



Policy and Resources Committee

Date: THURSDAY, 21 NOVEMBER 2013

Time: 1.45pm

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

Members:

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

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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 10 October 2013.

For Decision
(Pages 1 - 10)
 - b) To note the public minutes of the Projects Sub-Committee meetings held on 26 September and 29 October 2013.

For Information
(Pages 11 - 22)
 - c) To note the public minutes of the Resource Allocation Sub Committee meeting held on 24 October 2013.

For Information
(Pages 23 – 26)
4. **APPOINTMENT OF INVESTMENT COMMITTEE REPRESENTATIVE**
To appoint a representative of the Investment Committee in the room of Edward Lord.

For Decision
5. **BUSINESS PLAN PROGRESS REPORT (1ST JULY TO 31ST OCTOBER 2013)
TOWN CLERK'S OFFICE (POLICY AND DEMOCRATIC SERVICES)**
Report of the Town Clerk.

For Information
(Pages 27 - 30)
6. **CULTURAL HUB WORKING PARTY**
Report of the Town Clerk.

For Decision
(Pages 31 - 32)
7. **INTRODUCTION OF QUALIFICATIONS FOR THE OFFICE OF AUDITOR OF CHAMBERLAIN'S AND BRIDGEMASTERS' ACCOUNTS AND REGULARISING THE ELECTORAL TIMETABLE AND PROCESSES FOR THE OFFICES ELECTED BY THE LIVERY - DRAFT BILL FOR ACT OF COMMON COUNCIL**
Joint report of the Town Clerk, the Chamberlain and the Comptroller & City Solicitor.

For Decision
(Pages 33 - 48)

8. **CITY'S COMMUNITY INFRASTRUCTURE LEVY (CIL): GOVERNANCE ARRANGEMENTS AND BROAD SPENDING PRIORITIES**
Joint report of the Town Clerk, Chamberlain and Director of the Built Environment.
For Decision
(Pages 49 - 62)
9. **SUPPORTING THE CITY OF LONDON CORPORATION'S PROGRAMME OF EUROPEAN ENGAGEMENT: REQUEST FOR ADDITIONAL FUNDING**
Joint report of the Director of Economic Development and the Director of Public Relations.
For Decision
(Pages 63 - 68)
10. **REQUEST FOR FUNDS: HOSTING LONDON COUNCILS' LONDON SUMMIT IN 2014, 2015 AND 2016**
Report of the Director of Public Relations.
For Decision
(Pages 69 - 74)
11. **CHAIRMAN'S VISIT TO SINGAPORE**
Report of the Director of Economic Development.
For Information
(Pages 75 - 82)
12. **POLICY INITIATIVES FUND / COMMITTEE CONTINGENCY**
Report of the Chamberlain.
For Information
(Pages 83 - 96)
13. **REVIEW OF REMEMBRANCERS' BUSINESS PLAN 2013/16**
Report of the Remembrancer.
For Information
(Pages 97 - 108)
14. **CITY OF LONDON LOCAL PLAN: PUBLICATION AND EXAMINATION**
Report of the City Planning Officer.

NB: The Appendix to this report has been circulated electronically as a separately bound document. Hard copies of the Local Plan are also available on request or a copy can be found in the Members' Reading Room.

For Decision
(Pages 109 - 114)
15. **CITY OF LONDON VISITOR STRATEGY**
Report of the Director of Culture, Heritage and Libraries.
For Decision
(Pages 115 - 144)

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

Report of the Town Clerk (copy attached).

For Information
(Pages 145 - 146)

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

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

19. **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

20. **NON-PUBLIC MINUTES**

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

- a) To agree the non-public minutes of the meeting held on 10 October 2013

For Decision
(Pages 147 - 148)

- b) To note the non-public minutes of the Projects Sub-Committee meetings held on 26 September and 29 October 2013.

For Information
(Pages 149 - 158)

- c) To note the non-public minutes of the Resource Allocation Sub Committee meeting held on 24 October 2013.

For Information
(Pages 159 - 164)

- d) To note the non-public minutes of the Members' Facilities and Accommodation Working Party meeting held on 10 October 2013.

For Information
(Pages 165 - 168)

- e) To note the non-public minutes of the Hospitality Working Party meeting held on 17 October 2013.

For Information
(Pages 169 - 172)

- f) To note the non-public minutes of the Lighting Up Deputation Sub-Committee meeting held on 30 October 2013.

For Information
(Pages 173 - 174)

21. **DISPOSAL COMPLETION TO REDROW HOMES LIMITED - 2 FANN STREET, EC2**
Report of the City Surveyor.

For Information
(Pages 175 - 176)

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

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

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Agenda Item 3a

POLICY AND RESOURCES COMMITTEE Thursday, 10 October 2013

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 10 October 2013 at 2.00 pm

Present

Members:

Mark Boleat (Chairman)
Deputy Douglas Barrow (Deputy Chairman)
Jeremy Mayhew (Deputy Chairman)
Deputy Catherine McGuinness (Deputy Chairman)
Deputy Ken Ayers
Deputy John Barker (Ex-Officio Member)
Deputy John Bennett
Roger Chadwick (Ex-Officio Member)
Stuart Fraser
Marianne Fredericks
George Gillon (Chief Commoner)
Alderman Sir David Howard
Edward Lord
Deputy Joyce Nash
Deputy Henry Pollard (Ex-Officio Member)
Stephen Quilter
John Scott (Ex-Officio Member)
Deputy Dr Giles Shilson
Sir Michael Snyder
Deputy John Tomlinson
James Tumbridge
Deputy Michael Welbank (Ex-Officio Member)
Alderman Sir David Wootton
Alderman Alan Yarrow

Officers:

John Barradell	- Town Clerk and Chief Executive
Michael Cogher	- Comptroller and City Solicitor
Paul Double	- City Remembrancer
Peter Bennett	- City Surveyor
William Chapman	- Private Secretary and Chief of Staff to the Lord Mayor
David Pearson	- Director of Culture, Heritage and Libraries
Sue Ireland	- Director of Open Spaces
Caroline Al-Beyerty	- Financial Services Director
Paul Sizeland	- Director of Economic Development
Liz Skelcher	- Assistant Director, Economic Development Office

Tony Halmos	- Director of Public Relations
Di Smith	- Community and Children's Services
Peter Lisle	- Assistant Town Clerk
Daniel Hooper	- Town Clerk's Department
Simon Murrells	- Assistant Town Clerk
Angela Roach	- Policy Manager

1. **APOLOGIES**

Apologies were received from Deputy Alex Deane, Wendy Mead, Hugh Morris, Alderman Fiona Woolf.

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

Deputy Ken Ayers, Deputy Doug Barrow, Roger Chadwick, the Chief Commoner, Edward Lord, Jeremy Mayhew, Deputy Joyce Nash, Deputy Henry Pollard, Sir Michael Snyder and Michael Welbank all declared an interest in Item no. 16 concerning the fireworks display at the Lord Mayor's Show having received an invitation to an event to view the display from Cook and Butler.

The Chairman also declared an interest in Item No. 10 as a Board Member of Centre for London.

3. **MINUTES**

3a. The public minutes of the meeting held on 19 September 2013 were approved subject to the Chairman's declaration in respect of the Singapore Strategy being amended to read as follows:-

The Chairman referred to the Singapore Strategy at Item No. 12 of the minutes. 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.

3b. The minutes of the Public Relations and Economic Development Sub-Committee meeting held on 19 September 2013 were noted.

4. **PROTOCOL FOR NOMINATIONS TO WARD COMMITTEES**

The Committee considered a report of the Town Clerk concerning a protocol for the nomination of Members for appointment to Ward Committees.

Reference was made to the wording of the protocol and Members were advised that wording of the introduction and principles for making nominations should be amended to read as follows:-

Introduction

This document sets out relevant Standing Orders and protocols relating to the appointment of Members to ward committees.

Principles for making nominations

3. *Nominations should take 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.*

Support was expressed for the Protocol as amended. Discussion ensued on the current disparity between Members on the number of ward committees on which Members serve. The Committee noted the disparity but on balance felt that no further action was required.

RESOLVED – that subject to the amendment referred to above and the concurrence of the Court of Common Council the protocol be approved.

5. CITY OF LONDON CORPORATION EDUCATION STRATEGY 2013-2015

The Committee considered a report of the Town Clerk concerning the development of a City of London Corporation Education Strategy for 2013-2015.

The Chairman stated that whilst a lot of work had been done this was the beginning of the process and that once Strategy was adopted a lot more work was still to be undertaken. He thanked the Education Strategy Working Party for all its hard work in getting the Strategy to this point. The Chairman stressed that in agreeing the Strategy Members would not be agreeing the reallocation of funding or changes to constitutions, these would be brought forward in the usual way.

The Chairman of the Working Party was heard in support of the Strategy and also thanked the Members and Officers involved for their efforts. She pointed out that the Strategy had been inspired by the City Corporation's desire to do more for education in London. She stated that it covered 4 to 18 year old pupils only. She also highlighted the vast amount of educational work which was being undertaken across the organisation and the need for more cohesion and collaboration particularly amongst the schools and academies so that good practice could be shared. Reference was also made to the governance arrangements, the creation of an overarching body and to the next steps of the initiative and what this would involve.

Members discussed the Strategy in detail during which the following comments were made:-

- The Strategy was a statement of principles. It presented the City Corporation with the opportunity to take a more holistic look at its educational activities and was welcomed by all Members;
- A vast amount of educational work being was being undertaken across the City Corporation and within the City itself via the Livery companies and

other institutions. Efforts should therefore be made to communicate the City's contribution to education more widely;

- With regard to the provision of funding a Member commented that when exploring future allocations it was important to take any impact on bursaries and scholarships into account;
- Reference was made to Prior Weston Primary School and the importance of providing it with support given the numbers of City children who attend it.
- Reference was made to the creation of an overarching committee and the importance of maintaining a relationship with any local institution which contributed to City's outreach activities;
- It would be helpful if an explanation could be included on how the schools chosen as part of the "City family" were selected;
- In response to concerns that the creation of an overarching body might take impetus away from individual institutions, Members were reminded that a lot more work and consultation need to be done before any decision was taken on what the overarching body would look like;
- It was noted that reference to the City of London School and the Museum of London activities had been omitted from the Paper in error and would be included in the report to the Court of Common Council;

After further discussion it was

RESOLVED – that subject to the concurrence of the Court of Common Council the following be approved:-

1. the City of London Corporation Education Strategy 2013-2015 as set out in the appendix to the report;
2. the recommendations and actions contained within the strategy, noting the need to ensure that resources were directed appropriately to implement them;
3. noting that delivering the strategy needed to be endorsed by the Court of Common Council with firm proposals needing to be considered and agreed by relevant City Corporation committees;
4. 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;
5. 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;

6. authority be given to the Chairman of the Policy & Resources Committee to appoint up to two additional members to the Education Strategy Working Party, in consultation with the Chairman of the Education Strategy Working Party, with the Working Party overseeing the implementation of the strategy for an interim period; and
7. the strategy be reviewed after 18 months of it being approved.

6. PLANNING COMMITMENTS FOR CITY OF LONDON OPEN SPACES

The Committee considered a report of the Director of Open Spaces concerning the need to engage with local planning authorities on proposed developments or on matters which might have an impact on the City Corporation's open spaces and the additional resources required to do this.

RESOLVED – That:-

1. £25,000 be allocated to cover the cost of planning consultancy work to aid the protection of the Open Spaces from development pressures and in so doing shape relevant local planning authority Plans. The cost would be met from the Policy and Resources Committee's contingency for 2013/14 and charged to City's Cash; and
2. it be noted that if demand for work continued into financial year 2014/15 in the first instance attempts would 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.

7. SPONSORSHIP OF DIGITAL SHOREDITCH 2014

The Committee considered a report of the Director of Economic Development proposing the continued sponsorship of Digital Shoreditch, a digital technology festival, taking place in 2014.

RESOLVED – That approval be given to 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).

8. SPONSORSHIP OF LONDON WORKS - A SOCIAL ENTERPRISE TEMPORARY RECRUITMENT AGENCY

The Committee considered a report of the Director of Economic Development proposing a contribution of £100,000 to assist with seed funding for London Works, a social enterprise temporary recruitment agency set up by the East London Business Alliance.

RESOLVED – That:-

1. approval be given to 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 the Policy Initiatives Fund for the respective years, categorised under 'Communities' and charged to City's Cash;
2. it be noted 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; and
3. Deputy Catherine McGuinness be appointed as the City Corporation's representative on the board of London Works.

9. **LOCAL GOVERNMENT INFORMATION UNIT (LGIU): CORPORATE SUBSCRIPTION FOR MEMBERS AND OFFICERS**

The Committee considered a report of the Director of Public Relations proposing the City Corporation's subscription to the LGiU, a local democracy think tank.

RESOLVED – that the City Corporation subscribes to the Local Government Information Unit at a cost of £10,000 per annum funded from the Policy Initiatives Fund for 2013/14 and 2014/2015, categorised under the *Research* section of the Fund and charged to City's Cash.

10. **CENTRE FOR LONDON: CORE FUNDING**

The Committee considered a report of the Director of Public Relations proposing continued support for the Centre for London, a politically independent, not-for-profit think tank.

RESOLVED – that sponsorship of the Centre for London be approved for a maximum of two years at a cost of £20,000 per year to be met from the Policy Initiatives Funds for 2013/14 and 2014/15 categorised under the *Research* section of the Fund and charged to City's Cash.

11. **RESULTS OF TRIENNIAL OPINION POLLING OF THE CITY OF LONDON CORPORATION'S KEY AUDIENCES**

The Committee considered a report of the Director of Public Relations summarising the results of the latest poll of key audiences commissioned by the City Corporation.

Members noted that generally there had been improvement in perceptions of the City since the last poll was conducted.

RESOLVED – that the report be received together with the report produced by TNS and that they key findings be noted.

12. PUBLIC RELATIONS OFFICE ACTIVITIES REPORT: JULY-SEPTEMBER, 2013

The Committee considered a report of the Director of Public Relations updating it on the activities undertaken by the Public Relations Office since the last report in July 2013.

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

13. POLICY INITIATIVES FUND / 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.

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 following:-

1. the Chairman of the Policy and Resources Committee serving on the newly created UK National Advisory Board to the G8 Social Impact Investment Taskforce; and
2. support for the Global Law Summit (GLS), which was being organised by the Government, Bar Council and Law Society to celebrate the 800th anniversary of the Magna Carta in 2015 as follows:-
 - i) the non-exclusive use of the ground floor outer Livery room in the Guildhall North Wing by GLS 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.

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

There were no questions.

16. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

The following items of urgent business were considered:-

Lord Mayor's Show

The Committee considered the following matters in connection with the Lord Mayor's Show:-

Armed Forces and the City Corporation Covenant

The Remembrancer sought support for the Lord Mayor to sign a covenant between the Armed Forces and the City Corporation, as part of the Lord Mayor's Show, which acknowledged the Armed Forces and the sacrifices made by the various military groups.

RESOLVED – that approval be given to the Lord Mayor's signing of a covenant, as part of the Lord Mayor's Show, between the Armed Forces and the City Corporation which acknowledged the Armed Forces.

Fireworks Display

A report of the Director of Public Relations was laid round the table concerning the additional cost associated with traffic and public safety management activities for the fireworks display.

RESOLVED – that approval be given to the following:-

1. an increase not exceeding £62,000 to the cost of providing the fireworks display to include additional traffic management, public safety and crowd and related events management issues. The total cost not to exceed £155,000 to be met from the Committee's City's Cash contingency for 2013/14; and
2. the appointment of AD Health and Safety as a specialist event company to oversee the management of the fireworks event.

London First Aviation Campaign

The Committee considered a report of the Director of Public Relations proposing support for London First's aviation campaign entitled Let Britain Fly.

RESOLVED – That approval be given to one-off financial support of £25,000 to London First's aviation campaign, *Let Britain Fly*, to be met from the Policy Initiatives Fund for 2013/14 categorised under the *Research* section of the Fund and charged to City's Cash.

Members' Informal Meeting

The Chairman referred to the regular themed discussion meetings he hosted to assist Members in becoming more familiar with the City Corporation's work. He

advised that whilst the meetings were well received they reduced the number of topics which could be considered at the Members' Informal meetings without causing duplication. He referred to the next Members' Informal meeting which was scheduled to take place in November and questioned the merits of it proceeding with insufficient business.

A Member expressed concern about cancelling the meeting without proper consultation and, in general, the Committee was of the view that the meeting should proceed as it provided an open forum for discussion and that Members should be asked if there were any specific items that they wished to raise.

RESOLVED – That the Members' Informal meeting scheduled for November should proceed as planned.

17. EXCLUSION OF THE PUBLIC

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

Item Nos.	Paragraph(s) in Schedule 12A
18	3
19	1 and 3
20	1 and 3

18. NON-PUBLIC MINUTES

The non-public minutes of the meeting held on 19 September 2013 were approved.

19. CONTINUATION OF EMPLOYER ENGAGEMENT MANAGER ROLE IN THE ECONOMIC DEVELOPMENT OFFICE

The Committee considered and agreed a report of the Director of Economic Development concerning the role of the Employer Engagement Manager.

20. CITY CORPORATION HOSPITALITY

The Remembrancer was heard in relation to a forthcoming Honorary Freedom and associated hospitality. The Committee supported the proposal.

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

There were no questions.

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

There were no items of urgent business for consideration.

The meeting ended at 3.15pm

Chairman

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PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Thursday, 26 September 2013

Minutes of the meeting of the Projects Sub (Policy and Resources) Committee held at the Guildhall EC2 at 3.30pm

Present

Members:

Sir Michael Snyder (Chairman)
Roger Chadwick
Hugh Morris

Angela Starling
Deputy John Tomlinson
Deputy Michael Welbank

In attendance:

Marianne Fredericks
Jeremy Simons

Officers:

Peter Lisley	- Town Clerks Department
Rebecca Kearney	- Town Clerks Department
Jacqui Daniels	- Town Clerk's Department
Caroline Al-Beyerty	- Chamberlain's Department
Michael Cogher	- Comptroller and City Solicitor
Peter Bennett	- City Surveyor
Huw Rhys Lewis	- City Surveyor's Department
Victor Callister	- Department of the Built Environment
Iain Simmons	- Department of the Built Environment
Michael Dick	- Barbican Centre
Jim Turner	- Barbican Centre
Karen Tarbox	- Community and Children's Services Department
Jeremy Dagley	- Open Spaces Department
Paul Thomson	- Open Spaces Department
Bob Warnock	- Open Spaces Department

1. APOLOGIES

Apologies for absence were received from Mark Boleat, Deputy Catherine McGuinness and Alderman Sir Michael Bear.

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

There were no declarations.

3. MINUTES

RESOLVED – That the public minutes and non-public summary of the meeting held on 4 July 2013 be approved as a correct record subject to the addition of John Tomlinson to the list of Members present at the meeting.

4. **71 QUEEN VICTORIA STREET - PROJECT PROPOSAL - GATEWAY 2**

The Committee considered a report of the Director of the Built Environment concerning the project proposal for Section 278 enhancement works at 71 Queen Victoria Street.

With reference paragraph 18 of the report and the period of time that the maintenance costs would be funded by the developer, Members noted that the aim would be for the maintenance costs for this project to be cost neutral. It was further noted that the Corporate Projects Board were reviewing the level of third party funding to be requested in such cases in future and it was anticipated that a report would be available early in the New Year.

RESOLVED – That a Section 278 Agreement be entered into with the developer/owner of 71 Queen Victoria Street to fund and progress the design stage of the project and develop it to Gateway 5, under the streamlined track.

5. **30 OLD BAILEY - OUTLINE OPTIONS APPRAISAL - GATEWAY 3**

The Committee considered a report of the Director of the Built Environment which sought to achieve a better balance between all modes of transport by replacing the existing zebra crossing on Ludgate Hill (adjacent St Paul's Cathedral) with a signalised crossing facility.

The Town Clerk reported that the Streets and Walkways Sub Committee had decided, at their meeting on 16 September 2013, that Option 1 be progressed on a trial basis for a period of 12 months provided that Officers were successful in seeking funding from TfL, in order to allow Officers to monitor the performance of the signalised crossing and the results reported to Members in due course and, if funding was not forthcoming from TfL, Officers be requested to report back to a future meeting with a proposal based on the use of Section 106 funding. Members discussed the need to not delay this project unnecessarily and were assured by the Chairman of the Streets and Walkways Sub Committee that it was hoped that a report would be submitted to his Sub Committee thereon in November.

RESOLVED – That,

1) Option 1 be progressed on a trial basis for a period of 12 months provided that officers were successful in seeking funding from TfL, in order to allow Officers to monitor the performance of the signalised crossing and the results reported to Members in due course.

2) If funding was not forthcoming from TfL, Officers be requested to report back to a future meeting with a proposal based on the use of Section 106 funding.

6. **FLEET BUILDING & PLUMTREE COURT - PUBLIC REALM AND SECURITY IMPROVEMENTS - OUTLINE OPTIONS APPRAISAL - GATEWAY 3**

The Committee received a report of the Director of the Built Environment seeking approval of the public realm and security elements of Fleet Buildings and Plumtree Court.

Members noted that the Streets and Walkways Sub Committee had asked Officers to investigate whether the number of bollards could be reduced as part of the design development and to report the results of this investigation at Gateway 4.

RESOLVED – That,

- 1) the proposed security and public realm design contained within the report (at Appendix 2) be progressed to the detailed options appraisal stage (Gateway 4);
- 2) the development of highways options for Shoe Lane, Stonecutter Street, St Andrews Street and Plumtree Court be approved; and
- 3) the Comptroller and City Solicitor be authorised to enter into legal discussions, under Section 106 and Section 278 of the Town and Country Planning Act 1980, with Farringdon Street Partners Limited.

EXCLUSION OF THE PUBLIC

The Sub Committee agreed that the City Surveyor's presentation giving an overview of Capital Project procurement be considered at this point in the meeting.

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

Item No.	Exempt Paragraph No
14	3

CAPITAL PROJECTS OVERVIEW PRESENTATION

The Sub Committee received a detailed presentation from the City Surveyor giving an overview of the City Corporation's procurement of capital projects.

RE-ADMISSION OF THE PUBLIC

RESOLVED – That the public be re-admitted for the remainder of the public business.

7. KENLEY HERITAGE LOTTERY FUNDING - OPTIONS APPRAISAL - GATEWAY 3/4

The Committee received a report of the Director of Open Spaces concerning the Kenley Revival Project, which had been successful in its first round application to the Heritage Lottery Fund. Members noted that there were no other sources of grant funding available to support a heritage project of this size and therefore without it, the project would not succeed.

RESOLVED – That, should the second round HLF funding be successful, the project progress to Authority to Start Work (Gateway 5).

8. 72 FORE STREET - ISSUE REPORT - GATEWAY 6

The Committee received a report of the Director of the Built Environment which sought to deliver improvements to the footways immediately adjoining 72 Fore Street.

RESOLVED – That the phasing of the project be approved in order to deliver improvements to the footways immediately adjoining the 72 Fore Street development site to co-ordinate with the building’s launch as Phase 1 of the project and the evaluation/delivery of wider area improvements at a future date, as Phase 2 of the project.

9. **UPDATE ON THE HAMPSTEAD HEATH PONDS PROJECT**

The Committee received a joint report of the City Surveyor and Director of Open Spaces which provided an update summarising the current position and detailing activity on this project over the past few months. Members were referred to Item 24 on the agenda concerning action taken under urgency procedures during the summer recess.

RESOLVED – That the contents of the update and the approach being undertaken to continue the project at ‘all deliberate speed’ be noted.

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

There were no questions.

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

There were no items of Urgent Business

12. **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 the Schedule 12A of the Local Government Act, as follows:

Item Nos.	Exempt Paragraph No
13 - 25	3

13. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the Projects Sub Committee on 4 July 2013 be approved.

14. **CAPITAL PROJECTS OVERVIEW PRESENTATION**

The Committee received a presentation from the City Surveyor.

15. **123 & 124 NEW BOND STREET, LONDON, W1 - CITY’S ESTATE - PROJECT PROPOSAL - GATEWAY 2**

The Committee considered a report of the City Surveyor and a note (laid round the table) containing an assessment of a reduced level of fees following a review of the scope of the works.

16. **WINDOW RENEWALS ON VARIOUS HOUSING ESTATES - PROJECT PROPOSAL - GATEWAY 2**

The Committee approved a report of the Director of Housing and Technical Services of the Community and Children’s Services Department.

17. **GREAT GREGORIES CATTLE OUT-WINTERING - DETAILED OPTIONS APPRAISAL - GATEWAY 4**
The Committee approved a report of the Director of Open Spaces.
18. **ENERGY SAVING PLANT VOLTAGE OPTIMISATION - DETAILED OPTIONS APPRAISAL - GATEWAY 4**
The Committee approved a report of the Director of Operations and Buildings at the Guildhall School of Music and Drama.
19. **AVONDALE SQUARE COMMUNITY CENTRE - DETAILED DESIGN - GATEWAY 4C**
The Committee considered a joint report of the City Surveyor and the Director of Community and Children's Services; delegating authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to consider the matter.
20. **GUILDHALL ART GALLERY (HERITAGE GALLERY) - DETAILED DESIGN - GATEWAY 4C**
A report of the City Surveyor was approved.
21. **CENTRAL CRIMINAL COURT PLANT REPLACEMENT TENDER - DETAILED DESIGN - GATEWAY 4 C**
The Committee received a report of the City Surveyor.
22. **BARBICAN CENTRE CAPITAL CAP ANNUAL REPORT**
The Committee considered a report of the Managing Director of the Barbican Centre and a resolution (laid round the table) of the Finance Committee thereon.
23. **INFORMATION SYSTEMS, POLICE, OPEN SPACES AND CULTURE HERITAGE AND LIBRARIES PROGRAMMES**
The Committee received a joint report of the Chamberlain, the Commissioner of the City of London Police, the Director of Open Spaces and the Director of Culture, Heritage and Libraries.
24. **BUILDINGS PROGRAMME: AMBER AND RED PROJECTS**
The Committee received a joint report of the Town Clerk, the City Surveyor and the Director of Community and Children's Services.
25. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY AND URGENCY PROCEDURES**
The Committee received a report of the Town Clerk.
26. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
27. **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.

The meeting closed at 5.10pm

Chairman

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PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Tuesday, 29 October 2013

Minutes of the meeting of the Projects Sub (Policy and Resources) Committee held at the Guildhall EC2 at 3.00pm

Present

Members:

Sir Michael Snyder (Chairman)
Alderman Sir Michael Bear
Deputy Catherine McGuinness
Angela Starling
Deputy John Tomlinson
Deputy Michael Welbank

In Attendance:

Marianne Fredericks
Oliver Lodge
Jeremy Simons

Officers:

Peter Lisle	- Assistant Town Clerk
Jacqui Daniels	- Town Clerk's Department
Rebecca Kearney	- Town Clerks Department
Caroline Al-Beyerty	- Chamberlains
Peter Bennett	- City Surveyor
Huw Rhys Lewis	- City Surveyor's Department
Philip Everett	- Director of the Built Environment
Iain Simmons	- Department of Built Environment
Karen Tarbox	- Community and Children's Services Department
Mike Kettle	- Community and Children's Services
Mike Nisbitt	- City of London Police
Dave Clark	- City of London Police
Pauline Weaver	- City of London Police

1. APOLOGIES

Apologies for absence were received from Mark Boleat, Roger Chadwick and Hugh Morris.

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

There were no declarations.

3. MINUTES

RESOLVED – That the public minutes and non-public summary of the meeting held on 26 September 2013 be approved as a correct record.

4. **CITY WIDE PEDESTRIAN MODELLING - PROJECT PROPOSAL - GATEWAY 2**

The Committee considered a report of the Director of the Built Environment concerning the project proposal for City-wide Pedestrian Modelling.

RESOLVED – That as the funding is being met by TfL, the project proceed to Gateway 5 via the streamlined track.

5. **40-45 CHANCERY LANE (SECTION 106 PRIORITISATION) - OUTLINE OPTIONS APPRAISAL - GATEWAY 3**

The Committee considered a report of the Director of the Built Environment which set out options to enhance the streets in the vicinity of Chancery Lane, in line with the Chancery Lane Area Enhancement Strategy which was approved by the Court of Common Council in 2010.

The Town Clerk reported that the Streets and Walkways Sub Committee had decided, at their meeting on 14 October 2013 to include the Christmas Lighting in the list of enhancements to be funded from the Section 106 monies and it was noted that any further running costs should be met by the Chancery Lane Association.

RESOLVED – That approval be given to:-

- 1) the project priority table for the Chancery Lane Area Enhancement Strategy as set in Appendix 4 to the report; and
- 2) the three projects, a) to c) below, be progressed to the detailed design stage, (the delivery and scale of Quality Court to be subject to funds remaining upon completion of the raised crossovers and Southampton Buildings):-
 - a) Raised crossovers at two locations on Chancery Lane to improve accessibility and connectivity;
 - b) Closure to traffic of the eastern end of Southampton Buildings and the creation of a new 'pocket space';
 - c) Public realm improvements to Quality Court to enhance the character of the courts and alleyways off Chancery Lane and Christmas Lighting in Chancery Lane, subject to negotiations with the Chancery Lane Association on future maintenance costs.

6. **MIDDLESEX STREET AREA PROJECT - OPTIONS APPRAISAL - GATEWAY 3/4**

The Committee considered a report of the Director of the Built Environment which proposed a phased approach to the delivery of enhancements of the Middlesex Street Area which was identified as a high priority project within the Liverpool Street Area Enhancement Strategy, approved by the Court of Common Council in September 2013.

Members noted that the Streets and Walkways Sub Committee had approved the proposal. During the course of discussion the following points were raised:-
- the period of time that the maintenance costs would be funded by the developer was referred to and Members noted other local authorities sought longer term funding in such cases. It was further noted that the Corporate

Projects Board were reviewing the level of third party funding to be requested in such cases in future and it was anticipated that a report would be available early in the New Year; and

- Members requested that consideration be given to the use of asphalt in the roadway and pull-in areas in Middlesex Street and that officers be made aware of the Sub Committee's view that asphalt should be used where appropriate in order to reduce excessive costs and future maintenance costs and that it be coloured, where appropriate

RESOLVED – That:-

- 1) New signage and way finding in the project area be implemented and be funded by £6,000 from the 201 Bishopsgate Section 106 agreement;
- 2) Phase 1 of the project proceed to Gateway 5 (Authorisation to start works) and be funded by £96,571 from the 201 Bishopsgate Section 106 agreement;
- 3) Option 2 be approved at a total cost of between £850,000 and £932,000, to be funded by the 201 Bishopsgate Section 106 agreement;
- 4) Temporary traffic experiments be carried out in Widegate Street, Sandy's Row and Fort Street and that the outcomes be reported at the next Gateway; and
- 5) Phase 2 of the project proceed to Gateway 4/5 at a future date.

7. **ALDGATE HIGHWAY CHANGES AND PUBLIC REALM IMPROVEMENT PROJECT - DETAILED OPTIONS APPRAISAL - GATEWAY 4**

The Committee considered a report of the Director of the Built Environment which proposed a major highway scheme which would include transformational public realm improvements in the Aldgate Area.

Members noted that the proposal had been approved by the various Committees and that consideration was being given to the proposed kiosk being the same model as the City Information Centre near to St Paul's Cathedral but on a smaller scale, it was emphasised that it should be viable, sustainable and the space must be usable.

RESOLVED – That Option 1 be progressed to Gateway 5.

8. **SILK STREET - PRE-GATEWAY 5 BUDGET INCREASE**

Members considered a report of the Director of the Built Environment which sought a budget increase to complete the detailed design of the environmental enhancement project in Silk Street in advance of the Gateway 5 report.

RESOLVED – That approval be given to an increase in the fees budget for the Silk Street project of £26,000 and to an increase in the staff costs budget of £4,000 in order to reduce key project risk elements.

9. **WIDE AREA NETWORK (WAN) REVIEW 2009-2010 - OUTCOME REPORT - GATEWAY 7**

The Committee received the outcome report for the WAN Review Project for 2009-2010.

RESOLVED – That permission be granted to close the project.

10. **TELECOMMUNICATIONS STRATEGY - OUTCOME REPORT - GATEWAY 7**
Members considered a report of the Director of the Built Environment concerning the outcome of the Telecommunication Project for 2009-2011.

RESOLVED – That permission be granted to close the project.

11. **INSTITUTIONALISING LESSONS LEARNT FROM PROJECTS**
Members considered a report of the Town Clerk concerning lessons learnt from projects and their use as an integral part of project development and delivery.

It was noted that the format of Committee reports would be reviewed.

RESOLVED – That the report be noted and that an annual report on lessons learnt from projects be submitted to the Sub Committee, containing recommendations for action where appropriate.

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

There were no questions.

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

There were no items of urgent business.

14. **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 the Schedule 12A of the Local Government Act, as follows:

Item Nos.	Exempt Paragraph No
15 - 28	3

15. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the Projects Sub Committee on 26 September 2013 be approved.

16. **A PRESENTATION ON PROFESSIONAL FEES BY THE CITY SURVEYOR WITHDRAWN.**

17. **DRON HOUSE NEW FLAT/WINDOW REFURBISHMENT - PROJECT PROPOSAL - GATEWAY 2**

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

18. **CITY OF LONDON POLICE - PROJECT PROPOSAL - EROS 2 - GATEWAY 2**

The Sub Committee approved a report of the Commissioner of the City of London Police.

19. **CITY OF LONDON POLICE - PROJECT PROPOSAL - KNOWFRAUD UPGRADE - GATEWAY 2**
The Sub Committee approved a report of the Commissioner of the City of London Police.
20. **CITY OF LONDON POLICE - PROJECT PROPOSAL - ACESO FORENSIC DOWNLOAD DEVICES NETWORK SOLUTION - GATEWAY 2**
The Sub Committee approved a report of the Commissioner of the City of London Police.
21. **POLICE ACCOMMODATION - OUTLINE OPTIONS APPRAISAL - GATEWAY 3**
The Sub Committee considered a report of the Chamberlain.
22. **LORD MAYOR'S STATE COACH, SEMI-STATE COACHES AND DRESS CHARIOTS - DETAILED OPTIONS APPRAISAL - GATEWAY 4**
A report of the City Surveyor was considered.
23. **CITY OF LONDON FREEMENS' SCHOOL MASTERPLAN PHASE 1 - PROGRESS REPORT - GATEWAY 6**
The Sub Committee considered a resolution of the Board of Governors of the City of London Freemen's School forwarding a joint report of the City Surveyor and the Headmaster of the City of London Freemen's School.
24. **CONSOLIDATION OF OUTTURN REPORTS - GATEWAY 7**
A report of the City Surveyor was approved.
25. **TOWER BRIDGE ACCESS IMPROVEMENTS - OUTCOME REPORT - GATEWAY 7**
The Sub Committee received a report of the City Surveyor.
26. **THE BARBICAN CAMPUS PROGRAMME: AMBER AND RED PROJECTS**
The Sub Committee received a report of the City Surveyor.
27. **HIGHWAYS AND PUBLIC REALM PROGRAMME: AMBER AND RED PROJECTS**
The Sub Committee received a joint report of the Town Clerk, City Surveyor and the Director of the Built Environment.
28. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY AND URGENCY PROCEDURES**
The Sub Committee received a report of the Town Clerk.
29. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
There were no questions.

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

There were no items of urgent business.

The meeting closed at 4.20pm

Chairman

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RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE Thursday, 24 October 2013

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 24 October 2013 at 11.00 am

Present

Members:

Mark Boleat (Chairman)
Roger Chadwick (Deputy Chairman)
Deputy John Barker
Deputy Douglas Barrow
Deputy John Bennett
Ray Catt
Stuart Fraser
George Gillon (Chief Commoner)
Jeremy Mayhew
Deputy Catherine McGuinness
Deputy Dr Giles Shilson
Sir Michael Snyder
Deputy John Tomlinson
Alderman Sir David Wootton
Alderman Alan Yarrow

Officers:

John Barradell	- Town Clerk and Chief Executive
Chris Bilisland	- Chamberlain
Susan Attard	- Deputy Town Clerk
Peter Bennett	- City Surveyor
Caroline Al-Beyerty	- Financial Services Director
Sandeep Dwesar	- Financial Director, Barbican Centre
Michael Dick	- Operations and Buildings Director
Peter Lisley	- Assistant Town Clerk
Simon Murrells	- Assistant Town Clerk
Neil Davies	- Head of Corporate Performance and Development
Angela Roach	- Policy Manager

1. APOLOGIES

Apologies were received from Joyce Nash.

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

There were no declarations.

3. MINUTES

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

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

There were no questions relating to the work of the Sub-Committee.

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

There were no items of urgent business.

6. **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:-

Item Nos.	Paragraph(s) in Schedule 12A
7	3
8	5
9 - 12	3

Part 2 – Non-Public Agenda

7. **NON-PUBLIC MINUTES**

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

8. **GARDEN BRIDGE PROJECT**

The Sub-Committee considered a report of the Town Clerk concerning the construction of a new footbridge across the River Thames, which was being promoted by Transport for London and was also supported by the Mayor of London. One of the principle features of the Bridge would be it incorporating green space with trees. The merits of the project were discussed and noted and it was agreed that the City Corporation should continue to offer support for the project by offering advice and expertise in areas such as the management of open spaces.

9. **SERVICE BASED REVIEWS - UPDATE**

The Sub-Committee considered and agreed various elements of a joint report of the Town Clerk and the Chamberlain concerning the next stage of the service based reviews.

10. **POLICE ACCOMMODATION STRATEGY**

The Sub-Committee considered and agreed a report of the Chamberlain seeking approval to the next steps of the Police Accommodation Strategy.

11. **BARBICAN CENTRE EXHIBITION HALL 1**

The Sub-Committee considered and agreed a joint report of the Managing Director of the Barbican Centre and the City Surveyor concerning the future use

of space in Exhibition Hall 1 and the work needed to enable the available space to be used.

12. DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS

The Sub-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 the action taken in relation to a unit at Billingsgate Market be noted.

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

There were no questions relating to the work of Sub-Committee.

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

There were no items for consideration whilst the public were excluded.

The meeting ended at 12 noon

Chairman

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Agenda Item 5

Committees: Policy and Resources Establishment Committee	Dates: 21 November 2013 28* November 2013	Item no.
Subject: Business Plan Progress Report (1st July to 31st October 2013) Town Clerk's Office (Policy and Democratic Services)		
Report of: Town Clerk	Public For Information	
<p><u>Summary</u></p> <ul style="list-style-type: none">• This report provides an activity update as at 31 October 2013 on progress towards achieving the objectives set out in the Town Clerk's Business Plan.• Objectives due for delivery within this reporting period such as phase 2 of the induction of the new Members and an element of the London agenda program have been completed.• Major pieces of work scheduled for the rest of the year such as the continuing program of work associated with the Service Based Reviews and the review of support for Members are proceeding according to plan.• Performance within the division is at or above the performance level standards set within the Business Plan.• A financial monitoring statement that covers the period 1 April 2013 to 30 September 2013 can be found at paragraph 13. It is expected that the Division will remain within its local risk resources in this financial year. <p>Recommendation</p> <p>That Members note the content of this report.</p>		

Main Report

Introduction

1. The Town Clerk's Office lies at the centre of the City Corporation's strategic management processes, helping to shape the development of corporate policy and strategy. It provides corporate leadership and co-ordination at officer level. The Town Clerk's Office is also responsible for promoting high standards of corporate governance and providing support to Members and Committees. The section consists of Committee and Member Services, Corporate Policy and Performance, Corporate HR, Resilience and Community Safety, and a Business Support Unit.

Key Developments

2. Satisfactory progress has been made towards achieving the actions detailed in the plan. Some of the highlights are listed below.
3. **The London Agenda** - This concerns the work that the City Corporation does for the benefit of London as a whole and whether that offer can be improved. A strand of this work concerns the City's new Education Strategy 2013-15, which

has now been approved by Court. It sets out a vision for the City to promote high quality education for all. It is not confined to the Square Mile and outlines how the City can strengthen its existing school provision, particularly around providing greater support to its academies in neighbouring boroughs. It also recognises the role the City can play in supporting young people into employment through making use of the businesses and training that City institutions have to offer.

4. **Service Based Reviews** - This project is being jointly led by the Chamberlain and the Deputy Town Clerk. This department has been supporting the service based review process, through representation on each of the Chief Officer led review groups, and the Steering Group. Following the recent report to the Resource Allocation Sub-Committee, phase 2 of the process will be the development of more detailed options through a series of challenge meetings with individual Chief Officers. These options will be presented for Member consideration at the December meeting of the Resource Allocation Sub Committee.
5. **The Cultural Hub.** - The City has a world class offering of cultural institutions in and around the Barbican area, including the Barbican Centre, Museum of London and the Guildhall School. Accessibility and visibility remain key issues for these institutions and the creation of a visible cultural hub seeks to address this through providing an infrastructure and environment that guides visitors to this part of the City. The Department of the Built Environment are consulting on a revised Barbican area strategy and it is being recommended to the Policy and Resources Committee that a working party be established to guide and coordinate this project.
6. **Improving support for Committees and Members** - The changes associated with retirement of an Assistant Town Clerk are well on the way to completion. The aim to add capacity to the team and improve the standard of service offered should be achieved. Changes of personnel have been minimised to provide continuity of support to Members.
7. **Member Development** - An all Member survey was conducted in September 2013 to seek views on their development needs. The results of the survey will be reported to the Member Development Steering Group on December 6th. A new strategy is currently being developed, informed by the survey, with the aim to roll out the new arrangements by April next year.
8. **The Hampstead Heath Ponds Project** - Working with stakeholders, the City's designers have now produced two sets of preferred options for the Hampstead and Highgate chains of ponds. It is anticipated that these preferred options will be subject to public consultation from December 2013 - February 2014. The current timetable is:
 - Planning application submitted to LB Camden: May/June 2014
 - Commence of works on site: October 2014
 - Completion of works: March 2016Mitigation of the risk of dam failure continues as far as possible until the completion of the dams project. The project is continuing to progress with "all deliberate speed" as advised by Counsel.
9. **Performance Monitoring** - The Town Clerk's Office has performed at or above the various performance level standards that were identified within the Business Plan.

Resource Issues

10. A summary of Policy and Democratic Services' budgetary position, for the quarter ended 30th September, is provided below. It is expected that the division will remain within its local risk resources in this financial year.

Town Clerk's Office - (Policy and Democratic Services)

Local risk budgetary statement for the quarter ended 30th September 2013

Section	Original 2013/14 £000	Budget for Year to Date £000	Actual £000	Variance YTD Ad/(Fav) £000	Notes
Town Clerk's Office (Committee & Corporate HR)	6,751	3,473	3,208	(265)	1.
Security and Contingency Planning	603	302	295	(7)	
Total	7,354	3,775	3,503	(272)	

Notes - The current underspend in the Town Clerk's Office relates mainly to the addition of agreed carry forward amounts (which will be used against specific projects), and a series of vacancies that will be filled.

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Committee: Policy and Resources	Date: 21 st November 2013
Subject: Cultural Hub Working Party	Public
Report of: The Town Clerk	For Decision

Summary

1. The City of London has an extensive cultural offering and the City Corporation, as the 4th largest cultural funder in the UK, is committed to promoting and enhancing this offer. The Corporation's 'Cultural Strategy 2012-2017' stated that the Corporation's *vision for 2017 is to see the City's identity as a cultural hub strengthened in its own right, alongside its status as a financial centre.*

2. The strategy proposed developing the cultural hub around the area of the Barbican, based on the Barbican Centre, the Guildhall School of Music & Drama, and the Museum of London, involving the world-class cultural institutions resident there including the London Symphony Orchestra.

3. The hub would be both a visual area that invites people in to experience its cultural offering and a collaborative hub between renowned institutions. It is proposed that a 'cultural hub working party' is established to oversee this project. The working party would consider how improvements to the street scene, links to future transport infrastructure developments (especially the opening of Crossrail in 2018), and increased collaboration between these organisations will draw in more visitors to this area and increase the exposure of, and enhance the quality of provision by, these renowned cultural institutions.

4. The working party will bring together officers from these institutions and Members with an interest in the cultural development of the City. Initially it will identify its vision for the area before exploring what work will need to be undertaken to achieve it. It is proposed that the working party is constituted for an initial 12 months and that its membership include:
 - Two representatives from the Policy & Resources Committee
 - One representative from:
 - the Board of the Museum of London
 - the Barbican Centre Board
 - the Board of Governors of the Guildhall School of Music and Drama
 - the Culture, Heritage and Libraries Committee
 - the Planning and Transportation Committee
 - the Director of the Barbican Centre
 - the Director of the Museum of London
 - the Director of the Built Environment

The Chairman of the working party will be drawn from its membership.

5. The working party will meet periodically to co-ordinate the work being undertaken, identify priorities and project streams, and agree to endorse projects as they are submitted to the relevant City committees for consideration.
6. It is to be recognised that this working party will be in addition to the Cultural Chairmen's Strategy Group which looks the City Corporation's wider cultural portfolio. It will focus on the co-ordinated development of the hub.
7. Today Members are asked only to approve the establishment of the working party. If approved, the relevant committees will be asked to appoint representatives in advance of this Committee appointing its two representatives to the working party.

Recommendations

It is recommended that Members approve:

- the establishment of a working party to oversee the development of a cultural hub based on the Barbican area that will coordinate improvements to the street scene, links to future transport infrastructure developments, and increased collaboration between the cultural institutions in and around that area;
- that the working party be initially constituted for 12 months; and
- that the Policy & Resources Committee be kept updated on the activities of the working party.

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Agenda Item 7

Committee(s):	Date(s):
Policy and Resources Committee	21 November 2013
Court of Common Council	5 December 2013
Subject: Introduction of qualifications for the office of Auditor of Chamberlain's and Bridgemasters' Accounts and Regularising the electoral timetable and processes for the Offices elected by the Livery – Draft Bill for Act of Common Council	Public
Report of: Town Clerk, Chamberlain and the Comptroller & City Solicitor	For Decision
Summary	
<p>In Autumn 2012, the Livery Committee reported to Common Hall recommending the introduction of certain qualifications and procedures for election to the office of Auditor of Chamberlain's and Bridgemasters' Accounts. That report also proposed that it would be beneficial to bring forward a report to regularise the electoral timetable and process for nomination to all of the 'other offices' elected by the Livery – Bridgemasters and Aleconners as well as Auditors.</p> <p>Common Hall approved those proposals and acknowledged that changes would require an Act of Common Council.</p> <p>Having an established process for all the elections on Midsummer Day is good practice, and will provide clarity for any candidates.</p> <p>A draft Bill for an Act of Common Council is attached at Appendix A for your approval.</p>	
Recommendation(s)	
<ul style="list-style-type: none">• Members are asked to endorse the attached Bill for an Act of Common Council for onward approval by the Court of Common Council. If passed, it is envisaged that these changes would come into force for the elections and re-appointment of all offices in Common Hall in 2014.	

Main Report

Background

1. Common Hall is the largest gathering of citizens for any municipal purpose in the City of London. The City of London is unique in evolving a separate electoral assembly, Common Hall, for the choice of important municipal officers, including the Lord Mayor and Sheriffs.

2. Each Midsummer Day, Liverymen of at least one year's standing assemble at Common Hall to elect two Sheriffs and 'other officers' (namely Bridgemasters, Aleconners and Auditors).
3. In proposing the introduction of certain qualifications for those in nomination for the office of Auditor in 2012 it also became apparent that there was no documented or logical electoral timetable/ process for the election of 'other officers' by Common Hall. It was proposed at that time that these matters be rectified via an Act of Common Council which, if approved, would come into force for the election or re-appointment of those officers in Common Hall in 2014.
4. Officers also undertook to consider one aspect of the current electoral timetable for Shrieval elections i.e. whether there is any merit in retaining the two different nomination periods.

Nomination period for Shrieval candidates

5. The current electoral timetable in place for the Sheriffs differs for the Aldermanic and the non-Aldermanic Sheriff. The period for nominations for the Aldermanic Sheriff is from 14 February – 14 April and nominations for the non-Aldermanic Sheriff have to be received by 1 May.
6. The dates have always differed. The Lord Mayor has the right to nominate not just the Aldermanic Sheriff but also the non-Aldermanic Sheriff. Such nominations must be made by 14 April. The reality, in recent years, has been for the Court of Aldermen, through its appraisal process, to announce in the Summer of the preceding year, which Alderman it will support as Sheriff; i.e. whilst the nomination is in the Lord Mayor's name, the decision is much broader. Although the Lord Mayor has the right to nominate the non-Aldermanic Sheriff, that right has not been exercised in recent years but if it were to be, that two week window, between 14 April and 1 May, still gives the Livery the opportunity to bring forward another non-Aldermanic candidate; a right which should be retained.

Proposals for the electoral framework for 'other officers'

7. It makes sense to bring dates together as far as is practicable and the best way forward is for the electoral timetable for all 'other officers' appointed by Common Hall (Bridgemasters', Ale Connors and Auditors) to now be 'tied' as far as possible to that of the non-Aldermanic Sheriff.

Nomination Period

8. It is also proposed that the opening date for the election nomination of all 'other officers' appointed by Common Hall should be the same as it currently is for the Shrieval elections (i.e. from 14 February each year).
9. In terms of closing dates, it is proposed that the slightly extended closing date of 1 May for nominations to the office of non-Aldermanic Sheriff be adopted for all 'other officers' (AleConnors, Bridgemasters and Auditors).

Period for Withdrawals

10. We propose that there should be a one week period for withdrawals by candidates following the closing date for nominations for 'other officers' and that this should run from 1 May – 8 May each year to mirror the arrangements for Shrieval elections.

Auditor Qualifications

11. As Members may recall, last year, Common Hall approved the introduction of appropriate qualifications for those persons nominated to serve as an Auditor of the Chamberlain's and Bridgemasters' Accounts (Auditor). Nominations from prospective candidates will not be accepted until they have submitted a signed declaration confirming that they meet the new criteria and have supplied any additional evidence required. This is to ensure that candidates now represent auditing firms with sufficient resilience to carry out the audit – previously, no qualifications were required.

12. Those criteria are to:

- (i) meet all legal requirements to carry out an audit of the Chamberlain's and Bridgemasters' Accounts;

- (ii) have experience of auditing –

- (a) organisations employing over 3,000 staff; or
 - (b) organisations with turnovers in excess of £500million and reserves in excess of £1billion; or
 - (c) public authorities; or
 - (d) charities with turnovers in excess of £40million; and

- (iii) have signed or be willing to sign an engagement letter in the standard form.

It is also proposed that the firm represented by every Auditor must:

- (iv) have generated audit fees of at least £5million in its last accounting year.

13. The Audit Review Panel has reviewed the criteria and suggested two minor changes to ensure representation by candidates of sufficient audit experience and expertise, but also to draw the net widely enough to ensure a continuing balance between candidates from larger and smaller audit firms. The changes they have suggested are:

- to clarify that the experience referred to at 12 (ii) above is that of the firm; and
- that 12 (ii) (c) be extended to include public sector organisations as well as public authorities.

The draft bill reflects these adjustments.

14. Auditors would have to meet the criteria throughout their term of office and failure to do so would result in their office being vacated and a replacement being elected at Common Hall for the remainder of the term.
15. In terms of qualifications for 'other offices' none currently exist, except to say that all those nominated for the office of Bridgemaster or AleConnor are required to be Freemen of the City of London.
16. Whilst qualifications for the work of Auditors are needed, we do not believe that the same can be said for those nominated as Bridgemasters or Aleconners; both posts are honorary and even the ceremonial duties are very limited in the present day.

Advertisement

17. The Act of Common Council, 21 January 1932, requires the Town Clerk, within 7 days, of the 8th May to 'publish in the London Gazette the names and addresses and descriptions of all candidates in nomination for the office of Sheriff'. At present and in practice, we publish notice of the Election of Sheriffs not only in the London Gazette, but also in the Evening Standard, The Times and The Telegraph. We consider this is an expensive and unnecessary and that only those in nomination for the office of Sheriff should continue to be advertised within the London Gazette (the official newspaper of record for the UK). There are other, arguably more effective, ways to publish the candidates elsewhere. We propose that the names of those candidates in nomination for all offices elected by Common Hall be advertised within the Livery Committee Briefing, which is circulated to all Livery Company Clerks, all Common Councilmen and Aldermen. Nominations would also be placed on the Corporation website.
18. All nominations should be submitted to the Town Clerk (whose Electoral Services Office would process them, as is current practice).

Nomination Forms

19. Nomination Forms for election to all of the offices appointed by Common Hall would, in future, be made available from the Town Clerk's Electoral Services Office.
20. Nomination forms for each of the 'other officers' shall be subject to any amendments authorised by the Town Clerk from time to time in consultation with the Chamberlain and the Comptroller & City Solicitor.

The Election / Poll

21. There have not been contests for the 'other offices' in memory but, were there ever to be one, the process should be the same as that agreed for Sheriffs, i.e. with candidates being expected to respect the result of a show of hands in Common Hall (rather than exercise a right to demand a poll).

Conclusion

22. At present no qualifications are required of the elected Auditors and the firms that they represent. The contract for the audit of non-City Fund accounts must be awarded to one of the elected Auditors but, at present, in the absence of criteria, there is no guarantee that any of them will be competent to carry out the lead audit function. Likewise there is no guarantee that the remaining Auditors will have the appropriate skills and experience to effectively review the procedures adopted. This cannot be seen as good practice. However, it is possible to modernise the existing arrangements and bring them more in line with arrangements elsewhere, whilst complying with the existing legal framework and retaining a panel of Auditors. Common Hall has chosen to introduce appropriate qualifications for those wishing to be elected to the office of Auditor, and to continue in that office.

23. Having an established process, and one for all the elections of Midsummer Day, is simply to introduce what we see as good practice. Furthermore, an electoral timetable and prescribed processes for the election of Auditors, and all other Common Hall elections, where little provision currently exists, will, by Act of Common Council, provide candidates with clarity around what they have to do and by when.

Appendices

- Appendix 1 – Draft Bill for an Act of Common Council

Background Papers:

- Introduction of qualifications for the office of Auditor of Chamberlain's and Bridgemasters' Accounts and changes to the tendering arrangements for the audit of non-City Fund accounts – Audit and Risk Management Committee – 24 July 2012 and Livery Committee – 12 September 2012;
- Report of the Livery Committee to Common Hall on 1st October 2012.

Gemma Stokley
Committee and Member Services Officer

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To be considered at the Court of Common Council

2013

A BILL

For an Act of Common Council to –

Provide for the nomination and election of Auditors of Chamberlain's and Bridgemasters' Accounts, Bridgemasters and Ale Conners of this City and repeal any previous conflicting provisions regulating or enforcing the same.

WHEREAS:-

- (1) From time immemorial there has existed and still exists in the City of London ("the City") a Common Council consisting of the Lord Mayor, Aldermen and Commons in Common Council assembled and the Common Council have made, passed, ordained and established divers Acts, Ordinances, Rules, Orders and Regulations for the regulation and good government of the City and its Liberties as to them from time to time has been found necessary and expedient;
- (2) At present no formal qualifications are required to stand for election to serve as an Auditor of Chamberlain's and Bridgemasters' Accounts, despite the fact that the audit of the accounts of larger charities is governed by certain statutory requirements, and any audit of the City's Cash and Bridge House Estate funds requires significant expertise, experience and operational capacity, and similar skills and experience are required to effectively review the procedures adopted for the audit as part of the review panel;
- (3) Common Hall has resolved that appropriate ongoing qualifications should be introduced for Auditors of Chamberlain's and Bridgemasters' Accounts, addressing legal competence to carry out the audit; experience of auditing large organisations, public organisations or charities; willingness to sign up to standard terms of appointment; and financial independence;
- (4) It is desirable to regularise the electoral timetable and processes for the election of Auditors of Chamberlain's and Bridgemasters' Accounts, as well as other offices elected by the Livery where there is at present little or no known provision, being Bridgemasters and Ale Conners;
- (5) His late Majesty King Edward the Third by his Charter made and granted to the City in the fifteenth year of his reign afterwards confirmed and ratified by Parliament did (amongst other things) grant that if any customs in the City before that time obtained and used were in any part hard or defective or any things in the City newly arising in which no remedy had been ordained should need amendment the Mayor and Aldermen of the City and their successors with the assent of the Commonalty of the City might put and ordain thereto fit remedy as often as it should seem expedient to them so that such ordinance should be profitable to the King and to the citizens and to all other liege subjects resorting to the City and agreeable also to reason and good faith.

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

Interpretation

1. In this Act –

“Auditor” means an Auditor of Chamberlain’s and Bridgemasters’ Accounts;

“General Day of Election” means the general day of election of Auditors, Bridgemasters and Ale Conners of this City as provided for by section 3 of this Act, or such other day as may be appointed therefor under section 3 of the Act of 1932;

“The Act of 1932” means an Act of Common Council made and passed on the 21st day of January 1932 and entitled “*An Act of Common Council to consolidate and amend the law relating to the nomination and election of Sheriffs of the City of London*” as amended.

Right of Common Hall to elect

2. The right of electing persons as Auditors, Bridgemasters and Ale Conners of this City shall from henceforth for ever as heretofore be vested in the Liverymen of the several Companies of this City to be for that purpose from time to time assembled in the Common Hall of the Guildhall of this City.

General day of election

3. The general day of election of Auditors, Bridgemasters and Ale Conners of this City shall be yearly the twenty-fourth day of June, unless the same shall happen to be a Saturday or a Sunday, in which case the election shall be on the Monday then next following. Provided always that in accordance with section 3 of the Act of 1932 it shall be lawful for the Court of Common Council in any year for any special cause to appoint a day for the election of Sheriffs and other Officers usually elected on Midsummer Day by the Liverymen of the several Companies of this City in Common Hall assembled other than that above mentioned, by a formal Resolution of the Court.

Casual vacancies

4. Whenever any person elected as an Auditor, Bridgemaster or Ale Conner of this City shall in any instance refuse or neglect to conform to this Act or shall die or resign or be removed or discharged from the said office, or from his respective election thereto or whenever there shall be just cause to proceed to a new election, then and in every such case it shall be lawful for the Liverymen of the said several Companies of this City duly assembled as aforesaid to proceed to and make such new election at such day and time as by the Court of Lord Mayor and Aldermen of this City for the time being may be ordered and in such case the provisions of this Act which apply to the General Day of Election shall apply to such an election but with any references as to dates amended accordingly.

Number of office holders and term of office

5. (1) Two Bridgemasters and four Ale Conners shall be elected on the General Day of Election, together with as many Auditors as there are vacancies to be filled.
- (2) The number of Auditors and their term of years in office shall continue to be determined by resolution of the Liverymen of the several Companies of this City in Common Hall assembled.
- (3) Auditors and Ale Conners shall hold office from the point of their election and Bridgemasters shall hold office from the point of their admission in the Court of Lord Mayor and Aldermen next following their election.
- (4) Any Auditor, Bridgemaster or Ale Conner shall, unless he resigns his office or it otherwise becomes vacant, cease to hold office from the point at which a successor takes office in accordance with subsection (3) above.

Nomination of candidates

6. (1) Subject to section 7 below, any two or more of the Liverymen of the several Companies of this City, having a right to vote at the election of Auditors, Bridgemasters and Ale Conners of this City, shall be entitled to nominate, in writing, any person being free of this City for election to the said offices on the General Day of Election in any year. Every such nomination in writing shall be in the form prescribed by subsection (2) below and shall be delivered to the Town Clerk of this City between the fourteenth day of February and the first day of May in such year.
- (2) Every nomination in writing for the office of Auditor, Bridgemaster or Ale Conner shall be in the respective form set out in the Schedule to this Act. Provided that the Town Clerk in consultation with the Comptroller & City Solicitor shall be authorised to amend the forms set out in the Schedule to this Act as and when it is necessary to do so.

Additional qualifications for the office of Auditor

7. (1) Every candidate for the office of Auditor and the firm that they represent shall in addition satisfy the requirements of this section.
- (2) Candidates for the office of Auditor and the firms that they represent shall meet all legal requirements to carry out an audit of the Chamberlain's and Bridgemasters' Accounts.
- (3) The firm represented by every candidate for the office of Auditor shall have experience of auditing –
 - (a) organisations employing over 3,000 staff; or
 - (b) organisations with turnovers in excess of £500million and reserves in excess of £1billion; or
 - (c) public authorities or other public sector organisations; or

- (d) charities with turnovers in excess of £40million.
- (4) Candidates for the office of Auditor and the firms that they represent shall have signed or be willing to sign an engagement letter in the standard form.
- (5) The firm represented by every candidate for the office of Auditor shall have generated fees of at least £5million in its last accounting year.
- (6) For the purposes of this section, a candidate for the office of Auditor represents a firm where –
 - (a) the firm is a company and he is a director of that company; or
 - (b) the firm is a partnership and he is a partner in that partnership; or
 - (c) the firm is a limited liability partnership and he is a member of that limited liability partnership; or
 - (d) he is an employee of that firm.
- (7) For the purposes of subsection (4), an engagement letter in the standard form means the letter and associated terms most recently approved by an appropriate Committee of the Common Council of this City, subject to any amendments authorised by the Town Clerk from time to time in consultation with the Chamberlain and Comptroller & City Solicitor.
- (8) In the case of prospective candidates for the office of Auditor, the nomination paper submitted in accordance with section 6 above shall include a declaration signed by the person being nominated confirming that both he and the named firm he represents meet the qualification criteria set out in this section and a prospective candidate shall, on the request of the Town Clerk, supply any additional evidence that the Town Clerk may reasonably require to verify the truth of his declaration. No person shall be deemed to be validly nominated for the office of Auditor unless the requirements of this subsection are met during the nomination period specified in section 6 above.
- (9) The Town Clerk may require a serving Auditor on reasonable notice to deliver a fresh declaration signed by said Auditor in the form set out in the Schedule to this Act or as modified in accordance with section 6 above confirming that both he and the named firm he represents continue to meet the qualification criteria set out in this section, and to supply any additional evidence that the Town Clerk may reasonably require to verify the truth of that declaration. If an Auditor fails to comply with the requirements of this subsection the Town Clerk may remove him from office by giving him a written notice to that effect and in such circumstances the resulting vacancy shall be filled on the next General Day of Election, or at any earlier election held in accordance with section 4 above, and the person elected in place of the removed Auditor shall, unless he resigns his office or it otherwise becomes vacant, hold office for the remainder of the relevant term.

Notification of nomination

8. The Town Clerk of this City shall immediately after the first day of May in every year transmit to every candidate nominated as aforesaid for election to the office of Auditor, Bridgemaster or Ale Conner of this City in such year a notification in writing of his nomination and of the statutory provisions relating to the maximum amount of expenditure permitted by or on behalf of a candidate in such election and of the penal provisions applicable by statute to any candidate or agent of the candidate who knowingly exceeds such maximum amount of expenditure.

Withdrawal of nomination

9. It shall be lawful for any candidate nominated as aforesaid for election to the office of Auditor, Bridgemaster or Ale Conner of this City on the General Day of Election in any year to withdraw his name from nomination by giving a written notice to that effect, signed by him, addressed to the Town Clerk of this City, to be received by him on or before the eighth day of May in such year.

Publication of nominations

10. The Town Clerk of this City shall within seven clear days next after the eighth day of May in each year, or as soon thereafter as practicable, publish by such means as he thinks best calculated to afford information to the Liverymen of the several Companies of this City, having a right to vote at the election of Auditors, Bridgemasters and Ale Conners of this City, the names and addresses and descriptions of all candidates nominated as aforesaid for election as Auditors, Bridgemasters and Ale Conners of this City in such year who shall not have withdrawn his or their names in accordance with the provisions of section 9 above. Such names, addresses and descriptions shall be published in alphabetical order. The Town Clerk shall also publish as aforesaid the date and place fixed for holding the elections of Auditors, Bridgemasters and Ale Conners of this City.

Nominations in Common Hall

11. On the General Day of Election in any year, such persons only as shall have been validly nominated on or before the first day of May in that year and who shall not have withdrawn their names from nomination under the provisions contained in section 9 above, shall be eligible for election as Auditors, Bridgemasters or Ale Conners of this City by the Liverymen of the several Companies of this City in Common Hall assembled for such election. Provided always that if fewer persons are eligible for election to a particular aforementioned office than there are vacancies to be filled it shall be lawful for any two or more of the said Liverymen in Common Hall assembled as aforesaid and having a right of voting at such election then and there to nominate a person or persons being free of this City for election to the said office except that in the case of an election to the office of Auditor the person or persons nominated shall also meet the qualification criteria set out in section 7 above.

Order in which names of candidates are to be put to Common Hall

12. At all assemblies of the Liverymen of the several Companies of this City in the said Common Hall for the election of Auditors, Bridgemasters and Ale Conners of this City the names of the persons eligible for election shall be put to the said Liverymen then and there

present in the same order in which they were published under the provisions of section 10 above.

Ballot by show of hands and withdrawal before poll

13. If, on the General Day of Election, an election is contested, the Common Serjeant, or, in his absence, another of the Law Officers, shall call for a ballot by show of hands. The Common Serjeant, or the Law Officer as aforesaid, shall appoint scrutineers to conduct a count of the show of hands. The Common Serjeant, or the Law Officer as aforesaid, shall, immediately the result of the counting is known, announce the number of votes cast for each candidate. Should a poll then be demanded by one of the candidates or two or more of the electors, any candidate in nomination may withdraw his candidature before such demand is granted.

Repeal

14. All former Acts, Orders and Ordinances regulating or enforcing the nomination or election of Auditors, Bridgemasters or Ale Conners of this City so far as the same conflict with any provisions of this Act are hereby repealed. Provided always that this repeal shall not affect anything done or any proceeding taken under any enactment hereby repealed.

Commencement

15. The provisions of this Act shall come into force on the day on which it is made and passed as an Act of Common Council.

NOMINATION PAPER**CITY OF LONDON**Election of **Auditor of Chamberlain's and Bridgemasters' Accounts**

Midsummer's Day 20...

We, the undersigned, being Liverymen of the City of London having a right to vote at elections in Common Hall **DO HEREBY NOMINATE** the undermentioned person as a candidate at the said election.

Surname	
Other names in full	
Home address in full	
Description <i>(Not more than six words)</i>	
Date of Freedom of the City <i>(Day/Month/Year)</i>	

	Signature	Full name (in CAPITALS)	Electoral number on Common Hall register
Proposer			
Secunder			

Dated this _____ day of _____ 20__

Note: The person being nominated must sign the declaration overleaf.

**Declaration of qualifications to hold the office of Auditor of Chamberlain's and
Bridgemasters' Accounts**

I (Full name) _____

of (Home Address) _____

hereby confirm that:

I and the firm that I represent meet all legal requirements to carry out an audit of the Chamberlain's and Bridgemasters' Accounts;

The firm that I represent has experience of auditing –

- (a) organisations employing over 3,000 staff; or
- (b) organisations with turnovers in excess of £500million and reserves in excess of £1billion; or
- (c) public authorities or other public sector organisations; or
- (d) charities with turnovers in excess of £40million;

I and the firm that I represent have signed or are willing to sign an engagement letter in the standard form¹;

The firm that I represent generated fees of at least £5million in its last accounting year.

Name of firm that I represent² _____

Address of firm that I represent _____

Candidate's signature _____

Signed in the presence of:-

Witness's signature _____

Witness's home address _____

Note 1: An example of an engagement letter in the standard form is available on request.

Note 2: For the purposes of this declaration you represent a firm where –

- (a) the firm is a company and you are a director of that company; or**
- (b) the firm is a partnership and you are a partner in that partnership; or**
- (c) the firm is a limited liability partnership and you are a member of that limited liability partnership; or**
- (d) you are an employee of that firm.**

NOMINATION PAPER

CITY OF LONDON

Election of **Bridgemaster**

Midsummer's Day 20...

We, the undersigned, being Liverymen of the City of London having a right to vote at elections in Common Hall **DO HEREBY NOMINATE** the undermentioned person as a candidate at the said election.

Surname	
Other names in full	
Home address in full	
Description <i>(Not more than six words)</i>	
Date of Freedom of the City <i>(Day/Month/Year)</i>	

	Signature	Full name (in CAPITALS)	Electoral number on Common Hall register
Proposer			
Secunder			

Dated this _____ day of _____ 20__

NOMINATION PAPER

CITY OF LONDON

Election of **Ale Conner**

Midsummer's Day 20...

We, the undersigned, being Liverymen of the City of London having a right to vote at elections in Common Hall **DO HEREBY NOMINATE** the undermentioned person as a candidate at the said election.

Surname	
Other names in full	
Home address in full	
Description <i>(Not more than six words)</i>	
Date of Freedom of the City <i>(Day/Month/Year)</i>	

	Signature	Full name (in CAPITALS)	Electoral number on Common Hall register
Proposer			
Secunder			

Dated this _____ day of _____ 20__

Agenda Item 8

Committee(s):	Date(s):	Item no.
Planning & Transportation Policy & Resources	15 th October 2013 21 st November 2013	
Subject: City's Community Infrastructure Levy (CIL): Governance Arrangements and Broad Spending Priorities	Public	
Report of: Town Clerk, Chamberlain and Director of the Built Environment	For Decision	
<p style="text-align: center;"><u>Summary</u></p> <ul style="list-style-type: none"> • The City Corporation agreed its Draft CIL Charging Schedule in July 2013 and it is expected that this will be the subject of public examination in late 2013 with the resultant City CIL being operative from April 2014. Therefore the City Corporation needs to agree the procedures to be used to decide the broad spending priorities and the infrastructure projects to be funded by City CIL and scaled-back planning obligations from April 2014. The City CIL would then operate alongside the revised City planning obligations, the Mayoral CIL for Crossrail and the Mayor's planning obligations for Crossrail. • This report proposes a decision-making structure and broad spending priorities to be refined by the Resource Allocation Sub Committee. The report also proposes setting up an officer Priorities Board led by the Town Clerk to assist the Sub Committee in refining the broad approach and in making subsequent decisions on infrastructure spending priorities. • Paragraphs 7-14 describe the proposed approach which is summarised in Appendices A and B. The proposed approach would give service committees autonomy over some allocated CIL funds while retaining the Member overview role of Resource Allocation Sub Committee and its ability to allocate the remaining CIL funds consistent with current corporate priorities. A major benefit of this approach is that Resource Allocation Sub Committee will be able to take full account of other infrastructure spending priorities and commitments relating to planning obligations, the on-street parking reserve and TfL grants when making City CIL infrastructure spending decisions. This will make it possible to maximise the cumulative benefit of coordinated infrastructure investment across many sources of funding. • The broad spending priorities proposed comprise public realm and transport improvements, social and community enhancements, open spaces and neighbourhood infrastructure, plus an unallocated contingency 		

element for Member prioritisation. This approach would enable the City CIL to help fund the local infrastructure needed to complement expected growth in the City as set out in the City's Infrastructure Delivery Plan and the City's adopted development plan (Core Strategy 2011).

Recommendations

Members are asked to:

- Agree the broad approach to decision-making and spending priorities for the City CIL and revised planning obligations as set out in Appendices A and B.
- Agree to the creation of a Priorities Board led by the Town Clerk to assist Resources Allocation Sub Committee in refining the broad approach and in making subsequent decisions on infrastructure spending priorities.

Main Report

Background

1. The Planning Act 2008 introduced the Community Infrastructure Levy (CIL), a levy charged on new development to provide funding to mitigate the impact of development and deliver new infrastructure. CIL Regulations providing further detail were originally published in 2010 and these have since been amended several times to take account the Localism Act 2011 and other refinements made by the Government. The Government's CIL proposals were originally intended to replace the existing use of planning obligations (Section 106 agreements) but the amended regulations recognise that planning obligations will need to continue in a scaled-back form alongside the CIL.
2. Within London, the Mayor, London boroughs and the City Corporation are able to set a CIL. Since April 2012 the Mayor has applied a Mayoral CIL which is contributing towards the funding of Crossrail. The City Corporation collects the Mayoral CIL payable on City developments and forwards it to the Mayor. The City Corporation is able to set a separate City CIL to help address local infrastructure needs. However the City CIL must take account of the existing Mayoral CIL liability so that the combined CIL liability does not adversely affect the general viability of development in the City.
3. The process for setting a City CIL rate is prescribed by regulations and involves development viability testing, two rounds of public consultation (held January-March and July-October 2013) and a public examination before the rate is finalised. The City Corporation agreed its Draft CIL Charging Schedule in July 2013 and it is expected that this will be the

subject of public examination in January 2014 with the resultant City CIL being operative from April 2014.

4. Current CIL regulations provide that the City's s106 planning obligation pooling arrangements can continue in their current form until a City CIL is adopted, or April 2014, whichever is the sooner. Although this date may be extended by the Government it is prudent to prepare for the operation of a City CIL from April 2014. This preparation includes agreeing the procedures to be used to decide the broad spending priorities and the infrastructure projects to be funded from City CIL and other external sources. These matters are addressed and a proposed approach is set out in this report.

Regulatory Context for City CIL Spending on Infrastructure

5. The Planning Act 2008 and subsequent CIL Regulations set the context for the spending of City CIL funds on infrastructure. There are significant differences between the new CIL rules and the existing planning obligations rules that justify a new approach:

- Planning obligations spending should be related to the development that generated the funds in accordance with the signed agreement, whereas City CIL income can be accumulated in a fund or 'pot'. The subsequent CIL spending does not need to be directly related to the donor development and can address infrastructure needs in general across the City.
- The definition of infrastructure included in the CIL Regulations does not include the provision of affordable housing or skills training that are currently funded by planning obligations. Therefore there is an on-going need for a scaled-back approach to planning obligations to ensure that these important issues for London continue to be addressed.
- The pooling of CIL funds and the establishment of CIL pots are encouraged by the Regulations but the pooling of new planning obligation funds will be severely limited once CIL is operative. New planning obligations operating in a scaled-back form from 2014 will need to be administered so that they fund discrete projects that do not involve the pooling of more than five planning obligation agreements.
- A proportion of CIL income needs to be set aside for specific purposes:-
 - A neighbourhood infrastructure pot (minimum 15%) is to be established for spending within the neighbourhood of the contributing development. This could be spent in the vicinity by the City Corporation on behalf of the neighbourhood or alternatively this pot could be spent to further the aims of a neighbourhood plan if one is prepared by a neighbourhood forum.

So far there have been no proposals to form a neighbourhood forum or prepare a neighbourhood plan in any parts of the City.

- The actual CIL preparation and administration costs (maximum 5%) can be reimbursed from the CIL income.

Options

6. The City Corporation does not have to adopt its own City CIL but the new constraints on future planning obligations in the CIL Regulations make it prudent to do so. The City Corporation has therefore taken steps to set a City CIL rate and anticipates that this will be operative from April 2014. The City Corporation needs to agree the procedures to be used to decide the broad spending priorities and the infrastructure projects to be funded by City CIL from April 2014.

Proposed Approach to City CIL Spending on Infrastructure

Decision-making structures

7. Appendix A shows the broad tasks to be undertaken and sets out a decision-making structure that will enable Members in Resource Allocation Sub Committee and relevant service committees to decide the spending priorities for City CIL spending on infrastructure. Members will be supported by officers with scope for delegation of tasks to a high-level officer group, the Priorities Board, to be led by the Town Clerk. The proposed membership and terms of reference of the Priorities Board are set out in the Appendix C.
8. A major benefit of the proposed decision-making approach is that Resource Allocation Sub Committee will be aware of the infrastructure spending priorities and commitments relating to planning obligations, the on-street parking reserve fund and Transport for London (TfL) grants when making City CIL infrastructure spending decisions. This will require the Priorities Board to oversee better integration of spend-related databases to facilitate informed decision-making. It will also enable the City Corporation to maximise the cumulative benefit of coordinated infrastructure investment across many sources of funding. TfL grants are normally for transport improvements and highway changes and therefore it is proposed that the spending of these grants will continue to be the responsibility of Planning & Transportation Committee.
9. The City CIL funds accumulated from developer payments will help fund the infrastructure needed to support expected growth in the City as set out in the adopted development plan (Core Strategy 2011). City CIL spending will help deliver the City's Infrastructure Delivery Plan and therefore the proposed priorities for the allocated CIL funds are broadly consistent with the funding gaps identified in the Delivery Plan. However there will remain considerable Member discretion on project spending priorities subject to the requirement in the Regulations that CIL should be used for

the 'provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area'. It should be used to support growth and is not to be used to address existing infrastructure deficiencies.

Allocated CIL funds

10. Most of the City CIL funds (55%) will be allocated to spending 'pots' related to broad infrastructure spending priorities. The three allocated pots proposed are: - public realm and local transport improvements (40%), social and community enhancements (10%) and open spaces (5%). It is proposed that the CIL funds in these pots will be spent Citywide by the relevant service committee and that they will report annually on their spending to Resource Allocation Sub Committee.

Unallocated CIL funds

11. Some of the City CIL funds (45%) will not be allocated to a service committee and will be spent by Resource Allocation Sub Committee or delegated to officers on the proposed Priorities Board. These funds will include the 'neighbourhood' infrastructure pot (15%) required by the CIL Regulations and the 'administration' pot (5% maximum) to recover actual CIL preparation and running costs. The remaining 25% will form an unallocated 'contingency' pot available for any infrastructure project spending including topping up the infrastructure spending commitments made from other pots. It is anticipated that the Sub Committee will receive project spending bids from service committees and departments and will then allocate funds from the contingency pot according to current corporate priorities having taken account of the wider financial context.

Scaled-Back Planning Obligations

12. Planning obligations will continue after April 2014 in a scaled-back form consistent with their reduced role allowed in the CIL Regulations. The provision of affordable housing and skills training are not included in the definition of infrastructure in the CIL Regulations and so they cannot be funded from CIL income. Therefore there is an on-going need for a scaled-back approach to planning obligations to ensure that these important issues for London continue to be addressed and to confirm other non-financial obligations. It is proposed that planning obligation funding will continue for affordable housing and skills training on a similar scale to the present with the funds allocated to the relevant committees and departments as at present.

Annual Monitoring and Income Estimates

13. CIL Regulations require the annual publication of monitoring reports relating to CIL income and expenditure. Appendix A shows that the proposed City CIL spending processes will include annual monitoring reports to enable Resource Allocation Sub Committee to maintain an overview and to adapt priorities as needed. Developers would prefer some medium-term consistency regarding the City CIL to enable them to plan their developments. Therefore it is proposed that the headline City CIL rate payable will be reviewed after 5 years and the broad spending priorities and CIL pot % allocations will be reviewed after 2 years operation.
14. The estimated annual income payable by commercial developments towards City CIL (£3.9 million) and revised planning obligations (£1.1 million) are shown in Appendix B. CIL is normally payable upon commencement of development and these estimates are consistent with the scale of commercial development activity expected during the period 2014-26 in the City's Core Strategy. Actual development activity and income will fluctuate with the development cycle but it is reasonable to expect an annual income from City CIL and revised planning obligations to be normally within the range £2-8 million. The estimated annual total is similar in scale to the projected average annual net income for the On Street Parking Reserve during 2013/14-2016/17 (£3.8 million).

Corporate & Strategic Implications

15. Effective implementation of the City CIL would help deliver necessary infrastructure, addressing the 5 themes of the City Together Strategy and its vision to support the continued success of the City as the world's leading international financial and business centre in a way that meets the needs of its diverse communities and neighbours.
16. The proposed broad spending priorities would enable the City CIL to help fund the local infrastructure needed to complement expected growth in the City as set out in the adopted development plan (Core Strategy 2011). In particular it would accord with Core Strategy policy CS4 on planning contributions and its updated version in the Draft Local Plan 2013.
17. The proposed decision-making structures would give service committees some autonomy over relevant CIL funds while retaining the overview role of Resource Allocation Sub Committee and its ability to allocate funds consistent with current priorities. It would also enable decisions on CIL and planning obligations spending to be taken in a wider financial context.

Conclusion

18. This report proposes the decision-making structures and broad spending priorities intended to apply once the City's Community Infrastructure Charge (CIL) is operative from April 2014. The structure will enable spending decisions regarding income from the CIL or revised planning

obligations to be based upon agreed broad infrastructure spending priorities and to be informed by good current information on wider infrastructure spending plans and the overall financial context.

Background Papers:

- Consultation on the City of London Community Infrastructure Levy Draft Charging Schedule, report to the Court of Common Council 18th July 2013.

Appendices:

Appendix A: Proposed Tasks and Decision-Making Structures

Appendix B: Proposed Broad Spending Priorities and Income Estimates for City CIL and Revised City Planning Obligations from Commercial Development

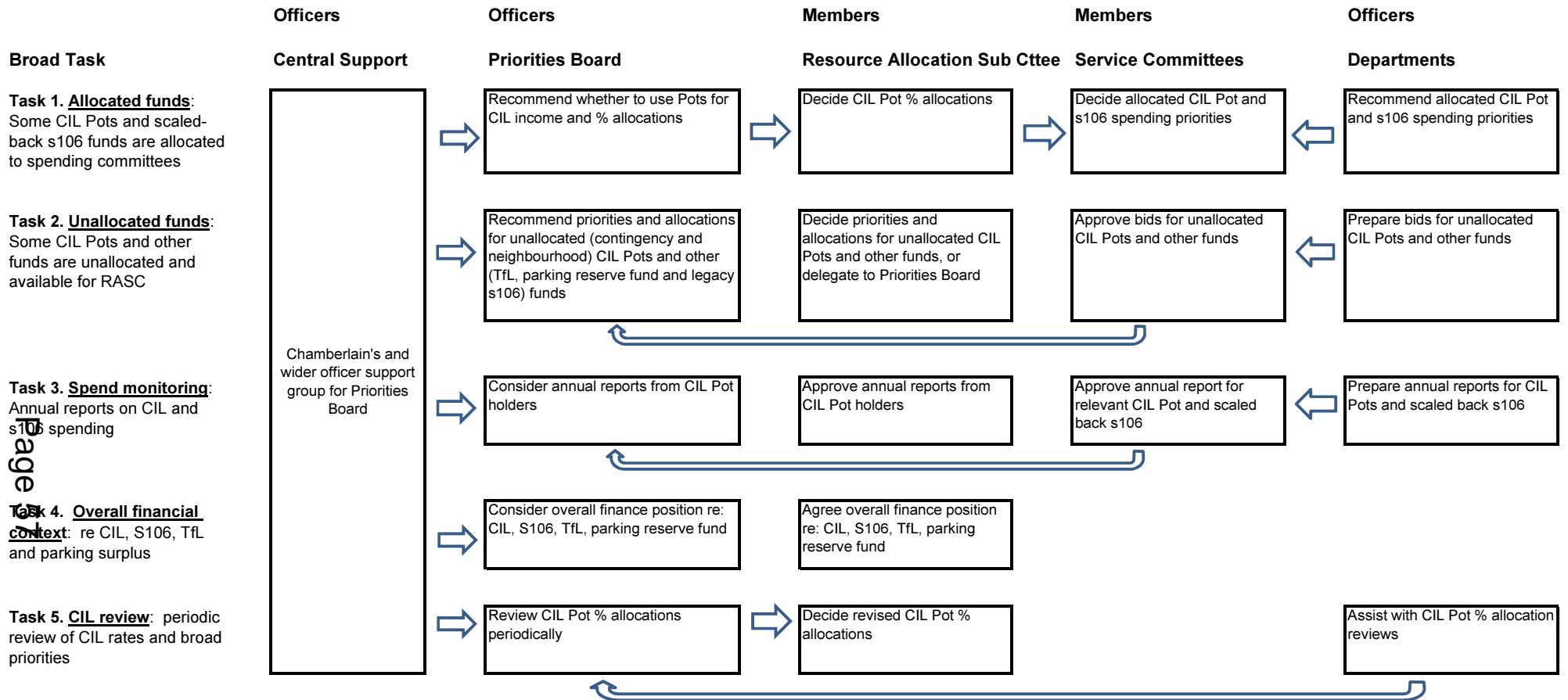
Appendix C: Proposed Terms of Reference of the Priorities Board.

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Appendix A: Proposed Tasks and Decision-Making Structures



Notes:

- Task 1 assumes City CIL income will be partly allocated to CIL Pots to be spent by relevant committee, e.g. Planning & Transportation, Community & Children's Services, Open Spaces.
- Task 1 assumes scaled back s106 planning obligations for affordable housing and training will be allocated directly to the relevant service committee, e.g. Community & Children's Services, Policy & Resources.
- Task 2 assumes City CIL income will be partly unallocated, for neighbourhood and contingency purposes, to be spent by RA Sub Cttee or delegated to Priorities Board.
- Task 2 assumes Departments and Committees will normally bid annually to RASC/Priorities Board for the unallocated CIL funds, TfL, parking reserve fund and legacy s106 funds, with some scope for ad hoc bids.
- Task 2 assumes RASC/Priorities Board will allocate TfL, parking reserve fund and legacy s106 funds consistent with their respective spending constraints, signed agreements and with corporate priorities.
- Tasks 3 and 4 assume annual monitoring reports to inform project prioritisation and comply with CIL Regulations.
- Task 5 assumes review of CIL Pot % allocations could be biennial; review of CIL charge rates due in 5 years to provide medium term consistency for developers.
- Priorities Board suggested membership: Town Clerk, Chamberlain or Financial Services Director, Director of the Built Environment, Director of Community & Children's Services, Director of Open Spaces and City Surveyor.
- Priorities Board receives officer support on financial matters from Chamberlain's support team plus wider officer support group to service it.

Source: PB.27.09.13.

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Appendix B: Proposed Broad Spending Priorities and Income Estimates for City CIL and Revised City Planning Obligations from Commercial Development

Income Source & Purpose	% Allocation	Amount (£ per sqm extra floorspace)	Estimated average annual income (£m)	Lead Dept or Officer Group	Service Committee	Member Control
						Overview
Community Infrastructure Levy (CIL)						
Allocated Pots						
Public realm & local transport improvements	40%	£30.00	£1.5	Dept of the Built Environment	Planning & Transportation	Resource Allocation Sub Cttee
Social & community enhancements	10%	£7.50	£0.4	Community & Children's Services Dept	Community & Children's Services	Resource Allocation Sub Cttee
Open spaces	5%	£3.75	£0.2	Open Spaces Dept	Open Spaces	Resource Allocation Sub Cttee
Unallocated Pots						
Unallocated contingency for Member prioritisation	25%	£18.75	£1.0	Priorities Board		Resource Allocation Sub Cttee
Neighbourhood infrastructure (15% minimum)	15%	£11.25	£0.6	Priorities Board		Resource Allocation Sub Cttee
Administration (5% maximum)	5%	£3.75	£0.2	Chamberlain/Built Environment		Resource Allocation Sub Cttee
CIL total	100%	£75	£3.9			Resource Allocation Sub Cttee
Planning Obligations (s106 agreements)						
Affordable housing off-site provision	87%	£20	£1.0	Community & Children's Services Dept	Community & Children's Services	Resource Allocation Sub Cttee
Training and skills provision	13%	£3	£0.1	Economic Development Office	Policy & Resources	
Planning obligations total	100%	£23	£1.1			
Transport for London income			Income is TfL bid dependent	Priorities Board		Resource Allocation Sub Cttee
Parking Reserve fund			Income is parking market dependent	Priorities Board		Resource Allocation Sub Cttee
S106 'legacy' income from existing agreements			Income is office market dependent	Priorities Board		Resource Allocation Sub Cttee

Notes:

1. Estimated annual City CIL income (£3.9 million) is consistent with projected development activity commencement during the period 2014-26.
2. Assumes City CIL income will be partly allocated to be spent by the relevant service committee supported by the relevant departments.
3. Assumes City CIL income will be partly unallocated, for neighbourhood and contingency purposes, to be spent by RA Sub Cttee or delegated to Priorities Board.
4. Neighbourhood pot (minimum 15% required by CIL Regs) could be spent Citywide or closer to relevant development.
5. Assumes Depts or Cttees will normally bid annually to RASC/Priorities Board for the unallocated City CIL funds, TfL, parking surplus and legacy planning obligation funds, with some scope for ad hoc bids.
6. RASC/Priorities Board will allocate TfL, parking reserve fund and legacy s106 funds consistent with their respective spending constraints and signed agreements.
7. TfL funds are variable dependent on the success of bids made to TfL. Spending on transport and highways is likely to be the responsibility of Planning & Transportation Cttee.
8. Parking reserve funds available are variable dependent on parking income and commitments made.
9. Planning obligation 'legacy' funds relating to existing signed agreements are available for future project evaluation and implementation consistent with the signed s106 agreements.
10. Planning obligations future income estimate above does not include income from new private housing schemes providing commuted sums for off-site affordable housing.

Source: PB.27.09.13.

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Appendix C: Proposed Terms of Reference of the Priorities Board

1. Membership: Town Clerk (JB), Chamberlain (CB) or Financial Services Director (CA-B), Director of the Built Environment (PAE), Director of Community and Children's Services (AA), Director of Open Space (SI), City Surveyor (PB).
2. Recommend to Resource Allocation Sub Committee (RASC) refinements to the broad approach agreed by Policy & Resources Committee, e.g. purpose and size of allocated CIL funds (pots).
3. Recommend to RASC the priorities for the unallocated CIL pots (neighbourhood and contingency purposes).
4. Consider project spending bids received for the unallocated CIL pots and make recommendations to RASC regarding allocation of funds to projects from that pot.
5. Consider annual monitoring reports from service committees concerning the allocated CIL pots (and prepare service-wide monitoring reports for RASC as appropriate).
6. Review CIL pot % allocations biennially; review headline CIL rate after 5 years.
7. Oversee the IT and spending database integration needed to facilitate informed decision-making.
8. Recommend to RASC Parking Reserve Fund and 'legacy' planning obligation fund spending consistent with their respective spending constraints and signed agreements in the wider context of known infrastructure spending priorities and commitments.
9. The above responsibilities would formally rest with RASC.

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Agenda Item 9

Committee: Policy and Resources	Date: 21 November
Subject: Supporting the City of London Corporation's Programme of European engagement: request for additional funding	Public
Report of: Director of Economic Development Director of Public Relations	For Decision
Summary	
<p>The Policy and Resources Committee agreed at its meeting on 25 July, 2013, the recommendation of its Resource Allocation Sub-Committee that it will be necessary for the City of London Corporation to incur additional expenditure in order to fulfil the commitment to contribute fully to these debates about Britain's relationship with the EU. The nature of this commitment was outlined in the European engagement strategy and messaging agreed by this Committee on 27 June, 2013.</p> <p>It is thus now proposed that additional expenditure not exceeding £150,000 be allocated for an expanded European engagement strategy in 2014/15, together with a pro-rata allocation of £50,000 for the remainder of 2013/14. This additional expenditure – to be reviewed in 2015/16 – would cover a programme of activities in three areas:</p> <ul style="list-style-type: none">• an events programme designed to facilitate high quality debate about Britain's relationship with the EU among stakeholders in the UK, key Member States and wider international partners;• a research programme designed further to develop internal expertise among Members and Officers about the issues relating to British-EU membership and the future of Europe; and• a media strategy to publicise the work of the City Corporation on European affairs in the media of major EU Member States.	

Recommendation

Members are asked to agree:

1. additional expenditure not exceeding of £50,000 for the remainder of the current financial year for an expanded European engagement strategy, and additional expenditure not exceeding £150,000 for 2014/15, funded from your Committee's *City's Cash* contingency 2013/14 and 2014/2015 respectively.
2. that expenditure on individual specific projects be approved by the Town Clerk, in consultation with this Committee's Chairman and Deputy Chairman.

Background

1. On 27 June, 2013, this Committee agreed that the City of London Corporation should take the following position in relation to the City of London, the UK and the European Union.

The City Corporation supports and promotes London as the world's leading international financial and business centre. Access to the Single Market is a key element of what makes London successful, and means that it is not just the UK's but Europe's international financial centre.

The City Corporation's research, stakeholder engagement and opinion polling demonstrate that the majority of financial and professional services businesses support the UK's membership of the EU which gives access to the Single Market.

This position informs our European engagement strategy and the key messages the City Corporation uses in its dialogue with political and business stakeholders in the UK and in other Member States. This engagement strategy has been supported by the UK government and business stakeholders who both agree that the UK needs to be more actively engaged in shaping policy in the EU.

In this context, the City Corporation's key messages for dialogue on Europe are fivefold:

- i. Promote London to policy makers as Europe's international financial centre;
- ii. Explain the role of financial services in supporting the wider economy;
- iii. Europe needs to reform to be competitive in the global economy;

- iv. Strengthen and complete the Single Market; and
 - v. The UK needs to be fully engaged in EU policy making.
2. The Committee also agreed that the City of London Corporation's strategy on engagement with Europe should be based on five key objectives:
- i. Greater engagement with EU institutions;
 - ii. Greater engagement with EU Member States;
 - iii. Dialogue around the City's role as Europe's international financial and business centre, and its role in the wider European and global economy
 - iv. Contributing evidence to the debate on the value to the UK of membership of the EU; and vice-versa; and
 - v. Working with third parties, such as think tanks, political groups and business organisations, to provide forums in which to make the case for the importance of the Single Market to the EU
3. In addition, the Public Relations and Economic Development Sub-Committee, on 2 May 2013, discussed the City Corporation's current stance towards the EU, with various views put forward on the merits of the current arrangements. In light of this discussion, it was recognised that a comprehensive set of statistics and facts about the level of importance of the EU and/or Single Market to business would be helpful to inform the City Corporation's position on these matters.
4. Prior to and since agreeing this strategy and these messages, the City Corporation has continued to enjoy significant success in stimulating debate across all parts of the political spectrum on the UK's relationship with Europe. Moreover, the City Corporation is successfully meeting its commitment for 2013 to engage directly with every EU Member State – both through a visit by Members or Officers and/or organising an event relating to the country in question.

Examples of this engagement include the Evening Standard Debate hosted by the City Corporation at Guildhall on 9 September; the Europe Day event on 23 May at which European Central Bank President Mario Draghi was the keynote speaker; the conference led by the European Council President Herman Van Rompuy hosted by the City Corporation in the Livery Hall in partnership with Policy Network on 28 February, which was attended by over 300 stakeholders; and, a roundtable hosted with the British Embassy in Warsaw in 2012. The City Corporation has received positive feedback from the participants at all of these events.

Proposal

5. The debates about the British relationship with the EU and the future institutional direction of Europe are entwined and rapidly evolving; they are of the utmost significance to the future of the City of London and it is crucial that the City Corporation continues to make appropriate contributions to domestic debates on this issue. This Committee agreed on 25 July, 2013 the recommendation of its Resource Allocation Sub-Committee that it will be necessary for the City Corporation to incur additional expenditure in order that it can contribute effectively to these debates and fulfil the commitment fully to implement the agreed strategy and messaging.
6. In order effectively and expeditiously to implement the City Corporation's European engagement strategy and messages, it is proposed that an additional expenditure not exceeding £150,000 be allocated for an expanded European engagement strategy in 2014/15, together with a pro-rata allocation of £50,000 for the remainder of 2013/14
7. This additional expenditure would extend to a programme of activities encompassing events, research and media; these activities would complement the pre-existing work of the Public Relations Office, Economic Development Office, International Regulatory Strategy Group (IRSG), and other work performed in partnership with The CityUK.

Although these activities would be subject to change in light of policy developments in advance of the 2015 General Election, the following framework is currently proposed:

- i. Events

A programme of events would be designed to facilitate high quality debate about Britain's relationship with the EU among stakeholders in the UK, key Member States and wider international partners. This would include (but not be limited to) further developing an Anglo-French dialogue about how future reforms to the European Union would affect Member States and the role of financial services in growing the wider economy; working with financial institutions, think tanks and government in the USA to gauge a better understanding of the US approach to British-EU relations; developing a deeper dialogue about the future of Europe with German academia, think tanks and financial sector; and, continuing to stimulate debate in the UK among key stakeholders across a broad spectrum of opinion. Moreover, the additional

resources would allow the City Corporation to respond to ad hoc requests from the Foreign Office, or HM Treasury, to launch new policy initiatives or visit priority Member States.

ii. Research

A research programme would be designed further to develop internal expertise among Members and Officers about the issues relating to British-EU membership and the future of Europe. This would include targeted research on specific issues to facilitate the City Corporation's political contact programme, as well as additional expert policy support (internal or external) relating to the Single Market, the jobs and growth agenda, new types of economic innovation, and reform of the EU institutions. Moreover, the additional resources would allow the City Corporation to pursue any substantive, policy-related matters arising from the Ipsos Mori polling exercise currently being undertaken to ascertain senior business opinion in this area (the headline results of which will be available in December 2013).

iii. Media

A media strategy would be rolled out to publicise the work of the City Corporation on European affairs in the media of major Member States, especially France, Germany, and Poland; this strategy would extend not only to the print and broadcast media, but also to social media.

8. The events, research and media programmes would be subject to continuous internal evaluation. This would include monitoring media coverage, as well as organising focus groups of key stakeholders in government and business in the UK, France, and Germany in order to gauge how these stakeholders are responding to the developing debate.
9. This report recommends that additional expenditure not exceeding £150,000 be allocated for an expanded European engagement strategy in 2014/15, together with a pro-rata allocation of £50,000 for the remainder of 2013/14, which would cover expenditure on projects relating to the European engagement strategy to be funded from your Committee's *City's Cash* contingency 2013/14 (£50,000) and 2014/2015 (£150,000). In addition, it is recommended that expenditure on individual specific projects be approved by the Town Clerk in consultation with this Committee's Chairman and Deputy Chairman.

Financial Implications

10. It is proposed that the required funding of £50,000 for the remainder of 2013/14 and the £150,000 for 2014/15 is drawn from your Committee's *City's Cash* contingency 2013/14 and 2014/2015.
11. The current uncommitted balance available within your Committee's *City's Cash* contingency 2013/14 and 2014/2015 amounts respectively to some £441,000 and £544,000, prior to any allowance being made for any other proposals on today's agenda.

Conclusion

12. The City Corporation enjoys significant success in stimulating debate across all sides of the mainstream political spectrum on the UK's relationship with Europe, and is successfully meeting its commitment for 2013 to engage directly with every EU Member State. However, the City Corporation requires additional resources and financial support in order to contribute to these debates and fulfil our commitments via the European engagement strategy and messaging agreed by this Committee on 28 June, 2013. In order to implement this strategy effectively and expeditiously, it is proposed that an additional financial resources be committed to this work.

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Agenda Item 10

Committee: Policy and Resources	Date(s): 21 November, 2013	Item no.
Subject: Request for support to host London Councils' London Summit in 2014, 2015 and 2016		
Report of: Director of Public Relations	Public For Decision	
<u>Summary</u>		
<p>This report proposes that the City of London Corporation hosts the annual London Councils' London Summit – the annual free conference for all local councillors, officers and Borough leaders in the capital – at Guildhall for the next three years (2014-2017); this year's Summit has already been arranged for Saturday 16 November, 2013, at Guildhall. The City Corporation would provide the venue and associated hire costs in return for appropriate branding opportunities, an opportunity for the Chairman to give a speech at the event, and for Members to attend the Summit. The London Councils' Summit accords well with the role of the City Corporation in promoting debate on key policy issues that affect the City and London. The Summit will facilitate high-level interaction with a number of the City Corporation's key audiences and stakeholders, as outlined in the <i>Communications Strategy 2013-2016</i>, and is well-aligned with wider economic development priorities.</p>		
<u>Recommendation</u>		
<p>Your Committee is recommended to agree that the City of London Corporation provides the venue for the conference for the next three years, paying a sum not exceeding £14,622 in 2014, £15,353 in 2015, and £16,120 in 2016 (that is, not exceeding £46,095 in total) for the hire of the Guildhall complex; these costs are to be met from the Committee's <i>Policy Initiatives Fund</i> for 2014/15, 2015/16 and 2016/17, categorised under the <i>Events</i> section of the <i>Fund</i> and charged to City's Cash.</p>		

Background

1. London Councils is a cross party organisation committed to fighting for more resources for London and getting the best possible deal for London's 33 local authorities. London Councils lobbies the Government and others on behalf of their member councils, not just for a fair share of resources, but also to protect and enhance council powers to enable them

to do the best possible job for their residents and local businesses. They develop policy and encourage improvements to the services offered by London Boroughs.

2. The Chairman of the Policy and Resources Committee sits on the Executive Committee of London Councils in the prominent position of Vice Chair, along with Mayor Jules Pipe (Chair and Mayor of Hackney), Cllr Claire Kober (Deputy Chair and Leader of Haringey), Cllr Teresa O'Neill (Vice Chair and Leader of Bexley) and Cllr Ruth Dombey (Vice Chair and Leader of Sutton). The Policy Chairman is also a member of the London Councils Leaders' Committee which sits monthly to discuss issues of relevance and importance.
3. The London Councils' London Summit is an annual free conference formerly held at the QEII Conference Centre, Westminster and open to all London councillors, including Borough leaders, and Members of the City Corporation's Court of Common Council, as well as Borough Chief Executives. Over 300 guests attended the conference in 2012. The conference is a well-established fixture of London's local government calendar. It offers a platform for policy discussion, to hear keynote speeches and a unique opportunity to network with councillors from across London and key individuals in the public sector. For newer members it provides an opportunity further to develop their knowledge of local government, ensuring they have increased confidence to be effective in their role.
4. London Councils has been able to make this conference a free event for delegates in the past thanks to the support of the Leadership Centre for Local Government and the City of London Corporation; the City Corporation has supported the conference at a cost of £25,000 per annum since 2002. In return for this level of support, the City of London Corporation has benefitted from the opportunity for the Policy Chairman to speak at the conference or chair one of its breakout sessions; branding on all *London Summit* literature; a free exhibition stand; complimentary delegate places; and, an opportunity to include literature in the delegate packs.
5. Previous speakers at the conference have included Rt Hon Eric Pickles MP, Secretary of State for Communities and Local Government; the Mayor of London, Boris Johnson; Lord Deighton, the then Chief Executive of London 2012 and now Commercial Secretary to the Treasury; Sir Peter Hendy, Transport for London Commissioner; and Ian McPherson, Assistant Commissioner of the Metropolitan Police. The conference held in 2012 saw a panel of experts from across the public service spectrum discuss pan-London issues including

housing, adult social care, town centre planning, and local authorities' role in education.

Proposal

6. It is proposed that the City of London Corporation continues to support the London Councils' London Summit for the next three years (2014-2017). However, mindful of the continuing economic situation, it is proposed that the City Corporation provides the Guildhall as the conference venue in lieu of a financial contribution to the event. This will reduce the cost of our sponsorship and deliver a number of benefits to both the City Corporation and London Councils.
7. The Guildhall will provide the venue for the conference using the following spaces: Great Hall for the main conference; the Old Library and Print Room for refreshments, networking, and exhibition space; the Chief Commoner's Parlour as a green room for speakers; the Livery Hall for potential breakout sessions; and, the Basinghall Suite as a prayer room. In addition, it will be necessary to hire the spaces on the Friday before each conference in order to allow corporate exhibitors and supporters to set up exhibition materials and the stage production.
8. Subject to the approval of the Chief Commoner, the Guildhall would be provided to London Councils on a 'City rate' basis. The 'cost' to the City of London Corporation would be in hire charges at a cost not exceeding £16,000 per annum (thereby allowing for the potential of a maximum 5% inflationary increase per annum in hire charges). These sums will be paid to the Remembrancer's Department for hire of the Guildhall Complex.

As a consequence, London Councils would finance all hospitality including catering, branding, set design and any audio visual equipment above and beyond the basic on-site provision. In order to cover these additional costs, it will be necessary for London Councils to charge exhibitors at the conference. London Councils would, therefore, be encouraged by the guaranteed support of the City Corporation to facilitate approaching other organisations for further financial support.

9. Providing the Guildhall as a venue for the conference would, in comparison to the sponsorship of the event in previous years, result in a saving to the Policy Initiatives' Fund of £28,000 over the three year period. Moreover, by providing Guildhall as a venue for the event, the City Corporation would still be the primary supporter of the London Summit and also, exclusively, its host. This will provide an opportunity

to bring senior politicians, council officers and policymakers into the City.

In return for the City Corporation's sponsorship, it would receive acknowledgement before and during the event as a sponsor; branding opportunities online, on publications and at the venue during the conference; the Chairman of the Policy & Resources Committee will give a speech to the conference; and, all Members of the Court of Common Council will be invited to attend the conference.

10. The London Councils' Summit accords well with the role of the City Corporation in promoting debate on key policy issues that affect the City and London. The Summit will facilitate 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 Summit aligns well 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*.

Financial and Risk Implications

11. Although sponsorship is likely to be acquired from other sources for this event, the contribution of the Guildhall from the City Corporation will be intrinsic to the overall funding package and the success of the event. It is proposed that the cost of hiring the Guildhall complex, to be paid to the Remembrancer's Department, at a sum not exceeding £14,622 in 2014, £15,353 in 2015m £16,120 in 2016 (that is, not exceeding £46,095 in total) be met from the Committee's *Policy Initiatives Fund* for 2014/15, 2015/16 and 2016/17, categorised under the *Events* section of the *Fund* and charged to City's Cash.
12. The current uncommitted balance available within your Committee's Policy Initiatives Fund for 2014/15 amounts to some £432,000, while substantial funds currently remain in the Fund in 2015/16 and 2016/17, prior to any allowance being made for any other proposals on today's agenda.

Conclusion

13. The London Councils' Summit offers the City Corporation a prime opportunity to be seen as a strong supporter of London-wide government, to be prominently involved – through branding opportunities, speaking slots and the attendance of Members – in key discussions pertaining to the challenges facing, and future of local government in London, whilst

concomitantly showcasing the Guildhall and the Square Mile to key audiences.

The London Councils' Summit accords well with the role of the City Corporation in promoting debate on key policy issues that affect the City and London. The Summit will facilitate 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 Summit aligns well 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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Committee: Policy and Resources	Date: 21 November
Subject: Chairman's visit to Singapore	Public
Report of: Director of Economic Development	For Information
Summary	
<p>This report informs Members of the Committee on the outcomes of the recent visit by your Chairman to Singapore from 27 to 29 October 2013. The visit followed approval by the Committee on 25 July 2013 to develop a strategy for engagement with Singapore, the world's 4th most important international financial centre.</p> <p>The visit provided an opportunity to meet with financial institutions, professional services firms, the Singaporean regulatory authorities and government departments to determine areas for potential collaboration and to learn more about current policy priorities in Singapore.</p> <p>The visit also saw the launch of a discussion paper on the potential for a more structured regulatory dialogue to be facilitated by your Chairman, in support of the work of the International Regulatory Strategy Group (IRSG). This work also builds on the engagement developed by visits of successive Lord Mayors to Singapore.</p> <p>Members are requested to note that a more detailed engagement strategy with Singapore will be sent to your Committee for approval in March 2014.</p>	
Recommendation	
Members are asked to note this report.	

Background

1. On the 25 July 2013, your Committee approved funding for the initial development of a strategy of engagement with Singapore. This was to include a visit by your Chairman to meet financial and professional services businesses and the regulatory authorities and government departments in Singapore.

2. Singapore has become a truly global financial centre and is now ranked 4th in the Global Financial Centres Index, behind only London, New York and Hong Kong. The City of London Corporation has strong links with other financial centres in the USA, Europe, India and China, but less so with Singapore.
3. By developing a more structured regulatory dialogue with the Singaporean authorities, we will be able to build on the relations established by Lord Mayoral visits in recent years, and respond to the request by businesses on the International Regulatory Strategy Group's Council and Executive to examine areas for collaboration with Singapore, particularly in the development of the offshore Renminbi market, global regulatory developments, arbitration and asset management.

Visit Programme

4. The Policy Chairman visited Singapore from 27 to 29 October, and his schedule included meetings and events with representatives from both the public and private sector. The Chairman was accompanied by the Assistant Director of Economic Development and the chief representative from the City Office in Mumbai. The programme was organised by the International Affairs team in the Economic Development Office and Cicero Consulting.
5. The programme began with a meeting with the Singapore Tourist Board (STB), to support discussions taking place between the Museum of London to and galleries and museums in Singapore to work together in partnership. The STB is focussing on attracting 'high spend' tourists and see world class exhibitions as a way to support this objective. The meeting was followed by a tour of the Marina Bay Sands development.
6. The first full day of the visit began with a roundtable discussion with representatives of financial institutions in Singapore and UK Trade & Investment (UKTI). The firms confirmed that having significant representation in Singapore was a key part of their global strategy, with Singapore the financial hub for the fast growing ASEAN (Association of South East Asian Nations) region. The firms were very supportive of the business and regulatory environment in Singapore and felt the Monetary Authority of Singapore (MAS), the key government financial services regulator (and central bank), worked in partnership with the industry to find solutions to problems. The only area of concern raised about policy was the increasing difficulty in obtaining visas for international staff. This was a response to a 'voter backlash' in the 2011 general election, where Singaporeans expressed concern at the number of foreigners

working in Singapore, particularly in high paid jobs. These were messages that were to be heard consistently throughout the visit.

7. The discussion paper produced for the visit on the global regulatory agenda was launched at an event organised in partnership with the European Chamber of Commerce in Singapore. The event was attended by a wide range of businesses operating in Singapore and the discussion highlighted the areas for growth for financial services in the region, such as infrastructure development and the internationalisation of the Renminbi (RMB). Whilst there is some uncertainty as to what the newly established Free Trade Zone (FTZ) in Shanghai will actually mean for financial services firms, there was optimism that it could be a way for the Chinese authorities to develop a more liberalised approach in the medium term.
8. The Chairman had a meeting with Government of Singapore Investment Corporation (GIC), one of the two Sovereign Wealth Funds in Singapore, who have an office (130 staff) in London and a long record of investment in the UK. Recent newspaper reports suggest GIC is buying a major stake in the Broadgate development. GIC said it continues to regard London as the pre-eminent international financial centre; that the UK benefits from its membership of the European Union, but also from being outside the Eurozone; UKTI is regarded as the most business-friendly government agency in Europe; that there is an opportunity for the UK and Singapore to collaborate on the development of buy-side asset management.
9. The Chairman met Mr Peter Ong, Head of the Singaporean Civil Service and Permanent Secretary at the Ministry of Finance. This was a very productive meeting, where Mr Ong said the Singaporean regulatory authorities work closely with the UK in the Financial Stability Board (FSB) and at G20, although they could do more together. Mr Ong thought the appointment of Mark Carney as Governor of the Bank of England was a very good one and would help with international coordination of regulatory dialogue. He was similarly complimentary of senior HM Treasury officials who he knows well. The Chairman and the Minister discussed issues relating to extra-territoriality, the performance of the UK economy, the Financial Transaction Tax, the Eurozone, the internationalisation of the RMB and the newly created Shanghai free Trade Zone. The Minister said he believes that London and Singapore could find more areas for collaboration and this could be discussed with the MAS.
10. The afternoon of the first full day of engagement saw the Chairman host a roundtable discussion on the internationalisation of the RMB. The event

was well attended by Western and Asian banks involved in the Singaporean and London offshore RMB business. It was agreed that London and Singapore were not in direct competition for RMB business, serving the European and South-Asian markets respectively. The businesses felt the MAS was better at publicly promoting the internationalisation of the RMB, and that perhaps the UK could do more, such as establishing a clearing bank. International coordination of the development of the market was seen as essential. Some concern was raised over the transparency of new RMB products and the development of the Shanghai FTZ, but businesses hoped for greater clarity after the November meeting of the Chinese Communist Party Congress.

11. The first day of the visit concluded with a roundtable discussion with legal firms operating in Singapore. The discussion focused on the development of Singapore as a centre for arbitration and the new international commercial court.
12. The second day began with meetings with Credit Suisse and Standard Life. The Credit Suisse office in Singapore is the company's fourth largest in the world with 4,000 employees, whereas the Standard Life office opened last year. For Credit Suisse, Singapore is a 'pan-Asian centre' with some of the best infrastructure in the world, whereas Hong Kong serves the 'greater China' market. On policy issues, Credit Suisse felt recent changes on visas hadn't affected the ability to hire international talent, but is keen to develop local employees; the MAS' approach was one of 'no surprises' and was focused on global regulatory developments; and that the markets growing in Singapore were asset management, Foreign Exchange, commodities and hedge funds. Standard Life focuses on the expatriate community and chose to establish in Singapore because of the excellent regulatory regime.
13. UKTI organised a lunch with representatives from Singaporean asset management and alternative investment funds. The discussion highlighted the advantages and challenges of investing in the UK.
14. The final two meetings with Government departments saw the Chairman meet with the Accounting Corporate Regulatory Authority and the Ministry of Law. The meetings provided an opportunity to discuss issues around ease of doing business in Singapore, and the growth of the legal services industry, including Singapore's ambitions to develop as a centre for international arbitration, as an IP hub and the opening of the international commercial court. Singapore is increasingly the centre for India-related legal work, especially arbitration. This was a point highlighted both by commercial firms, many of whom have dedicated

‘India desks’ in Singapore, and the Ministry of Law. One challenge for international law firms in Singapore is compliance with the stringent data security regulations.

15. The Chairman was interviewed by Channel News Asia on the development of the offshore RMB market in both London and Singapore.
16. The visit concluded with a roundtable dinner organised in partnership with the British and European Chambers of Commerce in Singapore with representatives from financial and professional services firms. The discussion focussed on the opportunities for collaboration between London and Singapore as international financial centres, and the shared challenges and opportunities they face. The discussion endorsed the conclusions drawn from the rest of the visit.
17. Finally, on Wednesday 30 October, the Chairman met with Leong Sing Chiong, Assistant Managing Director of the Monetary Authority of Singapore who was visiting London. The meeting gave the Chairman an opportunity to share his experiences from the visit to Singapore and discuss areas for potential collaboration. Mr Chiong, agreed that London and Singapore should work in partnership, particularly on the global regulatory agenda. He added that collaboration between London, Singapore and New York would be valuable.

Conclusion

18. The visit highlighted the importance of Singapore as an international financial centre and the extent of the ambition for its development, both within the business community and in government. The regulatory authorities have clear, well researched, long-term plans and work with the industry to achieve them, e.g. RMB internationalisation, international commercial court and asset management. Singapore has an ASEAN focus, but Singapore is seen as an international hub along with London and New York. The regulatory authorities have some concerns with issues of extra-territoriality, but see London and the UK as natural partners to respond to these issues. The government in Singapore is facing similar challenges on issues of migration and visas as the government in the UK. ASEAN continues to be a region of potential high growth, but little sign of a coordinated ‘single market’ developing.
19. On the basis of these conclusions the City Corporation will produce a strategy for sustained engagement with Singapore, for both the Policy Chairman and the Lord Mayor, to be considered by your Committee in March 2014.

Contacts:

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Annex 1

Full list of meetings

Sunday 27 October		
15.05	Arrive Singapore	
17.30 - 19.15	Meeting with Yap Chin Siang , Assistant Chief Executive, Policy & Planning and Edward Koh , Executive Director for the Strategy and Planning Division, Singapore Tourist Board. Meeting focused on the relationship between the Museum of London and Singapore	High Society Marina Bay Sands The Shoppes @ MBS #B2-47/48
20.00	Briefing dinner meeting with Andrew Naylor, Cicero	Asian Market Café Swissotel The Stamford
Monday 28 October		
08.30 – 10.00	Breakfast meeting - UKTI, international banks and financial institutions.	Venue: Ord Raffles City Convention Centre, Swissotel (hotel)
10.00-11.00	Meeting with Rachel Armstrong - Thomson Reuters Singapore Bureau Chief	Venue: meet at the Swissotel (lobby)
11.30 - 11.55	Lunch preceding the Panel discussion.	Venue: European Chamber Singapore Raffles City Tower
12.00 – 13.30	Panel discussion and release of City of London special interest paper. Eduardo Pedrossa , Secretary-General of the Pacific Economic Cooperation Council (speaker)	Venue: European Chamber Singapore Raffles City Tower

14.00 – 14.45	Meeting with Dr Jeffrey Jaensubhakij, President, GIC (Government of Singapore Investment Corporation) Asset Management	Address: 168 Robinson Road #37-01 Capital Tower, 068912 CTC: feliciatang@gic.com.sg +65 6889 8332
15.15 – 16.00	Meeting with Peter Ong, Ministry of Finance , Permanent Secretary (and Head of the Civil Service)	Address: 100 High Street, #10-00, The Treasury, 179434 CTC: lim_suat_kim@mof.gov.sg +65 6332 7207
16.30 – 18.00	RMB offshore centres roundtable discussion	Venue: Ord Raffles City Convention Centre, Swissotel The Stamford
19.30 – 21.30	Legal & professional services dinner	Venue: Ord Raffles City Convention Centre, Swissotel The Stamford
Tuesday 29 October		
8.00- 9.00	Meeting with Parag Khanna	Venue: Café Swiss Swissotel The Stamford
09.30 – 10.30	Credit Suisse, Jose (Lito) Camacho – Vice Chairman	Address: 3rd Floor South Lobby, One Raffles Link
11.00 – 12.00	Standard Life, Neal Armstrong, Chief Executive	Address: 30 Cecil Street #26-00 , The Prudential Tower, 049712 CTC: neal_armstrong@standardlife.sg +65 6631 3290
12.45 – 14.00	UKTI lunch Discussion with the Singapore based asset management community, following from the recent visit of Sajid Javid MP, Economic Secretary to the Treasury	Venue: OTTO Ristorante, 28 Maxwell Road,
14.30 – 15.00	Channel News Asia – TV interview	Address: Caldecott Broadcast Centre, Andrew Road, 299939 CTC: KristieNeo@mediacorp.com.sg
15.45 – 16.30	Meeting with ACRA – Toh Wee San, Deputy Chief Executive	Address: 10 Anson Road
17.00 – 18.00	Ministry of Law – Indranee Rajah MP, Senior Minister and Valerie Thean, Deputy Permanent Secretary	Address: Byrne Room, Treasury Building 100 High Street
19.00- 19.30	EU ASEAN Business Council Stefano Poli, President, EuroCham Singapore	Equinox Private Dining Rooms, Swissôtel The Stamford

19.30 – 21.30	Sit-down dinner with BritCham and EuroCham	Equinox Private Dining Rooms, Swissôtel The Stamford
21.30	Depart for Changi airport	

Committee:	Date:	Item no.
Policy and Resources	21 November 2013	
Subject: Policy Initiatives Fund / Committee Contingency		
Report of: Chamberlain	Public	
	For Information	
<u>Summary</u>		
<ol style="list-style-type: none"> 1. The purpose of the Policy Initiatives Fund is to allow the Committee to respond swiftly and effectively with funding for projects and initiatives identified during the year which support the City Corporation’s overall aims and objectives. 2. The Committee contingency is used to fund unforeseen items of expenditure when no specific provision exists within Committee budgets such as hosting one-off events. 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). 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 £236,600 and £391,200 are currently available in the Policy Initiatives Fund and the Committee contingency respectively for 2013/14. 5. In identifying which items would sit within the Policy Initiatives Fund the following principles were applied: <ul style="list-style-type: none"> • Items that relate to a specific initiative ie research; • Sponsorship/funding for bodies which have initiatives that support the City’s overall objectives; and • Membership of high profile national think tanks 		

Recommendation

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

Contact:

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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 06/11/13 £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
	Events					
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	
	Promoting the City					
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
14/02/13	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	15,000	15,000	
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 scoping paper to investigate the opportunities for developing a substantial regulatory dialogue with Singapore	DED	40,000	0	40,000	
	Communities					
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	43,803	6,197	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</u> TO 06/11/13 £	<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	5,680	6,320	
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	
10/10/13	Sponsorship of London Works - a social enterprise temporary recruitment agency: CoL's contribution to London Works, an agency set up by the East London Business Alliance, with the aim to place over 3,000 young people into temporary/contract roles with the City and Canary Wharf in its first 5 years	DED	50,000	0	50,000	2 year funding: £50,000 in 2014/15
	Research					
10/11/11	Proposed Polling of City Stakeholders - to carry out surveys of the City of London Corporation's key audiences, namely City workers, City residents, City businesses and senior City executives	DPR	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	

<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 06/11/13 £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
10/10/13	Local Government Information Unit (LGiU): Corporate Subscription for Members and Officers: CoL's subscription to this 'local democracy think tank', allowing Members to receive high-quality information and research from experts about issues affecting local government in London boroughs and across the UK. This will also allow for high-level interaction with a number of the City of London Corporation's key audiences	DPR	10,000	0	10,000	2 year funding - £10,000 in 2014/15
10/10/13	Centre for London: Core Funding: continued support to enable this 'politically independent not-for-profit think tank' to further establish itself as a pillar of London policymaking through expansion of its research and activities.	DPR	20,000	0	20,000	2 year funding - £20,000 in 2014/15
10/10/13	London First Aviation Campaign, <i>Let Britain Fly</i> : CoL's support to London First's campaign which aims to increase air capacity in London and the South East by creating a commitment across the manifestos of all the main political parties	DPR	25,000	0	25,000	
Attracting and Retaining International Organisations						
7/04/08	International Valuation Standards Council - assistance with accommodation	CS	37,700	0	37,700	Originally allocated from 2012/13, deferred to 2013/14
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
			769,400	194,483	574,917	
	BALANCE REMAINING		236,600			
	TOTAL APPROVED BUDGET		1,006,000			
	ANALYSIS OF TOTAL APPROVED BUDGET					
	ORIGINAL PROVISION		750,000			
	APPROVED BROUGHT FORWARD FROM 2012/13		256,000			
	TOTAL APPROVED BUDGET		1,006,000			

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NOTES:

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

KEY TO RESPONSIBLE OFFICER:-

MBC	Managing Director Barbican Centre	DPR	Director of Public Relations	CGO	Chief Grants Officer
DED	Director of Economic Development	CPO	City Planning Officer	DBE	Director of the Built Environment
TC	Town Clerk	CS	City Surveyor	DCCS	Director of Community & Childrens Services
DCHL	Director of Culture, Heritage and Libraries				

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POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND

	2013/2014
	£
POLICY INITIATIVES FUND	
- Balance remaining prior to this meeting	236,600
<u>Less possible maximum allocations from this meeting</u>	
	0
	<hr/>
	0
	<hr/>
	<u>236,600</u>

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>RESP</u>		<u>ACTUAL</u>	<u>BALANCE</u>	
<u>DATE</u>	<u>DESCRIPTION</u>	<u>OFFICER</u>	<u>ALLOCATION</u>	<u>PAID</u>	<u>TO BE SPENT</u>	<u>NOTES</u>
			£	TO 06/11/13	£	
				£	£	
13/01/11	The Honourable The Irish Society - COL's contribution towards the Society's legal cost in obtaining the Supplemental Charter plus providing specialist advice and support where appropriate	TC	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 DATE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL PAID</u> TO 06/11/13 £	<u>BALANCE TO BE SPENT</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	23,100	26,900	2 year funding: £50,000 in 2014/15
22/03/13	Additional Events and Topical Issues Papers: continuation of the extended contact programmes 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	16,822	33,178	
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 DATE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL PAID</u> TO 06/11/13 £	<u>BALANCE TO BE SPENT</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	155,000	135,725	19,275	Additional funding not exceeding £62k for 2013/14 was agreed by P&R Cttee on 10/10/13. '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	21,975	25,025	
10/10/13	Planning Commitments for City of London Open Spaces: to cover the cost of planning consultancy work to aid the protection of the Open Spaces from development pressures to working with Planning Authorities to shape Local Plans	DOS	25,000	0	25,000	A similar amount may be sought for completing work in financial year 2014/15
10/10/13	Sponsorship of Digital Shoreditch 2014: further funding to cover additional in-kind support in the form of three 'meet-up' events (ie events/hospitality at Guildhall)	DED	13,200	0	13,200	2 year funding - £6,800 in 2014/15
			728,800	455,073	273,727	
	BALANCE REMAINING		441,200			
	TOTAL APPROVED BUDGET		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			

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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:-

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

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POLICY AND RESOURCES COMMITTEE - CONTINGENCY

		2013/2014
		£
CONTINGENCY		
- Balance remaining prior to this meeting		441,200
<u>Less possible maximum allocations from this meeting</u>		
Supporting the City of London Corporation's Programme of European engagement	50,000	
	<hr/>	50,000
Balance		<hr/> <hr/> 391,200

Chris Bilsland
Chamberlain

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Agenda Item 13

Committee(s): Policy and Resources	Date(s): 21 November 2013	Item no.
Subject: Review of Business Plan 2013/16		
Report of: City Remembrancer	Public For Information	
<u>Summary</u>		
<p>This report provides Members with an overview of the activities of the Remembrancer's Office for the period 1 April to 30 September 2013.</p> <p>The overall aim of the Remembrancer's Office is to support the City's interests in Parliament and to promote the City as the world leader in international finance and business services.</p> <p>Underpinning this is the Office's strategic aims and key objectives which have four key themes. These are:</p> <ul style="list-style-type: none">i. promoting the City;ii. influencing policy;iii. enhancing the City's international relationships through events and diplomatic channels;iv. securing value for money and efficiency. <p>The report also provides an update on progress made against the specific improvement plans included in the latest business plan.</p>		
<u>Recommendation</u>		
Members are invited to receive this report.		

Background

1. The Remembrancer's Office Business Plan for 2013/16 was approved by this Committee on 2nd May 2013. The plan sets out the strategic direction of the Office and demonstrates how the work of the Office supports the policy priorities set out in the corporate plan. This report

provides an update on progress made to achieve the Office's objectives identified in the Business Plan.

Parliamentary

2. The Parliamentary Commission on Banking Standards published its final report in June. Publication of the Report ("Changing Banking for Good") was a key stage in a period of intense Parliamentary scrutiny of the banking industry. The City Corporation made three submissions to the Commission contributing to the debate as to how best to raise professional standards and restore trust in the industry. Many of the Commission's recommendations are now being implemented by means of Government amendments to the Financial Services (Banking Reform) Bill. The Bill has now reached Committee stage in the House of Lords.
3. Under the Coalition Government, the Queen's Speech has moved from November to May. The legislative programme unveiled this year contained a number of measures impacting on the City Corporation. The main Bills of interest are:
 - a. the Local Audit and Accountability Bill, which abolishes the Audit Commission and requires local authorities to appoint their own auditors. Local authorities, including the City Corporation, are required to establish audit panels, with a majority of independent members, to advise on the appointment. The Government has recently announced that amendments will be made to give the press and public new rights to film and report council meetings, and we will consider how this might affect the City Corporation;
 - b. the Anti-Social Behaviour, Crime and Policing Bill, which reforms the powers available to public authorities to tackle anti-social behaviour. We are discussing with the Home Office how we can best preserve the Corporation's current powers to control dogs on the open spaces administered by the City;
 - c. the Intellectual Property Bill, which makes legislative provision for the location of the London operation of the European Patent Court. It is clearly in London's interest that the new arrangements enable the City's patent expertise to be fully exploited, and we are discussing with BIS/MoJ officials how this can be achieved;
 - d. the Energy Bill, which includes provisions dealing with nuclear regulation, consumer redress, electricity generation and, of interest to the City, electricity capacity. Amendments have been tabled to ensure

that consideration is given to the growing electricity supply which will be needed by expanding City businesses;

- e. the Transparency of Lobbying, Non-party Campaigning and Trade Union Administration Bill which introduces a statutory register of lobbyists and imposes restrictions on non-party campaigning during elections. In its current form, the Bill covers only commercial third-party lobbyists. However, the Bill attracted considerable criticism in the Commons for its narrow scope and potential impact on charities and campaigning groups. The City has not so far been mentioned in debates as a specific concern. We will be following the debates in the House of Lords.
4. The Office is continuing to progress the City of London (Various Powers) Bill, which amends the street trading regime in the City. Under the Bill's provisions, the City Corporation will be able to grant temporary street trading licences. The Bill completed Commons Committee stage before the summer recess and is now awaiting Consideration stage.
 5. A number of new Select Committee inquiries have been announced in recent months. Those to which the City will be submitting evidence include the Communities and Local Government Committee's consideration of Local Government Procurement, the Lords EU Committee's inquiry into the role of national parliaments in the EU and the Transport Committee's scrutiny of the maritime sector. A new Lords Committee has been established to review soft power and the UK's influence overseas. The City Corporation has already submitted written evidence to this inquiry and the Lord Mayor will be giving oral evidence to the Committee in November. In June, the Commons Environment Food and Rural Affairs Committee launched its inquiry into green finance at a seminar at the Guildhall and the Office will be submitting formal evidence to that inquiry in due course.
 6. The parliamentary team continues to maintain and expand relationships with MPs and peers on matters of interest to the City. Subjects of briefings have included relations with UKTI, the arts, proposals for a Financial Transactions Tax, social investment and social enterprise, global migration, drugs and tree diseases.
 7. The Office continues to have a close dialogue with officers at City Hall. Meetings have been held with key members of the Deputy Mayor for Business and Enterprise's team and with the new Deputy Mayor for Policing and Crime.

Protocol and City Events

8. In April, a reception was held at Guildhall immediately following the Funeral Service for Baroness Thatcher of Kesteven at St Paul's Cathedral. Members of the Royal Family and numerous Heads of State attended. The Office worked closely with the Cabinet Office, the Royal Household, the Armed Forces and Police.
9. As part of the Office's objective of promoting the City, the Office has been actively involved in welcoming and engaging with visiting foreign government representatives. Events have included a speech on economic policy by the Prime Minister of Japan after the G8 meeting in Northern Ireland, a dinner for the Prime Minister of New Zealand, a lunch for the Prime Minister of Belize, and business lunches with the Lord Mayor of Perth (Australia) and the Turkish Minister for Science, Industry and Technology.
10. Events that support the cultural strategy have included the City of London Festival Concert "At Sixes & Sevens" highlighting the City's links with Derry/Londonderry; a concert and reception marking the opening of the Guildhall School of Music and Drama's new premises at Milton Court; and a reception recognising the contribution of Uniformed Adult Volunteers.
11. The Office has organised 10 Committee events during the six months ending 30 September including dinners for the Licensing, Markets, and Gresham Committees, the City Bridge Trust and the Epping Forest Ladies Day. The team liaise with the Chairman and Chief Officer responsible for each event and the Office's parliamentary team to review guest lists, identify guest speakers and provide briefing notes for Members. For example, the Minister of State for Universities and Science, David Willets MP, was the speaker at the Gresham Committee dinner.
12. Other notable events have included a lunch marking the award of the first Queen Elizabeth Prize for Engineering; a dinner marking the 400th Anniversary of Anglo-Japanese relations; and the Financial Markets Law Committee Quadrilateral Dinner. A flag raising ceremony in Guildhall Yard and a reception marking the 70th Anniversary of the Battle of the Atlantic have further demonstrated the City's support for the Armed Forces.
13. In support of the Olympic Legacy, the Office has worked in conjunction with the Mayor of London's Office and London and Partners to promote London as a world-class host venue for sport. Events have included receptions to mark the start of the London Anniversary Games and on the occasion of the World Triathlon Grand Final in London. Plans to welcome

the Rugby League World Cup semi-finals to London later in the year are also in the planning stages.

14. Preparations are in hand for the Autumn schedule of events which include a State Banquet and a reception to mark the start of the World Islamic Economic Forum in London, as well as the Lord Mayor's Banquet and other events relating to the change of Mayoralty.

Private events

15. Attracting new business to help maximise income is a continuing priority. Recent clients new to Guildhall in the six months ending 30 September have included the Kuwait Investment Office, the European Society of Bone Marrow Transplantation, the Pharmaceutical Society of Australia and Arbuthnot Private Bank. The Guildhall also continues to accommodate many returning clients. These include the Booker Prize, the San Pellegrino World's 50 best restaurants, Grocer Gold Awards, Euroweek awards and Extel Survey awards, sponsored by Thomson Reuters.
16. The number of private events for the six month period ending 30 September 2013 (approximately 214) is at a similar level to last year.

Other activities

17. The Corporate Events Management Group presented a report to the Hospitality Working Party in July. The report provided information on steps that have been taken to strengthen co-ordination of event planning and delivery between this Office, Mansion House and the Public Relations and Economic Development Offices, including the provision of a centrally managed contacts database, more consistent seating arrangements at events in Guildhall and Mansion House, and joint planning for forthcoming anniversaries.
18. The Remembrancer's Office and the Public Relations Office continue to collaborate on monitoring Government policy announcements and consultations and the logging of high level political contacts relevant to the City Corporation. The Office also works closely with the Economic Development Office in the submission of evidence to parliamentary select committees on financial services topics.

Resources

19. Income for this year, based on current bookings, is likely to exceed last year's total despite the absence of the additional income generated from Olympic-related events in 2012.

20. A summary of the Office's local risk budget position for the six month period ending 30 September 2013 is provided below. It is expected that the Office will remain within its local risk resources for this financial year.

Committee	Original Estimate 2013/14	Budget to period ending 30 September 2013	Actual to period ending 30 September 2013	Variance (year to date) (under)/over
	£000	£000	£000	£000
Policy & Resources	1,023	502	499	(3)
Guildhall Administration*	(308)	(263)	(270)	(7)

* The gross income from Guildhall lettings in the six month period ending 30 September 2013 was £596k. The figure of £270k quoted above takes account of the internal charging mechanisms to cover elements for which other departments are responsible (eg security) and a contribution to the general running costs of the venue.

21. As part of the drive to achieve financial savings, the Office works closely with PRO and EDO when compiling guest lists for City events and identifying organisations or 'partners' to co-host events. Recent examples of co-hosted events are the Commonwealth Lecture, the City of London Festival and reception, and the Fair Pensions reception.

22. The required financial savings for the current year are in the process of being achieved and the Office is participating in the Service Based Reviews that are currently taking place. Detailed management of the Guildhall diary ensures that use of the venue for private lettings is maximised.

23. The Office has installed 'perfect table-planning' software which has been developed to create table plans electronically for smaller events including Committee dinners. Other initiatives being developed include a bespoke e-invitations package which can be used for certain events.

Learning and development activity

24. E-learning is the City's preferred way of providing learning and development with staff being able to access a number of learning and development opportunities via their own desk tops at times convenient to them. Recent on-line courses completed by staff have included Fraud Awareness (all staff are required to complete this as a corporate priority).

Some staff have also attended personal development training such as time management and persuading and influencing skills training.

25. The Office continues to support the City Business Traineeship Scheme and recruited a student from a local neighbouring borough for a period of six months. The Office also continues to provide opportunities for work experience for students from neighbouring schools and internships.

Action Plans

Objective:1	Analyse draft legislation and where necessary seek amendments, promote the City's own legislation, and provide briefings on City issues to Parliament (including to Parliamentary Committees) and other policy makers, including the GLA.				
Supporting TCT Strategy themes:	All	Priority and rationale (statutory etc):	The Office is responsible for looking after the City's interests in Parliament, in respect of its local authority functions, the promotion of financial and business services in the City, and its provision of services to London and the nation.		
Aligns to Corporate Plan:	All				
Departmental Strategic Aims:	1				
Actions/Milestones		Target Date	Progress as at 30 September 2013	Responsibility	Resources
Briefing of MPs, peers and Departmental officials on Bills likely to impact on the City which are brought forward in the next session, including the Financial Services (Banking Reform) Bill, Local Audit Bill and Anti-Social Behaviour Bill, and any legislation affecting local government, transport, planning and environmental and other relevant matters, with amendments tabled where required. The City is promoting the City of London (Various Powers) Bill.		Before the end of the Parliamentary session (May 2014)	The Office has promoted an amendment to the Energy Bill in support of the better provision of electricity capacity in the City and has circulated specific briefings for five debates. The Office has increased the exposure of the City's research programme among MPs and peers by circulating general briefings on a range of matters including tree diseases, social investment, the value of green spaces, SMEs, the impact of an FTT, the Swiss approach to EU engagements and outturn reports from the Lord Mayor's overseas visits.	City Remembrancer	Within existing resources
To assist in the provision of oral and written evidence to Select Committees (including the Parliamentary Commission on Banking Standards) and to act as a point of reference for Parliamentary Committee officials and policy makers.		May 2014	We have submitted evidence to eight select committees in this period.	Parliamentary Team	Within existing resources
To ensure the effective communication of City concerns to Parliament, the GLA and EU institutions at official level.		May 2014	There is a continuing dialogue with members and officials of each of these institutions. The Remembrancer travels frequently to Brussels in liaison with EDO to engage with individuals in the European Parliament and Commission.	Parliamentary Team	Within existing resources
To maximise the opportunities for engaging with British and EU parliamentary opinion-formers including by holding seminars and other events.		October 2013	The Parliamentary Team has worked closely with the events teams in the office to ensure appropriate politicians are invited to the City's programme of events. This has included securing the Home Secretary to speak at the Police Committee Dinner and David Willetts MP to speak at the Gresham Committee Dinner.	Parliamentary Team	Within existing resources
To ensure that all relevant groups and individuals receive useful and timely briefings, research notes and other information on national and EU issues considered by Parliament.		May 2014	The Office has ensured timely briefings have been circulated following key parliamentary events such as the Budget and the Queen's Speech, and when particularly important issues are being debated in Parliament. Where appropriate this has been done jointly with PRO and EDO.	Parliamentary Team	Within existing resources
CORPORATE CONSIDERATIONS					
Money	People	Environment	Managing Business		
Supporting legislation that, where relevant, safeguards the City's finances.	Through activity of Parliamentary team in briefings and other support to secure a suitable legislative outcome.	Supporting and promoting initiatives on environmental issues including City Open Spaces with suitable briefings.	Regular liaison with Parliament, the GLA, Central Government and London local authorities on matters affecting London. Supports corporate risk - SR 10.		

Objectives: 2 & 6	Provide strategic oversight of the City events programme and maximise the benefits to the City Corporation. Promote greater co-ordination with internal departments including through the Corporate Events Management Group.				
Supporting TCT Strategy themes:	All	Priority and rationale (statutory etc):	Sharing knowledge with EDO/PRO/Mansion House to help enhance the strategic effectiveness of events.		
Aligns to Corporate Plan:	All				
Departmental Strategic Aims:	2,4				
Actions/Milestones		Target Date	Progress as at 30 September 2013	Responsibility	Resources
To support and complement the work of the Corporate Events Management Group (Remembrancer's Office, EDO, PRO and Mansion House) to provide strategic oversight on a continuing basis regarding events and to provide assurance that all offices will co-ordinate events across the organisation.		March 2014	The Office continues to liaise with departments through the CEMG. As set out in a report to HWP in July, City hospitality events are regularly entered onto the CoL events diary; the corporate database is updated; and there is joint planning for forthcoming anniversaries.	City Remembrancer	Within existing resources
To work with the Chairman and Chief Officer for each Committee event to enhance guest lists, identify relevant guest speakers, ensure co-ordination of speech content and Member briefing to help maximise the benefit of each event for the City.		March 2014	Committee events during the last six months have included Licensing, Markets, Epping Forest visit, City Bridge Trust and Gresham Committee. The team continues to work with the Chairman and Chief Officer on each Committee event to maximise the benefits to the City that these events bring.	Assistant Remembrancer (Ceremonial) and Parliamentary team	Within existing resources
To provide briefings for events to key internal stakeholders.		March 2014	Up to date event briefings have been introduced. These are prepared by the Office for Members and key officers.	Director and Assistant Remembrancer (Ceremonial)	Within existing resources
CORPORATE CONSIDERATIONS					
Money	People	Environment	Managing Business		
Potential savings through a review of processes.	To enhance knowledge of event processes and objectives through an awareness programme for staff. Liaison with other City venues when events cannot be accommodated at Guildhall. Expanding network through joint events.		Review of current best practice to improve strategic effectiveness of events and utilise latest IT systems.		

Objectives: 3 & 4	<ul style="list-style-type: none"> - Deliver the City's programme of events for 2013 and develop a programme of events for 2014 including those reflecting significant anniversaries of relevance to the City and the nation. - Identify opportunities for events linked to City interests where working with external organisations can raise the City's profile in a cost effective way. 		
Supporting TCT Strategy themes:	All	Priority and rationale (statutory etc):	To continue to support the City's corporate plan and City Together Strategy through the organisation of appropriate and effective City events. Collaborative working with key partners, including bodies such as High Commissions and Embassies, the Foreign and Commonwealth Office and the Royal Households.
Aligns to Corporate Plan:	All		
Departmental Strategic Aims:	1, 2, 3		

Actions/Milestones	Target Date	Progress as at 30 September 2013	Responsibility	Resources
Identify relevant anniversaries occurring in 2014, and develop events to create synergies with City interests and to appeal to new audiences.	March 2014	The City has been liaising with the FCO and DCMS to develop proposals in relation to the centenary of the First World War and the 500 th Anniversary of Trinity House. Other ideas are being developed and will be reported to HWP.	Director and Assistant Remembrancer (Ceremonial)	Within existing resources
To help ensure that the Lord Mayor is known to Ambassadors/ High Commissioners of countries and to enable relationships to be fostered prior to incoming and overseas visits.	November 2013	Visits by PMs of Japan, New Zealand and Belize, the Lord Mayor of Perth (Aus) and a Turkish Govt Minister have been facilitated and the Office has worked closely with the relevant Embassy and High Commission. Freedom ceremonies for the High Commissioner of Singapore, the Mayor of Utrecht and the Papal Nuncio also took place.	City Remembrancer	Within existing resources
Identifying partners to co-host events and to identify elements of costings that could be funded more efficiently through other means.	March 2014	Olympic Legacy events have been developed with the GLA and new relationships forged with British Triathlon and the Rugby League World Cup organisations. Cost savings have been achieved through increased use of e-invitations and encouraging partners to provide event entertainments.	Assistant Remembrancer (Ceremonial)	Within existing resources
Working with the Corporate Event Management Group to identify key issues and relevant audiences.	March 2014	As reported to HWP, the CEMG meets to coordinate the holding of events at Guildhall and Mansion House. Use of the central contacts database and joint discussion of future commemorative events is part of the joining-up work programme.	Assistant Remembrancer (Ceremonial)	Within existing resources

CORPORATE CONSIDERATIONS

Money	People	Environment	Managing Business
Sharing resources and knowledge as part of 'joined-up' working. Part-funded events will reduce expenditure.	Collaborative working will improve knowledge and enhance job satisfaction.	Continue to work with caterers to ensure sustainable, fair trade or seasonal produce is used where appropriate at City events.	Developing closer links with key opinion formers to enhance the City's reputation nationally and internationally.

Objective: 5	Maintain usage of Guildhall for major events and continue to maximise income by retaining current contacts and building new relationships.				
Supporting TCT Strategy themes:	All	Priority and rationale (statutory etc):	To provide an excellent service that is value for money and maximises income for the City.		
Aligns to Corporate Plan:	All				
Departmental Strategic Aims:	2,3,4				
Actions/Milestones		Target Date	Progress as at 30 September 2013	Responsibility	Resources
Identify new and cost efficient opportunities for increasing the venue's external profile, including articles in trade publications, exhibitions and search engines or web-sites.		March 2014	The Guildhall is a member of Unique Venues of London (UVL). The Guildhall was represented at an event at Leadenhall Market to promote the City's venues. The Guildhall brochure is to be developed into PDF format and a historical leaflet is to be produced.	Assistant Remembrancer (Ceremonial)	Within existing resources
As recommended by the Corporate Event Management Group, to cross-refer potential bookings to other City of London venues when the Guildhall complex is booked and to encourage other CoL venues to do the same.		March 2014	A working group has been created with representatives from the Barbican, Museum of London, Tower Bridge and Guildhall to discuss ways of marketing the City brand and opportunities for cross-referral of bookings.	Assistant Remembrancer (Ceremonial)	Within existing resources
Review feedback mechanisms to help increase commercial client responses in relation to their event at Guildhall.		September 2013	Snap survey software is used but with fairly poor response rates. Other ways of capturing feedback are being developed.	Business Support Manager	Within existing resources
Consult with the Guildhall Area Strategy team to ensure the Yard is used in a way that does not impact adversely on Guildhall operations.		September 2013	The Office is engaged with the team working on the Guildhall Area Strategy. The Office has raised a number of issues regarding access to the yard which need to be addressed so that any proposals do not impact on income and the ability to deliver events.	Assistant Remembrancer (Ceremonial)	Within existing resources
CORPORATE CONSIDERATIONS					
Money	People	Environment		Managing Business	
Cross referral of clients for bookings with other CoL venues to help increase income for the organisation. Identifying new commercial clients will lead to new business.	New marketing skills.	Liaison with caterers on sustainability matters and use of local produce.		New approaches to identifying new business and use of the Yard are examples of business change. Use of social media. Increased consultation with clients. Better use of software to improve service delivery.	

Committee(s):	Date(s):
Planning & Transportation Policy & Resources Common Council	5 th November 2013 21 st November 2013 5 th December 2013
Subject: City of London Local Plan: publication and examination	Public
Report of: City Planning Officer	For Decision
Summary	
<p>A Local Plan for the City is currently in preparation. The Local Plan incorporates the Core Strategy (which was adopted in 2011) and will replace remaining parts of the Unitary Development Plan (2002).</p> <p>The Local Plan was issued in draft for public consultation during January-March 2013. The next step is to agree revisions to the Local Plan in the light of the public's comments. A summary of the main revisions is appended to this report. The complete Local Plan is available in the Members' Reading Room.</p> <p>The Plan must then be published for a final period of public consultation, after which it be submitted to the Secretary of State, who will appoint a planning inspector to examine the Plan and the public's responses to it. Following consideration of the inspector's report on the examination, it is expected that the Plan will be adopted late in 2014.</p>	
Recommendations	
<ul style="list-style-type: none"> • The Local Plan be agreed and published for public consultation. • Following consultation, the Local Plan, the public's responses and other supporting documents be submitted to the Secretary of State for examination by a planning inspector. • I be authorised, following the close of public consultation, in discussion with the Chairman or Deputy Chairman of the Planning & Transportation Committee, to compile a list of further changes to the Local Plan in response to the public's comments and to submit these to the Secretary of State. 	

Main Report

Background

1. Every local authority has a statutory duty to prepare and keep up to date a development plan for its area. In accord with this duty, a Local Plan is being prepared for the City.
2. When adopted the Local Plan will supersede the current plans for the City: the Core Strategy (2011) and the Unitary Development Plan (UDP) (2002)

Current Position

3. Preparation of the Local Plan involves several stages of public consultation. The most recent stage was when a draft of the Plan was made available for public comment between 14th January and 11th March 2013.
4. Comments on the Draft Local Plan were received from 80 individuals and organisations. Presentations and discussions on the Plan were also held at a number of public and other meetings. Copies of the public's comments and notes of the public meetings are available in the Members' Reading Room and on the City's website: www.cityoflondon.gov.uk/localplan
5. The results of the public consultation and the revision of the Local Plan were considered at meetings of the Local Development Framework (Planning & Transportation Committee) Sub-Committee on 15th July and 2nd October, and subsequently by the Grand Committee on 5th November 2013.

Content and Status

6. The City Corporation was previously preparing a Local Development Framework (LDF), as required by former legislation and government guidance. As part of the LDF, a Core Strategy was adopted in September 2011.
7. It was also intended to prepare a separate document containing development management policies. A first stage of public consultation on these policies was carried out in summer 2011.
8. In March/April 2012 the National Planning Policy Framework (NPPF) and revised legislation came into effect. These advocated the preparation of a single Local Plan instead of an LDF comprising a number of separate planning documents. It was therefore decided to merge the Core Strategy and the new development management policies into a single local plan.
9. As the Core Strategy was recently adopted it was incorporated into the Draft Local Plan with only limited changes considered necessary to update it. During the consultation earlier this year comments were not sought on the unchanged aspects of the Core Strategy, but were encouraged on all the new material in the Draft Local Plan.
10. The UDP was adopted in 2002. Fifty-five of its policies of remain in force and operate alongside the Core Strategy. Upon its adoption the Local Plan will supersede the UDP.

Proposals

11. The Local Plan has been revised in the light of the public's comments on the consultation draft. In recommending revisions to the Local Plan I have also had regard to other new considerations that have arisen since the Draft Plan was issued. These include new government planning guidance, new legislation and revised policies issued by the Mayor of London.
12. The Plan has been prepared with regard to an 'evidence base' of research and studies. In revising the Plan I have taken account of new evidence that

has been published this year. The evidence base includes a sustainability appraisal and an equalities impact assessment. These latter documents are available in the Members' Reading Room. The evidence base is also available on the City's web site.

13. The appendix to this report summarises the principal issues that arose through public consultation and other considerations, and outlines the revisions that have been made to the Plan in the light of these.
14. The full Local Plan, showing the revisions as tracked changes, is available in the Members' Reading Room. If any Member would like an electronic or paper copy of the Local Plan, please contact the officer below.

Next Steps

15. The revised Local Plan must be published for a minimum of six weeks, but because the consultation period includes Christmas I recommend that this should be extended to at least eight weeks. This consultation represents a formal stage in the Plan preparation process, which must be undertaken in accordance with government regulations, and is an opportunity for those with any outstanding concerns to register formal objections. The Plan must then be submitted to the Secretary of State (CLG) who will appoint a planning inspector to examine the Plan and any objections to it.
16. At this stage there is no formal opportunity for the City Corporation to make significant further changes to the Plan in response to the public's comments. However, experience has shown that many remaining objections can be resolved by relatively limited changes, which saves considerable time, discussion and expense at the examination. It is recommended that I be authorised to agree a list of such changes in consultation with the Chairman or Deputy Chairman of the Planning & Transportation Committee. This list would then be submitted to the Secretary of State alongside the Plan for the consideration of the inspector.
17. After the examination the inspector will issue a report containing recommendations for modifications to the Plan. Although the Inspector's recommendations are no longer binding (as they were with the Core Strategy), the Corporation must take them into account. Providing the inspector finds the Plan to be sound it can then be adopted, which is likely to be in late 2014/early 2015.

Corporate & Strategic Implications

18. There are no legal or financial implications arising out of this report. The approach to office accommodation in the City, set out in the Local Plan, will support the City Corporation's corporate and property objectives to protect the City's role as a strategically important office location.
19. Under the Planning & Transportation Committee's terms of reference, the publication of the Local Plan must be referred to the Common Council.

Appendix

Local Plan Key Issues

Background Papers:

Report to Planning & Transportation and Policy & Resources Committees 27th Nov and 13th December 2012 “City of London Draft Local Plan”.

Report to LDF sub (Planning & Transportation) Committee 15th July 2013 “City of London Local Plan: key issues from consultation”.

Report to LDF sub (Planning & Transportation) Committee 2nd October 2013 “City of London Local Plan: publication”.

Report to Planning & Transportation Committee 5th November 2013 “City of London Local Plan: publication and examination”.

Responses to public consultation on the Draft Local Plan and notes of public meetings. (Available at www.cityoflondon.gov.uk/localplan)

Minutes of CoL Access Group 30th Jan 2013

Notes of The City Together Transport & Sustainability Forum 22nd Feb 2013

Minutes of CoL Health & Wellbeing Board 23rd Jan & 4th March 2013

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Local Plan: key issues

1. The following are the key issues that arose out of consultation on the Draft Local Plan and updates to the evidence base, together with an outline of the revisions made to the Plan in response to them.
2. **Offices.** In March 2013 the Ramidas report “Taking Stock” was published, demonstrating the economic importance of the City’s office accommodation. In May 2013 the Secretary of State exempted the City from proposals to remove planning controls over change of use from offices to housing, in recognition of its position as a nationally significant area of economic activity. In view of this, the approach of Local Plan policy DM1.1 “office protection” has been maintained, resisting the loss of the City’s office stock to other uses. A reference has been added to the proposed publication of a supplementary planning document (SPD) which will set out in greater detail the criteria by which planning applications for change of office sites and buildings to other uses will be assessed. I will report the text of this SPD to Planning & Transportation Committee in November, recommending that it be published for public consultation at the same time as the Local Plan.
3. **Licensing and planning.** Several comments were received on the issue of disturbance from late-opening bars and clubs. In response, policy DM3.5 “night-time entertainment” has been revised to promote better co-ordination and minimise duplication between planning and licensing controls, concentrating on those aspects which the Local Plan can influence or control, while maintaining protection of amenity.
4. **Thames and the Riverside.** Policy CS9 has been amended to replace the reference to an “office gateway” with text promoting office-led commercial development.
5. **Visitors, Arts and Culture.** Policy DM11.3 “hotels” has been amended to complement and relate it more closely to policy DM1.1 “office protection”. Further references have been made to the cultural quarter focused on the Barbican area.
6. **Sustainable development.** The government recently published draft proposals to deal with carbon off-setting through building regulations instead of the planning system (from 2016 for housing and 2019 for commercial development). No revisions to the Plan are considered necessary, but detailed mechanisms for addressing off-setting in the interim period will be included in a supplementary planning document (SPD) on s106 planning obligations that is currently in preparation.
7. **Public transport, streets and walkways.** The overall approach of this section has been maintained. The supporting text of policy DM16.4 “facilities to encourage active travel”, which deal with cycling, has been made more succinct.

8. **Waste.** Consultants were commissioned to carry out research on the City's waste and have recently presented their report, which indicates that waste generation in the City will grow slowly over the next 10-15 years, and identifies the main locations where the City's waste is taken. A reference has been added to the need to engage with authorities in these locations in accord with the "duty to co-operate" under the Localism Act.
9. **Housing.** Policy 21.1 "location of housing" has been amended to locate new housing development "in or near" identified residential areas. This and other policies in this section have also been amended to relate them more closely to and to complement policy DM1.1 "protection of offices".

Committee(s):	Date(s):
EDCOG Chief Officer's Group Culture, Heritage & Libraries Policy & Resources	04 September 2013 13 September 2013 28 October 2013 21 November 2013
Subject: City of London Visitor Strategy	Public
Report of: The Director of Culture, Heritage and Libraries	For Decision
Summary	
<p>Through the activities of the Visitor Development team, guided by the corporate Visitor Strategy, the Corporation makes an important contribution to the profile and economy of the Square Mile. This is valued by key partners, and enhances the reputation of London as a world city. The Visitor Strategy was last revised in 2010 and a new version is now proposed.</p>	
Recommendation(s)	
<ul style="list-style-type: none"> • The new Visitor Strategy, 2013-17, should be formally adopted as a corporate strategic document. 	

Main Report

Background

1. Recognising the growing importance of the visitor and tourism agenda to the activities of the City, the first corporate Visitor Strategy was formulated in 2007, and revised in 2010. Following the consolidation of Visitor Services in Culture, Heritage & Libraries in the 2011 corporate reorganisation, and the ongoing developments in policy and priorities, a new version of the Strategy is now due.

Current Position

2. The Visitor Strategy sits alongside, and supports, the corporate Cultural Strategy and Communications Strategy, and reflects key priorities within the Local Plan and the overarching Corporate Plan. It sets out the rationale for encouraging visitors to the Square Mile, identifies target groups and challenges, and defines a work plan for the Visitor Development team and their various partnership activities.
3. The Visitor Strategy is delivered primarily through the work of staff in CHL, just as the Communications Strategy is delivered through the PRO, but it is intended to reflect the work of, and benefit all the departments and activities supported by the Corporation to whom visitors are relevant, as well as external partners around the Square Mile. This new version of the Strategy

has been compiled with extensive informal consultation among the stakeholders involved.

Proposals

4. The Strategy aims to set out clearly and concisely its scope, purpose and objectives, and should speak for itself. Some key points may be brought out:
 - The Strategy brings out the many reasons for encouraging visitors to the Square Mile, including economic and reputational ones, and the ways in which the City makes an important contribution to the wider London agenda in this way, by enhancing the profile of London as a world city.
 - It is explicit in stating that we welcome visitors, including business travellers, event organisers and leisure seekers. Though this may seem self-evident it is an important point of principle to ratify; there is a history of ambivalence in the corporate view on visitors, and a tradition in some areas of discouraging them in order to protect the special nature of the City as a business district.
 - Based on knowledge of the tourism market and our involvement with various partner organisations in the field, the Strategy identifies the areas in which growth is likely and where development effort should be targeted, e.g. business visitors, weekend markets, overseas tourists.
 - This is a destination strategy for the Square Mile as a whole, as well as for those specific attractions which are funded by the Corporation; while we acknowledge the primacy of attention due to CoL activities, we also recognise that they are all best served by creating a sense of an environment with a diverse and vibrant offer.

Corporate & Strategic Implications

5. The Visitor Strategy complements the Cultural Strategy (the cultural activities need visitors, while a vibrant cultural offering helps to encourage them). It is referenced in the Corporate Plan as one of the supporting strategies and is particularly relevant to Key Policy Priority 5 (increasing the impact of the City's cultural and heritage offer on the life of London and the nation). It is also in harmony with the government's Tourism Policy (DCMS, 2011) and with the aims of other overarching bodies such as VisitEngland, London & Partners and the GLA.
6. In February 2013, the City Corporation's Policy and Resources Committee approved funds of £75,000 to secure a three-year Platinum Partnership with London & Partners. The Visitor Strategy builds on the opportunities presented by this partnership and seeks to develop and strengthen our relationships with London & Partners and other bodies delivering promotions for London and the UK in the field of tourism, so supporting KPP5 of the Corporate Plan as referenced in item 5 above.

Implications

7. The delivery of the Strategy depends on an ongoing level of corporate investment in the staff and services needed to undertake the product

development, marketing, information provision and partnership working identified in the action plan. It explicitly recognises the challenging nature of the current funding climate and stresses the importance of developing new revenue streams and taking an entrepreneurial approach. This new version is being produced at a time when corporate priorities are being reviewed, which provides an opportunity both to discuss and to validate the City's policy on visitor development.

Conclusion

8. During the last decade or so, the Corporation's growing recognition of the importance of visitor issues, and its development of visitor services, has led it to create a portfolio of activity which not only supports corporate aims, but makes a valued contribution to wider London and government agendas. The previous versions of the Visitor Strategy have provided a rationale, a plan and a showcase for these activities and this latest updated version is now recommended for ratification and adoption.

Appendices

- Appendix 1 - Visit the City: draft visitor strategy and action plan for the City of London, 2013-17

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Visit the City: draft visitor strategy and action plan for the City of London, 2013-17

OUR CITY: **one square mile**; one tourist information centre; one synagogue; a concert hall; three public galleries; three cinemas; three theatres; six museums; seven Underground lines; seven mainline stations; 13 tube stations; 14 night bus routes; 20 conservation areas; 20 hotels; 40 high-frequency bus routes; 40 livery halls; over 50 churches and towers; over 200 gardens, churchyards, parks and plazas; around 250 pubs and 580 restaurants; luxury shopping and high-street brands; over 600 listed buildings: **8.9million visitors a year**

I. Foreword

A word from our Chairman

The City: welcoming the world since AD50



The City is the birthplace of London – mother of a thriving metropolis and the place from which the London we know today once grew. As such, it's been welcoming the world

for nearly 2,000 years – from the Romans to the business visitors who jet in daily to be part of the global financial powerhouse that this small and distinct area of London has become.

Geographically, the City is well-placed. It sits at the heart of London, a short walk from the pizzazz of the West End, historic Southwark and the South Bank, and bordered by vibrant and colourful markets at Spitalfields and Brick Lane. Yet there's little need to leave, for the City's extraordinary past and enviable present mean that it is packed full of things to see and do, from heritage attractions and the iconic structures that house the financial and business institutions for which it's known, to a top-class cultural programme that boasts the Barbican and City of London Festival amongst its providers.

With only a small resident population and a workforce occupying their offices in working hours, there's plenty of room for the leisure seeker and the business traveller with an opportunity to explore, and the message is "you're invited". It's an experience you won't find elsewhere in London, because the City has an unparalleled history, from Roman remains and its unique collection of Wren churches to some of the world's best-loved heritage attractions and the priceless treasures displayed in its galleries and museums.

Such a unique destination needs unique management and that's where this strategy comes in. A restructure in late 2011, has seen our visitor development activity move department to join some of the attractions we manage, with a dedicated team tasked with delivering a compelling visitor offer and promoting it to the widest possible audience.

Our first priority was the 2012 Games, and this strategy builds on that, exploring the ways in which we can increase and develop our contributions and support for the London and national visitor agendas and cementing the many relationships we forged in the year with projects like *Celebrate the City!* which saw over 90 City partners working together to deliver a programme of events seen by thousands.

While partner working lies at the heart of this strategy, sharing an office with the business brains behind our attractions has helped us to focus on the bottom line and, for the first time, we explore opportunities for commercial growth, sponsorship and revenue generation, acknowledging that in the current climate our core funding is likely to diminish and new sources of income will need to be found.

It's not all about money though. As ever, the strategy seeks to identify areas where we can enhance the visitor experience, it determines where best we may direct our efforts to ensure every visitor is able to enjoy this great place, regardless of economic, social or other barriers and it examines ways in which we can build footfall when the City is less busy.

This, the City's third visitor strategy, seeks to be more outward looking than its predecessors. Actions focus on connecting with the green spaces we manage outside the City and the 17 million people who visit them each year, as well as working more closely with our partners and the agencies who deliver tourism for London and the UK. In so doing, we will be more able to develop our support of the industry at a local and national level and strengthen our reach in international markets.

With 2,000 years of welcoming the world, we think we're ready; and so we invite you – whoever you are – to come and soak up the past, to marvel at the present and to be a part of our future. We welcome you and we commend our strategy to you, something that, we hope, will ensure your experience is one of the best.

John Scott

Chairman, Culture, Heritage and Libraries

II. Introduction

What's in this document and why we've produced it

This is the third visitor strategy for the City. It sets out our achievements to date and builds on the great work that has been delivered through the preceding strategies (see p21), the last of which concludes this year (2013). The document is divided into two main parts – a visitor strategy which describes aims and priorities for the period 2013-17, and an action plan which outlines the headline tasks we will undertake to achieve them.

The **strategy** (p13) seeks to provide a framework for the delivery of the City Corporation's visitor services, providing a clear statement of our vision for the assets we control and the areas over which we may have influence within the City area. From this, a series of strategic aims and priorities has been developed. These will inform our visitor activities for the next five years with the priorities providing the criteria against which we will assess opportunities arising.

The **action plan** (p16) describes the headline activities we will undertake to achieve our aims. Noting that our work must respond to ever-changing circumstances within the visitor landscape, the plan will be updated annually to reflect market trends, the needs of our partners (local and national) and issues emerging.

Across all of its roles, the City Corporation needs a visitor strategy so it can:

- I. **consider and prioritise** the competing pressures of providing a welcoming environment for the City's communities – residents, workers and visitors – and ensure that these may co-exist in harmony, deriving benefit for all
- II. **identify and represent** the needs of its own visitor assets and those of its many stakeholders, especially in the visitor services, cultural, retail, hotel and hospitality sectors, and deliver a structured framework for collaborative working
- III. **support and reflect** the priorities of its complementary strategies, especially the Cultural and Communications Strategies, and **deliver** specific elements of its Local Plan and Corporate Plan, building the cultural and visitor dimensions of the City's attractiveness and delivering training opportunities within the sector for young people from the City Fringe
- IV. **promote** a shared understanding amongst Members and staff of its priorities in the visitor context
- V. **manage** its significant investment in visitor services and **identify** where best it may deploy resources to deliver growth for the City's visitor economy
- VI. **deliver** benefit to London and the nation in the context of tourism and build on its existing support activities, which currently include the provision of:
 - o central London's only official tourist information centre (TIC) which promotes London and national product as well as City assets in support of the UK tourism growth exploiting London's role as gateway to the nation
 - o a portfolio of world-renowned visitor attractions that strengthen London's offer and drive footfall
 - o bespoke training in London product knowledge for the GLA's Ambassadors, enhancing London's welcome as well as sector training in the City Fringe
 - o visitor and promotional services for London and national programmes and events, helping to showcase London in its best light and drive footfall
 - o hospitality for delegations related to the programmes and events described above, delivering profile for activities at the highest level

III. Who we are, what we offer and resources

Our reasons explained

WHO WE ARE

The City of London Corporation is a uniquely diverse organisation. It supports and promotes the City as the world leader in international finance and business services and provides local services and policing for those working in, living in and visiting the Square Mile. It also provides valued services to London and the nation. These include the Barbican Centre and the Guildhall School of Music & Drama; the Guildhall Library and Art Gallery and London Metropolitan Archives; a range of education provision (including sponsorship of three City Academies); five Thames bridges (including Tower Bridge and the Millennium Bridge); the Central Criminal Court at Old Bailey; over 10,000 acres of open spaces (including Hampstead Heath and Epping Forest); and three wholesale food markets. It is also London's Port Health Authority and runs the Animal Reception Centre at Heathrow. It works in partnership with neighbouring boroughs on the regeneration of surrounding areas and the City Bridge Trust, which it oversees, donates more than £15m to charity annually.

WHAT WE OFFER VISITORS

The attractions, venues for hire, visitor services and events managed, facilitated and/or funded by the City Corporation for the enjoyment of Londoners, the UK and our international visitor communities include:

VENUES & ATTRACTIONS

- Barbican Centre
- City Business Library
- City Information Centre
- City Marketing Suite
- City of London Police Museum
- Clockmakers' Museum
- Dr Johnson's House
- Gresham College
- Guildhall
- Guildhall Art Gallery
- Guildhall Library
- Guildhall School of Music & Drama (including Milton Court)
- Keats House*
- Leadenhall Market
- London Metropolitan Archives
- London's Roman Amphitheatre
- Mansion House
- Monument
- Museum of London
- Queen Elizabeth's Hunting Lodge*
- Temple Bar
- Tower Bridge Exhibition*

EVENTS/EXHIBITIONS & COMPANIES

- Cart-Marking Ceremony
- City of London Festival
- London Maze
- London Symphony Orchestra
- Lord Mayor's Show
- Sculpture in the City
- Spitalfields Music*

OPEN SPACES

- Burnham Beeches and Stoke Common*
- City Commons*
- City Gardens
- City of London Cemetery and Crematorium*
- Epping Forest*
- Hampstead Heath*
- Highgate Wood*
- Queen's Park*
- West Ham Park*

* Provided by the City Corporation but located beyond the City

WHY WE WELCOME VISITORS

The City Corporation invests in these services and contributes to the local, London and national visitor agenda:

1. **as a provider of local government services for the City**, championing the interests of visitor attractions such as St Paul's Cathedral and other City service industries including hotels, retail and restaurants
2. **as a provider of local government services for workers and residents** – by creating better places to live and work, the City becomes a better place for visitors as improvements benefit all communities
3. **as a good neighbour**, representing the interests of those that make up London's central visitor cluster, eg Tower of London (Tower Hamlets) and delivering training opportunities for young people from the City Fringe

4. **as a provider of visitor attractions and services** both within and outside of the City, eg Tower Bridge, Epping Forest, Keats' House and the City Information Centre
5. **as a steward of London's heritage**, providing the widest possible access to treasures such as the 1297 Magna Carta and Shakespeare deed
6. **as the UK's fourth most significant sponsor of arts and culture¹**, delivering audiences to warrant our investment
7. **as guardian and champion of the business City** and UK financial and business services, recognising the importance of business and event-led tourism to the UK economy
8. **as a provider of venues for hire for corporate and business events**, eg Guildhall and the City Marketing Suite
9. **as a provider of services to London and the nation**, recognising the importance of the visitors to the London and national economy

THE IMPORTANCE OF VISITORS TO THE CITY

Visitors play a significant role in supporting the economic growth of the City and the quality of life for residents and workers; here's why:

10. **Without visitors, the City would lose a significant element of its appeal as a place to be:** the City's global position in financial and business services is attributable to a number of factors including the attractiveness it derives from its heritage assets, museums, galleries and cultural institutions. Most of these would cease to exist without visitors to sustain them or would become a burden on the taxpayer, if visitors did not continue to support them.
11. **The leisure visitor provides essential revenues for City retail and so adds to the City's appeal:** City workers and visitors run to different schedules; visitors arrive after rush hour when transport is cheaper and they leave in staggered groups. City retail needs their patronage; without it, some shops, bars and restaurants may close; with more of it, more will open and the City retail offer will be stronger adding to the City's appeal.
12. **The City's ability to attract business visitors for meetings, events, conferences and trade shows is an essential part of its on-going success as an international business centre:** without the City's hotels and serviced apartments, businesses could not welcome staff and delegations from overseas or from other parts of the UK. The business events they attract and – at weekends – the leisure visitors they serve provide much-needed revenues; both of these audiences are targets of this strategy
13. **When the working populace is absent, the City's capacity for visitors is vastly under-used:** directing visitors to a particular day is a tricky task; to *attract*, a destination must be *attractive* and a City Sunday, with few shops open, most attractions closed and no real sense of on-street life, can be off-putting. While growth at weekends is improving, it's slow. The more visitors we attract, the more shops and attractions will open so attracting more visitors – it's a cycle that provides greater revenues for assets and strengthens our offer.

WHAT WE OFFER LONDON

The City Corporation and its visitor community have a major role to play in London's continued success as the world's most visited city. As well as the many assets and services the City Corporation provides (see previous page), it will, through the actions in this strategy:

14. **Play its part in ensuring the importance of London's tourism offer to the local and national economy is sustained and that the industry's role as a significant employer, especially of young people, continues:** the City is the oldest part of London, home to some of the world's best-loved attractions and the financial and business heart of the UK; whether invited or not, visitors will come – the City Corporation will contribute to local and national growth by positively welcoming those that do and ensuring that its assets (both within and outside of the City's walls) are an integrated part of the London offer, so strengthening the capital's and the UK's appeal. At the same time, it will deliver opportunities for training through its assets and the expertise of their staff,

¹ The City Corporation's sponsorship of arts and culture is surpassed only by the Government, the BBC and the Heritage Lottery Fund

providing the relevant skills and experience for continued success of London as a destination.

15. **Exploit opportunities for hosting high-profile visitor events, so contributing to London's position as a world City:** the City and City Corporation assets such as Epping Forest are integral to London's ability to deliver major events because they have many of the camera shots that international broadcasters want – St Paul's, Tower Bridge etc – and/or provide a green and pleasant environment for large scale sporting and cultural events. The City is also centrally located – easy to get to for visitors with significant capacity at weekends, when many inner-City events take place.
16. **Continue to build on the City's pre-eminence as a world centre for business and finance** so sustaining its appeal to visitors as a distinct district of London as well as developing London's attractiveness as a place to do business

GEOGRAPHIC LOCUS

The City Corporation has had a visitor strategy since 2007. In all iterations, the strategy's locus has been the geographic area that is the City and it has functioned as a destination marketing plan, promoting the City area as a place to visit. This year, we will extend our reach to ensure:

- we **connect with our neighbours** (particularly those to the east of the City), driving two-way traffic between visitor hubs and delivering benefits to all parties
- we **connect with City Corporation sites beyond the City** (such as our open spaces) driving two way traffic and securing recognition for our wider role and remit
- we **deliver services in support of wider London and the nation** deriving recognition for our role and contributing to the health of the UK's visitor economy

As such, the 2013/17 Visitor Strategy considers the City and the City Corporation in context of the London and national tourism offer. We are not a fortress and by establishing the links and relationships described, we will draw and add strength to one another's appeal.

RESOURCES

The backdrop to this strategy's vision (p13) and the targets outlined on p10, come at a time of continuing challenges for the nation. Forecasts vary but the economic climate is likely to remain difficult, with limits on money to be had from public funds or corporate sponsorship. While the City Corporation retains its commitment to visitors within these challenges, **the plans outlined in the strategy are predicated on the assumption that funding may diminish.** The strategy therefore seeks to maximise its impact and deliver increased profile and growth, with added value and resources being derived from newly-developed revenue streams, entrepreneurship, collaboration and partnership working.

IV. Strategic context

Where the strategy sits

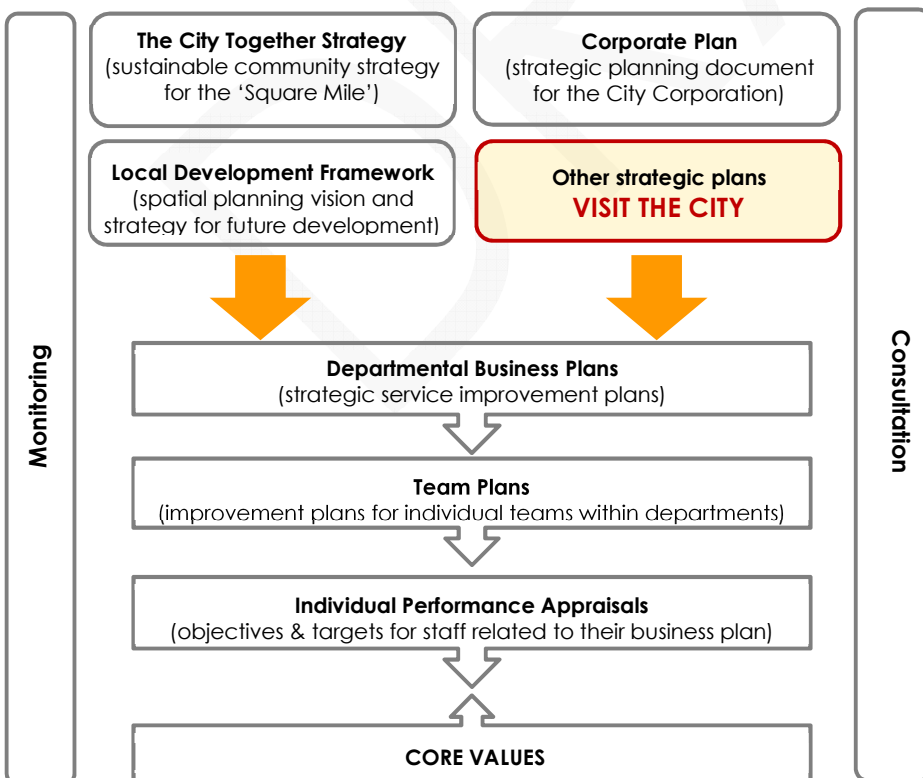
On a national level, this strategy reflects the Government's Tourism Policy (DCMS, March 2011), the policies, strategies and plans of other relevant Government departments and those of a number of national and London tourism bodies including the *Strategic Framework for Tourism in England* and the national target this cites of 5% year-on-year growth. It is aligned with the visitor marketing and business plans of London's Boroughs, BIDs and visitor services consortia and seeks to support the strategies and plans of the City's visitor services stakeholders (including the City Corporation's own visitor assets). In so doing, it provides the glue that will knit common priorities together and gives us the opportunity to speak with a collective voice, the whole being stronger than the sum of our parts.



Fig. 1: the strategy's national context

In an **organisational** context, the strategy is part of a group of strategies within the City Corporation's planning cycle (*The Golden Thread* – see Fig. 2). It sits under the Corporate Plan, informed by and reflecting the Plan's strategic priorities, as well as those within the City's community strategy (*The City Together*) and its Local Plan. In turn, *Visit the City* will influence and inform City Corporation departmental and team plans.

Fig. 2: the strategy's context within the City Corporation's "Golden Thread" planning cycle



The strategy shares its position within the City Corporation's planning cycle with a number of other "core" strategies. These include the Cultural Strategy 2012/17 and the Communications Strategy 2013/16, both of which it reflects and informs (as shown in Fig. 3).

Fig. 3: The strategy is aligned to, reflects and influences other core strategies



V. Audience context and target markets

AUDIENCES

This strategy considers visitors in their widest context – domestic and overseas business and leisure visitors, overnighters and the day-trippers who make up the majority share of the City's visitor community (58%) and are its most valuable audience group. In addition, it considers workers and residents in their capacity as users of the City's cultural and visitor assets.

MARKETS

These audiences can be separated into two main market groupings:

1. **Overseas and domestic leisure visitors**, eg:
 - day and staying visitors
 - group travel
 - business visitors returning with family and friends
 - Workers and residents in pursuit of recreation
 - Visiting friends and relatives (VFR)
 - Londoners in pursuit of leisure (local, not City residents or workers)
2. **Overseas and domestic business visitors**, eg:
 - conference and business event delegates
 - trade show exhibitors
 - working visitors (eg event delegates or those on short-term work trips)

TARGETS

Within these groups, **the strategy directs its focus where it will have greatest impact – at markets with significant value and/or growth potential for the City**, these include:

- the **BRIC² markets** (global tourism is expected to grow by 60% by 2020, half of this growth coming from the BRIC countries, with particular value placed on China)
- **traditional overseas markets** (while some of these markets are receding, they are still the highest in terms of volume and value for the City; in particular, Western European markets are vital to the business success of the City's hotels)
- **domestic tourists** (a significant growth market that may fluctuate in size if Britons opt for warmer climes because of bad weather or a strong pound, or if the economic situation worsens inhibiting their ability to spend – bad weather is less likely to impact on visitor numbers to the City because most activities are not weather dependent)
- **day-trippers** (the closer to the City a day-tripper lives will inspire a potentially greater frequency of trips; we will therefore seek to prioritise **Londoners, those living within easy reach of the City** (from neighbouring boroughs or on commutable routes that terminate in the City) and **domestic tourists already in London**)
- **weekend markets** (anticipating that more visitors will incentivise more businesses to open at weekends and so, in turn, generate more crowds, we will seek to deliver sustainable footfall at these times by targeting local Londoners and groups for whom the comparative quietness of the City will be an advantage, focussing not on the City's attractiveness, but rather on its *convenience* as a place to visit or shop, and highlighting free-parking, the capacity on public transport and crowd-free streets)
- **business visitor markets** (meetings, conferences and events are estimated to earn £16.3bn³ a year for the UK economy with visitors spending an average of 72% more on a daily basis than those on a leisure trip and around 40% of them being likely to return for leisure purposes - this was the only visitor market to see national growth in 2012)
- **strategic markets** (the City Corporation is committed to sharing its collections with the widest possible audience, regardless of physical, social or economic barriers; in recognition of this we will focus on meeting the needs of special groups underrepresented in the City's visitor profile, developing our diversity of offer)

The groups listed above are our **primary targets**.

City worker and resident communities are **secondary targets**. This is because they are sustained and grown under *other* policies and strategies promoted by the City Corporation.

² Brazil, Russia, India and China

³ www.britainforevents.co.uk/20-facts-that-prove-events-are-great-in-britain.html

VI. The importance of partnership

Achieving our goals through collaboration and partnership working

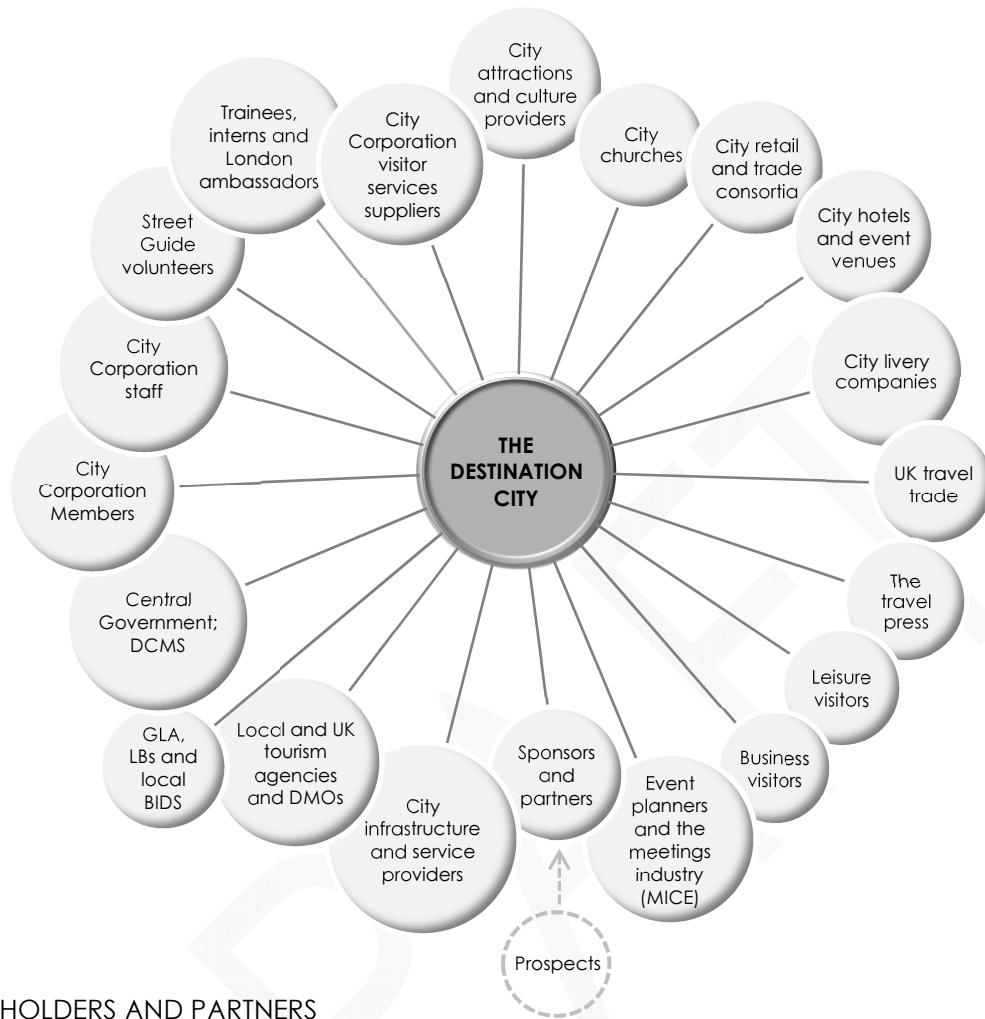


Fig. 4: City visitor strategy stakeholder map

STAKEHOLDERS AND PARTNERS

This strategy seeks to deliver benefits for all groups with an interest in the City as a visitor destination as shown in **Fig. 4**. To do so, the strategy must be a partnership and this lies at the heart of all of the actions outlined on the following pages. Together, the City is stronger and initiatives such as the *Celebrate the City!* event in 2012 which saw 93 City partners working collaboratively to bring crowds in excess of 27k to Cheapside and thousands more to other events in venues and on-street, is a great example of what can be achieved.

Not least of these partners are the City's non-Corporation-owned attractions such as St Paul's Cathedral and the Tower of London, as well as its retailers, hoteliers, livery companies, churches, guides and arts providers. Ensuring regular dialogue, exploring opportunities for collaboration and securing their participation will be encouraged through:

- The continued facilitation of the **City Visitor Attractions and Retail Group (VARG)**, which meets quarterly
- A more formal arrangement for regular dialogue with hotels through the currently ad hoc **City Hotels Forum (CHF)** and the provision of networking opportunities with the VARG
- The continued facilitation of the **City Culture Network (CCN)**, which meets at least bi-annually
- City Corporation involvement and support of formal business event groupings such as the **City Selection**
- The promotion to these groups of offers and opportunities for involvement in wider London and national visitor promotions afforded by the City Corporation's partnerships with agencies such as **London & Partners** (Platinum Member), **VisitEngland** and the Association of **Leading Visitor Attractions (ALVA)**

VII. The importance of visitors and our growth targets

Value, volume, economic impact and targets

The value of visitors to the City in 2012 is estimated to be £843m – this represents an increase from £695m in 2009 (9.8% excluding inflation).

When this figure is broken down, the major importance of the day-tripper audience to the City can be recognised, accounting for almost two thirds of total visitor spend:

- **Day visitors from home accounted for £493m (58%)**
- Overnight domestic visitors accounted for £89m (11%)
- Overnight overseas visitors accounted for £261m (31%)

The table below details the value and volume of visitors to the City and to London as a whole.

Volume and value of Tourism:				
	Domestic overnight	Overseas overnight	Day visitors	Totals
All London (2012)¹				
Number of trips (m)	12.15	15.46	279.00	306.6
Number of nights (m)	27.70	94.30	-	122.00
Total spend (£m)	2780.00	10080.00	10900.00	23760.00
Average spend per trip (£)	228.00	650.00	39.00	77.50
Average spend per night (£)	101.00	107.00	-	105.00
City of London (2012 estimates)				
Number of trips (m)	0.39	0.40	8.15	8.94
Number of nights (m)	0.88	2.44	-	3.32
Total spend (£m)	89.00	261.00	493.00	843.00
Average spend per trip (£)	228.00	650.00	60.40	94.00
Average spend per night (£)	101.00	107.00	-	105.00
City as % share of all London (estimate)				
Trips (%)	3.2	2.6	2.9	2.9
Nights (%)	3.2	2.6	-	2.7
Total spend (%)	3.2	2.6	4.5	3.5

Fig. 5: the value and volume of tourism to the City and to London¹

Note on approach to 2012 figures: The 2012 value figures are based on an extrapolation of data from the 2009 LATI model. The extrapolation of overnight figures (for domestic and overseas visits) considers the differences in spend across London between 2012 and 2009 and was based on GBTS and IPS data. Implicit in this approach is the assumption the City's share of tourism has remained broadly the same during this period. The day visitor figures have been extrapolated by visits to attractions data (based on the difference in attendances in 2012 and 2009), with inflation applied to the spend. It should be noted that this approach is a relatively pragmatic one that seeks to provide a value estimate with readily available data. The figure should be treated as an indicative estimate.

While the City's share of footfall and spend (at only a few per cent of the all-London total) may initially seem disappointing, it should be balanced with a few considerations:

- At approximately 1.12 sq miles, the City takes up an area of 0.18% of all London (607 sq miles); this means that **its share of London's visitor spend is more than 18 times greater than its share of footprint**, similarly its share of overnight stays is 14 times higher and its share of all trips to London 15 times higher
- The City's **stock of 20 hotels with their 4156 bedrooms** (3% of London's total⁴) cannot compete with Westminster (39%) and other boroughs where hotel stock is significantly greater; **this constrains our ability to achieve a large volume of overnight visitors and significantly impacts on our visitor spend figures** (because total revenue from rooms is potentially a high proportion of visitor spend); demand for new hotels within the City is expected to continue leading to modest hotel growth that will be balanced with

other planning priorities – these include the need to protect office-based employment space as outlined in the City's Local Plan

- **The City ranks ninth out of London's 33 boroughs in terms of value and volume of tourism** in the London Development Agency's Local Area Tourism Impact (LATI) model 2008/9 (this has not been updated since)
- **Of the nine central London Boroughs** (Westminster, Camden, Kensington and Chelsea, Islington, Tower Hamlets, Lambeth, Southwark and Hackney) and based on the 2009 LATI results, **the City enjoys, 5.3% of total visitor spend and 6.5% of day-visitor spend** – with a total area of 65 sq miles shared between the nine boroughs, the City's proportion of visitor spend would only be 1.7%, if all other factors were equal

2012: A SPECIAL YEAR

From the City's own Visitor Attractions Monitor (VAM), which collates footfall at all of the main City of London attractions, **a slight increase in visits has been recorded for the year** (2011 = 5.45m, compared with 2012 = 5.47m).

This increase is surprising given the specialness of 2012 which, with the Games, saw **visitor numbers to attractions nationwide plummet** in the summer months. The City reflected this trend, with one of our attractions recording as much as a 57% drop in numbers on a specific day in July.

Certainly, the pattern across the year is unusual compared to those seen previously (see **Fig. 6**, below) with visits peaking in the second quarter (April to June) and the busiest months being April (11.1% of the annual total) and June (9.9%). **This variance can probably be attributed to a rise in those visiting London before the perceived expense and congestion of London during the Games and the popularity of the Diamond Jubilee celebrations** in early summer. With little doubt, the significant drop in visits in the third quarter – traditionally the peak for City attractions but down 13.8% on 2011 – is a direct result of an overall fall in visits across the UK and visitors taking to sporting venues and Live Sites rather than enjoying more traditional visitor habits.

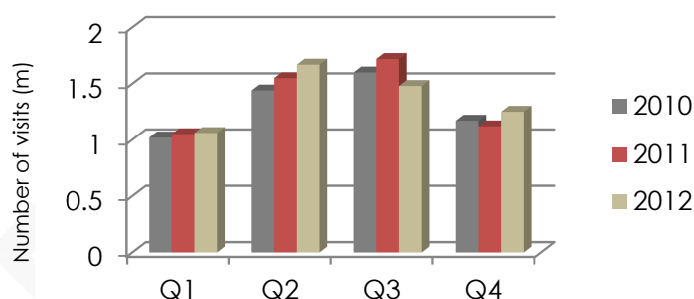


Fig. 6: the City's Visitor Attractions Monitor showing number of visits to City attractions for the period 2010-12

It is an experience that's been seen elsewhere: VisitEngland⁵ highlighted that, in the year to November 2012, 43% of English attractions were down on the same period in 2011. However, recovery has been quick and **while visitor numbers plateaued across English attractions in 2012, the City saw an increase year-on-year**, albeit slight. **The real legacy of the Games is now, and first quarter figures for 2013/14 are showing a significant upsurge in visitor numbers for the City and London generally.** This trend looks likely to continue with predictions from London and Partners suggesting strong growth well into 2015 and beyond.

GROWTH TARGETS 2013-17

Acknowledging that forecasting growth is a tricky business as influences such as the weather, acts of God or other factors can impact heavily on set targets, this strategy seeks **to grow the City's visitor economy at a rate not less than that for all London and/or England (whichever is the greater) as measured by London and Partners and VisitEngland** (the national target is 5% year-on-year, including inflation). It also seeks **to increase its Visitor Attractions Monitor** (see Fig.6 above) as part of this, **by not less than 4% within the lifetime of the strategy** (2017) and to establish a benchmark for business tourism against which growth can be measured and targets set.

VIII. Opportunities and threats

Hot topics and barriers to growth

THE NATIONAL CONTEXT

The UK is perceived to be a costly place to visit⁶, with growth being hampered by a number of taxation issues. With some creative thinking, lobbyists suggest things could be turned around:

- The cost of **Air Passenger Duty (APD)**⁷, it is suggested, could be replaced with EU Emissions Trading resulting in a potential £4bn increase in GVA, over 100k more jobs and increased tax revenues of almost £2bn elsewhere in the economy by 2020
- If **Tourism VAT**⁸ were reduced on key tourism services such as accommodation and entry to attractions, research shows that GDP is likely to increase by £4bn a year, 80k jobs would be created over 2 to 3 years and the Treasury would receive £2.6bn over ten years
- **Visa costs and the rigour of our applications processes:** a short stay visa for the UK costs £78, compared to around £53 for a Schengen visa, which allows access to 25 countries⁹; while positive steps were taken by Government to streamline visa processing in China last year, more work needs to be done to achieve a competitive position

In addition to issues of taxation, some headline opportunities and threats that may also impact on growth at a national level are as follows¹⁰:

- **Economic stress in Europe:** the economic stress felt in the Eurozone has resulted in a 2% decline in visitor numbers from this area which, while a small percentage, is particularly significant for London as two-thirds of the capital's visitors are Europeans; the burgeoning markets of Brazil and Russia have helped to offset this decline
- **The strength of the pound to other currencies, especially the Euro:** a strong pound means less visitors, higher prices and lower visitor spend
- **The next Comprehensive Spending Review:** further cuts in public spending may result in a reduction of services funded by the public purse and see fewer tourism information centres as well as diminished remits for national and local tourism bodies
- **The projected growth of tourism for England:** it is anticipated that the national visitor economy will grow over the next five years resulting in interest and support from Government and other bodies such as BIDs, local chambers, LEPs and town centre management teams; the challenge will be to ensure that this support is not just marketing-focused and that efforts are co-ordinated, not duplicated
- **The moving of one of the May Bank Holidays (England and Wales) and the introduction of single double summertime (SDST):** two opportunities, the first proposed by Government in their national tourism strategy which will extend the summer season for domestic visitors (if the bank holiday is moved to October) or create a "national" day (if moved to St George's or St David's Day); the second – the introduction of SDST – would extend the part of the tourist season that is dependent on daylight hours by two months, and enable later closing of tourist facilities, increasing the attraction of off-peak and short-break holidays and simplifying international timetables; both are likely to swell visitor numbers
- **Our Games-time legacy:** with pictures of the City, London and the UK broadcast across the world and generating aspirations to visit in the minds of many, now is the time to act and harness our Games-time efforts; without exception, host cities enjoy a significant upsurge in visitors in the first few years after the Games and it is anticipated that London could see incremental growth of up to one million more visitors over the next few years
- **The weather:** a summer of rain in 2012 may result in the domestic visitor market seeking locations in the sun and a resultant dip in "stay-cationing" although this is likely to impact on destinations outside of London more
- **A natural disaster or significant terrorist threat** grounding flights to and from the UK and/or discouraging visitors because of perceptions of safety

⁶ The UK ranks second from bottom out of 140 nations assessed for price competitiveness in the 2013 World Economic Forum Travel and Tourism Competitiveness Index

⁷ All references taken from Tourism Alliance, "UK Tourism Statistics 2012"

⁸ All references taken from The Campaign for Reduced Tourism VAT, "Campaign Fact Sheet", November 2012

⁹ Travelling in Europe has been simplified with the introduction of the Schengen visa which allows visitors to enter one country and travel freely throughout the Schengen region during the validity of the visa. Internal border controls are limited with no or few stops and checks. At present, there are 25 Schengen countries, all in Europe

¹⁰ A detailed synopsis of these and other opportunities and threats are outlined in VisitEngland's *Strategic Framework For Tourism 2010-20*

THE LONDON CONTEXT

The headline threats facing the growth of London's visitor sector relate to transport:

- **Airport capacity:** London is the gateway to the rest of the UK; the ramifications of no new runways at Heathrow in particular will be felt on a national scale with other European cities taking advantage and winning business ahead of the capital
- **Cost of travel:** the recent rises in train and tube fares see London topping a league table of 20 major cities worldwide as the most costly for travel¹¹; the reduced fares offered by Oyster and the new Visitor Oyster Card help to redress this

The news is not all grim and the opportunities afforded by the introduction of **Crossrail**, the strength of London's broadband infrastructure and the launching of **large-scale London and national events** such as Ride London, the Tour de France, the Rugby World Cup (2015) and the Magna Carta 800 celebrations, all present opportunities which this strategy will seek to exploit.

THE CITY CONTEXT

Headline opportunities and threats facing the City include:

- **On-street trading:** the appeal of events in the City is limited because there are few opportunities for on-street trading, leaving programmers to "fill" large spaces with activities that add to costs and make no revenues through sales; the progression of the City's Various Powers Bill will enable the City Corporation the ability to grant temporary on-street trading licences
- **Events and retail:** research for large-scale events has shown that they are of little benefit to shops but of high value to eateries, bars and coffee shops; positive feedback from retailers has been received more because of the promotion of area than any revenue gains¹²
- **Weekends:** shops and attractions that don't currently open at weekends remain reluctant to do so because of the small number of visitors; with the introduction of a **full weekend service on the Waterloo and City Line in summer 2013**, this situation may change, but without a fuller offer to entice them, visitor numbers are not likely to increase
- **Retail generally:** much has been done to promote the City's retail offer, especially at weekends, but this has focussed on positioning the City as a viable alternative to the West End – something of a myth; the City's offer is limited for visitors and suggesting the same range of experience as Oxford Street or Westfield is misleading – the City Corporation's Local Plan addresses this issue, focussing efforts on improving the offer in the City's Principal Shopping Centres (PSCs) and enhancing the routes between them
- **Budget hotels:** the City has seen a number of budget hotels open in recent years, with 25% of all stock now being promoted by Premier Inn or Travelodge; this will not only help to swell visitor spend through the revenues derived from bookings but also make the City a more accessible destination in which to stay for those with limited budgets
- **Guildhall Yard:** the Guildhall Strategy has been working to promote Guildhall Yard as a public space to be enjoyed by all but, while physical enhancements have made it more pleasant, it will not become a visitor hub unless the City Corporation sacrifices income from commercial hires and gives over specific times when activity can be programmed
- **Architecture and street art:** the on-going development of new and iconic architecture in the City, especially buildings with public access like the "Walkie Talkie" and its proposed "Sky Garden" as well as projects like *Sculpture in the City*, continue to add to the City's attractiveness for the visitor and drive footfall
- **The closure of the Southbank Centre (SBC):** the anticipated £120m overhaul of the Southbank Centre will see it close for a period of two to three years¹³; this closure may cause displacement with more coming to the City to enjoy its cultural offer and, conversely, the reopening of the new SBC may result in depleted audiences
- **Filming:** according to the TRAVELSATC Competitive Index, encouraging filming in a destination is an efficient driver for attracting visitors, especially the young and those from the BRIC countries. On average, 1 to 10 visitors out of 100 choose a destination thanks to movies
- **The demise of the London Development Agency:** the loss of the LDA's Local Area Tourism Impact (LATI) model from which much City visitor data is extrapolated will require the City to introduce new data collection mechanisms and techniques although there is potential that the gap may be plugged by the Greater London LEP, formed in 2011

¹¹ <http://www.standard.co.uk/news/london-has-most-expensive-commuter-travel-in-the-world-7303602.html>

¹² For *Celebrate the City!*, restaurants reported an increase in sales (3%) and retailers a negative impact (24%)

¹³ <http://www.standard.co.uk/news/london/glass-pavilion-in-the-sky-will-transform-the-cinderella-southbank-8522568.html>

The Visit the City vision and its strategic aims (2013-17)

OUR VISION

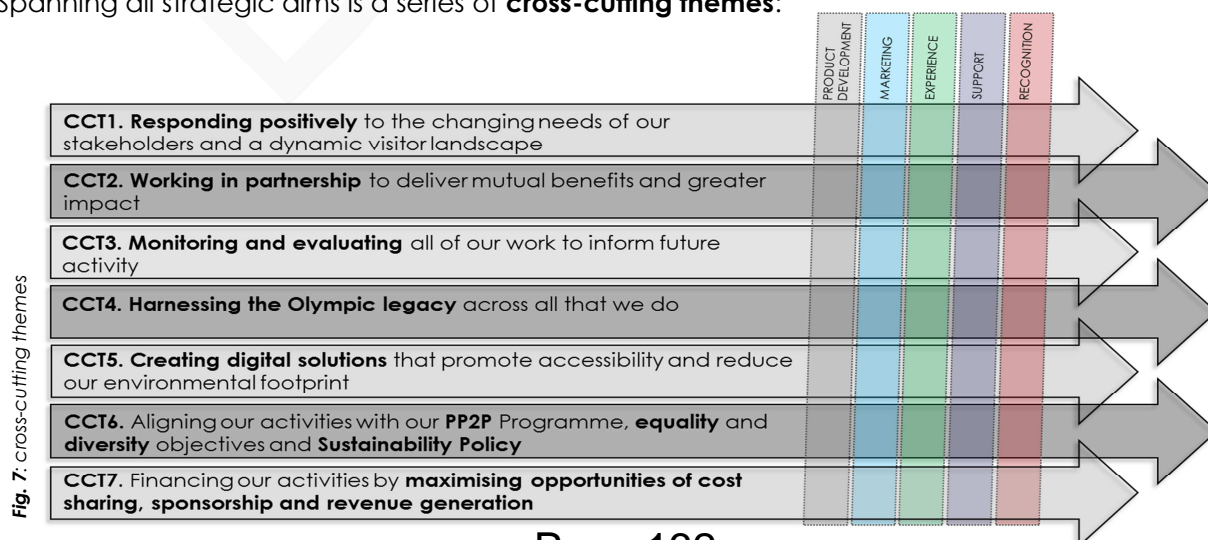
The City of London is the destination of choice for the business traveller, event organiser and leisure seeker. Renowned for the warmth of its welcome and quality of its visitor offer, it is a place where culture, heritage and business collide to create a unique and compelling experience, seven-days-a-week.

As such, the City significantly contributes to London's attractiveness as a place to be, and the visitor assets and services provided by the City of London Corporation – whether within or beyond the City itself – are recognised and valued by all as helping to deliver sustainable growth and jobs for London's visitor sector, as well as helping to boost the UK's financial recovery.

From this vision, we have developed **five over-lapping strategic aims**:

- SA1. PRODUCT DEVELOPMENT**
To develop and maintain **a compelling offer for all our visitors**, celebrating the City's unique heritage and cultural output, especially through the delivery of the City's Visitor Trail, its Cultural Hub and its art-on-street initiatives
- SA2. MARKETING**
To vigorously **promote the City as a world-class, must-see destination** to all potential audience groups, focussing on those of the highest economic or strategic value to the City and the City Corporation
- SA3. EXPERIENCE**
To **deliver enhancements to the City's physical environment** that are of mutual benefit to all of our communities so ensuring harmony, and to **develop the City's welcome** for visitor audience groups, be they tourists, business travellers, or workers and residents in pursuit of leisure
- SA4. SUPPORT**
To **provide valued services to our City stakeholders, neighbours, London and the nation** in the field of tourism and to maximise on the opportunities to play our part in local, London-wide, national and international celebrations and events
- SA5. RECOGNITION**
To **derive recognition for the City Corporation** in the execution of its visitor services activities and to tell the story of the City Corporation through its assets, both within and outside of the City, promoting the connectivity between these as appropriate

Spanning all strategic aims is a series of **cross-cutting themes**:



Key priorities (2013-17)

A series of key priorities (KPs) has been developed under each strategic aim. These KPs will be the focus of all our work for the period 2013-17 and inform our action plan, with each action being tested against them and the cross-cutting themes on the previous page.

KEY PRIORITIES

SA1. PRODUCT DEVELOPMENT: to develop a compelling offer for our visitors

KP1.1 To identify and respond to opportunities that will **enhance, animate and promote the City's public spaces and buildings** for the enjoyment of all City communities

KP1.2 To **enhance the appeal of the City Corporation's own attractions** through the introduction of new visitor activities and experiences that incite audiences to re-visit

KP1.3 To **develop and promote itineraries and clusters that help to "package" the City's visitor offer** for our target audience groups and which raise our profile specifically in the areas of heritage, architecture and culture

KP1.4 On an annual basis, **to identify a key City theme that will engage local London audiences;** to produce a high-profile public event and/or campaign in support of it

SA2. MARKETING: to promote the City as a world-class, must-see destination

KP2.1 To **tailor activity and campaigns to target specific audience groups that will grow the City's visitor footfall, increase dwell-time and deliver greater revenues** for the City's visitor services, cultural, retail, hotels and hospitality sectors

KP2.2 To **increase access opportunities** to the City's assets for all visitors, with a particular focus on our neighbouring communities and London more generally, demystifying perceived barriers, especially in relation to cost and physical ability

KP2.3 To **focus our local resources on targeting visitors already in London**, especially at visitor hubs close to the City such as the South Bank, and to identify, secure and develop long-term strategic partnerships that will enable the promotion of the City nationally and overseas

KP2.4 To **engage and cultivate the City's visitor community and to develop new audiences through the use of social media** and other digital broadcast mechanisms, reducing a reliance on print and delivering cost savings and a greener footprint for the City Corporation

KP2.5 To **push City visitor content to the media** and to commercial travel and visitor publications, apps and websites; **to monitor and positively respond to user-generated content**

KP2.6 To **promote City clusters, characteristics and sights over the geographic City**, acknowledging that visitors are uninterested in jurisdictional boundaries and to explore options for cross-promotions in support of this

SA3. EXPERIENCE: to enhance the physical environment and visitor welcome

KP3.1 To **deliver consistent and improved City Corporation signage and mapping** so to aid navigation and drive footfall; and to lobby for improvements to signage within non-Corporation-owned sites to achieve the same (eg stations)

KP3.2 To **deliver improvements to the City's public realm** to create a more visitor-friendly environment, advancing the City Corporation's retail¹⁴ and public convenience strategies as part of this work; **to facilitate animations and activities** within these areas as appropriate

- KP3.3** To **deliver a free visitor information service at places where visitors congregate** (both within and beyond the City) in order to improve the visitor experience, increase dwell time and drive footfall and revenue for City stakeholders
- KP3.4** To **promote the City Information Centre as a vital, free and accessible resource** for all visitors to London and England and to improve service standards and facilities for the benefit of all users
- KP3.5** To **develop our suite of free visitor information materials** and to promote these at City Corporation assets, and the attractions, shops and hotels managed by our partners, for the benefit of all visitors
- SA4. SUPPORT:** to provide valued services to our stakeholders, London and the nation
- KP4.1** To **retain and build the existing visitor service provider groups** facilitated by the City and to establish new ones where these will add value, providing a voice within the City Corporation for members and identifying opportunities for partnership activity that will deliver greater collective impact and cost savings for all; to strengthen links between these groups and the City's service providers including the City Police, Open Spaces, Traffic Management and Cleansing teams so to ensure a co-ordinated approach
- KP4.2** To **develop our data collection systems** to build a fuller picture of City visitor activity, delivering both quantitative and qualitative intelligence that will support the business decisions of our stakeholders, inform City visitor strategy development and help us to play a more valuable role in London and national membership programmes
- KP4.3** To **establish new revenue generation schemes and to secure external sponsorship and in-kind support** to fund "extraordinary" activities and campaigns that are beyond the purse of the City Corporation's local visitor development budget, to the benefit of our stakeholders and partners
- KP4.4** To **promote our assets and expertise in the field of London visitor information** and to use this to provide valued services for London and national visitor-led projects and programmes
- KP4.5** To **offer appropriate support to partner and stakeholder events, campaigns, programmes and celebrations** so ensuring City and City Corporation inclusion and profile
- SA5. RECOGNITION:** to derive recognition for the City Corporation
- KP5.1** To **develop a voice for the City Corporation** and its visitor community at a London and national level through appropriate City Corporation Members and officers, ensuring the City visitor story is heard and its interests in the context of tourism are represented
- KP5.2** To **deliberately promote City Corporation visitor assets and services to the film and television industry** and to ensure recognition within outputs, using the opportunities afforded to describe the City Corporation's remit in its widest context
- KP5.3** To **tell the story of City government, and the importance and extent of its role both historically and within a contemporary context**, at City Corporation visitor assets and through their outputs, both individually and by collective marketing
- KP5.4** To **identify projects with a common purpose for City Corporation assets and to foster joint working and sharing of costs in order** to deliver greater impact for the City Corporation as a whole, as well as for participating assets
- KP5.5** To **establish links between the City and the City Corporation's outlying sites**, such as its open spaces, and to promote these in order to drive two-way visitor traffic and promote the City's wider role

Whatever the task in hand, we will execute actions according to our mantra:

OUR MANTRA

To be user-focussed, not product driven, considering the needs of those we serve and the consequences of our actions in all that we do

SA1 PRODUCT DEVELOPMENT

The Association of Leading Visitor Attractions (ALVA)¹⁵ suggests that there are four main areas of product development that are likely to pay dividends with visitors. **The message is “refresh, refresh, refresh”** and so entice audiences to a destination or asset with a new and dynamic experience, reinventing product to incite repeat trips – that can mean a changing programme of events, asset refurbishments or enhancements to the offer. In addition, **an authentic sense of place**, where packages and itineraries that put the visitor “on the spot” where something has happened or someone has lived are key, as is **the telling of people’s stories over those of drier buildings and places**, giving the product life. These are the three pillars of this strategic aim.

HEADLINE ACTIONS (for glossary of acronyms, see p25):

ACTION	Lead Dep’t	External partners	Date
A1.1: to secure City involvement in pan-London and national initiatives that deliver on-street entertainment at visitor hubs; specifically, to build on the success of last year’s GLA Gigs: <i>Big Busk</i> and to play a part in <i>Ride London</i> and the Tour de France (2014)	CHL, DBE, PRO	CoLP, GLA, TfL, others TBI	2013/17
A1.2: to secure commercial sponsorship so that major artworks can continue to be used to enliven the City’s streets; specifically to produce a changing programme of exhibits for Sculpture in the City and – through the City Arts Initiative – to positively encourage applications from external agencies for programmes that add value to the on-street experience	DBE, CHL	TBI	2013/17
A1.3: to build on the Guildhall Area Strategy , delivering ideas for animations within the Guildhall Yard that will provide incentive for a regular presence of workers and visitors; to ensure the use of Guildhall Yard within major, one-off City events so developing its publics	DBE, REM, CHL, CS	TBI	2013/17
A1.4: to progress the City’s Various Powers Bill to enable the granting of on-street trading licences and to complement special events with market activity in order to drive footfall	REM, DBE, CHL	-	2014/15
A1.5: to develop a Cultural Hub across the Barbican, Museum of London, Guildhall School and Milton Court campuses to promote the City’s cultural pre-eminence, animating this area to drive footfall and enhance the visitor experience	BC, GS, CHL	MoL	2013/17
A1.6: to create a business hospitality event space in the lower galleries at Guildhall Art Gallery and in the Roman Amphitheatre, so building the City’s portfolio of unusual venues and generating revenue to support activity	CHL, REM	-	2013/14
A1.7: to advance plans for a new Heritage Gallery in Guildhall Art Gallery to showcase the City’s (and London’s) treasures and heritage; to install glass walkways at Tower Bridge and to develop our Great Fire and Roman London offer through the delivery of self-guided walks and itineraries	CHL	MC800	2015
A1.8: to develop a City Visitor Trail , promoting the proximity of City attractions to increase dwell-time and footfall, and to encourage walking between City sites; to ensure the City’s smaller attractions are referenced and promoted as part of this and to deliver an on-street element place-marking historic events and exposing City “secrets”	CHL, DBE	DoL, City partners	2013
A1.9: to develop itineraries to target specialist audiences such as families, groups, those with access difficulties and specialist interest groups (eg architecture) at times when the City is less busy, especially weekends	CHL	AHL, RNIB, L&P, VE, VB, City partners	2013/17
A1.10: to develop an annual “ A day at Guildhall ” to showcase the City Corporation’s offer and tell its story, using Guildhall Yard as the focus	CHL, REM	L&P, VE, VB	2014/17
A1.11: to programme a series of annual events focussing on City history or people , so engaging visitors with the City’s unique heritage, to include anniversaries of the last Thames Frost Fair (2014, 200 years), the death of Mrs Beeton (2015, 150 years); and the Great Fire (2016, 350 years)	CHL	TBI	2013/17

SA2 MARKETING

Marketing tactics can be loosely divided into **two categories, those that “pull” visitors and those through which the product is “pushed”**. In the past, our focus has largely been on those that pull; producing campaigns and promotions and, through them, attracting our target markets. “Push” tactics involve “selling” to third parties, so they, in turn, push them to the visitor.

The limited resources with which the City's visitor development team is able to promote the City and the high volume of day visitors the City receives means that **we focus activity on delivering campaigns that target those already in London**, pulling visitors from London hotels for example, to the City. **This ignores domestic and overseas audiences when they are at home** and for whom we want the City to be an integral part of their plans pre-arrival, as well as **the selling of the City as an essential part of an integrated London offer**, so adding value and attracting visitors to London in the first place.

The actions under this aim focus on **building our pull tactics, while introducing some push mechanisms** through which we can increase our profile in overseas and national markets.

HEADLINE ACTIONS (for glossary of acronyms, see p25):

ACTION	Lead Dep't	External partners	Date
A2.1: to develop partnerships with strategic and commercial bodies and overseas tour operators to ensure the City is promoted within campaigns, at trade shows, through fam trips and to our international target markets	CHL	L&P, VE, VB, UKI, BHC	2013/17
A2.2: to deliver focussed press campaigns to engage the domestic market through the commission of a travel press agency; specifically, to target local Londoners for weekend activities and high-value markets (eg LGBT)	CHL	-	2013/17
A2.3: to deliver co-promotions with transport operators and stations serving the City to drive audiences, pushing times when capacity is under-used	CHL	TfL, ATOC, and TBI	2014/17
A2.4: to develop an identity for/with the City's event venues; to promote this to them for use in their materials, so articulating the City's USPs in this market	CHL	City venues	2014/15
A2.5: working in partnership, to develop a series of campaigns and initiatives that highlight the City's convenience in terms of access (wheelchair users), shopping options and low-cost activities to local Londoners, especially at weekends	CHL	FHA, VB, City retail	2014/17
A2.6: to introduce a City attraction “twinning” project that matches City attractions with those in wider London that are of a comparative size and offer and to drive traffic between them through cross-referencing; to ensure a City presence (print) at central London attractions and hotels	CHL	TBI	2014/17
A2.7: to develop the City's social media presence, growing fan bases and fostering discussion through blogging sites; to launch a Pinterest presence	CHL	-	2013/17
A2.8: to explore options for generating City visitor content on foreign-language Wikipedia sites, so raising the City's profile internationally and creating an essential reference for non-English speaking visitors	CHL	Wiki	2014/15
A2.9: to develop the audio guide element (app) of the City Visitor Trail to tell the City's story through City people	CHL	City partners	2013/14
A2.10: to produce a series of films across a selection of languages that promote specific aspects of the City (eg architecture) and, utilising the part-payment schemes promoted by Visit Britain TV, to use these to build the City's online presence, especially on YouTube	CHL, OS	VB	2013/14
A2.11: to target London visitor apps and ensure a positive City presence and to solicit user-generated content on travel sites such as Trip advisor	CHL	-	2013/14
A2.12: to launch a regular “3-shot eshot” targeting the travel press, describing new developments to our offer and upcoming events	CHL	-	2013/17
A2.13: to deliver a number of thematic campaigns focussed on City strengths, to include “Pageantry and Pubs”, the City's music offer and City churches; through this, to explore options for cross promotions that will support strengths such as a City arts card or other discount scheme and to consider how strengths may be developed to create City visitor identity	CHL, BC, GS	Retail, CoLF, LSO, DoL	2014/17

SA3 EXPERIENCE

Word-of-mouth is the most effective tool in generating footfall. **We want visitors to come here and to have the best experience possible.** Then **we want them to sing about it**, inciting others to visit too. We also want them to come again, to explore further and to enjoy once more the great hospitality, services and environment the City has to offer.

Concentrating specifically on areas where this strategy can have influence, we will focus our resources on delivering a **great welcome through our staff**, provide **pre-arrival and on-the-spot visitor information** signposted from interfaces that visitors are likely to use, promote **mapping that is consistent** and easy to follow, ensure **a clean and attractive environment for all** to enjoy, and provide the opportunity for visitors to **share their experiences with us and others**. This will help to deliver a stimulating and highly-satisfying experience for all those we welcome and, noting the plaudits London and the UK received for the strength and warmth of its visitor reception over the Games-time period, will **build on the Olympic legacy**.

HEADLINE ACTIONS (for glossary of acronyms, see p25):

ACTION	Lead Dep't	External partners	Date
A3.1: to deliver consistent mapping across all visitor interfaces , so aiding navigation; and to facilitate interactive mapping on our website , enabling users to retrieve the detail they need	CHL, DBE	-	2013/14
A3.2: in recognition of public conveniences being an essential element to an enjoyable visitor experience, to promote the City's community toilet scheme to visitors; to combat antisocial street fouling ; and to support the provisions laid out in the City Corporation's Public Conveniences Review	DBE, CHL	-	2013/14
A3.3: to work with transport providers (eg Crossrail) and local LBs to ensure City product is accurately referenced on signage ; to investigate options for City product to be featured in transport announcements ("alight here for...")	CHL, DBE	TfL, LBs, Crossrail	2014/17
A3.4: to implement area enhancement strategies for the street environment at Bank, Fenchurch Street and Monument, Liverpool Street, West Smithfield and Barbican; to develop the retail offer in the City's PSCs as proposed in our Local Plan, enhancing the connecting "retail links"	DBE	-	2013
A3.5: aligned with City advertising policies, to work with developers to establish information boards at building sites describing the project and nearby leisure options ; working in partnership, to deliver a "Future City" walk to explain these sites, so countering negativity about disruptions	CHL, CS, DBE	OC, CG	2014/15
A3.6: to explore solutions for the build-up of rubbish at visitor hubs at the weekend as requested by VARG and the CHF	DBE, CHL	-	2013
A3.7: to deliver a mobile visitor information van staffed by the CIC for use at events in the City, at places where it is most busy and in our open spaces beyond the City, providing on-the-spot help when and where it is needed	CHL	GLA	2013/17
A3.8: to deliver the City Street Guides scheme in support of major City events and to extend membership to non-City-Corporation-employees	CHL	-	2013/17
A3.9: to provide a leisure advice service for event planners and City businesses planning staff trips ; to complement this with a concierge service for business events (to be delivered by the CIC on a cost-recovery basis)	CHL	-	2014/15
A3.10: to audit guidebooks and travel websites on a global level, to correct misinformation about the Britain London Visitor Centre (now closed) and promote our own information services	CHL	-	2013
A3.11: to extend the language skills (esp. BRIC) and national product knowledge of CIC staff to enhance our welcome; to deliver service improvements at the CIC by introducing WiFi, feedback systems, new products and QR coding (enabling mobile leaflet download so decreasing environmental impact) and to develop our partnership with VisitEngland	CHL	VE	2013/17
A3.12: to print a guide to the City for workers and event planners , promoting the leisure offer and financing it through advertising, making this freely available to businesses newly-arrived in the City; to extend our range of free visitor information outputs and develop pre-arrival webpages .	CHL	-	2014/15

SA4 SUPPORT

The City Corporation it is a **provider of valued services to the City, London and the nation**. These include its green spaces outside of the City's boundaries for example, which are maintained for the enjoyment of all at no expense to the taxpayer. **What is provided must be well chosen**, especially in an austere climate where budgetary considerations ever more confine us. At its most basic, we need to achieve **advantage, and that advantage should reflect the level of the investment**. In the visitor context, that equates to deriving benefit for our stakeholders, the City visitor economy and/or the City Corporation in the realisation of its ambitions.

A return on our investment could be that we are meeting our obligations as a provider of local government services but ordinarily, it is likely that we would build on that. **Facilitating stakeholder networks** for example, not only helps to represent their needs to us as a collective body, but also enables us to **secure distribution channels** for collateral. On a more macro scale, contributing our expertise to the volunteer training programmes of the GLA, helps us to **promote the City** and to ensure our sites are considered in the dialogue between ambassadors and visitors across London, so **driving footfall**. All actions under this strategic aim consider this one criterion, measuring level of effort or resources against potential return.

HEADLINE ACTIONS (for glossary of acronyms, see p25):

ACTION	Lead Dep't	External partners	Date
A4.1: to establish a City Hotels Forum and to extend membership of the City's VARG ensuring networking opportunities between groups; to facilitate a LinkedIn group for member debate and to facilitate shared-cost City representation at industry events on behalf of all	CHL	City partners	2013/17
A4.2: to develop a " crowd-funding " portal for shared-cost projects through which City stakeholders can pledge support commensurate with the proposal's ability to deliver on their own business objectives	CHL; CHAM	City partners	2014/15
A4.3: to establish qualitative data reporting systems and to share results with our stakeholders while informing our own business planning; to establish an annual retail spend survey and enable City benchmarking	CHL	City partners	2014/15
A4.4: to explore options for delivering a research report looking at the impact of the business meeting and events industry in the City , so positioning the City as a leader in this field and achieving profile	CHL; TC; REM	City partners	2014/15
A4.5: to launch an online visitor shop with white-labelling to booking sites, enabling pre-arrival and post-trip sales that will help fund visitor activity	CHL; CHAM	TBI	2014/15
A4.6: to identify London and regional tourism funding streams (eg RGF) and secure benefits for collective City endeavour; to build on the media partnerships established for <i>Celebrate!</i> to deliver greater in-kind support	CHL	VE, ACE and TBI	2013/17
A4.7: to create an internship programme at the CIC targeting London universities in order to derive profile and recognition for the City in the field of visitor information, positioning the CIC at the forefront of the minds of tomorrow's tourism specialists and enhancing job prospects of participants; to deliver a national TIC exchange programme in partnership with VE and to exploit opportunities to develop our training programmes in the visitor sector for young people in the City Fringe	CHL	London HEIs, VE	2014/15
A4.8: to train the trainers of the GLA Ambassador Programme 2013 in London product knowledge, pushing City product and thus driving footfall	CHL	GLA	2013
A4.9: working in partnership, to deliver free day-trips for disadvantaged families from east London , generating WOM recommendations while deriving profile for the City Corporation as an early adopter of the scheme	CHL	VE, FHA	2013/17
A4.10: to explore options for delivering training in London product to London cabbies through familiarisation trips and bespoke sessions	CHL	LTDA; TfL	2014/17
A4.11: to provide a free marketing advice service and deliver marketing support for events that involve multiple City partners, eg Huguenots Festival	CHL	TBI	2013/17
A4.12: to support London and national programmes and events where there is a City presence, driving footfall and delivering complementary activity to incite revisits; specifically, to provide the secretariat and meeting venues for the Magna Carta 800 Tourism Sub-Committee	CHL; PRO; DBE; REM	CoLP	2013/17

PART THREE: ACTION PLAN

SA5 RECOGNITION

The guiding principle for the actions developed under this strategic aim is simple: **the City Corporation interfaces with the visitor community and the national tourism industry at key touch points**. Our job therefore, is to derive recognition and credit at the point where we interact, telling the City Corporation story as effectively as we can and building our presence where there is scope to do so.

Promotion at touch points may be passive or active, where passive is the telling of our story without the ability to enforce its reception (such as describing our role and remit in visitor outputs which the visitor may read or not); and active where we are able to influence reception through direct dialogue with our audiences (such as staff recommending activities to visitors or through developing our voice on issues of concern for the UK tourism industry).

The actions developed under this strategic aim, identify these touch points and use a mix of passive and active mechanisms to deliver recognition.

HEADLINE ACTIONS (for glossary of acronyms, see p25):

ACTION	Lead Dep't	External partners	Date
A5.1: to develop a City tourism intelligence resource on the City Corporation's intranet for use by Members and officers when representing City or City Corporation interests in meetings, at events and on overseas trips; to promote Members and senior officers as representatives of London's tourism industry to the sector	CHL	-	2013/17
A5.2: to ensure the City Corporation's contribution to visitor services is represented within its staff induction programme fostering ownership and knowledge for staff as ambassadors	CHL, PRO, TC	-	2013/17
A5.3: to facilitate a new cross-borough visitor services group with membership comprising relevant representatives from all central London Boroughs and relevant BIDs; through our CIC, to lead facilitation of the London Tourist Information Centre Network established by the GLA in 2012	CHL	-	2014/17
A5.4: to pitch City Corporation assets to the TV industry, especially programmes focussing on travel or heritage, and to derive City Corporation credit in outputs	CHL, PRO	TBI	2013/17
A5.5: to promote the City as a film location and to streamline processes to enable greater adoption; to examine opportunities for promotions with producers of the DVDs of films in which the City has a significant presence	PRO, CHL	-	2013/17
A5.6: to develop a City Corporation day for visitors, securing free admission to our attractions and delivering tours that celebrate our contribution in the visitor context; to promote this to London audiences specifically	CHL, REM	-	2014/17
A5.7: to develop a down-loadable, self-guided Guildhall Great Hall tour for mobile devices, promoting it as the seat of City government to the many visitors who come here without having booked on the monthly guided tour	CHL, REM, CS	-	2014
A5.8: to identify locations within City Corporation assets where a board describing the asset and the City Corporation's contributions in the visitor/cultural context can be housed; to deliver a moveable display about our contribution for use at City Corporation events	CHL, REM	-	2014/15
A5.9: to deliver a City Corporation treasure of the month promotion on the City Corporation's website and to excite interest via social media channels	CHL	-	2014/17
A5.10: to create a City of London Attractions group comprising City Corporation visitor assets to qualify to join the Association of Leading Visitor Attractions (ALVA) and build exposure; similarly, to develop the City Corporation Venues group and investigate joint promotional opportunities	CHL, REM, BC	MoL	2013/17
A5.11: to establish links between the City Corporation's assets outside of the City and the City's visitor offer, driving footfall in both directions; specifically, to deliver promotions linking Hampstead Heath and Epping Forest to the City	CHL, OS	VB, CC	2014/17

i. Key achievements 2011-12

What we've been up to over the last two years

RESEARCH:

- the City's **Visitor Attractions Monitor** (footfall to City attractions)
- **Value and volume of tourism to the City** (RJS Associates)
- **perception testing** amongst Londoners (Arkenford)
- **user surveys** for *Celebrate the City!* and the City Information Centre (RJS Associates)

PUBLICATIONS:

- *The City of London, Architectural Tradition & Innovation in the Square Mile* and its "companion" guide, published by **Thames and Hudson**
- The **2010 and 2012 Time Out Guides to the City of London**
- The **City's 2012 Games-time map**
- **Four seasonal what's on guides** a year highlighting headline events

EVENTS:

- Visitor and support services for the **Queen's Diamond Jubilee Weekend**
- Visitor and support services for the **Games-time road events including the Marathons, Athletes Parade and Torch Relay**
- Delivery of **Celebrate the City: four days in the Square Mile** – a programme of bespoke events and special activities presented by City partners in 2012
- Facilitation of the GLA's **Gigs: Big Busk** programme – on-street musical entertainment at six City sites to entertain visitors over Games-time
- Working with London Marathon Limited (LML), delivery of **musical entertainment at the Olympic and Paralympic marathons** as well as **full peals of bells from six City churches** adding a sense of occasion to these events

OUR GAMES-TIME WELCOME:

- Delivery of a staff "volunteering" scheme which saw employees deployed on-street as **2012 Street Guides**
- Design and delivery of bespoke local knowledge **training for GLA Ambassadors** working across the City area during Games-time
- Provision of visitor advice for the International Paralympic Committee (IPC) and delivery of **a welcome pack for delegates**; in partnership with the Cheapside Initiative

CITY INFORMATION CENTRE:

- **A partnership with VisitEngland (VE)**, endorsing the Centre as the only official TIC in central London and the official London centre for VE

WEBSITE AND SOCIAL MEDIA:

- City visitor presence launched on **Facebook, Twitter and Flickr**
- **Migration of the City's visitor website to the new City Corporation site**
- Access information for attractions and other assets and foreign language welcome pages delivered as part of the above
- Launch of *Enjoy Your City* – a City event **App** targeting City workers
- **Delivery of short films** including six language versions of a promotional film for the City Information Centre, two films for *Celebrate the City!* and a film created for training purposes which summarises the City's visitor offer; all films have been uploaded to the City's **YouTube** channel

TRAVEL TRADE:

- Delivery of a **City of London collective presence** at travel trade shows such as Excursions, with costs shared between participating attractions

ii. What the City offers

The scope of our product

The City has three well-recognised "products" to offer its visitors: business excellence, history and heritage and the modern dynamism of its culture and leisure facilities – all share in the same level of richness and vibrancy.

BUSINESS EXCELLENCE:

- world-class financial facilities
- business critical mass
- unique venues for meetings, conferences and seminars
- individual business activity
- hospitality, formal and informal

HISTORY AND HERITAGE:

- City ceremonial
- attractions
- museums and permanent art collections
- libraries and archives
- London artefacts and treasures
- archaeology
- architecture, monuments and churches
- built environment
- Roman London
- a 2,000-year existence

21ST CENTURY CITY:

- theatre and cinema
- arts and music (particularly classical)
- education and learning (schools, academies, conservatoire, outreach)
- festivals
- guided walks
- bars and restaurants
- high-street and high-end retail
- open spaces
- street scene developments
- cutting-edge public art
- high-quality, innovative architecture
- accommodation, high-end and budget
- resident, worker and visitor diversity

iii. Consultation

Who we've talked to

This strategy has been written and developed to reflect discussions and ideas solicited in consultations and meetings with our elected Members, City Corporation officers and external stakeholders. Those consulted include:

CITY CORPORATION:

- Members
- Assistant Town Clerk
- Streets and Walkways Team
- Tower Bridge / Monument Marketing Team
- Visitor Development Team

Chief Officers from the departments of:

- Barbican Centre
- Built Environment
- Culture, Heritage and Libraries
- Guildhall School of Music & Drama
- Open Spaces
- Public Relations

Officers representing:

- Barbican Centre
- City Business Library
- City Gardens
- City Information Centre
- Film Team
- Guildhall Area Strategy Team
- Guildhall Art Gallery
- Museum of London
- Planners
- Remembrancer events team
- Significant External Events Group
- Street Scene Team

Strategies, plans and research including:

- City of London Corporate Plan 2012-16
- *Business with Pleasure*; the Importance and Leisure Potential of Independent Business Visitors to London
- City of London Communications Strategy, 2012-15
- City of London Cultural Strategy, 2012-17
- City of London, Draft Local Plan, 2013
- City of London, Public Conveniences Review
- Development Schedules: Survey Statistical Report Hotels, April 2012
- Guildhall Area Strategy (*The Hidden Heart of London*), 2011
- *The City Together: The Heart of a World Class City*, 2008-14
- The City's Visitor Attraction's Monitor
- The Economic, Social and Cultural Impact of the City Arts and Culture Cluster
- Other reports and documents as cited

CITY STAKEHOLDERS:

- City Visitor Attractions and Retail Group (VARG)
- City Hotels Forum (CHF)

EXTERNAL AGENCIES AND CONSULTANTS INFORMING THE STRATEGY:

- ALVA
- Britain's Heritage Cities (BHC)
- China Holidays
- Greater London Authority (GLA)
- Lacuna PR
- London & Partners
- Magna Carta 800 Tourism Sub
- Team Tourism
- The City Selection
- UKinbound
- Visit Britain TV
- VisitEngland
- GLA Economics: The Great Britain Day Visitor Survey 2011 – London Analysis
- Mastercard Global Destination Cities Index
- The GB Tourist: Statistics 2011
- Tourism Alliance: UK Tourism Statistics 2012
- Visit Britain: Delivering a Golden Legacy, 2012-20
- Visit Britain: Market and Trade Profiles (esp. the BRIC countries)
- VisitEngland: A Strategic Framework for Tourism 2010-2020
- VisitEngland: The all-England Destination Marketing Strategy
- VisitEngland: The Digital Landscape and the Role of Social Media for the Domestic Visitor
- Other reports and documents as cited

External strategies, plans and research:

- DCMS: Beyond 2012, the London 2012 Legacy Story
- DCMS: Government Tourism Policy, 2011

iv. Partners in tourism

Those with whom we'll deliver this strategy

This strategy must be a partnership. It will need to be implemented in wide consultation with many organisations and individuals in the City and throughout London and it can only be successful if it is delivered by working with them. External partners include:

THE CITY'S ARTS PROVIDERS:

Barbican associate and resident companies, orchestras and producers, including

- Academy of Ancient Music
- BBC Symphony Orchestra
- Boy Blue Entertainment
- Britten Sinfonia
- Cheek By Jowl
- Deborah Warner
- Gewandhaus Orchestra Leipzig
- Jazz at Lincoln Center
- London Symphony Orchestra
- Los Angeles Philharmonic
- Michael Clark Dance Company
- New York Philharmonic
- Royal Concertgebouw Orchestra of Amsterdam
- Serious

Other City arts providers

- Bishopsgate Institute
- Bridewell Theatre, and residents:
 - Cantabile: the London Quartet
 - SEDOS (Stock Exchange Drama and Operatic Society)
- City Music Society
- City of London Festival
- City of London Sinfonia
- Goldsmiths' Hall
- London Festival of Architecture
- LSO St Luke's
- Open-City
- Spitalfields Music
- Temple Music
- Vital Arts

THE CITY'S VISITOR ATTRACTIONS AND SERVICES:

- Bank of England Museum
- City churches
- City of London Police Museum
- Dr Johnson's House
- Livery halls
- Middle Temple Hall
- Museum of London
- Open Garden Squares Weekend
- St Bart's Hospital Archives and Museum
- St Paul's Cathedral
- The City of London Guide Lecturers Association (CLGLA)
- Tower of London

THE CITY'S HOTELS:

- Andaz
- Apex (City / London Wall / Temple Court)
- Chamberlain
- Club Quarters (St Paul's / Gracechurch Street)
- Crown Plaza – the City
- Double Tree by Hilton
- Grange (City / St Paul's)
- Hotel Indigo
- Montcalm at the Brewery, London City
- Novotel Tower
- Premier Inn (Blackfriars / St Mary at Hill)
- Threadneedles
- Travel Lodge (Liverpool Street / Bank / Tower)
- Landmark Trust (43 and 45a Cloth Fair)
- The City's serviced apartments

THE CITY'S CONFERENCE AND BUSINESS EVENT VENUES:

- The City's Livery Halls
- The City Selection
- The City Collection
- The City's Hotels, as listed above

CITY TRADER ASSOCIATIONS AND ESTATE MANAGERS:

- Bishops Square Traders
- Bow Lane Traders
- Broadgate Estates (Broadgate Arena)
- Broadgate Estates (Paternoster)
- Cheapside Initiative
- Land Securities (One New Change / New Street Square)
- Leadenhall and Smithfield Traders
- London Silver Vaults
- Old Spitalfields Market
- Petticoat Lane Market
- Royal Exchange

THE CITY TOGETHER

LOCAL BIDs AND GROUPS:

- Better Bankside
- In Midtown
- South Bank Employers' Group
- Team London Bridge
- Waterloo Quarter

NEIGHBOURING BOROUGHES:

- LB Camden
- LB Hackney
- LB Islington
- LB Lambeth
- LB Southwark
- LB Tower Hamlets
- LB Westminster

LONDON AND NATIONAL PARTNERS:

- Association of Leading Visitor Attractions (ALVA)
- Britain's Heritage Cities (BHC)
- Central London Forward
- DCMS
- Family Holiday Association (FHA)
- Greater London Authority (GLA)
- London & Partners
- London Councils
- London First
- London Tourist Information Centres
- The Tourism Alliance
- Transport for London (TfL)
- UKinbound
- Visit Britain
- VisitEngland

The City's visitor strategy will also be an internal partnership and we must ensure that the activities of our own departments and funded organisations are coordinated to maximise their impact. A list of City Corporation assets and services can be found on p4.

v. Glossary

What the acronyms mean

Dep'ts

BC	Barbican Centre
CHAM	Chamberlain's Department
CHL	Department of Culture, Heritage and Libraries
CS	City Surveyor
DBE	Department of the Built Environment
GS	Guildhall School of Music & Drama
OS	Open Spaces Department
PRO	Public Relations Office
REM	Remembrancer
TC	Town Clerk's Department

External partners

ACE	Arts Council of England
AHL	Action on Hearing Loss
ALVA	Association of Leading Visitor Attractions
ATOC	Association of Train Operating Companies
BHC	Britain's Heritage Cities
CC	CurioCity
City partners	All City visitor services and culture providers
CG	City of London Guide Lecturers Association
CoLF	City of London Festival
CoLP	City of London Police
DoL	Diocese of London
FHA	Family Holiday Association
GLA	Greater London Authority

LBs	London Boroughs
L&P	London & Partners
London HEIs	Higher education institutions in London
LSO	London Symphony Orchestra
LTDA	Licensed Taxi Drivers Association
MC	Magna Carta 800
MoL	Museum of London
OC	Open City
RNIB	Royal National Institute for Blind People
TfL	Transport for London
UKI	UKInbound
VB	Visit Britain
VE	Visit England

TBI To be identified

Other

BID	Business Improvement District
CHF	City Hotels Forum
CIC	City Information Centre
Fam trips	Familiarisation trips
LGBT	Lesbian, Gay, Bisexual and Transgender
PSC	Principal Shopping Centre
RGF	Regional Growth Fund
VARG	Visitor Attractions and Retail Group
WOM	Word of mouth

Committee: Policy and Resources	Date: 21 November 2013
Subject: Decisions taken under delegated authority or urgency powers	Public
Report of: Town Clerk	For Information
<u>Summary</u>	
<p>1. This report advises Members of action taken by the Town Clerk in consultation with the Chairman and Deputy Chairman since the last meeting of the Committee, in accordance with Standing Order Nos. 41(a) and 41(b).</p> <p>Recommendation</p> <p>2. To note the action taken since the last meeting of the Committee.</p>	

Main Report

3. The following action has been taken under the **urgency procedures**, Standing Order No. 41(a), since the last meeting of the Committee:-

Chelsea Flower Show 20-24 May 2014 – Art Installation/Concept Garden to Raise Awareness of Oak Processionary Moth

Approval was given to a total of £20,000 in sponsorship being made available from the Policy and Resources Committee’s contingency fund to support the exhibition of an art installation/concept garden at the Chelsea Flower Show 2014.

The concept garden will raise awareness of the threat of Oak Processionary Moth (OPM) to London’s tree population. The funding will be provided in two tranches - £11,000 in December 2013 and £9,000 in early May 2014.

Contact:

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Agenda Item 20a

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Agenda Item 20b

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Agenda Item 20c

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