

**PLEASE NOTE START TIME**



## Policy and Resources Committee

**Date:** THURSDAY, 10 OCTOBER 2013

**Time:** 2.00pm

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

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

**Enquiries:** Angela Roach  
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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 THE AGENDA**
3. **MINUTES**  
To consider minutes as follows:-
  - a) To agree the public minutes of the meeting held on 19 September 2013.

**For Decision**  
(Pages 1 - 8)
  - b) To note the minutes of the Public Relations and Economic development Sub-Committee meeting held on 19 September 2013.

**For Information**  
(Pages 9 - 12)
4. **PROTOCOL FOR NOMINATIONS TO WARD COMMITTEES**  
Report of the Town Clerk (copy attached).

**For Decision**  
(Pages 13 - 16)
5. **CITY OF LONDON CORPORATION EDUCATION STRATEGY 2013-2015**  
Report of the Town Clerk (copy attached).

**For Decision**  
(Pages 17 - 46)
6. **PLANNING COMMITMENTS FOR CITY OF LONDON OPEN SPACES**  
Report of the Director of Open Spaces (copy attached).

**For Decision**  
(Pages 47 - 54)
7. **SPONSORSHIP OF DIGITAL SHOREDITCH 2014**  
Report of the Director of Economic Development (copy attached).

**For Decision**  
(Pages 55 - 62)
8. **SPONSORSHIP OF LONDON WORKS - A SOCIAL ENTERPRISE TEMPORARY RECRUITMENT AGENCY**  
Report of the Director of Economic Development (copy attached).

**For Decision**  
(Pages 63 - 70)

9. **LOCAL GOVERNMENT INFORMATION UNIT (LGIU): CORPORATE SUBSCRIPTION FOR MEMBERS AND OFFICERS**  
Report of the Director of Public Relations (copy attached).

**For Decision**  
(Pages 71 - 74)

10. **CENTRE FOR LONDON: CORE FUNDING**  
Report of the Director of Public Relations (copy attached).

**For Decision**  
(Pages 75 - 78)

11. **RESULTS OF TRIENNIAL OPINION POLLING OF THE CITY OF LONDON CORPORATION'S KEY AUDIENCES**  
Report of the Director of Public Relations (copy attached).

**NB: The Appendix to this report has been circulated electronically as a separately bound document. Hard copies will be available at the meeting and are also available on request.**

**For Information**  
(Pages 79 - 84)

12. **PUBLIC RELATIONS OFFICE ACTIVITIES REPORT: JULY-SEPTEMBER, 2013**  
Report of the Director of Public Relations (copy attached).

**For Information**  
(Pages 85 - 94)

13. **POLICY INITIATIVES FUND / COMMITTEE CONTINGENCY**  
Report of the Chamberlain (copy attached).

**For Information**  
(Pages 95 - 108)

14. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**  
Report of the Town Clerk (copy attached).

**For Information**  
(Pages 109 - 110)

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

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

17. **EXCLUSION OF THE PUBLIC**

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

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

18. **NON-PUBLIC MINUTES**  
To agree the non-public minutes of the meeting held on 19 September 2013.  
**For Decision**  
(Pages 111 - 114)
19. **CONTINUATION OF EMPLOYER ENGAGEMENT MANAGER ROLE IN THE ECONOMIC DEVELOPMENT OFFICE**  
Report of the Director of Economic Development (copy attached).  
**For Decision**  
(Pages 115 - 120)
20. **CITY CORPORATION HOSPITALITY**  
The Remembrancer to be heard with regard to City Corporation hospitality.  
**For Decision**
21. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
22. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED.**

# Agenda Item 3a

## POLICY AND RESOURCES COMMITTEE Thursday, 19 September 2013

Minutes of the meeting of the Policy and Resources Committee held at Basinghall Suite, Guildhall on Thursday, 19 September 2013 at 1.45 pm

### Present

#### Members:

Mark Boleat (Chairman)  
Jeremy Mayhew (Deputy Chairman)  
Deputy Catherine McGuinness (Deputy Chairman)  
Deputy Ken Ayers  
Deputy John Barker (Ex-Officio Member)  
Deputy John Bennett  
Deputy Michael Cassidy (Ex-Officio Member)  
Deputy Alex Deane  
Marianne Fredericks  
George Gillon (Chief Commoner)  
Edward Lord  
Wendy Mead  
Deputy Joyce Nash  
Stephen Quilter  
Deputy Dr Giles Shilson  
Sir Michael Snyder  
James Tumbridge  
Deputy Michael Welbank (Ex-Officio Member)  
Alderman Fiona Woolf  
Alderman Sir David Wootton

#### Officers:

John Barradell	- Town Clerk and Chief Executive
Chris Bilsland	- Chamberlain
Caroline Al-Beyerty	- Financial Services Director
Michael Cogher	- Comptroller and City Solicitor
Paul Double	- City Remembrancer
William Chapman	- Private Secretary and Chief of Staff to the Lord Mayor
Paul Sizeland	- Director of Economic Development
Liz Skelcher	- Assistant Director, Economic Development Office
Katie Hill	-
Tony Halmos	- Director of Public Relations
Simon Murrells	- Assistant Town Clerk
Angela Roach	- Policy Manager

1. **APOLOGIES**

Apologies were received from Deputy Doug Barrow, Ray Catt, Roger Chadwick, Rev'd Dr Martin Dudley, Stuart Fraser, Alderman Sir David Howard, Hugh Morris, Deputy Henry Pollard, John Scott, Deputy John Tomlinson and Alderman Alan Yarrow.

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

Deputy John Barker declared an interest in Item No. 10 by virtue of being an associate member of the Centre for Policy Studies.

The Chairman referred to the Singapore Strategy at Item No. 12 of the minutes. He declared that Yatterbox had been acquired by Cicero and Cicero was assisting in the arrangements for the Chairman's visit to Singapore. Since the date of the meeting the assets of a start-up company he chaired, trading as Yatterbox, had been acquired by Cicero.

3. **MINUTES**

3a. The public minutes of the meeting held on 25 July 2013 were approved.

3b. The public minutes of the Resources Allocation Sub-Committee meeting held on 25 July 2013 were noted.

3c. The Public Minutes of the Members' Privileges Sub-Committee meeting held on 3 July were noted.

4. **CORPORATE ASSET SUB-COMMITTEE - REQUEST FOR ADDITIONAL MEMBER**

The Committee considered a resolution from the Finance Committee of 23 July 2013 seeking the appointment of an additional representative from the Policy and Resources Committee to serve on the Corporate Asset Sub-Committee.

RESSOLVED - that Deputy Dr Giles Shilson be appointed as the Committee's third representative on the Corporate Asset Sub-Committee.

5. **APPOINTMENTS TO WARD COMMITTEES**

The Committee considered a report of the Town Clerk concerning the nomination of representatives to ward committees.

During discussion the following comments were made:-

- Support was expressed for the preparation of a protocol to be considered at the next meeting of the Committee with all Members of the Court being consulted on the matter at the Members' Private Meeting in November.

- It was suggested that Members should be reminded that in accordance with Standing Orders they should be consulted on proposed changes to Members serving on Ward Committees.
- Reference was made to the disparity between wards in terms of the number of ward committees on which Members serve and it was suggested that consideration be given to establishing a system where Members were given the opportunity to serve on two ward committees. Members' noted that this would require an amendment to Standing Orders.
- Reference was made to the number of new Members on the Court of Common Council and on the Court of Aldermen and to the importance of Ward Deputies becoming more involved with member development generally.
- A Member stated that in his view a protocol should be developed and allowed to operate before considering any further options for filling vacancies and that the draft protocol should also include that Members had a choice of whether to serve on Ward Committees.

After further discussion it was

RESOLVED - That:-

1. all Members be reminded of the role of the Ward Deputies as facilitators of consultation and communication in respect of nominations to Ward Committees; and
2. a draft protocol on the nomination of representatives on to ward committees be prepared for consideration at the next meeting of the Committee and that all Members of the Court then be consulted at the Members' Private meeting in November.

#### 6. **WILLOUGHBY HIGHWALK**

The Committee considered a report of the Comptroller and City Solicitor concerning the removal and reinstatement of the bridge link between Willoughby Highwalk and the Podium around St Alphage House.

A Member pointed out that the City Corporation's coat of arms had been displayed on the previous bridge and suggested that consideration be given to the coat of arms being displayed on the new bridge also.

RESOLVED – that the Bridge link over Fore Street between Willoughby Highwalk and the St. Alphage House Podium be reinstated following its removal for the purposes of the redevelopment of St. Alphage House, subject to:-

1. the Assistant Director (Engineering) being satisfied that the reinstatement will not harm the structural integrity of Willoughby Highwalk and the structure on which it sits; and
2. such structure being made good to the satisfaction of the Assistant Director (Engineering) in a timely manner, and it being appropriately protected and maintained to the satisfaction of the Assistant Director (Engineering) following removal of the existing bridge link and pending completion of its reinstatement.

7. **INTERNATIONAL VALUATION STANDARDS COUNCIL**

The Committee considered a joint report of the City Surveyor and the Director of Economic Development proposing that the financial support given to the International Valuation Standards Council be extended for a further five years.

RESOLVED – approval be given to granting £250,000 over a period of five years to support the accommodation costs of the International Valuation Standards Council subject to the Council remaining within the Square Mile and that the sum be met from the Policy Initiatives Fund, from 2013/14 to 2017/18 and categorised under ‘Attracting and Retaining International Organisations’ and charged to City’s Cash.

8. **SOCIAL INVESTMENT UPDATE**

The Committee considered a report of the Director of Economic Development updating it on the progress of the City Corporation’s social investment activities.

The Committee received a presentation from the City Corporation’s Social Investment Advisor. She pointed out the City Corporation was fully engaged on the issue of social investment and that a strategy had been developed to direct the work being undertaken. The aim of the strategy was to assist in positioning London as a global hub for social investment. The Social Investment Advisor explained that the intention of social investment was to invest in activities that produced both social and financial returns and advised that of the agreed £20m social investment fund, £1.3m of the Fund had already been invested and that a further £1m had been provisionally agreed.

Members were also advised that a G8 Social Impact Investment Taskforce had been created to develop more cohesion in the area of social investment internationally and that the Chairman of the Policy and Resources Committee had been appointed to serve on the UK National Advisory Board whose role it would be to inform the G8 Taskforce.

A great deal of the Adviser’s activity had been focused on influencing Government in respect of the tax and regulatory environment. Working with partners, the City Corporation had helped to promote a tax relief for social investors and shape the Government consultation exercise. The City Corporation had responded to the consultation and the outcome would be announced in the 2014 Budget. She concluded by highlighting the efforts which



were being made to engage further on the issue of social investment, including through the City Corporation's research programme, by identifying gaps in the market.

RESOLVED – that the presentation be received and that the content of the report be noted.

**9. ECONOMIC DEVELOPMENT ACTIVITIES**

The Committee considered a report of the Director of Economic Development updating it on the activities undertaken by the Economic Development Office since March 2013 and the progress made against the 2013-16 business plan.

RESOLVED – That the report be received and the content noted.

**10. CENTRE FOR POLICY STUDIES - MARGARET THATCHER LECTURE**

The Committee considered a report of the Director of Public Relations concerning the Centre for Policy Studies Annual Margaret Thatcher Lecturer which was due to take place on 27 November 2013.

RESOLVED – that approval be given to the Centre for Policy Studies 2013 Margaret Thatcher Lecture being supported at a cost of £29,500 to be funded from the Policy Initiatives Fund for 2013/14, categorised under the "Events" section of the Fund and charged to City's Cash.

**11. POLICY EXCHANGE CONFERENCE - THE FUTURE OF FINANCIAL SERVICES**

The Committee considered a report of the Director of Public Relations concerning the Policy Exchange Conference "*Finance: love it, hate it, can't live without it*".

RESOLVED – that approval be given to the sponsorship of Policy Exchange Conference, "*Finance: love it, hate it, can't live without it*" at a cost of £15,000 to be funded from the *Policy Initiatives Fund* for 2013/14, categorised under the "Events" section of the Fund and charged to *City's Cash*.

**12. CENTRE FOR EUROPEAN REFORM - DITCHLEY PARK CONFERENCE**

The Committee considered a report of the Director of Public Relations concerning the Centre for European Reform's annual conference at Ditchley Park.

RESOLVED – that approval be given to the sponsorship of the Centre for European Reform's annual conference at Ditchley Park, entitled "*Europe's growth strategy and the world*", at a cost of £20,000 to be funded from the *Policy Initiatives Fund* for 2013/14, categorised under the "Events" section of the Fund and charged to *City's Cash*.

**13. REGULATION OF INVESTIGATORY POWERS ACT 2000 - QUARTERLY UPDATE**

The Committee considered a quarterly monitoring report of the Town Clerk concerning the City Corporation's use of the Regulation of Investigatory Powers Act (RIPA) 2000 since it was last reported to the Committee on 27 June 2013.

RESOLVED – That the report be received and the content noted.

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

The Committee received a report of the Town Clerk reporting 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 City's Procurement Regulations (Regulation 15) being waived in order to appoint a single contractor, Bourse Consult, to carry out research on RMB Business Volumes over the next two years.

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

The Committee considered a statement of the Chamberlain on the use of the Policy Initiatives Fund and the Committee's contingency for 2013/14.

RESOLVED - that the content of the report be noted.

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

There were no questions.

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

There were no items of urgent business for consideration.

**18. EXCLUSION OF THE PUBLIC**

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

<b>Item Nos.</b>	<b>Paragraph(s) in Schedule 12A</b>
19-20	3

## Part 2 – Non-Public Agenda

### 19. NON-PUBLIC MINUTES

19a. The non-public minutes of the meeting held on 25 July 2013 were approved.

19b. The non-public minutes of the Resource Allocation Sub-Committee meeting held on 25 July 2013 were considered and the recommendations relating to the following approved:-

1. in relation to the Capital Programme – Proposed Project Funding:-
  - a) Installation of barriers to Royal Exchange and Eastcheap Public Conveniences;
  - b) Installation of baggage stores and relocation of staff project at the Barbican Estate Office;
  - c) Oracle upgrade to Release 12 and Manhattan System replacement;
  - d) Guildhall Art Gallery: Heritage Gallery Project;
  - e) West Wing Accommodation Improvement Project; and
  - f) City of London Freeman's School Masterplan Phase 1
2. with regard to Project Funding Update:-
  - a) the approach for managing the City's Cash provision in 2013/14;
  - b) funding relating to the Guildhall Art Gallery: Heritage Gallery project; and
  - c) the closure of the following projects:-
    - Archives Access Enhancement;
    - Spitalfields Market Rainwater Harvesting; and
    - City of London School for Girls Heating System Replacement.
3. funding for a feasibility study in relation to Exhibition Hall 2 and the creation of a cross departmental project board.

19c. The non-public minutes of the Hospitality Working Party meeting held on 4 July 2013 were noted.

19d. The non-public minutes of the Members' Privileges Sub-Committee meeting held on 3 July, a copy of which was laid round the table at the meeting, was considered.

Discussion took place on Members' dress code in Guildhall, the Court of Common Council and at Committee meetings. A number of views were expressed and on balance it was concluded that there should be no change to the current practice of wearing business attire.

RESOLVED – that the minutes be received and the content noted.

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

The Committee received a report of the Town Clerk reporting 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 work starting on the Members' Accommodation Project (Gateway 5 of the Projects Procedure).

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

There no were questions.

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

There were no items of urgent business for consideration whilst the public were excluded.

**The meeting ended at 2.20pm**

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Chairman

**Contact Officer: Angela Roach**  
**tel. no.: 020 7332 3685**  
**angela.roach@cityoflondon.gov.uk**

## PUBLIC RELATIONS AND ECONOMIC DEVELOPMENT SUB-COMMITTEE

Thursday, 19 September 2013

**Minutes of the meeting of the Public Relations and Economic Development Sub-Committee held at the Guildhall EC2 at 12.15pm**

### **Present**

#### **Members:**

Mark Boleat (Chairman)	Edward Lord
Deputy Catherine McGuinness	Jeremy Mayhew
Deputy Michael Cassidy	Ian Seaton
Deputy Alex Deane	Deputy Sir Michael Snyder
Sophie Fernandes	James Tumbridge
Wendy Hyde	

#### **Officers:**

John Barradell	- Town Clerk and Chief Executive
Paul Double	- City Remembrancer
Nigel Lefton	- Remembrancer's Department
Tony Halmos	- Director of Public Relations
Greg Williams	- Public Relations Office
Simon Latham	- Public Relations Office
Adam Maddock	- Public Relations Office
Sheldon Hind	- Public Relations Office
Paul Sizeland	- Director of Economic Development
Giles French	- Economic Development Office
Liz Skelcher	- Economic Development Office
Isabelle Almeida	- Economic Development Office
Simon Murrells	- Assistant Town Clerk
Angela Roach	- Town Clerk's Department
Gemma Stokley	- Town Clerk's Department

#### **1. APOLOGIES**

Apologies were received from Deputy Doug Barrow, Roger Chadwick, Stuart Fraser, Oliver Lodge and Alderman Alan Yarrow.

#### **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 2 May 2013 were considered and approved.

4. **PARTY CONFERENCES**

The Sub-Committee considered a report of the Director of Public Relations on the City Corporation's activities as part of the annual party conferences.

The Chairman referred to the events which had taken place at the Liberal Democrat Conference in Glasgow. He advised that the outcome had been positive and that some good points were made during discussion. He stated that it was important for officers to note any key points at these events and to ensure that appropriate action was taken where necessary.

Discussion ensued on attendance levels and on the suitability of certain venues. Members concluded that such matters should not have an impact on the City Corporation's efforts to engage as it was important to be present and to share key messages with whoever was attending.

RESOLVED – That the report be received and the content noted.

5. **SUPPORTING AND PROMOTING THE CITY OF LONDON**

The Sub-Committee considered a number of matters relating to the City Corporation's efforts in supporting and promoting the City of London as follows:-

5a. **The City, the UK and Europe**

A joint report of the Director of Economic Development and the Director of Public Relations was considered concerning the City Corporation's position and strategy with regard to engaging on Europe. The report followed on from previous discussion on the strategy and set out the revised background details which led to the development of a strategy.

A copy of the CBI Survey of business opinion on Europe was also laid round the table.

The Chairman advised that the contact programme for sharing the key messages on Europe was progressing and had been well received by the officials the City Corporation had already engaged with. One Member commented that in his view the revised position paper was now much better.

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

## **5b. EU Engagement and Chairman's Visits**

Members received an update prepared by the International Regulatory Strategy Group (IRSG) on its activities for engaging on Europe which included details of a programme of visits attended by the Chairman of the Sub-Committee.

The Director of Economic Development advised that efforts to visit or undertake an activity with every Member state were on track and progressing well.

Discussion ensued on the importance of the engagement programme, the key messages and the value placed on this type of activity by the various Member States. The Chairman explained that it exposed them to different perspectives which they found useful.

## **5c. Research Programme - Update Schedule.**

The Sub-Committee received a schedule setting out a number of policy, research, special interest and topical interest papers which had been prepared and published in the last year or were due to be published shortly or being scoped as a topic for future research.

During discussion the following comments were made:-

- given its importance officers were continuing the momentum on aviation related research;
- it was suggested that consideration should be given to research on what the City provides more generally on education;
- it was important to review periodically whether the research commissioned by the City Corporation was publicised sufficiently and accessible.

RESOLVED – That the content of the schedule be noted.

## **6. SUPPORTING LONDON'S COMMUNITIES**

The Director of Economic Development was heard concerning the efforts being made to highlight the work undertaken by the City Corporation to support London. He advised that the Town Clerk had now convened a Supporting London working group to drive the initiative forward and that officers were looking into the merits of holding a conference next year. The Town Clerk added that Chief Officers had also started to identify work that was being undertaken in their area to support London. The aim of this would be share information, raise awareness and prepare a comprehensive report for consideration by Members on activities undertaken for the benefit of London.

7. **REPRESENTATION AT THECITYUK EVENTS**

The Sub-Committee considered a report of the Director of Economic Development setting out a protocol for attending TheCityUK events.

Several Members were heard in support of the protocol. Discussion also took place on the expertise of Members and on how officers would keep their lists of expertise up to date. It was acknowledged that it was important for Members to review their declarations periodically to ensure the information held on their interests was current.

RESOLVED – that the protocol for attending TheCityUK events be endorsed.

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

There were no questions.

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

There were no items of urgent business for consideration.

**The meeting closed at 1.00pm**

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Chairman

**Contact Officer: Gemma Stokley**  
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**[gemma.stokley@cityoflondon.gov.uk](mailto:gemma.stokley@cityoflondon.gov.uk)**



<b>Committee:</b> Policy and Resources	<b>Date:</b> 10 October 2013
<b>Subject:</b> Protocol for the Nomination of Members for appointment to Ward Committees	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>

### Summary

1. At the last meeting of the Committee, Members considered a report on the arrangements for nominating Members to ward committees for approval by the Court. It followed the undertaking given to the Court of Common Council that this Committee would consider how nominations to ward committees are made as well as look at the Standing Orders which govern the activity.
  
2. Whilst it was accepted that the Standing Orders currently in place were satisfactory, the Committee felt that the process would benefit from further clarity. It was, therefore, agreed that a protocol clarifying the nomination process and the role played by Ward Deputies should be prepared for the Committee to consider.
  
3. A draft protocol is attached to this report and your views are now sought on its content.

### **Filling vacancies of Ward Committees**

4. Reference was also made at the previous meeting to the potential for disparity between Members over the number of ward committees on which they are capable of serving and whether any further action should be taken to ensure that all Members are able to serve on at least two ward committees. It was noted that out of the 100 Common Councilmen, currently only five Members serve on less than two ward committees.
  
5. Standing Order No. 23(6) provides that if a Ward chooses not to nominate a Member(s) to serve on a ward committee, the Town Clerk shall notify the vacancy to all Members and seek nominations prior to the appointment being made by the Court.
  
6. If Members agree that some form of arrangement should be adopted so that Members are better placed to serve on at least two ward committees, one

option would be an adjustment to Standing Orders. This would involve any Member who currently serves on only one ward committee, having the option of their name going forward to the Court in nomination to fill a vacancy on a ward committee before it is advertised; in other words the Member would have first-call on filling a vacant place before the vacancy is advertised to full the Court.

**Recommendation**

7. Consideration be given to the draft protocol and whether any further action should be taken in respect of the potential for disparity between Members on the number of ward committees on which they serve.

**Contact:**

Simon Murrells

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## **Protocol for the nomination to the Court of Members for appointment to Ward Committees**

### **Introduction**

This protocol sets out relevant Standing Orders and then protocols concerning appointments to Ward committees.

### **Standing orders**

Appointments to Ward Committees are made by the Court and the Court is able to change the membership of Ward Committees at any time. In practice, the Court normally endorses the names put forward by the Wards. There are two relevant standing orders governing this process -

#### **Standing Order No. 23 – Ward Committees**

- (4) Wards shall choose whether to nominate a Member(s) to serve on each of the several Ward Committees;
- (5) After consultation with the Members of their Wards, the Deputies of the Wards shall submit the nominations to the Town Clerk subject to the following:-
  - (a) the term of office of a Member on a Ward Committee is one year;
  - (b) a Member who has served four terms on a Ward Committee, separately or consecutively, is not eligible for appointment for a further term whilst there is a Member of the Ward who has not served and wishes to do so, unless the majority of the Members of the Ward so decide.

#### **Standing Order No. 25 - Vacancies**

- (1) When a vacancy occurs in any Committee, the Member elected to fill it will continue for the remainder of the term of the Member creating the vacancy, and such part of the term will count as a full term for the purposes of Standing Orders Nos. 23 (5) and 29 (3) (a).
- (2) Prior to the expiry of a completed term of office on a Non-Ward Committee, or when vacancies arise, all Members will be notified by the Town Clerk.

## **The role of the Ward Deputy**

Standing Order No. 23 makes clear that the role of the Ward Deputy is facilitating consultation with the Members of the Ward and then communicating the Ward's nominations to the Town Clerk. Nominations are, therefore, not in the gift of the Ward Deputy, who should have no greater say in the appointments than other Ward members. The consultation process should allow sufficient time for Members of the Ward to consider the proposals and their comments should be taken into account when formulating nominations.

## **Principles for making nominations**

The Court and its committees run on an annual basis. It is desirable that Members are appointed for a whole year, with any changes during the year being minimised.

Three overriding principles should govern nominations -

1. There is an accepted progression from Deputy Chairman of a Ward Committee to Chairman for a period of three years followed by a one year period as Deputy Chairman. It is, therefore, expected that where a Member holds office as Chairman or Deputy Chairman of a Ward Committee, their nomination to that Committee shall continue to be made by the Ward.
2. Any changes to the membership of Ward Committees proposed by Wards during the course of a year, should be confined to filling vacancies caused by a Ward Member ceasing to be a Member of the Committee or where all the Members concerned individually agree that the Deputy should communicate the change.
3. Nominations should be calculated, taking into account all the relevant circumstances including members' availability, knowledge, experience and the need to develop experience, to contribute to the efficient and effective running of the City Corporation.

# Agenda Item 5

<b>Committee(s):</b>	<b>Date(s):</b>
Policy & Resources Committee Community and Children's Services Committee Court of Common Council	10 <sup>th</sup> October 2013 11 <sup>th</sup> October 2013 24 <sup>th</sup> October 2013
<b>Subject:</b> City of London Corporation Education Strategy 2013-2015	<b>Public</b>
<b>Report of:</b> The Town Clerk	<b>For Decision</b>

## Summary

In January 2013 the Policy & Resources Committee approved the establishment of a working party to *devise an education strategy for the City Corporation, to focus on improving the quality of education in London, especially for disadvantaged children.*

The Education Strategy Working Party (ESWP) held its first meeting in May 2013 and has held nine meetings over the course of a four month review period. Throughout the consultation the ESWP reviewed the City Corporation's: schools portfolio and governance arrangements; its statutory education provision; education outreach work from City Corporation organisations; and the City Corporation's employability support. Meetings were also held externally with livery companies, businesses, local authorities and education institutions, which sought to identify educational best practice. This strategy represents the culmination of all these meetings and considerations. It outlines a vision for the City Corporation's education offer and makes recommendations to achieve it. This strategy is limited to education provision between the ages of 4-18, covering primary and secondary, but not tertiary, education.

The strategy states that the City Corporation's vision for education should be *to educate and inspire children and young people to achieve their full potential.* This has been segmented into five strategic aims:

- To promote and support excellent education and access to higher education
- To strive for excellence in the City schools
- To inspire children through an enriched education and outreach opportunities
- To promote an effective transition from education to employment
- To explore opportunities to expand the City's education portfolio and influence on education throughout London

There are several key themes to draw from the strategy that seek to define the City Corporation's approach to education. The first is a commitment to creating a family of schools from its schools portfolio, which will have a shared culture and a common ethos. This includes an increase in the support the City Corporation gives to its academy schools and expresses a desire to increase the number of schools within the City Corporation's 'family of schools' in the

future. The second is to improve the governance and accountability frameworks of the education offer. It is recommended that this should be overseen by the creation of an overarching body that monitors the City Corporation's education offering and the implementation of this strategy. Thirdly it recognises the role the City Corporation can play in its outreach provision across London and seeks to strengthen this offer. Finally it confirms the City Corporation's commitment to providing pathways to employment and bridging the gap between education and employment, making use of the livery and business links within the Square Mile.

To realise the overall vision it is proposed that current education resources are reviewed and directed to where they are most needed and where they will have the greatest impact. It is proposed that the ESWP continues to meet to help achieve the implementation of the strategy's short-term actions. To assist it, it is recommended that the Chairman of the Policy & Resources Committee, in consultation with the Chairman of the Education Strategy Working Party, reserves the right to appoint up to two additional members. It is also recommended that the strategy is reviewed after 18 months.

This strategy sets out the framework for coordinating the City's education offering. Delivering it will take time and many of the recommendations and subsequent actions will be discussed with and in some cases decisions by various City Corporation committees. There will also be opportunities for all members to discuss the strategy in due course.

### **Recommendation(s)**

It is recommended that Members:

- Approve the City of London Corporation Education Strategy 2013-2015.
- Endorse the recommendations and actions contained within the strategy and the need to ensure that resources are directed appropriately to implement them.
- Recognise that delivering the strategy needs the endorsement of the Court of Common Council and will require firm proposals to be brought to and agreed by different City Corporation committees.
- Endorse the focus on improving the governance of the City Corporation's education offering and support action to review the City Corporation's governor appointment processes.
- Endorse the creation of an overarching education body with responsibility for providing strategic oversight and monitoring of the education strategy and the City Corporation's education offering.
- Grant authority to the Chairman of the Policy & Resources Committee, in consultation with the Chairman of the Education Strategy Working Party, to appoint up to two additional members to the Education Strategy Working Party, with the Working Party overseeing the implementation of the strategy for an interim period.
- Agree to review the strategy after 18 months of it being approved.

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**City of London Corporation Education**  
**Strategy 2013-2015**



## **Vision**

***To educate and inspire children and young people to achieve their full potential.***

*The City Corporation (the City) is committed to providing access to excellent education and learning opportunities within and beyond the Square Mile. The City will ensure that every child resident in the City has access to high quality education that enables them to reach their academic and personal potential. The City schools will provide outstanding education that enriches and inspires students. The City will maximise the educational opportunities that its cultural, heritage and environmental assets offer to City residents, the City schools and children throughout London. The City will also be responsive to the changing education landscape, and will welcome appropriate opportunities to expand its education portfolio.*

## Strategic objectives

### **1. To promote and support excellent education and access to higher education**

*The City reaches over 100,000 children and young people through its schools and educational activities every year and will always look to improve its current provision. This includes ensuring that its current portfolio is achieving positive results and high Ofsted, ISI and other inspection ratings. It will enhance the City's education offering through providing central support and effective governance and management arrangements. It will seek best practice to ensure that all pupils, regardless of background, are given opportunities to succeed and progress to higher education, where appropriate.*

### **2. To strive for excellence in the City schools**

*The City's diverse schools portfolio presents unique challenges in achieving and maintaining excellence across all schools but also presents an opportunity to benefit from working together. The City's schools will be outstanding and the City will support the provision of a learning environment that produces confident and well-rounded pupils who achieve to the best of their abilities.*

### **3. To inspire children through an enriched education and outreach opportunities**

*The best education incorporates both academic study and exposure to different experiences and learning environments. Children will be given opportunities to explore the world around them, learn new skills, and understand the communities they live in. London is culturally vibrant, historically significant and has a wealth of green spaces to explore. London's children should be able to learn about the community around them and the City can play a part in realising this.*

### **4. To promote an effective transition from education to employment**

*The City of London is the global centre of the financial services industry and is a leading international hub for professional services businesses. It is vitally important that business in the Square Mile continue to attract the best workers. The City can support this by helping young people into employment through training programmes, apprenticeships and employment pathways, and by raising their aspirations and awareness of career opportunities.*

### **5. To explore opportunities to expand the City's education portfolio and influence on education throughout London**

*The City will take advantage of opportunities to extend its impact on education in London through expanding its own education portfolio, providing extensive outreach opportunities for its City schools and schools throughout London, and working in partnership with neighbouring boroughs, businesses, livery companies and interested parties to realise these opportunities.*

## The scope of this Strategy

This education strategy outlines the City's long-term vision for education for children and young people aged 4 - 18. It makes recommendations aimed at maximising the educational opportunities for City of London children, children in City schools, and children who make use of the City's educational services.

In this strategy the term 'education' refers to learning through academic, extra-curricular, formal and informal means, and "the City schools" refers to City of London Academy, City of London Academy (Islington), City of London Freeman's School, City of London School for Girls, Sir John Cass Primary School, The City Academy, Hackney, and any school or academy which enters into a formal federation with one of these schools or is otherwise sponsored by the City as a further City school..

Underlying the aims and objectives of this strategy are four core areas that will need to be addressed to realise the City's education ambitions. These are:

- **The City schools:** Defining the City's relationship with the City schools and the wider group of schools with which the City has links, and creating an effective governance framework.
- **Funding:** Ensuring that City funding is used effectively across its education portfolio to meet the City's vision.
- **Communication with external stakeholders:** Engaging with stakeholders who can have an impact on the City's education portfolio and help achieve the City's vision.
- **Administration:** Clarifying how the City will implement this strategy and realise its ambitions.

The ambitions outlined in the strategic objectives are in line with the City's core values, as set out in the *Corporate Plan 2013-17*. Pursuant to the Corporate Plan the City seeks to provide high quality local and valued services to London and the nation. Despite funding pressures the City remains committed to enriching education throughout London by supporting high-quality schools; a vibrant arts and culture offering; extensive open spaces and sporting facilities for local communities; and pathways to further/higher education, training and employment.

The City is unique as it is not a London borough and owns, maintains and supports a variety of services across London. This includes academy schools in three London boroughs, Hampstead Heath, Epping Forest, Coulsdon Common and the other City Commons, Billingsgate, New Spitalfields and Smithfield Markets. It has its own police force and a Lord Mayor that travels the world promoting the benefits of the Square Mile and for doing business in London. The City works with London boroughs, the Greater London Authority, London Councils and other partners to provide services and strategic support throughout the capital. The educational ambitions contained within this strategy cannot be achieved in isolation and the City will strengthen its relationships with these stakeholders so that children and young people are given the tools to be successful through an excellent and enriched education.

The recommendations outlined in this document will deliver a framework for unifying and improving the City's current education provision. It will address the need to target funding where it is most needed. It will secure a commitment to provide outreach opportunities for the City's schools and schools throughout London, and it recognises the impact the City can have in supporting pathways to employment.

### **Why this strategy is needed**

The City's education portfolio continues to expand and it is important that the City can ensure that its schools provide excellent education. As an academy sponsor the City Corporation is held to account by the Secretary of State for Education and by host boroughs for the improving performance of its academies. The decline in standards and performance at one of these academies in 2011/12 caused significant concern to the City and indicated the need for improved governance, quality assurance and accountability. The Education Strategy includes proposals for strengthening governance and accountability to ensure sustained improvement and excellence in all City schools. This is considered to be an essential precursor to any expansion of the City's role in education.

The City believes it should go further than this and give children and young people an enriched education that exposes them to opportunities to explore the world around them. The City has a wealth of cultural and historical institutions, and open spaces that can provide programmes for schools. A unifying strategy will help to get the most out of these activities. The same is true of the links the City has with businesses and London stakeholders which can support schools to provide experiences for young people away from academic learning.

### **Implementing this Strategy**

The Education Strategy Working Party (ESWP) has consulted with a wide variety of educational stakeholders, including school sponsors, enrichment providers, school leaders, and employability programme leaders, to understand the City's current education portfolio and outline its vision of what the City should aspire to.

This strategy contains actions that need to be delivered in the immediate future. It is recommended that the ESWP continues to meet for an interim period to ensure that these short-term actions are implemented. This includes overseeing the creation of an overarching education body and monitoring the creation of an effective governance framework for the City schools. It is further recommended that this strategy is reviewed after 18 months.

In endorsing this strategy the City must ensure that it allocates sufficient resources to both implement the actions and to support the education infrastructure for the long-term. The actions outlined in this document are based on best practice models and the ESWP is confident that they will help deliver the City's ambition for education.

## **The City of London's contribution to education throughout London**

### *The City:*

- Spends over £30m per annum on educational initiatives and programmes.
- Has a statutory responsibility for one maintained school
- Is the proprietor of three independent schools, sponsors three academy schools, and provides extensive youth music provision through Centre for Young Musicians and Junior Guildhall, together supporting over 5,000 pupils.
- Funds over £2m worth of scholarships and bursaries in its schools
- Contributes over £350,000 per annum to support education for pupils from disadvantaged backgrounds in independent boarding schools
- Introduces over 18,000 young people to the Arts through the Barbican Centre, Guildhall School of Music & Drama, and Centre for Young Musicians, and supports the London Schools Symphony Orchestra. Further outreach is undertaken by the City supported London Symphony Orchestra and the City of London Festival.
- Hosts over 100,000 school children to learn about London's history and evolving culture
- Provides environmental outreach and extensive sporting facilities in the City Corporation's open spaces to over 12,000 children every year
- Introduces over 1,500 young people to future employment opportunities
- Supports over 400 school leavers in to work placements within the City
- Provides over 40 apprenticeships through the City Corporation and City firms

## **Developing the City education portfolio and brand**

### **Background**

The City has a reputation for excellence and for providing quality services. It is also recognised for its links to businesses. It is clear that all the schools associated with the City believe that the partnership has benefits for them.

There is currently one maintained school, three independent schools and three academies within the City's immediate education portfolio. The majority of these schools operate in different local authorities. The schools have varying relationships with the City; with the Sir John Cass Foundation Primary School it is as the local authority, with the independent schools it is as proprietor, and with the academy schools it is as the sponsor or co-sponsor. Each operates as a single entity with a link with the City but not as part of a group which shares a defined culture and a common ethos. Each is proud of its association with the City, but the level of interaction with it differs as a result of location and the nature of the relationship with the City. One of the independent schools is outside of London and two of the academy schools are co-sponsored with other organisations.

The City wants each school to provide outstanding education and recognises that there is a reputational risk to the City should any one of these schools fall below standard expectations.

The experience of other groupings of schools, including those supported by livery companies such as the Haberdashers Company and the United Westminster Schools Foundation, suggests that increased collaboration and a shared ethos throughout the group can encourage quality teaching and learning. In each of these organisations the schools share a common ethos, the central organisations provide a robust governance framework, they provide financial support, and they support collaboration across the portfolio. There are opportunities for the City to support its own portfolio of schools through strengthening these areas, whilst being able to make use of its enrichment and outreach opportunities to develop well-rounded pupils at all of its schools.

The City also provides bursary support to pupils at King Edwards School, Witley and Christ's Hospital School. Additionally it has the right to nominate governors to a number of other schools and educational bodies, including Emanuel School, part of the United Westminster Schools Foundation group of schools, and Central Foundation Boys School. These institutions value the historic links to the City of London, although they are not part of the City's direct schools portfolio.

There are also education bodies on which the City has Board representation which provide provision for over-18s, such as the Guildhall School of Music and Drama, City Lit and City and Guilds, but this strategy has confined itself to provision for young people up to the age of 18.

There is currently disparity of funding, monitoring and coordination arrangements across the schools and education activities. The funding allocations for scholarships to the City independent schools are based on a historical calculation that has not

been reviewed in recent times or measured against the City's core strategic aims and objectives. Nor has it been reviewed against the City's desire to provide access to high quality education for children from all backgrounds, within the financial constraints which the City currently faces. The time has come to review the allocation of both scholarships and bursaries to ensure that funding is targeted to where it is most needed.

## **Vision**

In its pursuit of educational excellence the City will seek to draw together the schools it has close connections with and establish a family of schools, to be collectively known as *the City schools*. This will include:

- The Sir John Cass Foundation Primary School
- The City of London School
- The City of London School for Girls
- The City of London Freeman's School
- The City Academy, Hackney
- The City of London Academy Islington
- The City of London Academy Southwark

These schools will be encouraged to share a collective ethos that strives for educational excellence and high quality enrichment opportunities. Parents and pupils will be able to identify what it means to be a pupil at a City school and the advantages that this education offering will bring. These schools will be able to: collaborate with each other; share best practice; learn from each other; and explore opportunities to become more efficient through collaboration on back office functions.

The City will target its funding where it can have an effective impact. This includes ensuring that City funding for scholarships and bursaries is targeted to those most in need and reflect the City's strategic aims. It also means identifying possibilities for long-term investments in the City schools, such as specific block funding for classroom or recreational equipment, alongside ad hoc grant allocations.

City resources are not limited to financial support but also through using the City's assets, links to businesses, appointment of governors and governor time to support the City schools. These schools will also have a single point of contact within the City that will act as a central resource for information relating to the City's education provision.

The framework put in place to manage the portfolio must be flexible enough for the City to respond to opportunities for expanding its schools portfolio, including extending sponsorship to new schools, such as is already planned in creating a multi-academy trust between the City of London Academy Southwark and Redriff Primary School. The City should be clear about what its criteria will be when responding to calls to expand its education provision and be responsive to opportunities to work with businesses and livery companies in promoting its education offering.

These schools will also be supported through the establishment of an accountable body within the City's democratic structures overseeing the City's education portfolio and activity. It will oversee school performance, support access to enrichment opportunities alongside service departments, and promote opportunities for collaboration between the schools. The body will have representation from individuals with relevant experience and skills to be able to effectively challenge current activity. In the pursuit of excellence the City will benchmark against the best performing schools across London and work with the schools to raise educational achievement.

## **Recommendations**

### **Develop a framework for overseeing the City's education offering**

- Establish an overarching education body with responsibility for providing strategic oversight and monitoring of the education strategy. The body should be distinct from other City committees and have a regular cycle of reporting on the performance of City schools, governance and enrichment opportunities.
- Create terms of reference that appropriately differentiate the responsibilities of the education body and other City committees such as the Community and Children's Services Committee and the service committees providing the wider educational opportunities.
- Make funding provision to cover the cost of delivering the strategy and for implementing the governance framework of the City's education portfolio.
- Establish a dialogue with other organisations that manage a diverse schools portfolio, such as the City livery companies, to share best practice.
- Review the education strategy and its associated actions after 18 months of it being approved.
- Review the educational outside bodies to which the City appoints representatives to identify if they are still relevant.

### **Encourage the City schools to work together as a family with a shared ethos and commitment to excellence**

- Outline the City's aims and priorities for the City schools and communicate these to the schools and stakeholders.
- Identify the appropriate level of interaction each school has with the City and collaborate on how best to manage the relationship.
- Establish a regular forum for the City schools to meet, share best practice and discuss opportunities for collaboration and school to school support.
- Have a link officer between the City and the City schools to support the collaborative approach and ensure each school in the City's family has access to the support and opportunities which the City can offer.

### **Review the City's expenditure across its educational portfolio to ensure that it is directed to the City's objectives and fairly distributed**



- Review, with the City schools, the level of funding needed from the City to sustain the schools, provide an enriched curriculum and achieve the City's objectives.
- Clarify and review the various sources of funding, including the grant giving bodies, for the City's educational portfolio.
- Identify those education bodies, such as Teach First and the School Governors One Stop Shop (SGOSS), funded by the City and task the overarching education body with reviewing these arrangements.
- Identify appropriate funding arrangements to provide long-term central education support for educational outreach.
- Review the City's scholarship and bursary funding with a view to supporting those families most in need and removing non-means tested scholarships
- Establish a mechanism for monitoring the allocation and use of City funding across the City schools.

**Identify educational best practice across London and beyond to benchmark and improve the City school education offer**

- Build relationships with key education stakeholders in London, including the Greater London Authority, London Councils and the Department for Education, to identify areas of educational best practice.
- Create an open dialogue with the livery companies, businesses and other organisations to better understand the opportunities they have to contribute to the education environment.
- Host a conference on exploring how the City can contribute to London's education and employment landscape that brings together neighbouring boroughs, school sponsors, livery companies and education stakeholders.

**Clarify the relationship between the City of London and the schools associated with it, recognising the historic links that exists between them**

- As part of a wider review of the City's education funding, review the accountability arrangements and conditions of bursary support provided to the City schools, and King Edwards School Witley and Christ's Hospital School and ensure that it is directed towards the City's aims and priorities.

## **Children living and learning in the Square Mile**

### **Background**

The City has a statutory obligation to administer early years provision, school places for children resident within the City of London and to safeguard these children, and those being educated in schools within the Square Mile or attending other childcare or educational provision. In addition the City gives parents information and guidance on what school provision is available and provides support for the smooth transition between each stage of education.

The City of London has one maintained primary school which, whilst rated outstanding, cannot provide places for all children living in the Square Mile. It is also denominational, being a Church of England school. This has led to more than half of all City of London children being educated in other local authority schools. In particular, approximately 60% of City children educated in state primary schools currently attend Prior Weston, an Islington school. The desire to ensure that all City children have access to high quality education is not confined to those educated in the Square Mile but extends out to schools teaching City children in neighbouring boroughs. There is a great emphasis on developing and maintaining partnerships with other local authorities and schools to help promote the delivery of effective teaching and learning.

### **Vision**

The City will work to ensure that every child resident and/or educated in the City of London has access to high quality education and has the opportunity to achieve their maximum potential and thrive in their community.

By working in close partnership with the City schools and other educational institutions the City will strive to provide the best possible opportunities to learn and to develop. Its achievements will be measured not only by the opportunity for the strongest student to excel, but through providing the opportunities for the least able to achieve so that all children, including those in vulnerable groups, can match the progress of their highest performing peers. The City recognises its statutory responsibilities regarding children with special educational needs and disabilities (SEND) and will continue to improve its support in this area.

The measure of success of this will be in the educational outcomes that begin in schools and extend beyond education. This includes reducing the educational inequality gap between the best and least well performing pupils, securing an improved rate of progress for City children across the Early Years Foundation Stage and Key Stages 1 and 2. To support this, the City will need to support schools teaching significant numbers of City of London children to become or remain outstanding. Beyond this the City believes in the value of, and will promote, enrichment and extra-curricular activities to create well-rounded pupils that will have the necessary skills and confidence to succeed beyond statutory education.

### **Recommendations**

### **Ensure that the City provides sufficient primary school places to meet the demand from City of London families**

- Review the current demand from City families for state primary schooling and identify the future growth of demand over the next five years.
- Work with the Sir John Cass Foundation and the Sir John Cass Foundation Primary School to increase its capacity and amend its admissions criteria to enable it to take in more City of London children.

### **Improve access for City children to outstanding state primary education**

- Work in partnership with Sir John Cass Foundation Primary School and Prior Weston Primary School to promote high standards, ensure fair access to opportunity for learning, access to extra-curricular activities and promote the fulfilment of learning potential by every child.
- Create a stronger link between the City and Prior Weston Primary School through identifying opportunities for financial and/or in-kind contributions.
- Liaise with neighbouring boroughs to assess the future capacity of schools to meet the demand of City of London families.

### **Improve access to outstanding state secondary education**

- Ensure all City of London parents are aware of the City academies and the places available for children resident in the Square Mile.
- Work with those primary schools, within and outside of the Square Mile, teaching City of London children to provide an effective transition from primary to secondary education.

### **Reduce the inequality gap between the highest and lowest performing City children**

- Work with schools to identify those primary school aged children resident in the City of London identified as performing below expectations and work with the schools to ensure appropriate improvement measures are in place.
- Review the quality of educational support for City of London children with special educational needs on an annual basis and monitor this against progress.
- Identify those children highlighted as being gifted and talented and work with the schools to make sure these children fulfil their potential.
- Support schools and partners in engaging parents and carers in their children's learning.

## The City Schools

### ***School Accountability and Improvement Framework***

#### **Background**

The City is responsible for one maintained school, three academy schools and three independent schools. In its role as a local authority and as an academy sponsor, the City has a statutory responsibility to the Secretary of State for Education to promote high standards and to provide support and challenge to help schools to improve. As the proprietor of three independent schools the City is held accountable to the Independent Schools Inspectorate (ISI) for the quality and standard of education provided.

Reports on Ofsted inspections and examination performance of Sir John Cass Foundation School and the three City academies are presented to the Community and Children's Services Committee but there is currently no coordinated accountability framework for monitoring and evaluating the performance of all City schools. The ISI inspection reports are presented only to the governing bodies of the independent schools.

The City has been an effective sponsor to the City academies in helping to establish the schools and creating a governance framework for them. However, the co-sponsors of the City Academy Hackney extend their support beyond governance responsibilities, through providing funding for tutoring, classroom equipment and capital projects. The City does not currently support the schools in this manner and is at risk from falling behind its co-sponsors, and indeed other sponsors of academies, in its support.

#### **Vision**

The City is committed to ensuring the very best education for children and families within the City of London and for children educated at City schools. The City will raise standards to create outstanding schools across the portfolio through promoting excellent teaching and learning, supporting a high quality learning environment, and promoting an enriched education. As a local education authority, academy sponsor, and independent school proprietor the City will support its schools to secure excellent outcomes for all pupils. The City will promote a culture of high expectations and aspiration and will establish a school improvement and accountability framework. A school improvement and accountability framework will support and challenge the City schools and the Sir John Cass Foundation Primary School to achieve year on year improvement in educational attainment and standards of teaching and learning. It will also be a mechanism for the early identification of any signs of underperformance to enable timely and effective intervention and action. 'The framework will be proportionate, reasonable and appropriate to ensure that the City can be able to challenge its schools and it will be flexible enough to include any additional schools that join the City family.

The City will encourage school-to-school support as an effective way of raising standards and improving outcomes. It will actively promote collaboration between

schools and academies encouraging them to work together, share best practice and to support other schools and academies in challenging circumstances to support excellent teaching and learning across the City schools.

The City demonstrated its broader commitment to education when it became an academy sponsor. As the City becomes an established sponsor and strengthens its systems for governance and accountability, the City will be able to develop this commitment further by exploring opportunities, either directly or through its schools, for future federations between schools and academies particularly where this will improve the educational opportunities of children in the Square Mile and its neighbouring boroughs.

In aspiring for excellence, the City recognises the importance of working with its partners; the academy co-sponsors, the Sir John Cass Foundation, City businesses and livery companies; to enhance the learning environment and academic, outreach, and employability opportunities within the schools.

## **Recommendations**

### **Create a framework for clearer accountability, challenge and support**

- Ensure effective arrangements are in place for supporting school and academy leadership and brokering school-to school support.
- Liaise with the local authority and co-sponsors for each City academy to develop shared and coordinated arrangements for monitoring, challenge and support.
- Work in partnership with schools, academies, co-sponsors and relevant local authority representatives to establish a shared view of how to promote school improvement, including arrangements for early identification and action to address any signs of underperformance.
- Develop arrangements for federation between schools and academies where this will improve the educational opportunities of children living in the Square Mile and/or those living in the fringe boroughs.

### **Strengthen the collaboration with academy co-sponsors to ensure that both sponsors play an equal part in the development of the school**

- Allocate funding to enhance the learning environment of the academy schools in line with that already being allocated by co-sponsors, working with the Headteachers to identify school needs.
- Establish regular forums for the co-sponsors to discuss issues relating to the academy schools and coordinated funding needs.

## ***Governance and accountability***

### **Background**

The City plays a very significant role in school governance across a diverse range of schools.

Members of the Court of Common Council sit as City representatives on the governing body for each of the City schools. The City is also represented, or has nomination rights, on the governing bodies of a number of other schools including: Christ's Hospital School, King Edward's School Witley, Emanuel School and the United Westminster Schools Trust.

The governing body for each school operates autonomously in fulfilling its responsibility to provide support and challenge and to hold school leaders to account. There is however no overarching body holding all City schools and City governors to account on behalf of the City.

### **Vision**

The City is committed to excellence in school governance and accountability to secure the very best educational outcomes for children and young people.

Accountability arrangements for the City schools will be strengthened through the establishment of one body with responsibility for the strategic oversight and monitoring of the City's complex education portfolio. An overarching body for education will monitor the implementation of the Education Strategy, provide strategic direction and oversight over the City's education priorities, and will review school performance and improvement measures. This will provide a forum for the governing bodies of the City schools to identify areas of both weakness and success in the governance framework and promote a culture of shared responsibility for the performance of the City's education portfolio.

Governing bodies are an essential part of the overall system of school accountability and the City will invest in the development of school governance. The administration of governing bodies should be based on best practice and up to date advice and guidance. The City will ensure that all school governors are committed to serving on the governing body, informed about the education environment, and are able to contribute their own skills to the work of the governing body for the benefit of the school. Comprehensive arrangements for the appointment, induction and training of City governors will be developed and all governing bodies will be supported by a knowledgeable and professional clerking framework.

The principles of trust, accountability and transparency will underpin school governance and governors will be encouraged to act as a critical friend, providing both challenge and support to school leaders.

## **Recommendations**

### **Promote a shared commitment to a robust and challenging governance framework throughout the City schools portfolio**

- Include representation of the governing bodies of all City schools in the composition of the overarching education body.
- Review the latest guidance on governing bodies from organisations such as, the Department for Education, Ofsted, The National College and the Association of Governing Bodies of Independent Schools (AGBIS), with a view to implementing best practice where appropriate.

### **Improve arrangements for the appointment, support and training of school governors**

- Establish arrangements for the appointment of governors who have the right mix of skills, expertise and time to commit to the role.
- Support school governors by providing a comprehensive programme of training and development matched to their needs, including induction for new governors.

### **Support governing bodies to be effective in carrying out their duties**

- Ensure that all governing body meetings are supported by skilled and knowledgeable clerking arrangements, whether this is provided by the City or externally.
- Provide access to high quality advice and guidance on governance procedures and best practice.
- Encourage governing bodies of the City schools to work with the overarching education body to reflect on their own effectiveness.
- Work in partnership with the relevant local authority and co-sponsor to ensure the effectiveness of governance at each City academy.

## ***Enrichment***

### **Background**

The City has a long and proud history of providing education to London children from disadvantaged backgrounds. It was for this that the City of London School, the City of London School for Girls and the City of London Freeman's School were founded. This was before the Education Act 1918 created a universally available education system, which included the abolition of fees for elementary education. The quality of education on offer at the City of London schools enriched the education of these pupils above and beyond the statutory entitlement. Historic links with Christ's Hospital School and King Edwards School Witley, which educate children who would not be able to afford independent schooling, further reinforces this commitment.

In the 21<sup>st</sup> century the City provides bursaries and scholarships to widen access to the independent schools to children who might not have attended these schools otherwise. The historic links between Christ's Hospital School and King Edwards School Witley are further strengthened through the provision of bursary funding. The quality of education in these schools lies in the enrichment opportunities they provide, extending beyond the provision of a good academic education and preparing pupils for life after school. This includes exposing pupils to extra-curricular activities, cultural experiences and developing an understanding of the communities and areas in which they live.

In agreeing to sponsor three academy schools in areas with a history of poor educational attainment the City renewed its commitment to securing high quality education for all, including those living in areas of disadvantage. Since project managing the delivery of new buildings, the City has been supporting the academies primarily through governance arrangements and has provided access to the City's resources and opportunities on an ad hoc basis. There is scope for the City to coordinate its support to provide more effective provision and access to enrichment opportunities.

There is currently disparity of funding, monitoring and coordination across the schools and educational and outreach activities. Moreover, the City does not provide enrichment support to the students in the academies except where specific grant applications are successfully made to the City's educational charity. Those lively companies and Foundations that manage a portfolio of schools provide additional funding to promote extra-curricular activities and address the need for particular skills in the modern workplace in their schools. This is in addition to funding that is granted to enhance the learning environment. Funding to promote the delivery of a broad curriculum will bring the City's focus back to its historic tradition of providing high quality education to London's children above and beyond the statutory provision.

### **Vision**

It is the City's ambition to raise the standards of the City schools and promote a holistic education that will prepare pupils for life beyond school, develop confidence and create the business leaders and entrepreneurs of tomorrow. All pupils in City



schools will have access to enrichment and its schools will be encouraged to be both academically strong and to provide opportunities for pupils to take part in sport, music, drama and other extra-curricular activities. The City schools will collaborate in sport and the arts to bring the talents and resources of these schools together.

Enrichment also incorporates the transition from school to further and higher education. With the rising costs of such education there has been a slight downturn in the uptake of courses at these institutions. London has a wide array of world class education institutions and should be actively promoting these opportunities alongside employability programmes to give young people a variety of choice that will best suit their needs. Advice and guidance in schools will be imperative to achieving this, which will require an increase in the dialogue between the City schools, the City and further and higher education institutions. Establishing this ethos and commitment will send out a clear signal to prospective pupils, parents and schools that may become part of the family of what they can expect from a City school.

The Square Mile is home to a wide variety of businesses, many of which interact with schools to provide workplace opportunities for pupils; Ernst & Young run a summer programme with the City of London Academy Southwark. As part of an enrichment programme the City should promote links between the City schools and businesses, using its influence to open up access for pupils and inspiring them to succeed beyond education. This can be achieved through partnering with City stakeholders to promote the teaching of skills needed in the modern workforce, such as confident communication, and to address skills shortages, such as an understanding of technology.

The City will only achieve its vision for holistic education when the City schools undertake joint activities where pupils from different schools interact with each other. Success will also come from a tangible link between the businesses and City stakeholders having a continuous dialogue with the City schools to provide access to employment, further education and training opportunities in and around the Square Mile.

## **Recommendations**

### **Direct the City's schools funding across all City schools to provide financial support and enrichment opportunities**

- Establish a mechanism for allocating City funding for enrichment activities across the City schools.

### **Provide a school environment that fosters confidence, leadership, teamwork and high self-esteem in all City school pupils through promoting a broad and enriched curriculum**

- Promote and monitor enrichment opportunities in each City school through the overarching education body and identify opportunities for inter-school collaboration.
- Ensure all City schools deliver careers advice to support pupils beyond statutory education.

- Promote the array of London's further and higher education offering to pupils in the City schools and identify opportunities for these institutions to interact with pupils.
- Identify enrichment opportunities for all City schools that link to the activities of the Square Mile.
- Host a seminar with businesses and livery companies to identify skills shortages in the workplace and exploring how to address this in schools.
- Invite pupils and staff from the City schools to more City events.
- Showcase the talents of pupils in the City schools throughout the City.

**Ensure all schools receive information about school-based programmes within the City's open spaces and cultural institutions**

- Inform the relevant learning providers within the City's open spaces and cultural institutions about the composition of the City's family of schools and ensure that information on school-based programmes are directed to them.
- Work with learning providers to provide programmes that will support the curriculum focus of the City schools.

## Outreach

### **Background**

The City has responsibilities that go beyond its local authority remit in the areas of culture, the arts, history and the environment. It has a high concentration of arts and cultural organisations, creating an economic cluster recently judged to be worth over £200m to both the Square Mile and the wider London area. It is a steward of historical collections that have been formally designated as being of international significance and manages a significant number of historical and architectural buildings. Across London, the City has responsibility for 11,000 acres of open spaces which include various commons, heath and forest land, parks, gardens and a cemetery. These assets and activities are used and enjoyed by many audiences and as centres of learning and community engagement, they work with schools and young people to educate and inspire over 500,000 people every year.

These activities are well advertised across the London boroughs and various parts of the City have developed distinctive offerings suited to the opportunities they provide. For example, in the cultural sector the London Metropolitan Archives use their collections to bring history and social issues alive for many thousands of school pupils from every London borough each year, which included over 3,000 pupils in 98 onsite sessions in 2012/13. The Barbican Centre and the Guildhall School have formulated effective partnerships with City fringe and East London boroughs to provide outreach for hard to reach and culturally deprived areas. In 2012/13 The Barbican and Guildhall School Creative Learning team worked with 18,500 people as part of the Barbican and Guildhall School's programme. Furthermore the City-owned open spaces, such as Epping Forest and Hampstead Heath already have established education programmes, focusing on the environment, recreation and protecting the natural environment. These programmes, funded primarily through charitable grants, are popular with schools and reach out to thousands of children every year. These programmes are interactive and extend across many open space sites. Moreover, the open spaces also host apprenticeship and volunteering opportunities where training is provided on a multitude of areas, including conservation, surveying, and education and visitor services.

The City also plays a pivotal role in ensuring schools throughout London have access to sporting facilities on its open spaces, such as those on Wansted Flats. Providing this infrastructure has a positive effect on both the hundreds of school children that have access to it, and the local communities that are using it to provide opportunities for football, cricket, rugby and other sports. In maintaining these facilities the City is able to provide these opportunities that may not exist if it becomes derelict.

The Economic Development Office brokers volunteering opportunities for City business and City employees within schools in neighbouring boroughs, such as mentoring pupils or providing literacy and numeracy support.

Delivering these programmes is vitally important to retaining and enhancing the quality of the City's outreach offer. In general these activities are funded from the core grant of the service areas and may therefore come under pressure as funding

for the service areas is reviewed. Some of the funding for these programmes is additionally delivered through grants. Having an understanding of what funding is available is an integral part of ensuring that the City can maintain this provision.

## **Vision**

The City is committed to using its outstanding cultural, heritage, open and recreational assets to enrich the education of children both in City schools and across London. This includes communicating the offer to every London school, and the City schools in particular, to increase awareness of the programmes on offer. To enhance the offer to schools, the City will open access to joint programmes that bring these different activities together.

Through providing community facilities the City will play a vital role in supporting London boroughs to be able to offer a wide variety of activities. This will strengthen the City's links with local authorities throughout London and offers an opportunity to make an impact to children and young people beyond the classroom.

## **Recommendations**

### **Improve internal awareness of the educational outreach programmes available to schools across the City**

- City departments to collate information on the take-up of their educational offering to City schools, and to schools across London, and provide an annual report to the overarching education body.

### **Improve the co-ordination of the educational offer across the City's activities**

- Review the grant applications being submitted for outreach programmes to identify duplications and opportunities for more collaboration on applications.
- Support the provision of sporting facilities for schools in the City-owned open spaces.
- Use the information on current outreach programmes to identify gaps and duplications in the City's educational outreach activities.
- Establish an officer forum consisting of representatives from the Barbican Centre, Open Spaces and Culture, Heritage and Libraries departments, and the Economic Development Office, to discuss opportunities for school programme collaboration, increase communication to City schools, and to avoid duplication of grant applications.

### **Increase the effectiveness of educational outreach programmes to the City schools**

- The City's cultural institutions and open spaces should specifically target the City's family of schools and those schools attended by a high proportion of children resident in the Square Mile.

### **Increase the take-up and impact of City educational outreach programmes across London**

- Develop a section of the website specifically for teachers and schools that promote City educational outreach programmes, ensuring that London boroughs and other relevant local authorities are made aware of it.

## From Education to Employment

### **Background**

London's unemployment rate is currently 8.6% compared with a UK figure of 7.8%. Almost one third of London's unemployed people are aged 16-24. Studies show a significant mismatch between the career aspirations of young people and the reality of the labour market and that they lack the connections with people who can help them achieve an insight into those careers or how to achieve them.

The City of London attracts the best people to work in some of the world's most high profile companies. The City is committed to providing opportunities for young people to develop the skills that will help people into employment and to achieve their goals. This philosophy extends beyond the City boundary into fringe boroughs and throughout London. This support is broken down into two areas:

1. Schools based support - helping students make the transition from education to employment.

In 2012 around 1,700 school pupils were introduced to future employment opportunities in the City of London through initiatives such as work experience in and taster visits to City offices, Careers Academy UK, and support for Teach First. Through its Corporate Responsibility programme the City also sends volunteers to schools and celebrate excellence in community engagement through the Lord Mayor's Dragon Awards.

2. Post-education training - providing training opportunities to boost employment opportunities for people outside of statutory education.

In 2012 training was provided for around 3,800 residents; almost 410 people from the City and neighbouring boroughs were helped into work; around 110 local school leavers were helped into prestigious paid work placements in firms based in the Square Mile; and 15 City of London residents into work through the City STEP programme. In addition, the City actively supports apprenticeships that offer nationally accredited qualifications and a minimum of a twelve month employment contract. In 2012/13 40 young adults completed an apprenticeship, whilst a new traineeship programme preparing people for the demands of an apprenticeship is underway. Organisations such as City and Guilds also provide training and pathways to employment programmes which provide young people with opportunities to gain accredited qualifications. Through these programmes the City works in close partnership with over 1,000 businesses, including UBS, KPMG and Standard Chartered.

### **Vision**

The City is committed to providing opportunities for all young people in the City of London and neighbouring London boroughs to access a wide range of training and employability initiatives to raise aspirations and increase their chances of getting a job. This will be through opening up opportunities for schools to interact with

businesses to develop an understanding of the workplace. The City of London should be at the forefront of enhancing employability as well as a place to do business. It should therefore lead the way in providing high quality apprenticeships and training courses, reducing the number of young people not in employment, education or training. As the requirement for all people up to the age of 18 to be in education, training or employment is implemented, the City should be best placed to provide support not only for its residents and pupils, but also pan-London as part of a coordinated approach to tackle youth unemployment.

## **Recommendations**

### **All City employability programmes and initiatives are integrated and focused on the City's priorities**

- Explore how best to join up the City's range of employer-facing employability activities to ensure that a coordinated approach is adopted across the various programmes.
- Review the membership of the City's Employability Group to meet the changing needs in this area.

### **Raise awareness among the City of London business community, specifically small and medium sized enterprises, of the value of and need for business engagement in improving the employability of young people**

- Develop a communications plan to increase engagement with City of London-based employers and SMEs, with a focus on communicating Government funding and incentives available to employers.

### **Identify gaps in the provision of education-business link activity across London and explore ways to improve and sustain this provision**

- Commission a review of gaps in the provision of education-business link activity, to include recommendations as to how the City could improve on the current provision and identify new areas to target.
- Implement recommendations from the above review.

### **Raise awareness of the extent of employability provision provided by the City amongst schools in the neighbouring boroughs, with a specific focus on the City academies**

- Develop promotional materials covering the 'ladder' of aspiration-raising and employability provision provided by the City Corporation and communicate this to the City schools and neighbouring boroughs.
- Monitor and review programme achievements and communicate this to the City schools and schools in neighbouring boroughs as appropriate.

## **The Education Strategy Working Party**

The Education Strategy Working Party (ESWP) was established to undertake a review of the City Corporation's education contribution and devise an education strategy that promotes high quality education.

The group was made up of Members from the City of London Court of Common Council and independent members from different education sectors. These included higher education, academies and the City livery.

Over the course of a three-month consultation period the group took evidence of the City Corporation's education activities, including: local authority statutory provision, schools, outreach programmes, and employability and training initiatives.

This Strategy sets out the priorities of the ESWP following the consultation process and outlines recommendations that will shape the Corporation's education activity over the next three years.

The Chairman would like to thank all the members of the ESWP and officers who have supported it for the hard work and commitment they have put in to creating this strategy. This thanks is extended to all those who gave evidence to the group, showcasing the variety of activity undertaken across the organisation; activities that will continue to go from strength to strength.

The work of the ESWP would not have been undertaken without the contributions from, and meetings with, those organisations that have helped shape the City's education portfolio:

- Academy school host boroughs
- Christ's Hospital School
- The City Academy, Hackney
- The City of London Academy Islington
- The City of London Academy Southwark
- The City of London Freeman's School
- The City of London School
- The City of London School for Girls
- City University
- Departments of the City of London Corporation
- The Haberdashers Company
- King Edward's School, Witley
- KPMG
- Prior Weston Primary School
- Redriff Primary School
- The Sir John Cass Foundation
- The Sir John Cass Foundation Primary School
- The United Westminster Schools Foundation
- United Learning Trust
- University College London



**Membership of the Education Strategy Working Party**

Catherine McGuinness – Chairman  
Ade Adetosoye  
John Bennett  
Roy Blackwell – United Westminster Schools Foundation  
Jude Chin – Specialist Schools and Academies Trust/Academy school governor  
Billy Dove  
The Revd. Dr Martin Dudley  
Marianne Fredericks  
Sir Malcolm Grant – University College London  
David Graves  
Gordon Haines  
Peter Lisley  
Virginia Rounding  
Ian Seaton  
Dr Giles Shilson  
David Taylor – Livery Schools Link

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# Agenda Item 6

<b>Committee(s):</b>	<b>Date(s):</b>
Open Spaces and City Gardens Policy and Resources	7 <sup>th</sup> October 2013 10 <sup>th</sup> October 2013
<b>Subject:</b> Planning commitments for City of London Open Spaces	<b>Public</b>
<b>Report of:</b> Director of Open Spaces	<b>For Decision</b>
<p><b>Summary</b></p> <p>The City of London's Open Spaces are currently affected by a number of developments in planning policy. Increased housing demand has led to development pressure on land adjacent to, or otherwise affecting, the City's Open Spaces.</p> <p>Planning authorities are also developing Local Plans, which require significant input from a range of local residents and landowners, including the Open Spaces. Additionally, many authorities are reviewing their Local Development Frameworks.</p> <p>Officers at the Open Spaces are required to engage extensively with planning authorities in order to protect Open Spaces and ensure plans recognise the impacts of development on the quality of visitor services, heritage and biodiversity and the risk of fragmentation of landscapes and habitat.</p> <p><b>Recommendation(s)</b></p> <p>Members of the Policy and Resources Committee are asked to agree:</p> <ul style="list-style-type: none"><li>• To allocate an additional £25,000 to be charged to City's Cash and met from the Policy and Resources Committee's contingency for 2013/14 for planning consultancy to aid the protection of the Open Spaces from development pressures through working with Planning Authorities to shape Local Plans.</li></ul>	

## Main Report

### Background

1. Many of the local planning authorities that affect the City's Open Spaces are now developing the 'local element' of their core strategies and plans. These Local Plans will set out how developments will be delivered over the next decade and beyond, on land in close proximity to the Open Spaces. While the City of London does not oppose new housing and development in general, it

is important that development in the vicinity of the Open Spaces is appropriate and does not negatively impact on the sites. There exists an opportunity for the City of London to influence these Local Plans so that harm to the open spaces is minimised and/or mitigated. This will require input from local officers and require use of local risk budgets to seek specialist advice and to fund research.

2. Most of the City of London's Public Open Spaces are founded by legislation which pre-dates the Town and Country Planning system introduced in 1947, and therefore the sites do not enjoy the statutory protections in planning extended to National Parks, Areas of Outstanding Natural Beauty (AONBS) and World Heritage Sites (WHS) which were all designated after 1949. Engagement with local planning authorities is therefore essential to protecting the City of London's open spaces.

### **Current Position**

3. Many of the Open Spaces are already addressing a variety of planning issues in their local areas and there have been consequential impacts on local resources. There is also a shortage of specialist planning skills within the Open Spaces Department.
4. Whilst some of the cost of planning work has been reduced by partnership working and resource sharing between the City of London and the various Planning Authorities, it is evident that there is a requirement for additional resources in the short term to meet this unexpected demand.
5. A particular area where activity is required is ensuring Planning Authorities take into account the Conservation of Habitats and Species Regulations 2010 (The Habitats Regulations). This sets out a legal requirement to protect SACs (Special Areas of Conservation) from harm. This includes the control of development that may be having a detrimental impact on the SAC 'either alone or in combination with other developments'.
6. The Regulations make it clear that Planning Authorities, as the controlling influence on development, are the Competent Authority and as such can be held responsible by law for causing harm to the site.
7. Given the range of Planning Authorities with which sites engage, the differing conservation requirements and the different site designations, the demands on officers in each area differ. These are outlined below:

### **Burnham Beeches**

8. Burnham Beeches is a highly protected Open Space being a Site of Special Scientific Interest, National Nature Reserve and Special Area of Conservation – the latter providing responsibility for its protection under EU law both to the landowner and any other organisation or individual who is developing a plan that is likely to have a significant likely effect upon the SAC. As such, the

decisions of four local planning authorities have the potential to have a direct or indirect impact on the Beeches SAC. These are:

- South Bucks District Council (SBDC),
  - Royal Borough of Windsor and Maidenhead (RBWM),
  - Slough Borough Council (SBC),
  - Wycombe District Council (WDC).
9. In recent years, the Superintendent has been involved in the development of the local Core Planning Strategies. Each authority has an understanding of the relevant EU Habitats Directives and the potential each planning application has to cause harm to the Beeches.
  10. The Superintendent of Burnham Beeches and Stoke Common is actively working with SBDC to progress their Development Management Local Plan (DMLP) to prevent significant harm to the site (alone or in combination with all other local developments). It is the Superintendent's view that the final version of the DMLP should set limits to the type and amount of development in the vicinity of the Beeches and to ensure that those that do go ahead contribute to the long term care and maintenance of the site (as mitigation).
  11. This approach demands evidence of 'likely significant impact upon the SAC'. Unfortunately, the science is largely absent and resources are required to fund work that will help justify the case. As such the Superintendent is working in partnership with SBDC to establish baseline data to support the case to protect the site. To date in 2013/14 this has cost £20,000 and is providing basic demographic and hydrological data. An additional £5000 cost has been accrued in staff time. South Bucks District Council has contributed a similar amount (although the ratio of funding of research and staff time is different).
  12. To ensure appropriate development in the long-term it is clear that additional evidence will be required. It is very likely that research costs will grow over the next two years or so.
  13. There is also a need to seek specialist counsel if we are to be content that the final version of the DMLP is sufficiently robust in its defence of the Open Space. It is unlikely that this expertise exists in house and additional costs are foreseen.
  14. It is likely that the process will commence with the remaining named local authorities and whilst the research costs should diminish over time the impact on the Superintendent and his senior team in terms of time dedicated to the issue is likely to grow.

### **City Commons**

15. The diverse landscapes and habitats of the seven City Commons represent some of the finest open spaces in the Surrey and South London area. Ashtead Common, Farthing Downs, Coulsdon Common, Kenley Common, Riddlesdown, Spring Park and West Wickham Common comprise an invaluable resource of 479 hectares (1,185 acres) of countryside in a largely suburban area.
16. Between them the Commons are covered by a number of designations that reflect their special characteristics. Ashtead Common is designated as a National Nature Reserve and a Site of Special Scientific Interest (SSSI).

Farthing Downs and Riddlesdown are also designated as SSSIs. Six of the Commons (excluding Ashtead) are classed as Sites of Metropolitan Importance for Nature Conservation and four of the Commons contain Scheduled Monuments.

17. The Superintendent works closely with the neighbouring authorities which includes three London Boroughs, two Surrey District Councils, Surrey County Council and the Environment Agency in relation to land drainage. In addition, local residents and Friends Groups help to monitor planning applications that might impact upon the Commons.
18. Currently, the Superintendent is actively seeking to protect Kenley Common in relation to the proposed development of the former Officers Mess and NAAFI. These developments could have a significant impact on Kenley Common as well as providing an opportunity to improve access around the perimeter of the airfield. The sub division and subsequent sale of Greenbelt land around Riddlesdown has increased the risk of development and consequently the amount of Officer time to monitor and comment on planning applications.
19. In addition to this the Superintendent and his team are sometimes required to get proactively involved in schemes associated with highway development to ensure that plans are shaped appropriately. The recent example of the pedestrian crossing at Riddlesdown and the proposed crossing at West Wickham demonstrate how time consuming and politically charged such schemes can be.

## **Epping Forest**

20. In addition to the protection afforded by its founding legislation, some 1,728 hectares of Epping Forest is designated as a Site of Special Scientific Interest (SSSI) under the Wildlife and Countryside Act 1981, as amended by the Countryside and Rights of Way Act 2000, and some 1,605 hectares are assigned as a Special Area of Conservation (SAC) under the EU Habitats Directive (92/43/EEC). Epping Forest and its associated Buffer Land also contains a number of additional protected areas including Scheduled Ancient Monuments (3); Local Geological Sites (8); Grade II\* Parks on the English Heritage Register of Historic Parks and Gardens (2) and Grade II and II\* Listed Buildings (7). Similarly, Epping Forest also coincides with Conservation Areas (17); Archaeological Protection Areas (2); Groundwater Protection Areas (1) and Special Wildlife Sites/Sites of Metropolitan Interest for nature Conservation declared by Local Planning Authorities and other agencies. The latter designation provides responsibility for its protection under EU law both to the landowner and any other organisation or individual who is developing a plan that is likely to have a significant likely effect upon the SAC. Much of Epping Forest and its Buffer Land either forms part of the Metropolitan Green Belt (MGB) or is subject to Public Open Space planning designation.
21. The decisions of four Local Planning Authorities (LPAs), particularly, but not exclusively, with regard to the SAC have the potential to have a direct or indirect impact on the Epping Forest. These are:
  - Epping Forest District Council (EFDC)
  - London Borough of Redbridge (LBR)

- London Borough of Waltham Forest (LBWF)
  - London Borough of Newham (LBN)
22. In addition, Essex County Council is the Local Planning Authority for County waste and mineral matters and its own property consents, while the London Plan is the Greater London Authority's Spatial Development Framework which sets out the overall strategic plan for London, including its Open Spaces.
23. For some considerable time, Epping Forest members of staff have been involved in comment on individual planning matters together with detailed contributions to the local Core Planning Strategies which highlight both the conservation value of Epping Forest and the important contribution made by Epping Forest to the overall Local Authority provision of Public Open Space.

### **Hampstead Heath and Highgate Wood**

24. Hampstead Heath is one of London's most popular open spaces, well known for its spectacular panoramas across Central London from Parliament Hill, the architectural quality of the listed Kenwood House, and the unique bathing ponds. At 275 hectares, Hampstead Heath is one of London's largest open spaces. It provides a valuable recreational and environmental resource, and attracts visitors from across London, as well as further afield. The Heath has a semi-rural character, with elements of designed landscape including Golders Hill Park, Kenwood House and the Hill Garden; it is home to a mosaic of habitats, including ancient and recent woodland; and it supports a range of formal and informal recreational and sporting activities, including the Lido and the Athletics Track.
25. Whilst the Heath falls within the boroughs of Camden and Barnet, the City of London has assumed responsibility as the custodian of the Heath following the abolition of the Greater London Council in 1986. As such, the City has a statutory duty to protect and conserve the natural aspect of the Heath. This includes understanding and preserving the special interplay between the Heath and its surroundings.
26. There are growing pressures on the Heath, its surroundings and views. This is the result of a combination of factors, including the government's current agenda to make the best use of land, a renewed interest in taller buildings; trends in residential land values, mixed use developments and the social housing sector; and the inflow of capital into London's residential property market, particularly in high value areas.
27. The formal designation of two Neighbourhood Renewal Areas (Highgate and Dartmouth Park) that have incorporated parts of the eastern side of the Heath, including the Highgate chain of ponds and Parliament Hill triangle, provide further opportunities to influence planning policies at a very local level.
28. As a result of these pressures and opportunities there is a real need for a collaborative approach between the City of London and the boroughs neighbouring the Heath to ensure that the special qualities of the Heath are appropriately protected and conserved.

29. As such, the City of London has an interest in all those planning applications that could potentially impact on the qualities of the Heath. It is recognised, however, that this interest has to be proportionate both to the scale and nature of the application in question, and restricted to applications that are closely relevant to the character and qualities of the Heath.
30. A series of criteria for the referral of applications from boroughs neighbouring the Heath to the City of London have been identified. These are spatial criteria, within which there are development parameters providing further guidance on the types of application to be referred. These spatial criteria are as follows:
- The immediate fringes of the Heath;
  - Sensitive viewing corridors;
  - Areas with the potential for change; and
  - Key approaches to the Heath.
31. It must be noted that these criteria are indicative only, in other words they will not catch all planning applications that could impact on the character or qualities of the Heath.
32. The City of London has developed a proactive, as well as a reactive, approach to shaping development. This means taking an active role in appropriate applications at the earliest stage, this includes concept design stages, as well as early discussions about section 106 agreements. Given the complexity and size of many applications the Superintendent increasingly has to rely on support of specialist planning and engineering consultants to support objections.
33. The Superintendent and his staff respond to some 60 applications a year with 30 requiring significant time, in the order of 50 days, at a value of £10,000.
34. The number of high profile applications is considerable; £10 - £15,000 a year is spent on consultant's fees and if applications go to appeal then it has been necessary to appoint expert witnesses and counsel to support these procedures.

### Options

35. There are two options to address the forthcoming increase in planning related work.

**Option One:** Do nothing. This would require each open space to reprioritise its existing local risk budget to fund research and other works to protect that site. Open Spaces incurred a small deficit on its budget in the previous financial year and so any transfer of budget to fund this work is likely to have an impact on the sufficiency and quality of local services. One example at Burnham Beeches would be the project to improve presentation standards and visitor safety at the main entrance to the site (£21,000) which could be delayed until 2016/17.

**Option Two:** Provide additional resources of £25,000 in financial year 2013/14 with any unspent funds to be returned. This would alleviate the financial burden in its entirety and consequently not impact on the level of service provision.



## **Proposals**

36. The second option is recommended, with a proposed additional budget of £25, 000 being made available for procurement of planning consultancy services. This would allow for the acquisition of expert advice, in particular relating to local or neighbourhood plans and the EU Habitats Directive.
37. If demand for work continues into financial year 2014/15 in the first instance attempts will be made to meet the costs from the Open Spaces budget. In the absence of resource within the Open Space budget, a similar amount may be sought for completing work in Financial Year 2014/15

## **Strategic Implications**

38. The provision and preservation of the Open Spaces fulfils several elements of the City Together Strategy and delivers a range of benefits to Great London. These benefits rely on the quality of the Open Spaces and the prevention of encroaching development is central to this quality.
39. The Acts of Parliament which relate to the Open Spaces allow the City of London to use all lawful means to resist encroachments and preserve the landscape of the Open Spaces.

## **Financial and Risk Implications**

40. The Committee is requested to provide funding for planning consultancy at a cost of £25,000, met from the Policy and Resources Committee's contingency 2013/14 and charged to City's Cash. The current uncommitted balance for 2013/14 is £541,000 prior to any allowances being made for any proposals on today's agenda.
41. Inappropriate development around the open spaces would carry with it increased visitor numbers and the potential for the sites to need more intensive and expensive management. Increased vehicle use in developed areas could lead to reduced air quality, localised pollution and impacts on hydrology. A further significant risk follows, in terms of the impact of more intensive development on the wildlife, biodiversity and heritage of the sites.
42. There is no legal risk through failure to engage with the local planning authorities. The EU Habitats Directive does not include provisions relating to the role of the City as landowner, but with the planning authority.

## **Conclusion**

43. The Open Spaces are facing considerable demand for input into the shaping of Local Plans. In order to protect the Open Spaces, it is important that Local Plans do not allow for intense development of areas around the sites. Providing effective input into the work of Planning Authorities in the short term requires significant resources. This challenge could be met by providing additional resource for the provision of planning consultancy.

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<b>Committee(s):</b>	<b>Date(s):</b>
Policy and Resources	10/10/2013
<b>Subject:</b> Sponsorship of Digital Shoreditch 2014	<b>Public</b>
<b>Report of:</b> Director of Economic Development	<b>For Decision</b>

### Summary

1. The annual Digital Shoreditch festival, now in its fourth 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, almost 15,000 people and around 1,500 businesses attended the week-long event in 2013.
  
2. The City Corporation sponsored Digital Shoreditch 2013, and has been approached to continue sponsorship for Digital Shoreditch 2014, due to take place in late May 2014. It is proposed that that the City Corporation make the same sponsorship contribution as last year 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 three 'meet-up' events, where representatives from Tech City will be introduced to a range of City business contacts, the first of which will be held in early 2014. This follows on from a successful dinner hosted by your Chairman in 2013 which introduced 60 representatives from the City to 70 from Tech City. Holding three less formal events will allow a greater number of connections to be made.

### Recommendation(s)

Members are asked to:

approve funding of £20,000 to cover the costs of sponsoring Digital Shoreditch 2014, 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 and met from the contingency for 2013/14 (£13,160) and 2014/15 (£6,840).

## **Main Report**

### **Background**

1. The annual Digital Shoreditch Festival is now in its fourth 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 Tech City News, over 15,000 businesses have set up in the area in the last 12 months, with Deloitte estimating that 441,000 people are employed across London in the technology and media sector. 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. In March 2013 your Committee agreed funding of £20,000 (£9,750 as sponsorship for Digital Shoreditch 2013 and £10,250 to host a 'Tech City meets the City' dinner introducing 60 representatives from the City to 70 from Tech City). Other examples of the City Corporation's support for Tech City include access to finance through our Angels in the City initiative, sponsorship of organisations such as Entrepreneur First, the New Entrepreneurs Foundation and Launch48, fostering high growth in new enterprises, and our involvement in setting up the Innovation Warehouse incubator space at Smithfield.
3. The Tech City meets the City dinner, held in July 2013, broadened and reinforced our own networks within the Tech City cluster, showcased the extent of the City Corporation's interest in the cluster to a range of audiences (City stakeholders, key players in enterprise support, government agencies and the Mayor of Hackney) and promoted our ability to convene such events bringing together diverse audiences. It also presented an opportunity to promote the City as a business location, including to a firm currently headquartered in the Netherlands.
4. Digital Shoreditch 2014 is a week long event, to be held at the end of May 2014, 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 almost 15,000 people and around 1,500 participant businesses across 490 sessions in 2013, the 2014 festival promises to be a major celebration of the Tech City cluster.

### **Current Position**

5. Plans for Digital Shoreditch 2014 envisage a week of themed, 'curated' events, centred on Shoreditch Town Hall. The broad themes at present cover the following:
  - a. Start-up: Focus on funding and growing businesses

- b. Social: Focus on societal and policy impact
  - c. Creative: Celebrating the outstanding creativity of the area
  - d. Technical: Highlighting the most interesting technologies coming up
6. A further week of 'community events' will follow the main week showcasing work from content providers and the digital technology community more broadly.
  7. In view of the momentum building across Tech City, the number of attendees is expected to surpass the 2013 levels outlined in para. 3 above. Sponsors already in place include the London Borough of Hackney and Ogilvy. It is likely that the London Stock Exchange, UK Trade & Investment and City University, which sponsored the festival in 2013, will continue to do so.
  8. The City Corporation has recently been approached to become a sponsor of Digital Shoreditch 2014, with an offer of a 50% discount on the standard 'platinum' sponsorship rate of £19,950. 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 hosting three events where representatives from the City (e.g. institutional investors, lawyers, corporate finance experts etc.) will be introduced to those from Tech City in an attempt to bridge the gap between the two communities. 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

9. **Option 1 (preferred option) – Provide funding of £20,000 to cover a) sponsorship of Digital Shoreditch 2014 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 continue the momentum of the 'Tech City meets the City' dinner hosted by your Chairman in July, allowing more links between Tech City and the City to be formed and complementing the City Corporation's wider support for the cluster. It would also provide an opportunity to link the Barbican's digital strategy and its Digital Revolution exhibition 2014 and the City Corporation's support for the CultureTech festival in Derry-Londonderry with Digital Shoreditch.
10. **Option 2 – Provide funding of £9,750 to sponsor Digital Shoreditch 2014 (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 follow on events that build on the dinner hosted by your Chairman in 2013, 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.

## **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 three additional City-specific events could tie in with, for instance, the Barbican's Digital 14 exhibition and the City Corporation's support for the CultureTech in Derry-Londonderry.
14. Holding three meet-up events will build on the momentum generated by the dinner hosted in July 2013 and increase connections between the City and Tech City. 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 incorporating suggestions from attendees at the dinner in July.

## **Corporate & Strategic Implications**

15. 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 to cover sponsorship of Digital Shoreditch 2014. It is proposed that £9,750 of the support will take the form of sponsorship payable to Digital Shoreditch (a 50% discount on the standard rate of £19,500) and that £10,250 be made available to cover the costs of associated in-kind support in the form of hospitality and events at Guildhall, both sums to be charged to City's Cash and met from your Committee's contingency for 2013/14 (£13,160) and 2014/15 (£6,840). The current uncommitted balances available within the contingency amount to some £541,000 in 2013/14 and some £551,000 in 2014/15, prior to any allowance being made for any other proposals on today's agenda.

## **Conclusion**

18. Sponsorship of Digital Shoreditch 2014 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 2014 sponsorship levels and benefits

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## Appendix 1 – Digital Shoreditch 2014 sponsorship levels and benefits

	Platinum (£19,500) <sup>1</sup>	Gold (£9,500)	Silver (£4,500)
<b>Visibility of Marks/Logos</b>			
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
<b>Advertising &amp; Recognition</b>			
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	•••	••	•
<b>Sampling</b>			
Distribution of promotional items	•		
One Insert within Festival Bag	•	•	
<b>Tickets &amp; Passes</b>			
Exclusive Access All Passes	20	10	5
Party Passes	25	15	8
<b>Event Opportunities</b>			
10 min Speech in Key Note	•		

<sup>1</sup> 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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# Agenda Item 8

<b>Committee(s):</b>	<b>Date(s):</b>
Policy and Resources Committee	10 <sup>th</sup> October 2013
<b>Subject:</b> Sponsorship of London Works - a social enterprise temporary recruitment agency	<b>Public</b>
<b>Report of:</b> Director of Economic Development	<b>For Decision</b>
<p><b>Summary</b></p> <ol style="list-style-type: none"> <li>1. London Works is a social enterprise temporary recruitment agency set up by the East London Business Alliance, with the aim of placing over 3,300 local young people into temporary/contract roles within the City and Canary Wharf in its first five years.</li> <li>2. London Works requires a total of £600,000 in seed grant funding to start trading at the level envisaged in its business plan. £100,000 has been secured from Barclays (with a further £200,000 contingent on receipt of match funding), £100,000 from the London Enterprise Panel and £90,000 from London &amp; Quadrant Housing Association.</li> <li>3. It is proposed that your Committee approve a contribution of £100,000 to London Works on the condition that it accept candidates based in each of the City's seven neighbouring and that it work closely with other initiatives supported by the City Corporation, specifically the Brokerage Citylink, which delivers the City Business Traineeship on our behalf.</li> <li>4. By providing significant support to London Works at such an early stage in its development, the City Corporation would project a positive message about its commitment to employment and to communities in wider London.</li> <li>5. It is proposed that your Deputy Chairman, Deputy Catherine McGuinness represent the City Corporation on the Board of London Works.</li> </ol> <p><b>Recommendation(s)</b></p> <p><b>Members are asked to:</b></p> <ul style="list-style-type: none"> <li>• Approve a contribution of £100,000 to London Works, split into two annual contributions of £50,000 over the 2013/14 and 2014/15 financial years, to be met from your Committee's Policy Initiatives Fund for the respective years, categorised under 'Communities' and charged to City's Cash.</li> <li>• Note that the proposed contribution would be subject to London Works accepting referrals from each of the City's seven neighbouring boroughs and working closely with the Brokerage Citylink.</li> <li>• Appoint your Deputy Chairman, Deputy Catherine McGuinness, as the City Corporation's representative on the board of London Works.</li> </ul>	

## **Main Report**

### **Background**

1. 'London Works' is a nascent social enterprise temporary recruitment agency set up as a trading subsidiary of the East London Business Alliance (ELBA). ELBA is a charity facilitating corporate community involvement among its 100+ business members, most of which are based in the City and Canary Wharf. The City Corporation is a long-standing member of ELBA. London Works would channel any surplus generated from its activities back to ELBA to meet its charitable objectives of promoting regeneration in areas of social and economic deprivation.
2. ELBA has for some years helped jobseekers in East London and latterly Islington move into employment, often within its member businesses. The development of 'London Works' builds on this by integrating the business goal of mainstream temporary and permanent staffing agencies - connecting employers and would-be workers - with the social mission of helping talented people from low-income, disadvantaged backgrounds find and maintain jobs using their graduate or A-level leaver skills.
3. In ELBA's experience - corroborated by the City Corporation's own work with City businesses in this area – temporary/contract work offers a good, but largely untapped, route into work for those facing social disadvantage. Whilst London Works will operate on a commercial basis, it will also provide its candidates with intensive pre- and post-placement support 'behind the scenes'.

### **Current Position**

4. ELBA has developed a robust and fully-costed business plan for London Works, refined with pro bono advice from the ex-MD of Manpower plc and recruitment divisions of their member businesses, and from KPMG on honing the financial model. It estimates that, in the most likely scenario, around 3,300 young people could be placed into work in its first five years rising from just 65 in the first six months to 370 in the first full year and peaking at 1,000 per annum in later years.
5. These assumptions appear thoroughly researched and are based to a great extent on existing commitments from ELBA's member companies to use the service. The business plan anticipates moving into surplus after its third year

in operation. London Works is committed to paying any recruits London Living Wage as a minimum (currently £8.55 p.h.) over a typical contract period of 40 weeks (in line with the industry pattern).

6. In order to launch the initiative and for it to become a sustainable, surplus-generating social enterprise, ELBA is seeking a total of £600,000 in seed funding, as grants, with a view to London Works launching in early 2014. £300,000 of this has been secured from Barclays (£100,000 up front, the remainder conditional on receipt of match-funding) and a further £100,000 is likely to be agreed in early October by the London Enterprise Panel (LEP), which sees London Works as a pilot initiative for London, with a view to rolling it out further afield than East London if it proves successful. London & Quadrant Housing Association has pledged a further £90,000.
7. The final £100,000, sought from the City Corporation, would enable the initiative to establish itself and operate at the scale envisaged in its business plan in the first three years, generating a surplus in its third year of operation and becoming self-sustaining.
8. This report proposes that your Committee approve a financial contribution to London Works and provide a representative to sit on the board of London Works, both detailed further below.

## **Proposals**

9. The proposal is for the City Corporation to provide the final £100,000 of seed-funding required for London Works to launch at the scale envisaged in its business plan. This would allow the City Corporation to become a significant supporter of an initiative with the potential to help thousands of young people from the City's neighbouring boroughs into employment, going some way to address the specific issue of 'underemployment' among graduates in these areas i.e. graduates working in occupations for which they are over-qualified or experienced, or part-time when their preference is for full-time work.
10. City Corporation support for such an initiative in its early stages would send a positive message about our broader interest in employment issues across London. It would also complement our longstanding work in this area in neighbouring boroughs and recent major new initiatives such as the £3.2m 'Youth Offer' programme of grants to London boroughs to support 'NEETs' through City Bridge Trust and the £2m Central London Employability initiative through Central London Forward.

11. The total seed funding would contribute to covering a range of costs detailed in Appendix 1. Notably, it would help to address a substantial requirement for working capital; ELBA estimates that 100 candidates out on assignment at a rate of £400 per week would require around £50K to be funded every week. The proposed contribution from the City Corporation would make that possible.
9. A contribution of £100,000 from the City Corporation, which would fill an identified 20% shortfall in the required seed funding, would be substantial enough to position the City Corporation as one of the four central founding supporters of London Works with some level of parity with the other three supporters: Barclays, the London Enterprise Panel and London & Quadrant Housing Association. For this reason an option to provide a smaller contribution is not proposed.
10. A suggested condition of the proposed City Corporation support for London Works would be to ensure that the initiative benefited **all** of our immediately neighbouring boroughs, a slightly wider area than currently envisaged, so as to complement other City Corporation work in this area such as the City Business Traineeship scheme – our long-running programme of paid internships in the City for local school-leavers - and our broader work to engage City businesses in local recruitment and to raise aspirations among young people.
11. It is also proposed that conditions would be attached to any financial contribution from the City Corporation to ensure clear joint-working with other initiatives active in this field, especially those supported by the City Corporation, specifically the Brokerage Citylink, which delivers the City Business Traineeship on the City Corporation's behalf and has built a considerable alumni network from that and other programmes which could be an ideal referral source to London Works. It is anticipated that the Brokerage could provide between 20 and 50 candidate referrals per year in exchange for a modest fee from 'London Works', currently the subject of discussions.
12. In addition to seeking the financial contribution, ELBA is also keen for a senior City Corporation representative to sit on the board of London Works. Representing the City Corporation on this board would sit well with the responsibilities of your Deputy Chairman, Deputy Catherine McGuinness, and it is proposed that your Committee nominate her to this role.

## **Corporate & Strategic Implications**

10. Support for London Works would contribute to the following themes of the City Together Strategy:
  - ...is competitive and promotes opportunities
  - ...supports our communities
11. It would also meet Key Policy Priority 4 of the Corporate Plan (Maximising the opportunities and benefits afforded by our role in supporting London's communities).
12. An Equalities Impact Assessment has been carried out. The project will have a positive impact on equalities by seeking to promote City careers to disadvantaged communities in the City's neighbouring boroughs.

## **Implications**

13. It is proposed that funding of £100,000 to London Works, split into two contributions of £50,000 in 2013/14 and 2014/15, is drawn from the Policy Initiatives Fund for the respective years, categorised under 'Communities' and charged to City's Cash. The current uncommitted balance available within your Committee's Policy Initiatives Fund amounts to some £342,000 for 2013/14 and some £512,000 for 2014/15, prior to any allowance being made for any other proposals on today's agenda.

## **Conclusion**

13. Support for London Works at an early stage in its development is wholly in line with the City Corporation's longstanding support of its neighbouring communities. By aligning ourselves with an initiative with the potential to help thousands of local young people into employment, it also provides an opportunity for the City Corporation to demonstrate its commitment to communities in wider London at a time when securing employment for young people remains particularly challenging.

## **Appendices**

- Appendix 1 – London Works key financials and cash flow forecast
- Appendix 2 – Board members of London Works

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## Appendix 1

### London Works key financials and cash flow forecast

	Financial year 2013/14	Financial year 2014/15	Financial year 2015/16
Revenue	396,453	2,691,216	5,591,283
Contractor payroll	(332,316)	(2,255,839)	(4,686,742)
<b>Gross cashflow</b>	<b>64,137</b>	<b>435,377</b>	<b>905,541</b>
Staff salaries and bonus	(129,284)	(362,225)	(471,753)
Other staff costs	(78,531)	(10,800)	(14,040)
<b>Operating cashflow</b>	<b>(143,678)</b>	<b>62,352</b>	<b>418,748</b>
Overheads	(55,350)	(97,200)	(113,700)
<b>Net cash flow</b>	<b>(199,028)</b>	<b>(34,848)</b>	<b>305,048</b>
<b>Opening cash balance</b>	-	<b>340,972</b>	<b>356,124</b>
Grants – Barclays	300,000	-	-
Grants – London Enterprise Panel	100,000	-	-
Grants – London & Quadrant Housing Association	90,000	-	-
Grants – City of London Corporation	50,000	50,000	-
<b>Closing cash balance</b>	<b>340,972</b>	<b>356,124</b>	<b>661,172</b>
<b>Gross margin</b>	16.18%	16.18%	16.2%
<b>Operating margin</b>	(36.24%)	2.32%	7.49%
<b>Net margin</b>	(50.20%)	(1.29%)	5.46%



## Appendix 2

### Board members of London Works

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Current board members include:

Sir Stephen O'Brien	Former CEO of Business in the Community and London First, Chairman of Bart's and Royal London NHS Trust
Neale Coleman	Mayoral Adviser on Olympic and Paralympic Legacy.
Mark Heyes	Chief Operations Officer (HR), Deutsche Bank.
Dermot O'Brien	Director, Adab Trust (charity working to increase employment outcomes for black, Asian and minority ethnic graduates).
Terry Waldron	European Head of Facilities Management, Barclays.
Anna Purchas	Director, KPMG.
TBA	Senior representative from London & Quadrant Housing Association.

Discussions are also underway with senior representatives from Canary Wharf Group, Marks & Spencer and an existing Trustee of ELBA.

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# Agenda Item 9

<b>Committee:</b> Policy and Resources	<b>Date(s):</b> 10 October 2013	<b>Item no.</b>
<b>Subject:</b> Local Government Information Unit (LGiU): Corporate Subscription for Members and Officers		
<b>Report of:</b> Director of Public Relations	<b>Public For Decision</b>	
<b><u>Summary</u></b>		
<p>The Local Government Information Unit (LGiU) is the self-described ‘local democracy think tank’; it is an award-winning think tank and council membership organisation whose mission is to strengthen local democracy.</p> <p>The LGiU is proposing a two-year partnership, running for the rest of 2013 through to the end of 2015, at a total cost of £20,000. This subscription would include annual access to approximately 360 Daily News updates, 250 policy briefings, 10-15 policy reports, informal onsite briefings on policy reports, invitations to events and discounted access to LGIU learning and development support.</p> <p>Subscription to the LGiU will allow Members to receive high-quality information and research from experts about issues affecting local government in boroughs in London and across the UK; this accords well with the Corporation’s economic development priorities, specifically to support London’s communities, and will also allow for high-level interaction with a number of the City of London Corporation’s key audiences, as outlined in the <i>Communications Strategy 2013-2016</i>.</p>		
<b><u>Recommendation</u></b>		
<p>This report recommends that the City of London Corporation supports Local Government Information Unit at a cost of £10,000 per annum funded from your Committee’s <i>Policy Initiatives Fund 2013/14</i> and <i>2014/2015</i>, categorised under <i>Research</i> section of the <i>Fund</i> and charged to <i>City’s Cash</i>.</p>		

## Background

1. The Local Government Information Unit (LGiU) is the self-described ‘local democracy think tank’; it is an award-winning think tank and membership organisation whose mission is to strengthen local democracy in order to place citizens in control of their own lives, communities and local services. LGiU is

a registered charity run by councils for the benefit of councils; approximately 200 councils comprise the LGiU membership network.

2. LGiU's team of policy experts – led by chief executive, Dr Jonathan Carr-West, and the LGiU Partnerships Lead, Chris Naylor – provides practical policy advice, learning and development programmes, events and conferences, consultancy and other resources to its members, as well as other organisations. LGiU supports local councils, communities, civil society, business and government to share knowledge and ideas, and to create new thinking and innovation, particularly in the areas of health and social care, enhancing educational opportunity, and creating prosperous and sustainable places.
3. The LGiU membership includes Bristol City Council; Cambridge City Council; the London Boroughs of Greenwich, Hackney, Haringey, Harrow, Hounslow, Islington, Lambeth, and Merton; Manchester City Council; Sunderland City Council; and Wirral Metropolitan Borough Council

## **Proposal**

4. LGiU are proposing a two year subscription, running for the remainder of 2013, and the entirety of 2014 and 2015, at a cost of £10,000 per annum – that is, £20,000 in total. The LGiU subscription level is determined through a formula based on the size of the local authority in question, as well as the number of Members and officers to be subscribed to receive the e-mail content; this produces annual subscription fees ranging from £5,000-25,000.
5. Subscription to LGiU would include annual access to approximately 360 Daily News updates, 250 policy briefings, 10-15 policy reports, informal onsite briefings on policy reports, invitations to events and discounted access to LGiU learning and development support. In addition, subscribing authorities have the option of joining in with the governance of LGiU, specifically through the 'Members Assembly' and/or election to the Executive Board, both of which oversee strategy and programme development.
6. All Members will receive a subscription to these services, as will key officers across all of the City of London Corporation's departments. The Daily News and Policy Briefing services will allow Members to receive high-quality information from experts about issues affecting local government in London and across the UK; this relationship accords well with the Corporation's economic development priorities, specifically to support London's communities. In addition, the services provided by LGiU, and the formation of a substantive relationship between the think tank and the City of London Corporation, will allow for high-level interaction with a number of the City of London Corporation's key audiences, as outlined in the *Communications Strategy 2013-2016*.

## **Financial and Risk Implications**

7. It is proposed that the required funding of £10,000 per annum is drawn from your *Policy Initiatives Fund 2013/14* and *2014/15*, categorised under the *Research* section of the *Fund* and charged to *City's Cash*.
8. The current uncommitted balance available within your Committee's Policy Initiatives Fund for 2013/14 amounts to some £342,000 and for 2014/15 amounts to some £512,000, prior to any allowance being made for any other proposals on today's agenda.

## **Conclusion**

9. Subscription to the Local Government Information Unit (LGiU) will allow Members to receive high-quality information and research from experts about issues affecting local government in boroughs in London and across the UK; this accords well with the Corporation's economic development priorities, specifically to support London's communities. In addition, the services provided by LGiU, and the formation of a substantive relationship between the think tank and the City of London Corporation, will allow for high-level interaction with a number of the City of London Corporation's key audiences, as outlined in the *Communications Strategy 2013-2016*.

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# Agenda Item 10

<b>Committee:</b> Policy and Resources	<b>Date(s):</b> 10 October 2013	<b>Item no.</b>
<b>Subject:</b> Centre for London: Core Funding		
<b>Report of:</b> Director of Public Relations	<b>Public For Decision</b>	
<p style="text-align: center;"><b><u>Summary</u></b></p> <p>The Centre for London is a politically independent, not-for-profit think tank; it was established in 2011 with the assistance of £25,000 of start-up funding from the City Corporation. The Centre for London focusses on the big policy challenges facing London; its objective is to help London become a fairer, more prosperous and sustainable city – in so doing, the Centre has established a high media profile and is recognised as having made significant contributions to London policy debates</p> <p>The Centre received in 2011 start-up assistance of £25,000 from the City of London Corporation. The Centre was originally incubated by Demos but funding from the City of London Corporation helped the Centre to expand its activities and become independent of Demos. The Centre is now seeking additional financial support – of £20,000 per annum for a maximum of two years – to further establish itself as a pillar of London policymaking through an expansion of its research and activities. In return for sponsorship, the City Corporation would receive branding on the Centre for London’s new website, opportunities to host events with the Centre, and access through the Centre’s activities to their key stakeholders.</p> <p>The relationships with this key think tank will allow for high level interaction with a number of the City of London Corporation’s key audiences, as outlined in the <i>Communications Strategy 2013-16</i>, as well as the City of London Corporation’s economic development programme, as outlined in <i>The City Together Strategy: The Heart of a World Class City 2008-2014</i>.</p> <p style="text-align: center;"><b><u>Recommendation</u></b></p> <p>This report recommends that your Committee agree to sponsorship of the Centre for London for a maximum of two years at a cost of £20,000 per year to be met from your Committee’s <i>Policy Initiatives Funds for 2013/14 and 2014/15</i> categorised under the <i>Research</i> section of the <i>Fund</i> and charged to City’s Cash.</p>		

## **Background**

1. The Centre for London is a politically independent, not-for-profit think tank; it was established as an independent entity in 2011 with the assistance of £25,000 of start-up funding from the City Corporation. The Centre was originally incubated by Demos but funding from the City of London Corporation helped the Centre to expand its activities and become independent of Demos. The Centre for London focusses on the big policy challenges facing London; its objective is to help London become a fairer, more prosperous and sustainable city, by building on its long, distinguished history as a centre of economic, social and intellectual innovation and exchange.
2. Through its research and events, the Centre is uniquely placed to act as a ‘critical friend’ to London’s leaders and policymakers, by promoting a wider understanding of the challenges facing London and developing long term, rigorous policy solutions for the capital. In so doing, the Centre has established a high media profile and is recognised as having made significant contributions to London policy debates, especially through its well-attended annual conferences; the Centre has also developed good relations with the capital’s political, business and third sector leaders, as well as academic institutions and experts. Research highlights have included well-received reports on housing, Tech City and the future for London’s transport infrastructure.
3. The Centre is made up of a core team led by Ben Rogers, its director, and Jess Tyrell, its deputy director, with support from freelance researchers as required; the Centre for London’s Advisory Board is chaired by Liz Meek (the former director of the Government Office for London) – its members include the Policy Chairman, former Policy Chairman Michael Cassidy, James Crabtree (Financial Times), and Shaks Ghosh (Chief Executive of the Private Equity Foundation). The Centre has partnered with and secured finance from a diverse range of financial institutions and businesses including BT, PwC, KPMG, Nomura, JP Morgan, Cisco, Thames Water, McKinsey, Serco, Capgemini, Qatari Diar Delancey, and the BVCA.

## **Proposal**

4. The Centre for London is seeking £20,000 of core funding for two years from the City of London Corporation; this funding will enable the Centre to further establish itself and expand its activities. In return for sponsorship the City Corporation will receive three things: branding on the Centre for London’s new website; opportunities to host events with



the Centre; and access to its key stakeholders through the Centre's events and research.

5. The other sources contributing to the Centre for London's core funding are the organisations and firms to which paragraph 3 refers; the Centre for London will not reveal the exact contribution level of these bodies but the Centre's overall annual budget amounts to some £300,000.
6. The work of the Centre for London accords well with the role of the City Corporation in promoting debate on key policy issues that affect the City and London. The relationships with this think tank allows for high level interaction with a number of the City Corporation's key audiences and stakeholders, as outlined in the *Communications Strategy 2013-2016*. In addition, the Centre's research and events align with the City Corporation's strategy of using its resources to support London's communities, especially in neighbouring boroughs, and its wider economic development priorities as outlined in *The City Together Strategy: The Heart of a World Class City 2008-2014*.
7. This report recommends sponsorship of the Centre for London for two years at a cost of £20,000 per annum (£40,000 in total) to be met from your Committee's *Policy Initiatives Funds* for 2013/14 and 2014/15 categorised under the *Research* section of the *Fund* and charged to City's Cash.

### **Financial Implications**

8. Although sponsorship is also being acquired from other sources for this initiative, the contribution from the City Corporation will form an important part of the overall funding package. It is proposed that the required funding of £20,000 per annum for a maximum of two years is drawn from your *Policy Initiatives Fund 2013/14* and *2014/15*, categorised under the *Research* section of the *Fund* and charged to City's Cash.
9. The current uncommitted balance available within your Committee's *Policy Initiatives Fund* for 2013/14 amounts to some £342,000 and for 2014/15 amounts to some £512,000, prior to any allowance being made for any other proposals on today's agenda.

### **Conclusion**

10. The work of the Centre for London accords well with the role of the City Corporation in promoting debate on key policy issues that affect the City and London. The relationships with this think tank allows for high level interaction with a number of the City Corporation's key audiences and

stakeholders, as outlined in the *Communications Strategy 2013-2016*. In addition, the Centre's research and events aligns with the City Corporation's strategy of using its resources to support London's communities, especially in neighbouring boroughs, and its wider economic development priorities as outlined in *The City Together Strategy: The Heart of a World Class City 2008-2014*.

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<b>Committee:</b> Policy and Resources	<b>Date:</b> 10 October 2013
<b>Subject:</b> Results of triennial opinion polling of the City of London Corporation's key audiences	
<b>Report of:</b> Director of Public Relations	<b>Public For Information</b>
<p style="text-align: center;"><b><u>Summary</u></b></p> <p>This report summarises the results of the latest polling of key audiences (senior City executives, City businesses, City workers, and City residents) commissioned by the City of London Corporation, and conducted by TNS between April and June 2013.</p> <p>The City of London Corporation has conducted comprehensive, triennial surveys of its key audiences since 2000. These surveys are used to ascertain attitudes and perceptions amongst a cross-section of our key audiences and stakeholders as identified in successive <i>Communications Strategies</i>; the results, once analysed, inform the organisation's strategic planning, communications strategy, and service delivery.</p> <p>Chief Officers will consider any appropriate recommendations for their service Committees and the outcome of this process will be brought to your Committee in due course</p> <p style="text-align: center;"><b><u>Recommendation</u></b></p> <p>The Committee is recommended to note the contents of this summary Report of findings and key issues arising, plus the longer report compiled by TNS which has been circulated separately as <i>Appendix 1</i> to this report.</p>	

## Introduction

1. The City of London Corporation has conducted comprehensive, triennial surveys of its key audiences since 2000 (and one audience – senior City executives – for considerably longer). These surveys were undertaken by Ipsos MORI until 2006 and by TNS in 2009. These surveys are used to ascertain attitudes and perceptions amongst a cross-section of our key audiences and stakeholders as identified in successive *Communications Strategies*; the results, once analysed, inform the organisation's strategic planning, communications strategy, and service delivery.
2. The latest survey series were due to take place in 2012, but it was decided to delay the fieldwork for a year to avoid a clash with the Queen's Diamond Jubilee and the Olympic and Paralympic Games. A tendering process was carried out between January and February 2013 and the contract was awarded to TNS, the leading international market research agency which is part of WPP Group plc.

3. Polling was conducted by TNS between April and June 2013. As previously, four separate extensive polls were undertaken of the City's key audiences: senior City executives, City businesses, City workers and City residents.
4. A presentation to Members of the survey results is due to be made by TNS after the December meeting of the Court of Common Council. There will also be an opportunity for Members to ask questions after the presentation.

## Summary of key findings

### 5. Attitudes to the City of London

- Satisfaction with the City of London as a place to live/work/run a business remains high, with over nine in ten satisfied with the local area across all four audiences (net satisfaction levels are 93% with residents, 89% with workers, 93% with senior executives, and 89% with businesses). Satisfaction amongst businesses has increased significantly since 2009 (84% to 93%), while the changes for the other audiences were not significant.
- Traffic congestion and public transport/commuting are seen as key priorities by both businesses and workers to improve the City of London as a place to do business/work.

### 6. Attitudes to the City of London Corporation

- The majority of all four audiences are satisfied with the way the City of London Corporation runs things; satisfaction is highest amongst residents (87% satisfied with 5% dissatisfied) then senior executives (85% versus 1 %) then workers (75% versus 3%) and businesses (69% versus 5%). There have been no significant shifts in satisfaction since 2009.
- The perception of 'value for money' follows a similar trend: 73% of residents believe the Corporation offers value for money compared to 9% who believe that it does not; for senior executives the figures are 61% and 2%; for workers the figures are 49% and 10%; and, for businesses the figures are 40% and 12%. This is a new question.
- Continuing this pattern, familiarity with the City Corporation is highest amongst residents where 67% know it very well or a fair amount; this compares to 51% for senior executives, 36% for workers and 29% for businesses. The business figure is a significant fall from the 39% measured in 2009.
- A logical explanation for the fall in business's familiarity with the City Corporation is the large number of new businesses in the City, as there is a correlation between familiarity with the City Corporation and the number of years a business has been established here. Worryingly, for businesses that have been in the City less than 5 years, only 12% felt that they knew the City Corporation very well or a fair amount whereas, 44% felt they did not know it at all.
- When asked whether they felt that the City Corporation's role in promoting the City and representing its interests at home and abroad should be increased, decreased or remain the same, 59% of senior executives and 61% of businesses felt it should be increased, 39% of

senior executives and 31% of businesses felt it should remain the same. No senior executives and only 1% of businesses felt it should be decreased. 87% of senior executives felt that the role of the Lord Mayor was very relevant or fairly relevant compared to 11% who felt that it was not very relevant or not at all relevant.

#### 7. Satisfaction with specific services

This table summarises the significant changes in satisfaction with City Corporation and non-City Corporation services since 2009:

	<b>Significant increase in satisfaction (2013 figure)</b>	<b>Significant decrease in satisfaction (2013 figure)</b>
<b>Residents</b>	London Underground +10% (89%) Train Services +11% (85%)	Archives -15% (19%) Libraries -11% (69%) Environmental health -10% (54%) Adult Education -10% (28%) Consumer protection/trading standards -10% (24%) Youth Activities -10% (16%)
<b>Businesses</b>	London Underground +21% (87%) Recycling +11% (57%) Shopping Facilities +7% (85%)	Libraries -12% (34%) Open Spaces -7% (70%) Adult Education -7% (26%)
<b>Workers</b>	Shopping Facilities +9% (83%) Museum of London +8% (65%)	Open Spaces -8% (62%)
<b>Senior Executives</b>	London Underground +26% (76%) Barbican Centre +19% (68%) Shopping Facilities +13% (79%) Other support for the Arts +13% (79%) Train Services +12% (68%) Bars & Restaurants +8% (95%)	

- The only service to record a negative net satisfaction rating was public conveniences (-14% for workers and -12% for businesses). This is a new question that was not asked in 2009.
- Additional analysis was performed by postcode to see if there was any geographical explanation for the falls in satisfaction; however, there were no significant geographical explanations. TNS were very keen to point out that, while there have been some falls in satisfaction with services, the figures are actually very good when compared to similar results from other local authorities.

## 8. Communication Channels

How City residents, workers, and businesses learn about City of London activities:

<b>City Residents</b>	<b>City Workers</b>	<b>City Businesses</b>
Cityview (47%)	Metro (23%)	Mailshots (18%)
Mailshots (40%)	Experience of working in the City (23%)	City Corporation website (16%)
City Resident (27%)	Evening Standard (19%)	City Corporation emails (10%)
City Corporation Website (21%)		

- These figures are broadly similar to those observed in 2009.

How City residents, workers, businesses, and senior executives would prefer to learn about City of London activities:

<b>City Residents</b>	<b>City Workers</b>	<b>City Businesses</b>	<b>Senior Executives</b>
Mailshots (34%)	Metro (30%)	City Corporation emails (45%)	City Corporation emails (52%)
Cityview (28%)	City Corporation emails (19%)	City Corporation website (22%)	City Corporation website (28%)
City Corporation emails (21%)	Evening Standard (18%)	Mailshots (18%)	Newspapers (21%)
City Corporation website (19%)			

- The proportion preferring email has increased for all audiences since 2009.

## 9. City Competitiveness

- New York remains the city seen as the main competitive challenge to the City of London; 41% of senior executives consider it ‘a great challenge’. Singapore and Hong Kong are more likely to be seen as competitive challenges than in 2009, with 23% considering Singapore and 17% considering Hong Kong as ‘a great challenge’. In addition, many senior executives expect their firms to conduct more business with Asian markets in the next five years, in particular Hong Kong (27%) and Singapore (37%).
- Regulation is the main issue executives feel may jeopardise the City’s long term status as a leading global financial centre, with 72% mentioning European regulation (an increase of 21% from 2009) and 65% mentioning UK regulation. Taxation is also seen as a concern by nearly half (46%), but less so than in 2009 (down 14%).
- There has been a significant rise in the number of senior executives who feel that immigration controls/visa issues could jeopardise the City’s long term status – up 9% to 13%.

## 10. Policy issues

- In response to the question ‘If Britain was to vote to leave the EU, what impact would that have on your business here in the City of London?’, 69% of senior executives feel that the UK leaving the European Union would have a negative impact on their business in the City of London, compared to 9% who feel it would have a positive impact. 14% thought that it would have no impact and 8% did not know.
- 23% of senior executives are satisfied with current arrangements for businesses visitor visas for non-EU citizens, compared to 47% who are dissatisfied. 23 % were neutral and 7% did not know.

## **Key Issues**

11. The key issues arising from the polling can be summarised as follows:

- i. Analysis by postcode showed that there was no clear geographical explanation for the decline in satisfaction with some services since 2009. The pollsters TNS were very keen to point out that, while there have been some falls in satisfaction with some services, the figures are actually very good when compared to similar results from other local authorities. However, it would be appropriate to examine further as far as possible the reasons for these changes.
- ii. The only service to record a negative net satisfaction rating was public conveniences (-14% for workers and -12% for businesses). While a scheme does exist that allows the public open access to lavatories in bars and pubs it is clear that efforts to further publicise and raise awareness of the scheme need to be redoubled.
- iii. The awareness that businesses have of the City Corporation has fallen since 2009 with 29% feeling they know it very well or a fair amount compared to 39% in 2009. A logical explanation for the fall in business’s familiarity with the City Corporation is the large number of new businesses in the City, as there is a correlation between familiarity with the City Corporation and the number of years a business has been established here. Worryingly, for businesses that have been in the City less than 5 years only 12% felt that they knew the City Corporation very well or a fair amount, whereas 44% felt they did not know it at all. The City Corporation needs to give further consideration to how it engages with businesses as they newly become established in the City.
- iv. The proportion saying that they would prefer contact with the City Corporation by email has increased significantly for all audiences since 2009. A study should be carried out by officers into how this could best be achieved.

Work will be undertaken by officers in each of these area and appropriate recommendations will be submitted in due course to this Committee and relevant Service Committees.

## **Conclusion**

12. The results of this tracking research, in detailed form, will contain findings relevant to many areas of the City Corporation’s work. It will be important for Chief Officers and Departments

to examine the results carefully, so that the necessary conclusions can be drawn and any appropriate recommendations for Committees can be prepared. Chief Officers will consider any appropriate recommendations for their Service Committees and the outcome of this process will be brought to your Committee in due course.

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<b>Committee:</b> Policy and Resources	<b>Date:</b> 10 October, 2013
<b>Subject:</b> <b>Public Relations Office Activities Report: July-September, 2013</b>	<b>Public</b>
<b>Report of:</b> Director of Public Relations	<b>For Information</b>
<b><u>Summary</u></b>	
<p>This report updates Members on Public Relations Office activities since the report submitted to your Committee in July 2013.</p> <p>Activities in this report relate to the <i>Communications Strategy 2013- 2016</i> and <i>Public Relations Office Business Plan 2013- 2016</i>; it covers the period July to September 2013.</p>	
<b><u>Recommendation</u></b>	
<p>The Committee is recommended to receive this report on Public Relations Office activities during the period July to September, 2013.</p>	

## 1.0 INTRODUCTION

1.1 This report highlights the activities undertaken by the Public Relations Office in the period July-September 2013, in support of the organisation’s medium-term communications objectives, as detailed respectively in the *Communications Strategy 2013-2016* and the *Public Relations Office Business Plan*, and new or enhanced areas of work not necessarily covered by the Strategy/Plan.

### 1.2 Work on new/social media

During this quarter, PRO has continued to produce a number of short videos focusing on front-line staff and services. More than 100 videos have been produced so far; they can be seen at <http://www.youtube.com/user/CityofLondonvideos>. The corporate Twitter feed continues to grow and promote our work across the board, with over 7,200 followers.

### 1.3 **Media coverage**

Throughout this quarter, there were 794 City Corporation stories in the UK print media. 202 (25%) of these stories were related to financial services, with the remaining 592 (75%) related to services.

By comparison, from 1 April-30 June 2013, there were 893 City Corporation stories in the UK print media – 376 (42%) of these stories were related to financial services, with the remaining 517 (58%) related to Services. In the last equivalent quarter, July-September 2012, there were 962 City Corporation stories in the UK print media – 263 (27%) of these stories were related to financial services, with the remaining 699 (73%) related to Services.

### 1.4 **Political Contact Programme**

The period since the last report has seen considerable activity on the political contact programme. We have engaged with relevant politicians on issues including financial services, business visas, the UK's relationship with The European Union, infrastructure, arts and culture, and education.

The Policy Chairman has had meetings, or hosted roundtable discussions, with the City Minister Greg Clark MP, the Europe Minister David Lidington MP, the Employment Minister Mark Hoban MP, the Mayor of London, the Shadow City Minister Chris Leslie MP, the Shadow Europe Minister Emma Reynolds MP and the Shadow Infrastructure Minister Lord Adonis.

The Party Conference programme has again formed a key aspect of the political contact programme. This year's programme featured fringe meetings on growth at Liberal Democrat and Conservative Conferences and a fringe on youth unemployment at Labour plus dinners with a London focus at the three conferences with the Labour dinner giving particular attention to youth unemployment. Politicians involved in the programme have included the Leader of the Liberal Democrats in the House of Lords Lord McNally, the Chair of the London Liberal Democrat's Mike Tuffrey, the Shadow Infrastructure Minister Lord Adonis, the Shadow Employment Minister Stephen Timms MP, the Chair of London Councils Jules Pipe, the City Minister Greg Clark MP, the Europe Minister David Lidington MP, the Treasury Select Committee Chair Andrew Tyrie MP, and the Mayor of London's Chief Economic Adviser Gerard Lyons.

## 1.5 Voter communication

The first mailout to City businesses has taken place following a review of electoral registration materials. A new design and content was devised for letters, leaflets, forms, the campaign logo and posters. Two more mailings will take place before the deadline for registration at the end of November. The structure of the website content has also been reviewed by both PRO and Electoral Services to make things easier to find, more attractive and more intuitive. The resident voting leaflet has been updated and is due for mailout by the end of September.

## 2.0 SUPPORTING AND PROMOTING THE CITY AS THE WORLD LEADER IN INTERNATIONAL FINANCE AND BUSINESS SERVICES

- 2.1 Work is almost complete on updating the ‘An Indispensable Industry’ – the very well received guide on the importance of financial services to the UK; it is due for publication in the autumn.
- 2.2 The Corporate Twitter feed continues to promote our work in this area. Research reports are still very popular, generating new followers and re-tweets and the rate of new followers continues to accelerate. The feed currently has over 7,200 followers.
- 2.3 A number of videos have been uploaded to the corporate YouTube channel and tweeted to appropriate channels, depending on the subject matter and end users.
- 2.4 Media coverage of the Lord Mayor included an interview with [BBC News](#) on ‘rebuilding the City’s reputation’. He was also interviewed by the [Evening Standard](#) about Europe. The Lord Mayor’s speech at the Judges’ Dinner is quoted in [The Guardian](#). He was also quoted in the [FT](#) about a story on Islamic Finance. [BBC Radio 4](#) also produced a documentary on [What’s the Point of... the Lord Mayor?](#), while Sir David Wootton and other City Corporation services were filmed during the time of his mayoralty for [Stephen Fry’s Key to the City, an ITV documentary](#) on the Square Mile. [The Independent](#) ran a letter from the Lord Mayor on City Corporation’s arts funding, while his visit to Latin America secured widespread coverage in each of the countries involved.
- 2.5 Media coverage of the Policy Chairman included an op-ed in the [Evening Standard](#) focusing on the relationship between the UK and Europe. There was also widespread coverage of his visit to China, including [China](#)

[Daily](#), [Xinhua](#), [Caixin](#), and [People's Daily](#). Letters from the Policy Chairman also appeared in [The Times](#) on offshore RMB trading, [Financial Times](#) on UK infrastructure delivery, and [The Daily Telegraph](#) on the EU bankers' bonus cap.

### **3.0 PROMOTING 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**

- 3.1 The latest edition of Cityview Online went live in September. Articles included electoral registration, the new City Health website and the Victoriana exhibition at Guildhall Art Gallery.

The next print edition of Cityview is due in December and is likely to include an article on the City Corporation's new health responsibilities, an introduction to the new Lord Mayor, the opening of Milton Court at the Guildhall School of Music and Drama, and developments relating to Crossrail.

- 3.2 The latest issue of City Resident will be published in October with the next due in February 2014.
- 3.3 A design refresh for the ward newsletters is currently underway, in consultation for editors, so that it is ready for the next issues planned for distribution in early December.
- 3.4 Continuing coverage on both *The Leader*/Intranet around City of London Festival, Lord Mayor's Appeal (a major push for staff to participate in events and even volunteer); story in summer staff magazine *Leader* relating to shared insights into CLPS development – lessons learned, next steps, the numbers involved. Comments and ratings are being trialled on a limited number of pages and the comments are currently being monitored by PRO. Further improvement and integration to the backend is being worked on by IS and once ready the pilot will be rolled out further and the Contact Centre will take over the monitoring function.
- 3.5 Media coverage of City Corporation services has included:
- The City of London Corporation's response to the 'Renew bins' story was covered in the national and international media, including the [FT](#), [BBC](#), [Guardian](#), and [Times](#).

- A fatality at Hampstead Heath's Ladies' Pond was covered in [\*The Independent\*](#), [\*The Daily Telegraph\*](#), [\*Evening Standard\*](#), [\*Ham&High\*](#) and the [\*Camden New Journal\*](#).
- The [\*Evening Standard\*](#) reported on the opening of the first social housing in the Square Mile since the 1960s.
- The Secretary of State's decision to call in the planned redevelopment of Smithfield General Market was reported by [\*Property Week\*](#), [\*Co Star\*](#) and [\*Architect's Journal\*](#) among others.

#### **4.0 COMMUNICATIONS PRIORITY: SUPPORTING LONDON'S COMMUNITIES**

4.1 In the previous quarter, events associated with the *Supporting London's Communities* communications priority have included a roundtable discussion on youth unemployment with the Employment Minister Mark Hoban MP, as well as a fringe and dinner on the same theme at the Labour Party Conference with Lord Adonis and the Shadow Employment Minister Stephen Timms MP, plus a conference on local growth organised by the New Local Government Network and a major speech on education also with Lord Adonis.

Future activity includes a dinner on skills with the Shadow Education Secretary Stephen Twigg MP.

4.2 The City Corporation's website provides links to Facebook sites set up by departments to help them better communicate with their individual communities. Work continues to focus on better joined-up working between those creating content for the website and those doing the same through social media. PRO continues to offer advice on a communications 'strategy' for each of the website's 'clusters'.

4.3 July's Cityview included a feature on the City Corporation's Youth Offer.

4.4 An interview was published in *The Leader* with Ade Adetosoye, Director of Community and Children's Services, focusing on staff communications and the challenges facing the department/service, as well as the 'listening into practice' work he is conducting with staff

4.5 There has been continued coverage of activities of colleagues in employee volunteering, as well as corporate and social responsibility activities on the intranet and via *The Leader*.

4.6 Media coverage for supporting London's communities included:

- The [Evening Standard](#) reported on the opening of the first social housing in the Square Mile since the 1960s.
- Coverage of the City of London Academy Islington's much improved GCSE results appeared in the [Islington Gazette](#), [Islington Tribune](#) and [BBC London Radio](#).
- A fire at Epping Forest was reported by the [BBC](#), [ITV](#) and [Metro](#) among others.

## **5.0 COMMUNICATIONS PRIORITY: HELPING TO LOOK AFTER LONDON'S HERITAGE AND GREEN SPACES**

5.1 PRO has been assisting and advising Open Spaces on potential 'family branding' approaches to help provide more consistent, eye catching and appropriate material across all spaces.

5.2 Future activity in this area will include private dinners with the Secretary of State Maria Miller MP and the Arts Minister Ed Vaizey MP.

5.2 Work continues on the Enjoy the City app; final changes to the name are being made with Apple, while IS are setting up access to statistics and will supply them on a monthly basis. A survey will go out with October's eShot (pending successful name change implementation) targeting predominantly City workers on their feedback on the app. The survey results will provide a list of recommendations against which a quote for additional work can be sought and a decision on whether to proceed can be considered.

5.3 Media coverage for helping to look after London's heritage and green spaces included:

- The Lord Mayor wrote to [The Independent](#) highlighting the value of the City's art and culture cluster.
- The award of Green Flag status to City Corporation open spaces was reported by the [Kilburn Times](#), [Epping Forest Guardian](#) and [Live Croydon](#).
- The Lady Mayoress' visit to West Ham Park was reported by the [East London Advertiser](#).

## **6.0 OTHER PRO ACTIVITIES/UPDATES**

### **6.1 Online**

Major editorial changes for About the City have been made and will continue until year end. The intention is to improve the user's journey making the information easier to find, easier to understand and remove repetitive or unnecessary material.

Pilot user journeys are currently being reviewed internally and obvious problems corrected. The final list will be confirmed on 30 September giving a month for targeted testing and editing before the review period starts at the end of October.

The accessibility improvements to the website are still being worked on and will be implemented in two deployments in October. They will then be re-tested and evaluated after this.

Broken links on the website are proving the hardest to address because many of them are within legacy PDFs where the departments no longer have the originals to edit but still require the information to be published. The aim is to identify the problem PDFs (as opposed to individual links) and then troubleshoot the whole document.

September's Eshot was sent to more than 12,000 subscribers. Following a review of the email distribution and hosting provision, a new supplier has been selected that is more efficient, creative and cost effective. The design of Eshot has also been refreshed to be more eye-catching and interesting.

The six month trial of social media analytics with *Social Bakers* is coming to an end. All trial users are being sent a questionnaire which will form the basis of a summary report to how or if we take this forward or use another analytics tool.

### **6.2 Events**

The Corporate Affairs team have delivered a wide and varied programme of events and political contact since July 2013. This includes a key note speech on education with Lord Adonis (former Minister of State for Education); a small business dinner with the Rt Hon Greg Clark MP, Financial Secretary to the Treasury; a City dinner with Digital Shoreditch bringing together the growing cluster of high-tech enterprise in Tech City with politicians and members of the City business community.

The City of London Corporation has also hosted a high profile debate on the UK's position in the EU in association with the London Evening Standard which saw the BBC's Jon Sopel, chairing the debate. The panel comprised of the Rt Hon Vince Cable MP (Secretary of State for Business, Innovation and Skills), Vicky Pryce (economist and business consultant), Sir Martin Sorrell (CEO of WPP plc), Luke Johnson (Chairman of Risk Capital Partners), Jesse Norman MP (member of the Treasury Select Committee) and Gisela Stuart MP.

The Chairman has also hosted his quarterly dinner with the London Councils Executive Committee which served to strengthen cross borough communication and engagement.

### 6.3 **Filming**

The film team has recently completed working with two major feature films ('Prone Gun Man' and 'Guardians of the Galaxy') which filmed in August and September at Millennium Bridge and Tower Bridge. A number of Bollywood feature films are starting to shoot in London over the next few months and have been making enquiries about filming on City of London streets and at Leadenhall Market.

### 6.4 **Internal communications**

A website event, *Making the Difference*, is scheduled for mid-October celebrating website delivery and success. A short film is being put together to be shown at the event showing how website editors are a good example of City Corporation teams coming together to work on a given project.

Research is underway around how a staff survey might be run in 2014 if approval is given.

Visits arranged for the Town Clerk in recent months have included a Q&A for Children and Community Services staff at the Barbican; behind the scenes and meeting curatorial staff at the Guildhall Art Gallery; one scheduled for the environmental and port health team, and attendance/speech at Chamberlain's staff session in October.

Internal communications continues to offer local and corporate communications advice and support, particularly IS under the new partnership with Agilisys.



## 6.5 **Database**

The Database Team have now completed the annual ward survey to update the City Occupiers Database and are now supporting the electoral services team in the annual business registration process.

## 6.6 **Think tank engagement**

The City Corporation has engaged with a wide range of think tanks during this period. These have included the Centre for Policy Studies, the Social Market Foundation, the Henry Jackson Initiative, Institute for Public Policy Research, the Institute of Economic Affairs, the New Local Government Network, Politieia, the Foreign Policy Centre, Policy Network and CentreForum.

## 6.7 **Polling**

A report detailing the results of the key audience surveys of Senior Executives, City Businesses, City Residents and City Businesses has been tabled at the October Policy and Resources Committee. The pollsters TNS will also be giving a presentation on the results after the December meeting of the Court of Common Council.

Ipsos Mori have been commissioned to undertake polling of senior business opinion on European Union issues. The fieldwork will take place in October and the first half of November, with the results being available in the second half of November.

## 7.0 PUBLIC RELATIONS OFFICE WORKING ENVIRONMENT AND BUDGET

7.1 The Public Relations Office continues to work closely with the Economic Development Office, the Remembrancer's Department and Mansion House, as well as other Departments across the organisation, to ensure successful improved coordination of work. In addition, PRO is working closely with EDO and Remembrancer's Department on political developments in the UK and EU and their impact on the City.

7.2 The table below shows a comparison of revenue budget for the Public Relations Office (Local Risk) with actual income and expenditure for the period July to September 2013.

Town Clerk	Approved Budget 2013/14 (£)	Budget for Period (£)	Actual (£)	Variance (£)
<b>Total Net Income and expenditure</b>	2,393,000	598,250	538,500	59,750

### Background Papers:

Members will find it useful to refer to the '*Communications Strategy 2013-2016*' and '*Public Relations Office Business Plan 2013-2016*'.

### Contact:

*Tony Halmos*

*Director of Public Relations*

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020 7332 1450

<b>Committee:</b>	<b>Date:</b>	<b>Item no.</b>
Policy and Resources	10 October 2013	
<b>Subject:</b> Policy Initiatives Fund / Committee Contingency		
<b>Report of:</b> Chamberlain	<b>Public</b>	
	<b>For Information</b>	
<b><u>Summary</u></b>		
<ol style="list-style-type: none"> <li>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.</li> <li>2. The Committee contingency is used to fund unforeseen items of expenditure when no specific provision exists within Committee budgets such as hosting one-off events.</li> <li>3. The attached schedules list the projects and activities which have received funding for 2013/14. 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).</li> <li>4. It should be noted that the items referred to have been the subject of previous reports approved by this Committee and that balances of £261,600 and £503,200 are currently available in the Policy Initiatives Fund and the Committee contingency respectively for 2013/14.</li> <li>5. In identifying which items would sit within the Policy Initiatives Fund the following principles were applied: <ul style="list-style-type: none"> <li>• Items that relate to a specific initiative ie research;</li> <li>• Sponsorship/funding for bodies which have initiatives that support the City’s overall objectives; and</li> <li>• Membership of high profile national think tanks</li> </ul> </li> </ol>		

**Recommendation**

6. It is recommended that the contents of the schedules are noted

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**POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND 2013/14**

<u>ALLOCATIONS FROM FUND</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE DATE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL PAID</u> TO 27/09/13 £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
	<b>Events</b>					
19/09/2013	Centre for Policy Studies: Annual Margaret Thatcher Lecture - City of London sponsorship of the 2013 event on 27 November 2013	DPR	29,500	0	29,500	
19/09/13	Policy Exchange Conference: the future of financial services in the City of London and the UK - sponsorship towards this leading independent centre-right think tank: COL to assist in the cost of organising the conference	DPR	15,000	0	15,000	
19/09/13	Centre for European Reform: Sponsorship of Annual 'Ditchley Park' Conference: City of London to support the major CER conference	DPR	20,000	0	20,000	
	<b>Promoting the City</b>					
24/01/13	European Financial Forum and Foreign Policy Centre: corporate memberships renewal of the two think tanks	DPR	17,500	0	17,500	2 year funding - final payment in 2013/14
4/02/13	Digital Derry: funding to stimulate the Derry/Londonderry economy and to bolster the relationship between Digital Derry and "Tech City"	DED	30,000	30,000	0	Possible further funding - to be reviewed next year
02/05/13	Research Programme on Infrastructure for Cities: promoting London's expertise as a centre of excellence for services associated with resilience and infrastructure investment	TC	30,000	0	30,000	
02/05/13	TheCityUK: CoL's additional funding	DED	100,000	0	100,000	3 year funding: £100,000 in 2014/15 & 2015/16
25/07/13	City of London Singapore strategy: City of London to commission a research paper to scope the opportunities for developing a substantial regulatory dialogue with Singapore	DED	40,000	0	40,000	
	<b>Communities</b>					
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: £20,000 in 2014/15
24/01/13	Social Investment Advisor: further extension to the dedicated specialist role, to help accelerate to the Social Investment agenda in London - to March 2014	DED/CGO	50,000	21,551	28,449	Jointly funded by Policy and Resources and the City Bridge Trust
14/02/13	Angels in the City: continued support to deliver the Angels in the City Initiative, providing an opportunity for the City Corporation to demonstrate clear support for early stage businesses in its neighbouring boroughs, notably in the Tech City cluster	DED	25,000	24,999	1	Further 2 year funding: £25,000 in 2014/15

<u>ALLOCATIONS FROM FUND</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE DATE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL PAID TO 27/09/13</u> £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
22/03/13	Continued sponsorship of Teach First through support of its Higher Education Access Programme for Schools	DED	18,000	15,000	3,000	3 year funding: £18,000 in 2014/15 & 2015/16
27/06/13	Raising the Participation Age (RPA) - Partnership for Young London conference: CoL to host and sponsor the conference in September 2013. RPA is the strategy to increase the age in which all young people in England must continue in education or training	DED	12,000	2,600	9,400	
27/06/13	Institute of Corporate Responsibility (ICR): CoL to be lead supporter of this new not-for-profit organisation for Corporate Responsibility practitioners	DED	25,000	25,000	0	2 year funding: £25,000 in 2014/15
25/07/13	Sponsorship of TeenTech City 2013: City of London's support for this one day event held to change the perceptions of young people in disadvantaged areas in the UK towards Science Technology, Engineering and Maths (STEM) subjects	DED	10,000	0	10,000	
	<b>Research</b>					
0/11/11	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	61,700	0	61,700	Originally allocated from 2012/13, deferred to 2013/14
08/11/12	New Local Government Network - renewed Corporate Partnership of a national think tank	DPR	15,000	15,000	0	2 year funding - final payment in 2013/14
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 - final payment in 2013/14
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	0	20,000	2 year funding - final payment in 2013/14
25/07/13	Smith Institute: research project on innovative long term individual financial products: City of London to sponsor this project carried out by this leading independent 'think tank'	DPR	18,000	0	18,000	
	<b>Attracting and Retaining International Organisations</b>					
17/04/08	International Valuation Standards Council - assistance with accommodation	DED/CS	37,700	0	37,700	Originally allocated from 2012/13, deferred to 2013/14

<u>ALLOCATIONS FROM FUND</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE DATE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL PAID TO 27/09/13</u> £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
19/09/13	International Valuation Standards Council (IVSC) - City of London to support the accommodation costs of the IVSC	CS	50,000	0	50,000	5 year funding - £50k per year until 2017/18
	BALANCE REMAINING		664,400	154,151	510,249	
	TOTAL APPROVED BUDGET		341,600			
	ANALYSIS OF TOTAL APPROVED BUDGET		1,006,000			
	ORIGINAL PROVISION		750,000			
	APPROVED BROUGHT FORWARD FROM 2012/13		256,000			
	TOTAL APPROVED BUDGET		1,006,000			
<u>NOTES:</u>						
(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 (2013/14). It should be noted that actual payments sometimes are made towards the end of a financial year.						
<u>KEY TO RESPONSIBLE OFFICER:-</u>						
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	
T	Town Clerk	CS	City Surveyor	DCCS	Director of Community & Childrens Services	
CHL	Director of Culture, Heritage and Libraries					
						CHRIS BILSLAND CHAMBERLAIN

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**POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND**

		<b>2013/2014</b>
		<b>£</b>
POLICY INITIATIVES FUND		
- Balance remaining prior to this meeting		341,600
 <u>Less possible maximum allocations from this meeting</u>		
Centre for London: Core Funding	20,000	
Local Government Information Unit	10,000	
Sponsorship of London Works - a social enterprise temporary recruitment agency	50,000	
	<hr/>	80,000
		<hr/> <hr/>
		261,600

Chris Bilsland  
Chamberlain

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**POLICY AND RESOURCES COMMITTEE - CONTINGENCIES 2013/14**

<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>£</u>	<u>ACTUAL</u> <u>PAID</u> <u>TO 27/09/13</u> <u>£</u>	<u>BALANCE</u> <u>TO BE SPENT</u> <u>£</u>	<u>NOTES</u>
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	11,600	1,180	10,420	Originally allocated from 2012/13, deferred to 2013/14
12/05/11	London Councils' London Summit - the City is to host the annual conference for 3 years	DPR	9,000	9,000	0	3 Year funding - final payment in 2013/14
16/06/11	Big Society Capital - contribution towards premises in the City and the launch event at Guildhall	TC	24,000	0	24,000	Originally allocated from 2012/13, deferred to 2013/14
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: £10,000 in 2014/15
08/12/11	Whitehall & Industry Group: Corporate Membership - continued membership of the Whitehall Industry Group	DPR	4,000	4,000	0	Originally allocated from 2012/13, deferred to 2013/14
22/03/12	Chatham House - Renewal of Corporate Membership of a research and analysis body which aims to help individuals and organisations to be at the forefront of developments in the global arena	DPR	12,500	12,500	0	2 year funding - final payment in 2013/14
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 2014/15
05/07/12	Sponsorship of Migration Matters Trust - the City Corporation to support the MMT - a cross-party political campaign to highlight the case for migration	DPR	5,000	0	5,000	2 year funding - final payment in 2013/14
04/10/12	Responsible Business Week: the City Corporation to host Business in the Community's (BITC) 2013 Responsible Business Week	DED	26,000	25,800	200	
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	0	17,000	2 year funding - final payment in 2013/14
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	15,000	12,500	2,500	Further 2 year funding - final payment in 2013/14

<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>£</u>	<u>ACTUAL</u> <u>PAID</u> <u>TO 27/09/13</u> <u>£</u>	<u>BALANCE</u> <u>TO BE SPENT</u> <u>£</u>	<u>NOTES</u>
13/12/12	Reform and IPPR: COL corporate membership renewals plus sponsorship of IPPR research on a global emissions trading scheme	DPR	20,000	0	20,000	2 year funding - final payment in 2013/14
24/01/13	Social Investment Conference: the City Corporation to host Global Impact Investing Networks (GIIN) conference in October 2013	DED	20,000	20,000	0	
14/02/13	Platinum Partnership with London & Partners - the official promotional organisation for London	DCHL	25,000	25,000	0	3 year funding: £25,000 in 2014/15 & 2015/16
22/03/13	Proposed support for Focus on Europe Day: City Corporation to host key City contacts at the Guildhall Banquet to promote the City as Europe's international and business centre	DED	30,000	30,000	0	
22/03/13	City of London Advertising - continuation of placing advertisements in CityAM to promote services provided by COL	DPR	50,000	16,350	33,650	2 year funding: £50,000 in 2014/15
22/03/13	Additional Events and Topical Issues Papers: continuation of the extended contact programme through appropriate events and the publication of Topical Issues Papers (TIPs)	DPR/DED	55,000	17,315	37,685	
22/03/13	Sponsorship of Digital Shoreditch: to cover in-kind support in the form of connected events/hospitality at the Guildhall	DED	10,300	9,490	810	
22/03/13	City of London Reserved Forces' Cadets' Association: continued funding of the RFCA	TC	42,000	42,000	0	3 year funding - £42,000 in 2014/15 & 2015/16. Previously the funding has been met by the Finance Grant Sub Committee
02/05/13	2012 Legacy - Major Sports Events: CoL to support four separate hospitality events to be held for key international sport competitions in London	TC	50,000	2,526	47,474	
27/06/13	Queen Elizabeth II Garden in New York: CoL's further contribution to support the Garden Project in recognition of the continuing links and co-operation between the Corporation and New York	DED	10,000	10,000	0	
27/06/13	The Mayor's Thames Festival: support for an education project known as The Rivers of the World - an annual free festival to celebrate the River Thames through arts, music & education	DPR	12,000	12,000	0	3 year funding - £12,000 in 2014/15 & 2015/16
27/06/13	2013 Party Conferences: to assist in the payment of fees to think tanks and in securing high quality venue space for the 2013 Party Conference programme	DPR	13,500	0	13,500	

<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>£</u>	<u>ACTUAL</u> <u>PAID</u> TO 27/09/13 <u>£</u>	<u>BALANCE</u> <u>TO BE SPENT</u> <u>£</u>	<u>NOTES</u>
27/06/13	Lord Mayor's Show Fireworks: City of London Corporation to hold a public fireworks display following the LM's Show	DPR	93,000	0	93,000	2 year funding - £93,000 in 2014/15
25/07/13	Polling on the European Union: City of London to commission Ipsos MORI to undertake polling of senior figures from the financial services sector & related businesses on their views concerning the relationship between the UK and the EU	DPR	47,000	0	47,000	
	BALANCE REMAINING		628,600	276,327	352,273	
	TOTAL APPROVED BUDGET		541,400			
			1,170,000			
	ANALYSIS OF TOTAL APPROVED BUDGET					
	ORIGINAL PROVISION		800,000			
	APPROVED BROUGHT FORWARD FROM 2012/13		370,000			
	TOTAL APPROVED BUDGET		1,170,000			

**NOTE:**  
The Committee date records the actual approval meeting; in some instances approval is given for multi-year support for a project but the financial details in this table only show the expenditure due in the current year (2013/14). It should be noted that actual payments sometimes are made towards the end of a financial year.

**KEY TO RESPONSIBLE OFFICER:-**

Chamberlain	DPR	Director of Public Relations	CGO	Chief Grants Officer
Director of Economic Development	CPO	City Planning Officer	DBE	Director of the Built Environment
Town Clerk	CS	City Surveyor	DCCS	Director of Community & Childrens Services

**CHRIS BILSLAND CHAMBERLAIN**

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**POLICY AND RESOURCES COMMITTEE - CONTINGENCY**

		<b>2013/2014</b>
		<b>£</b>
CONTINGENCY		
- Balance remaining prior to this meeting		541,400
<u>Less possible maximum allocations from this meeting</u>		
Planning commitments for City of London Open Spaces	25,000	
Sponsorship of Digital Shoreditch 2014	13,200	
	<hr/>	38,200
Balance		<hr/> <hr/> 503,200

Chris Bilsland  
Chamberlain

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<b>Committee:</b> Policy and Resources	<b>Date:</b> 10 October 2013
<b>Subject:</b> Decisions taken under delegated authority or urgency powers	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Information</b>
<b><u>Summary</u></b>	
<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><b>Recommendation</b></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 the **urgency procedures**, Standing Order No. 41(a), since the last meeting of the Committee:-

#### **UK National Advisory Board to the Social Impact Investment Taskforce**

Approval was given to the Chairman of the Policy and Resources Committee serving on the newly created UK National Advisory Board to the G8 Social Impact Investment Taskforce.

The purpose of the UK National Advisory Board is to inform the G8 Impact Investment Taskforce. The Taskforce aims to influence the development of the social impact investment market, by providing oversight of the voluntary initiatives agreed at the G8 Social Impact Investment Forum earlier this year and to identify what more can be done to grow the global market. Urgent action was taken as the first meeting of the Advisory Board was due to take place on Tuesday 17<sup>th</sup> September 2013 and the Policy and Resources Committee was not due to meet until two days after.

#### **Global Law Summit 2015 – Provision of Temporary Accommodation and Membership**

Approval was given to the following in connection with an international legal conference (the Global Law Summit) which is being organised by the

Government, Bar Council and Law Society to celebrate the 800th anniversary of the Magna Carta in 2015:-

- i) the non-exclusive use of the ground floor outer Livery room in the Guildhall North Wing by Global Law Summit staff free of charge for approximately 18 months starting from a date to be agreed on the basis of ad hoc sharing with Livery Company clerks;
- ii) waiver of the inclusive notional cost of occupation at the rate of £13,635 per annum; and
- iii) the Remembrancer becoming a director of the limited liability company set up to establish the Summit.

The Summit will promote legal services provided in London and the rest of the UK and is to be launched shortly. Urgent action was taken to avoid unnecessary delay in the planning arrangements and putting any additional pressure on deadlines which were already tight.

**Contact:**

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# Agenda Item 18

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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# Agenda Item 19

By virtue of paragraph(s) 1, 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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