPLICATION FORM FOR A GRANT

THE GREATER LONDON RFCA SPECIAL GRANT FUND
THE CITY OF LONDON CORPORATION GRANT FUND
THE LIEUTENANCY GRANT FUND – January only

Amount:

	£
✓	£600
	£

This is a generic form; where any heading seems inappropriate please write 'Not appropriate' or 'None' as the case may be.

Applicants are strongly encouraged to return their completed Application Forms by e-mail. They should be sent to: gl-citysec@gl.rfca.mod.uk or:

**City Secretary, RFCA Greater London,
 Fulham House, 87 Fulham High Street, London SW6 3JS**

Fax: 94624 4664 or 020 7384 4664

Section 1

Unit (of participants)	FANY (PRVC)
Unit making the application (if different)	

Section 2 **Go to Section 3 if your bid is not for adventurous training or similar group activities**

Expedition / exercise / undertaking name	Two week basic wings course to achieve French Military Parachute Wings Brevets			
Activities (list all that apply)	Ground school and 6 static line jumps			
Country and area	France, Ecoles des Troupes Aeroportees			
Departure date	13 th May 2013			
Return date	24 th May 2013			
Numbers eligible for a grant:	Numbers inside the brackets are total number of participants in that rank category. Numbers before the brackets show the number from RFCA Greater London sub-units.			
<u>Reservists</u>	<u>Officers</u> (8)	<u>SNCOs</u> ()	<u>JNCOs</u> ()	<u>Ptes</u> ()
<u>Cadets</u> :	<u>Officers</u> ()	<u>SNCOs</u> ()	<u>Adult Instrs</u> ()	<u>Cadets</u> ()
Number of other participants not eligible for a grant	<u>Regulars</u> : <u>Reservists</u> (FTRS, ADC, etc): <u>Civilians</u> :			
<u>Totals</u>	Eligible: 8 Not eligible: n/a			

Section 3 To be completed in all cases

Description of proposal (Include details of method of travel or itinerary, accommodation and any other relevant information)

This application is seeking to assist covering the cost of a two week basic wings course to achieve the coveted French Military Parachute Wings Brevets at ETAP(Ecole des Troupes Aeroportees), the French Army Parachuting School for Airborne Troops at Pau. This is intended to take place May 2013.

The course is open to all members of the Corps as long as the appropriate regulations are adhered to. To gain a place on this course, all members must have completed a static line jump with the Army Parachute Association at Netheravon, Wiltshire and also pass a fitness test. They must also show a basic level of French.

The ETAP course builds confidence and challenges members both mentally and physically. It gives our members an incredible sense of achievement and a recognised qualification both within the Military Fraternity and Civilian world and it provides an excellent PR tool for the Corps. We have a very good uptake of eight FANYs wishing to attend this course. As all FANYs can participate, the course also enables those members who have not taken part previously to join in, and it is also open to those who want to build on their parachuting achievements from a previous year.

We will be flying civilian air from London to Pau. ETAP is situated adjacent to the airport. We will be staying in the Officers Mess accommodation at ETAP.

Itinerary: Monday (day 1) arrive - fitness test. Day 2, fitness test, ground training starts and finishes day 5 with simulator test which must be passed to be allowed to jump. Following week - 6 static line jumps are completed to include a night jump, a reserve ride jump (purposely opening reserve canopy) and jumping with a container. The Wings Ceremony will take place on the final day.

The opportunity for members to participate in this type of course is considered a valuable retention initiative. Members develop strong teamwork skills combined with personal, physical and intellectual stamina. Determination to succeed is key. This experience will strengthen our members' future commitment to the Corps.

The course is offered to all members of the Corps, and upon completion a report would be publicised in our Gazette and on our website gratefully acknowledging our sponsors. We would, as always, be delighted to provide the RFCA with a report and images of the Exercise for their use.

Could the equipment or facilities be provided by military sources? If 'yes', explain why they are not being used?

Parachuting equipment is provided by ETAP. As mentioned above, accommodation is in the Officers Mess.

Section 4 Must be completed for all adventurous training and sporting activities

Adventurous training

Is JSATFA approval required? No Has it been obtained? NO*

* This exercise is run in association with the French Army Parachuting School for Airborne Troops at Pau.

Sports bids: Has an application been made to the relevant Reserve Forces Sports Board for support for this activity? No

Section 5 To be completed in all cases

Project Income and Expenditure Sheet

Total costs must be shown for all **eligible** participants only. Please modify the headings as necessary and give details.

<u>Expenditure</u>			<u>Income</u>	
List the cost (incl VAT) of all items (identify anything obtained free)		£	List here all internal sources of funding (eg. fundraising activities, regimental support)	£
Travel (flights)		1440.00	Individual contributions	3456.00
Accommodation		1280.00		
Equipment, clothing		00.00		
Food		576.00		
Insurance		160.00		
Wings Course		NA		
			List all external sources of funds (include loans as well as any grants and show any conditions attached to any source of funds)	
			71 Signal Regiment will pay a small grant towards the cost of accommodation we do not know how much at this stage	
Total expenditure:		3456.00	Total income:	3456.00
Funding sought from:			Make certain that the addition is correct!	
GL RFCA Special Grant				
Corporation Grant	(City Assn units only)	600.00		
Lieutenancy Grant				

Additional information for expeditions and similar projects

Numbers eligible	Reservists: 8	Cadets:
Number not eligible		
<u>Are participants being paid MTDs?</u>	No – all FANY are volunteers	

<u>Finance Summary</u> Per capita details required for each eligible participant	
Cost for each person	£432
Contribution paid by each person (before this application)	£432
Grant requested for each person	£75

Section 6 To be completed in all cases

Commanding Officer's Recommendation

I confirm that: (Delete any that are inapplicable)

- This application has my full support and I approve the amount requested. Yes / No
- The expedition has the full approval of, and will be conducted in accordance with the regulations of, the appropriate Service authorities. Yes / No
- A post-exercise report and photographs will be submitted to the RFCA Greater London within 2 months of the conclusion of the expedition / exercise / undertaking

Reasons for supporting the request:

Parachuting is one of the Corps most expensive activities but it remains extremely popular. To have the chance for FANYs to gain their French Parachute Wings is a tremendous opportunity. The course is an excellent means of pushing participants to their limits, whilst building their confidence and often members surprise themselves with their courage in taking part in an extreme sporting exercise.

The Corps cannot afford to pay the costs for this training but I would not want members to be excluded for reasons of cost. I would either have to consider subsidising the costs through the Corps funds or assisting individuals towards the cost by alternative means.

Name: McCutcheon

Rank: Comdt

Signature: Signed on original

Date: 11 Dec 12

Unit: FANY (PRVC)

Unit details

Point of contact:	Dawn Waters
Unit:	FANY (PRVC)
Address: (including postcode)	PO Box 68218 London SW1P 9UP
Mil tel no.	NA
Civ tel no.	020 7976 5459
Mil e-mail:	NA
Civ e-mail:	hq@fany.org.uk

Bank Account details. (Payment may be made either by BACS or by cheque). Show the account to which the cheque is payable, this will normally be a unit (non-Public) account or one set up specifically for the expedition. Payment will not be made to an individual's personal account.

Account name:	FANY (PRVC)
Account number:	0005066
Bank:	CAF Bank
Bank Sorting Code:	40-52-40

CITY ASSOCIATION
BRIEF FOR THE MANAGEMENT BOARD – 25 Feb 13

PAST

Lord Mayor-Elect briefing

The recent strategy to invest influence in achieving a more firm alignment between our annual President with the task in hand has been incredibly successful. As a result of briefing Alderman Roger Gifford, now the Lord Mayor, he invited the City Chairman to contribute 50 words for his Banquet speech – he used 48 of them and now includes “Defence is everyone’s business” at every opportunity.

Ex SHARPE SHOOTER

This was held at the HAC on 17 Oct. Despite the problems in team generation, it was again a great success. The intent remains to encourage guests who attend the Briefing Dinner to get their companies to enter teams. The City Liaison Committee is committed to following a tried and tested system that works well and the chairman agreed to appoint Cdr Kate Pink, FANY, as the exercise director for future exercises.

Lord Mayor’s Show

Under Col Richard Elvidge’s chairmanship, the Lord Mayor’s Show (Military) Committee met at Horse Guards before Christmas. COS LONDIST is keen that the HQ should take greater responsibility for the force elements committed to the Show and work is in hand to ensure that all three regional Service HQs will take this line for future Lord Mayor’s Shows. The opportunity to exploit any recruiting leads will also be put to Capita through HQ LONDIST.

Livery Company Clerks’ briefing

On behalf of the City chairman the secretary briefed the Livery Company Clerks at their annual briefing in November. He has asked the Vice-Chairman of the City Livery Committee to be allowed to do so again this year.

PRESENT

Future Reserves 2020 (FR20) Employer Focus Groups

This is the second example of investing influence with the Lord Mayor, who eagerly accepted the City Chairman’s request to hold an Employer Focus Group in Mansion House in January. There were sufficient respondents to hold two groups and the Lord Mayor subsequently wrote to say that he was keen to assemble another, follow-up group as he wished to address the City institutions on their responsibilities for directing the support of their members for Reserves. This offer has been passed straight to Hd Reserve Forces & Cadets in the MOD, who led one of the two Mansion House Employer Focus Groups.

Cadet units in schools. The Lord Mayor has also written to D Comd LONDIST with an offer to stand behind any new initiative and to add his support and encouragement wherever it might be appropriate. Both City and GL RFCA staffs have been involved in compiling the Brigadier’s response.

Bidding for the next round of support from the Corporation

The City Corporation has now asked (15 Feb) the City Secretary to submit a request for funding to be supported by a range of detail including the allocation of resources for the promotion and retention of Reservists, the recruitment of cadets and other activities, including support for the Lord Mayor’s Show.

FUTURE

City Briefing Dinner

This will take place in the Basinghall Suite in Guildhall on Thursday, 16th May. It will follow the tried and tested formula and the City Secretary will write to 150+ chief executives to ask them to, “recommend one or, perhaps, two people from the Human Resources or Personnel department of your company, aged between 25-35, to attend the City Reserve Forces’ and Cadets’ Association briefing dinner at the Guildhall on Thursday, 24th May. We would like to give them a chance to meet and talk with people of their own age who are in the Reserves or who train Cadets from all three Services. It will give our Volunteer hosts, almost all of whom will have been mobilised for operations, the chance to explain to their peer group what it is that the City’s Reserves are up to “Among Us” in society, particularly at a time of war in Afghanistan.”

Armed Forces flag raising at Guildhall

This will take place on Monday, 24th June, after the election of the Sheriffs at Common Hall. The MOD’s Commemorations and Events Team has been asked to provide a military Band and a Minister or senior officer to join the Lord Mayor as he takes the salute. The London Regiment now has responsibility for the organising the military elements of the parade while audience generation remains the responsibility of the City RFCA with the help of the 3 regional Service HQs. This parade has grown exponentially over the 4 years of its existence – previously it was Veterans’ Day – and is now of sufficient importance to generate interest in the City and the Livery Companies as it takes place immediately after Common Hall.

Lord Mayor’s Defence and Security Lecture

CDS has accepted the Lord Mayor’s invitation to give the 2013 Lord Mayor’s Defence and Security lecture, which will also take place on 24th June. As last year, invitations will go from Mansion House and we hope to be able to include some 150+ names from GL and City RFCAs.

LORD MAYOR-ELECT DAVID WOOTTON'S BRIEFING POINTS READOUT – NOV 2011

<u>LM-E's summary</u>	<u>Committee response</u>
(a)	(b)
<p>1. <u>The need to "reconnect" the Reserves to the public</u></p> <p>The Reserves had in recent years fallen in numbers and capability, with the result that the last government wanted to place more reliance on Regulars. Faced with the need for expenditure cuts, however, the new government wanted to cut the Regulars and invest more in the Reserves. Sam Evans is sending me the Executive Summary of the FA20 Review. The audiences are current and potential Reservists, and employers of Reservists. The best approach with City businesses would be to persuade them to recognise service in the Reserves as part of the CSR programme in the same way that pro bono legal work and community projects are. There are issues relating to:</p> <ul style="list-style-type: none"> • leave of absence • pay and promotion prospects • and both employee and employer anticipation of those issues. • The Reservists want anti-discrimination legislation extended to cover reserve service so that an employer cannot discriminate against an employee, or potential employee, on the grounds of his or her current or potential Reserve service, the same way as currently applies in relation to gender, race, religion, etc. <p><u>Comment by Col Bruce at meeting with LM-E on 10 Nov 11.</u></p> <p>Royal Assent to Armed Forces Bill 2011 granted on 3 Nov 11. This will allow mobilisation for matters of national importance.</p>	<p>The Employer target audience should be divided into two; large companies and organisations, and SMEs as the message will be subtly different for both.</p> <p><u>Large organisations</u></p> <p>These have more flexibility not only to absorb the time lost to the company by Reservists' absences, by re-deploying capacity from within the organisation, but they are also more likely to have established and sophisticated CSR/pro bono programmes and employee rights policies. Where these do not exist to cover Reservists companies should be encouraged to expand/enhance their policies to provide a fair and transparent system which is readily understood by all staff.</p> <p>The issues raised by the LM-E are:</p> <p><u>Leave of absence.</u> This will comprise either:</p> <ol style="list-style-type: none"> a. Long term (9-12 months) deployment. This could be treated in the same way as maternity/paternity leave or a sabbatical. <i>Discussion: The company will have the benefit of having the Reservist off the payroll for the duration.</i> b. annual training 'camps', typically 2 weeks. There is flexibility in how to treat this: either as 'pro bono' work or by giving the Reservist a mixture of paid/unpaid extra leave or by 'topping up' the Reserve pay to the level of civilian pay for the period. <i>Discussion: There may be issues with other employees who have 'hobbies' which they believe are equally meritorious, e.g. Scout leaders, retained firemen, volunteer police, etc. A policy will need to cater for their needs/expectations.</i> <p><u>Pay and promotion prospects.</u></p> <p>Most large companies have policies on pay, bonuses and promotion that are largely merit-based. Reservists should be given credit for the personal skills such as leadership, management and teamwork which they acquire through their Reserve service. Equally, colleagues should be given credit for a willingness to shoulder extra work whilst a Reservist is away.</p> <p><i>Discussion: Clear guidelines will reduce the tensions between Reservists and their colleagues with this thorny subject.</i></p>

<u>LM-E's summary</u>	<u>Committee response</u>
(a)	(b)
	<p><u>What is in it for us?</u></p> <ul style="list-style-type: none"> a. Reservists are an important part of the total force mix in Defence and will become more so. Their existence has meant that the UK has not had National Service as in other countries and which is so damaging to careers and industry. They provide a ready trained 'back up' for interventions as well as niche military skills which it is uneconomic to hold in the Regular Forces. This helps to make Defence affordable on the scale to which the UK aspires. <i>Discussion: Reservists were used extensively in the Libya campaign; they provide an enduring capability in counter-piracy operations and in force protection in the Northern Arabian Gulf.</i> b. Equally important, Reservists also bring a mixture of military and civilian skills to stabilisation and reconstruction efforts. They return to their civilian workplace with a valuable, broadened experience which benefits the employer. c. The UK regularly 'punches above its weight' in world affairs which would nowadays be impossible without calling on Reservists to augment the Regulars. This gives UK plc a unique opportunity to win contracts in the post-conflict phases in countries where our intervention results in a benign approach. Libya is a good example. <i>Discussion: Why should we spend a lot of money in training our key employees only for Defence to snap them up when they feel like it? Fair point. It is acknowledged that the outputs are not directly measurable in terms of the bottom line but the above points are worthy ones.</i> <p><u>SMEs</u></p> <p>These comprise a huge variety in terms of size and type but most share a common problem in that the Reserve activities of key employees can have a disproportionate effect on the efficiency of their organisation.</p> <ul style="list-style-type: none"> a. <u>Leave of absence.</u> A lengthy deployment is likely to have the most serious effect, especially if the Reservist has key skills or it is a busy time of the year. Immovable periods of absence for annual camp can cause similar problems. Paid leave can put a burden on finances. <i>Discussion: A deployed Reservist can be retained as part of the workforce without cost, in terms of salary, to the employer. Any employer who claims that absence will have a severe impact on his business should consider what procedures he has in place if the</i>

<u>LM-E's summary</u>	<u>Committee response</u>
(a)	(b)
	<p><i>employee changed jobs or became long term sick.</i></p> <p>b. <u>Pay and promotion.</u> Again, more difficult for SMEs, whose approach is likely to be more flexible and varied. Certain organisations will place more value on leadership, etc., skills than others, and this might affect their decisions on pay, etc.</p> <p>c. What is in it for us?</p> <p>i. Defence will develop, at no cost to the employer, a Reservists' leadership, management and teamwork skills and in some cases useful technical skills (e.g. media handling/driving).</p> <p>ii. Most Reservists will acquire First Aid qualifications which help the employer fulfil H&S requirements at no cost.</p> <p>iii. Reservists tend to be better organised/motivated/self-disciplined/pro-active/'go-getters'. They develop useful networks and contacts within their Units.</p> <p><u>Overarching support</u></p> <p>SaBRE (Supporting Britain's Employers and Reservists) is the MOD organisation that exists to bridge the gap between employers and their Reservists. They provide advice as well financial support, within certain limits, to companies whose Reservists have been mobilised for service. This financial support includes:</p> <p>a. Employers can recover the full costs incurred if an employee is mobilised for full-time service. This includes expenses incurred such as agency fees, costs of advertising for cover, overtime payments, or higher salary rates for temporary staff and retraining costs when the Reservist returns for Service. This is capped at £110 a day.</p> <p>b. There is no obligation for employers to pay Reservists anything while they are mobilised. Alongside the changes to financial support for employers, new arrangements have recently been made to the financial assistance for Reservists while they are mobilised. A Reservist's civilian earnings will be matched up to a maximum of £200k (or £300k for some medical specialists).</p> <p>c. A Reservist who is called out is entitled to remain a member of his or her occupational pension scheme. In such cases, the MOD will pay the employer's pension contribution, provided the individual continues to pay the employee's element.</p>

<u>LM-E's summary</u>	<u>Committee response</u>
(a)	(b)
	<p><u>Communication and involvement</u></p> <p>Companies must never forget that their employee remains just that when he is deployed on operations; he (or she) will want to hear from his employer and to know what is going on in the business. The regimental welfare network will also be keen to establish contact with the firm and keep them in touch with the operational side. Both of them should look forward to welcoming him home when he returns.</p> <p><u>Lastly</u></p> <p>Many of the large countries with which we do business also have Reserve Forces, particularly Commonwealth countries such as Australia, NZ and Canada, as well as the US. There are also some European countries that have Reserves. For some businesses, supporting Reservists could be a theme which chimes with trading partners.</p>
<p>2. Alastair Bruce urged me to mention the Reserves at every opportunity. We need to develop the arguments so that all objections are countered. The argument that the Reservists are doing brave/dangerous/valuable work isn't enough by itself, nor, in my view, is Mike Dudgeon's argument that Reserve service makes someone a better employee on his/her return: these are good arguments but not conclusive, on their own. There need to be other arguments:</p> <ul style="list-style-type: none"> • <u>Economic</u>: the UK defence equipment industry is strongly related to the strength of UK defence forces; if we cease to have strong and up-to-date military capability, our industry will lack domestic customers and thus domestic research and development capabilities. • <u>Political</u>: our global political influence is related to our military capability and willingness to take on engagements; this might weaken if we were less capable or active, e.g. UN Security Council Seat. • <u>Trade protection</u>: our ability, if necessary, to protect shipping; currently we have only 19 frigates and destroyers. This point is quite separate from capability on military matters, e.g. Libya, the Falklands. • <u>Skills</u>: modern military engagements develop skills and technologies relevant to civilian life, e.g. cyber warfare (e.g. anti-GPS jamming), surgery. • <u>Education</u>: membership of cadet units brings young people back into education. 	<p>Many of the above arguments hold true here.</p> <ul style="list-style-type: none"> • <u>Economic</u>: this case is not just defence-related but applicable across a number of industrial sectors and includes the sub-contracting elements as well. A Reserve that is 'ready for use' in new areas of operation must have both the equipment and the opportunity to train in its use. • <u>Political</u>: agreed. See also the 'punching above its weight' economic argument on page 2. The UK retains its influence because it is prepared to 'get involved'; it must continue to retain this ability and to develop it to meet new challenges at short notice. • <u>Trade protection</u>: equally important is the ability to survive if fuel or power supplies are interrupted. Security of provision will demand more than just sabre rattling. • <u>Skills</u>: this is a two-way exchange. LM-E's examples provide the justification for the Defence and Security lecture recommended below. • <u>Education</u>: but developing a sense of purpose and social responsibility is, perhaps, even more important, particularly if it gives young people the ability to avoid the peer pressure to join a gang or from straying into crime.

<u>LM-E's summary</u>	<u>Committee response</u>
(a)	(b)
<p>3. <u>The RFCA are very keen that we should maintain the climate for the continuation of the two City grants</u>, the £42,000 per annum given for welfare, historically by Finance Grants but being moved to P&R, renewable in 2013 so that discussions will take place in 2012, and the £4,500 Trophy Tax from City Funds to the Lieutenancy. Mention was made of Officer Cadet Harry Whitworth who died on a parachute exercise and the mental health issues faced by Reservists returning from active service.</p>	<p>The Finance Committee may challenge this grant (again) – the chairman of the Finance Committee sat next to CE GL RFCA at the Lighting-Up Dinner and questioned the need for this money. The two greatest counter arguments are that all the infrastructure support for City units comes from GL RFCA and that the City Secretary's manpower cost also falls to GL RFCA. Military involvement in local authorities' Armed Forces Week is pulled together for the City Corporation by the City Secretary, who is also the Pageantmaster's focal point for the military involvement in the Lord Mayor's Show and the arrangements for Remembrance Sunday in the City.</p> <p>Mobilised Reservists are entitled to the same level of medical support on return from operations as their Regular counterparts; this includes access to mental health facilities under the NHS Armed Forces Mental Health Network.</p>
<p>4. <u>A Mansion House Reception for returned Reservists and their families and/or their employers</u>. This had been done for the first time in 2011 and Fiona Woolf had said that she would do it again in 2014. Peter Willis did not want to endanger the success of repeat events by making them too regular. I said that I was willing to hold one that worked. It was agreed that thought would be given to a series of receptions which would transition from a straightforward "thank you" to returned Reservists to greater involvement of families and employers (e.g. by giving the "other half" and the employer a copy of the Reservist's service medal) and introducing returned Reservists to the forms of help they were very well skilled to give in civilian life, an example of which being assisting communities recover from riots.</p>	<p>There were no employers at the March Reception as the intention was to concentrate on the Reservists and their partners. Including employers would bring to a wider audience the sense of sacrifice and commitment, of both the Reservist and his employer, as well as giving both a feeling of belonging to a special group for whom the Corporation is genuinely supportive.</p> <p><u>Comment by Col Bruce at meeting with LM-E on 10 Nov 11.</u></p> <p>To be for Reserves and Employers for Defence.</p>
<p>5. <u>Annual Defence and Security lecture</u></p> <p>Developing the lecture earlier in the year by General Lamb into an annual lecture on defence-related matters. Mike Dudgeon said that he was interested in looking at this being done through Gresham College.</p>	<p>This lecture, perhaps alternating with Gresham College's Peter Nailor Memorial Lecture on Defence, offers the LM the opportunity to stamp his mark on the contribution that defence and Reserves can make to the City and business.</p> <p><u>Comment by Col Bruce at meeting with LM-E on 10 Nov 11.</u></p> <p>To be known as the Lord Mayor's Defence Lecture.</p>
<p>6. <u>Dinner invitations for Reservists</u></p> <p>The other request which was made was that a number of returned Reservists should be allocated tickets at Guildhall/Mansion House dinners, at which they would be placed amongst the guests so as to get the message across to a wider public. This may not be easy but I will look into it.</p>	<p>This should be simple to achieve if the City Secretary is used as the 'audience generator'. An extra 4 weeks' notice of the number required and the form of dress (probably Mess Dress) is all that is needed. Close liaison with Asst Remembrancer (Ceremonial) and the Mansion House Events Team should be all that is required.</p>

<u>LM-E's summary</u>	<u>Committee response</u>
(a)	(b)
7. 28 Livery Companies still have no Cadet links	<p>The LM's address to the Masters and Clerks will provide an opportunity to chivvy any reluctant Companies. The link does not necessarily have to mean financial support; a carpet guard instead of a 'best cadet' prize is equally valued. Fostering links between State school CCFs and the other cadet organisations (Sea Cadets, Army Cadet Force, Air Training Corps) would rub off well on the Livery Companies.</p> <p><u>Comment by Col Bruce at meeting with LM-E on 10 Nov 11.</u></p> <p>To be followed up by a letter the next day from the City Chairman.</p>
8. The Cadet side want a Guildhall event to help recruit adult cadet leaders	<p>Shortage of adult Cadet Instructors is the biggest limiting factor to growing the cadet force. Paul Double has suggested to Lt Col Barry Paddison, who is responsible for cadets in GL RFCA, that this is something he would be very keen to do for cadets.</p> <p><u>Comment by LM-E at meeting with LM-E on 10 Nov 11.</u></p> <p>Remembrancer's lead rather than the LM's.</p>
9. The RFCA are willing to provide briefings on request.	
10. The RFCA want their usual AGM in Mansion House.	This would precede the Defence and Security lecture.
11. The Privileged Regiments would be ready to play a part in the Diamond Jubilee, as street-liners, marshals at St. Pauls, guard of honour or otherwise. I will talk to Dominic Reid about possibilities.	<p>The lead on this will probably lie with the Defence Services Secretary, currently Air Vice-Marshal The Hon David Murray.</p> <p><u>Comment by LM-E and Col Bruce at meeting with LM-E on 10 Nov 11.</u></p> <p>An approach to the Palace from the LM and/or Remembrancer likely to be quicker and more successful.</p>
12. Alastair Bruce will consult his colleagues and come back to me with proposals for all three of these matters (reception, lecture, Jubilee) and he and I will meet to discuss the proposals in the week beginning 7 November.	

ALDERMANIC ELIGIBILITY WORKING PARTY

Monday, 11 February 2013

Minutes of the meeting of the Aldermanic Eligibility Working Party held at the Guildhall EC2 at 11.00am

Present

Members:

Mark Boleat (Chairman)	Deputy Bill Fraser
Deputy Ken Ayers (Chief Commoner)	Alderman Sir David Howard
Deputy Douglas Barrow	Alderman Ian Luder
Alderman Sir Robert Finch	Julian Malins

Officers:

John Barradell	- Town Clerk and Chief Executive
Michael Cogher	- Comptroller and City Solicitor
Paul Double	- City Remembrancer
Simon Murrells	- Assistant Town Clerk
Angela Roach	- Town Clerk's Office

1. APOLOGIES

Apologies were received from Simon Duckworth, Stuart Fraser and Alderman David Graves.

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 18 December 2012 were approved.

4. ALDERMANIC ELIGIBILITY

The Working Party considered a joint report of the Town Clerk, Comptroller and City Solicitor and the Remembrancer setting out the outcome of investigations into alternative options for the introduction of objective and defensible qualifications for becoming an Alderman.

Members accepted that maintaining the magistracy as a pre-election qualification would not remedy the current problems being experienced with the process. They also acknowledged that candidates needed to be better prepared for their journey through the process.

Detailed discussion ensued on the issue of probity and the merits of establishing a test to determine whether prospective candidates were “able and sufficient”. Members also discussed and dismissed the option of introducing an external screening process.

During further discussion the following comments were made:-

- Members noted that having a good pool of candidates was an administrative issue and not a legal requirement;
- Reference was made to the number of candidates who had been unsuccessful in applying to become a magistrate recently and as a consequence support was expressed for the production of appropriate guidelines for candidates in order to enhance the chances of success;
- It was agreed that Aldermen, Members and the Livery should play a more proactive role in identifying potential candidates and encouraging people to stand for the office;
- Whilst some Members questioned the longevity of PCCs, support was expressed for the introduction of criteria based on the qualifications for candidates standing for elections as PCCs as it was felt that the criteria could be defended if challenged;
- Members rehearsed a number of arguments for and against the retention of the magistracy and concluded that the magistracy was valuable and that it should therefore be retained as part of a twin-track approach. This would give candidates for the office of Alderman a choice of which route to take when standing for election i.e. either by being qualified as a magistrate or by satisfying a new and objective set of criteria; and
- An Alderman suggested that the alternative criteria adopted should include the disqualification where candidates are not able to stand if they have been disqualified under the Representations of the People Act 1983 (which covered corruption or illegal electoral practices and offences relating to donations).

RESOLVED – That the content of the report be noted and that the following be recommended to the Grand Committees:-

1. the current pre-election qualification for Aldermanic candidates relating to the magistracy be retained and that approval be given to the introduction of alternative pre-election conditions similar to those imposed on candidates standing for election as PCCs which would give candidates for the office of Alderman a choice of which route to take when standing for election i.e. either by being qualified as a magistrate or by satisfying a new and objective set of criterion;

2. approval be given to the preparation of a Bill for an Act of Common Council and, subject to the Bill being settled by the Recorder of London, to it being submitted to the Court of Common Council for approval;
 3. proposals for helping candidates to be better prepared for the application process to become a magistrate be endorsed and the production of guidance for candidates be supported (subject to it being seen by the Bench Chairman/Advisory Committee); and
 4. given the importance of ascertaining whether individuals were suitable for the position of Alderman or Lord Mayor, in terms of their experience and understanding of the role, the view that Members and the Livery should play an informal role in identifying and encouraging individuals to stand for election as Aldermen be endorsed, with the job specification being reviewed and made publicly available.
5. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE WORKING PARTY**
There were no questions relating to the work of the Working Party.
6. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no items of urgent business for consideration.

The meeting closed at 11.55am

Chairman

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Committee(s):	Date(s):
Policy & Resources General Purposes Committee of Aldermen Court of Common Council	22 March 2013 19 March 2013 25 April & 16 May 2013
Subject: Aldermanic Eligibility	Public
Report of: Town Clerk, Comptroller & City Solicitor and Remembrancer on behalf of the Working Party established to review the criteria for eligibility to become an Alderman	For Decision
<p>Summary</p> <p>1. Late last year, a Working Party was set up by the General Purposes Committee of Aldermen and the Policy & Resources Committee to review the criteria for eligibility to become an Alderman. The Working Party has met on two occasions and, following detailed consideration of all the issues, it has decided to recommend a change to the current requirements.</p> <p>2. Currently, to become an Alderman, candidates must be a Justice of the Peace or be considered suitable by the Lord Chancellor's Advisory Committee for Justices of the Peace for appointment as a Justice of the Peace for the Central London Local Justices Area. The Working Party considered carefully whether this link with the magistracy should be retained, because it was felt that the magistracy, as a pre-election qualification, had prevented candidates who might have otherwise been suitable for the office of Alderman and beyond from standing for election. A number of people who had expressed an interest in standing for office over the last 12 months were unsuccessful in the application process to become a magistrate.</p> <p>3. Having looked at a number of options, the Working Party is recommending that an alternative pre-election qualification should be introduced in addition to the magistracy. Retaining the magistracy will mean that candidates for the office of Alderman will have a choice of which route to go down when standing for election – either by being qualified as a magistrate or by satisfying a new and objective set of criteria.</p> <p>4. It is recommended that Aldermanic candidates who choose not to become a magistrate can qualify for election, provided they satisfy criteria which includes their not having been convicted of an imprisonable offence (even if they were not actually imprisoned or the conviction has been spent) or having been the subject of a bankruptcy restriction order etc. This is based on criteria applicable to candidates standing for election as Police & Crime Commissioners (PCC), which is relevant, bearing in mind that the Lord Mayor is head of the City Corporation including in its capacity as a Police Authority (ie: equivalent to a PCC) and similar provisions apply generally to local councillors elsewhere. The</p>	

Working Party believes that these represent legitimate and defensible pre-election conditions to impose on Aldermanic candidates, who might go on to become elected to the high office of Lord Mayor.

5. This change would require an Act of Common Council and a Draft Bill for an Act is attached at Appendix D.

6. The Working Party has also highlighted the advantages of Members (both Aldermen and Common Councilmen), together with the Livery, being proactive in consistently identifying and encouraging individuals who have the attributes and qualities to be an Aldermen. Finally, the report submits an opinion of the Law Officers (Appendix E) concerning the retirement age for Aldermen which concludes that whilst the current convention of retirement at 70 can be continued under both existing and proposed arrangements it would not be possible to impose a legally binding retirement age without an act of Parliament.

Recommendations: We recommend that:

(a) the current pre-election qualification for Aldermanic candidates relating to the magistracy be retained and that approval be given to the introduction of alternative pre-election conditions similar to those imposed on candidates standing for election as Police & Crime Commissioners as proposed in Appendix C, on the basis that candidates can choose to satisfy either criteria in order to qualify for election;

(b) approval be given to the Bill for an Act of Common Council set out in Appendix D and, subject to the Bill being settled by the Recorder of London, submit it to the Court of Common Council for approval;

(c) the proposals outlined for helping candidates to be better prepared for the application process to become a magistrate be endorsed and the production of guidance for candidates be approved (subject to it being seen by the Bench Chairman/Advisory Committee); and

(d) views expressed about Members and the Livery informally identifying and encouraging individuals to stand for election as Aldermen be endorsed, with the job specification being reviewed and made publicly available.

Main Report

Background

1. The General Purposes Committee of Aldermen and the Policy & Resources Committee jointly established a working party to carry out a review of the criteria for eligibility to become an Alderman. The last time this was reviewed was in 2005/06 as part of the comprehensive review of the Mayoralty and it was considered timely for a further review to take place. It was agreed that the

review would include consideration of the current links with the magistracy and issues surrounding pre-election qualifications for Aldermen.

2. The working party (whose constitution and terms of reference are set out in Appendix A) met on two occasions and has now concluded its work. The findings and recommendations contained in this report are those of the Working Party.

Current Position

3. The City Corporation's electoral system is unique, pre-dating Parliament and reflecting the City's history, traditions and unique demography. An Act of Parliament of 1394 provides that Aldermen must be "sufficient Persons of the City of London" and an Act of Common Council of 1714 requires candidates to be "able and sufficient" citizens. The Court of Aldermen retains, although does not exercise, the customary right to determine whether a person returned by the electorate as an Alderman Elect is a fit and proper person and qualified for the office of Alderman.
4. To qualify for the office of Alderman a person must:
 - be aged 18 years or over
 - be a British subject
 - be an able and sufficient citizen and Freeman of the City of London
 - not already an Alderman of another Ward
 - not be disqualified for any other reason, for example, by reason of conviction for an offence relating to a disclosable pecuniary interestand must either be:
 - a justice of the peace, or
 - at the time of nomination and election, considered suitable by the Lord Chancellor's Advisory Committee for justices of peace for appointment as a justice of the peace for the Central London Local Justices Area (previously the City Bench).
5. Further details, including the processes involved, are set out in Appendix B.
6. In addition, there is also an entirely voluntary pre-election advisory process that does not affect the requirements referred to above. The object of the process is to provide those who are interested in serving as an Alderman with an opportunity to meet a small panel of senior City Corporation people (including senior Aldermen and the Chairman of the Policy & Resources Committee) with whom they can explore further the role and the likely expectations of them if elected and if they wish to progress to the higher offices of Sheriff and Lord Mayor.

The Need for Review

7. A number of Aldermanic vacancies have arisen in the last 12 months or so. A large proportion of those that expressed an interest in standing were,

however, unsuccessful in the application process to become a magistrate. In the light of this, the question was raised of whether having the magistracy as a pre-election qualification, has prevented candidates who may otherwise have been suitable for the office of Alderman and beyond, from standing for election.

8. This prompted the General Purposes Committee of Aldermen to call for a review of the link with the magistracy as a requirement for election as an Alderman, including severing the link altogether, on the basis that it could be preventing otherwise suitable Aldermanic candidates coming forward for two reasons:
 - individuals are deterred as a result of the time commitment involved. (It should be noted that there is an agreement to confine Aldermen to minimum sittings which is not a usual arrangement); and/or
 - by their being unwilling or unable to gain approval as potential magistrates from the Lord Chancellor's Advisory Committee.
9. If, for whatever reason, approvals by the Lord Chancellor's Advisory Committee become too difficult, a real concern would arise that either the Lord Chancellor's Advisory Committee was determining who might become Aldermen or that sooner or later the number of candidates for the office of Lord Mayor and/or Sheriff would become less than desirable.

Options for Change

10. In view of the position outlined above, the Working Party looked at a number of options for changing the current pre-election requirement. The options included, amongst others, maintaining the status quo, the introduction of a mentoring process (to help candidates familiarise themselves with the expectations of the Lord Chancellor's Advisory Committee), the removal of the requirement for candidates to be JPs, the election of 25 Aldermen by Common Councilmen from amongst the Common Council and the introduction of an alternative pre-election requirement.
11. The Working Party did not support any option requiring primary legislation. This would be necessary if, for example, it were decided to change radically the election process to one whereby Aldermen are elected by Common Councilmen from amongst the Common Council. Nor was the Working Party minded to break the link with the magistracy which has existed for some considerable time and still fulfills a valuable role in the pre-election process. It was, however, accepted that simply maintaining the status quo would not address the issues referred to above.
12. Having given careful and detailed consideration to the various options, the Working Party concluded that introducing alternative pre-election requirements for Aldermanic candidates was the most practical and appropriate solution. Advice from leading counsel confirmed that it would be lawful to have a suitability condition and a pre-election screening process for Aldermanic candidates as an alternative to the magistracy, providing such a process was "transparent, fully reasoned and rigorously confined to suitability in relevant respects and in accordance with objective and publicised criteria".

13. Detailed consideration was given to possible criteria that could be used for assessing candidates to ensure their suitability for the Office which included asking questions concerned with probity and achievement in public service. The Working Party was, however, conscious of the need for objectivity and felt that assessing candidates on subjective criteria such as how successful they have been in their career or in any charitable activity with which they are involved was not sustainable and would be open to challenge.
14. The Working Party, therefore, concluded that, as an alternative to the existing pre-election qualification (the magistracy), Aldermanic candidates should be also be eligible to stand for office provided they meet objective criteria that are transparent, fully reasoned and publicly available. It would be open to individuals to choose whether to qualify for election by becoming a magistrate or by satisfying the proposed new criteria; a failure to meet one or the other would render them ineligible for election.

New Criteria

15. An advantage of the magistracy as a pre-election qualification is the test applied to help ensure that applicants are of good character (it is unlikely that an individual will be taken on as a JP if they have been found guilty of a serious crime, found guilty of a number of minor offences, banned from driving in the past 5 to 10 years or declared bankrupt). This is an objective test which is a principal factor in determining whether someone is 'able and sufficient' to become an Alderman and potentially Lord Mayor.
16. Under the Police Reform and Social Responsibility Act 2011, there are a number of disqualifications that apply to candidates for the new role of Police & Crime Commissioner; for example, having ever been convicted of an imprisonable offence (even if not actually imprisoned or the conviction spent) or being subject of a bankruptcy restriction order. Whilst the requirement to have a PCC does not apply in London, arguably the Lord Mayor can be considered an equivalent in view of his or her role as head of the City Corporation including in its capacity as a Police Authority.
17. This view was reinforced recently by the Home Secretary. A statutory procedure has been put in place to enable those elected as PCCs together with the Deputy London Mayor responsible for the Mayor's Office for Policing and Crime to receive sensitive information governed by the Official Secrets Act. To put the City in the same position as the rest of the country, the Lord Mayor and the Chairman of the Police Committee as recipients of such information were designated as representatives of the Court in respect of information covered by the Act.
18. Introducing similar criteria (*ie: persons are disqualified from standing for election as Alderman if on the day of their nomination and on the day of election they have ever been convicted of an imprisonable offence even if they were not actually imprisoned or the conviction has been spent or if they are subject of a debt relief restrictions order or interim debt relief restrictions order, a bankruptcy restriction order or interim order, or a debt relief*

restrictions undertaking – which covers corrupt or illegal electoral practices and offences relating to donations), would have the following advantages:

- They would be legitimate and defensible pre-election conditions to impose on Aldermanic candidates who might go on to become elected to the high office of Lord Mayor;
 - they would be transparent, objective and sustainable tests;
 - they would help to satisfy the requirement to establish whether a candidate is able and sufficient;
 - they would not involve any primary legislation and implementation would be dependent on an Act of Common Council.
19. Under this 'twin-track' arrangement and as stated above, candidates would be able to choose whether to qualify for election as a justice of the peace or alternatively, qualify on the basis that they meet the above criteria. A full set of the proposed qualifications and disqualifications for being eligible to stand for election is set out in Appendix C.
20. Individuals cannot also stand for election to be a PCC if they have been disqualified under the Representation of the People Act 1983 (which covers corrupt or illegal electoral practices and offences relating to donations). The Working Party asked for this disqualification to also apply to Aldermanic candidates, which it does in any event.
21. In order for these new arrangements to take effect, it will be necessary for an Act of Common Council to be passed and a draft Bill for an Act is attached at Appendix D. If approved, this will be read by the Court of Common Council for a first and second time on 25 April 2013 and for a third and final time on 16 May 2013.
22. In drafting the Bill, the opportunity has been taken to make consequential amendments the current arrangements in one or two areas to help simplify and improve the process. Candidates who opt to qualify through the magistracy route will, in future, be expected to be appointed as a JP in advance of their candidature rather than seek appointment at the time of a vacancy (there will be no need for candidates to be considered suitable specifically by the Lord Chancellor's Advisory Committee for justices of peace for appointment as a justice of the peace for the Central London Local Justices Area). This will avoid the sometimes lengthy delays to the election process that can occur. In addition, candidates are currently required to meet the Recorder of London to gain a better understanding of the role of Alderman. We believe that this is no longer an essential part of the process since there are now other informal methods, such as briefings, available to people wishing to learn more about the role.

Tenure of Office

23. Currently, Aldermen are elected for life (but submit themselves for re-election every six years). The Court of Aldermen has, however, adopted a covention

whereby Aldermen retire at the age of 70, which is broadly the age limit at which a person can no longer serve as a magistrate. This is an entirely voluntary arrangement. The Law Officers have been asked by the General Purposes Committee of Aldermen to consider whether it would be lawful to impose a compulsory retirement age on Aldermen by an Act of Common Council. The Officers have concluded that whilst the current convention of retirement at 70 can be continued under both existing and proposed arrangements it would not be possible to impose a legally binding retirement age without an act of Parliament. A copy of the opinion is attached at Appendix E.

The Impact of change for on-going elections

24. At the time of writing, Notices of Aldermanic Vacancies have been published in respect of the Wards of Lime Street, Bassishaw, Farringdon Without and Broad Street (although the latter is less well-advanced in the process than the other three). Notices of Elections in these four Wards have not, to-date, been published.
25. Subject to Members approving the recommendations in this report, the earliest that the new arrangements could be brought into effect is by an Act of Common Council passed on 16 May 2013 and the new provisions will not be applied to elections for which a precept has already been issued. In other words, the new arrangements will not apply to elections that have already commenced.

Helping Candidates to be Prepared

26. Bearing in mind that a number of applicants to become a magistrate had been unsuccessful in recent times, the Working Party is of the view that, for candidates choosing to qualify for election in this way, the provision of some guidance to assist in them in preparing for the application process may enhance their chance of success. Draft notes have been prepared based on publicly available sources of information with the aim of offering some form of objective guidance to applicants to help them appreciate the qualities and understanding that the Advisory Committee is looking for from potential magistrates. This would be on the basis that the guidance and support would be publicly available. The guidance is being produced and can be made available to those enquiring.
27. The advantage of this proposal is that it is a relatively simple and straightforward way of improving the chances of success by applicants to become a magistrate, thereby helping candidates for election as Aldermen meet the required criteria. Any additional advice or guidance that may be provided by Members would be a matter for them and would not be provided by the City Corporation.

Encouraging Individuals to Stand

28. In the absence of any pre-election criteria that includes subjective tests such as the success of a candidate in their chosen career, there is no means of being able to take into account an individual's suitability for the position of Alderman or indeed Lord Mayor, in terms of their experience or understanding of the role.
29. The Working Party agreed that one way to help ensure that candidates with the experience, aptitude and qualities necessary to undertake the role is for Members (both Aldermen and Common Councilmmen) and the Livery to be proactive in identifying and encouraging such individuals to come forward. Members are often best placed through their networks and contacts to know people that have a thorough understanding of the City, a willingness to make a commitment to public service and all the qualities necessary to make a good Alderman and potentially a Lord Mayor.
30. Having a dedicated and consistent approach would help ensure that whenever there is a vacancy there are individuals willing to stand for election that Members consider have the qualities to be an Alderman.

Conclusion

31. The Working Party concluded that the current sole pre-election qualification (the magistracy) is not sustainable and officers have, therefore, investigated alternative options for an objective and defensible criteria and test for becoming an Alderman.
32. The magistracy as a pre-election qualification is currently a key test to help establish whether Aldermanic candidates are of good character (it is unlikely that an individual will be taken on as a JP if they have been found guilty of a serious crime, found guilty of a number of minor offences, banned from driving in the past 5 to 10 years or declared bankrupt). The proposal contained in this report is for an alternative 'twin-track' test to the magistracy as a pre-election qualification. Individuals wishing to stand for election will be able to choose whether to qualify by a) becoming a JP, or b) by satisfying objective criteria that would otherwise disqualify them including whether they have ever been convicted of an imprisonable offence even if they were not actually imprisoned or the conviction has been spent or if they are subject of a bankruptcy retriCTION order etc. This new criteria is based on the conditions that govern the election of Police and Crime Commissioners which is relevant bearing in mind the position of the Lord Mayor as head of the City Corporation including in its capacity as a Police Authority.
33. Finally, the advantages of Members (both Aldermen and Common Councilmmen) being proactive in consistently identifying and encouraging individuals who have the attributes and qualities to be an Aldermen have been highlighted.

Appendices

- Appendix A – Constitution and Terms of Reference of the Aldermanic Eligibility Working Party.
- Appendix B – The Requirements to become an Alderman.
- Appendix C – Proposed Qualifications and Disqualifications for standing as an Alderman.
- Appendix D – Bill for an Act of Common Council.
- Appendix E – Law officers Opinion – Age of Retirement for Aldermen

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**The Constitution and Terms of Reference of the Working Party set up to review the
Criteria for Eligibility to become an Alderman**

The Working Party comprised the following Members:

Mark Boleat (Chairman of the Policy & Resources Committee) (Chairman)

Alderman Sir Robert Finch (Chairman of the General Purposes Committee of Aldermen)

Alderman Sir David Howard (Chairman of the Privileges Committee of Aldermen)

Deputy Ken Ayers (Chief Commoner)

Deputy Douglas Barrow

Simon Duckworth

Stuart Fraser

Deputy Bill Fraser

Alderman David Graves

Alderman Ian Luder

Julian Malins

The Working Party's terms of reference are:

"To undertake a review of the criteria for eligibility to become an Alderman"

The requirements to become an Alderman

1. To qualify for the office of Alderman a person must be:

- ☐ aged 18 years or over
- ☐ a British subject
- ☐ an able and sufficient citizen and Freeman of the City of London
- ☐ not already an Alderman of another Ward
- ☐ not be disqualified for any other reason

and must either be:

- ☐ a justice of the peace, or
- ☐ at the time of nomination and election, considered suitable by the Lord Chancellor's Advisory Committee for justices of peace for appointment as a justice of the peace for the Central London Local Justices Area (previously it was the City Bench).

2. There is no requirement to reside within the Ward for which the candidate seeks election and no requirement that the person is an owner or occupier of premises within the City.

3. Candidates who are not already a justice of the peace for the Central London Local Justices Area must:

- ☐ give signed written notice of intention to apply to the Advisory Committee, to the Town Clerk within 20 working days of the Notice of Vacancy.
- ☐ contact the Secretary to the Lord Chancellor's Advisory Committee to obtain forms of application to be a justice of the peace for the Central London Local Justices Area. The application should be made as soon as possible but in any event by not later than 27 working days if the Notice of Vacancy by which date forms should have been returned, fully completed, to the Secretary to the Advisory Committee.

4. Candidates who are already a justice of the peace for the Central London Local Justices Area bench do not have to take any action with regard to the Lord Chancellor's Advisory Committee.

5. If no signed written notification of an intention to make an application to the Advisory Committee is received by the Town Clerk by the relevant date, the Wardmote and possible poll will take place within 42 working days.

6. If signed written notification of an intention to make an application to the Advisory Committee is received by the Town Clerk by the relevant date then the Wardmote will not take place until all applications have been dealt with by the Advisory Committee and when notification has been received by the Town Clerk of all relevant decisions, or notification has been received that candidates have withdrawn or are not otherwise proceeding.

7. In cases where the Town Clerk is notified by the Advisory Committee that a Candidate has not been approved by the Lord Chancellor as suitable to become a Justice of the Peace, the Town Clerk will write to the Candidate and ask for them to confirm in writing, within seven days, whether they intend to appeal the decision in respect of this particular election.

8. If a Candidate decides to appeal the decision in respect of this particular election, the Wardmote and possible poll will be delayed while the appeal is heard under whatever process has been set up by the Ministry of Justice.

9. If a candidate decides not to appeal against the decision in respect of this particular election, the election process will continue in accordance with the election timetable. The Candidate may however still appeal against the decision if they wish to secure approval for future Aldermanic elections.

Proposed Qualifications and Disqualifications for standing as an Alderman

1. To qualify for the office of Alderman, a person must, at the date of nomination and on the day of election:

- be aged 18 years or over; and
- be a British Subject;
- be an able and sufficient citizen and Freeman of the City of London;
- not already an Alderman in another Ward;
- not be disqualified for any other reason;

and either

- A justice of the peace

or

- *A person is qualified for office of Alderman provided that they are not or have never been:*
 - i. convicted of an imprisonable offence (even if they were not actually imprisoned or the conviction has been spent) and*
 - ii. the subject of a debt relief restrictions order or interim debt relief restrictions order, a bankruptcy restrictions order or interim order, or a debt relief restrictions undertaking.*

Note: the proposed new disqualifications are highlighted in italic font – all other qualifications and disqualifications are pre-existing.

To be considered at the Court of Common Council

2013

A BILL

For an Act of Common Council to –

Make further provision for the qualification of candidates for the office of Alderman of the City of London.

WHEREAS:-

- (1) From time immemorial there has existed and still exists in the City of London (“the City”) a Common Council consisting of the Lord Mayor, Aldermen and Commons in Common Council assembled and the Common Council have made, passed, ordained and established divers Acts, Ordinances, Rules, Orders and Regulations for the regulation and good government of the City and its Liberties as to them from time to time has been found necessary and expedient;
- (2) It is a qualification for election to the office of Alderman of the said City that candidates must be suitable for appointment as justices of the peace on the City bench and it is desirable to provide for an alternative to this qualification, without prejudice to the position of the Lord Mayor as Chief Magistrate of the said City;
- (3) Section 3 of an Act of Common Council made and passed on the 10th day of September 1998 (in section 1 of this Act referred to as “the Act of 1998”) as substituted by section 2 of an Act of Common Council made and passed on the 4th day of June 2001 (in section 1 of this Act referred to as “the Act of 2001”) made provision as to candidature for the office of Alderman of the said City and it is desirable and in accordance with the purposes hereinbefore recited to amend these provisions;
- (4) It is also desirable to make certain incidental and consequential amendments to the above Acts and to an Act of Common Council made and passed on the 14th day of July 1960 (in section 1 of this Act referred to as “the Act of 1960”);
- (5) His late Majesty King Edward the Third by his Charter made and granted to the City in the fifteenth year of his reign afterwards confirmed and ratified by Parliament did (amongst other things) grant that if any customs in the City before that time obtained and used were in any part hard or defective or any things in the City newly arising in which no remedy had been ordained should need amendment the Mayor and Aldermen of the City and their successors with the assent of the Commonalty of the City might put and ordain thereto fit remedy as often as it should seem expedient to them so that such ordinance should be profitable to the King and to the citizens and to

all other liege subjects resorting to the City and agreeable also to reason and good faith.

BE IT THEREFORE and IT IS HEREBY ENACTED ORDAINED AND ESTABLISHED by the Right Honourable the Lord Mayor, the Right Worshipful the Aldermen and the Commons of the City of London in Common Council assembled and the authority of the same **AS FOLLOWS:**

Interpretation

1. In this Act –

“The Act of 1960” means an Act of Common Council made and passed on the 14th day of July 1960 and entitled “*An Act of Common Council to repeal the Acts of Common Council made and passed on the second day of December 1920 and the nineteenth day of September 1957 respectively; to amend the Acts of Common Council made on the tenth day of October 1663; and to make further and better provision governing the election of Aldermen, Common Councilmen and Ward Beadles of the City of London*” as amended;

“The Act of 1998” means an Act of Common Council made and passed on the 10th day of September 1998 and entitled “*An Act of Common Council to make further provision for the qualification of candidates for the office of Alderman of the City of London and amend further for such purpose an Act of Common Council made and passed on the fourteenth day of July 1960 relating to the election of Aldermen; provide for the approval of persons elected to that office; abolish fines and penalties upon Aldermen and disapply provisions of an Act of Common Council made on the seventeenth day of April 1812; provide for the governance of precedence or seniority of Aldermen and to amend an Act of Common Council made and passed on the twenty-first day of July 1932 relating to the nomination and election of Sheriffs of the City of London; and make further provision for vacancies among and the numbers of Common Councilmen*” as amended;

“The Act of 2001” means an Act of Common Council made and passed on the 4th day of June 2001 and entitled “*An Act of Common Council to make further provision for the qualification of candidates for the office of Alderman of the City of London; provide further as to the surrender of that office and the effect of such surrender; and make further provision for vacancies among and the numbers of Common Councilmen*”.

Candidature for the Office of Alderman

2. Section 2 of the Act of 2001 (Candidature for the Office of Alderman) is repealed and section 3 of the Act of 1998 (Candidature for the Office of Alderman) shall be omitted and substituted by the following –

“3. (1) Without prejudice to the provisions of an Act of Common Council made on the fifteenth day of April 1714 (which provide that candidates for the office of Alderman must be of full age, British subjects, able and sufficient Citizens and Freemen of the City and not already Aldermen but are modified by subsection (6) below), such candidates shall at the time of their nomination and election satisfy the requirements of either subsection (2) or subsection (3) below, or both.

- (2) Candidates shall satisfy the requirements of this subsection if they are justices of the peace.
- (3) Candidates shall satisfy the requirements of this subsection if they –
 - (a) are not the subject of a debt relief restrictions order, an interim debt relief restrictions order, a bankruptcy restrictions order, a bankruptcy restrictions interim order or a debt relief restrictions undertaking, and
 - (b) have not been convicted in the United Kingdom, the Channel Islands or the Isle of Man, of any imprisonable offence (whether or not sentenced to a term of imprisonment in respect of the offence).
- (4) Candidates shall, on the request of the Town Clerk, produce such evidence as is necessary to establish to his satisfaction that the condition stated in subsection (1) is met.
- (5) The Town Clerk may disclose for any purposes related to the nomination or election of a candidate for the office of Alderman whether he has seen evidence of the kind to which subsection (4) relates.
- (6) The Act of Common Council made on the fifteenth day of April 1714 referred to in subsection (1) shall apply to Aldermen to whom section 3A(1) of an Act of Common Council made on the 14th day of July 1960 (as amended) relates as if they were not already Aldermen.”

Minor, incidental and consequential amendments

- 3. In section 4(i) of the Act of 1998 and section 1 of the Act of 1960 (Interpretation) the following words shall be omitted –

““Advisory Committee” means the Lord Chancellor’s Advisory Committee for justices of the peace in the City of London;

“City bench” means the bench of justices of the peace for the City of London;

“the Recorder” means the Recorder of London from time to time; and”
- 4. Section 1 of the Act of 1998 (Interpretation) shall be omitted and substituted by the following –

“1. In this Act –

“bankruptcy restrictions interim order” means a bankruptcy restrictions interim order under paragraph 5 of Schedule 4A to the Insolvency Act 1986 or any re-enactment thereof;

“bankruptcy restrictions order” means a bankruptcy restrictions order under paragraph 1 of Schedule 4A to the Insolvency Act 1986 or any re-enactment thereof;

“debt relief restrictions order” means a debt relief restrictions order under paragraph 1 of Schedule 4ZB to the Insolvency Act 1986 or any re-enactment thereof;

“debt relief restrictions undertaking” means a debt relief restrictions undertaking under paragraph 7 of Schedule 4ZB to the Insolvency Act 1986 or any re-enactment thereof;

“imprisonable offence” means an offence –

- (a) for which a person who has attained the age of 18 years may be sentenced to a term of imprisonment, or
- (b) for which, in the case of such a person, the sentence is fixed by law as life imprisonment;

“interim debt relief restrictions order” means an interim debt relief restrictions order under paragraph 5 of Schedule 4ZB to the Insolvency Act 1986 or any re-enactment thereof; and

“Town Clerk” shall have the meaning set out in Section 4 (Amendment to Procedures for the Election of Aldermen, etc.).”

- 5. Section 4 of the Act of 1960 (Aldermen – As to holding of Wardmote) (substituted by section 4(2) of the Act of 2001) shall be omitted and substituted by the following –

“4. Within forty-two working days next after the holding of such Court of Lord Mayor and Aldermen as is referred to in section 3, or in the case of an offer to surrender the Office of Alderman within forty-two working days next after the acceptance by the said Court of the offer to surrender, the Lord Mayor shall cause a wardmote to be summoned and held for the election of an able and sufficient Citizen and Freeman of the said City (either not being an Alderman or being an Alderman to whom section 3A(1) relates) and meeting the condition set out in section 3(1) (Candidature for the Office of Alderman) (as substituted) of an Act of Common Council made and passed on the 10th day of September 1998 to be Alderman of the ward wherein a vacancy for the said Office has arisen as aforesaid and the Lord Mayor shall return such person so elected as aforesaid to the first Court of Lord Mayor and Aldermen holden next after seven clear days following such election.”

- 6. Section 4A of the Act of 1960 (Provision as to periods for the purposes of Section 4) (substituted by section 4(3) of the Act of 2001) shall be omitted and substituted by the following –

“4A. In section 4 “working days” shall exclude Saturdays, Sundays and public holidays (whether of a recurring nature or permitted nationally for any specific reason).”

7. Section 4B of the Act of 1960 (Aldermen – as to holding of Wardmote - Supplementary) (inserted by section 4(iv) of the Act of 1998) is repealed.

Commencement

8. (1) Subject to subsection (2) below, the provisions of this Act shall come into force on the day on which it is made and passed as an Act of Common Council.
 - (2) The provisions of this Act shall not apply to any election for which a precept has already been issued, which shall be conducted as if this Act had not been made and passed as an Act of Common Council.

Retirement Age and Six-yearly Elections for Aldermen of the City of London

Opinion of the Law Officers

1. At their meeting on 11 February, 2012, the General Purposes Committee of Aldermen resolved to introduce a pre-election qualification for the office of Alderman as an alternative to the existing requirement that candidates for the office of Alderman must be considered suitable by the Lord Chancellor's Advisory Committee for appointment as a justice of the peace in the City. The alternative pre-election qualification, which will be introduced by Act of Common Council, requires candidates, by application to the Town Clerk, to demonstrate that they satisfy probity and public service requirements which are relevant to the office of Alderman.
2. The current convention of a retirement age of 70 for Aldermen is linked to service as a magistrate. The main purpose of this convention is to maintain a reasonable flow of candidates for the office of Lord Mayor. The introduction of an alternative qualification thus raises the question whether a retirement age of 70 can be introduced for all Aldermen, regardless of the route by which they qualified for office.
3. Another convention of the Court of Aldermen is that Aldermen surrender office every six years and may seek re-election. The purpose of this convention is to maintain the democratic legitimacy and accountability of the office.
4. Aldermen have always held office for life except for a brief period from 1377 to 1394 when a Charter of Edward II declared that aldermen serve for only one year and a later Charter of Richard II provided that they may be re-elected annually. An Act of Parliament of 1394 reinstated the old custom, providing that Aldermen cannot be removed from office "without good and reasonable cause". It is considered that the power of removal conferred by the Act is limited to removal of individual aldermen who fail to meet expected standards of probity or conduct and does not extend to introducing, by Act of Common Council or binding contract, a compulsory retirement age requiring aldermen to resign at a particular age or a requirement to surrender office every six years. Such requirements could only be introduced by a further Act of Parliament.
5. Currently, newly-elected Aldermen are asked to sign a letter which confirms that they have read and understood the conventions of the Court of Aldermen. It has been suggested that this position could be strengthened in relation to the conventions referred to above by requesting instead a signed irrevocable deed by which the Alderman resigns on a future date, being the Alderman's 70th birthday. The deed would also commit the Alderman to surrender his or her office at six-yearly intervals.

6. For the reasons given above, execution of such a deed could not be made compulsory and, once executed, it would be binding in honour only. However if the Court of Aldermen is of the view that this would be an improvement on the current position, there is nothing as a matter of law to prevent it. The introduction of an alternative test by which eligibility is established would not prevent the continuation of the convention of retirement at 70.

Recorder

Common Serjeant

Comptroller & City Solicitor

Remembrancer

Agenda Item 7

Committee(s): Board of Governors of the Guildhall School of Music & Drama	Date(s): 4 February 2013
Policy & Resources Committee	22 March 2013
Subject: Fundraising Strategy for Milton Court: Naming Rights	Public
Report of: Principal and Town Clerk	For Decision

Summary

The Guildhall School has an overall fundraising target of £13.5m for the fit-out of Milton Court. With 9 months to go to the public opening of the building, £4m of the total remains to be raised. As the focus is now on donations in excess of £1m, this report proposes a framework for the acceptance and recognition of gifts. The framework proposes some basic principles consistent with best practice in the university sector, and sets out levels of authority appropriate to the size of gifts and their public profile.

Recommendations

That:-

- The Board of Governors adopts, and recommends for adoption by the Policy and Resources Committee, the ten principles governing the acceptance and recognition of gifts developed on behalf of the HE sector by the Council for the Advancement and Support of Education (CASE), modified in the case of the fourth principle to meet the specific circumstances of the City of London Corporation and the Guildhall School.
- The Board of Governors approves and recommends for approval by the Policy and Resources Committee the principle that the recognition of gifts in the Milton Court development be authorised as follows:
 - Milton Court Building: Court of Common Council on the recommendation of the Board of Governors and the Policy & Resources Committee
 - Concert Hall, Theatre and Studio Theatre: Policy and Resources Committee on the recommendation of the Board of Governors
 - Other donations: Board of Governors, with authority to recognise donations up to the value of £250,000 delegated to the Principal

Main Report

Background

1. As its direct financial contribution to the development of Milton Court, the School has an overall fundraising target of £13.5m. This sum is needed to provide specialist equipment to the main performance venues (Concert Hall, Theatre and Studio Theatre) and training facilities such as the TV studio.
2. The School has a small, award-winning fundraising team of five people who report directly to the Principal. There are two principal campaigns: an annual revenue campaign for student scholarships and a capital campaign for Milton Court. The capital campaign has an advisory board chaired by Sir David Brewer with a majority of members external to the School.

Current Position

3. Work is on track for the new facilities in Milton Court to open in 2013. The target date for completion of fundraising is September 2013, but there is an expectation that the campaign will continue until the full £13.5m is raised.
4. Just under £9.5m has been raised to date, in cash, pledges, matched funding, VAT recovery and cost savings. £4.5m of cash has already been transferred to the City Corporation and outstanding pledges amount to £2.298m. A full list of donations and pledges received to date is given in Appendix B and can be found on the non-public part of the agenda.
5. The School is now concentrating on seven-figure donations in the final 9 months of the campaign and it is expected that donations at this level would be tied to the four principal naming opportunities: the building itself and the three main performance venues. Naming opportunities not assigned as part of the capital campaign will be retained for future use in the revenue campaign for scholarships. In addition, a seat-naming appeal was formally launched in the autumn of 2012 and will remain open until all seats are assigned.

Sector Guidelines

6. Lord Woolf's inquiry¹ into the recent high-profile case at the LSE has underlined the need for higher education institutions to have in place clear and transparent guidelines and approval processes for the

¹ The Woolf Inquiry. An inquiry into the LSE's links with Libya and lessons to be learned. October 2011.

acceptance of significant donations. The Guildhall School does not currently have such guidance for the Board.

7. Building on the work of the Woolf Inquiry, the Council for the Advancement and Support of Education (CASE) has developed and published a set of ten principles (Appendix A) for the acceptance and recognition of donations. These principles have been endorsed by Universities UK (UUK).
8. Some aspects of the principles (particularly the fourth principle) will not apply in the case of the Guildhall School and the City of London Corporation: the School is in a unique constitutional position in the Higher Education sector given its ownership by the City of London Corporation and the fact that it is not a charity in its own right.
9. Nevertheless, this report seeks agreement to the principles developed by CASE to ensure that the fundraising for Milton Court adheres to appropriate sector best practice and reflects the interests of the City of London Corporation as ultimate owner of the new assets at Milton Court.

Proposals

10. It is proposed that the School should adopt the ten CASE principles, adapted as necessary, for use when discussing naming opportunities with potential donors.
11. To ensure that the process reflects the interests of the School and the City Corporation as a whole, it is further proposed that the authority to accept donations connected to naming opportunities be formalised.

Authority to accept donations connected to naming opportunities

12. There are potentially 4 major naming opportunities associated with the Milton Court development: the building itself, the concert hall, the theatre and the studio theatre. All have the potential to attract donations well in excess of £1m.
13. It is proposed that, given the prominence of Milton Court in the City's developing Cultural Quarter, the Court of Common Council, advised by the Board and the Policy & Resources Committee, should approve any proposal to name the new building itself.
14. The concert hall, theatre and studio theatre will also have a significant public profile and it is proposed that the Policy & Resources Committee, on behalf of the City of London Corporation, should approve recommendations from the Board to acknowledge donations by naming them as appropriate.

15. All other proposals to recognise donations through naming should be approved by the Board, with the right to confirm naming for donations up to a proposed threshold of £250,000 being delegated to the Principal.
16. A full list of naming opportunities in the building is given in Appendix C and can be found on the non-public part of the agenda. If the proposals outlined above are approved, the Principal will bring a full set of naming proposals to the Board at its meeting in May.
17. The principles will need to be adapted to reflect the School's unique constitutional position and the legitimate involvement of the City of London Corporation in agreeing significant donations as proposed above. In this respect, the Director of Public Relations has overall organisation-wide responsibility for monitoring and co-ordination of sponsorship activity, in order to ensure that the City Corporation's overall policies and approach in this area are maintained and any potential difficulties for its reputation are avoided. The Director, or his representative, could therefore usefully be included in the management of this work.
18. The naming procedures will also have to have regard to the statutory naming processes in the London Buildings Act, requiring local authority approval.
19. When drafting the comprehensive set of procedures, the formal process for getting approval to a building name, as recently set out by the City Planning Officer, will be followed. This includes linking the name to an address and gaining approval from the emergency services for the name.

Corporate & Strategic Implications

20. Milton Court will be a significant new addition to the City's Cultural Quarter and of major significance not only to the Guildhall School but the City Corporation as the building owner. The naming of the building and its principal venues affects the reputation of both and may affect public perceptions of the character of the cultural quarter as a whole.
21. The Guildhall School is the City Corporation's only Higher Education institution. As such it needs to operate in a manner that not only reflects the City's policies and priorities, but also is consistent with the norms of the HE sector.
22. Adoption of a donation and recognition strategy for the Guildhall School does not in itself create a precedent for other areas of City activity for which it may be more appropriate to draw up sponsorship guidelines as the need arises, reflecting the more commercial relationships which may apply in these cases.

Implications

23. There is still a significant amount of funding to be raised for the fit-out of Milton Court before the building opens. If this money is not raised it will impose a significant financial strain on the Guildhall School so the prize for getting the strategy right is considerable.

Conclusion

24. With less than 9 months to go until the public opening of Milton Court, we are entering the final stages of our fundraising strategy. It is important for the School and the City Corporation to ensure that this process is handled in a professional manner appropriate for the School's standing as a highly respected Higher Education institution.
25. Agreement of the City Corporation to significant donations is appropriate given the School's constitutional position, and in arriving at sound recommendations to the City the Board should rely upon robust and transparent procedures reflecting best practice.

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Appendix A

CASE's ten ethical principles regarding acceptance and recognition of donations

1. *Universities should seek philanthropic support which is aligned with their values, strategic goals and financial needs, as a legitimate, sustained and vital component of their income.*
2. *Ethical guidelines for the acceptance of such gifts in any institution should be available in the public domain.*
3. *Impartial, independent research, scholarship and teaching are the basis for the furtherance of knowledge. Universities should not accept philanthropic gifts if this is not clearly understood and accepted by all parties.*
4. *Universities are charitable bodies² and must observe the requirements of charity law and other relevant legislation in relation to the receipt and expenditure of funds. Ultimate responsibility regarding the acceptance and refusal of donations rests with the governing body of each university.³*
5. *Where the authority for the acceptance of donations is delegated to the Vice-Chancellor and other senior academics or officers, that authority should be explicit and the responsibility of those accepting gifts to implement the institution's detailed ethical policies and procedures on donations must be clearly understood and consistently applied.*
6. *Universities should take all reasonable steps to ensure that they are aware of the source of funding for each gift, and have processes in place to satisfy themselves that the funds do not derive from activity that was or is illegal, or runs counter to the core values of impartial, independent research, scholarship and teaching.*
7. *Discussions with potential donors that are likely to give rise to significant public interest, or which raise complex questions with regard to acceptability, should be considered at the earliest stage possible by the appropriate decision makers who should be fully informed of the purpose and the background to the donation and the source of funds.*
8. *The legal and reputational rights of potential donors should also be considered as part of any due diligence undertaken in assessing the*

² The School is not a legal entity or a charitable body but has two linked charities, The Guildhall School Trust and the Guildhall School Development Fund.

³ The Board of Governors does not have ultimate responsibility in all matters concerning the School and the proposals made in the main report reflect this.

acceptability of a proposed donation. In this regard, a clear distinction should be drawn between rumour or speculation and matters of confirmed fact or legal finding, whilst also accepting that institutions may wish to consider the reputational risks that could be incurred through public perception of any particular donor.

- 9. Donors must accept and, for significant gifts (as determined by individual institutions), sign appropriate gift agreements to confirm that the management and governance of programmes funded through benefaction rest solely with the university. Individual institutions typically choose, without undermining this core principle, to offer donors opportunities for continuing engagement with the activities that they have funded. Universities should employ their standard procedures relating to recruitment, admissions, hiring, promotion, procurement, management and governance for all research, teaching, outreach, capital development, or student scholarship programmes funded by gifts.*
- 10. Universities should have procedures in place for reviewing and reconsidering previous decisions taken in good faith relating to the acceptance of particular gifts if subsequent events or the subsequent availability of additional information require it. The response to such circumstances should be transparent and proportionate to the particular circumstances that have arisen.*

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Agenda Item 8

Committee(s):	Date(s):	Item no.
Planning & Transportation	26 February 2013	
Finance	19 March 2013	
Policy & Resources	22 March 2013	
Court of Common Council	25 April 2013	
Subject: Fenchurch & Monument Area Enhancement Strategy – Evaluation report/Adoption of Strategy		
Report of: Director of Built Environment	Public	
Wards: Aldgate, Billingsgate, Bridge & Bridge Without, Candlewick, Dowgate, Lime Street, Langbourn and Tower.		
<p style="text-align: center;"><u>Summary</u></p> <p>This report seeks approval for the adoption of the revised Fenchurch & Monument Area Enhancement Strategy and to inform Members of the results of public consultation and the subsequent revisions to the draft Area Enhancement Strategy. Copies of the Strategy are available in the Member’s Reading Room.</p> <p>The challenge facing the City is to co-ordinate the delivery of sustainable long-term economic growth, with a growing working population whilst protecting and improving the environment and quality of life for the City community. The City’s Core Strategy plans for growth in employment of 96,000 between 2006 and 2026, and much of this growth will be focussed on the eastern half of the City. This part of the City has the highest density of business activity and the predicted increases in numbers of people working in this area will put even more pressure on public transport, streets, open spaces and services.</p> <p>The City has adopted several Area Enhancement Strategies as mechanisms for delivering public realm improvements in areas of significant change within the City including the Riverside, Cheapside, Eastern City Cluster and most recently Aldgate & Tower. The plan in Appendix B shows the current coverage of the City by Area Enhancement Strategies.</p> <p>The Fenchurch & Monument Area Enhancement Strategy analyses the public realm and transportation network within the Fenchurch Street, Monument and Cannon Street areas of the City. It identifies current issues, considers future demand and sets out a framework for addressing these within the context of existing policies and guidance.</p> <p>The objectives and proposals of the Area Enhancement Strategy develop further the objectives contained within the London Plan, the Mayor of London’s Transport Strategy, the City’s Corporate Plan, Core Strategy and emerging Local Plan, draft Road Danger Reduction Plan and the Department of the Built Environment Departmental Business Plan.</p> <p>The Fenchurch & Monument Area Enhancement Strategy is based on clear evidence of need and requirements for future sustainable growth. To ensure the strategy is responsive to the needs of the City community, a comprehensive public consultation exercise was undertaken from September to December 2012.</p> <p>Revisions have been made to the draft Strategy since it was last reported to the Planning & Transportation Committee in July 2012, primarily due to the public consultation which resulted in 183 responses. The revisions are minor and relate mainly to:</p> <ul style="list-style-type: none">the importance of increased provision of open/green spaces		

- the prioritisation of the projects identified within the Strategy
- the inclusion of separate Key Opportunity Areas for Fenchurch Street and for Monument Junction.

Officers have identified 7 Key Opportunity Areas within the Area Enhancement Strategy including Fenchurch Street, East/West Corridors, North/South Routes, Monument Junction, Courts & Lanes, Open/Green spaces and Links to the Riverside.

Proposals have been identified within each Key Opportunity Area and prioritised based on opportunities to achieve the objectives of the City's Policies and Strategies, results of the public consultation and benefit to the City community. The High Priority proposals include Fenchurch Street, Monument Junction and Fenchurch Place at an estimated cost of up to £6.6m, with the Medium Priority proposals anticipated cost up to £7.7m and the Low Priority projects up to £1.35m. Funding totalling £5.1m has been identified towards enhancement projects for the Strategy area through Section 106 Agreements, £2.6m of which has already been received. It is anticipated that the majority, if not all the remaining funding will be externally provided via Section 106, Section 278 and Community Infrastructure Levy (CIL) contributions. Further funding will be sought from external parties such as Transport for London, particularly for the Fenchurch Street and Monument Junction proposals.

It is considered that the funding required to deliver the Strategy projects is ambitious but realistic and achievable, based on current development activity in the Strategy area, future proposed development sites and the state of the City property market. Over the anticipated five year implementation period of the Strategy Delivery Plan, most if not all of the High and Medium Priority projects would be expected to be delivered.

The Strategy projects will be delivered according to priority level and progressed as appropriate funding is identified and released. If full funding for the Strategy cannot be sourced the lower priority projects would not be delivered.

Recommendation

It is recommended that the draft Fenchurch & Monument Area Enhancement Strategy is adopted.

Main Report

Context

1. This report seeks approval for the adoption of the revised Fenchurch & Monument Area Enhancement Strategy and to inform Members about the recently undertaken public consultation and outline revisions to the draft Strategy document. Copies of the Strategy document are available in the Member's Reading Room.
2. The City faces the challenge of co-ordinating sustainable long-term economic and working population growth whilst protecting and improving the environment and quality of life for the City community. The City's Core Strategy plans for employment growth of 96,000 between 2006 and 2026, with much of this focussed on the eastern half of the City.
3. Fenchurch Street is located in the south-east area of the City and along with nearby Eastcheap and Leadenhall Street serves as a key vehicle and pedestrian route within the City. The Strategy area is bounded by Leadenhall Street to the north, Upper/Lower

Thames Street to the south, Dowgate Hill and Gracechurch Street to the west and Aldgate to the east, as indicated in the strategy boundary plan in Appendix A.

4. There are many observed issues and pressures for change within the Fenchurch & Monument Strategy area, particularly relating to accommodating future growth whilst ensuring a safe and attractive environment for the City community. Identified pressures include:
 - Significant road safety issues, particularly on Fenchurch Street and Monument Junction, where the carriageways are relatively wide whilst the footways on these busy streets are narrow and restricted in places, quite often crowded with pedestrians forced onto the carriageway, particularly at peak times. This situation leads to conflict between pedestrians, cyclists and motorists.
 - Footway capacity and accessibility issues, particularly on Fenchurch Street which is located at the heart of the Strategy area, is a key east/west transport route, a Principal Shopping Centre and has a high pedestrian concentration. It has significant carriageway widths of up to 12m in places and often substandard footway widths, sometimes below 2.5m resulting in capacity issues, particularly in the high pedestrian flow areas such as opposite Fenchurch Street Station and Plantation Place.
 - This is one of the most densely developed areas of the City and the streets are busy and crowded. There are a number of new developments in the Fenchurch Street area and in the nearby Eastern Cluster that are either under construction or planned and these will see increased numbers of people using and moving through the area in the next few years.
 - There are very limited areas of open space or greenery within the Strategy area.
5. The City's Core Strategy identifies 5 Key City Places as key areas of significant change and challenge. The Fenchurch & Monument Area Enhancement Strategy incorporates part of the Eastern Cluster Key City Place. The objectives and key principles of the Area Enhancement Strategy aim to reflect and address this evolving and challenging local context.
6. Area Enhancement Strategies have previously been prepared for parts of the City to deliver improvements to the public realm including Cheapside, the Eastern City Cluster and most recently Aldgate & Tower. The coverage of the City by Area Enhancement Strategies is shown on the plan attached at Appendix B

Strategy Background

7. The evaluation of an Area Enhancement Strategy for the Fenchurch Street area was first approved by Members in May 2008 and has been funded through the Section 106 (Local Community Environmental Improvement Works) contribution from the 20 Fenchurch Street redevelopment.
8. In July 2012, the draft Fenchurch & Monument Area Enhancement Strategy was reported to the Planning & Transportation Committee and approval was given for a public consultation exercise on the Strategy document. Briefing workshops were held for Members and copies of the draft Strategy were supplied to the Member's Reading Room ahead of that Committee.
9. The public consultation exercise was undertaken from September to December 2012 and 183 submissions were received. These have been collated and are available in the Member's Reading Room.
10. The Fenchurch & Monument Area Enhancement Strategy is a comprehensive document that provides a clear framework for the future development of the public realm in the area

in order to address current problems, ensure the area is able to accommodate future growth and to create a successful and sustainable public realm which reflects the City's position as a world class financial centre.

11. The Fenchurch & Monument Area Enhancement Strategy sets out objectives and key principles for the implementation of the Core Strategy and emerging Local Plan. Of particular relevance to the Fenchurch & Monument area are the following Policies:

CS3 – *Security and Safety*

CS4 – *Planning Contributions*

CS7 – *Eastern Cluster*

CS10 – *Design*

CS12 – *Historic Environment*

CS13 – *Protected Views*

CS14 – *Tall Buildings*

CS15 – *Sustainable Development and Climate Change*

CS16 – *Public Transport Streets and Walkways*

CS19 – *Open Spaces and Recreation*

CS20 – *Retailing*

CS21 – *Housing*

12. An Equality Impact Assessment (EQIA) has been carried out for the Strategy and it is considered to have positive impacts upon the users of the City's streets and spaces. The full EQIA is attached at Appendix C.
13. In contrast to previous Area Enhancement Strategies adopted by the City, the Fenchurch & Monument Area Enhancement Strategy does not propose detailed design information about specific projects but rather presents an overview of proposals capable of delivering necessary improvements. All projects identified within and arising from the Strategy will be subject to detailed option analysis and design, targeted consultation and reporting via the relevant Committee processes.
14. Several projects identified within the Fenchurch & Monument Area Enhancement Strategy have been progressed as separate projects ahead of the Strategy as funding has become available. These projects have been reported to the relevant Committee's separately and include the schemes at Lime St, Cullum St, Billiter St, Mark Lane and Fenchurch Place.
15. Officers have identified 7 Key Opportunity Areas within the Strategy area. Proposals have been identified within each Key Opportunity Area to deliver improvements and are prioritised based on opportunities to achieve the objectives of the City's Policies and Strategies, results of the public consultation and the benefit to the City community.
- The Key Opportunity Areas include: Fenchurch Street, East/West Corridors, North/South Routes, Monument Junction, Courts & Lanes, Open/Green Spaces and Links to the Riverside.
16. The Fenchurch & Monument Area Enhancement Strategy will be reviewed within 5 years of adoption to ensure the document remains current within an evolving policy and development context.

Public Consultation Exercise

17. The Fenchurch & Monument Area Enhancement Strategy is based on clear evidence of need and requirements for future sustainable growth. To ensure the strategy was responsive to the needs of the City community, a comprehensive public consultation exercise was undertaken from September to December 2012.

18. This consultation was carefully targeted ensure that the views of relevant stakeholder groups were gathered including pedestrians, cyclists, motorists, City of London Members, residents, local occupiers and businesses, workers, local churches, visitors, City of London Police, Transport for London, Living Streets, English Heritage and the London Borough of Southwark.
19. A variety of consultation methods were utilised to ensure a broad coverage including:
- Direct consultations with the main stakeholders, regulatory agencies and the Corporation's statutory consultees
 - City of London website - Fenchurch & Monument Area Enhancement Strategy webpage with a link to return comments on the draft Strategy via e-mail
 - Online survey (SNAP survey)
 - Stakeholder meetings
 - Emails to businesses listed in the Strategy area
 - Mail-out of letters to all residents in the Strategy area
 - Emails to Ward Members
 - Pedestrian Attitude Survey – Fenchurch Street
 - City AM article (hard copy, Thurs 13th September 2012)
 - City of London E-shot to external parties (19th September 2012)
 - City Resident article (hard copy, Issue 27 – Autumn/Winter 2012)
 - City View article (online, October 2012 edition)
 - Hard copies of the draft Strategy were provided for information in the Guildhall Library and Guildhall North Wing (Planning reception)
 - Link on the weekly City Traffic Management Bulletins
 - On-street information node signs throughout the Strategy area
20. The City's Public Relations team also monitored and participated in online blog conversations about the draft Strategy. The general topics revolved around perceived cycling implications of the draft Strategy proposals regarding cycle safety and provision.

Responses to the Public Consultation

21. Officers utilised the consultation methods listed above and received 183 responses. This total comprised 30 responses via email to the Fenchurch & Monument email address, 45 responses via the online survey, 2 written letters and 106 responses via the on-street survey. All submissions have been collated and are available in the Member's Reading Room or electronically upon request.
22. The overall response to the draft Area Enhancement Strategy has been very positive and the proposals have largely been well received by the City community. Many respondents provided meaningful comments that have assisted in prioritising and refining the improvement projects identified within the Strategy.
23. It is noted that only minor revisions were required to the draft Strategy as approved by the Planning & Transportation Committee in July 2012 following the public consultation exercise. The pre-consultation workshops undertaken with Members and officers and informal stakeholder liaison throughout the development of the draft Strategy have proven reflective of the wider public opinion.
24. The public consultation has largely helped to prioritise the projects within the draft Strategy, confirm Fenchurch Street as the priority project to arise from the Strategy, highlight the importance of open/green spaces to the City community and emphasise the need for Fenchurch Street and Monument Junction to be included as individual Key Opportunity Areas.

25. All the responses have been assessed and reviewed, and the main comments received are summarised as follows:

26. Fenchurch Street

- A significant proportion of the responses expressed overall support for the proposed enhancement of Fenchurch Street and the prioritisation of this route as the main project within the Strategy area.
- Of particular note the extension of footway space to improve the pedestrian environment and capacity was largely welcomed, as were measures to smooth traffic flow.
- Many people raised issues about road safety concerns, particularly in relation to crossing Fenchurch Street due to its width and the speed of vehicles travelling along it.
- The provision of street trees and greenery in this area was well supported.

27. Pedestrian environment

- A large proportion of responses expressed the need to improve pedestrian safety, movement and access throughout the Strategy area and supported the proposal to increase footway widths along busy streets, such as Fenchurch Street, Leadenhall Street and Eastcheap.
- Many people commented that they want improved pedestrian crossings across Fenchurch Street and an improved pedestrian environment at Monument Junction.
- Whilst the need to improve the pedestrian environment was raised by a majority of respondent's, some voiced concern that proposed footway widening may have implications on other road users.
- Significant responses were received that Monument Junction functions poorly and unsafely for pedestrians and is recognised as a problem junction within the Strategy area.
- Transport for London (TfL) confirmed the need to improve Monument Junction (King William Street/Gracechurch Street) and has included this area as part of their Better Junctions Programme.

28. Cycling

- There was significant comment received regarding the need to improve cycle safety throughout the Strategy area, including a desire for the provision of cycle lanes, particularly in busy locations such as Fenchurch Street and the adjacent junctions.
- Many comments were received about restricting traffic in the Strategy area to improve cycle safety and movement.
- Some responses commented that the draft Strategy did not account adequately for cycling needs and increased footway widths would impact on cycle safety.
- Many of the comments received on cycling issues were duplicate responses.

29. Spaces/Greenery

- The consultation confirmed the importance of open and green spaces to the City community and that there is not enough of these spaces within the Strategy area to meet demand.
- Widespread support was received for the enhancement and improvement of the few existing open spaces within the Strategy area.

- A significant amount of support was received for the provision of new open and green spaces wherever possible throughout the area, particularly away from busy streets.

30. Traffic

- A large number of responses noted concern that the streets already experience heavy traffic congestion impacting on noise levels and safety for road users in the area, and that action must be taken to reduce or manage this.
- Additional traffic calming measures were specifically requested along Fenchurch Street to slow traffic.
- This feedback has been forwarded to City Transportation team for information and will be reviewed as part of any relevant projects that arise from the Strategy.

31. North/South routes

- The enhancement of the north/south routes was well supported however most responses noted these routes are not as important as Fenchurch Street and the other east/west corridors through the area.
- Improvements to the north/south routes that lead to the pedestrian crossings linking to the Riverside are included within the Strategy however mixed views were received as to the importance of improving access and links to the riverside.

32. Other General Comments

- Disabled access to be increased and prominent when proposals are designed.
- Additional tree planting was encouraged.
- There was support for increased bins to reduce litter on the streets.
- Support for de-cluttering of footways.
- Value for money considerations, there were some comments received regarding cost implications for the proposals
- Need to ensure the streets remain looking like “business as usual” whilst the proposals are delivered.

Revisions to Strategy

33. Following the public consultation the draft Strategy has been revised to reflect the comments received from the City community. Changes made to the Key Opportunity Areas of the Strategy document are as follows:

34. Fenchurch Street

- Given Fenchurch Street’s importance as a key transport route and Principal Shopping Centre, and the level of support for this to be the priority for improvement within the Strategy area, the draft Strategy document has been revised to include Fenchurch Street as an individual Key Opportunity Area, distinct from the other east/west corridors of Leadenhall Street, Eastcheap and Upper/Lower Thames Street.
- The public consultation has confirmed officer and Members views that Fenchurch Street should be the main project to arise from the Strategy and the document now reflects this priority.
- Whilst the Fenchurch Street proposals received significant support, there was also concern raised that a reduction in carriageway width would result in a less safe road environment, particularly for cyclists. The Strategy document has been revised to highlight that whilst there is clear evidence that the pedestrian environment needs improving and increased capacity, this will not be undertaken at the sake of cyclists

or vulnerable road users. The traffic demands and the implications for all road users will be carefully reviewed as part of the detailed design of the Fenchurch Street (and other relevant) project. This feedback has also highlighted that further targeted consultation will need to be undertaken as the project progresses.

35. East/West Corridors

- This Key Opportunity Area remains largely unchanged except for the removal of Fenchurch Street into the above category.

36. North/South Routes

- This Key Opportunity Area remains largely unchanged except for re-prioritisation of several north/south routes being given higher priority following public comment.
- Although links to the river were viewed with mixed importance, significant improvements to the riverside are contained in the City's adopted Riverside Strategy and it remains that consideration needs to be given to improving the north-south linkages to the riverside.

37. Monument Junction

- In response to significant levels of feedback from both the public and statutory bodies, the draft Area Enhancement Strategy has been revised to include a separate Key Opportunity Area for Monument Junction.
- Proposals to improve pedestrian/cyclist safety will be investigated as will impacts on traffic movement and improving transport links with the Monument and London Bridge underground stations.
- As established through the consultation exercise, the City will work in close contact with TfL and the London Borough of Southwark to ensure a coordinated approach to improving the junction and this strategic corridor between the City and Southwark.

38. Courts/Lanes

- This Key Opportunity Area remains largely unchanged except to note public support for improving permeability and connectivity of the courts and lanes within the Strategy area.

39. Open/Green Spaces

- The level of support for open and green spaces has led to revisions of the priority placed on proposals within this Key Opportunity Area.
- The potential for a new open space at Laurence Pountney Hill has been included as a new proposal area within this category.

40. Links to the Riverside

- This Key Opportunity Area remains largely unchanged due to overall mixed views on the importance of links to the riverside, with the exception of the route that leads to the pedestrian crossing at the bottom of Suffolk Lane. Significant support was received for improvements to this route so a new proposal has been included within this Key Opportunity Area.

Implementation Framework and Funding Strategy

41. The Fenchurch & Monument Area Enhancement Strategy sets out a Delivery Plan which identifies projects arising from the Strategy, prioritises them and indicates the funding strategy for delivery. The Delivery Plan is shown in Appendix D.
42. The projects identified in the Delivery Plan are prioritised according to the significance of the issue they address, such as road safety, the results of the public consultation and the objectives of the Strategy that they deliver. The projects are divided into High, Medium and Low priority categories.
43. The High Priority projects include Fenchurch Street (estimated cost £3m-£5m), Monument Junction (estimated cost £750k-£1.0m) and Fenchurch Place (£580k). External funding of £580k has already been secured via a unilateral undertaking with a local developer to fully deliver the improvements to Fenchurch Place and significant funding totalling £2.6m has been identified towards enhancement projects for the Strategy area through existing Section 106 Agreements including the 20 Fenchurch Street, 51 Lime Street, 6 Bevis Mark, Eastern Cluster and Mark Lane redevelopment sites.
44. A further £2.5m of potential funding has been identified from draft Section 106 agreements including 120 Fenchurch Street, 11-19 Monument Street, 76-86 Fenchurch Street, 51 Eastcheap and 52-54 Lime Street. This potential Section 106 funding will be subject to completion of the respective agreements and the allocation of same will be subject to further Member approval.
45. Funding bids will be made to external bodies such as Transport for London, particularly for the Fenchurch Street and Monument Junction improvement projects. TfL have already identified Monument Junction as part of their Better Junctions Programme.
46. The Strategy projects will be delivered according to priority level and progressed as appropriate funding is identified and released. If for any reason full funding for the Strategy cannot be sourced the lower priority projects would not be delivered.
47. It is anticipated that the majority, if not all the funding for improvement projects arising from the Strategy will be externally provided via Section 106, Section 278 and Community Infrastructure Levy (CIL) contributions from future developments within the area.
48. It is considered that the funding required to deliver the projects identified within the Strategy is ambitious but realistic and achievable, based on both current development activity in the Strategy area with major development schemes at 20 Fenchurch Street (Walkie Talkie), 120 Fenchurch Street, 52-54 Lime Street (the Scalpel) triggering significant Section 106 and 278 contributions; and the future potential development sites within the Strategy area.
49. This area is also buoyed by the expanding insurance industry within the City, which is largely contained within the Strategy area and is an industry seeing growth when many other sectors are in weakening. In addition the completion of Crossrail and Bank underground station improvements will benefit this area and add to development appeal.
50. Over the anticipated five year implementation period of the Delivery Plan, most if not all of the High and Medium Priority projects would expect to be delivered the total cost of all the proposals identified in the Strategy would be up to circa £16m.
51. Any projects arising from the Strategy that are not currently identified within the City's financial forecasts will be subject to further approval based on the prioritisation of the proposals, value for money considerations and the identification and availability of funding sources.

Financial Implications

52. Member's approved the use of £78,546 of S106 funds from the 20 Fenchurch Street S106 agreement to progress the development of this area strategy. A summary of the £78,546 evaluation budget and expenditure to date is shown in Table 1 below.

Table 1: Fenchurch & Monument Area Strategy Evaluation Budget

Evaluation - 16100123	Approved Budget (£)	Expenditure & Commitments to date (£)	Remaining (£)
Fees	28,130.97	24,257.00	3,873.97
Staff Costs (Planning)	48,597.74	45,173.17	3,424.57
Staff Costs (Highways)	1,217.29	337.55	879.74
Staff Costs (OS)	600.00	181.13	418.87
Evaluation TOTAL	78,546.00	69,948.85	8,597.15

53. It was reported to Members in July 2012 that the estimated cost of the public consultation on the Fenchurch & Monument Area Strategy would be approximately £12,000 and this would be funded from the existing evaluation budget. Table 2 below sets out the anticipated and actual cost of the public consultation.

Table 2: Breakdown of Consultation Costs

Task	Anticipated Public Consultation Costs (£'s)	Actual Expenditure (£'s)
Fees and printing	5,000.00	1,607.00
Staff costs	7,000.00	6,500.00
Total	£12,000.00	£8,107.00

Conclusion

54. There is clear evidence of the need to co-ordinate the delivery of a sustainable public realm, particularly the eastern part of the City which has the highest density of business activity and will see increases in numbers of people either working in or commuting to the area in future years.

55. The Fenchurch & Monument Area Enhancement Strategy analyses the Fenchurch Street, Monument and Cannon Street areas of the City and sets out a clear framework of proposals for the improvement of the public realm and transportation network within this area.

56. The Area Enhancement Strategy is linked to, and informed by, the City's Core Strategy and emerging Local Plan, urban analysis and public consultation. The objectives and proposals of the Area Enhancement Strategy develop further the objectives contained within the London Plan, the Mayor of London's Transport Strategy, the City's Corporate Plan's and the Department of the Built Environment Departmental Business Plan.

57. The draft Fenchurch & Monument Area Enhancement Strategy has been revised in response to the public consultation feedback to ensure the document reflects the needs of the City community.
58. The Fenchurch & Monument Area Enhancement Strategy sets out a Delivery Plan which identifies the projects arising from the strategy, prioritises them and indicates the funding strategy for delivery, with Fenchurch Street being identified as the priority project within the Strategy.
59. It is recommended that Members adopt the Fenchurch & Monument Area Enhancement Strategy.

Appendices

- Appendix A: Fenchurch & Monument Area Enhancement Strategy Boundary Plan
- Appendix B: CoL Area Enhancement Strategies Map
- Appendix C: Equality Impact Appraisal
- Appendix D: Delivery Plan

Background Papers

- Bank, Fenchurch & Monument, Liverpool Street and West Smithfield draft Area Enhancement Strategies – Pre-consultation report for Planning & Transportation Committee 24th July 2012.

Author

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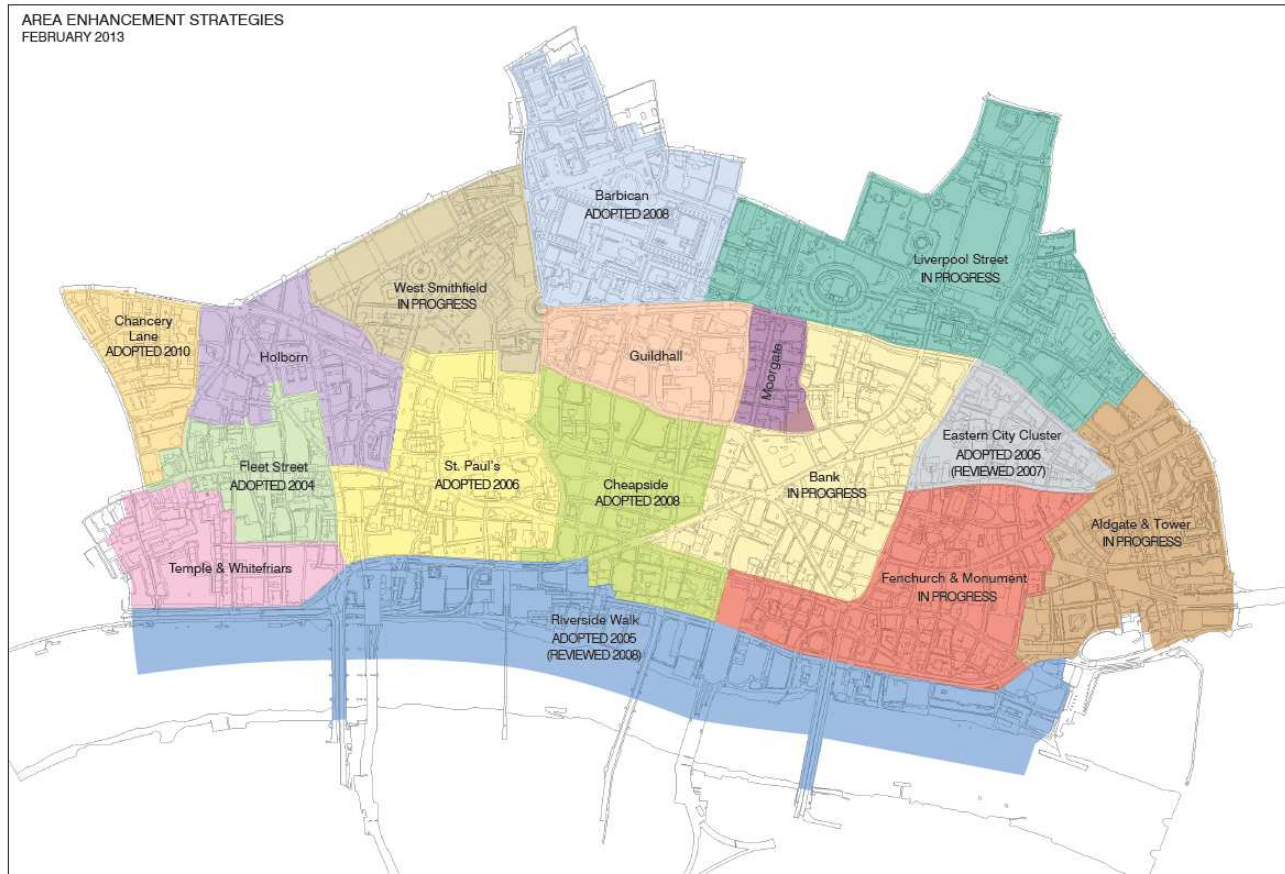
Appendix A - Fenchurch & Monument Area Enhancement Strategy Boundary



Wards:

- 1 - Lime Street
- 2 - Aldgate
- 3 - Langbourn
- 4 - Tower
- 5 - Billingsgate
- 6 - Bridge
- 7 - Candlewick
- 8 - Dowgate

Appendix B - CoL Area Enhancement Strategies Map



Appendix C - Equality Impact Appraisal

An Equality Impact Assessment has been carried out for the Fenchurch & Monument Area Enhancement Strategy and it is considered to have positive impacts upon the users of the City's streets and spaces. Of particular note disabled people, older people, children and young people are the equality target groups expected to benefit the most from the proposals identified within the strategy.

The positive impacts are anticipated through improved accessibility and inclusivity of streets and spaces, improved road safety and pedestrian movement. The strategy is expected to have a positive, but at worst neutral impact on all modes of transport. It will improve lighting levels and introduce play spaces and resting spaces which are comfortable and attractive, and which provide accessible seating.

Copy

Appendix 3 - EQIA Stage One: Initial Screening Assessment Form

This should be used once it has been decided that a specific strategy, policy or project requires an initial screening.

Name of strategy, project, policy: _____ Fenchurch & Monument Area Enhancement Strategy _____

Department: _____ Built Environment _____

Officer/s completing assessment: _____ Trent Burke _____

The strategy, policy or project		
1.	What is the main purpose of the policy?	To develop a framework for public realm and transportation improvements in the Fenchurch Street, Monument & Cannon Street area of the City.
2.	Is the policy affected by external drivers for change?	Yes
3.	List the main activities of the policy?	To develop a strategy document that will address known issues/problems and predicted growth by developing a framework for enhancements and projects to improve the Fenchurch Street, Monument & Cannon Street area of the City
4.	Who implements the policy?	Department of the Built Environment
5.	Who will be affected by the policy?	All users of the streets and spaces in the Fenchurch Street, Monument & Cannon Street areas of the City.
6.	What outcome do you want to achieve, why and for whom?	<p>The main outcomes are:</p> <ul style="list-style-type: none"> • To improve road safety for all modes of transport • To ease pedestrian movement, particularly across junctions, whilst having a positive or neutral impact on other modes of transport • To ensure that streets and spaces are inclusive and accessible to all • To provide safe, comfortable and attractive spaces for people to rest whilst having regard to the historic environment <p>There is evidence that the above are required in this area to improve the local environment for the benefit of all users</p>
7.	Are any other organisations involved?	No
8.	Are there any existing assessments or inspections?	No
9.	Who have you consulted on the policy?	Yes, a comprehensive consultation exercise was completed summer/autumn 2012 which involved members of the public, Transport for London, businesses, local occupiers, residents, visitors and City Officer and Members.
10.	Who are the main beneficiaries of the policy?	It is proposed that all users of the streets and spaces will be the beneficiaries

The Impact: Equality Target Group	Tick the boxes which apply for each 'target group'					
	Positive Impact		Neutral Impact	Negative Impact		Reason/Comment
	High	Low		High	Low	
Gender						
Women		X				
Men		X				
Transgender		X				
Race						
Asian – Asian Bangladeshi; Asian British; Asian Indian; Asian Pakistani; Asian Other		X				
Black – Black African; Black British; Black Caribbean; Black Other		X				
Chinese		X				
Irish		X				
Mixed – Asian & White; Black & White; Mixed Other		X				
White – White British; White		X				

The Impact:	Tick the boxes which apply for each 'target group'						
	Equality Target Group	Positive Impact		Neutral Impact	Negative Impact		Reason/Comment
		High	Low		High	Low	
	European Union; White Other						
	Disabled people	X					
	Lesbians, gay men and bisexuals		X				
	Older people	X					
	Younger people and children	X					
	Faith groups		X				

Further Action	
Does the policy have a negative impact on any of the equality target groups?	
If so, you will need to proceed to Stage 2	No
Is the negative impact assessed as being of high significance?	N/A
If so, you will need to proceed to Stage 2	
Is progression to Stage 2: Full Assessment required?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>

Signed (Completing Officer):



Date:

15/01/13.

Signed (Departmental Equality Champion):



Date:

21/1/13

Appendix D – Delivery Plan

(The costs are estimates, based on similar schemes and current industry rates for comparable works).

Priority	Scheme	Cost (£)	Funding strategy	Target	Status
High Priority					
High	Fenchurch Street <i>Road safety improvements, footway widening, raised crossings and public realm enhancement</i>	£3-£5m	S106 S278 CIL TfL	Evaluation: 2013/14 Completion: 2016/17	Proposed
High	Monument Junction <i>Road safety improvements esp. for pedestrian/cycling, smoothing traffic flow</i>	£750k-£1.0m	S106 S278 CIL TfL	Evaluation: 2013/14 Completion: 2015/16	Proposed
High	Fenchurch Place <i>Seating, planting, paving public realm and carriageway improvements</i>	£580k	External funding from developer of 8 Fenchurch Place	Evaluation: 2012 Completion: 2013	Implementation
Medium Priority					
Medium	Eastcheap <i>Footway widening/build-outs, raised crossings and public realm enhancements and safety improvements</i>	£1-£2m	S106 S278 CIL TfL	Evaluation: 2014/15 Completion: 2017/18	Proposed
Medium	Leadenhall Street <i>Footway widening, crossing enhancements and safety improvements</i>	£1-£2m	S106 S278 CIL TfL	Evaluation: 2014/15 Completion: 2017/18	Proposed
Medium	Monument Street <i>Public realm improvements to enhance vista to the Monument</i>	£100k-£250k	S106 S278 CIL	Evaluation: 2014/15 Completion: 2015/16	Proposed
Medium	Fish Street Hill – Philpot Lane – Lime Street <i>Footway widening, crossing enhancements and public realm improvements</i>	£250k-£500k	S106 S278 CIL	Evaluation: 2013/14 Completion: 2014/15	Proposed
Medium	Suffolk Lane <i>Raised entry treatments, street trees and improved surface materials</i>	£100k-£250k	S106 S278 CIL TfL	Evaluation: 2014/15 Completion: 2015/16	Proposed
Medium	Mark Lane - Billiter Street <i>Footway widening, planting and enhance access to river</i>	£500k-£750k	S106 S278	Evaluation: 2013/14 Completion: 2014/15	Evaluation
Medium	Cullum Street <i>Raised carriageway/part pedestrianisation, planting</i>	£278k	S106	Evaluation: 2012/13 Completion: 2013/14	Approved
Medium	St. Mary at Hill Churchyard <i>Enhanced access, planting, paving, lighting, seating</i>	£100k-£250k	S106 S278 CIL	Evaluation: 2014/15 Completion: 2015/16	Proposed
Medium	Monument Street/Lower Thames Street <i>Paving, seating, planting</i>	£100k-£250k	S106 S278 TfL	Evaluation: 2014/15 Completion: 2015/16	Evaluation
Medium	Lower St Dunstons Hill <i>Pedestrianisation of dead-end</i>	£250k-£500k	S106 S278	Evaluation: 2013/14 Completion: 2015/16	Proposed

	<i>to create new open space with planting, seating</i>		CIL		
Medium	Laurence Pountney Hill <i>Footway extension to create new open space with planting, seating, lighting</i>	£100k-£250k	S106 S278 CIL	Evaluation: 2013/14 Completion: 2015/16	Proposed
Medium	Leadenhall Market <i>Improve approaches to Market, declutter</i>	£50-£100k	S106 S278 CIL	Evaluation: 2013/14 Completion: 2014/15	Proposed
Medium	London Bridge/King William St/Gracechurch St <i>Footway extension, signage, reduce clutter</i>	£100k-£250k	S106 S278 CIL TfL	Evaluation: 2014/15 Completion: 2016/17	Proposed
Medium	Courts and Lanes off Fenchurch Street <i>Access and entrance improvements, lighting, signage/wayfinding</i>	£50k-£100k	S106 S278 CIL	Evaluation: 2013/14 Completion: 2015/16	Proposed
Low Priority					
Low	East/west route from Pudding Lane to St. Dunstan Hill <i>Footway/carriageway improvements, lighting, signage/wayfinding</i>	£50k-£100k	S106 S278 CIL	Evaluation: 2014/15 Completion: 2016/17	Proposed
Low	Laurence Pountney Lane <i>Paving, planting, lighting</i>	£50-£100k	S106 S278 CIL	Evaluation: 2015/16 Completion: 2016/17	Proposed
Low	St Dunstons Hill - Mincing Lane - Fen Court <i>Accessibility improvements, planting, lighting, enhanced links to river</i>	£50k-£100k	S106 S278 CIL	Evaluation: 2015/16 Completion: 2016/17	Proposed
Low	St Mary at Hill <i>Footway, planting, lighting improvements</i>	£50k-£100k	S106 S278 CIL	Evaluation: 2014/15 Completion: 2016/17	Proposed
Low	Botolph Lane <i>Carriageway/footway improvements, lighting, plant</i>	£50k-£100k	S106 S278 CIL	Evaluation: 2014/15 Completion: 2015/16	Proposed
Low	Pudding Lane <i>Carriageway/footway improvements, lighting, Great Fire paving signifier</i>	£50k-£100k	S106 S278 CIL	Evaluation: 2015/16 Completion: 2016/17	Proposed
Low	Courts and Lanes off Gracechurch Street <i>Entrance improvements, signage/wayfinding</i>	£50k-£100k	S106 S278 CIL	Evaluation: 2016/17 Completion: 2017/18	Proposed
Low	Star Alley St Olave Church Yard <i>Planting, lighting, seating</i>	£50k-£100k	S106 S278 CIL	Evaluation: 2016/17 Completion: 2017/18	Proposed
Low	Bakers Hall Court <i>Carriageway raising, planting</i>	£50k-£100k	S106 S278 CIL	Evaluation: 2016/17 Completion: 2017/18	Proposed
Low	St. Dunstan in the East churchyard <i>Enhanced access, planting, lighting, link to potential new adjoining open space</i>	£50k-£100k	S106 S278 CIL	Evaluation: 2014/15 Completion: 2016/17	Proposed
Low	Martin Lane <i>Signage, lighting, bollard improvements</i>	£50-£100k	S106 S278 CIL	Evaluation: 2014/15 Completion: 2015/16	Proposed

Low	Cannon Street <i>Paving material improvements</i>	£100k- £250k	S106 S278 CIL	Evaluation: 2014/15 Completion: 2015/16	Proposed
Low	New development 1 - 20 <i>Fenchurch St - Sky garden public space</i>	N/A	Developer of 20 Fenchurch Street	Completion: 2013/14	Approved
Low	New development 2 - 120 <i>Fenchurch St - Sky garden public space</i>	N/A	Developer of 120 Fenchurch Street	Completion: 2014/15	Approved

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Committee(s): Planning & Transportation Policy & Resources	Date(s): 26 th February 2013 22 nd March 2013
Subject: Consultation on City of London Community Infrastructure Levy Preliminary Draft Charging Schedule and draft Issues and Options Planning Obligations Supplementary Planning Document	Public
Report of: Director of the Built Environment	For Decision

Summary

The Community Infrastructure Levy (CIL) is a statutory charge on new development intended to help fund the provision of new infrastructure. It is due to be introduced by April 2014 when it will largely replace s106 planning obligations, which will need to be scaled back.

The procedure for setting a CIL is laid down in regulations and requires the preparation of an Infrastructure Delivery Plan (IDP) to demonstrate that developer funding is required for new infrastructure, and an Economic Viability Study to demonstrate that the proposed CIL will not impact adversely on the general viability of development across an area.

Regulations prescribe that the CIL is subject to two rounds of public consultation, on a Preliminary Draft Charging Schedule and a Draft Charging Schedule, before being subject to consideration at a public examination in front of an independent inspector. This report concerns the documentation for the first round of public consultation on the proposed Preliminary Draft Charging Schedule.

An IDP and viability assessment have been undertaken to support the preparation of a City of London CIL. The viability assessment has been undertaken by external consultants and considers the potential to set a City CIL whilst still delivering the Mayoral CIL and Mayoral planning obligations to part fund the development of Crossrail, and essential City planning obligations to fund affordable housing and training and skills initiatives.

Taking account of the viability assessment and the need ensure continued funding for capital investment in infrastructure, a City CIL rate of £75 per square metre is proposed City-wide for commercial development, and a rate of £95 per square metre for residential development, except on the riverside, where a residential rate of £150 per square metre is proposed.

As part of the CIL preparation process, the City Corporation is required to prepare a list of the broad types of infrastructure which it intends CIL to help fund (the Regulation 123 List).

The City Corporation is also required to scale back existing s106 planning obligations to ensure that there is no double charging of CIL and s106 for the same items of infrastructure. Therefore a draft Issues and Options Planning Obligations Supplementary Planning Document has been prepared for consultation outlining changes to the Corporation's existing Supplementary Planning Guidance. This suggests scaling back planning obligations to a total of £23 per square metre for commercial development instead of the existing £70.

The City CIL would operate alongside the Mayor's CIL and Mayoral planning obligations to part fund the development of Crossrail which, for offices require a maximum contribution of £137 per square metre.

Recommendations

That the proposed City CIL Preliminary Draft Charging Schedule, draft Regulation 123 List and draft Issues and Options s106 Planning Obligations Supplementary Planning Document be approved for public consultation.

Main Report

Background

1. The Community Infrastructure Levy (CIL) is a statutory charge on new development intended to help fund the provision of new infrastructure to support development. The legislative basis is contained in the Planning Act 2008, as amended by the Localism Act 2011. Detailed provisions for setting and charging a CIL are set out in the Community Infrastructure Levy Regulations 2010, amended 2011 and 2012.
2. CIL is intended to replace s106 planning obligations as the main source of developer contributions towards new infrastructure. Unlike s106, CIL is a fixed charge and is not subject to testing of the impact on the viability of individual development. In setting a CIL, a local authority is required to scale back its existing planning obligations to avoid 'double charging' the development industry for the same items of infrastructure. There is no requirement within legislation to set a CIL, but regulations restrict the pooling of five or more planning obligations to fund specific infrastructure from 6th April 2014. This would curtail the continued use of the City Corporation's existing SPG beyond 2014.
3. CIL should be consistent with and support the implementation of the local plan. It can be used to fund the provision, improvement, replacement,

operation or maintenance of infrastructure, defined by the Planning Act 2008 as: roads and other transport facilities, flood defences, schools and other educational facilities, medical facilities, sporting and recreational facilities, and open spaces. Regulations specifically exclude CIL from funding affordable housing and revenue schemes e.g. education and skills provision. Funding for such elements will need to continue to be sought through s106 planning obligations.

4. Regulation 14(3) requires the City Corporation and the London Boroughs to take account of the Mayor's CIL in setting their own CIL. The Mayoral CIL came into effect on 1st April 2012 and is charged at a rate of £50 per square metre on the net increase in floorspace for most development in the City.
5. The City Corporation currently seeks developer contributions towards infrastructure through its 2004 Planning Obligations Supplementary Planning Guidance. This SPG seeks contributions at a rate of £70 per square metre on commercial development where there is 10,000m² gross total floorspace and an uplift of at least 2,000m². The £70 is normally distributed as follows: 50% local community facilities and the environment, 30% affordable housing, 15% transport improvements and 5% training and skills provision in the City and City fringe. Affordable housing contributions are also sought from residential development in the form of 30% provision on-site, or exceptionally, an off-site commuted payment equivalent to 60% of the units in the development. As at 31st March 2012 a total of 74 s106 obligations had been signed with a total potential value of £116.1m. Payments are triggered by development proceeding and at that date £68.3m had been received.

City of London Proposed Preliminary Draft Charging Schedule

Infrastructure Delivery Plan

6. CIL Charging Authorities are required by regulation to demonstrate the need to set a CIL through an Infrastructure Delivery Plan (IDP) which sets out the infrastructure needed in an area, funding secured for delivery and additional funding required which could be provided, in part, through CIL. The City Corporation prepared an IDP in 2011 to support the Core Strategy. The IDP has been updated to support the CIL and a copy is available in the Members' Reading Room.
7. The IDP considers a range of infrastructure needs including: energy and pipe subways, communications and IT, water resources and waste water, flood risk minimisation, waste management, transport and public realm improvements, open spaces, social and community provision and emergency services. The current estimated cost of delivering this

infrastructure, funding secured and the funding shortfall are summarised in Table 1.

8. Table 1 does not commit the City Corporation to deliver the precise infrastructure indicated and it is accepted that its detail will evolve as circumstances change. The main purpose of this table is to show that there is a substantial funding gap which would prevent the delivery of the infrastructure listed. This gap is justification for the setting of a City CIL to help with infrastructure delivery. City CIL spending priorities will be decided by Members following consideration of a separate report on the subject to be prepared later this year.

Table 1: Infrastructure Delivery Plan Summary

Type of Infrastructure	Cost	Funding Secured	Funding Gap	Timescale
Public realm enhancement strategies	£113.6m	£48.2m	£65.5m	2011-2026
Pipe subways	£50m - £70m	£0	£50m - £70m	Post 2016
Community facilities and supported housing	£34m	£3m	£31m	Unknown
Open space enhancement	£12.7m	£0	£12.7m	2011-2026
Education	£10m	£0	£10m	Unknown
Healthcare	£6m	£0	£6m	Unknown
Emergency services	£1.2m	£0	£1.2m	2011-2016
Play space	£170,000	£0	£170,000	Unknown
Flood risk alleviation	£40,000	£40,000	£0	2011-2016
TOTAL	£247.7m	£51.2m	£196.5m	

Viability Appraisal

9. Charging Authorities are required to undertake an assessment of the impact of proposed CIL rates on the economic viability of development across their area, striking what appears to them to be an ‘appropriate balance’ between funding infrastructure through CIL and the impact of CIL on development viability. The City Corporation commissioned Gerald Eve to undertake an area-wide viability study for the City. The consultants were asked to provide advice on an appropriate range of potential CIL rates, including the potential for differential rates across the City. They were also asked to undertake wide ranging stakeholder engagement with developers, investors, property agents and landowners in the City.
10. The consultants adopted a bespoke residual valuation model to test viability, in line with best practice guidance from the Royal Institution of Chartered Surveyors. The consultants considered viability on approximately 150 proxy sites across the City, identified on the basis of completed developments and outstanding permissions over the past 10 years. These sites were assessed in terms of current day values and costs,

taking on board variations in rental, property and land values across the City and incorporating projections about future values and costs.

11. The modelling assumed development would be in line with policy in the City's Core Strategy and emerging Local Plan and the London Plan, allowing for high quality development and necessary site specific mitigation. It also assumed that developments would contribute to Mayoral CIL and Mayoral planning obligations, and scaled back City Corporation planning obligations:

Other Types of Contribution Assumed	Rate (per sqm)
Mayoral CIL to part fund Crossrail	£50
Mayoral s106 to part fund Crossrail	£137 offices; £88 retail; £60 hotels (discounted to allow for Mayoral CIL liability)
City s106 for affordable housing from commercial development	£21
City s106 for training and skills provision	£3.50
City s106 for affordable housing from residential development	30% on-site or 60% off-site
City s106/s278 for site specific mitigation	Site specific

12. The consultants have proposed that a single rate of CIL be set across the City for commercial development. They recommend that the CIL rate for commercial development should lie in the range £55-£75 per square metre. For residential development a range of £75-£95 is proposed, with the exception of development close to the Thames, where a rate of £140 - £150 is recommended.
13. The consultants advise that setting the CIL within these ranges would be consistent with a rate of return on development of between 14% (present day) and 18% (forecast growth), sufficient to allow development to proceed without impacting on the viability of development. In proposing these ranges, the consultants have undertaken a sensitivity analysis, assuming that CIL will remain in place until 2018/19 before review. This sensitivity has considered the potential growth in values and costs and allowed for potential voids and rent free periods.
14. The consultants have undertaken a series of workshops and individual meetings with stakeholders who, to date, have been largely supportive of the approach taken.
15. The consultants' full viability report is available in the Members' Reading Room.

Proposed City of London CIL Charging Schedule

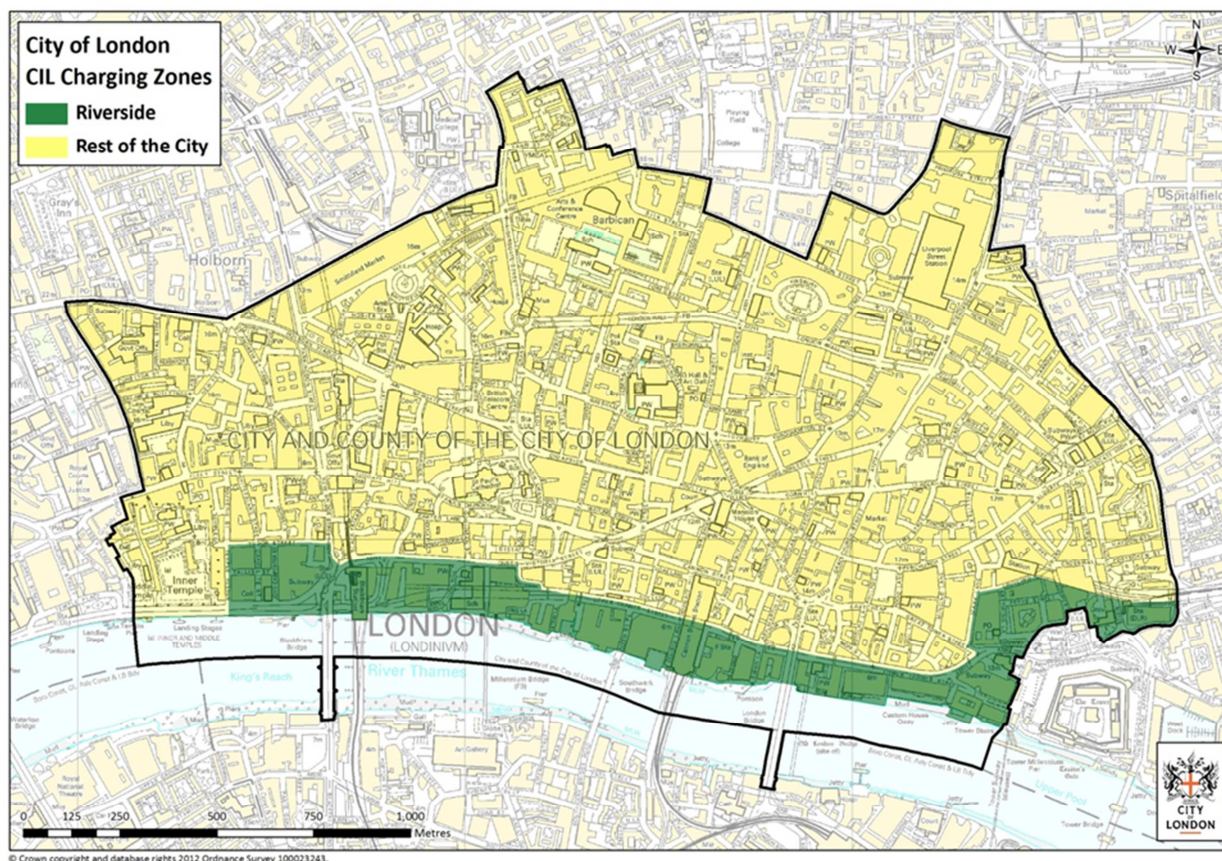
16. Following receipt of the consultants' recommendations, detailed discussions have taken place between the consultants, the Director of the Built Environment, the City Surveyor and the Chamberlain to determine the robustness of the recommendations and to consider the appropriate CIL

charge rate/s. These discussions have considered the role of CIL in generating income for future capital investment in infrastructure and the projected impact on development viability including the potential impact of the charge on the reputation of the City as a place which promotes growth and business development. Consideration has also been given to the need to retain scaled back City s106 planning obligations, principally to fund affordable housing provision and continued training and skills work in the City and City Fringe. The proposed CIL charge rates are considered to strike the required ‘appropriate balance’ between income generation for infrastructure and development viability.

17. The proposed City CIL charging schedule is summarised below and the more detailed proposed Preliminary Draft Charging Schedule for public consultation is attached as Appendix 1. The charges will apply City-wide except for the residential charges which will vary with location as defined in Figure 1.

Land Use	Zone	CIL Rate (£ per m²)
Offices	City-wide	£75
Residential	Riverside	£150
Residential	Rest of City	£95
Development used wholly or mainly for the provision of medical or health services, except the use of premises attached to the residence of the consultant or practitioner	City-wide	Nil
Development used wholly or mainly for the provision of education as a school or college under the Education Acts or as an institution of higher education	City-wide	Nil
All other uses	City-wide	£75

Figure 1: CIL Charging Zones



18. Nil rates for CIL are proposed for health and education related development, in line with the requirements in the Mayor's CIL. In addition, there are national exemptions from CIL for development by charities for charitable purposes and for social housing.

Types of Infrastructure to be funded by CIL

19. Alongside the CIL Charging Schedule, the City Corporation is required to publish on its website a list of the types, or specific pieces of infrastructure that will be funded through CIL – the Regulation 123 List. Appendix 2 sets out the proposed City of London Regulation 123 List. It identifies broad types of infrastructure to provide greater flexibility for how CIL is spent in the City. It is recommended that this list be published for consultation alongside the CIL Preliminary Draft Charging Schedule.
20. The City Corporation can update the Regulation 123 List in response to changing circumstances at any time, subject to the need to seek comments on these changes through public consultation.

Draft s106 Planning Obligations Supplementary Planning Document

21. CIL will provide potential funding for most types of infrastructure. However, funding for affordable housing and revenue funding, such as that

for training and skills initiatives, are excluded, as is site specific mitigation necessary to make a development acceptable in planning terms.

22. Therefore it is recommended that, alongside the City CIL, some s106 planning obligations should continue to be sought, through a revised s106 Planning Obligations Supplementary Planning Document (SPD), principally to deliver:
23. Affordable Housing. The London Plan accepts that the City is principally a commercial centre and allows an exemption from its policy requirement for mixed use development including housing in central London, provided that a contribution is made from commercial development in the City towards affordable housing elsewhere. It is recommended that a s106 contribution for affordable housing is retained, set at **£20 per square metre** (approximately the same rate as currently sought), in order to continue this contribution to London's affordable housing delivery.
24. The Core Strategy, policy CS21, also seeks contributions towards affordable housing from residential development in the City where there is a net increase of 10 or more dwellings on the site. Policy requires 30% of dwellings to be affordable on-site or, exceptionally, allows for a financial contribution equivalent to 60% off-site. This provision needs to be retained to ensure that private housing developments in the City continue to contribute to affordable housing delivery.
25. Training and Skills. As part of its wider engagement agenda with adjoining boroughs to spread the benefits of the City's commercial development and to provide job and training opportunities to residents in neighbouring boroughs, the City Corporation seeks financial contributions from commercial development towards the provision of training and skills initiatives in the City and City fringe. It is recommended that this s106 contribution be retained at a rate of **£3 per square metre** from both commercial and residential development.
26. It is recommended that the revised s106 Planning Obligations SPD be prepared alongside the CIL documents to provide clear information to the development industry on the total level of contributions that will be required in the City. An Issues and Options document outlining key elements of the proposed SPD has been prepared for consultation and is attached at Appendix 3. A full draft SPD will be prepared in light of any comments received and would then be subject to formal consultation alongside consultation on the CIL Draft Charging Schedule later in 2013. The draft SPD would then be submitted as evidence to the CIL public examination, and would be adopted at the same time as the CIL.

Mayoral CIL and Mayoral Planning Obligations

27. Regulations require that the City Corporation takes account of any Mayoral CIL rate when setting its own City CIL. In April 2012, the Mayor introduced a London-wide CIL to raise £300m towards the funding of Crossrail, charged at a rate in the City of £50 per square metre. This rate has been factored into the viability testing for the City CIL and will continue to be charged alongside the City CIL.
28. The Mayor has also adopted supplementary planning guidance outlining a planning obligations charge on office, retail and hotel development, principally in Central London, to raise an additional £300m towards Crossrail. Within the City, planning obligations are sought at a rate of £137 per square metre for offices, £88 per square metre for retail and £60 per square metre for hotels. The cost of the Mayor's planning obligations for Crossrail has also been built into the viability modelling for the City CIL.

Total Charge on Development and Individual Scheme Viability Testing

29. Taking account of the proposed City CIL charges, scaled back City planning obligations and Mayoral Crossrail charges, the potential combined charge on new office development (the principal development type) in the City would be (per square metre):

City CIL:	£75
City planning obligations:	£23
Mayoral CIL:	£50
Mayoral planning obligations:	£87 (£137-£50)
Total	£235

30. As set out in paragraph 13, the City's viability consultants consider that a total charge at this level would not adversely impact on general development viability in the City. Under CIL Regulations, CIL is a fixed statutory charge and cannot be reduced on the grounds of the impact on development viability. However, there is scope to negotiate on the s106 planning obligation liability, where an applicant can demonstrate that there would be an impact on individual scheme viability. For office development there would be a non-negotiable CIL charge (City + Mayoral) of £125 per square metre, and a negotiable s106 liability (City + Mayoral) of £110 per square metre.

Potential Income Generation

31. CIL will replace planning obligations as the principal means of delivering developer-funded capital investment. Assuming that the scale of City development projected in the Core Strategy comes forward at a steady annual rate over the period to 2026, then the potential average annual

income to the City Corporation from CIL and retained planning obligations could be in the region of £8m. This is a similar figure to the £8.5m average annual receipts from the existing approach to planning obligations during 2004-2012. In practice the annual income would fluctuate with the development cycle.

CIL Administration and Set-up costs

32. Regulations allow the City Corporation to retain up to 5% of the annual CIL charge to cover the costs of administration. Regulations also allow this administration charge to be rolled up for the first 3 years of the CIL to cover both initial set up costs and ongoing administration. Subject, therefore, to sufficient new floorspace being developed in the City, any staff and consultation costs incurred in establishing the CIL should be recoverable.

Annual Monitoring

33. Regulations require the City Corporation to report on an annual basis on CIL income, expenditure on infrastructure and retained CIL funds.

Timetable

34. The process for preparing a CIL is laid down in regulation and comprises two periods of public consultation, of at least 6 weeks, followed by a public examination before the CIL can be adopted. Regulations also place a limitation on the future pooling of contributions from planning obligations from 6th April 2014. To ensure that developer funding can continue to be pooled to deliver necessary infrastructure, it is important that the CIL is adopted before or soon after this date. The proposed timetable for progressing the City CIL is:
 - Consultation on Preliminary Draft Charging Schedule: Late March – Early May 2013
 - Consultation on Draft Charging Schedule: July – September 2013
 - Public Examination: November/December 2013
 - Adoption: March 2014
35. Following consultation on the Preliminary Draft Charging Schedule, there will be an opportunity to revise it to take account of comments received. Changes to the CIL will be brought back to Planning & Transportation and Policy & Resources Committees before the second round of consultation on the Draft Charging Schedule.

Strategic Environmental Assessment and Equalities Impact Assessment

36. Under Article 3(8) of the European Union's Strategic Environmental Assessment Directive, SEA is not required for financial or budget plans and programmes. Paragraph 20 of the DCLG Community Infrastructure Levy Guidance 2012 confirms that the CIL Charging Schedule is a financial document and therefore not subject to the requirement for environmental assessment.
37. An Equalities Impact Assessment has been undertaken which concludes that the CIL will, overall, have a positive impact on most City residents and workers.

Options

38. There is no requirement in regulation for the City Corporation to adopt a CIL. However, regulations prevent the pooling of 5 or more planning obligations to fund specific infrastructure from 6th April 2014. Failure to set a City CIL could therefore significantly impact on the capital funding available for infrastructure improvements. Therefore the City Corporation is justified in preparing for the operation of a City CIL.

Corporate & Strategic Implications

39. The preparation of a Community Infrastructure Levy for the City of London accords with the requirements of:
 - Corporate Plan vision to support and promote City as a world leader in international and financial business services.
 - Department of the Built Environment Business Plan 2012-2015, Key Performance Indicator PP1: Prepare City Community Infrastructure Levy (CIL) and the procedure for prioritising CIL spending.
 - Core Strategy policy CS4: Planning Contributions

Implications

40. Setting a City CIL will ensure that contributions from developers can continue to be pooled to fund capital investment in new infrastructure. CIL regulations allow for preparation and administrative costs to be met from CIL income and so the CIL process should be self-financing on an ongoing basis.
41. If CIL is set at a level which adversely impacts on the overall viability of development in the City, it could reduce the City's attractiveness as an office location and reduce the growth in new floorspace, impacting on the City's reputation and capital and revenue income. If CIL is set too low,

insufficient capital contributions are likely to be received to deliver necessary infrastructure projects. These risks have been mitigated through independent advice on viability and CIL rate setting. The two-stage consultation process and examination allow for refinement of CIL rates in response to comments received.

42. There are no legal issues arising from this report.

Conclusion

43. National CIL regulations will in 2014 restrict the City Corporation's ability to continue seeking developer planning obligations to contribute towards new infrastructure provision. A CIL Preliminary Draft Charging Schedule is proposed to ensure continuation of developer contributions. The proposed CIL rate has been informed by robust viability evidence provided by independent consultants, and takes account of Mayoral CIL and Mayoral planning obligations requirements to part fund Crossrail and the need to retain City planning obligations to fund affordable housing and skills and training initiatives. Agreement is sought for public consultation on the CIL Preliminary Draft Charging Schedule and the draft Issues and Options Planning Obligations SPD.

Background Papers:

Report to Planning & Transportation Committee, 13th December 2011 –
Response to DCLG Consultation on Revised Community Infrastructure Levy Regulations, Mayoral CIL and City CIL Updates

Appendices

Appendix 1: City of London Community Infrastructure Levy Preliminary Draft Charging Schedule

Appendix 2: City of London proposed Regulation 123 List

Appendix 3: Proposed City Planning Obligations Supplementary Planning Document Issues and Options

Contact:

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City of London

Community Infrastructure Levy

Preliminary Draft

Charging Schedule

February 2013



CONSULTATION

The City of London Corporation is consulting on the Community Infrastructure Levy Preliminary Draft Charging Schedule.

The Preliminary Draft Charging Schedule is supported by:

- A viability study undertaken by Gerald Eve LLP – Community Infrastructure Levy: Economic Viability Study, January 2013
- The Infrastructure Delivery Plan
- A Regulation 123 List
- Draft Planning Obligations Supplementary Planning Document - Issues and Options

Consultation on the CIL will be undertaken in accordance with the procedures set out in the Planning Act 2008, the Community Infrastructure Levy Regulations 2010 (as amended) and the requirements of the City Corporation's Statement of Community Involvement.

Copies of the documents are available:

- Online at: www.cityoflondon.gov.uk/
- From the Department of the Built Environment in the Guildhall (at the address given below).
- From public libraries in the City of London.

Please send any comments to:

The City Planning Officer
Department of the Built Environment
City of London
PO Box 270
Guildhall
London EC2P 2EJ
Email: localplan@cityoflondon.gov.uk

All comments will be made public. All those who comment will be informed when the Draft Charging Schedule is published.

If you would like to receive a copy of this publication in an alternative format such as Braille, large print, or audio tape, or would like to receive it in an alternative language, please contact the Development Plans Team on telephone number 020 7332 1710, minicom number 020 7332 3929 or email localplan@cityoflondon.gov.uk

যদি আপনি এই ডকুমেন্ট অন্য ভাষায় অনুবাদিত আকারে পেতে চান অথবা যদি আপনি এই তথ্য অন্য ফরমেটে পেতে চান, তাহলে আপনার নাম, ঠিকানা, প্রথম ভাষা এবং কোন ডকুমেন্ট আপনি পেতে আগ্রহী তা জানিয়ে নিম্নের ঠিকানায় লিখুন।

Further Information

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THE COMMUNITY INFRASTRUCTURE LEVY

1. The statutory power to charge the Community Infrastructure Levy (CIL) was introduced in the Planning Act 2008 and came into force on 6th April 2010. It is a statutory charge which is applied to most new development to help fund the infrastructure needed to support planned development in an area. It should be consistent with, and support, the implementation of the area's Development Plan. The 2008 Act, amended by the Localism Act 2011, provides the legislative basis for CIL. Detailed requirements for the setting and charging of CIL are set out in the Community Infrastructure Levy Regulations 2010, amended in 2011 and 2012, and statutory guidance issued by the Department for Communities and Local Government in December 2012.
2. CIL will be charged on most new development where there is an increase of more than 100 square metres (sqm) of new floorspace, or one new dwelling (irrespective of the increase in floorspace).
3. In London, the City Corporation and the 32 London Boroughs are designated CIL Charging Authorities, as is the Mayor of London (in respect of strategic transport infrastructure). The City Corporation and London Boroughs are responsible for the collection of the Mayoral CIL.

CIL Rate Setting Process

4. CIL regulations and statutory guidance issued by the Department for Communities and Local Government specify the process that Charging Authorities must follow when setting a CIL.
5. Charging Authorities are required to set a rate which does not put at serious risk the overall development of their area. Charging Authorities should use evidence to strike what appears to them to be an appropriate balance between the desirability of funding infrastructure through CIL and the potential effects (taken as a whole) of the levy on the economic viability of development across their area, when considered alongside the Mayoral CIL (in London) and any scaled back s106 planning obligations.
6. In setting a CIL, Charging Authorities are required to identify the total infrastructure funding gap that the levy is intended to support, having taken account of other sources of available funding. They should use the infrastructure planning that underpinned their development plan to identify the types of infrastructure that are likely to be funded through CIL and provide this evidence at the public examination into CIL. In order to provide flexibility to respond to changing circumstances, Charging Authorities may spend CIL funds on different projects from those identified during the rate setting process.

Economic Viability

7. Charging Authorities are required to prepare evidence of the impact of their proposed CIL on the economic viability of development across their area and not in relation to individual developments, and then to demonstrate to an independent examiner that an appropriate balance has been struck.

Differential Rates

8. Charging Authorities may set differential CIL rates where they can be justified by economic viability evidence. Rates can be varied according to different types of development, or locations within an area, where this is supported by the viability assessment.

CIL Setting Procedure

9. Charging Authorities must set out their CIL rate in a Charging Schedule. The process for preparing a Charging Schedule is similar to that for a development plan and involves the following stages:
 - Consultation on preliminary draft charging schedule
 - Consultation on a draft charging schedule
 - Public examination
 - Adoption and implementation
10. Statutory guidance recommends that the consultation should be for a minimum 6 week period.
11. The City of London Corporation is currently at the first stage in this process and this consultation seeks views on the City's Preliminary Draft Charging Schedule. Consultation on the Draft Charging Schedule is expected to take place in summer 2013, a public examination is expected later in 2013 and adoption of the CIL in early 2014.

Liability to Pay CIL

12. The development of most buildings that people normally use will be liable to pay CIL. Buildings into which people do not normally go, or go into intermittently for the maintenance or inspection of plant or machinery, are not liable.
13. CIL is only charged on the net increase in floorspace in development (measured by the Gross Internal Area), where there is an increase in floorspace of 100 sqm or more of gross internal space, or where development results in the creation of one or more dwellings (even where the uplift in floorspace is less than 100 sqm).
14. When calculating the CIL charge, the gross internal floorspace of any buildings to be demolished on the site will be deducted from the liability, where the building has been in continuous lawful use for at least 6 months in the 12 months prior to development being permitted.
15. CIL will be charged on development which requires planning consent and exceeds the size thresholds set out in paragraph 13 above, including those developments granted consent through the General Permitted Development Order, any local planning order, or any neighbourhood development order.
16. CIL in the City of London will be charged and collected by the City of London Corporation (the Charging Authority). The City Corporation also collects the Mayoral CIL payable on developments in the City on behalf of the Mayor.

17. CIL charges become due from the date of commencement of development. As soon as practicable after planning permission has been granted, the City Corporation will issue a **Liability Notice** setting out the amount of CIL to be paid, the payment procedure and the consequences of not paying. The developer must then submit a **Commencement Notice** to the City Corporation giving notice of the intended commencement date. The City Corporation will then issue a **Demand Notice** setting out the required CIL payment and payment terms. Payment is normally due 60 days after commencement. The CIL charge will be registered as a Local Land Charge.
18. The responsibility for payment of CIL runs with the ownership of land. Regulations define ownership as a person with a 'material interest' in the land, i.e. owners of freeholds or owners of leaseholds than run for more than 7 years from the date of permission. In many cases it will be the developer rather than the landowner who assumes liability to pay the CIL.

Relief from CIL

19. Regulations give statutory relief from CIL for:
 - charities where the chargeable development is to be used wholly or mainly for charitable purposes;
 - social housing development.
20. Clawback procedures are set out requiring the repayment of relief if the development ceases to fall within the above categories within 7 years of commencement.

In-kind Payments

21. Regulations allow Charging Authorities to accept transfers of land as a payment in kind for the whole or a part of the levy, but only where the land will be used to provide infrastructure.

Exceptional Circumstances

22. Regulations allow for relief from CIL in exceptional circumstances, but only where a Charging Authority has made such relief available in its area and:
 - a s106 agreement has been entered into in respect of the planning permission which permits the chargeable development;
 - the Charging Authority considers that the cost of complying with the s106 is greater than the CIL charge;
 - the Charging Authority considers that payment of the full CIL charge would have an unacceptable impact on economic viability of the development; and
 - the Charging Authority is satisfied that relief from CIL would not constitute notifiable state aid.
23. Given the scope within regulation to adjust s106 planning obligations in response to concerns over the impact on development viability, it is unlikely that any CIL exemption would be necessary in the City of London.

Enforcement

24. Regulations set out a range of measures that Collecting and Charging Authorities may take to ensure the payment of CIL, including surcharges on late payments and stop notices. The ultimate sanction is to seek a court's consent to seize assets or committal to prison.

Section 106 Planning Obligations

25. CIL is intended to replace much of the planning obligations mechanism for the funding of infrastructure, set out in section 106 of the Town and Country Planning Act 1990. Regulations prevent the double charging of CIL and s106 to fund the same piece of infrastructure. To reflect the changed approach, s106 planning obligations have been scaled back to cover:
- site specific mitigation, necessary to make a development acceptable in planning terms;
 - affordable housing;
 - contributions to revenue projects, including training and skills provision;
 - non-financial requirements arising from the development plan.
26. Regulations limit the pooling of planning obligations towards infrastructure that is capable of being funded through CIL. From 6th April 2014, or the adoption of a CIL (whichever is the sooner), the pooling of 5 or more separate planning obligations to fund a specific piece of infrastructure will not be permitted. The exception to this pooling arrangement is s106 planning obligation contributions towards the cost of Crossrail under the Mayor of London's Crossrail s106 Supplementary Planning Guidance.
27. To ensure that CIL and s106 are not used to fund the same items of infrastructure, a Charging Authority is required to publish on its website a list of projects or types of infrastructure that it intends to fund wholly or partly through CIL – the **Regulation 123 List**. This list must be submitted as evidence to the CIL public examination, alongside proposals for the scaling back of existing s106 planning obligations. The Regulation 123 List can be updated as circumstances change without any requirement to update the CIL charge. Any changes to the list must be subject to public consultation.

Mayoral CIL and s106 Planning Obligations

28. Under the Planning Act 2008, the Mayor of London has the ability to set a Mayoral CIL in addition to the City Corporation and the London boroughs. In accordance with CIL Regulation 14(3) the City Corporation and the boroughs are required to take the Mayoral CIL into account when setting their own CIL rates.
29. The Mayor has set a London-wide Mayoral CIL to raise £300m as a contribution towards the funding of Crossrail. In the City this Mayoral CIL is charged at a rate of £50 per sqm.
30. The Mayor has also adopted s106 Planning Obligations Supplementary Planning Guidance for Crossrail, which requires additional s106 planning obligations contributions to raise a further £300m towards the cost of the Crossrail project.

Within the City of London, the Mayoral Crossrail SPG seeks contributions from development at a rate of:

- £137 per sqm for offices
- £88 per sqm for retail development
- £60 per sqm for hotels

31. Although regulations allow the Mayor to charge both Mayoral s106 and Mayoral CIL on the same development, to avoid making unreasonable demands on developers the Mayor has given a commitment to not double charge CIL and s106 on the same development. Mayoral CIL payments are treated as a credit towards any payment sought under Mayoral s106 where the Mayoral CIL charge is less than the Mayoral s106 charge. Where the Mayoral s106 charge is less than Mayoral CIL, the Mayor will not seek a Mayoral s106 contribution. The effect is that the total Crossrail contribution will be equivalent to the greater of the Mayoral s106 or Mayoral CIL payment.

Administration Charges

32. Regulations allow both Charging and Collecting Authorities to retain a proportion of the CIL charge to cover the costs of administration of the charge. Charging Authorities are permitted to retain up to 5% of the CIL collected in any one year to cover administration costs. In the case of the Mayoral CIL, the City Corporation and London boroughs may retain up to 4% of the CIL, whilst the Mayor will retain up to 1%.

INFRASTRUCTURE NEEDS IN THE CITY OF LONDON

33. The City of London Core Strategy 2011 set out plans for the future development of the City up to 2026 and beyond. Its key objective is to ensure that the City remains the world's leading financial and business services centre. Despite the low economic growth conditions of recent years, the City is expected to see renewed economic, employment and population growth in the medium term. The overall scale and phasing of development anticipated in the City over the period to 2026 is set out in Table 1:

Table 1: Indicative scale and phasing of growth 2011-2026

Land Use	2011-2016	2016-2021	2021-2026	Total 2011-2026
Offices	650,000m ²	250,000m ²	250,000m ²	1,150,000m²
Retail (A1-A5)	52,000m ² *	44,000m ²	40,000m ²	136,000m²
Housing	667 units	430 units	550 units	1,647 units

*Retail figures relate to 2009-2016 period

34. The City Corporation is preparing a Local Plan for the City of London which will combine the Core Strategy with more detailed development management policies. The draft Local Plan was subject to public consultation for 8 weeks between January and March 2013.

35. The Core Strategy (and future Local Plan) is supported by an Infrastructure Delivery Plan (IDP) which sets out the key elements of infrastructure necessary to support planned development. It has considered a range of infrastructure needs covering: energy and pipe subways, communications and IT, water resources and waste water, flood risk minimisation, waste management, transport and public realm improvements, open spaces, social and community provision, e.g. education, health provision and supported housing, and emergency services.
36. The IDP has been kept under review and been updated in light of emerging infrastructure requirements and particularly changes in the national and regional funding climate.
37. Table 2 summarises the broad items of infrastructure needed to support growth in the City up to 2026, the estimated costs of delivering this infrastructure, funding already secured or anticipated and the residual cost which may be funded in part through CIL. The full IDP is available on the City Corporation's website.

Table 2: Infrastructure Delivery Plan Summary

Type of Infrastructure	Cost	Funding Secured	Funding Gap	Timescale
Public realm enhancement strategies	£113.6m	£48.2m	£65.5m	2011-2026
Pipe subways	£50m - £70m	£0	£50m - £70m	Post 2016
Community facilities and supported housing	£34m	£3m	£31m	Unknown
Open space enhancement	£12.7m	£0	£12.7m	2011-2026
Education	£10m	£0	£10m	Unknown
Healthcare	£6m	£0	£6m	Unknown
Emergency services	£1.2m	£0	£1.2m	2011-2016
Play space	£170,000	£0	£170,000	Unknown
Flood risk alleviation	£40,000	£40,000	£0	2011-2016
TOTAL	£247.7m	£51.2m	£196.5m	

38. CIL is not intended to replace mainstream service funding, or meet in full the cost of delivering necessary infrastructure, but is intended to help reduce the potential funding gap.
39. CIL rate setting has to have regard to the implications of the levy on the economic viability of development and should strike an appropriate balance between raising funds for investment in infrastructure and ensuring that development continues to come forward. As a result, it is unlikely that the City CIL will provide the sufficient funding to deliver all the identified infrastructure.
40. The IDP identifies key elements of infrastructure necessary to implement the City's Core Strategy and emerging Local Plan in full and the identified funding

gap justifies the use of CIL to help bridge that gap. The IDP and Table 2 above do not represent a list of CIL spending priorities. These priorities will be set by the City Corporation having regard to service delivery and corporate priorities, national service standards, central Government funding allocations, the infrastructure needs identified in the IDP and the availability of other funding sources and opportunities. The City Corporation will develop a specific procedure for the governance and the spending of CIL receipts in accordance with its spending priorities to be published on its website.

41. In line with the regulations, the City Corporation will also use s106 planning obligations to mitigate the impact of development to ensure it is acceptable in planning terms, to ensure continued funding for affordable housing (from both commercial and residential schemes) and training and skills provision in the City and City fringe, and to deliver non-financial requirements, such as the City's Local Procurement Initiative. S106 planning obligations requirements will be set out in a Planning Obligations Supplementary Planning Document which will be progressed alongside the CIL. An Issues and Options consultation for this draft SPD is being undertaken alongside this Preliminary Draft Charging Schedule Consultation, to provide clarity on the combined impact of CIL and s106 planning obligations.

CITY OF LONDON S106 PLANNING OBLIGATIONS SUPPLEMENTARY PLANNING GUIDANCE

42. The City Corporation currently seeks developer funded contributions towards infrastructure provision through its 2004 Planning Obligations Supplementary Planning Guidance (SPG). The SPG seeks contributions at a rate of £70 per square metre on commercial development, where there is 10,000 square metres gross total floorspace and an uplift of at least 2,000 square metres. The £70 is normally distributed according to City Corporation priorities as follows: 50% local community facilities and the environment, 30% affordable housing, 15% transport improvements and 5% training and skills initiatives in the City and City fringe.
43. Affordable housing contributions are also sought from residential development, in line with adopted Core Strategy policy CS21, at a rate of 30% of the residential development on-site, or exceptionally an off-site commuted sum equivalent to 60% of the development.
44. At 31st March 2012, a total of 74 s106 obligations had been signed, with a total potential value of £116.1m. Payments are triggered by development proceeding and at that date £68.3m had been received. Table 3 sets out the split in received s106 monies and variance from the SPG indicative percentages:

Table 3: s106 receipts by infrastructure category at 31st March 2012

SPG Category	Total Value £m	Total Value %	SPG %	Difference %
Local Community Facilities and the Environment	29.7	43	50	-7
Affordable Housing	21.3	31	30	+1
Transportation Improvements	14.8	22	15	+7
Training and Skills	2.5	4	5	-1
Total	68.3	100	100	0

VIABILITY APPRAISAL

45. The City Corporation commissioned Gerald Eve to undertake an area-wide viability study to look at the potential impact of CIL on the viability of development within the City. Gerald Eve were asked to:
- provide advice on an appropriate range of potential CIL rates and their impact on development viability;
 - advise on the potential for differential rates of CIL for different land uses and different areas of the City;
 - engage with active developers, investors, property agents and landowners.
46. The following paragraphs summarise the methodology and key findings from the viability study. The proposed CIL rates are set out in the proposed Preliminary Draft CIL Charging Schedule. A full copy of the viability study is available on the City Corporation's website at www.cityoflondon.gov.uk/xxxx
47. A key element of the study was a requirement to liaise closely with the development industry, landowners, investors and agents within, or with interests in, the City to provide an opportunity to input into the methodology, provide information on City specific costs and values and to provide feedback on initial outcomes. The aim has been to ensure, as far as is possible, a widespread acceptance of the viability information prior to the rate setting process. This has been delivered through a series of stakeholder workshops, meetings with individual stakeholders and through questionnaires.
48. The consultants have adopted a bespoke residual valuation model to test the viability of the potential CIL, in line with best practice guidance issued by the Royal Institution of Chartered Surveyors (August 2012) and the Local Housing Delivery Group (June 2012). Due to the complexity of the City development market, outputs from the modelling have been assessed in terms of development return, rather than residual land value.
49. In modelling the potential impact of CIL on development, the consultants have looked at approximately 150 proxy development sites, identified on the basis of completed developments and outstanding permissions in the City over the past 10 years. These proxy sites were then assessed in terms of current day values and costs, taking on board variations in rents and land values across the City, including voids and rent free periods. Assumptions were made about future

values and costs based on an average of expert commentator growth assumptions.

50. The modelling assumes that development is both policy compliant with respect to the adopted Core Strategy and emerging Local Plan and the London Plan, and is constructed to a high standard. It assumes that the Mayoral CIL and Mayoral Crossrail s106 and City of London s106 requirements, including site specific mitigation, will continue to be delivered. The contribution rates assumed for modelling purposes are set out in Table 4:

Table 4: Assumed levels of planning contributions in CIL modelling

Other Types of Contribution Assumed	Rate (per sqm)
Mayoral CIL to part fund Crossrail	£50
Mayoral s106 to part fund Crossrail	£137 offices; £88 retail; £60 hotels (discounted to allow for Mayoral CIL liability)
City s106 for affordable housing from commercial development	£21
City s106 for training and skills provision	£3.50
City s106 for affordable housing from residential development	30% on-site or 60% off-site
City s106/s278 for site specific mitigation	Site specific

51. The modelling has assumed implementation of CIL rates over a period of approximately 5 years before review. This reflects the greater uncertainty when projecting values and costs and development trends further ahead. It also coincides with the expected completion date for Crossrail, at which point the existing Mayoral CIL and Mayoral s106 may cease to be applied for Crossrail funding purposes.
52. The key findings from the viability study are:
- the City is a highly dense area of development, dominated by offices reflecting its world financial centre status, whilst having a unique setting defined by its historical location and constraints on development;
 - the stakeholder consultations supported a single CIL rate across the City with commensurate longevity to create the certainty that is essential for continued investment;
 - office returns can exhibit high levels of volatility during the market cycle. Returns vary but not significantly in an area-wide context;
 - high land values are intrinsic to the City with underlying asset value levels a key to investor confidence in bringing forward development;
 - other commercial uses such as hotels and retail (and uses such as student accommodation) are a fraction of overall development and a separate CIL rate is not considered appropriate;
 - residential is an “emerging” market in the City, with prices comparable to prime central London and with commensurate international market interest;
 - residential in riverside locations can give rise to super and ultra prime levels and are therefore capable of sustaining a differential CIL rate to that of prime residential which is more akin to commercial capital value levels.

53. The consultants have recommended that a single rate of CIL be adopted for commercial land uses across the City. A single rate is also recommended for residential development, with the exception of development on the riverside, where the economics of development support a higher rate of CIL. The consultant's recommendations are in the form of a range of CIL rates. Their report indicates that setting CIL rates within these ranges will not adversely impact on the viability of development across the City or prejudice the achievement of the floorspace targets in the City's Core Strategy and emerging Local Plan.

MONITORING AND REVIEW

54. In accordance with the regulations, the City Corporation will report annually, by 31st December, on:
- the total CIL receipts in each financial year;
 - the total CIL expenditure in each financial year;
 - summary details of CIL expenditure in each financial year;
 - the total amount of CIL receipts retained at the end of each financial year.
55. Annual reporting will also be undertaken to show total s106 receipts and spend for both Mayoral and City Corporation priorities.
56. The City Corporation will monitor both the City CIL and s106 requirements to ensure that the combination of the City and Mayoral CIL and City and Mayoral s106 does not have an adverse impact on the general viability of development in the City. Unless monitoring suggests that an interim review is needed the City Corporation will review City CIL and s106 rates during 2018/19.
57. Where the viability of an individual development is adversely impacted by a combination of the City and Mayoral CIL and City and Mayoral s106 planning obligations, as demonstrated by a site specific viability appraisal, the City Corporation will consider the scope to reduce either, or both, the City s106 and Mayoral s106 requirements to improve scheme viability.

PROPOSED PRELIMINARY DRAFT CIL CHARGING SCHEDULE

The Charging Authority

The City of London Corporation is a charging authority for the Community Infrastructure Levy for the purposes of Part 11 of the Planning Act 2008 (as amended).

Schedule of Rates

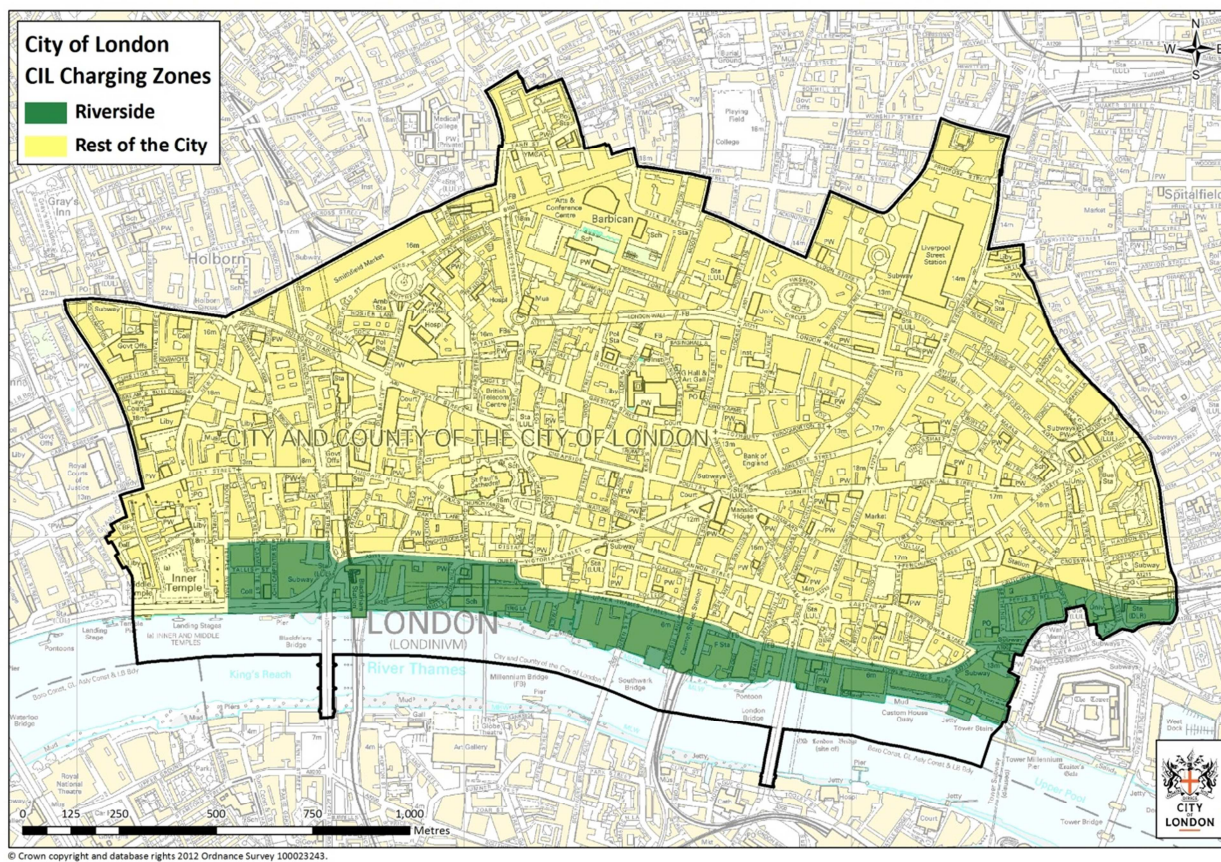
The City of London Corporation proposes to charge CIL in respect of development in the City of London at the following rates (expressed as pounds per square metre net additional floorspace, gross internal area):

Table 1: City of London CIL Charging Zones and Rates

Land Use	Zone	CIL Rate (£ per m ²)
Offices	City-wide	£75
Residential	Riverside	£150
Residential	Rest of City	£95
Development used wholly or mainly for the provision of medical or health services, except the use of premises attached to the residence of the consultant or practitioner	City-wide	Nil
Development used wholly or mainly for the provision of education as a school or college under the Education Acts or as an institution of higher education	City-wide	Nil
All other uses	City-wide	£75

Relevant zones are shown on the CIL Charging Zones Map.

Figure 1: CIL Charging Zones



The amount to be charged for each development will be calculated in accordance with Regulation 40 of the Community Infrastructure Levy Regulations 2010 (as amended). For the purposes of the formulae in paragraphs (5) and (6) of Regulation 40 (set out in Annex 1), the relevant rate (R) is the rate for each charging zone shown in Table 1.

As set out in Part 5 of the Community Infrastructure Levy Regulations 2010 (as amended), the above CIL rates shall be tied to the Royal Institution of Chartered Surveyors "All In Tender Price Index"; the rate of CIL charged will therefore alter depending on the year planning permission for the chargeable development is first granted.

Scope of CIL

CIL will be chargeable on the net additional floorspace (gross internal area) of all new development apart from those exempt under Part 6 of the Community Infrastructure Levy Regulations 2010 (as amended). Those exempt from the charge are as follows:

- developments where the gross internal area of new build on the relevant land will be less than 100 square metres (does not apply where development will comprise one or more dwellings);

- buildings into which people do not normally go, or go into only intermittently for the purpose of inspecting or maintaining fixed plant or machinery;
- buildings owned by charities and used wholly or mainly for a charitable purpose*;
- those parts of a development used for social housing*.

*Applications for charitable or social housing relief must be submitted to the City Corporation in accordance with Part 6 of the Community Infrastructure Levy Regulations 2010 (as amended).

Discretionary relief

Part 6 of the Community Infrastructure Levy Regulations 2010 (as amended) provides for discretionary relief from CIL for exceptional circumstances. The proposed CIL rates in this charging schedule have been informed by a detailed viability study, which has demonstrated that a combination of the CIL, s106 planning obligations and reasonable site specific mitigation should not have an adverse impact on the general viability of development across the City. Where issues of viability arise and are supported by a verified viability appraisal, the City Corporation will consider the potential for reductions in both City and Mayoral s106 planning obligations. The City Corporation does not therefore propose to offer any other discretionary or exceptional relief from CIL. If there is a more general issue over viability then that will be addressed through monitoring and review of the CIL rates.

Payment Instalments

In accordance with Regulation 70 of the Community Infrastructure Levy Regulations 2010 (as amended), payment of the City and Mayoral CIL should be made in full at the end of a period of 60 days from the intended date of commencement, or in accordance with any instalment policy which is applied by the Mayor.

Mayoral CIL

In accordance with Regulation 10 of the Community Infrastructure Levy Regulations 2010 (as amended), the City Corporation is a collecting authority for the Mayoral CIL. This is currently set at a level of £50 per square metre and will be levied in addition to the proposed City of London CIL rates.

Statutory Compliance

This Charging Schedule has been issued, approved and published in accordance with the Community Infrastructure Levy Regulations 2010 (as amended) and Part 11 of the Planning Act 2008.

This Schedule was approved by the Court of Common Council of the Mayor and Commonalty and Citizens of the City of London on

This Schedule takes effect on

Annex 1

Extract from the Community Infrastructure Levy Regulations 2010 (as amended)

Calculation of chargeable amount

- 40.—(1) The collecting authority must calculate the amount of CIL payable (“chargeable amount”) in respect of a chargeable development in accordance with this regulation.
- (2) The chargeable amount is an amount equal to the aggregate of the amounts of CIL chargeable at each of the relevant rates.
- (3) But where that amount is less than £50 the chargeable amount is deemed to be zero.
- (4) The relevant rates are the rates at which CIL is chargeable in respect of the chargeable development taken from the charging schedules which are in effect—
- (a) at the time planning permission first permits the chargeable development; and
- (b) in the area in which the chargeable development will be situated.
- (5) The amount of CIL chargeable at a given relevant rate (R) must be calculated by applying the following formula—

$$\frac{R \times A \times I_P}{I_C}$$

where—

A = the deemed net area chargeable at rate R;

I_P = the index figure for the year in which planning permission was granted; and

I_C = the index figure for the year in which the charging schedule containing rate R took effect.

- (6) The value of A in paragraph (5) must be calculated by applying the following formula—

$$G_R - K_R - \left(\frac{G_R \times E}{G} \right)$$

where—

G = the gross internal area of the chargeable development;

G_R = the gross internal area of the part of the development chargeable at rate R;

E = an amount equal to the aggregate of the gross internal areas of all buildings which—

(a) on the day planning permission first permits the chargeable development, are situated on the relevant land and in lawful use; and

(b) are to be demolished before completion of the chargeable development; and

K_R = an amount equal to the aggregate of the gross internal area of all buildings (excluding any new build) on completion of the chargeable development which—

(a) on the day planning permission first permits the chargeable development, are situated on the relevant land and in lawful use;

(b) will be part of the chargeable development upon completion; and

(c) will be chargeable at rate R.

(7) The index referred to in paragraph (5) is the national All-in Tender Price Index published from time to time by the Building Cost Information Service of the Royal Institution of Chartered Surveyors; and the figure for a given year is the figure for 1st November of the preceding year.

(8) But in the event that the All-in Tender Price Index ceases to be published, the index referred to in paragraph (5) is the retail prices index; and the figure for a given year is the figure for November of the preceding year.

(9) Where the collecting authority does not have sufficient information, or information of sufficient quality, to enable it to establish—

(a) the gross internal area of a building situated on the relevant land; or

(b) whether a building situated on the relevant land is in lawful use,
the collecting authority may deem the gross internal area of the building to be zero.

(10) For the purposes of this regulation a building is in use if a part of that building has been in use for a continuous period of at least six months within the period of 12 months ending on the day planning permission first permits the chargeable development.

(11) In this regulation “building” does not include—

(a) a building into which people do not normally go;

(b) a building into which people go only intermittently for the purpose of maintaining or inspecting machinery; or

(c) a building for which planning permission was granted for a limited period.

CITY OF LONDON COMMUNITY INFRASTRUCTURE LEVY

DRAFT REGULATION 123 LIST

Infrastructure to be funded by CIL

Flood defence and flood risk alleviation
Pipe subways
Decentralised energy facilities
Transport improvements
Public realm enhancement
Education facilities
Publicly accessible open space, sports and recreation facilities
Play space facilities
Public health care facilities
Community facilities
Emergency services facilities

Unless the need for specific infrastructure contributions arises directly from fewer than five developments, where section 106 planning obligations arrangements may continue to apply if the infrastructure is required to make the development acceptable in planning terms.



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Committee: Policy & Resources	Date: 22 March 2013
Subject: Consultation on City of London Community Infrastructure Levy Preliminary Draft Charging Schedule and draft Issues and Options Planning Obligations Supplementary Planning Document – Additional Information: Appendix 3 draft Planning Obligations SPD	Public
Report of: Director of the Built Environment	For Decision
<p style="text-align: center;"><u>Summary</u></p> <p>The Planning & Transportation Committee on 26th February 2013 considered a report on the CIL Preliminary Draft Charging Schedule and draft Issues and Options Supplementary Planning Document. Since consideration by the Committee, and at the request of the Comptroller and City Solicitor, a number of non-material changes have been made to Appendix 3: draft Issues and Options Supplementary Planning Document.</p> <p>A revised version of Appendix 3 is attached to this report for the Committee’s consideration. This replaces the Appendix 3 considered by the Planning & Transportation Committee, with additional text highlighted in underlined italics.</p> <p>The proposed changes add a number of requirements for s106 planning obligations that the City Corporation intend to seek. These are not additional requirements, but represent the existing range of obligations that the City Corporation currently seek through the s106 planning obligations process. Inclusion within the draft SPD for consultation will ensure consistency with the range of current obligations sought and avoid any confusion or suggestion that the City Corporation is intending to make any change other than those identified in the draft document.</p> <p>Recommendations</p> <p>That the additional information included in Appendix 3 be incorporated into the proposed draft Issues and Options s106 Planning Obligations Supplementary Planning Document for public consultation.</p>	

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City of London

Draft Planning Obligations Supplementary Planning Document

Issues and Options Consultation Paper

February 2013



CONSULTATION

The City of London Corporation is consulting on Issues and Options for a Planning Obligations Supplementary Planning Document.

This consultation is being undertaken alongside consultation on the City's Community Infrastructure Levy Preliminary Draft Charging Schedule.

Consultation will be undertaken in accordance with the procedures set out in The Town and Country Planning (Local Planning) (England) Regulations 2012 and the requirements of the City Corporation's Statement of Community Involvement.

Copies of the documents are available:

- Online at: www.cityoflondon.gov.uk/
- From the Department of the Built Environment in the Guildhall (at the address given below).
- From public libraries in the City of London.

Please send any comments to:

The City Planning Officer
Department of the Built Environment
City of London
PO Box 270
Guildhall
London EC2P 2EJ
Email: localplan@cityoflondon.gov.uk

All comments will be made public. All those who comment will be informed when the Draft Planning Obligations SPD is published.

If you would like to receive a copy of this publication in an alternative format such as Braille, large print, or audio tape, or would like to receive it in an alternative language, please contact the Development Plans Team on telephone number 020 7332 1710, minicom number 020 7332 3929 or email localplan@cityoflondon.gov.uk

যদি আপনি এই ডকুমেন্ট অন্য ভাষায় অনুবাদিত আকারে পেতে চান অথবা যদি আপনি এই তথ্য অন্য ফরমেটে পেতে চান, তাহলে আপনার নাম, ঠিকানা, প্রথম ভাষা এবং কোন ডকুমেন্ট আপনি পেতে আগ্রহী তা জানিয়ে নিম্নের ঠিকানায় লিখুন।

Further Information

If you would like further information about this document, please contact:

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INTRODUCTION

1. The legislative basis for s106 planning obligations is contained within the Town and Country Planning Act 1990. The Community Infrastructure Levy Regulations 2010 (as amended) set out three statutory tests for the use of planning obligations, indicating that (Regulation 122):

“A planning obligation may only constitute a reason for granting planning permission for the development if the obligation is-

- (a) necessary to make the development acceptable in planning terms;
- (b) directly related to the development; and
- (c) fairly and reasonably related in scale and kind to the development.”

2. Regulation 123 further indicates that, from 6th April 2014, or the adoption of a Community Infrastructure Levy (whichever is sooner), the pooling of contributions from five or more planning obligations towards a specific type or piece of infrastructure will not be permitted. From this date, the Community Infrastructure Levy will be the principal means of generating developer contributions towards new infrastructure provision.
3. A broad definition of infrastructure, for the purposes of CIL funding is set out in the Planning Act 2008 (section 216(2)) and includes:
 - (a) roads and other transport facilities,
 - (b) flood defences,
 - (c) schools and other educational facilities,
 - (d) medical facilities,
 - (e) sporting and recreational facilities,
 - (f) open spaces.
4. CIL Regulation 63 amends specifically excludes the use of CIL to fund affordable housing, which will continue to be funded through s106 planning obligations.
5. CIL is intended to fund the provision, improvement, replacement, operation or maintenance of capital infrastructure. It is not intended to provide a means of funding revenue projects which are currently funded via s106, e.g. support for training and skills activities. Such projects will continue to be funded via s106.
6. Site specific mitigation to make a development acceptable in planning terms will also continue to be provided through s106 planning obligations.

CITY OF LONDON S106 PLANNING OBLIGATIONS SUPPLEMENTARY PLANNING GUIDANCE 2004

7. The City Corporation adopted Supplementary Planning Guidance (SPG) on Planning Obligations in June 2004. This outlined the City's approach to the negotiation of s106 planning obligations to deliver the planning vision set out in the Unitary Development Plan (UDP) 2002. The local policy framework for planning obligations has been updated with the adoption of the City of London Core Strategy in 2011. Policy CS4 sets out the justification for continued s106 planning obligations and identifies the City's infrastructure priorities. Although the SPG relates specifically to the UDP, it remains a material consideration to which the City Corporation will have regard when determining planning applications.

Core Strategy Policy CS4: Planning Contributions

To manage the impact of development, seeking appropriate contributions, having regard to the impact of the contributions on the viability of development, by:

1. Requiring contributions on or off site, in kind, or through financial contributions, which address the City of London's priorities, including:

- (i) local community facilities;
- (ii) environmental improvements, including street scene improvements;
- (iii) measures to adapt to climate change or mitigate its impacts;
- (iv) affordable housing delivery;
- (v) transport infrastructure and service improvements;
- (vi) training, skills provision and local procurement in the City and City Fringe.

2. Requiring qualifying development to make an additional contribution to meeting the costs of Crossrail construction in accordance with the provisions of the London Plan.

8. The SPG sets an indicative size threshold for planning obligations from commercial development of 10,000m² gross total floorspace provided that there is also a floorspace increase of 2,000m² gross or more. Contributions are sought on qualifying schemes at a rate of £70 per m².
9. The SPG identifies the City Corporation's general priorities for planning obligations, setting out an average distribution of planning obligations benefits that is expected:

Type of Benefit	Average Distribution of Planning Obligations
Local community facilities and the environment	50%
Affordable housing provision	30%
Transport improvements	15%
Training and skills provision in the City and City fringe	5%

10. For affordable housing, the Core Strategy, policy CS21 Housing, sets a threshold of a net increase of 10 or more dwellings. For qualifying development provision of 30% on-site affordable housing or 60% off-site equivalent is required. Commuted sum payments are currently based on £151,584 per unit.

CITY OF LONDON COMMUNITY INFRASTRUCTURE LEVY

11. The City Corporation is preparing a Community Infrastructure Levy (CIL) to replace much of the infrastructure funding mechanism currently provided through s106 planning obligations. A Preliminary Draft Charging Schedule has been prepared setting out the proposed level of the CIL, with an accompanying Regulation 123 list identifying the types of infrastructure that the City will seek to fund through CIL.

NEED FOR PLANNING OBLIGATIONS SUPPLEMENTARY PLANNING DOCUMENT

12. In line with the legislative and regulatory requirements underpinning CIL and s106 planning obligations, the CIL is not able to address developer contributions towards:
- affordable housing
 - revenue contributions, e.g. for training and skills provision and related initiatives
13. These elements will continue to be funded through s106 planning obligations, alongside any site specific mitigation measures necessary to make a development acceptable in planning terms.
14. Statutory CIL guidance, issued by the Department for Communities and Local Government in December 2012, states (paragraph 87):
- “When a charging authority introduces the Community Infrastructure Levy, section 106 requirements should be scaled back to those matters that are directly related to a specific site, and are not set out in a regulation 123 list. For transparency, charging authorities should have set out at examination how their section 106 policies will be varied ...”
15. This Issues and Options Paper outlines the City Corporation’s proposals for a retained s106 planning obligations approach. It is being issued for consultation

alongside the City's Preliminary Draft Charging Schedule to ensure that the development industry and others have a clear view on the likely combined level of City CIL and s106 planning obligations that they will have to meet to ensure that proposed development is acceptable and makes a reasonable contribution to the infrastructure needs of the City.

16. Following this consultation, a full draft Planning Obligations Supplementary Planning Document will be prepared for consultation. This will be consulted upon alongside the CIL Draft Charging Schedule and will be available to inform the CIL Public Examination later in 2013. The Supplementary Planning Document will be adopted alongside the City of London CIL in early 2014.

SCOPE OF PLANNING OBLIGATIONS

17. To address the limitations imposed by the CIL Regulations, s106 planning obligations in the City will be scaled back and used to seek financial and non-financial obligations as set out below:

Financial Obligations

a) Affordable Housing from Commercial Development

18. The current Planning Obligations SPG seeks contributions at 30% of the £70 obligation, equivalent to a rate of £21 per m².
19. Affordable housing contributions are sought from commercial development in the City in accordance with the London Plan which allows the City dispensation from the Mayor's policy requirement for mixed use development to include housing in the Central Activities Zone. This planning obligations approach will need to continue in order to retain the City's predominantly commercial character, while also ensuring that commercial development in the City continues to contribute to affordable housing delivery in London.
20. It is proposed that the SPD continues to seek contributions towards affordable housing from commercial development at a rounded rate of **£20 per m²**.

b) Affordable Housing from Residential Development

21. The Core Strategy, policy CS21, seeks affordable housing contributions from new residential development at a rate of 30% on-site and 60% equivalent off-site.
22. The SPD will provide further guidance on the application of this policy, including the level of commuted sum sought per unit of accommodation where off-site provision is proposed. This is currently set at £151,584 per unit, but has not been updated since 2006. A revised commuted sum figure will be included in the Draft SPD published for consultation later in 2013.

c) Local Training, Skills and Job Brokerage

23. The 2004 SPG seeks contributions from commercial development for training, skills and job brokerage at 5% of the £70 obligation, equivalent to £3.50 per m².
24. It is proposed that the SPD continues to seek contributions for training, skills and job brokerage at a rounded rate of **£3.00 per m²**. Contributions will be sought from both commercial and residential development.
25. The SPD will provide further guidance on how developers should prepare and submit local training, skills and job brokerage strategies.

d) Site Specific Mitigation

26. The SPD will identify that s106 planning obligations will be used for site specific mitigation necessary to make a development acceptable in planning terms. The nature and amount of contributions under this heading will be determined by the individual circumstances of each development proposal.

e) S278 Agreements and Highways Works

27. The SPD will address the requirements for payment for works required to reinstate the highway and ensure proper integration between a completed development and its surrounding highways and for agreements under s278 of the Highways Act for public highways works. The SPD will clarify the relationship between s106 planning obligations and measures required under s278.

f) Crossrail Contributions

28. The SPD will set out the requirements, arising from policies 6.5 and 8.2 of the London Plan 2011, for financial contributions from office, retail and hotel development towards the construction of Crossrail. These contributions are payable to the Mayor, but collected on his behalf by the City Corporation.

Non-Financial Obligations

29. The SPD will also address the requirements for non-financial planning obligations in support of the City's Core Strategy and emerging Local Plan including, but not limited to, the following:

g) Local Procurement Strategy

30. The City Corporation currently seeks planning obligations on appropriate schemes, requiring developers to prepare a Local Procurement Strategy and use reasonable endeavours to source 10% of goods and services from SMEs in the City or City fringe.
31. The SPD will include further guidance on how this will operate, such as standard wording for obligations.

h) Travel Plans

32. The SPD will set out requirements for the submission and review of travel plans.

i) Delivery and Servicing Management Plans

33. The SPD will set out requirements for the submission and review of Delivery and Servicing Management Plans.

j) Sustainability, Zero Carbon and Carbon Offsetting Fund

34. The SPD will set out requirements for the submission of BREEAM and Code for Sustainable Homes assessments and details of the carbon reduction technology proposed in new development.

35. The Government has set targets to achieve zero carbon emissions in new residential development by 2016 and in new commercial development by 2019. The Government recognises that this may not always be feasible on-site and is setting up a mechanism for 'Allowable Solutions', under which developers who are unable to achieve zero carbon on-site can offset their contributions by making provision for carbon reduction elsewhere.
36. London Plan 2011, Policy 5.2, requires new development to contribute towards the Mayor's aim to minimise carbon emissions and sets targets for improvements above 2010 Building Regulation requirements. Carbon emission reductions should be delivered on site, but where this cannot be achieved the shortfall must be provided off site or through a cash-in-lieu contribution to the relevant borough to be ring fenced to secure delivery of carbon emission savings elsewhere.
37. The SPD will set out principles for how this will operate in the City and identify the use of s106 planning obligations as a means of delivery. Further information on potential offsetting options will be set out in a separate SPD.

k) Open Spaces

38. The SPD will set out requirements for the provision and retention of open spaces, including the provision of publicly accessible open space and access ways.

l) Utility Connections to the Development

39. The SPD will set out requirements for the provision of details of utility connections to new development.

m) Wind Audit

40. The SPD will set out the requirement to submit a Wind Audit Assessment Scoping Report, if required, to the City Corporation for approval.

n) Television Survey

41. The SPD will set out the requirement to submit a Television Interference Survey, if required, to the City Corporation for approval.

PLANNING OBLIGATIONS THRESHOLDS

42. The SPD will outline the thresholds that will apply to s106 planning obligations.

Affordable Housing from Residential Development

43. In line with the Core Strategy and the London Plan, affordable housing contributions will continue to be sought on residential schemes where there is a net increase of 10 or more residential units.

Commercial Development

44. S106 planning obligations will be required where there is a net increase in the Gross Internal Area of development of 500m² or more.

45. This threshold is in line with that adopted by the Mayor in his s106 Crossrail Planning Obligations SPG.

EXEMPTIONS TO S106 PLANNING OBLIGATIONS

46. The CIL regulations provide a national exemption from CIL for:

- development by charities for charitable purposes;
- development of social housing.

47. The City of London Preliminary Draft Charging Schedule (in line with the Mayoral CIL) sets a nil rate of CIL for:

- development used wholly or mainly for the provision of medical or health services, except the use of premises attached to the residence of the consultant or practitioner;
- development used wholly or mainly for the provision of education as a school or college under the Education Acts or as an institution or higher education.

48. The City Corporation is seeking views on whether the proposed SPD should offer exemption from s106 Planning Obligations for the same categories of uses (except for non-financial obligations and those that are necessary to provide site specific mitigation).

INDEXATION

49. S106 planning obligations are currently inflation indexed for the period between committee resolution and payment, but there is no indexation of the headline requirement from the date of publication of the SPG.

50. It is proposed that the s106 planning obligations charge identified in the SPD be inflation indexed from the date of adoption of the SPD to the date of payment. This is a similar approach to that required for CIL.

51. Currently inflation indexation is on the basis of the Baxter Indices published by BCIS, *except for Local Training, Skills and Job Brokerage and s106 monitoring costs, where the Consumer Price Index is used*. The City Corporation is seeking

views on whether these indices should be retained or replaced with the All-in Tender Price Index, used for CIL, or the Consumer Prices index, used for Mayoral planning obligations.

ADMINISTRATION AND MONITORING

- 52. The City Corporation requires monitoring and administration charges to be applied to s106 planning obligations, currently set at 1% of the agreed s106 payments for monitoring purposes, plus £500 per head of terms.
- 53. A charge is also applied to cover the Comptroller and City Solicitor's costs in drafting and signing s106 agreements.
- 54. A further charge is applied to cover the costs of monitoring and administering the collection of contributions towards Crossrail on behalf of the Mayor.
- 55. The new SPD will retain and review these administration and monitoring charges to ensure that they remain at a level which reflects the actual costs incurred by the City Corporation.

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Committee: Policy and Resources	Date: 22 March 2013
Subject: Additional events and Topical Issues Programme	Public
Report of: Director of Public Relations and the Director of Economic Development	For Decision

Summary

At its July 2012 meeting, the Policy and Resources Committee approved the recommendations that the Chairman's contact programme should be extended through additional events at a cost of £25,000, and that a series of Topical Issues Papers should be published at a cost of £30,000.

The need for this additional activity remains and is increasing. It is important to continue to progress these two areas of additional work with the same level of priority as over the past year. With heightened political activity at national level and growing uncertainty in UK and EU politics, the City Corporation needs to ensure that its key messages reach the necessary audiences and that it engages with topical issues of strategic importance to it. This can best be achieved fully and effectively through this increased level of activity.

It is therefore proposed to continue both the extended contact programme at the same cost of £25,000 and to continue with the Topical Issues Programme (the change of name indicating more accurately the scope of this work including the publication of papers), at the same cost as last year of £30,000.

Recommendations

The Committee is recommended to:

- Approve the proposal to continue the extended contact programme for the Policy Chairman through appropriate events at a cost of £25,000 funded from your Committee's *Policy Initiatives Fund* 2013/14, categorised under the "Promoting the City" section of the Fund and charged to *City's Cash* and that expenditure on each individual event is approved by the Town Clerk, in consultation with the Chairman and a Deputy Chairman; and
- Approve the proposal to run the Topical Issues Programme (TIP), comprising both papers and events, at a cost of £30,000 funded from your Committee's *Policy Initiatives Fund* 2013/14, categorised under the "Promoting the City" section of the Fund and charged to *City's Cash* and that expenditure on each individual activity is approved by the Town Clerk, in consultation with the Chairman and a Deputy Chairman.

Main Report

Background

1. At the Policy and Resources meeting in July 2012 the Committee approved that:
 - to assist with the delivery of the City Corporation's messages for supporting and promoting the City, the scope and range of the contact programme should be extended to include new MPs, relevant backbench MPs and MEPs (from the UK and other EU member states), members of the London Boroughs and London Assembly, and senior non-financial journalists, particularly the political and economic commentators with an additional sum of £25,000 be allocated from the Committee's City's Cash contingency to support the extended contact programme, with expenditure on individual events being approved by the Town Clerk in consultation with the Chairman and Deputy Chairman; and
 - a series of short Topical Issues Papers (TIPs) be commissioned externally and, to assist with this, an additional sum of £30,000 be allocated from the Committee's City's Cash Contingency, with expenditure on individual papers being approved by the Town Clerk in consultation with the Chairman and Deputy Chairman.

Current Position

2. Following approval for the additional areas of work in July 2012, work has been undertaken on both the extended contact programme and the TIPs.
3. As part of the Chairman's extended contact programme, the following events were organised:
 - On 2 November a lunch seminar was held in partnership with Policy Exchange to discuss the potential effects of the raft of European legislation and directives on the UK financial services industry. Sharon Bowles MEP, Chair of the European Parliament's Committee on Economic and Monetary Affairs, who is at the centre of all of the current debate and uniquely placed to discuss how the UK can best respond to protect this key sector, was the guest of honour at this event. Over 150 City and Westminster stakeholders attended. The total cost of this event was £2,160.
 - On the 8 November an IPPR Dinner was held to discuss getting young people in London into work. The discussion was led by the Shadow Employment Minister and East Ham MP Stephen Timms. The guest list featured a good mix of the business, 3rd sector,

academic and London political worlds. The total cost of this event was £2,000.

- On 16 January 2013 the Policy Chairman hosted a dinner with Rachel Reeves MP, Shadow Chief Secretary to the Treasury, to discuss relevant financial services issues with senior City representatives. The total cost of this event was £2,000.
 - On 21 January the Economic Crime conference was held at the Guildhall with the guest of honour the Attorney General, the Dominic Grieve MP. This event was for an invited audience of politicians, police and crime commissioners and relevant organisations involved in specialised crime and analysis. The total cost of this event was £8,200.
 - On 24 January the Policy Chairman hosted a dinner with guest of honour Amber Rudd MP, Parliamentary Private Secretary to the Chancellor of the Exchequer. A number of leading and senior City financial figures attended the dinner to discuss financial services and broader economic issues. The total cost for this event was £2,000.
 - On 25 February 2013 the Minister of State for Business and Enterprise, Michael Fallon MP, delivered a lecture entitled ‘Deregulating for growth’ followed by questions and answer session with an invited audience of City guests. The lecture was followed by a reception and a private dinner hosted by the Policy Chairman. A mixture of senior politicians, business leaders and journalists attended the event. The total cost for this event was £4,000.
 - On 27 February the Policy Chairman will host a high level private dinner with the Minister for the Civil Society, Nick Hurd MP, which considered Social Investment. Representatives of City businesses, the voluntary sector and the media attended the event. The total cost for this event was £1,000.
 - On 28 February the President of the European Council, Herman Van Rompuy, delivered the keynote speech at a Policy Network conference held in Guildhall and hosted by the Policy Chairman (who delivered the opening speech at the conference). Over 250 representatives for City firms, Westminster, academia, media and EU institutions attended the event. The total cost for this event was £4,160.
4. In 2010, the City Corporation commissioned the think tank, Policy Network, to carry out a strategic study exploring attitudes across the rest of the EU towards the future of the City of London as Europe’s financial centre and its position in relation to developments in EU financial

regulation. This comprised an element of desk-top research, but mainly a series of in-depth high level interviews with decision-makers and opinion formers in key member states. The results were presented in a private report, which has helped inform the work of both the City Corporation and the IRSG in this area.

5. This report now needs to be significantly updated and rewritten, as in the last year, since the report was submitted, the context has changed substantially. This work is being carried out from February – June 2013 and will culminate in the submission of a detailed private report to the City Corporation, together with an edited version for publication. It is also intended that the latter be presented at a high level seminar in London on 12 July, to be hosted by the City Corporation, with Commissioner Barnier already committed to attend. The substantial part of the cost of the research report, amounting to £30,000, fell to be paid at the start of the work from the funds allocated in 2012/13 for Topical Issues Papers.

Proposals

6. The extension of the Chairman's contact programme, through the organisation of particular **events**, has assisted with the wider delivery of the City Corporation's messages for supporting and promoting the City to our priority audiences.
7. The Topical Issues Papers have allowed the City Corporation to engage with current issues that affect us through short papers. The funding has allowed these to be arranged flexibly and at short notice and have been well received by a number of the City Corporation audiences and key policy makers. Funding for the **Topical Issues Programme** will allow the City Corporation, through events and short papers, to focus on particular current issues and raise questions.
8. It is now, more than ever, important to progress these two areas of work. With heightened political activity at national level and growing uncertainty in UK and EU politics, the City Corporation needs to ensure that its key messages reach the necessary audiences and that it engages with topical issues of strategic importance to it. Both work around the extended contact programme and the Topical Issues Programme allows for the Public Relations Office and Economic Development Office to jointly engage with new and emerging issues through short term tactics. This allows for greater flexibility of the programmes of work for both offices.
9. It is proposed that the cost of continuing both areas of work will remain at the same level as last year of £25,000 for the extended contact programme and £30,000 for the Topical Issues Programme.

Financial implications

10. There is no possibility of meeting the proposed financial support from existing local risk resources, because this proposal entails a substantial one-off item of expenditure, for which no provision has been made in the Public Relations or Economic Development local risk budgets. It is proposed that the required funding of £55,000 is drawn from your *Policy Initiatives Fund* 2013/14, categorised under the “Promoting the City” section of the Fund and charged to *City’s Cash*.
11. The current uncommitted balance available within your Committee’s Policy Initiatives Fund for 2013/14 amounts to some £352,000.

Conclusion

12. By continuing the extended contact programme, through additional events, and engaging with current issues via the Topical Issues Programme, it allows the City Corporation to engage further with key audiences at a time of heightened political activity, both in the UK and EU, and within the financial services industry. Engagement with new and emerging issues on a short term basis allows the City Corporation to maintain and enhance its role and ensures that key policy makers understand the work of the City Corporation.

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Committee: Policy and Resources	Date: 22 March 2013
Subject: City of London Communications Strategy, 2013 - 2016	Public
Report of: Director of Public Relations	For Decision
<p style="text-align: center;">Summary</p> <p>The <i>Communications Strategy</i> is set out on a three year basis, with an update each year. The draft <i>Strategy</i> for 2013-16 has now been prepared and is attached for consideration.</p> <p>In the process of preparing this <i>Strategy</i>, Members of the PR/ED Sub Committee, the Town Clerk and Officers' Communications Group, Chief Officers and Public Relations Office staff have been consulted. In addition, the City Corporation's public affairs consultants, Quiller, recommend the contents of the <i>Strategy</i>.</p> <p style="text-align: center;">Recommendation</p> <p>Members are asked to approve the contents of the <i>Communications Strategy 2013 – 16</i> and instruct Chief Officers to implement it.</p>	

City of London

Communications Strategy 2013-2016



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Communications Strategy 2013-2016

1. Key aims

The communications strategy for the City of London Corporation has three key aims:

Support and promote the City as the world leader in international finance and business services

Promote the City of London Corporation as the provider of modern, efficient and high quality local and policing services within the Square Mile for residents, workers, businesses and visitors

Promote the role of the City of London Corporation as a provider of valued services to London and the nation as a whole

To find out more about our key aims please go to page 5 or click [here](#).

Communications priorities

From the three key aims, we will be focusing our efforts and resources over the next 18 months, on communicating three priority areas of work for the City Corporation:

- Supporting and promoting London's role as the world leader in international finance and business services, and the importance of maintaining its global competitiveness;
- Supporting London's communities – the work the City Corporation does to support educational and cultural opportunities; to promote employability and provide jobs and growth; and to improve the quality of life throughout London; and
- Helping to look after London's heritage and green spaces – the work the City Corporation does to look after London and the nation's heritage and cultural life and to provide green spaces across the capital and beyond.

2. Key messages

Our overall communications strategy can be captured in a number of key messages.

Financial and business services

- The City Corporation supports and promotes the City as the world leader in international finance and business services.
- Finance and business services are a key asset for the UK economy and need to remain globally competitive.
- A successful finance and business services sector is essential to support the London and UK economy as a whole.
- London is not just the UK's financial centre, but the international financial centre for Europe and beyond.

- To remain globally competitive, London needs world class infrastructure, a workforce with the right skills, be open to talent from around the world, and a competitive regulatory and tax environment.
- The City Corporation supports good corporate standards in financial services through “responsible capitalism”.

Local and policing services

- The City Corporation provides excellent local government services to residents including housing, adult social care, education, refuse collection and recycling and transportation.
- The City Corporation also provides local government services to workers, businesses and visitors to the City.
- The City of London Police is the national lead force for fighting economic crime and is a key component in the government’s national anti-fraud strategy.

City Corporation’s role in London

- The City Corporation provides valued services for the benefit of London and the nation.
- The City Corporation plays a full part in supporting London’s communities by providing cultural and educational opportunities, and economic development, helping to provide jobs and growth.
- The City Corporation plays a full part in helping to look after London’s heritage and green spaces.
- The City Corporation’s charity, the City Bridge Trust, supports the charitable and voluntary sector across the whole of London.
- The City Corporation promotes the City and London as the place to do business.

In addition to these strategic key messages, individual messages will be developed on an issue by issue basis. For more details on how these messages are delivered please go to page 7 or click [here](#).

3. Audiences

The following groups are the main stakeholders for our communications strategy:



Messages will be tailored to each audience and delivered through the most appropriate communications channels. For more details about our audiences see page 8 or click [here](#).

4. Communications channels

To deliver effectively key messages to our audiences the most appropriate methods of communication available will be used. This includes, but is not limited to:

- traditional media
- digital communications, including new and social media
- events and hospitality
- meetings and individual contacts
- printed material
- public consultations

For more details about the channels we use for our different audiences go to page 12 or click [here](#).

5. Communications challenges and opportunities for 2013/14

This list highlights a number of strategic priorities and is not intended to cover all issues for every service area.

- The City's role in the UK and EU economy
- Maintaining the City's international competitiveness
- Promoting the City Corporation's role in supporting London's communities including the role of creative industries
- Promoting the City Corporation's role in helping to look after London's heritage and green spaces
- Transparency agenda
- Reputation management
- Continue to develop digital communications including the website and new and social media channels
- The debate about "responsible capitalism"
- Promoting London as a global centre for social investment
- Philanthropy
- Opinion polling of key audiences
- The City Corporation's responsibility for public health
- Streetworks and highway management
- Hampstead Heath ponds/dams project
- Follow up from City Corporation Common Council elections
- Ensuring good communications with Members and employees

For further information about these challenges and opportunities and to find out about what is on our longer term horizon go to page 14 or click [here](#).

6. Implementation of the Communications Strategy

The Public Relations Office leads on the delivery of the Communications Strategy 2013 – 2016, but also coordinates with departments across the organisation. Through the implementation of the Communications Strategy, communications are embedded across the organisation to ensure consistent and coordinated messages are delivered.

It is important for senior Members and officers to take opportunities to promote our key messages in relevant forums. Further information about how we implement the strategy can be found on page 18 or click [here](#).

Background

1. Key aims

- ***Supporting and promoting the City***

The role of the City of London Corporation in supporting and promoting the City has assumed greater importance, following the global financial crisis. The subsequent eurozone debt crisis, which started in 2010, has further increased the importance of this strand of the Strategy.

This work has, as a result, expanded considerably, encompassing substantial activities in Brussels on EU financial services regulation, supervised by the International Regulatory Strategy Group, supported and administered by the City of London Corporation and run jointly with TheCityUK. In addition, the City Corporation will need to take part, together with others including TheCityUK, in the debates about Britain's future role in the EU.

Explaining across the EU the role of London as "Europe's financial centre" is now a major priority. A programme of work in partnership between Economic Development and Mansion House will see the Lord Mayor and the Policy Chairman engage with every EU Member State in 2013.

More widely, the work to support and promote the City across the world continues to have a high priority, focussed on the Lord Mayor's overseas visits programme.

A related emerging priority is promoting London as an international centre for social investment.

- ***Running the Square Mile***

The second element of the communications strategy is to explain how the whole range of the organisation's work to provide local and policing services for the Square Mile is relevant to City residents, workers, businesses and visitors, and the high quality with which these services are delivered.

2013 will see the latest opinion poll of residents and workers conducted, which will provide updated information on their knowledge and experience of the City Corporation and its services.

- ***Working for London and the nation***

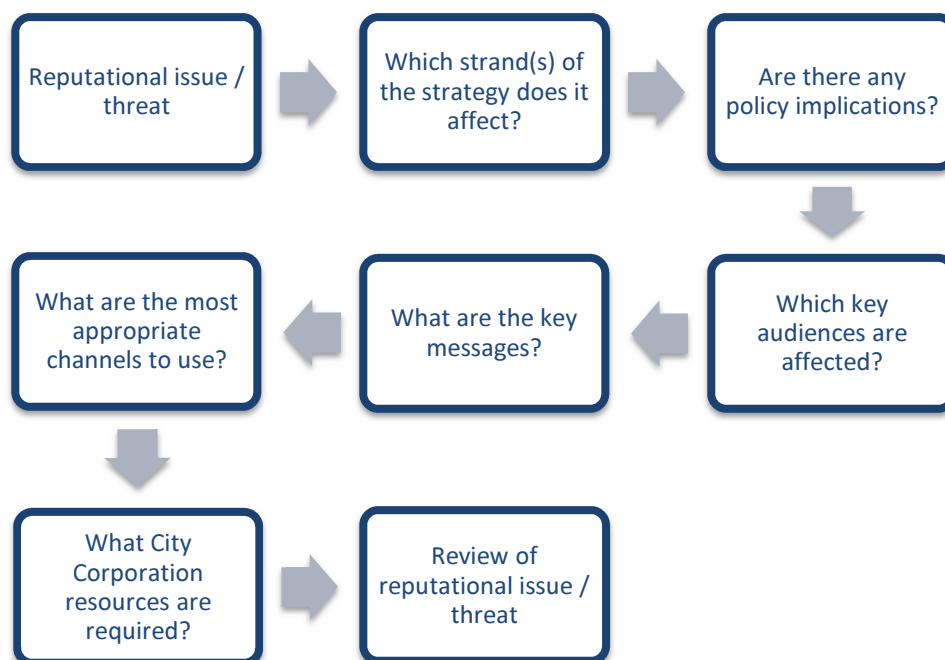
The third element of the Communications Strategy encompasses the promotion of the work of the City of London Corporation on behalf of

London and the nation. This includes providing three wholesale food markets, some of London's green spaces (including Hampstead Heath and Epping Forest), London's Port Health Authority, nine housing estates, the Guildhall School of Music & Drama, the Barbican Centre, the London Metropolitan Archives, three independent schools, sponsorship of Academies, one of the main sponsorships of Gresham College and the grants from the City Bridge Trust, which supports projects across greater London.

Particular emphasis will be given over the period of this Strategy to the work done across the City Corporation to support London's communities, especially through projects aimed at promoting employability, supporting jobs and growth, including social enterprises and creative industries, and our commitment to London's heritage, culture and green spaces. This also includes the Lord Mayor's civic role and the charitable work of the Livery.

Reputation and risk management

One of the key roles of the Communications Strategy is to embed across the organisation the importance of managing reputational risk. The diagram below demonstrates the way in which we plan to handle any specific threat to the organisation's reputation.



In both the run-up to and the aftermath of the elections to the Common Council in March, critics of the City Corporation are likely to raise concerns which challenge the legitimacy of the organisation. Criticisms may focus on issues relating to the electoral process, our financial

transparency and our engagement with policy makers. This is the context in which all parts of the organisation need to recognise that they operate.

To increase the recognition of the services provided by the City Corporation across London, we will be giving emphasis to the work done to support London's communities, and to help look after London's heritage and green spaces.

Across the organisation, there is a continually growing awareness of the emerging role of new and social media, specifically in relation to the management of reputational risk and we have developed a strategy for this, including relevant training of an ever-wider group of City Corporation staff.

2. Key messages

Delivery of key messages

Key messages are delivered to the relevant audiences using the most appropriate channels.

To ensure that the communications of the City Corporation are received in a consistent and timely manner, it is also of key importance that senior Members and Officers are fully informed and able to play appropriate roles in this work.

- Role of the Lord Mayor and Policy Chairman in delivering City Corporation messages

One of the crucial tasks of the Communications Strategy will be the continuing need to maintain at a high level the standing of the Mayoralty. In line with the strategy on this matter for a number of years, the best way to achieve this will continue to be the reinforcement of the major role which the Lord Mayor plays as the City's ambassador, in representing the interests of modern finance and business and communicating with a wide variety of audiences and stakeholders, overseas and in the UK.

In 2004, detailed consideration was given to the arrangements for promoting the City. The resulting agreed protocol, updated and endorsed again in 2010, recognises that successful promotion is dependent on an effective partnership between the Lord Mayor and the Chairman of the Policy and Resources Committee and the supporting officers at the Mansion House and Guildhall. This Communications Strategy takes full account of this requirement. It

is also assisted in its implementation by regular liaison meetings between the Lord Mayor and the Chairman of Policy and Resources, which ensure a co-ordinated approach to this work.

3. Audiences

Audience	
Residents	Extended efforts are undertaken to communicate systematically with residents through specially targeted publications and the holding of annual resident meetings.
Businesses	Regular contact with both senior business figures and a wide range of City businesses as well as City institutions, trade associations etc. this also includes other relevant business sectors such as property and utilities.
Politicians and relevant public bodies	The main political audiences at all levels: Westminster and Whitehall, local government across Greater London, as well as EU political contacts including MEPs.
Visitors	Visitors to the City are an increasingly important audience. The Visitor Strategy sets out a comprehensive approach to the communications with visitors and the management of the facilities provided for them. The City Information Centre at St Paul's provides, together with the related area of the website, a first class service for City visitors.
Media	The media, both in their own right as opinion formers and as a mechanism to reach the other audiences, must always be of the highest priority. In the current economic climate, there is a greater interest than normal in the activities of the financial services industry and the City and thus, responding to this, the media is giving more extensive coverage to these issues. In addition, following the events at St Paul's in 2011/12, and the March 2013 City elections, there is a heightened media interest in the role, work and finances of the City Corporation.

City workers	<p>City workers influence others with whom they work and come into contact - on City issues generally, and on our role and work to the extent that they are informed. They also, crucially, provide the new City business voters. Finally, in certain areas, they are also themselves direct users of our local services, especially policing and libraries, as well as gaining from our care and maintenance of the City's streets and general environment.</p> <p>It is sensible to be cautious about what can be achieved, but it is clear (for example from the 2009 TNS polling results) that the level of knowledge of our work among the broad range of City workers can be increased over time by carefully targeted communications. There is, therefore, scope for more of this work successfully to be done.</p>
Londoners	Residents, workers, businesses, and visitors across London make use of the services which the City Corporation provides greater London as a whole, not just within the Square Mile. They also represent an important audience which need to be targeted effectively.
Relevant international audiences	<p>Engagement with policy makers, regulators, businesses and central banks in Europe and the USA, is undertaken in order to influence debate and policy.</p> <p>Similar audiences in key growth markets, including China and India, are targeted with our messages on London as the world's leader in international finance and business services.</p>
The Livery	The Livery is kept briefed on our role and work, and is supported in the promotion of its role. Briefings for new Livery members are conducted at Guildhall. We also consult the Livery on issues of concern to them, through the Livery Committee and its relevant sub-Committees, as well as other ad-hoc arrangements.

Elected Members	It is essential that Members are kept up to date on key issues, to enable them to be effective communicators on behalf of the organisation. This will be achieved through regular communications, such as the Members' Briefing, and also via electronic alerts as appropriate.
City Corporation employees	Internal communications also form a crucial part of the overall communications strategy. Keeping employees informed and engaged, is essential in helping them to remain engaged, committed, well-motivated, and to be good ambassadors for the organisation with external audiences. This is supported by the Internal Communications Strategy.

Attitudes of key audiences

Residents, businesses, senior executives and City workers are surveyed every three or so years by an independent polling firm. These key audiences are asked questions on a variety of issues, both relating directly to the City Corporation and other external factors. Key questions include satisfaction of the City of London as a place to live, work and run a business, overall satisfaction with the way the City of London Corporation performs its functions and additionally about specific services provided by the City Corporation. Surveys of these four key audiences have taken place in this manner since 2000. The next round of surveys is due to take place in 2013, with initial results available by July.

The polling of these four key audiences provides an effective way of measuring the impact of the communications strategy and provides a key tool to improve the effectiveness of the organisation's communications work. The key measurement that relates to the success of the communications strategy is familiarity with the work of the City Corporation. Analysing the trend data under this question of familiarity for each of the audiences surveyed, it is possible to see the changes in attitudes.

How well do you feel you know the City of London Corporation – very well, a fair amount, very little or not at all?

	2000	2003	2006	2009
Residents	Not available	Very well/Fair amount: 47%	Very well/Fair amount: 57%	Very well/Fair amount: 62%
		Very little/Not at all: 52%	Very little/Not at all: 42%	Very little/Not at all: 36%
		Net: -5	Net: 15	Net: 26

	2000	2003	2006	2009
Workers	Very well/Fair amount: 25%	Very well/Fair amount: 19%	Very well/Fair amount: 34%	Very well/Fair amount: 41%
	Very little/Not at all: 73%	Very little/Not at all: 78%	Very little/Not at all: 66%	Very little/Not at all: 58%
	Net: -48	Net: -59	Net: -32	Net: -17

	2000	2003	2006	2009
Businesses	Very well/Fair amount: 24%	Very well/Fair amount: 22%	Very well/Fair amount: 39%	Very well/Fair amount: 39%
	Very little/Not at all: 76%	Very little/Not at all: 79%	Very little/Not at all: 61 %	Very little/Not at all: 60%
	Net: -52	Net: -57	Net: -22	Net: -21

	2000	2003	2006	2009
Chief Executives	Very well/Fair amount: 41%	Very well/Fair amount: 43%	Very well/Fair amount: 59%	Very well/Fair amount: 57%
	Very little/Not at all: 59%	Very little/Not at all: 57%	Very little/Not at all: 41%	Very little/Not at all: 43%
	Net: -18	Net: -14	Net: 17	Net: 14

As the above tables demonstrate, the net level of familiarity across all audiences polled has increased over the nine years that this polling has taken place.

Major polling of these key audiences takes place every three or so years. However in addition to this, ad hoc polls of all City Corporation key audiences can be taken as and when necessary to measure the effect of particular communications on audiences.

4. Communications channels

- **Traditional media**

This comprises all print newspapers and their online equivalents both local and national, magazines, radio and television. Messages are delivered via a number of means including news releases, letters, photographs, comment and reply pages, opinion pieces, live and recorded interviews and interviews used for print publications.

- **Digital communications**

This covers the whole range of digital and social communications including websites (City Corporation and external sites), social media (Facebook, Twitter, YouTube), blogs, apps, e-communications (e-shots, email distribution), online messages and downloadable publications.

Digital communications are a means to:

- Broadcast corporate messages;
- Provide a channel through which customers can contact individual services;
- Carry out low-risk interactive exchanges with key audiences and service users and receive feedback on services provided;
- Engage on controversial activities and/or issues.

Our success in using digital communications, including social media is measured on a qualitative, rather than quantitative basis, and our effectiveness in reaching key audiences.

We have devised guidelines for social media to help employees, and all departmental plans now need to reflect that the use of new media has been considered. Please see [Annex 2](#).

- **Printed literature**

This can include brochures, booklets, magazines, posters, flyers, banners, displays and information sheets. Printed literature is delivered through the post and/or made available at key locations or for specific events. Printed literature includes corporate publications and targeted information. Although there is a move to digital (most pieces of printed literature have a digital counterpart), printed literature still forms an important channel for communications.

- **Events and hospitality**

At City Corporation hosted events messages are delivered via speeches, primarily by the Lord Mayor and Policy Chairman, round table discussions, Q&A sessions and individual discussions and conversations.

The range includes large set piece events, breakfasts, lunches and dinners, receptions, and seminars. This includes similar events overseas as part of the Lord Mayor's visits and certain international visits of the Policy Chairman.

- **Meetings and individual contacts**

These are arranged to allow for general discussions, introductory meetings and follow up discussions and are organised on behalf of Members, senior officers and, when appropriate, individual departments.

- **Public consultations**

These are carried out via events, online questionnaires, printed reports or other appropriate channels.

Many of the activities outlined involve a two-way flow of information between the organisation and its audiences, and consultation in its many forms also plays a key part in the City of London Corporation's work.

Audience specific channels

The table below provides examples of the range of channels we use to reach our key audiences.

Audience	Specific channels
Residents	City Resident magazine, Cityview magazine, Cityview online, Ward newsletters, Your Homes magazine, e-shot, annual resident meetings, bi-annual estate meetings, new and social media, and other service specific material (printed and online)
Businesses	E-shot, CityAM adverts, Cityview magazine and Cityview online, events including seminars, roundtables and conferences, meetings, and Ward newsletters
Politicians and relevant public organisations	1:1 meetings and contacts, range of events including seminars, roundtables and keynote speeches, set piece events, research reports, party conference activities
Visitors	City Information Centre, Time Out guide, City guides, Square Milers, Guided walks, website, new and social media and other service specific material (printed and online)
Media	Social media in particular Twitter, regular 1:1 contacts, new releases, Cityview magazine
City workers	CityAM adverts, e-shot, Cityview, traditional, and new and social media
Londoners	Traditional and social media, Cityview, printed publications/guidebooks, local signage on specific sites, and other service specific material (printed and online)
The Livery	Livery briefings, Livery publications, and Livery Live online
Elected Members	Members' Briefing, briefing events, meetings, email updates
City Corporation employees	Intranet, email bulletins, e-leader, yammer, strategic briefings, Master Classes, Learning and Development awards

5. Communications Challenges and Opportunities

The following table provides details of the communications challenges and opportunities during the forthcoming year (2013/14). Key messages

surrounding these areas will be targeted across all the City Corporation's audiences and be delivered through a variety of different.

Challenge/Opportunity	Actions	Date
The City's role in the UK and EU economy	Increase understanding of The City's role for the whole UK economy and as Europe's financial centre, monitoring EU developments (eg German Federal elections, September 2013).	ongoing
Maintaining the City's international competitiveness	Promote policies to sustain and enhance the City's international competitiveness including: <ul style="list-style-type: none"> • Visa policies • Tax policies • Regulation • Infrastructure, including Crossrail • Technology 	ongoing
Promoting the City Corporation's role in supporting London's communities including the role of creative industries	Increase awareness of the work done across the organisation on employability, education, corporate responsibility support, economic regeneration and cultural opportunities.	ongoing
Promoting the City Corporation's role in helping to look after London's heritage and green spaces	Increase awareness of the City Corporation's work in the area of heritage and green spaces.	ongoing
Transparency agenda	Improve transparency and understanding of City Corporation's finances and governance.	ongoing

Challenge/Opportunity	Actions	Date
Reputation management	Ensure departments are aware of reputational risks to the organisation.	ongoing
Continue to develop digital communications including the website and social media channels	Exploit fully the capabilities of the new website and further embed the use of new and social media across the organisation.	ongoing
The debate about “responsible capitalism”	Promote good corporate standards in financial services.	ongoing
Promoting London as a global centre for social investment	Increase awareness of the social investment market in London and the work of the City Corporation’s social investment fund.	ongoing
Philanthropy	Support the Lord Mayor’s work to encourage philanthropy in the City.	ongoing
Opinion polling of key audiences	Manage the polling exercise and respond effectively its outcome.	Summer
The City Corporation’s responsibility for public health	Increase awareness of City Corporation’s new public health responsibilities and how residents, workers and businesses can engage with policy, particularly through the Health and Wellbeing Board.	Spring
Streetworks and highway management	Communicate effectively the need for streetworks generally and the details of individual works, the importance of road safety, and street cleansing.	ongoing

Challenge/Opportunity	Actions	Date
Hampstead Heath ponds/dams project	Ensure appropriate communications concerning the project to build new dams.	ongoing
Follow up from City Corporation Common Council elections	Brief new Common Council on communications strategy and handle increased interest in the role and work of the City Corporation, following elections.	April - May
Ensuring good communications with Members and employees	Brief newly elected Members and keep all Members informed of new policy developments. Continue to implement the internal communications strategy.	ongoing

Horizon scanning: further communications challenges and opportunities 2013-2016

2013/14

- New Governor of the Bank of England takes office, *July 2013*
- New Government Spending Round, *Summer 2013*
- German Federal Elections, *September 2013*
- Opening of Milton Court, *September 2013*

2014/15

- London Borough elections, *May 2014*
- European Parliament elections and appointment of new European Commission, *June 2014 onwards*
- Centenary of the First World War – national commemoration, starting in *August 2014*

2015/16

- General Election, *May 2015*
- Magna Carta 800th Anniversary, *June 2015*
- Report of the Davies Commission on London's airport capacity
- Possible commencement of UK renegotiations with Europe

6. Implementing the Strategy

The Public Relations Office takes the lead in implementing the organisation's Communications Strategy, working with departments and Committees.

The Public Relations Office Business Plan sets out the detail of the work the Office will be undertaking to implement the strategy.

Embedding communications across the organisation

The Public Relations Office is also responsible for embedding communications across the organisation. It is important that each department, when drawing up its own business plan, takes account of the communications strategy. They should reflect how they can support the communication priorities of:

- Promoting the City's role as the world leader in international financial and business services, and the importance of maintaining global competitiveness;
- Supporting London's communities – the work the City Corporation does to support educational and cultural opportunities, and promoting employability and to provide jobs and growth and improve the quality of life throughout London;
- Helping to look after London's heritage and green spaces – the work the City Corporation does to look after London and the nation's heritage, cultural life and to provide green spaces across the capital and beyond.

It is important that business plans also reflect consideration given to new and social media for their area of work, choosing one of the three routes for 2013-14:

1. Considered but will not be used this year;
2. Will monitor social media channels but not engage; or
3. Will proactively engage on social media and report impact

2012/13 communications review

Communications highlights throughout 2012/13 include:

To support and promote “The City” as the world leader in international finance and business services

- Supported the launch of a new initiative to promote London as an international centre for Renminbi trading.
- Responded to the banking crisis and in particular the LIBOR rate-fixing scandal.
- Responded to the Parliamentary Commission on Banking Standards and other select Committee hearings.
- Partnered with think tanks across the political spectrum to deliver a wide range of events including a major event to commemorate the 100th anniversary of the birth of Milton Friedman, a major economic speech by Vince Cable MP, a dinner with Ed Balls MP and a seminar with Sharon Bowles MEP. Successful events were also held in partnership with relevant Think Tanks at the three main party conferences in Autumn 2012.
- Successful media coverage was achieved in support of international visits made by the Lord Mayor and Policy Chairman. This included visits to India, Turkey, China, Russia and Kazakhstan, Latin America and MIPIM.

To promote the success of the City of London Corporation as the provider of modern, efficient and high quality local and policing services within the Square Mile

- The final worker voter registration figures were 15,581 which is an increase of 105 from last year. The number of businesses registered was 3,953 which has increased by 157 from last year.
- A new publication was produced outlining the services paid for by City’s Cash to accompany the existing City Fund publication.
- The regular CityAM adverts have been used to promote the work of the Lord Mayor and Policy Chairman, public consultations, and other services provided by the City Corporation.
- Supported various areas of planning policy including ‘change of use’ and ‘rights of light’

To promote the role of the City of London Corporation as a provider of valued services to London and the nation as a whole

- Communications support was given to the Celebrate the City weekend in June. This included proactive media work, celebrity photocalls, event management, printed literature, website, marketing emails and social media.

- In advance of and during the course of the Diamond Jubilee weekend in June work was undertaken to communicate the City's role in the celebrations, inform our key stakeholders of possible disruption to services, and support for both private and public events including media engagement and event management. The Diamond Jubilee secured international media coverage of the Lord Mayor, Mansion House, Guildhall and Tower Bridge.
- During the run-up-to and throughout the London Olympic and Paralympic Games 2012, the City Corporation successfully met the aims of the communications plan: to advise our key audiences of residents, businesses, visitors and employees to plan and prepare for the impact of the Games; to encourage and facilitate our key audiences' enjoyment of the Games period; and to ensure that the City Corporation gets due recognition from key policy makers and administrators for our contribution to the success of the Games. The plan used multiple communication channels most notably website content, social media sites (particularly Twitter), events and printed publications. Due recognition was given to the City for its involvement in the Games, with a reference to our support made by Sir Philip Craven in the Paralympic Closing Ceremony.

Communications priority: supporting London's communities

- Communicated the City Corporation's new NEETs initiative which was picked up in numerous media outlets including the Evening Standard, FT and LondonlovesBusiness.
- Hosted a careers fair for children from four schools in Hackney which was attended by Brandon Lewis MP, Parliamentary Under-Secretary of State at the Department for Communities and Local Government.
- Held a dinner with Shadow Employment Minister Stephen Timms MP to discuss NEETs in London.
- The City Corporation's support for the Evening Standard's campaign *Ladders for London* was covered in the media.

Communications priority: looking after London's heritage and green spaces

- Media coverage of the City Corporation's role in running green spaces, in particular a substantial piece in the Financial Times on London's open spaces referring to the City Corporation, together with wider coverage in relevant local newspapers (including the a regular column in the Ham and High from the Chairman of Hampstead Heath).
- Cityview promoted the City Corporation's green spaces to a range

of our key stakeholders.

- A conference was held with the Forestry Commission to highlight issues regarding tree pests and diseases.
- The Green to Gold programme was recognised with an Inspire Mark.
- Research was produced to examine the economic, social and cultural impact of the City's arts and culture cluster which has been well received by politicians and the media.
- A meeting was held with the Minister for Culture, Communications & Creative Industries Ed Vaizey MP. Topics covered at the meeting included research into the Economic, Social and Cultural Impact of the City's Arts Cluster.
- Undertaken work to ensure the City Corporation's plays its full role in the centenary of the First World War (2014) and 800th anniversary of the Magna Carta (2015)

Reputation management, risk management and emergency plans

- Following the protest encampment at St Paul's the reputation management process was revised.
- The emergency communications plans were updated in line with the increased use of new and social media.

Extensive media coverage of the range of work carried out by the City Corporation continued in both the UK and abroad:

- Over the course of the year there were 3545 City Corporation stories in the UK and international media. 1051 (30%) of these stories were related to financial services, with the remaining 2494 (70%) related to Services.

Engaging with City of London Corporation key audiences and stakeholders

- Continued engagement with UK and European politicians through private meetings, seminars and conferences, roundtable discussions, and key note speeches.
- Launched the City of London Corporation's new website in July and continued to develop and enhance the website involving service areas and staff from across the organisation in a devolved editorial structure under four clusters.
- The Members' Briefing was reviewed and a new style published. In addition, a separate quarterly Livery Briefing is now produced.
- Continued to develop the organisation's social media offering. This now includes 34 Twitter feeds, 18 Facebook pages, 4 apps, 4 Flickr accounts, 1 Pinterest page, 2 blogs and a YouTube channel.

Annex 1

- Communications to staff continue to be enhanced through internal communications channels including the Leader, eLeader, Town Clerk's email and masterclasses.
- Annual City Ratepayers' and City-wide Residents' meetings held in Guildhall.

City of London Corporation social media guidelines

BASE on your Business: make sure your manager and Director know what you are doing in advance and ensure that it is for a business reason. Measure the effort against the results. Even if it is not proving effective day-to-day, you may need to retain some social media capacity in case of an emergency when you might need to monitor/use social media.

ACT like a Public Servant Always: social media is more informal and often more individualistic but we are public servants and our content should reflect that. Of course we might need to express opinions but avoid derogatory or insulting content. Be particularly mindful about anything said about key stakeholders! While there is no need to be stiff, and informal chat may be fine - remember not to embarrass us. Always say in the profile who you are. Don't make up policies that don't exist.

REFER on to City Corporation websites: keep directing people back to our own websites where there is more information, proper policy background, and more about the diversity of what we do supported by our brand. It is always good to draw in the City Corporation, too. But be careful of copyright and the taste and decency of the picture!

CHECK with Public Relations Office in advance before you start: keep us in the loop with developments, problems, complaints. Sensible experimentation is to be encouraged, so we can all learn. Learning without some mistakes is impossible.

A full list of social media feeds run by the City Corporation can be found at www.cityoflondon.gov.uk/social.

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Committee: Policy and Resources	Date: 22 March 2013
Subject: Public Relations Office Business Plan, 2013 - 2016	Public
Report of: Director of Public Relations	For Decision
<p style="text-align: center;">Summary</p> <p>The <i>Public Relations Office Business Plan</i> is set out on a three year basis, with an update each year. The draft <i>Plan</i> for 2013-16 has now been prepared and is attached for consideration.</p> <p>In the process of preparing this <i>Plan</i>, Public Relations Office staff have contributed through office meetings, regular team meetings and individual comments. In addition to this, Members of the PR/ED Sub Committee, the Deputy Town Clerk, business planning contacts in HR and IS, and relevant offices, including Mansion House, Remembrancer's Department and Economic Development Office, have been consulted.</p> <p style="text-align: center;">Recommendation</p> <p>Members are asked to approve the contents of the <i>Public Relations Office Business Plan, 2013-2016</i> and instruct the Director to implement it.</p>	

**Public Relations Office Business Plan
April 2013 – March 2016**



Responsible Officer: Tony Halmos

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Date: 22 March 2013

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1. Introduction and context

- Introduction

The Public Relations Office, through the implementation of the *Business Plan 2013-2016*, seeks to provide high quality public relations services and counsel to support the work of the City of London Corporation, and specifically to lead on delivery of the *City of London Communications Strategy 2013-2016*.

The communications strategy for the City of London Corporation has three key aims in line with the *Corporate Plan 2013-2017*:

Support and promote the City as the world leader in international finance and business services

Promote the City of London Corporation as the provider of modern, efficient and high quality local and policing services within the Square Mile for residents, workers, businesses and visitors

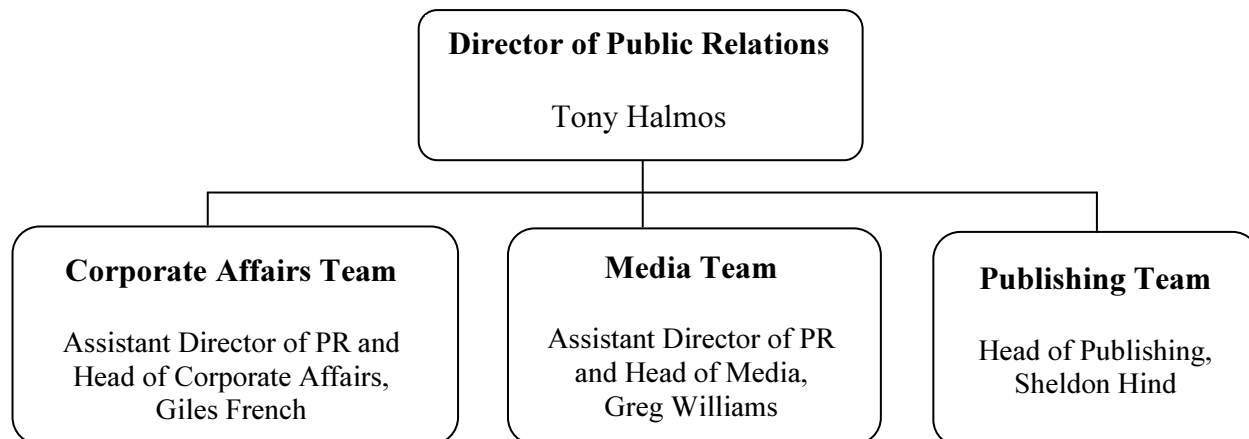
Promote the role of the City of London Corporation as a provider of valued services to London and the nation as a whole

From the three key aims, the Public Relations Office will be focusing efforts and resources over the next 18 months, on communicating three priority areas of work for the City Corporation:

- Supporting and promoting London's role as the world leader in international finance and business services, and the importance of maintaining its global competitiveness;
- Supporting London's communities – the work the City Corporation does to support educational and cultural opportunities; to promote employability and provide jobs and growth; and to improve the quality of life throughout London; and
- Helping to look after London's heritage and green spaces – the work the City Corporation does to look after London and the nation's heritage and cultural life and to provide green spaces across the capital and beyond.

The work of the Public Relations Office falls under the responsibility of the Policy and Resources Committee and the newly formed Public Relations and Economic Development Sub-Committee. Detailed highlights of the activities carried out by the Public Relations Office are reported to the Policy and Resources Committee every quarter through the Public Relations Office Activities Report, copies of which are available from the Director of Public Relations. A review of performance and summary of key achievements during 2012-13 is included in [annex 3](#).

Services provided by the Public Relations Office are delivered by four teams:



Further information about the areas of responsibility for each team and the Office structure can be found in [annex 4](#).

- Context

This document sets out how the Office plans to develop and improve the delivery of its services in line with the key elements set out in the *Communications Strategy 2013-2016*, in light of the changing external pressures faced by the City of London Corporation and with fewer resources. It does not detail the core activities of the Office, but instead sets out the key objectives. A further document, *Public Relations Office detailed working annex*, outlining in greater detail the main areas of work over the coming financial year (2013/2014) is also produced and is available from the Director of Public Relations.

The year 2012/2013 saw a number of changes in relation to the nature in which the Public Relations Office operates:

- **Staffing**

After 21 years of service to the City Corporation Sarah Leigh, Assistant Director of Public Relations and Head of Ecomms and Information, left at the end of 2012. Following arrangements for Sarah's departure, consideration was given to the remit of the Ecomms and Information Team. Given the nature of their work, it is proposed that the name of the Team should be changed to Publishing, encompassing all the work it does in digital and printed communications. The team will now be headed by Sheldon Hind who reports to the Director of Public Relations.

- **PP2P project**

The Public Relations Office has supported the PP2P project with internal communications advice and has a nominated Change Partner for the Office. The Change Partner is responsible for ensuring that all Public Relations Office staff are aware of the project and any resulting changes or impact to the way we currently work. The key factors will be managing the shift from sourcing our own goods and services to consulting with the CLPS sourcing and buying teams and the change in invoicing arrangements. Working with the new CLPS team will be managed closely by the Change Partner to ensure an efficient and successful change-over.

- **Shared services and joined-up working**

The Public Relations Office continues to access opportunities that arise in relation to shared services to ensure an effective and efficient public relations service is provided. Furthermore the Public Relations Office has continued to build upon the close working relationships established with the Economic Development Office, Remembrancer's and Mansion House on all aspects of work. The Director of Public Relations routinely meets with Chief Officers from key departments and, more widely, a Departmental Communications Representatives meeting is held on a six-monthly basis for the Director to provide communications updates and for representatives to raise any local issues.

- **Policy and Resources Committee, Deputy Chairmen arrangements**

The Public Relations Office has prepared for the new arrangements for three Deputy Chairmen of the Policy and Resources Committee that will come into effect in April. The Office will be working closely with Town Clerk's and other departments to ensure this works as efficiently as possible.

2. Strategic aims and key objectives

- Strategic aims

- A. To continue to represent the views and interests of the financial and business City at home and abroad to support and enhance its status as the world leader in international financial and business services
- B. To promote the City of London Corporation as a provider of valued services to the Square Mile and beyond and to increase understanding and further improve due recognition amongst key audiences/stakeholders
- C. To engage with the coalition government, opposition party and other appropriate parties across the political spectrum and to work closely with the GLA and London-wide bodies, such as London Councils, and relevant European governments
- D. To provide professional public relations services, advice and support to the organisation at all levels to promote and enhance its reputation and standing through implementation and delivery of the communications strategy
- E. To keep up-to-date with all relevant issues (ie political, business, media, technology etc) and to ensure the organisation's key messages are delivered effectively and improve further the capacity to respond positively to changing circumstances and priorities whilst ensuring that a high quality of professional service is maintained

- Key objectives: 2013 – 2014

Outlined below are the key objectives which will focus the work of the Public Relations Office over the period 2013-2014:

1. Lead on the implementation of the *Communications Strategy 2013-2016*: promote the role of the City throughout the UK and the EU and work to promote policies that maintain and enhance the City's competitiveness; promote the services provided by the City Corporation, in particular focus on supporting London's communities and helping to look after London's heritage and green spaces; and brief new Common Council Members on the strategy.
2. Handle increased interest in the structure, role and work of the City Corporation, following elections, and manage the annual City worker registration process.
3. Manage communications for the City Corporation's input to the debate on the UK's role in the EU.
4. Manage the City of London Corporation's polling of key audiences (businesses, residents, senior executives and workers), report the results to departments in a timely manner and respond effectively to the outcome.
5. Continue to enhance digital communications, including increasing the scope of the website and understanding of new and social media amongst Members and staff, and ensure all Public Relations Office staff have the necessary skills to use these tools, effectively, with greater cross-working.

Each key objective is aligned with the Corporate Plan which is informed by The City Together Strategy: Heart of a World Class 2008 – 2014. For each of the four key objectives a number of actions/milestones are highlighted in [annex 1](#).

- Reputation management, risk management and emergency plans

The Public Relations Office and the Director of Public Relations specifically are acknowledged in the *Strategic Risk Register* to have responsibility for the 'reputation' of the organisation. The role of the Public Relations Office is to ensure that the reputation management plan is implemented, to lead the work on the reputational risk plan within the overall risk management work of the organisation and to

provide communications support to the implementation of the emergency plan. In practical terms this can mean a variety of different though inter-related issues, including, for example, early counsel on the emergence of new risks when potentially damaging or negative coverage threatens. Following the encampment at St Paul's the Public Relations Office reputation management, risk management and emergency plans were all reviewed and revised including the emerging role of new and social media. Copies of the emergency communications plans are available from the Director of Public Relations.

In addition to the *Strategic Risk Register*, the Public Relations Office also has a departmental risk tracker which allows ongoing monitoring of new or existing risks. This is reported quarterly to the Departmental Management Team. Copies of the risk tracker are available from the Director.

The key objectives within the Business Plan have been developed taking into consideration these risk areas. The actions included under each key objective aim to mitigate any negative effects of these risks on the Public Relations Office, and to the City of London Corporation and City of London as a whole.

3. Focus for the work of the Public Relations Office: 2013 – 2014

Over the course of 2013/14 the following activities will provide the main focus for the work of the Office. (See [annex 2](#) for more details on these activities):

The City's role in the UK and EU and maintaining international competitiveness	ongoing
Promoting the City Corporation's role in supporting London's communities including the role of the creative industries	ongoing
Promoting the City Corporation's role in helping to look after London's heritage and green spaces	ongoing
Transparency agenda	ongoing
Reputation and risk management	ongoing
Continued development of digital communications including new and social media	ongoing
Philanthropy and social investment	ongoing
Opinion polling of key audiences	Summer
The City Corporation's responsibility for public health	Spring
Streetworks	ongoing
Hampstead Heath ponds/dams project	ongoing
Briefing the new Court of Common Council	April – July
Relations with think tanks	ongoing
Livery communications	ongoing
Developing more effective communications with Members and staff	ongoing
Developing more effective internal communications with staff	ongoing
Embedding communications across departments	ongoing

- Horizon scanning: communication challenges and opportunities 2013 – 2016

In addition to the activities outlined above, the Public Relations Office through the implementation of the *Communications Strategy 2013-2016* will begin to prepare for a number of specific priorities that are already emerging for 2013-2016. These include:

2013/14

- New Governor of the Bank of England takes office, *July 2013*
- German Federal Elections, *22 September*
- Opening of Milton Court, *September 2013*
- New Government Spending Round, *Autumn 2013*

2014/15

- London Borough elections, *May 2014*
- European Parliament elections and appointment of new European Commission, *June 2014 onwards*
- Centenary of the First World War – national commemoration, *starting in August 2014*

2015/16

- General Election, *May 2015*
- Magna Carta 800th Anniversary, *June 2015*
- Report of the Davies Commission on London's airport capacity
- Possible commencement of UK renegotiations with Europe

4. Public Relations Office Financial Summary 2013 - 2014

Table 1 below sets out the Public Relations Office total budget for the year and table 2 provides a breakdown of the local risk budget.

The Office budget continues to be monitored very closely with proper consideration given to all items of expenditure to ensure it represents value for money. As with other offices across the organisation, we will be working closely with colleagues in the newly formed City of London Procurement Service and continue to contribute to the wider work of the PP2P project.

We continue to look to use our resources, both personnel and financial, in the most efficient and effective way and are always looking for new ways of working that will enable us to deliver our services to a high-standard in the most cost-efficient manner.

Table 1: Expenditure & Income Analysis

BUDGET 2013-2014	<i>Local Risk</i> <i>£000</i>	<i>Recharges</i> <i>£000</i>	<i>Total</i> <i>£000</i>
Employees	1,591	-	1,591
Transport related expenses	43	-	43
Supplies and services:			
PR Plan	629	-	629
Professional fees and services	60	-	60
Other	16	-	16
Support services	-	250	250
Total expenditure	2,339	250	2,589
Income	(17)	(105)	(122)
	2,322	145	2,467

Table 2: Local risk budget

	TOWN CLERK'S LOCAL RISK (£000)
Employees	1,591
PR Plan	629
General office expenditure	119
Income	(17)
TOTAL	2,322

A detailed breakdown of the PR office plan is available on request from the Director.

Annex 1: Detailed key objectives

Objective 1	Lead on the implementation of the Communications Strategy 2013-2016: promote the role of the City throughout the UK and the EU and work to promote policies that maintain and enhance the City's competitiveness; promote the services provided by the City Corporation, in particular focus on supporting London's communities and helping to look after London's heritage and green spaces; and brief new Common Council Members on the strategy.			
Supporting TCT Strategy themes: All	Aligns to Corporate Plan: Strategic aims 1, 2 and 3	PRO strategic aims: All		
Actions / Milestone		Target date	Measures of Success	Responsibility
Provide communications support to increase understanding of the City's role in the UK and importance of the City as Europe's international financial centre.		March 2014	Work closely with the Lord Mayor and Policy Chairman in the run-up-to and during their EU and other visits throughout 2013, collaborating effectively with Economic Development and Mansion House.	Public Relations Office/ Economic Development/ Mansion House
		March 2014	Run an effective political contact programme to ensure that the key messages are conveyed to political audiences.	Corporate Affairs Team
		March 2014	Maintain at least at the current level (1051 pieces of coverage) and aim to increase quality of the coverage which demonstrates the City's benefit to the UK and the EU as a whole, including work by the Lord Mayor, the Policy Chairman and including research papers and other stories, alongside TheCityUK's work	Media Team
Promote policies that sustain and enhance the City's international competitiveness.		March 2014	Work with other departments to engage with key audiences on matters related to London infrastructure.	Public Relations Office
		March 2014	Continue to achieve media coverage on this topic.	Media Team

Use various communications channels to gain publicity for the work we do in supporting London's communities and looking after heritage and green spaces.	March 2014	Continue to achieve media coverage in these two areas.	Media Team
	March 2014	Seek to engage with a political audience on these two areas via new and regular communications channels, including using our established links with key think tanks.	Communications priority leads and Corporate Affairs Team
	March 2014	Work with other departments to identify new opportunities for work in both of these areas.	Public Relations Office
Carry out briefings for Members of the Court on the Communications Strategy and the work of the Public Relations Office.	April – July and ongoing	<p>Circulate the Communications Strategy to Members.</p> <p>Run briefing sessions for Members in April and July.</p> <p>Produce briefing notes that provide key messages on topical issues in advance of major set-piece events and at other times, when appropriate.</p>	Director of Public Relations and Assistant Directors/Heads of Team
Continue to embed communications across the organisation and raise awareness of the importance of communications in all areas of work.	<p>October 2013</p> <p>ongoing</p>	<p>Hold Departmental Communications Representatives (DCR) meetings on a six-monthly basis in April and October.</p> <p>Work to embed communications, particularly online channels, in departmental business plans.</p>	<p>Director of Public Relations and Assistant Directors/Heads of Teams</p> <p>Public Relations Office</p>

Objective 2	Handle increased interest in the structure, role and work of the City Corporation, following elections, manage the annual City worker registration process.			
Supporting TCT Strategy themes: All	Aligns to Corporate Plan: Strategic aims 1,2 and 3	PRO strategic aims: A,B,C,D		
Actions / Milestone	Target date	Measures of Success	Responsibility	
Manage all media enquiries relating to the elections and the structure, role and work of the City Corporation.	ongoing	The media are provided with appropriate information in a timely manner.	Director of Public Relations and Head of Media	
Work with the Town Clerk's office to ensure website content is accurate and up-to-date on all matters relating to the elections and electoral process and social media where appropriate.	ongoing	All relevant web pages contain accurate information with social media channels continued to be used to push out messages and to enter into dialogue with key audiences.	Director of Public Relations, Head of Media and Publishing Team	
Continue to engage with businesses and residents and communicate the City's voting system, specifically targeting large City firms	January 2014	<p>Number of firms/voters registered in 2012: 3,954 /15,581</p> <p>Increase the number / proportion of registered firms/numbers of voters, recognising the impact of the economic downturn and the electoral cycle.</p> <p>MS CRM / COD database accurate and up to date.</p>	Corporate Affairs Team	

Objective 3	Manage communications for the City Corporation's input to the debate on the UK's role in the EU.		
Supporting TCT Strategy themes: 1	Aligns to Corporate Plan: Strategic aim 1	PRO strategic aims: A,C,D,E	
Actions / Milestone	Target date	Measures of Success	Responsibility
Contribute to formal submissions to the debate and work to achieve due recognition for the City Corporation's involvement including briefing relevant political audiences.	ongoing	Work with senior Members and relevant departments, particularly Economic Development, to agree proposals in a timely manner. Ensure that the political contact programme reflects our need to contribute to this debate.	Director of Public Relations and Assistant Directors/Heads of Teams
Manage all media enquiries relating to this debate and provide appropriate spokesperson(s) and comment when required.	ongoing	Achieve an appropriate level of coverage of the City Corporation's position in both the UK and international media.	Director of Public Relations and Head of Media
Ensure Members are kept informed of the City Corporation's policy position in this area.	ongoing	Produce briefing notes for Members in a timely manner.	Director of Public Relations and Head of Corporate Affairs

Objective 4	Manage the City of London Corporation's polling of key audiences (businesses, residents, senior executives and workers), report the results to departments in a timely manner and respond effectively to the outcome.			
Supporting TCT Strategy themes: All	Aligns to Corporate Plan: All strategic aims	PRO strategic aims: A,B,E		
Actions / Milestone		Target date	Measures of Success	Responsibility
Questionnaires agreed for this year's survey that meets the needs of departments across the organisation and commencement of fieldwork.		May 2013	Chief Officers consulted and input considered to the questionnaires and to ensure the latter reflect changing business needs.	Director of PR and Corporate Affairs Team
Ensure Members and departments are fully informed of the results of the surveys in a timely manner.		Summer / Autumn 2013	Work with the polling organisation to produce clear reports on the results and communicate them using appropriate vehicles.	Director of PR and Corporate Affairs Team
Relevant results measure the impact and effectiveness of the communications strategy.		Summer / Autumn 2013	An increase in familiarity amongst key audiences from the 2009 results: Businesses: 39% Senior execs: 57% Workers: 41% Residents: 62%	Director of Public Relations
Assist, where appropriate, other departments with implementing the outcome of the surveys as part of their business planning process.		Throughout 2013/14	All departments are clear as to where to find the survey results, how to use them and advice is provided by PRO, as and when requested.	Public Relations Office

Objective 5	Continue to enhance digital communications, including increasing the scope of the website and understanding of new and social media amongst Members and staff, and ensure all Public Relations Office staff have the necessary skills to use these tools, effectively, with greater cross-working.		
Supporting TCT Strategy themes: All	Aligns to Corporate Plan: All strategic aims	PRO strategic aims: All	
Actions / Milestone	Target date	Measures of Success	Responsibility
Review content on the ‘About us’ section of the website.	August 2013	Content is easy to read and engaging, with appropriate pictures and links.	Head of Publishing, Content Director and Director of PR
Assist cluster composers with reviewing the content and structure of their sections.	ongoing	Sections of the website have up-to-date, searchable and engaging content and can be easily navigated.	Head of Publishing, Content Director and Director of PR
Continue to work with the Deputy Town Clerk to enhance the new and social media offering provided by the City Corporation, including effective monitoring and reporting procedures, and the encouragement of new visual content.	ongoing	Reporting template has been agreed which can routinely be reported to Management Teams. Social media users fully trained in monitoring and reporting. Members and staff are briefed on the use of social media as a communications channel and corporate guidelines (BARcelona).	Deputy Town Clerk and Public Relations Office
Train all staff in PRO on how to use effectively the range of social media tools and enhance cross-working.	December 2013	Training sessions held for PRO staff.	Public Relations Office

Annex 2: Focus for the work of the Public Relations Office, 2013 – 2014

The City's role in the UK and EU and maintaining international competitiveness	ongoing
Increase understanding of The City's role for the whole UK economy and as Europe's financial centre, monitoring EU developments (eg German Federal elections, September 2013). Support work that promotes policies to sustain and enhance the City's international competitiveness.	
Promoting the City Corporation's role in supporting London's communities	ongoing
Increase awareness of the work done across the organisation in this area and, in particular, on employability, education and cultural opportunities, through media relations, political engagement, events, and new initiatives.	
Promoting the City Corporation's role in helping to look after London's heritage and green spaces	ongoing
Increase awareness of the City Corporation's work in the area of heritage and green spaces through media relations, political engagement, events, and new initiatives.	
Transparency agenda	ongoing
Support work to improve transparency and understanding of City Corporation's finances and governance.	
Reputation and risk management	ongoing
Ensure departments are aware and proactive in responding to reputational risks to the organisation. Actively manage and report the Office risk tracker to the quarterly Departmental Management Team meeting and ensure that the emergency plans are regularly reviewed, with staff engaged with the plan.	
Continued development of digital communications including new and social media	ongoing
Exploit fully the capabilities of the new website and further embed the use of social media across the organisation.	
Philanthropy and social investment	ongoing
Work with relevant departments to increase awareness of the social investment market in London and the work of the City Corporation's social investment fund. In parallel to this promote Lord Mayor Roger Gifford's work to encourage philanthropy in the City.	
Opinion polling of key audiences	Summer
Work with the appointed polling firm and key officers to manage the process and work with departments to respond effectively to the outcome of the polling.	
The City Corporation's responsibility for public health	Spring
Increase awareness of City Corporation's new public health responsibilities and how residents, workers and businesses can engage with policy, particularly through the Health and Wellbeing Board.	

Streetworks	ongoing
Continue to communicate effectively the need for streetworks generally and the details, including timing, of individual works.	
Hampstead Heath ponds/dams project	ongoing
Ensure appropriate communications concerning the project to build new dams.	
Briefing the new Court of Common Council	April – July and ongoing
Handle increased interest in the structure, role and work of the City Corporation, following elections and brief new Common Council on Communications Strategy and the work of the Public Relations Office.	
Relations with think tanks	ongoing
The City Corporation is currently a Corporate partner of CentreForum, Chatham House, Demos, the European Policy Forum, the Foreign Policy Centre, IPPR, New Local Government Network, Reform and the Young Foundation and will continue to work with these and other Think Tanks, across the political spectrum, on an ad-hoc basis to promote the priority communication areas.	
Livery communications	ongoing
The Corporate Affairs Team will continue to organise the Livery Briefing events that take place on a quarterly basis. The Office will also continue to update the Livery on the work of the City Corporation through the quarterly Livery Briefing which is sent to all Livery Clerks electronically.	
Developing more effective communications with Members	ongoing
Keep all Members informed of new policy developments both through regular publications and ad hoc briefing notes.	
Developing more effective internal communications with staff	ongoing
Update the internal communications strategy working with key departments to develop and implement the new strategy, particularly focusing on enhancing organisation understanding and developing ‘PR literacy’ at a local level.	
Embedding communications across departments	ongoing
Continue to work with departments across the organisation to embed communications into their work and ensure communications are incorporated into business plans where appropriate.	

Annex 3: Review of performance and summary of key achievements, 2012 – 2013

The work and achievements of the Public Relations Office have reflected the medium-term strategy of the organisation, and the communications priorities that were outlined in the *City of London Communications Strategy 2012-2015* and equally took full account of changing circumstances and emerging priorities throughout the year including. Some of the main highlights of activities from 2012/2013 include:

- The Public Relations Office worked with departments across the organisation in the

run up to and during the Olympic and Paralympic Games. Work carried out by the Office included: national and international media coverage; a series of pop up displays; host Authority flags for Guildhall and Mansion House; leaflets detailing the City Corporation's involvement in the Games; a dedicated Twitter feed @squaremile2012 for Games-related news and events; organised and assisted with a number of events; major filming at Tower Bridge; updates for Members via email on news and events of interest during the Olympic and Paralympic Games; and information and advice provided to staff through regular internal communications channels.

- Over the course of the Diamond Jubilee weekend the Office provided media support for the River Pageant on Sunday, assisted with delivering the public event held on Tower Bridge on Sunday, the lighting of a beacon on Hampstead Heath on Monday, and media support on Tuesday for the Royal Receptions at Mansion House and Guildhall and the Livery Lunch at Westminster Hall, and supported the Remembrancer's Department at the Guildhall Reception. The Diamond Jubilee secured international coverage of the Lord Mayor, Mansion House, Guildhall and Tower Bridge.
- The Public Relations Office worked closely with the Visitor Development Team to deliver *Celebrate the City*. This included media relations, celebrity photo calls, event management, promotion through printed and online channels, social media, internal communications and financial assistance.
- Helped launch a new initiative to promote London as an international centre for Renminbi trading.
- Responded to the Parliamentary Commission on Banking Standards and other select Committee hearings.
- Promoted the work of the City Corporation supporting London's communities. Specific activities included: Hackney careers fair, Evening Standard article on the City Corporation's involvement with *Ladders for London*, media launch for the NEETs initiative, and meetings with relevant politicians including Nick Hurd and Brandon Lewis.
- Promoted the work City Corporation do helping to look after London's heritage and green spaces. Specific activities have included: two research papers that looked into the economic value of open spaces and arts and culture, article in Cityview on green spaces, and a conference with the Forestry Commission.
- The final worker voter registration figures were 15,581 which is an increase of 105 from last year. The number of businesses registered was 3,953 which has increased by 157 from last year.
- Worked with IS and other departments to launch the City of London Corporation's new website in July and continued, from launch, to develop and enhance the website.
- Continued to develop the organisation's social media offering. This now includes 34 Twitter feeds, 18 Facebook pages, 4 apps, 4 Flickr accounts, 1 Pinterest page, 2 blogs and a YouTube channel.
- Partnered with Think Tanks across the political spectrum to deliver a wide range of events including a major event to commemorate the 100th anniversary of the birth of Milton Friedman, a major economic speech by Vince Cable MP, a dinner with Ed Balls MP and a seminar with Sharon Bowles MEP. Successful events were also held in partnership with relevant Think Tanks at the three main party conferences in Autumn 2012
- Worked with Town Clerk's Department to produce publications that provided

- information on the services and activities paid for by City's Cash and City Fund.
- Over the course of the year there were 3,545 City Corporation stories in the UK and international media. 1,051 (30%) of these stories were related to financial services, with the remaining 2494 (70%) related to services.
- Supported the Lord Mayor and Policy Chairman on a number of overseas visits to India, Turkey, China, Latin America and at the international property conference MIPIM.
- PRO worked closely with the new Town Clerk, John Barradell, to inform both internal and external audiences of his role.

Annex 4: Public Relations Office environment and structure

- Learning and Development

The Public Relations Office values and fully supports the encouragement of staff to develop and enhance their knowledge, skills and experience. Staff are given the opportunity to discuss, identify and prioritise strategic learning and development opportunities for the year ahead through the performance and development framework. In 2013, the main focus will be to develop and roll-out a skills-sharing programme for PRO, focussed initially around new and social media.

The Public Relations Office ensures its learning and development activities are aligned with the four key principles of the corporate Learning and Development Strategy. This is applied through different techniques; e-learning, internal and external training courses, mentoring and work-based learning. A new procedure has been introduced for evaluating and reporting learning and development activities. The Director of Public Relations will be required to complete the designated template twice a year, outlining the impact of significant learning and development on an individual, team or the organisation as a whole. The Public Relations Office continues to fully support the organisation's Investor in People accreditation.

- Health & Safety

The Public Relations Office recognises the importance of health and safety throughout the Office, it ensures that all staff are supported in terms of the aspects of the work environment, this includes DSE regulations, general risks in the workplace, eg equipment and workstations and general office conditions. Colleagues continue to be encouraged to report all issues, both physical and those relating to staff welfare, to the Office Manager, who will report and action appropriately.

- Public Relations Office structure

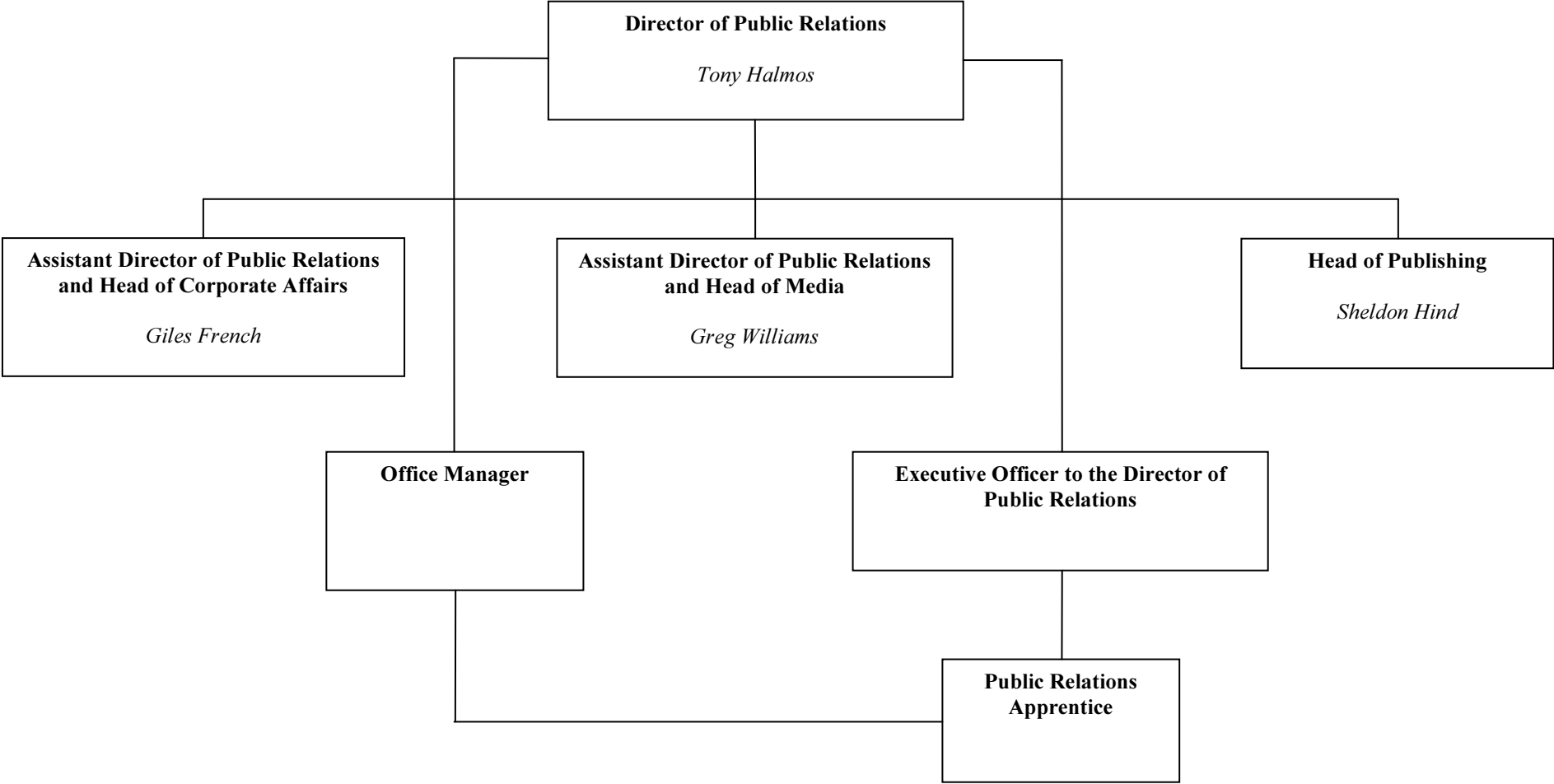
The Director of Public Relations has overall responsibility for the supervision of the work of the Office. This is carried out primarily through the three Teams which, together with the Director's Team, comprise the Office:

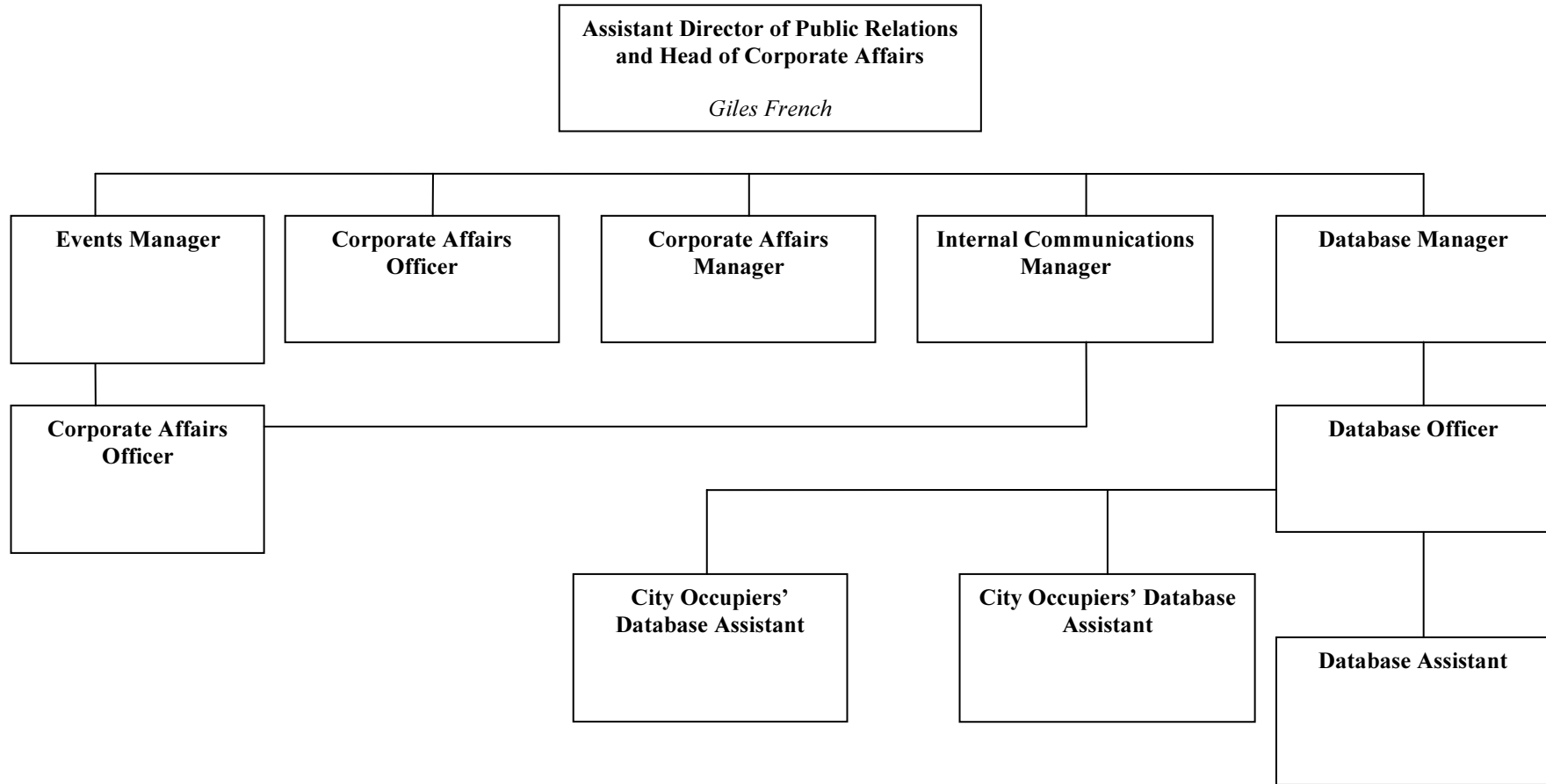
The **Corporate Affairs** Team is responsible for management of live events, including seminars, conferences, receptions and private breakfasts, lunches and dinners; corporate contacts; public affairs; the Chairman of the Policy & Resources Committee's business and political contacts programme; briefings for Members; internal communications; managing the corporate database (CRM) and electoral registration.

The **Media** team manages the City of London Corporation's relations with the media, both off-line and online, at home and overseas (especially in support of major visits). It runs media relations for the organisation as it sustains and promotes "The City" as a world-leader in finance and business, and handles media for the services provided by the City of London Corporation, especially our role in supporting London's communities and helping to look after London's heritage and green spaces. The Media team has a lead role in communications for emergencies and major incidents. The Head of Media also advises on the management of PR agencies used by departments and takes a lead in guiding new media practices across the City of London Corporation.

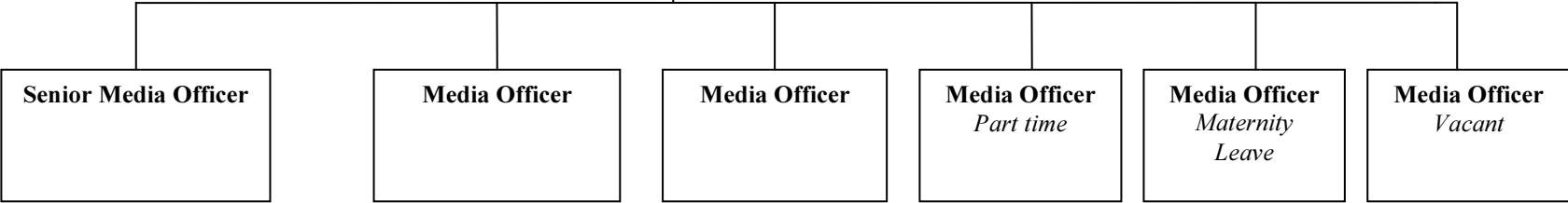
The **Publishing** Team is responsible for creating, developing and publishing corporate, multi-platform material and advising and cascading knowledge to enable staff to own and publish their own content. The team leads on corporate standards, user experience, look and feel, governance and analytics and is also responsible for the overall management of the digital publishing structure. It supports, advises and assists other service areas in their communications through different channels, print or ecomms, ensuring corporate identity, consistency and quality are maintained and covers product development, brand management and staff training. The Team is also responsible for issues connected with external commercial sponsorship and the corporate management of commercial filming in the City.

Public Relations Office structure – March 2013

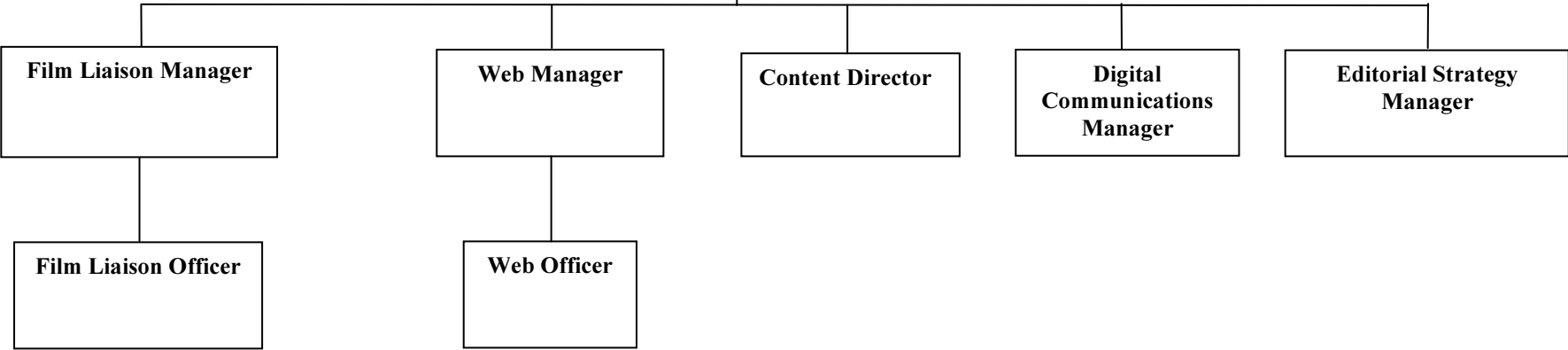




**Assistant Director of Public
Relations and Head of Media**
Greg Williams



Head of Publishing
Sheldon Hind



Public Relations Office Business Plan Summary 2013-2016

Our **Strategic Aims** are:

- A. To continue to represent the views and interests of the financial and business City at home and abroad to support and enhance its status as the world leader in international financial and business services.
- B. To promote the City of London Corporation as a provider of valued services to the Square Mile and beyond and to increase understanding and further improve due recognition amongst key audiences/stakeholders.
- C. To engage with the coalition government, opposition party and other appropriate parties across the political spectrum and to work closely with the GLA and other similar organisations across London.
- D. To provide professional public relations services, advice and support at all levels to the organisation to promote and enhance its reputation and standing through implementation and delivery of the Communications Strategy.
- E. To keep up-to-date with all relevant issues (ie political, business, media, technology etc) and to ensure the organisation's key messages are delivered effectively and improve further the capacity to respond positively to changing circumstances and priorities whilst ensuring that a high quality of professional service is maintained.

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Our **Key Objectives** are:

1. Lead on the implementation of the Communications Strategy 2013-2016: promote the role of the City throughout the UK and the EU and work to promote policies that maintain and enhance the City's competitiveness; promote the services provided by the City Corporation, in particular focus on supporting London's communities and helping to look after London's heritage and green spaces; and brief new Common Council on the strategy.
2. Handle increased interest in the structure, role and work of the City Corporation, following elections.
3. Manage communications for the City Corporation's input to the debate on the UK's role in the EU.
4. Manage the City of London Corporation's polling of key audiences (businesses, residents, senior executives and workers), report the results to departments in a timely manner and respond effectively to the outcome.
5. Continue to enhance digital communications, including increasing the scope of the website and social media, and ensure all staff in the Office have the necessary skills to use these tools effectively.

Our **Key Performance Indicators** are:

Description:	Previous year performance (where comparable):	Target:
Quantity of media coverage	Financial services: 1051 Services: 2494	An increase for financial services and the quantity is maintained, at least, for City Corporation services
Familiarity across four of our key audiences measured by the triennial polling exercise	(Results from 2009) Businesses: 39% Senior execs: 57% Workers: 41% Residents: 62%	An increase across all four audiences
The number of registered firms/numbers of business staff voters	Firms: 3953 Voters: 15581	An increase on the number of firms and voters registered
Awareness of the communications strategy amongst Members and staff	Relevant staff survey pending	An increase in awareness

Public Relations Office Business Plan Summary 2013-2016

Our **financial information:**

	2011/12 Actual	2012/13 Original budget	2012/13 Revised budget (latest approved)	2012/13 Forecast outturn (latest)		2013/14 Original budget
	£000	£000	£000	£000	%	£000
Employees	1,621	1,603	1,577	1,577	100	1,591
Premises	1	0	0	0	0	0
Transport	13	3	44	44	100	43
Supplies & services	956	856	811	811	100	705
Third party payments	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0
Unidentified Savings	0	0	0	0	0	0
Total expenditure	2,591	2,462	2,432	2,432	100	2,339
Total income	(35)	(17)	(17)	(17)	100	(17)
Total local risk	2,556	2,445	2,415	2,415	100	2,322
Central risk	12	0	0	0	0	0
Total local and central	2,568	2,445	2,415	2,415	100	2,322

Our **Staffing** is made up of:

28 members of staff	
FT 26	PT 1
1 Apprentice	
Men	Women
50%	50%
Proportion of staff by grade	
A – E	F – J
57%	43%
Annual staff turnover 24%	
Sickness Absence	Avg. working days lost
PRO (1/1/12-31/12/12)	4.53
City Corp.	6.93

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Committee: Policy and Resources	Date: 22 March 2013
Subject: Economic Development Office Business Plan 2013-16	Public
Report of: Director of Economic Development	For Decision
<p><u>Summary</u></p> <ol style="list-style-type: none"> 1. The attached Business Plan for 2013-16 builds on last year's plan as approved by your Committee in May 2012. It is the outcome of planning sessions held with senior management in the Economic Development Office (EDO), and other planning and review sessions held with all EDO staff. Officers from the Lord Mayor's Office, PRO, Remembrancer's Department and other colleagues across the City Corporation have also been consulted in the preparation of this plan. 2. The Business Plan reflects the role which the City Corporation continues to play as a facilitator between City stakeholders, the Government and other institutions. This has been particularly evident in the work of the International Regulatory Strategy Group, jointly run with TheCityUK over the past year, and the development of an EU engagement strategy. Rachel Lomax, former Deputy Governor of the Bank of England, succeeded Andre Villeneuve as Chair of IRSG in January. 3. The Business Plan places greater emphasis on promoting entrepreneurship and innovation (showing support for sectors beyond financial and business services), social investment (including new initiatives to promote London as a global centre for social investment, which will support a City Corporation priority), and social enterprise including through volunteering. 4. Another focus will be to communicate to an external audience our regeneration and corporate responsibility work as part of broader activity to promote the City of London's work in supporting communities. The new Public Relations and Economic Development Sub-Committee is expected to enhance this activity. 5. EDO continues to identify efficiency savings through regular reviews of staffing and activities, and through exploiting opportunities for external funding and leveraging support from City stakeholders, for 	

example in the Research Programme.

6. Important links with the City of London's Corporate Plan and Community Strategy are shown in the plan. Detailed team action plans are being developed to show how the top level objectives will be achieved.

Recommendation

That the Policy and Resources Committee approve the EDO Business Plan for 2013 - 2016, and the associated budget which will be the subject of regular scrutiny against the backdrop of the City Corporation's financial position.

ECONOMIC DEVELOPMENT OFFICE BUSINESS PLAN 2013-16

February 2013



Responsible Officer: Paul Sizeland
Contact Officer: Karen Corley

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**ECONOMIC DEVELOPMENT OFFICE
BUSINESS PLAN 2013-16**

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1. Introduction - Context and Challenges

The Economic Development Office (EDO) works to promote the interests of the business City, and to assist in making the Square Mile a place of choice for business location and investment. We fund and deliver a range of regeneration and corporate responsibility programmes both in the City, and in the disadvantaged boroughs that surround the 'square mile' to support residents, entrepreneurs, businesses, and the voluntary and community sector. We also influence the delivery of economic development in wider London. EDO's overseas activities include local representation in Brussels, China and India to promote City interests and two way co-operation in financial and professional services.

EDO plays a unique role in projecting the image and profile of the City of London Corporation (CoLC), through its range of programmes, including research, and support for the Lord Mayor, the Policy Chairman and other senior City Corporation figures. An organisation chart and brief description of on-going activities are shown in Appendices A and B.

EDO aims to be flexible and responsive to changes in the environment in which the City of London operates, for example providing appropriate support for business on a demanding reputational agenda. This is both at a macro level, for example the impact of UK economic developments on the business environment, and proposed closer Eurozone integration on the Single Market; and at a more micro level in developing initiatives such as the 'Angels in the City' programme designed to provide financing for start-ups, and the Employability project with other London Boroughs.

The challenges over the coming year that will shape our activity are:

- (i) The uncertain **economic recovery** in the UK and Europe highlighting the importance of promoting policies which support economic growth and job creation;
- (ii) Further **Eurozone integration**, in particular the European Banking Union could affect the Single Market and thus perceptions of the City's attractiveness as a European centre. Against the backdrop of the Prime Minister's referendum strategy, announced on 23 January 2013, there is scope for us to ensure that the debate in the UK on the country's future relationship with the EU is better informed. We can also improve understanding across the EU through a programme of engagement with other member states.
- (iii) The implementation of the new **UK regulatory architecture** makes it even more important for the **International Regulatory Strategy Group (IRSG)** to play a leading role in the EU/UK regulatory reform agenda. Through partnership working with the CBI and others there is an opportunity to explain the importance of the financial services industry in the wider economy;
- (iv) The fallout from LIBOR and other issues continues to hinder the **restoration of trust** in the industry as an economic catalyst and as a positive element in society. The Tyrie Commission is playing an important role in the debate on Banking reform and industry standards;

- (v) **City competitiveness**, the attractiveness of the City and UK as a place to do business, is affected by the issues above (i - iv) and other factors such as UK Visa policy. CoLC should continue to facilitate initiatives which promote the City, such as the City of London RMB Initiative (internationalisation of the Chinese currency, the Renminbi), and the work of the **China and India Advisory Councils**. On our engagement programme with, what is likely to be, a more inward looking US administration, Congress and institutions will be important as EU/US trade negotiations continue and extraterritorial issues, including taxation, remain to be resolved.
- (vi) London remains the principal driver for the UK economy, and City of London activity on social investment, entrepreneurship, regeneration and corporate responsibility, and employability demonstrate the **value of City of London to London's wider society**.

2. Meeting the Challenges and Areas for Development

What the plan does

The business plan sets out the strategic focus for EDO, its aim being to establish a shared understanding of the priorities, and to set out what we need to do to work together to deliver them. The plan identifies six key objectives (Section 3) to support the strategic aims of the department, and sets out under each objective the high-level actions or work streams required to deliver these during 2013-14 (Appendix D).

Many of these actions and outcomes will need to be delivered in partnership with others and this continues to be an important area of development. We will continue to identify and act upon appropriate new opportunities for EDO and the City Corporation to benefit the City and London. An additional aim of the plan is to improve joint working across the department and make better use of existing and partner resources.

Sessions were held with all staff prior to and during the planning process.

Achievements

EDO has sustained recognition from a wide range of constituents, clients and counterparts as an effective partner and facilitator in all key areas of its responsibility, with proven ability to access and engage key players in financial and related services industries. Our ability to attract expert and high calibre participants to effective and targeted events with rigorous follow-up continues to be a strength.

Details of the key successes and achievements by EDO over the last year may be found from this link [here](#)

Efficiencies

Review and development of our activities during the last year have enabled more effective working; the IRSG has further established itself as the leading cross-sectoral practitioner-led body in the field of financial services regulatory reform, and our research function has been realigned to better meet the City's competitiveness challenges.

We will continue to use opportunities to increase efficiencies in working, and prioritisation of expenditure against a backdrop of challenging budget allocations. For example we will continue to co-commission research with external partners where appropriate, and continue to monitor the dissemination strategy using a mixture of on-line only publications and targeted print runs.

By further developing our working processes such as follow-up and evaluation, making use of further developed information systems, and close working between EDO teams, and with Public Relations Office, Mansion House and Remembrancer's Department we will continue to seek efficiencies and deliver value for money.

3. Aims and Objectives

EDO Strategic Aim:

To support and promote the City as the world leader in international finance and business services, by championing a positive, responsible and competitive business and policy environment, supporting the City's interests in global markets and helping to realise the economic and social potential of London, especially the City and our neighbouring boroughs.

Medium Term Objectives

1. Promote the City internationally as Europe's and the world's preeminent financial and business centre, supporting City interests in global markets, attracting inward investment and building stronger links with other parts of the UK.
2. Ensure that the City of London Corporation, both in its own right and working with partners (e.g. TheCityUK), plays a leading role in promoting and developing a positive business, regulatory and policy environment in which the international financial services industry can thrive, serve its customers and be a facilitator of economic growth and job creation.
3. Encourage, support and promote enterprise and responsible business growth across London.
4. Act as a key partner in regeneration, research, corporate responsibility, social investment and SME growth to help realise the economic and social potential of London, especially the City and our neighbouring boroughs.
5. Contribute to the City of London Corporation's communications agenda and increase EDO's profile across the Corporation and outside.
6. Cultivate a high performance, innovative and inclusive culture across EDO - one which is outward looking, alive to new developments and is willing and able to seize new opportunities.

4. Plan Delivery

The priorities are encompassed in our six medium term objectives and action plans (Appendix D). These reflect the interests of multiple internal and external stakeholders. Progress is reviewed and reported to senior management and the Policy and Resources Committee on a quarterly basis. They are supported by team action plans, and are reflected in individuals' objectives.

5. Budget

The Economic Development local risk budget for 2012/13 is £4,325,000 (see Appendix E), which includes a required reduction in spending of £61,000.

Our projects and programmes are appraised and evaluated against value for money criteria or are subject to Service Level Agreements.

The budget includes 34 staff (33 full time equivalents) based within the Guildhall complex and in Brussels, as well as 6 locally employed staff in India and China.

Separate budgets pay for 4 staff in the Heart of the City, 2 staff in Central London Forward and one Employer Engagement Manager, all located in EDO.

In addition to this core budget, the EDO manages the Policy & Resources Committee's Grants budget of £167,000 (for wider related project work). We also manage programme funding from other sources including £2 million from Bridge House Estates (for a central London employability programme), Section 106 monies and other Policy and Resources Committee funds.

6. Supporting Documents

The following documents may be available by contacting the Strategy and Performance Manager.

- Risk Tracker
- Consultation and communication plans
- Learning and development plan
- Investors in People action plan
- Business Continuity/Emergency Plan
- Equalities action plan

Appendix A Summary of EDO Activities

Role of EDO

The Director of Economic Development has overall responsibility for the work carried out by the following teams:

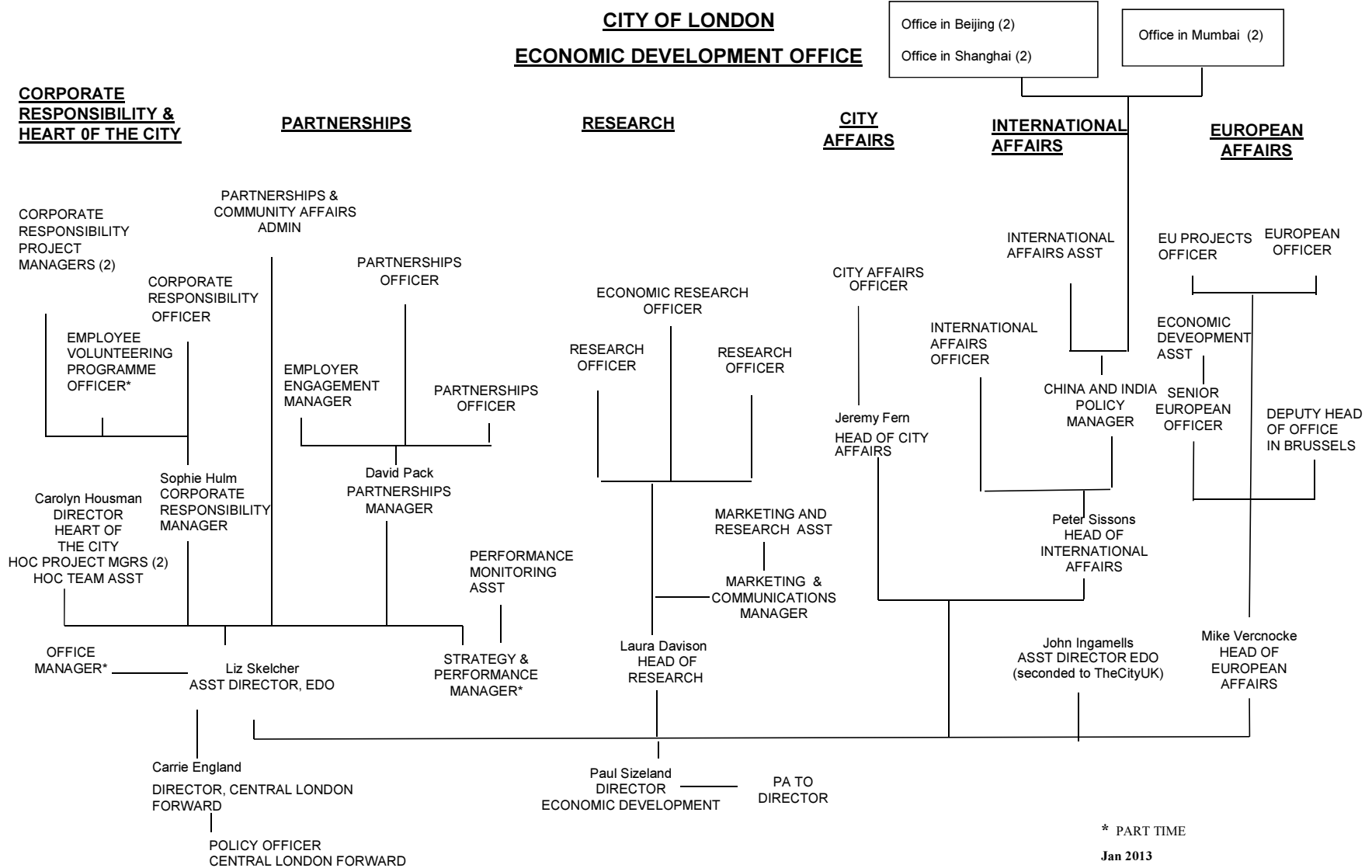
- **European Affairs (including City Office in Brussels)** facilitates timely and informed dialogue between City businesses and organisations and the European Commission, the European Parliament and individual EU Member States to maximise the influence of UK-based financial services on EU financial services policy and regulatory developments. We work very closely with the Financial Services Authority, HM Treasury and the Foreign & Commonwealth Office, as well as TheCityUK providing the joint Secretariat for the International Regulatory Strategy Group (IRSG) established in 2010. The IRSG has established itself as the leading cross-sectoral practitioner-led body in the field of financial services monetary reform. Rachel Lomax succeeded Andre Villeneuve as Chair on 1 January 2013.
- **City Affairs** promotes and reinforces the position of the City as a world-leading international centre for financial and related business services through engagement with City institutions and stakeholders on competitiveness issues including tax and immigration policy. Also organises training for HMG overseas officials on financial services and works with PRO on Chairman's and Lord Mayor's contact programme.
- **International Affairs (including overseas offices in India and China)** supports and promotes "the City" (UK-based financial and related business services) in international markets, develops the City's presence overseas, assists in the organisation of overseas activity undertaken by the Lord Mayor and Policy Chairman of the City of London, encourages foreign investment into the UK and facilitates inward visits by key overseas contacts.
- **Research** furthers the City's economic development goals by providing independent research for informed debate on key issues in support of evidence based policy making for City, regional, national and EU policymakers. It has an extensive programme on domestic and international issues and reports quarterly to EDCOG.
- **Regeneration Partnerships Programme** contributes to the economic regeneration of the City's neighbouring boroughs through three key themes of activity to unlock the main barriers affecting the area's prosperity: work with schools to raise aspirations and achievement; training and employment of local residents; and enterprise support. Encouraging entrepreneurship in the City/ City fringes and stimulating business angel investment are key foci.
- **Corporate Responsibility** offers tailored assistance and advice to City firms and City developers looking to adopt responsible business practices, ranging from setting up employee volunteering programmes to embedding sustainable procurement practices, and celebrating achievements in Corporate Community Involvement (through the Lord Mayor's Dragon Awards). The team also runs the Corporation's own employee volunteering and payroll giving programme, supports CoLC's local procurement internally, as well as developing research on key CR issues.

Appendix A Summary of EDO Activities

- **Social Investment** - we are working with Government and key agencies to help shape the policy environment to enhance the social enterprise market, including undertaking research and facilitating financing for social enterprises from institutional investors and other intermediaries. The CoLC has set up its own £20m social investment fund. The aim is to promote London as a global hub for social investment.

We work with partners including the corporate responsibility charity Heart of the City, and Central London Forward (CLF) – a partnership of seven London boroughs. Both are hosted within EDO. We also work together with the promotional body for the financial services industry, TheCityUK, which is supported by the City Corporation.

Appendix B EDO Organisation Chart



Appendix C EDO Objectives Mapped to Corporate Priorities

EDO STRATEGIC AIM

To support and promote the City as the world leader in international finance and business services, by championing a positive, responsible and competitive business and policy environment, supporting the City's interests in global markets and helping to realise the economic and social potential of London, especially the City and our neighbouring boroughs.

EDO OBJECTIVES

OBJECTIVE 1

Promote the City internationally as Europe's and the world's preeminent financial and business centre, supporting City interests in global markets, attracting inward investment and building stronger links with other parts of the UK.

OBJECTIVE 2

Ensure that the City of London Corporation, both in its own right and working with partners (e.g. TheCityUK), plays a leading role in promoting and developing a positive business, regulatory and policy environment, one in which the international financial services industry can thrive, continue to serve its customers and be a facilitator of economic growth and job creation.

OBJECTIVE 3

Encourage, support and promote enterprise and responsible business growth across London.

OBJECTIVE 4

Act as a key partner in regeneration, research, corporate responsibility, social investment and SME growth to help realise the economic and social potential of London, especially the City and our neighbouring boroughs.

OBJECTIVE 5

Contribute to the City of London Corporation's communications agenda and increase EDO's profile across the Corporation and outside.

OBJECTIVE 6

Cultivate a high performance, innovative and inclusive culture across EDO - one which is outward looking, alive to new developments and is willing and able to seize new opportunities.

CoL Corporate Plan 3 Strategic Aims

- To support and promote 'The City' as the world leader in international finance and business services.
- To provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes.
- To provide valued services to London and the nation.

CoL Corporate Plan 5 Key Policy Priorities

- KPP1 Supporting and promoting the international and domestic financial and business sector.
- KPP2 Maintaining the quality of our public services whilst reducing our expenditure and improving our efficiency.
- KPP3 Engaging with London and national government on key issues of concern to our communities including police reform, economic crime and changes to the NHS.
- KPP4 Maximising the opportunities and benefits afforded by our role as a good neighbour.
- KPP5 New policy priority to cover culture and the arts (TBD).

Also supporting **The City Together** community strategy themes: *Is competitive and promotes opportunity* and *Supports our communities*

Appendix D EDO Action Plan 2013-16

Objective 1	Promote the City internationally as Europe's and the world's preeminent financial and business centre, supporting City interests in global markets, attracting inward investment and building stronger links with other parts of the UK			
Actions/Milestones	Target Date	Measure of Success	Resp (Teams)	Resources
1. Carry out research and organise events around key competitiveness issues relating to global markets.	On-going	<ul style="list-style-type: none"> Research programme in place; specific areas of research completed / shared with the wider business community 	All	
2. Extend the capacity to promote the UK-based financial and business services sector internationally by continuing to strengthen existing relationships, build new relationships and explore relevant opportunities with key decision makers and financial leaders. This will enhance the City's global outlook and strengthen its place as the preeminent international financial centre.	On-going	<ul style="list-style-type: none"> Relationship development / management programmes in place in China, India, Hong Kong, US and EU Member States Meetings arranged / held, briefings provided and relevant follow-up developed Strategy developed for Singapore and action plan in place Successful pre-Presidency visits and other visits to/activities with EU member states Business engagement programmes in place which are reaching the right audiences. 	International European City	
3. Maintain and enhance the City of London's profile as a trusted interlocutor.		<ul style="list-style-type: none"> Programme of meetings and events in place with attendance meeting objectives 	European All	
4. Provide policy advice and support to key internal stakeholders.	On-going	<ul style="list-style-type: none"> Accurate, high quality briefings prepared and delivered as required 	International European City	
5. Develop a UK regional strategy for CoLC's work reflecting the City's function as a national asset.	Jun 2013	<ul style="list-style-type: none"> Strategy and associated action plan developed and in place 	City	

Appendix D EDO Action Plan 2013-16

6. Secure the City's role as a global leader in social investment.	Mar 2014	<ul style="list-style-type: none"> The City's voice is heard through involvement in the Expert Group¹ and at key conferences and events. Impact in policy development 	Corporate Responsibility	
<p>Priority and rationale:</p> <p>This is a key part of the City competitiveness agenda and supports the corporate risk (SR2) on 'Supporting the Business City'. The City of London continues to top the polls as the world's leading international financial and business centre. But this can never be taken for granted. At the same time, London's generally accepted status as Europe's financial centre could be weakened by the continuing debate about the UK's relationship with the EU set against the backdrop of the EU itself moving towards even closer cooperation with e.g. the banking union from which the UK has excluded itself. The reputational damage the industry has suffered since 2008, coupled with poor public understanding of the role the industry plays in wider society make more challenging our efforts to promote the City as a national asset.</p> <p>EDO's priorities for tackling these challenges will be to:</p> <ul style="list-style-type: none"> support the overseas visits programme of the Lord Mayor to key markets, facilitating involvement of industry representatives where appropriate; develop stronger links with other UK financial and business centres to broaden the presentation of what the City has to offer; work to improve the reputation of the financial services industry and engender greater understanding of the industry's role in economic development, job creation and social investment; seek specific opportunities to promote London's role as an international centre e.g. the City of London Renminbi Initiative; and develop an ever wider set of contacts and supporters for the City's role in international finance through overseas and inward visits and e.g. the City Programme. 				
<p>Measurements:</p> <p>Number of government and business decisions influenced</p>				
CORPORATE CONSIDERATIONS				
Supporting TCT Strategy theme:	Is competitive and promotes opportunity	Aligns to Corp Plan	<p>KPP1 Supporting & promoting the international and domestic financial and business sector</p> <p>KPP5 New policy priority to cover culture and the arts</p>	
Money	People	Environment	Managing Business	
Use of grant giving by City Bridge Trust and the new £20m City of London Social	The end of the secondment of the EDO Assistant Director to TheCityUK (agreed by P&R) with	Encouraging sustainable business practices where appropriate.	<ul style="list-style-type: none"> Use of overseas offices in China and India; Use of India and China Advisory Councils to engage FS stakeholders. Research stakeholders more involved in advisory 	

1 European Commission on Social Business

Appendix D EDO Action Plan 2013-16

Investment Fund to support Action 6. Dependent upon funding renewal for Social Investment Advisor role.	the role reverting to EDO will increase senior management capacity.		councils. <ul style="list-style-type: none">• Info Systems- info sharing and maximising use of CRM. Use of web stats to understand research access and client use.• Supports corporate risk - SR2
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Appendix D EDO Action Plan 2013-16

Objective 2	Ensure that the City of London Corporation, both in its own right and working with partners (e.g. TheCityUK), plays a leading role in promoting and developing a positive business, regulatory and policy environment in which the international financial services industry can thrive, serve its customers and be a facilitator of economic growth and job creation.			
Actions/Milestones	Target Date	Measure of Success	Resp	Resources
1. Improve and enhance understanding of the issues affecting City businesses and key policy issues affecting business and the regulatory environment.	On-going	<ul style="list-style-type: none"> Research programme in place; specific areas of research completed / shared with the wider business community Contacts with City business developed and maintained 	Research City	
2. Enhance the City of London's profile and reputation in the European Parliament and maintain dialogue at all levels of the EU Commission and with practitioners in other EU financial centres to enhance profile and reputation.	On-going	<ul style="list-style-type: none"> Relationship management programme in place Meetings / events and briefings developed and delivered with positive feedback Areas for joint activity of regulatory issues identified (e.g. Anglo-French Committee) Impact on policy development 	European	
3. Develop and maintain relationships with key partners and stakeholders.	On-going	<ul style="list-style-type: none"> On-going relationship management programme in place Response to requests for collaboration/ support e.g. for events 	All	
4. Ensure the IRSG plays a leading role in shaping future EU Financial Services Regulation, particularly in relation to the City of London's key policy areas.	On-going	<ul style="list-style-type: none"> Evidence of impact of IRSG work seen in legislative outcomes 	European	
5. Influence UK and EU parliamentary and regulatory process in favour of a more competitive business environment.	On-going	<ul style="list-style-type: none"> Contact programme with City businesses and politicians in place Relevant submissions and briefings submitted and impact monitored 	City European	

Appendix D EDO Action Plan 2013-16

6. Increase the supply of capital for social investment by ensuring positive regulatory environment and increasing investment by "city-type" investors.	Mar 2014	<ul style="list-style-type: none"> Government has taken steps to improve regulatory framework in response to CoLC Red Tape Challenge submission. Increase in social investment made. 	Corporate Responsibility	
<p>Priority and rationale:</p> <p>Since the financial crisis of 2008, financial services have faced a barrage of new regulatory initiatives both in the EU and on wider international scale from e.g. G20 coordination. It is important for the City of London Corporation's profile with the industry that it is seen to be taking an active role in facilitating debate and cross-sectoral input to regulatory initiatives. A key element of this is to promote the financial services industry's key role in economic recovery and job creation and to improve understanding about this role among key audiences. The IRSG, an initiative run jointly with TheCityUK, will be the main focus for work on regulatory and policy developments, along with the overseas and domestic contact programmes of the Chairman of Policy and Lord Mayor, especially the enhanced EU engagement programme.</p> <p>The Social Investment (SI) agenda, in part prompted by the success of research publications in promoting a policy dialogue with UK government, has established the City Corporation as an enabler in this increasingly important area. Complemented by the grant giving of City Bridge Trust and the new £20m City of London Social Investment Fund, and working with Government and other expert SI agencies, EDO will continue to implement CoLC's Social Investment strategy by: 1. Encouraging and steering a growing supply of flexible capital from City institutions and affiliates into social investment opportunities. 2. Helping to frame the legal regulatory and fiscal environment to create an enabling environment for social investment to accelerate. (See also Objectives 1 and 4 for further SI support activity)</p>				
<p>Measurements:</p> <p>Number of government and business decisions influenced</p>				
CORPORATE CONSIDERATIONS				
Supporting TCT Strategy theme:	Is competitive and promotes opportunity	Aligns to Corp Plan	KPP1 Supporting & promoting the international and domestic financial and business sector	
Money	People		Environment	Managing Business
Dependent upon funding renewal for Social Investment Advisor role complemented by grant giving by City Bridge Trust and the new £20m City of London Social Investment Fund to support Action 6.	The end of the secondment of the EDO Assistant Director to TheCityUK (agreed by P&R) with the role reverting to EDO will increase senior management capacity.		Encouraging sustainable business practices where appropriate.	<ul style="list-style-type: none"> Use of the office in Brussels to boost the City's profile and contacts in key EU institutions. Supports corporate risk - SR2

Appendix D EDO Action Plan 2013-16

Objective 3		Encourage, support and promote enterprise and responsible business growth across London.			
Actions/Milestones		Target Date	Measure of Success	Resp	Resources
1. Research projects and events to support and inform responsible business growth.		On-going	<ul style="list-style-type: none"> Research programme in place; specific areas of research completed / shared with the wider business community 	Research	
2. Develop and deliver business support to SMEs, social enterprises and individual entrepreneurs - with a focus on those working within the City and neighbouring boroughs as well as female entrepreneurs.		On-going	<ul style="list-style-type: none"> Numbers of businesses and individuals involved and supported through the individual programmes Investment secured through angels and other sources [CoLC programme for SMEs around promotion and policy developed and delivered] 	Partnerships & Corp Resp Partnerships City Affairs	
3. Engage businesses across the City and neighbouring boroughs to develop responsible procurement practices.		On-going	<ul style="list-style-type: none"> Increase in City businesses receiving information and putting plans for responsible procurement in place 	Corporate Resp	
4. Develop and deliver initiatives that encourage and assist individuals to move to self-employment.		On-going	<ul style="list-style-type: none"> Number of businesses started and sustained Number of participants Scope for potential work in enterprise and young people established 	Partnerships & Corp Resp	
5. Improve awareness of CoLC's involvement in encouraging and support business growth across London and contributing to the overall economic growth agenda.		On-going	<ul style="list-style-type: none"> Briefings and promotion in place including on-line publication Feedback from follow-up/ survey 	City Affairs	
6. Continue to promote the City as a destination for inward investment and support inward investment activity into the City, working with government partners.		On-going	<ul style="list-style-type: none"> Successful engagement and follow up Feedback from follow-up/ survey 	International	

Appendix D EDO Action Plan 2013-16

Priority and rationale:

The Corporation is increasingly active in the support of start-ups and small and medium sized enterprises (SMEs) in a range of business sectors (e.g. Tech City) in the City and surrounding boroughs, focusing on entrepreneurship (supporting innovative businesses with high growth potential and women entrepreneurs), helping SMEs to access the City's supply chain, and the promotion of responsible business (e.g. through CSR programmes). This is a further contribution to London's competitiveness, complementing and mutually reinforcing the CoLC's work with the financial and related business services sector.

Measurements:

Number of SMEs in City and City fringes provided with business support

CORPORATE CONSIDERATIONS

Supporting TCT Strategy themes:	Is competitive and promotes opportunity	Aligns to Corporate Plan	KPP1 Supporting & promoting the international and domestic financial and business sector		
	Supports our communities		KPP4 Maximising the opportunities and benefits afforded by our role in supporting London's communities		
Money		People		Environment	Managing Business
Making best use of partnership working for best value for money.		Cross-team working across EDO		Encouraging sustainable business practices where appropriate.	Supports corporate risk - SR2

Appendix D EDO Action Plan 2013-16

Objective 4	Act as a key partner in regeneration, research, corporate responsibility, social investment and SME growth to help realise the economic and social potential of London, especially the City and our neighbouring boroughs.			
Actions/Milestones	Target Date	Measure of Success	Resp	Resources
1. Research projects and events around key issues on the CR, social investment and SME agenda.	On-going	<ul style="list-style-type: none"> Research programme in place; specific areas of research completed / shared with the wider business community 	Research	
2. Develop and deliver employability initiatives that focus in particular on the residents of the City and neighbouring boroughs.	On-going	<ul style="list-style-type: none"> Targets met on number of individuals, placements and business involved Oversee CoLC's involvement in CLF-led Employability Partnership for Central London 	Partnerships	
3. Raise the aspirations of young people.	On-going	<ul style="list-style-type: none"> Number of individuals involved Range of ways in which aspirations are raised 	Partnerships	
4. Promote, facilitate and recognise corporate community involvement internally and among businesses, especially SMEs, to increase the value and contribution made to charities and social enterprises.	On-going	<ul style="list-style-type: none"> Targets met on numbers of companies involved in volunteering programmes Targets met on numbers of individual volunteers Toolkit prepared to support charities and businesses Increase diversity of Dragon applications (e.g. from SMEs, and reflecting local community) 	Corporate Resp	
5. Ensure the wider CoLC activities e.g. CSR, regeneration, sustainability are brought to the attention of our EU interlocutors.	On-going	<ul style="list-style-type: none"> Opportunities taken to promote the work through meetings, events and briefings 	European	
Priority and rationale: CoLC's Social Investment strategy includes enabling social organisations to create robust, realistic investment opportunities in order to access social investment whilst also improving social organisations' access to revenue generated from public and private sector contracts and opportunities. We will underline CoLC relevance in a key area of concern to London, especially Central London – unemployment, especially among young people by ramping up our, already significant, work to raise aspirations and employability of people in neighbouring communities and link them to Central London job opportunities. We will do this through our involvement in two new major CoLC-inspired programmes -London NEETs and Central London Employability partnership - using some £5m of CoLC funding) working with London Councils, Central London Forward, Cross River				

Appendix D EDO Action Plan 2013-16

Partnership, City Bridge Trust and Community and Children's Services Department).

Continuing priorities are helping businesses develop responsible business practices, encouraging and matching skilled volunteers to support charities and social enterprises, and education and mentoring. Further developing EDO's activities in community engagement, supporting SMEs, encouraging entrepreneurship, (as in Objective 3) and facilitating new initiatives in these fields will also help social enterprises and SMEs to thrive.

Measurements:

Number of City & City fringes residents helped into jobs

Number of City and City fringes residents engaged in learning opportunities

Number of new City employers recruited to support CSR programmes (Includes City Action and Heart of The City programmes)

CORPORATE CONSIDERATIONS

Supporting TCT Strategy themes:	<ul style="list-style-type: none"> Is competitive and promotes opportunity Supports our communities 	Aligns to Corporate Plan	KPP1 Supporting & promoting the international and domestic financial and business sector KPP4 Maximising the opportunities and benefits afforded by our role in supporting London's communities.	
Money	People		Environment	Managing Business
Making best use of partnership working for effective outcomes e.g. CLF Employability Partnership, joint research.	Employment of CSR trainee and new Apprentice. Working with City Bridge Trust, CLF etc.		Encouraging sustainable business practices where appropriate.	Supports corporate risk - SR2

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Objective 5	Contribute to the CoLC's communications agenda and increase EDO's profile across the Corporation and outside.				
Actions/Milestones		Target Date	Measure of Success	Resp	Resources
1. Implement EDO's Communications Plan effectively, ensuring that it makes a valuable and well recognised contribution to CoLC's Communications Strategy		On-going Jun 2013	<ul style="list-style-type: none">Regular meetings in place with relevant departments to ensure CoLC agenda is well understoodStrategy developed and action plan in place	All Marketing & Comm's	
2. Increase awareness among stakeholders of the work of CoLC and EDO in line with the plan.		On-going	<ul style="list-style-type: none">Relationship management programme and system in placeEvents, meetings and briefings developed to support awareness raising	All	
3. Increase the engagement of businesses in the work of EDO.		On-going	<ul style="list-style-type: none">Businesses engagedAttendance at eventsResponse to briefingsResponse to requests for support	All	
4. Review our communication with internal and external stakeholders and identify opportunities for new and innovative ways of reaching key audiences, including use of new and social media.		Jun 2013	<ul style="list-style-type: none">New ways investigated and incorporated into Communications Plan	All	
Priority and rationale: There is a continuing requirement for communicating effective messages to key stakeholders, local communities and general public regarding the work we do. A number of EDO teams' work contributes to the "Supporting Communities" strand of the CoLC Communications Plan. Third party endorsement of our work (e.g. London Councils, boroughs and recipients of our research pieces) may be more effective than mainstream media. Social media will play an increasingly important role. As TheCityUK increases its own profile it becomes all the more important to for us to be clear about how our roles differ and complement one another. The establishment of the PR/ED Sub-Committee should also facilitate better communications and closer joint working.					

Appendix D EDO Action Plan 2013-16

CORPORATE CONSIDERATIONS

Supporting TCT Strategy themes:	Underpins all themes	Aligns to Corporate Plan	KPP2 Maintaining the quality of our public services whilst reducing our expenditure and improving our efficiency KPP4 Maximising the opportunities and benefits afforded by our role in supporting London's communities	
Money	People		Environment	Managing Business
Build and communicate key messages using existing programme funding, and new initiatives as opportunities arise.	Partnership working with other CoLC departments, especially PRO			Supports CoLC's Communication Plan

Appendix D EDO Action Plan 2013-16

Objective 6	Cultivate a high performance, innovative and inclusive culture across EDO - one which is outward looking, alive to new developments and is willing and able to seize new opportunities.			
Actions/Milestones	Target Date	Measure of Success	Resp	Resources
1. Ensure effective use of media monitoring and other information gathering so that team members always have their finger on the pulse of developments in our key sectors enabling us to identify opportunities and act quickly	On-going	<ul style="list-style-type: none"> Regular dialogue with partners and other stakeholders Regular briefings available on all the environments in which EDO operates and new and changing requirements 	Research All	
2. Projects delivered or supported by EDO and the wider CoLC are appropriately reviewed and evaluated to allow for any changes in the operating environment to ensure relevance.	On-going	<ul style="list-style-type: none"> Existing programmes reviewed and evaluated New opportunities identified 	All	
3. Remain open to, and investigate, new opportunities for ways of delivering and funding activities	On-going	<ul style="list-style-type: none"> Regular dialogue with partners and other stakeholders Evidence of investigation 	All	
4. Identify and implement ways of working within the teams and across the wider EDO to ensure that we incorporate the values of innovation and inclusion	On-going	<ul style="list-style-type: none"> Interactive debate at team meetings 	All	
5. Ensure all staff are developed and supported as appropriate and are well managed through the appraisal system	On-going	<ul style="list-style-type: none"> Formal and informal appraisal and support process in place Pilot informal 360 degree feedback process 	All	
Priority and rationale: We aim to be agile and innovative in taking advantage of opportunities presented. More cross-team, cross-departmental working, and by using more project management approaches, where appropriate, could further increase efficiency and effectiveness.				

Appendix D EDO Action Plan 2013-16

CORPORATE CONSIDERATIONS				
Supporting TCT Strategy themes:	Underpins all themes	Aligns to Corp Plan	KPP2 Maintaining the quality of our public services whilst reducing our expenditure and improving our efficiency	
Money	People		Environment	Managing Business
Making use of technology developments where appropriate for new ways of working to increase efficiencies	Further developing ways of working across teams and wider CoLC		Encouraging reduction in energy use by Green team.	Seeking opportunities for joint working/funding where appropriate e.g. research

Appendix E Summary Plan

Our Strategic Aim is:

To support and promote the City as the world leader in international finance and business services, by championing a positive, responsible and competitive business and policy environment, supporting the City's interests in global markets and helping to realise the economic and social potential of London, especially the City and our neighbouring boroughs.

Key Objectives and/or Key Policy Priorities are:

1. Promote the City internationally as Europe's and the world's preeminent financial and business centre, supporting City interests in global markets, attracting inward investment and building stronger links with other parts of the UK.
2. Ensure that the City of London Corporation, both in its own right and working with partners (e.g. TheCityUK), plays a leading role in promoting and developing a positive business, regulatory and policy environment, one in which the international financial services industry can thrive, continue to serve its customers and be a facilitator of economic growth and job creation.
3. Encourage, support and promote enterprise and responsible business growth across London.
4. Act as a key partner in regeneration, research, corporate responsibility, social investment and SME growth to help realise the economic and social potential of London, especially the City and our neighbouring boroughs.
5. Contribute to the City of London Corporation's communications agenda and increase EDO's profile across the Corporation and outside.
6. Cultivate a high performance, innovative and inclusive culture across EDO - one which is outward looking, alive to new developments and is willing and able to seize new opportunities.

Our Key Performance Indicators are:

Description	Prev. Year Performance (2012/13)	Target
Number of government and business decisions influenced	To Q3 46	N/A
Number of City and City fringes residents engaged in learning opportunities	To Q3 2489	TBD
Number of City & City fringes residents helped into jobs	To Q3 73	TBD
Number of SMEs in City and City fringes provided with business support	To Q3 485	TBD
Number of new City employers recruited to support CSR programmes. Includes City Action and Heart of The City programmes	To Q3 55	TBD

Appendix E Summary Plan

Our Financial Information:

Please see separate EDO Budget sheet (Appendix F)

EDO Staffing¹ is made up from:

	Dec 2011	Dec 2012	Mar 2013
Staff FTE	32	32	33
Full time	30	30	31
P/time	3	3	3
Vacancies	2	1	
Sickness (Ave working days lost /person)	0.15	1.63	
Gender (% M/F)	26/74	21/79	
CoLC Service			
< 1 year	3		
1-5 Years	18		
6-10 years	5		
>10 years	7		

Notes on Staffing Information:

1. Excludes Heart of The City, Central London Forward, and Section 106 funded staff

Notes on Financial Information:

Appendix F Economic Development Budget Breakdown

Budget A - Economic Development Local Risk budget (Local Gov. Act 2000)

Budget B - Non-ED budget (funding under other Local Government Powers; P&R Committee Contingency; Policy Initiatives Fund; LAA or other)

	EDO Budget A	EDO Budget A	Non EDO Budget B
	2012/13 [1]	2013/14 [2]	2013/14
	£000	£000	£000
City, International & Inward Investment	1,067.00	666.00	
European Affairs	306.00	318.00	
Partnerships [3]	406.00	423.00	
Corporate Responsibility	75.00	73.00	
Research	428.00	405.00	
UK & Brussels employee costs (salaries, recruitment, L&D)	1,916.00	1,955.00	
Guildhall office running costs	127.00	56.00	
EDO Total	4,325.00	3,896.00	
Regeneration and Corporate Responsibility partnerships/projects agreed by P&R Committee which cover wider London. The five items include East London Business Alliance subscription and the Lord Mayor's Dragon Awards (P&R)			147.00
Heart of the City staffing and office costs [4] (P&R)			165.00
New Entrepreneurs Foundation - sponsorship of NEF, a not-for-profit organisation focussing on equipping young entrepreneurs to run scalable businesses (PIF)			20.00
Young Foundation: core funding - sponsorship of an organisation that undertakes research to identify and understand social needs (PIF)			20.00
Non EDO Total			352.00

APPENDIX NOTES

- 1 This EDO Budget A for 2012/13 shows the original budget reported in the 2012/13 Business Plan. A subsequent revision amounting to a net reduction of £109,000 was made during the financial year so the final revised budget was £4,216,000 (this was due to the transfer of the City Marketing Suite from EDO to City Surveyors).

Appendix F Economic Development Budget Breakdown

- 2 This EDO Budget A for 2013/14 includes revisions amounting to a net reduction of £429,000 on the original budget. The majority of this can be accounted for by the transfer of the City Marketing Suite budget (£109,000), transfer of IS Trading charges out of EDO local risk budget (£72,000) and the balance of EDO's agreed 10% savings (£180,000).
- 3 In addition to the Partnerships budget here, the EDO is also responsible for managing:
 - Section 106 monies for skills training and job brokerage in the City fringes. Funds likely to be recovered from developers through Section 106 planning gain contributions are however difficult to predict. We have also committed £200,000 of S106 monies to three training and employment projects under a London Councils led programme, which matches this sum with £200,000 from the EU's European Social Fund.
 - Bridge House Estates funds of £2.1 million for a central London employability partnership, led by Central London Forward.
- 4 EDO provides support for the administration of the Heart of the City's budget for staff and office costs. As well as the budget of £165,000 met by the P&R Committee, there is a further £28,000 provided from the EDO budget.

ADDITIONAL NOTES

- A) Total recharges are £446,000 (£129,000 for administrative buildings recharge; £93,000 for IS recharges; £212,000 for capital charges and £12,000 for liability insurance).
- B) The Court of Common Council has agreed to the City Corporation taking responsibility for providing the necessary core funding for research, marketing, administrative support to TheCityUK (at a cost not exceeding £500,000 per annum to be met from City's Cash).
- C) Should it be necessary to attract or retain international institutions in the City, a request would be made to the appropriate Committee.
- D) EDO will continue to seek opportunities for external sources of funding for our activities.

Committee: Policy and Resources	Date: 22 March 2013
Subject: Continued sponsorship of Teach First through support of its Higher Education Access Programme for Schools	Public
Report of: Director of Economic Development	For Decision
<p>Summary</p> <ol style="list-style-type: none"> 1. The City Corporation is a founding sponsor of the charity Teach First which, since its launch in 2002, has recruited over 4,000 graduates and career changers - many of whom would not have considered a career in teaching - to teach in state funded primary and secondary schools in low-income communities across England. 2. Your Committee approved an initial contribution of £50,000 from the Policy Initiatives Fund in May 2002 towards the establishment and early development of the scheme, and four subsequent grants – amounting to £190,000 - covering the period 2003/04 and 2012/13. 3. With City Corporation support, Teach First has delivered the Higher Education Access Programme for Schools (HEAPS) to 13 schools within the City's neighbouring boroughs, including the City of London academies in Islington and Southwark. Through receiving guidance on the university application process through HEAPS, participants - many of whom are the first in their family to access higher education - have secured places at prestigious institutions. 4. This report proposes that your Committee approve a financial contribution of £54,000 as continued sponsorship of Teach First, split equally across three financial years, and channelled towards delivering HEAPS programme, with the specific addition of enhanced training for City fringe teachers to become 'Access Champions'. The proposed contribution would enable some 630 pupils to go through HEAPS and over 90 teachers to become 'Access Champions'. <p>Recommendation(s)</p> <p>Your Committee is requested to provide funding of £54,000 to cover the costs of continued sponsorship of Teach First, earmarked to funding the enhanced HEAPS programme, for a further three financial years (2013/14, 2014/15, 2015/16) at an annual cost of £18,000, charged to City's Cash and met from the Policy Initiatives Fund under the Communities heading.</p>	

Main Report

Background

1. Launched in 2002, Teach First has recruited over 4,000 graduates and career changers - many of whom would not have considered a career in teaching - to teach in primary and secondary schools in low-income communities across England. The City Corporation is a founding sponsor of Teach First, initially committing £50,000 in 2002 and four subsequent grants covering the period to 2012/13.
2. To date, over 1,000 graduates have entered the Teach First programme working in schools in London, 22% (592) of these teachers have worked in schools in the City's immediately neighbouring boroughs. Almost half of the teachers have remained in teaching after completing the two year Teach First programme, with many of those moving on to other areas of work retaining links to their schools through the Teach First Ambassador Programme.
3. Teach First has helped transform the educational outcomes of more than 1.5 million children in England and made teaching in a challenging school one of the most sought after graduate careers. They are the 4th most prestigious graduate employer according to the 'Times Top 100 Graduate Employers' and one of the UK's largest graduate recruiters.
4. Teach First has the support of all major British political parties, the Prime Minister, teaching unions and over 100 leading businesses including Accenture, Goldman Sachs and PwC.

Current Position

5. With City Corporation support, Teach First has delivered the Higher Education Access Programme for Schools (HEAPS) since 2008/09 to 13 schools within the City's neighbouring boroughs including City of London Academies in Islington and Southwark. The programme provides targeted support at sixth-form level, offering detailed guidance to pupils who are faced with making decisions related to higher education, e.g. finances, degree and university choices. This is particularly important for pupils who have no family history of higher education (one of the key criteria for pupils taking part in HEAPS).
6. HEAPS has proved to be an extremely effective way to support City and City fringe pupils throughout the university application process. Over 340 year 12 pupils from low-income backgrounds in neighbouring boroughs have participated in HEAPS since 2008. As a result, more than a quarter¹ have secured places at prestigious higher education institutions such as the University of Cambridge, King's College London, University College London,

¹ Thirty percent of HEAPS students go on to non Russell group Universities, 11% re-sit their exams, whilst the remaining students go on a gap year, start work or simply do not respond to the survey.

Queen Mary, University of London and the School of Oriental and African Studies (SOAS).

7. The City Corporation receives significant reputational benefits from its association with Teach First. Our support is mentioned prominently both on the Teach First website and their annual report as well as in literature related specifically to HEAPS. City Corporation representatives are frequently invited to high profile events and have been asked to contribute to the planning of their 10 year strategy. More recently, the Town Clerk has agreed to take part in the '*Every Child Can*' campaign in April 2013 where he will join a long line of high profile supporters and celebrities in teaching a lesson in a City fringe secondary school (most likely a City Corporation sponsored Academy in either Southwark or Islington).
8. This report proposes continued City Corporation support for Teach First for the three financial years from 2013/14, focusing that support on delivering an enhanced version of HEAPS in the City's neighbouring boroughs.

Options

9. **Option 1 (preferred option) – Continue sponsorship of Teach First by providing funding of £54,000 to support delivery of the Higher Education Access Programme for Schools (HEAPS) over 3 financial years from 2013/14.** The proposed contribution would allow an estimated 634 pupils from schools in neighbouring boroughs to benefit directly from the advice and support around higher education choices offered through HEAPS. Through additional support in training 92 teachers as 'Access Champions' a further 3,680 pupils will benefit indirectly from broader, general advice and support on accessing higher education embedded in the curriculum. Opportunities would also exist for the City Corporation to secure positive reputational and profile benefits in the form of joint media exposure, recognition through the use of the City Corporation logo and a greater awareness of the City Corporation's work to support the education and aspiration-raising agenda amongst pupils and secondary schools in our neighbouring boroughs.
10. **Option 2 – Decline the request to continue sponsorship of Teach First.** This would result in the City Corporation missing out on a key opportunity to align with a well regarded charitable organisation at a time when, arguably, the need to raise aspirations is especially acute. For this reason, this option is not recommended.

Proposals

11. The proposed continued sponsorship of Teach First, earmarked for HEAPS, would comprise two related elements: i) support to deliver the main HEAPS, on the model delivered with City Corporation support since 2008/09; ii) a new programme of 'Access Champion' training for teachers.

12. The core HEAPS would benefit an estimated 634 pupils over the years proposed, an 85% increase in numbers since 2008/09, and would comprise:
 - Access to a HEAPS mentor for every participating pupil;
 - Trips to Russell group universities and;
 - Participation on confidence building workshops.
13. To further enhance and complement the existing HEAPS model, a programme of 'Access Champion' training for 92 Teach First teachers² is proposed, which would provide them with:
 - Training on the extra-curricular choices most likely to appeal to Russell Group universities;
 - Guidance on what to include in a pupil reference;
 - Advice on how the best personal statements look;
 - Information about further raising aspirations opportunities (e.g. summer schools);
 - Access to a collection of resources to be used with pupils within class.
14. Following participation on the training, through their day-to-day teaching, 'Access Champions' will reach an estimated 3,680 pupils across the City's neighbouring boroughs over the three years of support proposed. (see appendix 1 for breakdown of outputs).
15. Continued sponsorship of Teach First and support for HEAPS would ensure that the City Corporation maintains its profile not only as a founding sponsor of a high profile and well-regarded initiative supported by Government and the private sector, but also as an on-going supporter. The Director of Public Relations is supportive of this proposal.
16. Teach First proposes approaching other sponsors (e.g. businesses and charitable foundations) on an on-going basis to enhance and optimise HEAPS in the future.

Corporate & Strategic Implications

17. The proposed continued support of Teach First contributes to The City Together Strategy themes:
 - a. ...is competitive and promotes opportunities
 - b. ...supports our communities
18. It also supports objective 4 of the Economic Development Office Business Plan 2013-2016: Raise the aspirations of young people in the City and neighbouring boroughs.

² There is the potential that this provision will be made available to 'non' Teach First teachers after the first year (2013/14).

19. An equalities impact assessment has been undertaken concluding that the proposed sponsorship would not have an adverse impact on equalities.

Implications

20. There is no possibility of meeting the proposed funding from existing local risk resources. Your Committee is requested to provide funding of £54,000 (£18,000 per annum) from City's Cash as sponsorship for Teach First, earmarked to fund HEAPS for over the three financial years 2013/14 – 2015/16 (see appendix 1 for budget breakdown). The current uncommitted balance available within the Policy Initiatives Fund for 2013/14 amounts to some £352,000, prior to any allowance being made for any other proposals on today's agenda. Substantial funds currently remain in the Funds for 2014/15 and 2015/16.

Conclusion

21. Continued support of Teach First provides the opportunity for the City Corporation to underline its support for a high profile charitable organisation. It would also provide valuable practical linkages for our existing support for aspiration-raising in the City's neighbouring boroughs in addition to the profile benefits of showcasing these initiatives.

Background Papers:

Previous reports to your Committee on this subject:

- Teach for London (9th May 2002)
- Teach First (18th July 2003)
- Teach First Ambassadors Programme (13th July 2006)
- Teach First's Higher Education Access Programme (HEAP) for Schools (18th September 2008)
- Continuation of funding for Teach First 2011-2013 (10th March 2011)

Appendices

- Appendix 1 – Breakdown of HEAPs outputs and budget.

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Appendix 1

Breakdown of outputs for Teach First HEAPs project 2013/14 – 2015/16 in the City's neighbouring boroughs

Beneficiary	13/14	14/15	15/16	Total
Existing Teach First teachers attending 'Access Champion' training	25	30	37	92
Pupils supported by 'Access Champions' (i.e. pupils who receive comprehensive advice & support both in- and outside of lessons)	1,000	1,200	1,480	3,680
Numbers of pupils directly benefiting from HEAPS	194	210	230	634
Total	1,219	1,440	1,747	

Budget breakdown for Teach First HEAPs project 2013/14 – 2015/16 in the City's neighbouring boroughs

	13/14	14/15	15/16
HEAPS core programme - mentor training, launch event, university trips, Easter school, information evenings, etc.	£6,548	£6,373	£6,283
Additional competitive course support	£300	£540	£800
Access champion training day	£960	£1,152	£1,440
Staff costs (HEAPS) and travel. This includes staff time, recruiting mentors, delivering events (such as the HEAPS launch, Cambridge residential, finance evenings, University trips etc.), monitoring and evaluating the programme, supporting pupils, general admin of the programme.	£10,192	£9,935	£9,477
Total	£18,000	£18,000	£18,000

Committee(s):	Date(s):
Policy and Resources	22 March 2013
Subject: Sponsorship of Digital Shoreditch 2013	Public
Report of: Director of Economic Development	For Decision
<p>Summary</p> <ol style="list-style-type: none"> 1. The annual Digital Shoreditch festival, now in its third year, is a focal point in the calendar of the growing Tech City cluster, centred on the City fringes. Bringing together entrepreneurs in the digital technology sector, large inward investors, corporate financiers, business angels, government agencies and others, over 10,000 people and around 900 businesses attended the week-long event in 2012. 2. The City Corporation has been approached to become a sponsor of Digital Shoreditch 2013, due to take place in late May. It is proposed that that the City Corporation make a sponsorship contribution of £9,750 (a 50% discount on the standard top tier sponsorship rate), which would provide considerable profile benefits and opportunities to showcase our existing programme of support for enterprise in wider London and Tech City specifically. 3. In addition to the cash sponsorship contribution this report proposes that your Committee also consider making provision for a further £10,250 (i.e. £20,000 in total) to cover additional in-kind support in the form of events/hospitality at Guildhall during the festival week, to maximise the links to the City. <p>Recommendation(s)</p> <p>Your Committee is requested to provide funding of £20,000 to cover the costs of sponsoring Digital Shoreditch 2013, split into a contribution of £9,750 payable directly to Digital Shoreditch and a sum of £10,250 to cover in-kind support in the form of connected events/hospitality at Guildhall, both sums to be charged to City's Cash, the former to be met from your Committee's contingency for 2012/13, the latter from the Policy Initiatives Fund for 2013/14, under the Communities heading.</p>	

Main Report

Background

1. The annual Digital Shoreditch Festival is now in its third year and has become a key focus in the calendar of Tech City, the fast-growing cluster of digital technology businesses centred on the City fringes around so-called 'Silicon Roundabout'. According to recent figures from the Centre for London, the core Tech City cluster contains at least 3,200 businesses in digital economy, employing some 50,000 people. It is the focus of much attention from the Government, which has convened a Tech City Advisory Board of eminent figures in the industry and supports the Tech City Investment Organisation to promote the cluster and drive investment and growth.
2. Given the growing importance of Tech City to the wider London economy, including the City's neighbouring boroughs, and its proximity to the Square Mile itself, support for the cluster has also become a key part of the City Corporation's efforts to support enterprise locally. Examples of this support include access to finance through our Angels in the City initiative, sponsorship of organisations such as Entrepreneur First and the New Entrepreneurs Foundation, fostering high growth in new enterprises, and our involvement in setting up the Innovation Warehouse incubator space at Smithfield.
3. Digital Shoreditch 2013 is a week long event, to be held in the week commencing 20th May, bringing together a wide range of audiences from start-ups to major national and global businesses in the digital technology field, and from jobseekers to some of the key individuals shaping Tech City. Attended by over 10,000 people and around 900 participant businesses across 350 sessions in 2012, the 2013 festival promises to be a major celebration of the Tech City cluster.

Current Position

4. Plans for Digital Shoreditch 2013 envisage a week of themed, 'curated' events, centred on Shoreditch Town Hall. The broad themes at present cover the following:
 - a. 'Tomorrow's World' – new developments in the digital technology area;
 - b. 'Future Brands' – upcoming challenges and opportunities in advertising and consumer engagement;
 - c. 'Capital and Growth' – raising finance and growing businesses;
 - d. 'Behavioural Economics';
 - e. 'The Tech City Super Jam' – a three-day challenge bringing together creative, technical and entrepreneurial specialists.
5. A further week of 'community events' will follow the main week, which itself will be accompanied by 'The Great Digital Exhibition of 2013', showcasing work from content providers and the digital technology community more broadly.

6. In view of the momentum building across Tech City, the number of attendees is expected to surpass the 2012 levels outlined in para. 3 above. Sponsors already in place include the Technology Strategy Board, London Stock Exchange, UK Trade & Investment, City University, London Borough of Hackney, Queen Mary University of London, Taylor Wessing and others.
7. The City Corporation has recently been approached to become a sponsor of Digital Shoreditch 2013, with an offer of a 50% discount on the standard 'platinum' sponsorship rate of £19,500. This reports seeks your Committee's approval to provide funding to meet the costs of sponsorship and proposes an option to enhance this sponsorship by meeting the costs of additional, in-kind support in the form of related events and hospitality to maximise the benefits of proposed involvement in the festival. Given the substantial discount offered on the 'platinum' - top tier - level of sponsorship, the options below do not include the other 'gold' and 'silver' packages, but both of these are detailed alongside the 'platinum' package for comparison purposes at Appendix 1.

Options

8. **Option 1 (preferred option) – Provide funding of £20,000 to cover a) sponsorship of Digital Shoreditch 2013 at a cost of £9,750 (a 50% discount on the standard rate) and b) costs of in-kind support in the form of related events/hospitality at Guildhall (up to £10,250).** This option would provide the full profile benefits available to sponsors including display of logo on all promotional materials, speaking slots at key events and access to networking opportunities, as well as a showcase for the City Corporation's existing support for Tech City businesses and enterprise in wider London. By making provision for events/hospitality at Guildhall in addition to the core sponsorship of the event, this option would also provide an opportunity to link Digital Shoreditch to a planned series of City Corporation led events during this week focusing on the EU's place in the world economy. It would also serve to connect the 'capital and growth' element of the week clearly to the City..
9. **Option 2 – Provide funding of £9,750 to sponsor Digital Shoreditch 2013 (a 50% discount on the standard rate) only, without offering any additional financial or in-kind support.** While this option would secure the key benefits of basic sponsorship as in option one, it would, by not including provision for support for events/hospitality in the City to tie in with the festival, represent a missed opportunity to capitalise fully on the links between the City and Tech City, particularly on the access to finance for growth agenda. For this reason this option is not recommended.
10. **Option 3 – Decline the request to sponsor Digital Shoreditch 2013.** Although there would be no negative profile or other practical implications to declining the request to sponsor Digital Shoreditch, to do so would mean that the City Corporation would miss out on a key opportunity to capitalise on an increasingly high profile, once a year opportunity to showcase its support for the Tech City cluster specifically and the enterprise agenda in wider London more generally. For this reason, this option is not recommended.

Proposals

11. The core benefits of sponsorship of Digital Shoreditch in profile terms are set out at Appendix 1 and cover a range of areas such as visibility of logo, advertising possibilities and speaking slots. All of these would be useful in showcasing the City Corporation's commitment to supporting enterprise as a core part of its work to support wider London and contribute to the jobs and growth agenda, with a specific focus in this instance on the Tech City cluster, of key importance to the immediately neighbouring boroughs particularly.
12. Crucially, in addition to the promotional and profile benefits of sponsorship, it would also allow practical linkages within the Tech City cluster for the City Corporation's growing range of activities in this area and would underline our commitment to Tech City among the range of other influential partners involved, both as sponsors (as set out in para. 6 above) and as participants.
13. In addition to providing the proposed sponsorship and ensuring the profile benefits from that are maximised as set out in Appendix 1, the provision for additional City-specific events could cover, for instance, an event at Guildhall to tie in with Digital Shoreditch's proposed 'Capital & Growth' day, to underline the link to the City around accessing finance. There could also be some additional events/hospitality to tie in with existing plans for City Corporation led events on the EU's role in the global economy during the same week. It is proposed that details on any of these events be worked up in due course by officers in the Economic Development Office, working with colleagues in the Public Relations Office and the City Remembrancer's team.

Corporate & Strategic Implications

14. The proposed sponsorship of Digital Shoreditch contributes to The City Together Strategy themes:
 - a. ...is competitive and promotes opportunities
 - b. ...supports our communities
15. It also supports objective 3 of the Economic Development Office Business Plan 2013-2016: Encourage, support and promote enterprise and responsible business growth across London.
16. An equalities impact assessment has been undertaken, concluding that the proposed sponsorship would not have an adverse impact on equalities.

Implications

17. Your Committee is requested to provide funding of £20,000 from City's Cash to cover sponsorship of Digital Shoreditch 2013. There is no possibility of meeting the proposed funding from existing local risk resources. The Policy Initiatives Fund 2012/13 is now fully committed. Therefore, it is proposed that

£9,750 of the proposed support will take the form of sponsorship payable to Digital Shoreditch (a 50% discount on the standard rate of £19,500) to be met from your Committee's contingency for 2012/13. It is also proposed that up to £10,250 be made available to cover the costs of associated in-kind support in the form of hospitality and events at Guildhall, to be met from your Committee's Policy Initiatives Fund in the 2013/14 financial year under the 'Communities' category. The current uncommitted balances available within your Committee's contingency for 2012/13 amounts to some £404,000 and for the Policy Initiatives Fund 2013/14 some £352,000, prior to any allowance being made for any other proposals on today's agenda.

Conclusion

18. Sponsorship of Digital Shoreditch 2013 provides the opportunity for the City Corporation to underline its support for Tech City cluster specifically – and enterprise in wider London more broadly - among key audiences. It will also provide valuable practical linkages for our existing support for the cluster in addition to the profile benefits of showcasing these initiatives.

Appendices

- Appendix 1 - Digital Shoreditch 2013 sponsorship levels and benefits

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Appendix 1 – Digital Shoreditch 2013 sponsorship levels and benefits

	Platinum (£19,500)¹	Gold (£9,500)	Silver (£4,500)
Visibility of Marks/Logos			
Media Print Advertisements	Logo		
Event Press Releases	Detailed Listing		
Festival App	Logo	Logo	
Festival Screens	Logo (full screen)	Logo (Shared screen)	
Sponsor Press Releases	Listing	Listing	
Festival Posters	Logo (large)	Logo (medium)	Logo (small)
Festival Flyers	Logo	Logo	
Festival Guide	Logo (large)	Logo	Logo
Pre-Festival Meet-ups	Logo (large)	Logo	
Festival Website	Logo/Link & profile	Logo/Link & profile	Logo/Link
Festival Blogs (relevant)	Full Posts	Logo/Link	Logo/Link
Advertising & Recognition			
Podium Recognition	•		
Signage at Festival Hub	•••	••	•
Showreel Displayed at Festival	3 min Showreel	2 min Showreel	
Ad within Festival Guide*	Full-page colour	Half-page colour	Quarter-page colour
Social Media links and tweets	•••	••	•
Sampling			
Distribution of promotional items	•		
One Insert within Festival Bag	•	•	
Tickets & Passes			
Exclusive Access All Passes	20	10	5
Party Passes	25	15	8
Event Opportunities			
10 min Speech in Key Note	•		

¹ Offered to the City Corporation for £9,750 i.e. a 50% discount on the standard rate.

Guaranteed talk/showcase	••	•	
Guaranteed table-top discussion	••	•	
Host an Open House/Studio	•	•	•
Monthly Steering Meetings	•		

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Committee(s):	Date(s):
Policy and Resources	22 March 2013
Subject: Support for a Small Business Micro Loan Programme	Public
Report of: Director of Economic Development	For Decision
<p>Summary</p> <ol style="list-style-type: none"> 1. The London Community Foundation, a well-established grantmaker across London, is working with the Fredericks Foundation, a charity focused on making small business loans to individuals who have been declined finance from mainstream providers, to set up a series of Small Business Micro Loans Funds across London. 2. This report proposes that your Committee approve a financial contribution of £77,000 towards a ringfenced Small Business Micro Loan Programme for the City's seven neighbouring boroughs. The proposed contribution would comprise £70,000 to be used as loan capital and £7,000 towards delivery of intensive support, mentoring and general business advice for both applicants and recipients of loans. 3. The proposed contribution to loan capital would attract a 60% (i.e. £42,000) match-funding contribution from the Government's Regional Growth Fund to enable delivery of a comprehensive programme of essential support to groups considered too high a risk for finance from mainstream providers. 4. The proposed contribution would enable an estimated 25 loans of between £3,000 and £5,000 to be made, disbursing a projected £113,000 into local communities over 3 years as loans are repaid and capital recycled. An estimated 31 jobs would be created. <p>Recommendation(s)</p> <p>Your Committee is requested to approve the proposal to provide funding of £77,000 to the London Community Foundation from your Committee's contingency for 2012/13, charged to City's Cash, to establish a Small Business Micro Loan Fund jointly with the Fredericks Foundation London.</p>	

Main Report

Background

1. Increasing opportunities for self-employment by promoting start-up businesses as a route out of unemployment is a key priority for the Government and, at a local level, for local authorities across London. As a response to this, the London Community Foundation and the Fredericks Foundation are working together to establish Small Business Micro Loan Funds specifically targeted at individuals who have been turned down by mainstream lenders, often owing to factors such as age, long-term unemployment, disability or a criminal record.
2. The London Community Foundation (LCF) is a charity that encourages and enables effective charitable giving by individuals, foundations and companies. Primarily a grantmaker and a community catalyst, its vision is of a strong and generous London where individuals, business and government act to create a fair and good society for all who live or work in the capital. On behalf of its fund holders, it has given over £35 million in more than 5,000 charitable grants since 1995.
3. Fredericks Foundation (FF), also a charity, was set up in 2001 by Paul Barry-Walsh, a successful entrepreneur, to help disadvantaged people to set up or expand their own business as a means to achieve financial independence while rebuilding their confidence and self-esteem. In 2012 a report by the Centre for Social and Economic Inclusion outlined how, for every £1 invested in a Fredericks Foundation loan to a person on benefits, at least £2.90 – and sometimes as much as £6.50 – is generated. Since 2001 Fredericks has provided over 950 loans.

Current Position

4. As part of discussions with all London boroughs around establishing Small Business Micro Loan Funds for a specified locality, the City Corporation has been approached by LCF/FF to make a financial contribution to help establish such a fund.
5. The contributions sought from London boroughs – at a minimum level of £50,000 – would be used as loan capital, to be held in a restricted fund, which would be recycled as loans and repaid (with interest) to the restricted fund held at LCF.
6. These contributions would in turn allow LCF/FF to draw down additional 'match' funds from the Government's Regional Growth Fund (RGF) at a rate of 60%, e.g. a £50,000 contribution (the minimum required) would leverage £30,000 in RGF monies. The RGF element would cover most of the costs of the rigorous assessment of loan applications and ensure delivery of targeted, intensive mentoring and business support to both loan applicants and recipients to reduce the risk of loans defaulting. To provide for the comprehensive level of support necessary, local authorities are also required

to contribute a sum equivalent to 10% of the contribution to loan capital (i.e. £5,000 on a £50,000 contribution), giving a total minimum contribution of £55,000.

7. While the minimum contribution of £55,000 would achieve some positive impact and would be welcomed, the LCF/FF strongly urge consideration of a larger contribution in view of the City Corporation's general policy priority of targeting support of this nature across our seven immediately neighbouring boroughs. This report therefore proposes a higher contribution of £77,000, as outlined further below, to allow a notional allocation of £10,000 for each of the seven neighbouring boroughs (plus a 10% contribution to deliver costs), a level seen as the minimum to ensure meaningful impact across an area broader than one London borough by the LCF/FF.

Options

8. **Option 1 Make a total contribution of £77,000 (£70,000 loan capital, plus a £7,000 contribution to delivery of support) towards establishing a Small Business Micro Loan Fund for the City's seven immediately neighbouring boroughs (preferred option)** – This amount would secure a meaningful impact across each of the neighbouring boroughs, through establishing a restricted fund at the London Community Foundation which would initially make an estimated 25 loans of between £3,000 and £5,000, disbursing a projected £113,000 into local communities over 3 years as loans are repaid and capital recycled. An estimated 31 jobs would be created. The contribution would also attract £42,000 in match funding from the Government's Regional Growth Fund to support the rigorous assessment processes, mentoring and ongoing business advice for both applicants and recipients of loans, which reduces the risk of loans defaulting. The loan fund would be clearly branded as a City Corporation supported initiative.
9. **Option 2 Make the minimum contribution of £55,000 (£50,000 loan capital, £5,000 contribution to delivery of support) towards establishing a Small Business Micro Loan Fund for the City's seven immediately neighbouring boroughs** – Making a contribution at the minimum level required by the LCF/FF would still attract match funding of £30,000 and could make an estimated 18 loans of between £3,000 and £5,000, disbursing a projected £81,000 into local communities as loans are repaid and capital recycled. An estimated 22 jobs would be created. However, a contribution at this level would fall below the amount considered by the LCF/FF to be viable when delivering the kind of support required by the target recipients spread across the seven neighbouring London boroughs. This would likely result in some retargeting of the resource to a smaller geography, which would not sit neatly with the focus of much of the enterprise support work delivered through EDO and other parts of the City Corporation. For this reason this option is not recommended.
10. **Option 3 Decline to make a contribution towards the Small Business Micro Loan Fund** – While declining the request to make a contribution

towards the fund would not result in directly negative profile for the City Corporation, it would represent a missed opportunity to make a visible and high impact contribution to the issue of ensuring access to finance for business for groups excluded from mainstream finance provision. For this reason this option is not recommended.

Proposals

11. Development of a local Small Business Micro Loan Fund across the City's neighbouring boroughs could commence as soon as your Committee's approval is secured, unlocking the central government match-funding immediately.
12. The programme would build on the combination of expertise offered by LCF and FF, the former as a major 'grassroots' grantmaker with in-depth knowledge of communities across London, the latter as a charity helping disadvantaged people across the UK, typically those who have been refused mainstream to set up or expand businesses.
13. The key features of the Small Business Micro Loan Fund are set out at Appendix A.
14. Providing loan capital to lend to entrepreneurs in disadvantaged communities across the City's neighbouring boroughs through the Small Business Micro Loan Fund proposed is a tangible way for the City Corporation to support the enterprise agenda at the grassroots level among individuals who would otherwise struggle to access finance to become self-employed or grow their small business. At a local level, the proposed contribution would go some way to meeting the need for finance for groups who are considered too high a risk for mainstream lenders and would potentially broaden the awareness of the City Corporation as a supporter of enterprise in London.
15. Support for the Small Business Micro Loan Fund would also act as a useful complement to other initiatives undertaken by the City Corporation to support communities across London, such as the £100,000 grants to London boroughs to tackle youth unemployment through the City Bridge Trust and the £2m employability programme currently being developed through Central London Forward.

Corporate & Strategic Implications

12. The proposed contribution to a Small Business Micro Loan Fund contributes to The City Together Strategy themes:
 - a. ...is competitive and promotes opportunities
 - b. ...supports our communities
13. It also supports the Economic Development Office Business Plan 2013-2016:

- Objective 3 - Encourage, support and promote enterprise and responsible business growth across London; and
 - Objective 4 - Act as a key partner in regeneration, research, corporate responsibility, social investment and SME growth to help realise the economic and social potential of London, especially the City and our neighbouring boroughs.
14. An equalities impact assessment has been undertaken concluding that the proposed sponsorship would not have an adverse impact on equalities.

Implications

15. There is no possibility of meeting the proposed funding from existing local risk resources. The Policy Initiatives Fund 2012/13 is fully committed. It is therefore proposed that the funding of £77,000 to the London Community Foundation to create a Small Business Micro Loan Fund jointly with the Fredericks Foundation is drawn from your Committee's contingency for 2012/13 and charged to City's Cash. The current uncommitted balance available within your Committee contingency for 2012/13 amounts to some £404,000, prior to any allowance being made for any other proposals on today's agenda.

Conclusion

15. The opportunity to work jointly with the London Community Foundation and the Fredericks Foundation to develop a targeted Small Business Micro Loan Fund targeted at the City's neighbouring boroughs sits well with the City Corporation's wider work to support communities across London and promote enterprise, jobs and growth. The central government match-funding to support the essential support required by groups who have been declined loans by mainstream providers- made possible by working with LCF and FF – provides considerable assurance that the loans made will create sustainable jobs and generate positive long term impact.

Appendices

- **Appendix A** – Key elements of the Small Business Micro Loan Programme

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Appendix A

Key elements of the Small Business Micro Loan Programme

- a. *Eligibility* – Adults resident in one of the City's neighbouring boroughs turned down by mainstream lenders for a variety of reasons (including but not limited to age, long-term unemployment, disability, criminal record etc) and identified through the LCF and its extensive community links. All applicants to have viable business plans with a demonstrated ability to repay.
- b. *Loan use* – Start-up or expansion loans covering legal and sound business with the exception of i) political or religious purposes ii) activity which might bring the fund into disrepute (e.g. gambling, pornography etc) iii) refinancing existing debt or bad debts.
- c. *Loan size* – Typically £3,000 - £5,000.
- d. *Interest and loan arrangement* – Interest charged at a fixed rate of 15% APR, charged on the reducing balance. A loan arrangement fee (typically 5%) would be charged.
- e. *Repayment terms* – Up to 5 years, but typically 2-3 years.
- f. *Security* – Loans would be unsecured in the name of the individual applicant except in some rare cases when made to a Limited Company.
- g. *Application and assessment* – Pre-application and initial assessment would be undertaken by a FF Client Manager followed by a presentation in person to a local lending panel, convened by FF on at least a bi-monthly basis.
- h. *Monitoring and repayment* – FF monitor the loan using a widely used microloan tracking system, undertaking recovery actions in line with their standard micro loan procedure involving multiple telephone and email contact and the use of recovery agents. Reporting to the City Corporation would take place on a quarterly basis.
- i. *Bad debt* – A default rate of 25% has been built into lending profiles given the high risk nature of the client groups. However, FF report a repayment rate of 78% over their 11 years of lending to comparable client groups and 70% of typical FF loan recipients are still trading three years after receiving a loan.

Agenda Item 17

Committee: Policy and Resources Committee	Date: 22 March 2013
Subject: Proposed support for Focus on Europe Day 23 May 2013	Public
Report of: Paul Sizeland, Director of Economic Development	For Decision
<p style="text-align: center;">Summary</p> <p>The Lord Mayor and your Chairman have committed the City Corporation to increasing our programme of engagement with EU Member States and institutions during 2013. The activities are a combination of visits to Member States and institutions, and activities in the City. So far this year this has included visits by your Chairman to Paris, for the latest meeting of the Anglo French dialogue, Strasbourg and Bratislava. The City Corporation has also hosted the Finance Ministers of Poland, Ireland (which currently holds the EU Presidency) and France. We have also provided a platform for the EU Commissioner for the Internal Market, Michel Barnier; Commissioner for Economic and Monetary Affairs, Olli Rehn; for the President of the European Council, Herman Van Rompuy; and for the Irish Taoiseach.</p> <p>In the coming months, as part of the EU Engagement Programme, the Lord Mayor and your Chairman will be visiting Brussels, Poland, Estonia, Lithuania, Sweden and Finland, to promote the City as Europe's international financial centre, and the importance of the Single Market. Various activities are planned in the City, including the opportunity to host Mario Draghi, the President of the European Central Bank on 23 May. This will be part of a broader programme of events focussing on the City's role in Europe, and Europe's future in the global economy.</p> <p>Mr Draghi has accepted the Lord Mayor's invitation to be the keynote speaker at a Guildhall Banquet on Thursday 23 May. Your Chairman had intended to hold a major event promoting the City as Europe's international financial and business centre, to link in with the next Anglo French meeting in the City. The Lord Mayor's proposal presents an opportunity for a joint, high profile initiative.</p> <p>Recommendation</p> <p>Your Committee is requested to provide funding of £30,000 to enable the City Corporation to host key City contacts at the Guildhall Banquet on 23 May which is being held under the auspices of the Lord Mayor's Appeal.</p> <p>If agreed, it is proposed that this is charged to City's Cash and met from the Policy Initiatives Fund for 2013/14 under the Promoting the City heading.</p>	

Main Report

Background

1. The City Corporation has for some years maintained an active EU Engagement Programme using the City Office in Brussels, Pre-Presidency visits to EU Member States and activities in the City of London to promote the City as Europe's international financial and business centre, and to explain the benefits of the Single Market to a wider audience. In November 2012 the Lord Mayor announced that he and your Chairman would, in the course of 2013, step up the EU Engagement Programme to include either visits to, or activities in the City with, every EU Member State.
2. So far in 2013 the City Corporation's EU Engagement Programme has included a further meeting of the Anglo French dialogue in Paris, the visit by your Chairman to Strasbourg to meet members of the European Parliament and a visit to Bratislava. The City Corporation has also hosted important events for the Polish, Irish (current EU Presidency) and French Finance Ministers. The Lord Mayor has hosted the Commissioner for the Internal Market, Michel Barnier, and the Irish Taoiseach, who gave a major speech at Mansion House on 11 March. On 28 February PRO, with Policy Network, organised a major debate on the UK's relationship with Europe with the President of the European Council, Herman Van Rompuy and other leading European figures across the political spectrum including MEPs.
3. A number of visits are scheduled by the Lord Mayor and your Chairman to EU Member States in the coming months including Poland, Estonia, Lithuania, Sweden and Finland. We also use the opportunities presented by senior visitors from EU Member States and institutions to organise events with City stakeholders and others as a contribution to an informed debate on the role of Europe in the global economy, and highlighting the importance of the Single Market to the European economy, including the UK.

Proposal

4. The next meeting of the Anglo French dialogue will be held in the City and your Chairman had intended to host a major event around this promoting the City to a wider European audience. As planning for a Lord Mayoral event was already in hand, the Lord Mayor and your Chairman decided to take the opportunity for a joint initiative for a major programme for Thursday 23 May, focussing on the City in Europe theme. This initiative has the support of the Financial Times, which will produce a special supplement on the City that day, and also chair a high level CEO roundtable hosted by the Lord Mayor. Your Chairman will attend the next meeting of the Anglo French dialogue in Guildhall that day, and it is hoped that TheCityUK will be able to host a major business event on the City in Europe theme. The events also coincide with the annual Digital Shoreditch Festival which acts as a focal point for the Tech City cluster. It brings together around 10,000 entrepreneurs from across Europe and the US. 23 May is the Capital and Growth Day. Support for Digital Shoreditch is the subject of a separate paper being considered by your Committee today.
5. Mario Draghi, the President of the European Central Bank, has accepted an invitation from the Lord Mayor to attend a high level networking event at St Paul's Cathedral prior to a concert, and a dinner in Guildhall at which Mr Draghi will give the keynote address on the theme of Europe's role in the global economy. These evening events are being held under the auspices of the Lord Mayor's Appeal, and the City Corporation has the opportunity to strengthen its relations with a number of its key City contacts and promote the City as an asset to the European and global economy. A contribution of £30,000 is proposed.

Corporate & Strategic Implications

6. The proposed sponsorship of the Guildhall Banquet for Mr Draghi and related activities contributes to the City Together strategy theme:

Is competitive and promotes opportunities. It also supports Objective 1 of the Economic Development Business Plan 2013/2016: To promote the City as Europe's and the world's preeminent financial and professional services centre.

Financial and Risk Implications

7. There is no possibility of meeting the proposed funding from existing local risk resources. Your Committee is requested to provide funding of £30,000 to support City Corporation's promotion of the City as Europe's international financial and business centre. Having Mr Draghi as the keynote speaker is expected to attract high level participation.
8. It is proposed that this funding be met from your Committee's Policy Initiatives Fund in the 2013/14 financial year under the Promoting the City section, charged to City's Cash. The current uncommitted balance available within the Policy Initiatives Fund for 2013/14 amounts to some £352,000 prior to any allowance being made for any other proposals on today's agenda.

Conclusion

9. Sponsorship of the 'Focus on Europe' Guildhall dinner on 23 May supports the City Corporation EU engagement strategy, provides an opportunity for the City Corporation to underline its support for the City's continuing role as Europe's international financial centre, and the importance of the Single Market to the wider European economy. It will also generate significant profile for the City Corporation and assist with its continuing relationship with senior City stakeholders based in the UK and in mainland Europe.

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Committee: Policy and Resources	Date: 22 March 2013
Subject: Report of Economic Development Activity December 2012 to February 2013 and progress against Business Plan - October to December 2012	Public
Report of: Director of Economic Development	For Information

1. The last report to the Policy and Resources Committee covered progress against the Business Plan to September and activity from September to November 2012. This report covers a summary of progress against Business Plan objectives for Quarter 3 (October to December) and highlights of activity between December 2012 and February 2013.

A. Highlights and Key Achievements - December 2012 to February 2013

In support of EDO Objectives:

- *Maintaining Col's role in promoting the City as an agent/enabler of economic growth and in influencing government policy*
- *In partnership with TheCityUK, ensure the success of the International Regulatory Strategy Group(IRSG)*

European Affairs

On engagement with EU institutions and EU Member States:

2. Your Chairman hosted a high-level dinner with UK MEPs and senior industry practitioners in Strasbourg to **discuss the position of the UK in Europe and reiterate the City's support for the single market**. It also provided an opportunity to introduce the new Chair of the IRSG, Rachel Lomax.
3. The Lord Mayor hosted a keynote address by Commissioner Barnier on the **Single Market and Growth** in February. A private meeting was also held with the Lord Mayor and senior IRSG practitioners. The discussion included the **UK's relationship with the EU, banking union and long-term finance**.
4. Representatives from Stockholm, Amsterdam, London, Edinburgh, Madrid, Luxembourg, Paris, Frankfurt and Munich attended a **European Financial Centre Roundtable** in December in Brussels. The agenda included discussion on the Commission's forthcoming **Green Paper on long-term finance** with the European Commission official responsible for this dossier.
5. During a meeting in February in London the **Irish Finance Minister, Michal Noonan** briefed on the Irish priorities during their Presidency. He confirmed that **Ireland's goal is to complete the implementation of the banking union as soon as possible**. Other

priorities include CRD4, the Recovery and Resolution Directive (RRD) and MiFID2/MiFIR¹. Topics discussed included the financial transaction tax (FTT), banking union, RRD and market finance.

6. Your Chairman hosted a keynote address by the **French Finance Minister, Pierre Moscovici** in February. During a pre-meeting, they discussed the **City of London's relationship with Paris Europlace and issues of regulatory concern**. In his keynote speech, the Minister talked about on-going economic reforms in France.
7. Your Chairman and André Villeneuve (former IRSG Chairman) visited Paris as part of the **ongoing Anglo-French dialogue with Paris Europlace**. Discussions included joint work on the **Wholesale Financial Markets project and CRD4**. Meetings were also held with the **Banque de France, Tresor and the banking and securities regulators** to discuss **Banking Union and other regulatory issues**.
8. During a **visit to Bratislava** in February your Chairman discussed key topics, including **Banking Union and the FTT**, with officials from the National Bank of Slovakia, the Ministry of Finance, Slovak Banking Association, the Debt and Liquidity Management office and with business representatives.
9. The Lord Mayor and your Chairman met **Prof. Jacek Rostowski, Polish Minister of Finance** in February. Discussions included the **Eurozone crisis and the relationship between the two countries**. It was followed by a conference on "Financial stability – new arrangements for better economic prospects in Europe". The Lord Mayor delivered the opening speech and your Chairman delivered the closing remarks.

City Affairs

10. The **City Maritime Dinner** held in January was effective in **demonstrating the importance of the sector to the City and its critically important role in international trade**. It was **attended by representatives of London-based shipping and other maritime interests, foreign Ambassadors and Whitehall officials**. Speakers were the Lord Mayor and Lord Green, Minister of State for Trade. EDO worked closely with the Remembrancer's Department on planning and delivery of the event.
11. **The 400th Anniversary of The Honourable The Irish Society** provided a framework for a dinner and other events marking, and celebration of the work done by the City Corporation in **encouraging and facilitating investment in to Londonderry / Derry, especially in high technology and communications**. The work has **reinforced links between the City and regional centres in Northern Ireland elsewhere**.
12. Migration has continued to be a key focus of activity, especially the impact of **Visa rules on incoming visitors, students and high-spending tourists from outside the EU**. The City Corporation is continuing to engage with Government on a cross-

¹ CRD IV – Capital Requirements Directive IV – this is the EU implementation of the Basel III capital requirement
RRD – this sets out a framework for the recovery and resolution of credit institutions and investment firms
MiFID – Markets in Financial Instruments Directive and MiFIR - Markets in Financial Instruments Regulation

departmental basis, and with business stakeholders, to press home the message that the **current system may be a deterrent to trade and inward investment.**

13. **Your Chairman met senior representatives of the insurance sector** at an event in February, at which the key speaker was Otto Thoresen, Director General of the Association of British Insurers.

International Affairs

14. **Officers from UK Trade and Investment and London & Partners**, responsible for promoting London and the UK as a destination for inward investment to foreign financial and related business services firms, **were provided a tailored two-day financial services briefing course** in early February. The course covered a number of issues for foreign financial services firms setting up in the UK (e.g. financial regulatory requirements, visa requirements), as well as the **strengths of the various areas of the UK's financial services industry and reasons why foreign firms would want to establish operations here.**
15. Work has continued on the **City of London initiative on London as a centre for RMB business** (the renminbi, currency of China). In December meetings were held with the People's Bank of China (PBoC) to discuss **priorities for the development of the offshore RMB market and the new Cross Border Interbank Payments System.** Follow up work with the PBoC continues on these issues. **A report launched in January 'London RMB business volumes January – June 2012' shows 150% growth in London spot foreign exchange volumes in RMB.**
16. The biannual meeting of the **City of London Advisory Council for China** was held in December, chaired by your Chairman. The Council agreed that work should continue on **developing London as an RMB centre, as well as insurance and work to support Chinese companies establishing operations in the UK.** Members of the Council were joined by officials from the PBoC and major banks to discuss **cross-border capital flows in RMB and the development of China's financial markets.** Three members of the Council then addressed an **audience of 100 City firms on the internationalisation of the RMB, the development of the Chinese financial system and how Chinese firms view the new UK regulatory landscape.** The session was covered in the UK and Chinese press.
17. **Engagement with Indian regulators, policy makers and businesses** included: the **Financing India's Infrastructure** conference with the Indian High Commission in London; a **London programme on consumer protection** for an Indian group of academics and regulators; and a **series of seminars in India to showcase London as the leading centre for mergers and acquisitions and raising capital for Indian companies.**
18. We provided **policy support and recruited senior level business delegations for Lord Mayoral business visits to Oman, Kuwait, the UAE, Egypt, Bahrain and Qatar.**

Research published

19. **The Economic Outlook for London and Employment in London** (Oxford Economics, December). Two partner publications summarise current economic conditions in the City and across London, with forecasts for employment by sector and borough.
20. **London's Air Connectivity: The Importance to London of Having World Class Aviation Hubbing Capacity and Emerging and Growth Markets** (York Aviation, December). Two companion reports examine the importance of an aviation hub for London's air connectivity, and provide a detailed analysis of London's air links to emerging and growth markets.
21. **BRIC Currencies Trading in London** (LSE Enterprise, December). This specialist report looks at the international usage of four emerging market currencies – the Indian rupee, Brazilian real, Russian ruble and Chinese renminbi.
22. **The Total Tax Take Contribution of UK Financial Services** (PwC, December). The fifth edition of this annual report captures the tax contribution made to public finances from the financial services sector, with an analysis of the tax components.
23. **London's Finances and Revenues** (Oxford Economics). This report provides a detailed examination of the role that London has played in public finances and an analysis of revenue streams. This work has fed into the London Finance Commission.
24. **The Social and Economic Impact of the City's Arts and Culture Offer** (BOP Consulting, January). Launched at an event hosted by the Lord Mayor at Mansion House, this report provides an analysis of the economic benefits of the arts and culture cluster in the City, the wider social impact and outreach work that these organisations do, and the ways in which they improve the City's offer as a place to work, live and visit.
25. **2012 Research Review** - provides a summary of the research published across 2012.

In support of EDO Objectives to:

- *Enhance the City Corporation's role and profile in encouraging entrepreneurship, and in developing social enterprise policy;*
- *Work with City partners to realise the economic and social potential of our neighbouring areas, and enhance CoL profile.*

Partnerships

26. Two investment pitching events have been held through **Angels in the City**, one at the end of November at Innovation Warehouse, the other in late February at Google's Campus premises. A total of **20 early stage entrepreneurs pitched to around 70 new angel investors recruited through the programme. Over £2m has been invested through Angels in the City investors in City fringe businesses** in the past year.

27. Our **City Opportunities** programme, **raising aspirations and awareness of the City among care leavers in neighbouring boroughs**, won the Times Higher Educational Award for “**Widening Participation Initiative of the Year**”.
28. After much delay owing to EU funding complications, we have appointed Prospects in the City to deliver the **Square Mile Jobs project**. In addition to **helping residents of the City and neighbouring boroughs into employment in the City**, the key focus will be on **improving the quality of job brokerage in neighbouring boroughs** to ensure it meets City businesses’ needs.

Corporate Responsibility

29. **City Action has met its target of placing 100 skilled volunteers in social enterprises two months ahead of schedule**. Through the volunteering roles facilitated, City Action has helped to secure the **sustainability and growth of social enterprises in the City’s neighbouring boroughs** that are reinvesting their profits in local regeneration.
30. **Over £36,000 was raised through City Corporation payroll giving during 2012, a 23% increase on 2011**. An additional £3062 was raised for over 50 charities through our ‘Give Your Last Hour’ Christmas appeal.
31. The **Employee Volunteering Programme launched E=MC2 programme**, which aims to equip **unemployed local residents with the skills and confidence needed to set up their own small businesses**. Participants attend weekly workshops supported by City of London volunteers over 10 weeks. So far, 15 volunteers have helped facilitate workshops or are signed up to mentor the participants.

Social Investment

32. The new **Social Investment Board**, whose chairman is Alderman Peter Hewitt, has met and provisionally approved **two new investments of £250k and £500k from the £20m City of London Corporation Social Investment Fund**. These are now subject to further due diligence.
33. The outcomes of the Government’s Red Tape Challenge process, which looked at the **barriers to social investment**, have addressed the main concerns highlighted by the City Corporation and have set in train future work to address them.
34. Your Chairman spoke at a City Corporation supported event to **promote social investment** in February, **bringing together Independent Financial Advisors and social investment product designers**. Planning is well underway for a **European conference on social enterprise** in March.

Central London Forward

35. CLF Leaders submitted a joint letter to Secretary of State for Communities and Local Government highlighting their shared concern over **the coalition Government’s proposals to allow changes of use, for a three year period, from B1 (a) office use to C3 residential use without requiring planning permission**. The letter requested that

DCLG look favourably upon the Mayor's, and each of the authorities' application for an exemption to the Central Activities Zone and at their individual applications for their local authority areas.

CLF is staying very much involved with GLA on:

- production of the Vision 2020 for London document
- findings of London Finance Commission
- emerging London Enterprise Panel (LEP) strategy

Heart of the City

36. Your Chairman and 15 other senior leaders attended the **Heart of the City AGM and Council meeting** in December. **Tax schemes to promote philanthropy, the Private Equity Foundation and a sustainable funding** model for Heart of the City were discussed.
37. Investec hosted Heart of the City's **annual business supporters event**, which saw 65 businesses at roundtable discussions on **Social Investment, City Philanthropy and Central London Forward**, amongst other topics. This was followed by a reception, hosted by your Chairman, for Heart of the City's outgoing Chairman, Sir Gerald Acher. (Sir Gerald is succeeded, as Chairman, by Harvey McGrath).

B. Emerging Issues

38. There will be involvement in the **UK review of the Balance of Competences** which includes a review of the effectiveness of the EU internal market. We are planning to submit an initial response from City Corporation, and subsequently following discussion at the IRSG Council, a high level IRSG paper.
39. Discussions on **London as a global hub for social investment** continue with engagement from international organisations represented in the UK. The plan is to develop the clear 'London offer' and to link this with the G8 agenda and the Millennium Development Goals.
40. Discussions on **optimal use of EU funds to support social enterprises and their access to finance** continue, both at the Brussels end, and increasingly within key ministries in the UK (Department for Business, Innovation and Skills, Department for Work and Pensions, and Department for Communities and Local Government). **City Corporation is feeding into these discussions, as appropriate, through its representation on the expert panel** established by the European Commission and through UK sector networks.
41. The **2013 Lord Mayor's Dragon Awards**, which celebrate corporate community involvement, will launch in March, with a specific focus on encouraging small and medium-sized enterprises to apply.

42. Work will continue, in conjunction with CLF and City Bridge Trust, to **scale up employability and aspiration-raising activity** with neighbouring boroughs, as part of the City Corporation's "London agenda".

Research is currently underway in the following areas:

43. **The Impact of Enhanced Co-operation on FTT Debt Securities** (London Economics). An analysis of the ways in which enhanced co-operation Financial Transaction Tax (FTT) will impact on different sections of this market.
44. **Office Stock in the City of London** (Ramidus). A review and analysis of office stock and enterprises in the City of London over the last ten years and a forward look. Will consider the range of functions and activities that different types of office stock support and extending out to the City fringes.
45. **SME Supply Chains in the City** (Bone Wells Urbecon and London Metropolitan University). Research into the linkages between SME supply chains in the City and surrounding boroughs, and the clustering and agglomeration benefits.
46. **The Size and Impact of the UK's Social Investment Market** (GHK Consulting). Co-funded by the Cabinet Office, Department for Work and Pensions, Big Society Capital, and the Big Lottery Fund. A review of the current scale of the market supported by social investment funding and the economic impact thus generated.
47. **The Role of Tax Incentives in Encouraging Social Investment** (Worthstone and Wragge & Co). Co-funded with Big Society Capital, an exploration of the possible change in investor behaviour and associated incremental flow of capital under different tax regimes.
48. **The Value of London's Green Spaces** (BOP). An exploration of the benefits provided by the green spaces supported by the City of London.
49. **Tree Diseases in London – the Economic, Social and Environmental Impact** (Ian Keen Associates). A short review of the impact of tree diseases in London and possible approaches to address these problems.

C. Budget

EDO expenditure is on track for the 2012/13 financial year. At the end of Quarter 3, actual spend stands at 64% of the total available budget and committed spend stands at 77%. As many projects are committed and/or paid quarterly in arrears, this level of actual and committed spend is as expected.

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Objective 1. Maintain CoL's role in promoting the City as an agent/enabler of economic growth and in influencing government policy.								
	Action	Due Date	Resp	Status				Comments on Progress (by exception)
				Q1	Q2	Q3	Q4	
1.1	On-going work on regulation, taxation, availability of skills, and infrastructure.	On-going	JF	G	G	G		
1.2	Undertake a balanced programme of tailored, value-added research for the City through explicit engagement across CoL and with influential partners, including TheCityUK, IRSG, and HMG. Implement appropriate recommendations from Research Review (On-going.)	On-going	LD	G	G	G		On-going, with regular reporting. Key recommendations from Accenture review have been implemented with regard to staffing and tendering processes
1.3	Deliver the City of London Programme for future EU business leaders including the 10th Anniversary events and continue building the Alumni and Fellowship network.	Mar-13	YF	G	G	G		
	Milestone: 10th Anniversary events delivered.	Nov-12	YF	G	G	G		Achieved.
	Milestone: Review future direction of the Programme.	Mar-13	YF	G	G	G		
1.4	Enhance dialogue and closer engagement in the key markets of India, China and the US.	On-going	EG/CB	G	G	G		On-going
1.5	Develop increasingly focussed support for senior elected Members to influence overseas financial services policy and business decisions.	On-going	P Sissons	G	G	G		On-going
1.6	In conjunction with London and Partners, deliver a major inward investment event held during the Olympics period involving attendance of at least 20 overseas-based decision makers. Milestone: Inward investment leads followed up.	Aug-12	PSissons	G	G			Achieved.
Objective 2: In partnership with TheCityUK, ensure the success of the International Regulatory Strategy Group (IRSG)								

Annex A EDO Progress Against Business Plan to Quarter 3
(October to December 2012)

2.1	To engage in a timely fashion in the EU regulatory debate to ensure as far as possible that the City is not unduly affected by inappropriate EU rules flowing from the crisis (via IRSG Programme delivered to standard and schedule).	Mar-13	P Sizeland	G	G	G		
2.2	Deliver regular programme of meetings with Commission officials, Council members, MEPs and political staff in the European Parliament.	Mar-13	MV	G	G	G		
2.3	Sustained and phased contact building by Chairman P&R and Chairman of IRSG (Brussels, key EU capitals, US & Switzerland) and through regular Brussels events.	Mar-13	MV/PS	G	G	G		
2.4	Use Research on issues to drive the approach of relevant EU member states towards UK financial services industry.	Mar-13	MV	G	G	G		
2.5	Ensure that CoL's leadership role in the IRSG is well publicised and acknowledged.	Mar-13	JI/MV	G	G	G		
Objective 3: Enhance the City Corporation's role and profile in encouraging entrepreneurship, and in developing social enterprise policy								
3.1	Define a new relationship with Innovation Warehouse (business incubators.) Milestone: Sustainable management structure and governance arrangements set down.	Mar-13	LS	G	G			Achieved.
	Milestone: Overall increase in occupation achieved.	Mar-13	LS	G	G	G		
3.2	Increase Business Angel investment from among City constituents into the Tech City cluster.	Mar-13	LS (DP)	G	G	G		
	Milestone: 45 Tech City related start-ups/ SMEs receiving investment.	Mar-13	LS (DP)	G	G	G		25 businesses have pitched for investment in two events in April and November 2012, securing over £1m in investment, with more to follow.
	Milestone: 125 new business angels recruited.	Mar-13	LS (DP)	G	G	G		New potential angels coming forward in consistent numbers; additional information seminars scheduled for

Annex A EDO Progress Against Business Plan to Quarter 3
(October to December 2012)

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								Q4.
3.3	Supporting innovation in e.g. through rate relief policy change, and encouraging female entrepreneurship.	Jul-12	LS	G	G	G		
	Milestone: Monitoring the implementation and impact of recent changes approved to rate relief policy.	Jun-12	LS	G	G	G		Completed
	Milestone: Next steps agreed following exploratory discussions and women entrepreneurs 1st round table held	Jul-12	LS	G	G	G		
3.4	Develop volunteering for Social Enterprises supported through LAA-funded City Action programme. Target to place 100 volunteers placed in social enterprises.	Mar-13	LS (SH)	G	G	G		
3.5	Social Enterprise financing (social investment) agenda developed further in conjunction with relevant partners including follow up to Social Investment research implemented (e.g. EDO input to programme of City Bridge Trust (CBT) Masterclasses, conference sponsorships etc.)	On-going	LS (SH)	G	G	G		A great deal of activity underway; CoL recognised as a key player.
	Milestone: Host Big Society Capital (BSC) launch at Guildhall.	May-12	LS (SH)	G	G			Achieved.
	Milestone: CoL/CBT input to social investment and BSC development (including new initiative developed with next Lord Mayor and CBT on City as the centre for social investment and philanthropy.)		LS (SH)	G	G	G		Joint tax research commissioned with Big Society Capital and we are working on the market stewardship group together
Objective 4: Work with City partners to realise the economic and social potential of our neighbouring areas, and enhance CoL profile								
4.1	Maximise involvement of City businesses in a) our SME support programme supporting City fringe SMEs, and b) our training, employment and aspiration-raising programmes, and improve links between delivery partners.	Mar-13	LS (DP)	G	G	G		

Annex A EDO Progress Against Business Plan to Quarter 3
(October to December 2012)

4.2	Lead on Big Society (now known as Supporting Society) agenda for CoL, in conjunction with other key departments with six-monthly updates produced. Develop new initiatives (see also 3.5) and increase communications.	Mar-13	LS (DP/SH)	G	G	G		
4.3	Pursue opportunities to leverage external funding into our regeneration and corporate responsibility programmes to maintain levels of activity.	Mar-13	LS (DP/SH)	G	G	G		Funding from EU, Bridge House Estates and Big Society Capital has been secured.
4.4	Our work becomes one of the key strands of CoL's Communications Plan. Messages are used in relevant briefings and communications, and the profile of our work is maintained or increased. Develop messaging with PRO.	Mar-13	LS (DP/SH)	G	G	G		Mapping underway with PRO
4.5	The future of Central London Forward and its leadership be secured and underway. Milestones: New Director recruited (in conjunction with partner boroughs). Support staff in place and seamless transition achieved	Oct-12	LS	G	G			Achieved.
Objective 5: Manage corporate change and develop ways of working in order to maximise potential benefits and efficiency for City of London and its staff								
5.1	Implement change programme in respect of EDO for Intranet, Internet and Information Management, CRM and PP2P projects.	Mar-13	SMT	G	G	G		On track -significant involvement with evaluating new supplier bids - CSR responses.
5.2	Continue to encourage ideas for efficiencies and innovation from staff.	Mar-13	Team Leaders	G	G	G		On-going. External funding brought in for two projects around social investment, and one current project with costs split across departments
5.3	Implement revised induction process for new staff.		Team Leaders	G	G	G		New process used for new members of staff.
5.4	Follow up to CoL's Investors in People action plan including further development of evaluation.	Mar-13	AH/KC	G	G	G		Learning & Development review actioned and reported to P&R Committee
5.5	Develop action plan and practices working towards obligations in the Equality Framework.	Mar-13	KC	G	G	G		Initial actions agreed

Annex A EDO Progress Against Business Plan to Quarter 3
(October to December 2012)

R (ed)	The action/project will not be completed within the agreed budget, timetable or specification and a decision will be required on how to proceed
A (mber)	The action/project is in danger of not being completed within the agreed budget, timetable or specification but action is being taken to ensure that the action/project will be delivered within agreed limits
G (reen)	The action/project will be delivered on budget, time and to the agreed specification

Annex B EDO Top Level Indicators to Quarter 3
(October to December 2012)

	Financial /Business Outcomes	Q3 Act	Cum 12/13	Year Target		Client/Customer	Q3 Act	Cum 12/13	Year Target
ED02	Number of government and business decisions influenced	18	49		ED17	SRS E % calls answered in 20 secs (5 rings)	96%	95%	95%
ED07	Number of City and City fringes residents engaged in learning opportunities	1151	3103	3000					
ED51	Number of City & City fringes residents helped into jobs	18	73	60					
ED52	Number of SMEs in City and City fringes provided with business support	229	495	400					
ED11	Number of new City employers recruited to support CSR programmes. Includes City Action and Heart of The City programmes	6	55	57					
	% <u>Committed</u> spend against budget for year		77%	100%					
Comment:					Comment:				
	Innovation & Change	Q3 Act	Cum 12/13	Year Target		People	Q3 Act	Q2 Act	Year Target
ED14	% Invoices paid in 30 days	99%	99.6%	98%	ED13	Sickness level - average working days lost/person	2.43	1.32	Top quartile
Comment:					Comment: Includes 1.81 long-term/med working days lost/person				

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Committee: Policy and Resources	Date: 22 March 2013
Subject: Policy Initiatives Fund/Committee Contingency	
Report of: Chamberlain	Public
	For Information
<p style="text-align: center;"><u>Summary</u></p> <ol style="list-style-type: none"> 1. The purpose of the Policy Initiatives Fund 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 attached schedule lists the projects and activities which have received funding from the Fund for 2012/13. Whilst the schedule shows expenditure to be incurred in this financial year, some projects have been given multi-year financial support (please see the "Notes" column). 3. It should be noted that the individual initiatives referred to have been the subject of previous reports approved by this Committee. Members will be aware that the 2012/13 Fund has been fully committed and that requests for supporting initiatives for the remainder of this year are being met from the Committee contingency. A schedule of allocations from the contingency is also attached. 4. Members may wish to note that some £398,000 of the 2013/14 Policy Initiatives Fund has already been committed leaving a balance of £352,000 before consideration of items on today's agenda. If these items are approved the balance remaining will reduce to £189,000. <p>Recommendation</p> <ol style="list-style-type: none"> 5. To note the content of the schedules. 	

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POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND 2012/13

<u>ALLOCATIONS FROM FUND</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u> <u>DATE</u>	<u>DESCRIPTION</u>	<u>RESP</u> <u>OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL</u> <u>PAID</u> <u>TO 08/03/13</u> £	<u>BALANCE</u> <u>TO BE SPENT</u> £	<u>NOTES</u>
12/05/11	Events London Councils' London Summit - the City is to host the annual conference for 3 years	DPR	12,700	8,575	4,125	3 year funding - £3,700 originally allocated from 2011/12 , deferred to 2012/13. £9,000 in 2013/14
03/05/12	Milton Friedman: 100th Anniversary - the City Corporation to support an event organised by the Centre of Policy Studies commemorating the 100th anniversary of Milton Friedman	DPR	12,000	9,699	2,301	
03/05/12	Business Engagement Activity: Summer 2012 - hosting and engaging with key visiting dignitaries during the summer	TC	120,000	41,730	78,270	
03/05/12	Thames Diamond Jubilee River Pageant - arrangements for security and other logistical issues for viewing by in excess of one thousand City Corporation guests of the Pageant from Tower Bridge	DPR	36,000	36,000	0	
07/06/12	City of London Corporation to host Alternative Investment Management Association (AIMA) Annual Conference in September 2012	DPR	10,000	7,700	2,300	
06/09/12	City of London Corporation supporting the Centre for European Reform's (CER) major conference: "Europe's future in an age of austerity" in November 2012	DPR	15,000	15,000	0	
	Promoting the City					
16/12/10	Institute for Public Policy Research and Reform - renewal of Corporate membership of two think tanks	DPR	15,000	15,000	0	3 Year funding - final payment in 2012/13
16/12/10	Cheapside Retail Initiative - continued support to the Cheapside initiative to enable it to move forward as a business and retailer focussed partnership, funding to cover employee costs	CS	49,000	49,000	0	3 Year funding - final payment in 2012/13
19/01/11	European Financial Forum and Foreign Policy Centre - corporate partnerships renewal	DPR	13,100	13,125	(25)	3 Year funding - final payment in 2012/13
08/12/11	Whitehall & Industry Group: Corporate Membership - continued membership of the Whitehall Industry Group	DPR	8,000	3,950	4,050	2 year funding - £4,000 originally allocated from 2011/12, deferred to 2012/13. Final payment in 2012/13

<u>ALLOCATIONS FROM FUND</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u> <u>DATE</u>	<u>DESCRIPTION</u>	<u>RESP</u> <u>OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL</u> <u>PAID</u> <u>TO 08/03/13</u> £	<u>BALANCE</u> <u>TO BE SPENT</u> £	<u>NOTES</u>
26/01/12	Editorial Intelligence (EI) - Proposed sponsorship of two activities hosted by EI, a media analysis and networking organisation	DPR	15,000	15,000	0	2 year funding - final payment in 2012/13
31/10/11	EU Funding for Environmental Enhancement Schemes - support a project to secure matched capital funding for climate change mitigation measures, training and knowledge exchange with project partners.	CPO/DBE	63,700	0	63,700	€73,000 (approximately £63,700) payable in 2012/13 and 2013/14 with 50% to be reimbursed
22/03/12	Chatham House - Renewal of Corporate Membership	DPR	12,500	12,500	0	2 year funding - £12,500 in 2013/14
08/12/11	The Developing City Exhibition 2012 - a public architecture exhibition called The Developing City, which forms part of the London Festival of Architecture in 2012	CS	15,000	15,000	0	
05/07/12	City of London Programme - Support for an event to mark the 10th Programme Anniversary	DED	20,000	14,391	5,609	Funds for a high-level event on 5 November 2012 to coincide with the City Office in Brussels annual reception
05/07/12	New London Architecture - proposal for continued City of London support as a principal sponsor	CS	16,700	16,666	34	3 year funding - £16,700 in 2013/14 & 2014/15
05/07/12	Additional Events and Topical Issues - continuation of the contact programme through appropriate events, the publication of Topical Issues Papers and to improve the quality of the venue for the fringe events	DPR	69,000	28,505	40,495	
05/07/12	Sponsorship of Migration Matters Trust - the City Corporation to support the MMT	DPR	5,000	0	5,000	2 year funding - £5,000 in 2013/14
	Communities					
17/12/09	The Mayor's Thames Festival - support for an education project known as The Rivers of the World	DED	10,000	10,000	0	3 Year funding - final payment in 2012/13
16/12/10	Financial Literacy Project by London Citizens - continue the Money Mentors peer mentoring programme in schools, up to 50% of the actual cost of the schools programme	DED	15,000	15,000	0	2 Year funding - final payment in 2012/13
10/03/11	Teach First - funding for an enhanced Higher Education Access Programme (HEAP) to support City and City Fringe Students	DED/DPR	18,000	16,047	1,953	2 Year funding - final payment in 2012/13
21/07/11	Business Angel Investment Initiative - to increase the number of people working in the City to support the needs of small to medium-sized enterprises in the Tech City area	DED	29,900	21,680	8,220	2 Year funding - final payment in 2012/13

<u>ALLOCATIONS FROM FUND</u>						<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u> <u>DATE</u>	<u>DESCRIPTION</u>	<u>RESP</u> <u>OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL</u> <u>PAID</u> <u>TO 08/03/13</u> £	<u>BALANCE</u> <u>TO BE SPENT</u> £	<u>NOTES</u>	
23/12/12	Social Investment - request for a dedicated resource - to recruit a dedicated specialist, to help accelerate to the Social Investment agenda in London	DED/CGO	50,000	49,983	17	Jointly funded by Policy and Resources and the City Bridge Trust	
18/11/10	The Challenge of Excellence: Developing Young Entrepreneurs of the Future - to develop young entrepreneurs in five state schools in the City's neighbouring boroughs	DPR	13,000	12,921	79	Originally allocated from 2011/12, deferred to 2012/13	
03/05/12	British Business Angels Association - the sponsorship of the BBAA annual awards dinner	DED	10,000	10,000	0		
	Research						
10/11/11	Proposed Polling of City Stakeholders - to carry out surveys of the City of London Corporation's key audiences, namely City workers, City residents, City businesses and senior City executives	DPR	135,000	73,333	61,667		
16/06/11	Future health care needs of City workers and residents - research to analyse changes to primary care requirements	DED/DCCS	38,000	38,000	0	Originally allocated from 2011/12, deferred to 2012/13	
06/09/12	Core funding for the Centre for London, a politically independent think tank, to help expand its activities and assist it to become independent of Demos. Also to allow the Centre to invest in a website, develop and strengthen relations with trusts and foundations and commission short opinion-led papers to help to raise their profile	DPR	20,000	20,000	0		
06/09/12	Core funding for New City Network, an independent think tank, helping to establish an organisation that has the potential to play a crucial role in the development of financial services policy and strengthening the City's overall relationship with Westminster	DPR	20,000	20,000	0		
	Attracting and Retaining International Organisations						
22/04/10	Innovation Warehouse - assistance with accommodation and a "friend-raising" event	DED	93,100	93,150	(50)	3 Year funding - final payment in 2012/13	
17/04/08	International Valuation Standards Council - assistance with accommodation	DED/CS	50,800	0	50,800	Originally allocated from 2011/12, deferred to 2012/13	
	New Area of Work						
21/07/11	800th Anniversary of the Magna Carta - administrative costs of Anniversary Committee, to carry out work to mark the anniversary of the Magna Carta in 2015	DPR	10,000	10,000	0	4 Year funding - £10k in 2013/14 and 2014/15	

<u>ALLOCATIONS FROM FUND</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u> <u>DATE</u>	<u>DESCRIPTION</u>	<u>RESP</u> <u>OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL</u> <u>PAID</u> <u>TO 08/03/13</u> £	<u>BALANCE</u> <u>TO BE SPENT</u> £	<u>NOTES</u>
03/05/12	Hoardings for Crossrail Works Site - to meet the cost of designing the hoardings at Moorgate and Lindsey Street	DPR/MBC	15,000	15,000	0	
	BALANCE REMAINING		1,035,500	706,955	328,545	
	TOTAL APPROVED BUDGET		0			
			1,035,500			
	ANALYSIS OF TOTAL APPROVED BUDGET					
	ORIGINAL PROVISION		750,000			
	APPROVED BROUGHT FORWARD FROM 2011/12		280,000			
	TRANSFER FROM CONTINGENCY		5,500			
	TOTAL APPROVED BUDGET		1,035,500			

NOTES:

(i) The Committee date records the actual approval meeting; in some instances approval is given for multi-year support for a project but the financial details in this table only show the expenditure due in the current year (2012/13). It should be noted that actual payments sometimes are made towards the end of a financial year.

(ii) As reported to the September Committee, subsequent requests for supporting initiatives in 2012/13 are being met from the Committee's contingency

KEY TO RESPONSIBLE OFFICER:-

MBC	Managing Director Barbican Centre	DPR	Director of Public Relations	CGO	Chief Grants Officer
DED	Director of Economic Development	CPO	City Planning Officer	DBE	Director of the Built Environment
TC	Town Clerk	CS	City Surveyor	DCCS	Director of Community & Childrens Services

CHRIS BILSLAND CHAMBERLAIN

POLICY AND RESOURCES COMMITTEE - CONTINGENCIES 2012/13

<u>ALLOCATIONS FROM CONTINGENCY</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u> <u>DATE</u>	<u>DESCRIPTION</u>	<u>RESP</u> <u>OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL</u> <u>PAID</u> <u>TO 08/03/13</u> £	<u>BALANCE</u> <u>TO BE SPENT</u> £	<u>NOTES</u>
20/04/11	City of London Advertising - continuation of placing advertisements in CityAM to promote services provided by CoL	DPR	45,300	40,280	5,020	
10/03/11	Tickets for 2012 Olympic Games - to purchase up to 100 tickets for specified events at the 2012 Games	TC	20,000	0	20,000	Originally allocated from 2011/12, deferred to 2012/13
13/01/11	The Honourable The Irish Society - COL's contribution towards the Society's legal cost in obtaining the Supplemental Charter plus providing specialist advice and support where appropriate	TC	15,000	3,369	11,632	Originally allocated from 2011/12, deferred to 2012/13
16/06/11	Funding of Olympic Activities - to fund COL's 2012 promotional activities in the run up to the Olympic & Paralympic Games	TC	185,000	167,805	17,195	Total of £250k allocated over 2011/12 and 2012/13
19/01/11	Registration of City's Freehold Titles - to fund Land Registrar Officer's post working 4 days per week	SOL/CS	50,000	28,440	21,560	2 Year funding - final payment in 2012/13
16/06/11	Big Society Capital - contribution towards premises in the City and the launch event at Guildhall	TC	91,000	65,557	25,443	
04/10/12	New Entrepreneurs Foundation (NEF) - sponsorship of NEF, a not-for-profit organisation focussing on equipping young entrepreneurs to run scalable businesses	DED	20,000	20,000	0	3 Year funding: 2013/14 & 2014/15 to be met from Policy Initiatives Fund
04/10/12	Institute for Government - sponsorship of a programme on Government and Business - to increase mutual understanding and interchange between government and business	DPR	25,000	25,000	0	
04/10/12	Demos and Centreforum - Renewal of Corporate Membership - City Corporation to remain a corporate partner of the two think tanks	DPR	17,000	17,000	0	2 Year funding: 2013/14 to be met from PIF
04/10/12	Centre of Study for Financial Innovation - COL's contribution towards assisting with the CSFI's move from the West End	DED	10,000	10,000	0	
08/11/12	City of London Ward Elections 2013 - additional advertising to encourage an increase in participation in the ward elections	TC	30,000	20,367	9,633	
08/11/12	Young Foundation: core funding - sponsorship of an organisation that undertakes research to identify and understand social needs	DED/DPR	20,000	0	20,000	2 Year funding: 2013/14 to be met from PIF

<u>ALLOCATIONS FROM CONTINGENCY</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u> <u>DATE</u>	<u>DESCRIPTION</u>	<u>RESP</u> <u>OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL</u> <u>PAID</u> <u>TO 08/03/13</u> £	<u>BALANCE</u> <u>TO BE SPENT</u> £	<u>NOTES</u>
08/11/12	New Local Government Network - renewed Corporate Partnership	DPR	15,000	0	15,000	2 Year funding: 2013/14 to be met from PIF
13/12/12	Reform and IPPR: COL corporate membership renewals plus sponsorship of IPPR research on a global emissions trading scheme	DPR	35,000	35,000	0	2 Year funding: 2013/14 funding of £20,000 to be met from PIF
13/12/12	Financial support of the Mile End Group (MEG) (the Queen Mary, University of London's forum for government and politics) - COL sponsorship	DPR	20,000	20,000	0	2 Year funding: 2013/14 to be met from PIF
13/12/12	City of London Corporation to host the 2013 AIMA Policy and Regulatory Forum and dinner - use of the Guildhall Complex in March	DPR	12,000	11,600	400	
13/12/12	Cheapside Retail Initiative - continued support to the Cheapside Initiative to part fund the human resource element of the management of the Initiative	CS	5,000	2,569	2,431	Further 2 year funding. 2013/14 funding of £15,000 to be met from PIF
24/01/13	European Financial Forum and Foreign Policy Centre: corporate memberships renewal	DPR	17,500	17,500	0	2 Year funding: 2013/14 to be met from PIF
Page 324			632,800	484,486	148,314	
	BALANCE REMAINING		403,700			
	TOTAL APPROVED BUDGET		1,036,500			
	ANALYSIS OF TOTAL APPROVED BUDGET					
	BASE BUDGET		800,000			
	TRANSFER TO POLICY INITIATIVE FUND		(5,500)			
	APPROVED BROUGHT FORWARD FROM 2011/12		242,000			
	TOTAL APPROVED BUDGET		1,036,500			

NOTES:

- (i) The Committee date records the actual approval meeting; in some instances approval is given for multi-year support for a project but the financial details in this table only show the expenditure due in the current year (2012/13). It should be noted that actual payments sometimes are made towards the end of a financial year.
- (ii) As reported to the September Committee, subsequent requests for supporting initiatives in 2012/13 are being met from the Committee's contingency

KEY TO RESPONSIBLE OFFICER:-

MBC	Managing Director Barbican Centre	DPR	Director of Public Relations	CGO	Chief Grants Officer
DED	Director of Economic Development	CPO	City Planning Officer	DBE	Director of the Built Environment
TC	Town Clerk	CS	City Surveyor	DCCS	Director of Community & Childrens Services

<u>ALLOCATIONS FROM CONTINGENCY</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u> <u>DATE</u>	<u>DESCRIPTION</u>	<u>RESP</u> <u>OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL</u> <u>PAID</u> <u>TO 08/03/13</u> £	<u>BALANCE</u> <u>TO BE SPENT</u> £	<u>NOTES</u>
CHRIS BILSLAND CHAMBERLAIN						

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POLICY AND RESOURCES COMMITTEE - COMMITTEE CONTINGENCY

2012/2013
£

COMMITTEE CONTINGENCY

- Balance remaining prior to this meeting 403,700

Less possible maximum allocations from this meeting *

Support for a Small Business Micro Loan Programme	77,000
Sponsorship of Digital Shoreditch 2013	9,750

86,750

Balance	<hr/> <hr/>	316,950
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* The Policy Initiatives Fund 2012/13 is fully committed, therefore requests for supporting initiatives in 2012/13 are now being met from the Committee's contingency.

Chris Bilsland
Chamberlain

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Committee: Policy and Resources	Date: 22 March 2013
Subject: Decisions taken under delegated authority or urgency powers	Public
Report of: Town Clerk	For Information
<p style="text-align: center;"><u>Summary</u></p> <p>1. This report advises Members of action taken by the Town Clerk in consultation with the Chairman and Deputy Chairman since the last meeting of the Committee, in accordance with Standing Order Nos. 41(a) and 41(b).</p> <p>Recommendation</p> <p>2. To note the action taken since the last meeting of the Committee.</p>	

Main Report

3. The following action has been taken under **delegated authority**, Standing Order No. 41(b), since the last meeting of the Committee:-

Draft Pay Policy Statement

Approval was given to the final wording of the City Corporation's Pay Policy Statement prior to its submission to the Court. You might recall that at the last meeting of the Committee concern was expressed about the relevance of some of the text and as a consequence the Committee delegated the final wording to the Town Clerk for approval in consultation with the Chairman and Deputy Chairman

Extended Political Contact Programme

Last year the Policy & Resources Committee approved the allocation of £25,000 from the Policy Initiatives Fund to organise additional activities as part of the Chairman's extended political and business contact programme, together with an additional £30,000 was also approved to continue to publish topical issues/research papers. The actual expenditure on individual items in this regard was delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman.

Approval was subsequently given to the following:-

- i) expenditure of £9,160 for four events (a lecture entitled “deregulation for Growth”, a Dinner associated with social investment, support for a conference at which the President of the European Council delivered a keynote speech and one concerning Economic Crime) organised as part of the Chairman’s extended political and business contact programme; and
- ii £30,000 being spent on the production of an updated version of a research paper on attitudes in the EU towards the future of the City of London as Europe’s financial centre and its position in relation to the development of EU financial regulation.

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Agenda Item 24a

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of the Local Government Act 1972.

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Agenda Item 24b

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of the Local Government Act 1972.

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Agenda Item 24c

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of the Local Government Act 1972.

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Agenda Item 25

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of the Local Government Act 1972.

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Agenda Item 26

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Agenda Item 27

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Agenda Item 28

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Agenda Item 29

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Agenda Item 30a

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Agenda Item 30c

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Agenda Item 30d

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