



Policy and Resources Committee

Date: THURSDAY, 6 NOVEMBER 2014

Time: 1.45 pm

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

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 Deputy Michael Cassidy (Ex-Officio Member) Roger Chadwick (Ex-Officio Member) Deputy Alex Deane Deputy Billy Dove (Ex-Officio Member) Simon Duckworth Alderman Jeffrey Evans Stuart Fraser Marianne Fredericks	George Gillon Alderman Sir David Howard Deputy Robert Howard (Ex-Officio Member) Wendy Hyde Vivienne Littlechild (Ex-Officio Member) Edward Lord Wendy Mead Hugh Morris Deputy Joyce Nash Deputy Henry Pollard (Ex-Officio Member) Stephen Quilter Deputy Dr Giles Shilson Sir Michael Snyder Deputy John Tomlinson Deputy Michael Welbank (Ex-Officio Member) The Rt Hon the Lord Mayor Alderman Fiona Woolf Alderman Sir David Wootton Alderman Alan Yarrow
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Lunch will be served in Guildhall Club at 1pm
NB: Part of this meeting could be the subject of audio video recording

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To consider minutes as follows:-
 - a) To agree the public minutes of the meeting held on 2 October 2014
For Decision
(Pages 1 - 10)
 - b) To note the public minutes of the Resource Allocation Sub-Committee meeting held on 2 October 2014
For Information
(Pages 11 - 14)
 - c) To note the public minutes of the Projects Sub-Committee meeting held on 8 October 2014
For Information
(Pages 15 - 20)
 - d) To note the public minutes of the Members' Privileges Sub-Committee meeting held on 1 October 2014
For Information
(Pages 21 - 24)
4. **CONTINGENCY APPLICATION - LIVERY SCHOOLS LINK CONSULTANT PROJECT MANAGER**
Minute from the Education Board meeting held 16 October 2014 together with a report of the Town Clerk.
For Decision
(Pages 25 - 30)
5. **RESPONSE TO CYCLE SUPERHIGHWAY CONSULTATION**
Report of the Director of the Built Environment.
For Decision
(Pages 31 - 76)
6. **TOWN CLERK'S OFFICE (POLICY AND DEMOCRATIC SERVICES) BUSINESS PLAN PROGRESS REPORT**
Report of the Town Clerk.
For Information
(Pages 77 - 80)

7. **RISK MANAGEMENT STRATEGY**
Report of the Chamberlain. **For Information**
(Pages 81 - 116)

8. **ONE YEAR ON: A REVIEW OF THE CITY'S VISITOR STRATEGY AND ACTION PLAN 2013/17**
Report of the Director of Culture, Heritage and Libraries. **For Information**
(Pages 117 - 134)

9. **POLICY CHAIRMAN'S VISIT TO NEW YORK AND WASHINGTON DC, UNITED STATES OF AMERICA, OCTOBER 2014**
Report of the Director of Economic Development. **For Information**
(Pages 135 - 144)

10. **POLICY INITIATIVES FUND**
Report of the Chamberlain. **For Information**
(Pages 145 - 160)

11. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**
Report of the Town Clerk. **For Information**
(Pages 161 - 162)

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

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

14. **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

15. **NON-PUBLIC MINUTES**
To consider non-public minutes of meetings as follows:-

a) To agree the non-public minutes of the meeting held on 2 October 2014 **For Decision**
(Pages 163 - 166)

b) To note the non-public minutes of the Resource Allocation Sub-Committee meeting held on 2 October 2014 **For Information**
(Pages 167 - 168)

c) To note the non-public minutes of the Projects Sub-Committee meeting held on 8 October 2014

For Information
(Pages 169 - 172)

d) To note the non-public minutes of the Hospitality Working Party meeting held on 21 October 2014

For Information
(Pages 173 - 180)

16. **ST LAWRENCE JEWRY**
Report of the Town Clerk.

For Decision
(Pages 181 - 204)

17. **CITY TELECOMMUNICATIONS STRATEGY OPTIONS APPRAISAL**
Report of the Chamberlain.

For Decision
(Pages 205 - 208)

18. **CASKETS FOR STATE BANQUETS**
Report of the Remembrancer.

For Decision
(Pages 209 - 212)

19. **GUILDHALL ACCOMMODATION REVIEW**
Report of the City Surveyor.

For Decision
(Pages 213 - 228)

20. **REQUEST FOR AN UPLIFT TO THE CITY BRIDGE TRUST'S LOCAL RISK BUDGET**
Report of the Chief Grants Officer.

For Decision
(Pages 229 - 232)

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

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

Part 3 - Confidential Agenda – Circulated to Members Only

23. **CONFIDENTIAL MINUTES**

To agree the confidential minutes of the meeting held on 2 October 2014.

For Decision

24. **PROVISION OF TRANSPORT**

Report of the Town Clerk.

For Decision

POLICY AND RESOURCES COMMITTEE Thursday, 2 October 2014

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 2 October 2014 at 1.45pm

Present

Members:

Deputy Douglas Barrow (Deputy Chairman, in the Chair)
Jeremy Mayhew (Deputy Chairman)
Deputy Catherine McGuinness (Deputy Chairman)
Deputy Ken Ayers
Deputy John Barker
Roger Chadwick
Alderman Jeffrey Evans
Stuart Fraser
Marianne Fredericks
Alderman Sir David Howard
Deputy Robert Howard
Wendy Hyde
Edward Lord
Wendy Mead
Hugh Morris
Deputy Joyce Nash
Deputy Dr Giles Shilson
Sir Michael Snyder
Deputy John Tomlinson
Deputy Michael Welbank
Alderman Sir David Wootton

Officers:

John Barradell	Town Clerk and Chief Executive
Susan Attard	Deputy Town Clerk
Simon Murrells	Assistant Town Clerk
Peter Lisley	Assistant Town Clerk
Neil Davies	Town Clerk's Department
Emmet Regan	Town Clerk's Department
Gregory Moore	Town Clerk's Department
Peter Kane	The Chamberlain
Caroline Al-Beyerty	Financial Services Director, Chamberlain's Department
Graham Bell	Chief Information Officer, Chamberlain's Department
Michael Cogher	Comptroller and City Solicitor
Paul Double	City Remembrancer
Nigel Lefton	Remembrancer's Department
Peter Bennett	City Surveyor
Paul Sizeland	Director of Economic Development
Tony Halmos	Director of Public Relations

David Farnsworth	Chief Grants Officer
David Pearson	Director of Culture, Heritage and Libraries
Nick Bodger	Head of Cultural and Visitor Development
Iain Simmons	Department of the Built Environment

The Committee was advised that a member of the public was filming the public portion of the meeting, in line with the Corporations protocols for the filming of meetings.

1. APOLOGIES

Apologies were received from Mark Boleat, Deputy John Bennett, Deputy Billy Dove, George Gillon, Vivienne Littlechild, Stephen Quilter, Alderman Alan Yarrow and the Rt. Hon The Lord Mayor Alderman Fiona Woolf.

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

There were none.

3. MINUTES

a) The public minutes of the meeting held on 4 September 2014 were approved.

Matters Arising

Use of Overnight Accommodation (p3) – The Assistant Town Clerk advised that clarification of use by the various bodies referred to would be provided at the next meeting.

b) The draft public minutes of the Projects Sub-Committee meeting held on 2 September 2014 were noted.

4. REGULATION OF INVESTIGATORY POWERS ACT 2000 - QUARTERLY UPDATE

The Committee noted that no requests which sought authorisation to use surveillance in accordance with the Regulation of Investigatory Powers Act (RIPA) 2000 whilst undertaking City Corporation business had been submitted in the last quarter.

RECEIVED.

5. REVIEW OF POLLING DISTRICTS AND POLLING PLACES

The Committee considered a report of the Town Clerk outlining the findings of a review in to polling districts and places within the City, and making recommendations for the future arrangements for City to be used at UK Parliamentary elections.

RESOLVED: That:-

- There should be no changes to the existing boundaries of polling district AL. Situated in the western part of the City, AL district contains the Bread

Street, Castle Baynard, Cordwainer, Cheap, Farringdon Within, Farringdon Without, Queenhithe, and Vintry Wards.

- The polling place for AL polling district should continue to be St Bride Foundation, Bride Lane.
- There should be no changes to the existing boundaries of polling district CL. Situated on the Eastern side of the City, it covers Aldgate, Billingsgate, Bishopsgate, Bridge and Bridge Without, Broad Street, Candlewick, Cornhill, Dowgate, Langbourn, Lime Street, Portsoken, Tower and Walbrook Wards.
- The polling place for CL polling district should continue to be Artizan Street Library and Community Centre.
- Polling district BL should be split, with the Golden Lane Estate making up a new polling district DL. The new boundary for this polling district will be along Fann Street.
- The polling place for DL polling district should be the Sir Ralph Perring Centre.
- The remaining part of BL polling district would contain the Aldersgate, Bassishaw, and Coleman Street Wards, and Cripplegate Ward south of Fann Street.
- The polling place for the remainder of the BL polling district should continue to be St Giles Cripplegate church.

6. **PROJECT FUNDING UPDATE**

The Committee considered a report of the Chamberlain advising on the current unallocated balances from the previously approved additional funds for capital schemes allocated to City's Cash and the City Fund, and seeking approval for specific allocations concerning the Barbican Area Strategy and City WiFi provision.

It was noted that the non-public appendices circulated at Item 23 on the agenda were to be read in conjunction with this item.

RESOLVED: That Members agree the following allocations:

- £0.62m to fund the City Wi-Fi scheme from the 2014/15 provisions (£0.31m City Fund and £0.31m City's Cash).
- £0.204m to fund the costs arising from the widened scope of the Barbican Area Strategy Review from the 2014/15 City Fund provision.

7. **CHEAPSIDE BUSINESS IMPROVEMENT DISTRICT PROPOSAL**

The Committee considered a report of the City Surveyor concerning the Cheapside Initiative (CI) Business Improvement District (BID) proposal.

RESOLVED: That Members:-

- Approve the BID Proposal to allow progression to formal consultation.
- Agree that permission should be sought from the Court of Common Council to delegate authority to approve the final form of the detailed Memorandum of Understanding concerning operational matters and the functions of the City as BID Proposer and BID Body to the Policy and Resources Committee
- Agree to delegate authority for the day-to-day management of the BID Body's functions to the City Surveyor, subject to this being exercised in accordance with the approved Memorandum of Understanding and within the BID levy receipts credited to the BID account.

8. AIR QUALITY CONFERENCE

The Committee considered a report of the Director of Markets and Consumer Protection seeking funding from Committee Contingency towards an early morning conference on air quality.

RESOLVED: That a sum of £5,000 be allocated from the Committee contingency towards an early morning conference on Air Quality, to be held at Guildhall on 4 November 2014.

9. CYCLE SUPER HIGHWAY

The Committee considered a report of the Director of the Built Environment seeking delegated authority to respond to the Mayor of London's proposals for Cycle Super Highways.

A Member, also the Chairman of the Planning & Transportation Committee, cautioned that the issues of concern set out in the report remained so, with further detail necessary before a real assessment of the impact could be made. Given this issue was one of real importance to the City it was felt that the Policy & Resources Committee would need to examine any proposed response in the light of this additional detail when received. It was therefore suggested that, in the event timetables made it impossible for a report to come back to a formal meeting of this Committee, the proposed response should be circulated to all Members for their views. Further, in the event of significant divergence of views, an extraordinary meeting of the Committee should be called.

Accordingly, the Committee agreed to delegate authority with the proviso that all Members of the Policy & Resources Committee be consulted before the formal response was submitted.

RESOLVED: That authority be delegated to the Town Clerk in consultation with the Chairmen and Deputy Chairmen of the Policy & Resources and Planning & Transportation Committees to approve a formal response to the consultation, subject to all Members of the Committee being consulted on the final response prior to its submission.

10. GREAT FIRE OF LONDON - FEASIBILITY STUDY

The Committee considered a report of the Director of Culture, Heritage and Libraries concerning proposals for a major public event to commemorate the 350th anniversary of the Great Fire of London, specifically seeking approval to provide funding for a feasibility study.

A Member noted that the website project outlined in the proposal would be particularly beneficial from an educational standpoint and complement the City Corporation's increasing work in this area.

RESOLVED: That:-

- A total sum of £19,600 be agreed in support of a report examining the feasibility of a major public event commemorating the Great Fire of London to be met from your Committee's contingency and charged to City's Cash in 2014/15.
- It be noted that if the feasibility study shows the event to be viable, a further report would be presented seeking a sum not to exceed £300,000 to be met from Policy & Resources 2015/16 contingency, this being the total that the City Corporation will be asked to provide towards the project which has an anticipated value of up to £2million.
- It be noted that an additional sum of up to £20,000 may also be sought towards the Great Fire education and website project currently being scoped in detail. This project is estimated could cost in the region of £200,000 and will be the subject of an external funding bid as it could not be resourced through the Museum of London's, London Metropolitan Archives" (LMA) and the Monument's local risk budgets
- It be recommended that the Finance Committee agree to waive the procurement regulations in accordance with regulation 9.2 to enable the selected supplier of the feasibility report and the final project (Artichoke) to be appointed.

11. 800TH ANNIVERSARY OF THE MAGNA CARTA

The Committee considered a joint report of the Director of Public Relations and the Director of Culture, Heritage and Libraries seeking approval for a number of activities to mark the 800th anniversary of the Magna Carta in 2015, at a total cost of up to £128,000 to be met from Committee Contingency.

RESOLVED: That the following activities to mark the 800th anniversary of the Magna Carta in 2015 be agreed at a maximum total cost of £128,000, to be met from Committee contingency (£21,000 in 2014/15 and £107,000 in 2015/16) and charged to City's Cash:

- The inclusion in the 2014 Lord Mayor's Show, in a suitably safe and appropriate manner, of the London copy of Magna Carta, at a cost not exceeding £6,000;

- A one-third share of the cost of creating a new permanent Magna Carta exhibition in the Temple Church, £15,000;
- A half share of the cost of an event in Temple Church, a reception in Middle Temple Hall and a dinner in Inner Temple Hall, co-hosted by the City Corporation, on 14 May 2015 to mark the 800th anniversary of King John's sealing of the London Charter, £12,000;
- A reception in Mansion House to mark the 800th anniversary of the convening in London of the barons in May 1215, prior to the sealing of Magna Carta, not exceeding £10,000; and
- A contribution of £85,000 towards the cost of the prime national and international event to mark the anniversary, in the presence of HM The Queen, at Runnymede on 15 June 2015.

12. NEW CITY AGENDA

The Committee considered a report of the Director of Public Relations which sought agreement for the City Corporation to purchase Corporate Partnership of the New City Agenda think-tank, at a cost of £15,000 to be drawn from the Policy Initiatives Fund.

The Director of Public Relations clarified that this proposal had only emerged recently, which was why it had not been included in the recent wider review of the City Corporation's think-tank membership.

RESOLVED: That approval be given to Corporate Partnership of New City Agenda at a cost of £15,000 to be drawn from the Policy Initiatives Fund 2014/15, categorised under the Research section of the Fund and charged to City's Cash.

13. PUBLIC RELATIONS ACTIVITIES

The Committee received a report of the Director of Public Relations updating it on activities for the period July to September 2014.

RESOLVED: That the report be received.

14. REMEMBRANCER'S OFFICE BUSINESS PLAN UPDATE

The Committee received a report of the Remembrancer providing an overview of his office's activities between April and September 2014 and updating on progress made against the objectives within the department's business plan.

RESOLVED: That the report be received.

15. ECONOMIC DEVELOPMENT OFFICE ACTIVITIES

The Committee received a report of the Director of Economic Development providing an update on the activities of his office between June and September 2014 and a summary of progress made against the objectives within the department's business plan.

RESOLVED: That the report be received.

16. POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY

The Committee received a report of the Chamberlain listing those projects and activities which had received funding from the Policy Initiatives Fund and Committee Contingency for 2014/15 and providing the latest balances of the two funds.

RESOLVED: That the report be received.

17. TELECOMMUNICATIONS STRATEGY UPDATE

The Committee considered a joint report of the Chamberlain and the City Surveyor providing an update on work undertaken in progressing the City Corporation's telecommunications strategy.

RESOLVED: That the activities undertaken to date and the intention to return to Committee in November to agree approach, plans and resources to deliver both wired and wireless work streams be noted.

18. PRINCE'S TRUST STRATEGIC GRANT

The Committee considered a joint report of the Town Clerk and the Chief Grants Officer proposing the release of £1.05million per year from the Bridge House Estates surplus income for a period of 10 years to provide a long term strategic grant to the Prince's Trust Charity.

It was noted that the report had been considered and approved by The City Bridge Trust Committee; the Chairman of that Committee assured Members that officers from the Trust would administer the grant and ensure delivery in accordance with the strategic aims of the grant. He also confirmed that ten year grants were not normally awarded and this would be the subject of a report to the Court.

RESOLVED: That the release of an additional £1.05m per year be approved, for a period of 10 years from the financial year 2014-2015, from the Bridge House Estate's income surplus (over and above the Investing in Londoners grants programme budget, or its successor) with the express intention that the City Bridge Trust Committee recommend, and that the Court of Common Council approve, that this money be used for the sole purpose of a strategic grant to the Prince's Trust to support work with London's hardest to reach young people.

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

There were no questions.

20. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was one urgent item:

Centre for American Progress

The Committee considered a report of the Director of Public Relations seeking approval for one year's membership of the Centre for American Progress' Business Alliance, at a cost of \$25,000, to be drawn from the Policy Initiatives Fund.

It was noted that, as with the proposal at item 12, this opportunity had only arisen since the review of think-tank memberships had taken place. Members noted the reason for urgency had not been included within the report and asked that such items include the rationale for seeking urgent approval in future.

RESOLVED: That approval be given to one year's membership of the Center for American Progress' Business Alliance at a cost of \$25,000 (approximately £15,500) to be drawn from the Policy Initiatives Fund 2014/15, categorised under the Research section of the Fund and charged to City's Cash.

21. EXCLUSION OF THE PUBLIC

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

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

22. NON-PUBLIC MINUTES

- a) The non-public minutes of the meeting held on 4 September 2014 were approved.
- b) The draft non-public minutes of the Projects Sub-Committee meeting held on 2 September 2014 were received.
- c) The draft non-public minutes of the Hospitality Working Party meeting held on 18 September 2014 were received.

23. PROJECT FUNDING UPDATE - APPENDICES

These were the non-public appendices associated with Item No. 6 and were considered in conjunction with that item.

24. SERVICE BASED REVIEW PROPOSALS - REMEMBRANCER'S OFFICE

The Committee considered a report of the Remembrancer presenting the proposals of his department's Service Based Review.

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

There was one question.

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

There was one non-public urgent item concerning the expansion of the City Corporation's academy offering.

27. CONFIDENTIAL MINUTES

The confidential minutes of the meeting held on 4 September 2014 were approved.

28. SERVICE BASED REVIEW PROPOSALS - TOWN CLERK'S

The Committee considered a report of the Town Clerk presenting the proposals of his department's Service Based Review.

The meeting ended at 3.35 pm

Chairman

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Agenda Item 3b

RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Thursday, 2 October 2014

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 2 October 2014 at 3.50 pm

Present

Members:

Mark Boleat (Chairman)	Jeremy Mayhew
Roger Chadwick (Deputy Chairman)	Deputy Catherine McGuinness
Deputy John Barker	Deputy Joyce Nash
Deputy Douglas Barrow	Deputy John Tomlinson
Deputy John Bennett	Alderman Sir David Wootton
Stuart Fraser	

Officers:

John Barradell	Town Clerk and Chief Executive
Peter Kane	Chamberlain
Caroline Al-Beyerty	Financial Services Director, Chamberlain's Department
Greg Moore	Town Clerk's Department

1. APOLOGIES

Apologies for absence were received from George Gillon, Deputy Dr Giles Shilson, and Alderman Alan Yarrow.

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

There were none.

3. MINUTES

RESOLVED: That the minutes of the Sub-Committee meeting held on 8 May 2014 be agreed.

4. PROJECT FUNDING UPDATE

The Sub-Committee considered a report of the Chamberlain advising on the current unallocated balances from the previously approved additional funds for capital schemes allocated to City's Cash and the City Fund, and seeking approval for specific allocations concerning the Barbican Area Strategy and City WiFi provision.

It was noted that the non-public appendices circulated at Item 12 on the agenda were to be read in conjunction with this item.

It was further noted that the Policy & Resources Committee had endorsed the proposals at its meeting earlier that day.

RESOLVED: That Members agree the following allocations:

- £0.62m to fund the City Wi-Fi scheme from the 2014/15 provisions (£0.31m City Fund and £0.31m City's Cash).
- £0.204m to fund the costs arising from the widened scope of the Barbican Area Strategy Review from the 2014/15 City Fund provision.

5. DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS

The Sub-Committee received a report of the Town Clerk that advised Members of action taken by the Town Clerk in consultation with the Chairman and Deputy Chairman since the last meeting, in accordance with Standing Order Nos. 41(a) and 41(b).

The Town Clerk advised Members that the approval concerning the Aldgate Highway Changes and Public Realm Improvement Project had been made subject to officers reporting back should there be any doubt as to the securing of section 106 monies.

RESOLVED: That the action taken since the last meeting of the Sub-Committee be noted.

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

There were none.

7. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

8. EXCLUSION OF THE PUBLIC

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

<u>Item No.</u>	<u>Paragraph No.</u>
9 - 13	3

9. NON-PUBLIC MINUTES

RESOLVED: That the non-public minutes of the Sub-Committee meeting held on 8 May 2014 be agreed.

10. NOTES OF INFORMAL MEETINGS

RESOLVED: That the notes of the informal meeting of the Sub-Committee held on 27 and 28 June 2014 be agreed.

11. MUSEUM OF LONDON MAINTENANCE WORKS

The Sub-Committee considered a report of the City Surveyor regarding essential maintenance works to the Museum of London building.

12. PROJECT FUNDING UPDATE - APPENDICES

The Sub-Committee received the non-public appendices associated with Item No. 4, which had been considered in conjunction with that item.

13. DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS

The Sub-Committee received a report of the Town Clerk that advised Members of actions taken by the Town Clerk in consultation with the Chairman and Deputy Chairman since the last meeting, in accordance with Standing Order Nos. 41(a) and 41(b).

RESOLVED: That the action taken since the last meeting of the Sub-Committee be noted.

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

There were none.

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

There were no urgent items.

The meeting ended at 4.05 pm

Chairman

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PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Wednesday, 8 October 2014

Minutes of the meeting of the Projects Sub (Policy and Resources) Committee held at the Guildhall EC2 at 10.30 am

Present

Members:

Sir Michael Snyder (Chairman)	Deputy Catherine McGuinness
Deputy Ken Ayers	Graham Packham
Nigel Challis	Deputy Michael Welbank
Henry Colthurst	

Officers:

Peter Lisley	Town Clerk's Department
Arshi Zaman	Town Clerk's Department
Katie Odling	Town Clerk's Department
Tony Halmos	Director of Public Relations
Caroline Al-Beyerty	Chamberlain's Department
Graham Bell	Chamberlain's Department
Peter Bennett	City Surveyor
Huw Rhys Lewis	City Surveyor's Department
Victor Callister	Department of the Built Environment
Steve Presland	Department of the Built Environment
Karen Tarbox	Community and Children's Services Department

1. APOLOGIES

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

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

Deputy Catherine McGuinness declared a non-pecuniary interest due to owning a flat in Briar Court.

3. MINUTES

RESOLVED – That the Minutes of the meeting held on 2 September 2014 be approved.

4. ALDERMAN'S HOUSE S278 - GATEWAY 2

The Sub Committee considered a report of the Director of the Built Environment concerning a S278 agreement at Alderman's House.

RESOLVED – That,

- a) authority be given for the project proceed to Gateway 3/4 via the light 3 approval track; and
- b) a maximum resource requirement of £40,000 (£30k for staff and £10k for fees) be approved in order to progress the project.

5. 10 TRINITY SQUARE S278 - GATEWAY 2

The Sub Committee considered a report of the Director of the Built Environment regarding a S278 at Trinity House.

RESOLVED – That,

- a) Authority be given for the project to proceed to Gateway 3/4 via the regular 2 approval track; and
- b) A maximum resource requirement of £37,000 (£25k for staff and £12k for fees) be approved in order to progress the project.

6. CONCRETE TESTING AND REPAIR AT THE BARBICAN ESTATE - GATEWAY 2

The Sub Committee considered a report of the Director of Community and Children's Services concerning concrete testing and repair at the Barbican Estate.

The Chamberlain confirmed that the structure of the contract can be considered through procurement.

RESOLVED – That,

- a) authority be given for the project to proceed Gateway 4 via the regular 2 approval track; and
- b) a maximum resource requirement of £9,660 for consultant costs and £310,000 for Contractor costs be approved in order to progress the project.

7. COMMUNAL REPAIRS AND REDECORATIONS PROGRAMME FOR THE BARBICAN ESTATE - GATEWAY 2

The Sub Committee considered a report of the Director of Community and Children's Services concerning the communal repairs and redecorations programme for the Barbican Estate.

RESOLVED – That,

- a) authority be given for the project to proceed to Gateway 3/4 via the regular 2 approval track; and
- b) a maximum resource requirement of £14,000 for the cost of Staff time/consultants be approved in order to progress the project, to be met from the City Fund.

8. WATER SYSTEM TESTING AND ASSOCIATED SAFETY WORKS AT THE BARBICAN AND THE HRA ESTATES - GATEWAY 2

The Sub Committee considered a report of the Director of Community and Children's Services concerning water system testing and associated safety works at the Barbican and the HRA Estates.

As part of the procurement process, the Sub Committee requested the Chamberlain investigate the possibility of requiring that all projects involving tenders should include an additional requirement regarding suggestions and proposals for meeting the main objective of the project in better, different and more innovative ways. This process should also be applied to informal tendering processes.

RESOLVED – That,

- a) authority be given for the project to proceed to Gateway 3/4 via the regular 2 approval track; and
- b) a maximum resource requirement of £4,000 for staff time be approved in order to progress the project.

9. ST BOTOLPH BISHOPSGATE BALL COURT IMPROVEMENTS - GATEWAY 2

The Sub Committee considered a report of the Director of Open Spaces regarding St Botolph Bishopsgate Ball Court Improvements.

RESOLVED – That,

- a) authority be given for the project to proceed to Gateway 5 – Authority to Start Work via the light 3 approval track; and
- b) a maximum resource requirement of £30,000 for consultant's fees and staff costs be approved in order to progress the project.

10. MARK LANE ENVIRONMENTAL ENHANCEMENTS - GATEWAY 3/4/5

The Sub Committee considered a report of the Director of the Built Environment concerning the environmental enhancements on Mark Lane.

RESOLVED – That,

- a) authority be given to commence phase one enhancement works and the release of funds from the 64-74 Mark Lane Section 106 Agreement subject to the costs of reparations being finalised and received from the developer;
- b) authority be given to release £12,000 from the 64-74 Mark Lane Section 106 Agreement to cover the staff costs and fees associated with delivering the phase one works;
- c) authority be given to release £25,650 from the 64-74 Mark Lane Section 106 Agreement to fund the phase two design development, including transport analysis, detailed design and consultation with key stakeholders; and
- d) Authority be given to release £10,000 from the 64-74 Mark Lane Section 106 Agreement to cover the additional costs incurred on the scheme.

11. LIMEBURNER LANE - GATEWAY 7

The Sub Committee considered a report of the Director of the Built Environment concerning Limeburner Lane (Section 278).

RESOLVED – That,

- a) the final cost of the project be noted which will require a minor amendment to the budget.

- b) subject to the completion of the final account, any unspent monies be returned to the developer.
- c) the lessons learnt be noted and the project closed.

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

13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
 There were no questions.

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 I of the Schedule 12A of the Local Government Act.

Item	Paragraph
15	2 & 3
16 - 19	3
20	3 & 7
21 - 27	3

15. **NON-PUBLIC MINUTES**
RESOLVED – That the non-public minutes of the meeting held on 22 July 2014 be approved.

16. **CITY TELECOMMUNICATIONS STRATEGY - GATEWAY 2**
 The Sub Committee considered and approved a report of the Chamberlain regarding the City Telecommunications Strategy.

17. **THE CONTRACTORS OFFICE, ANDREWES HOUSE - GATEWAY 2**
 The Sub Committee considered and approved a report of the Director of Community and Children's Services regarding the Contractors Office at St Andrews House.

18. **MIDDLESEX STREET PHASE IV - THE RETAIL PARADE STRATEGY - GATEWAY 2**
 The Sub Committee considered a report of the City Surveyor regarding Middlesex Street Phase IV – the Retail Parade Strategy.

19. **ESSENTIAL MAINTENANCE WORKS TO THE MUSEUM OF LONDON BUILDING - GATEWAY 3/4**
 The Sub Committee considered a report of the City Surveyor concerning some essential maintenance work to the Museum of London Building.

20. **RING OF STEEL - GATEWAY 3/4**
 The Sub Committee considered a report of the Commissioner of Police regarding the Ring of Steel Compliance and Stabilisation Project.

- 21. POLICE ACCOMMODATION: FURNITURE PROCUREMENT - GATEWAY 5**
The Sub Committee considered and approved a report of the Commissioner of Police regarding the award of the furniture contract for Guildhall Yard East.
- 22. HOSTEL DEVELOPMENT AND LODGE II ENABLING PROJECT - GATEWAY 5**
The Sub Committee considered a report of the Director of Community and Children's Services regarding the Hostel Development and Lodge II Enabling Project.
- 23. ORACLE ERP PROGRAMME - GATEWAY 6**
The Sub Committee received a report of the Chamberlain regarding the Oracle ERP programme.
- 24. GUILDHALL ACCOMMODATION REVIEW - GATEWAY 7**
The Sub Committee considered and approved a report of the City Surveyor regarding the Guildhall Accommodation Review project.
- 25. BARBICAN CAMPUS PROGRAMMES**
The Sub Committee received a report of the Director of Operations and Buildings at the Barbican Centre concerning the Barbican Campus Programme.
- 26. HIGHWAYS AND PUBLIC REALMS PROGRAMMES**
The Sub Committee received a joint report of the Town Clerk and Director of the Built Environment in relation to the Highway and Public Realm Programme.
- 27. ACTIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY PROCEDURES**
The Sub Committee received a report of the Town Clerk which provided details of decisions taken under Delegated Authority and Urgency Procedures.

RESOLVED – That the decisions taken in relation to London Bridge Staircase and Bridgemasters House Phase II be noted.
- 28. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
- 29. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was one item of urgent business concerning the **Hampstead Heath Ponds Project – Funding of legal advice for adjoining landowner**.

The meeting closed at 11.55 am

Chairman

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Agenda Item 3d

MEMBERS PRIVILEGES SUB (POLICY AND RESOURCES) COMMITTEE Wednesday, 1 October 2014

Minutes of the meeting of the Members Privileges Sub (Policy and Resources) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 1 October 2014 at 11.00 am

Present

Members:

Deputy John Bennett (Chairman)
Deputy Ken Ayers
Deputy John Barker
Mark Boleat
Deputy Billy Dove
George Gillon
Jeremy Mayhew
Oliver Lodge

Officers:

Gregory Moore - Town Clerk's Department

1. APOLOGIES

Apologies were received from Deputy Richard Regan and David Thompson.

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

There were none.

3. MINUTES

RESOLVED: That minutes of the meeting held on 11 July 2013 be approved, subject to the following amendments:

- **Meeting time (page 1)** – that the stated time of 1.45am be corrected to read 1.45pm
- **Use of Reading Room (page 5)** – that the reference to past Chief Commoners and Lord Mayors being permitted access to the Reading Room be clarified, so as to make clear that this was a return to previous practice rather than a new development.

4. TERMS OF REFERENCE

The Sub-Committee considered its Terms of Reference, with a view to determining whether they continued to be appropriate.

A Member noted that the Sub-Committee had no powers to make decisions on matters affecting Members' privileges or facilities, instead requiring the approval of the Policy & Resources Committee on each occasion, even when the issues involved were relatively minor. He expressed surprise that this was

the case and questioned whether this should be revisited, in the interests of avoiding duplication and streamlining the decision-making process.

Members debated the merits of any change, noting that the occasions where anything had had to be referred to the Policy & Resources Committee had been few and far between, with it being rare that any such issues arose. It was noted that the Sub-Committee's proposals had all been endorsed and helpful comments made; as such, it was felt that retaining the status quo in this area would be the preferred option. It was also noted that the Sub-Committee did have the authority to make decisions on the Member Development programme, with responsibility delegated to it to agree the programme and associated training.

RESOLVED: That it be agreed that the Terms of Reference of the Sub-Committee be left unchanged.

5. **MEMBERS' FACILITIES AND ACCOMMODATION**

The Chief Commoner and Town Clerk provided the Sub-Committee with verbal updates on a number of issues which had been raised at the previous meeting. The following key points were noted:

Overnight Accommodation/Room Bookings: With the Policy & Resources Committee having endorsed the proposals at its September meeting, the Town Clerk had subsequently met with representatives from the Remembrancer's Department to communicate the changes. The revised protocols were now in place and the guidance note for staff taking bookings was being formally amended. Those for whom there had been a change of status were in the process of being contacted individually to advise of the impact. Members noted that a number of Masters of Livery Companies currently used the rooms and it was likely that a steady stream of regular users would take up the opportunity to stay at the Guildhall.

Double/Single Charging: Since the last meeting, there had been a small number of occasions where Members had had to book a double room because no single room was available. As such, they were also being charged for a double room. Accordingly, it was decided that if Members asked for a single room and only a double room was available then, in line with standard hotel practice, they should be charged only at the single room rate.

Members Lounge: The rug had now been delivered and was in the lounge, which it was hoped improved the appearance of the room. The low marble-topped coffee tables were shortly due to be removed by a charity, to whom they had been donated.

2nd Floor Chairman/Deputy Chairman's IT Room: City Surveyor's Department were currently looking in to options for the room, with it noted that Members had expressed a range of views as to whether this should remain a dedicated IT room, become a meeting room, or possibly a combination of the two. The Sub-Committee suggested that the use of a dividing wall to allow a room which could be used for both meetings and IT purposes would be useful.

Mezzanine IT Room: Members queried the plans around the small room on the Mezzanine floor, noting that it was infrequently used and that newer Members might well be unaware of its existence. It was clarified that the ongoing plans around developing Members' lockers were exploring the use of this room as part of any proposal; Members supported this suggestion, noting that sufficient IT facilities existed on the 3rd floor.

3rd Floor Members' IT Room: As had been agreed, four of the computers had now been removed (one from each bank of desks) to allow for more writing space; the Chief Commoner noted that he had requested that these be the desks next to the window to allow more light in to the room. Screens had also been erected between each desk space to allow for privacy, and the writing desks had all also now been refurbished and returned.

RECEIVED.

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

There were two questions:

Guildhall Club

In response to a Member's question, it was clarified that both the Chairman and Deputy Chairman of the House Committee of the Guildhall Club were Members of the Members' Privileges Sub Committee.

Lockers

Clarity was sought as to how the changes to Members' lockers would be effected, with concern expressed that a substantial decrease in numbers would be impractical. It was clarified that it was certainly not the intention to substantially reduce the number of lockers; Members had been surveyed and monitoring activity undertaken to ascertain the level of requirements and usage, and it would be ensured that those who required a locker would retain the use of one.

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

There were no urgent items.

The meeting ended at 11.30am

Chairman

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EXTRACT FROM THE MINUTES OF THE EDUCATION BOARD

THURSDAY 16 OCTOBER 2014

9. CONTINGENCY APPLICATION – LIVERY SCHOOLS LINK CONSULTANT PROJECT MANAGER

The Board considered a report of the Town Clerk that sought approval in principle of the establishment of a temporary part-time consultant project manager role to develop a business plan to assess the feasibility of the proposed new Education Office. The report included a report which was submitted to the Policy and Resources Committee on 3 July 2014, a report of the Livery Education Working Party and a resolution from the Policy and Resources Committee.

The report noted that one-off funding was needed for a six month period to develop a business plan to assess the feasibility of a new Education Office, as recommended by the Livery Education Working Party.

Members discussed the report in detail with the following points being made:-

- The Livery Schools Link (LSL) provided a valuable co-ordinating link between Livery Companies and the education sector but it was not able to be fully effective owing to lack of sufficient support as well as resources.
- The creation of an Education Office should be self-funded and would act in a facilitator role to link the livery education contribution, promote collaboration and identify opportunities for further livery involvement within the wider City context.
- The first aim to attract 100% support from Livery Companies within the first 12 months was felt laudable if over optimistic.
- Members were concerned about the costs involved with the proposals in light of the Service Based Review but supported the sentiment behind the proposals.
- Members also noted that whilst any review undertaken by the LSL would arguably not be entirely impartial, they felt that failure to proceed with current momentum of the proposal would likely lead to an opportunity being lost to improve the coordination of the Livery's role in education.
- It was noted that the Company of Educators were happy with the proposals.
- It was also noted that more transparency around recruitment to the role of consultant project manager.
- The Board would work closely with the Livery Committee as the consultation process progressed.

RESOLVED – That the Education Board:-

- Note the report and support in principle the establishment of a temporary part time consultant project manager role which will develop the business plan for the education office; and
- Recommend that the Policy and Resources Committee agree the proposal to use £13k from 2014/15 and £3k from 2015/16 of the Committee's contingency fund, taken from City's Cash, to cover the recruitment of a part-time consultant project manager for a one-off six month period.

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Committee(s):	Date(s):
Education Board Policy and Resources Committee	16 October 2014 6 November 2014
Subject: Contingency Application – Livery Schools Link Consultant Project Manager	Public
Report of: Town Clerk	For Decision

Summary

The Policy and Resources Committee received a report in July 2014 from the Livery Education Working Party (LEWP) and noted its contents. It also heard from the Chairman of the LEWP that the Livery Schools Link (LSL) service was under-resourced and in need of restructuring so that it was best placed to provide a service that supported the Livery and the aims of the City Corporation's education strategy. The Policy and Resources Committee supported the LEWP report's recommendations and directed that the LEWP report be referred to the Education Board for consideration and it is therefore appended. One-off funding is needed for a consultant project manager for a 6 month period to develop a business plan to assess the feasibility of a new Education Office, as recommended in the LEWP report. It is proposed that to take advantage of the existing knowledge and experience of the current part-time LSL administrator, this post holder should also undertake the additional part-time consultant project manager role.

Recommendations

- It is recommended that the Education Board note this report and support in principle the establishment of a temporary part-time consultant project manager role that will develop the business plan for the education office as proposed in the LEWP report.
- It is recommended that members of the Policy and Resources Committee agree the proposal to use £13k from 2014/15 and £3k from 2015/16 of the Committee's contingency fund, taken from City's Cash, to cover recruitment of the part-time consultant project manager for a one-off 6 month period.

Main Report

1. The LEWP report was noted by the Policy and Resources Committee on 3 July and agreed for the report to be submitted to the Education Board for consideration.
2. The LEWP proposes:
 - the creation of a central Education Office at a maximum cost of £75,000 per annum for two years, which would initially be funded by the City Corporation but thereafter ideally self-funded by supporting Livery Companies or funded partly from the City Bridge Trust, which will link the livery education contribution, promote collaboration and identify opportunities for further livery involvement;
 - the establishment of a Management Board to oversee the work of the Education Office; and
 - to attract 100% support from all Livery Companies within the first 12 months of operation.
3. The suggested £75,000 includes provision for 1 FTE. However, a preliminary scoping exercise is needed prior to this to establish the case for the new Education Office as recommended in the LEWP report.
4. It is therefore proposed that the Policy and Resources Committee contingency fund is used to recruit a consultant project manager at FTE 0.4 for 6 months. It is proposed that the current part-time LSL administrator takes on this additional part-time consultant project manager role, to take advantage of and retain the existing pool of knowledge and experience.
5. The consultant project manager would work 2 days a week for 6 months to oversee the development of the business case of the Education Office, including:
 - managing a full consultation of the livery envisaged in the LEWP report, including the production of a report on the results, possibly to include consultation with Livery Companies Skills Council (LCSC)
 - investigating if it is viable to set up an Education Office in Guildhall, including the possible establishment of an Education Office Board
 - producing an action plan for increasing the membership and involvement of Livery Companies with clear objectives and measurable targets
 - organising the events already envisaged for 2015 - Livery Showcase Event, Education Conference, an open meeting to promote school governance and the pilot WW1 project.
6. The balances of the contingency allocation (before consideration of items on the agenda for the 6 November Policy & Resources Committee meeting) are:
 - 2014/15 £95,400
 - 2015/16 £538,000

7. The consultant project manager rate would be £300 per day plus VAT and travel expenses. This means a total cost for 6 months of approximately £15,000 plus VAT and £1,000 for travel (at £20 per day). The rate would be subject to review after the 6 month period.
8. This is a one off cost which is proposed to be taken from the Policy and Resources Committee contingency fund. The project manager will commence post in November 2014 meaning that £13k will be taken for the financial years 2014/15 and £3k from 2015/16, to be charged to City's Cash. Any further funding for the Education Office is to be identified from the Livery Companies and other funding sources such as the City Bridge Trust.
9. This arrangement could:
 - offer a flexibility which is helpful in the developmental phase and would be more cost effective
 - maintain the momentum from this year's Showcase Event and Education Conference and enable work to continue
 - allow for a review at an early stage
 - mean that the City of London Corporation does not have to commit to long-term expenditure
 - allow time to identify future funding shared by Livery Companies and others such as the City Bridge Trust
10. The overall position would be reviewed at the end of the fixed term of 6 months, to see if the establishment of the Education Office is feasible and if so how a longer-term funding structure could be put in place.

Background papers:

- “*Contribution to Education by Livery Companies*” - Report to Policy and Resources Committee 3 July 2014
- “*Livery Education Working Party*” – Report to Policy and Resources Committee 3 July 2014 on the contribution to education by Livery Companies

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Agenda Item 5

Committee(s):	Date(s):
Policy and Resources Planning and Transportation Streets and Walkways Sub (for information)	6 November 2014 Urgency 17 November 2014
Subject: Cycle Superhighways – City's formal response to the public consultation	Public
Report of: Director of the Built Environment	For Decision
Summary	
<p>The Mayor of London is currently consulting on his two Cycle Superhighway proposals (the East-West and the North-South routes). The public consultation closes on 9 November 2014.</p> <p>Whilst the City agrees and supports the principle of the Cycle Superhighways, there are a number of reservations about them as they currently stand. The City is particularly concerned about potential adverse impacts on road safety (particularly to other vulnerable road users), pedestrian convenience, local access, network resilience and the knock-on impacts to the City's highway.</p> <p>Transport for London (TfL) has provided the City Corporation with more information recently and promised that further information will follow. TfL are also considering our request for an extension to the consultation deadline; however, as this is still outstanding, it is therefore necessary to provide a response before the 9th November. This report therefore proposes the City's formal response.</p>	
Recommendation(s)	
<p>Members are asked to:</p> <ul style="list-style-type: none">Approve that the City will support the future use of Castle Baynard Street for the E-W Cycle Superhighway on the condition that the N-S Cycle Superhighway proposals are agreed with the City prior to implementation.Approve the City's response as detailed in Annex 2.	

Main Report

Background

1. At your last meeting, Members considered a report on the public consultation currently being undertaken by TfL on the proposed Cycle Superhighways. The report informed Members that it may be necessary for the City to register its views formally, in order for changes to be made. Members approved that the City's response be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairmen of this Committee and the Planning and Transportation Committee.
2. On 14th October, the Planning and Transportation Committee considered a report which detailed the potential impacts of the Cycle Superhighways and agreed to the City's interim response. Members also noted that there was insufficient technical information and therefore resolved that officers would seek more data and request an extension to the consultation deadline. A copy of this report is attached as Annex 1.
3. On 20th October, the Streets and Walkways Sub-Committee also requested that the City consultation response should call for Transport for London to undertake a further public consultation exercise if there are material changes to the proposals as a result of the consultation exercise.

Current Position

4. TfL has very recently provided more data and some responses to the City's concerns, such as the process used to amend traffic flows and how traffic flow into central London will be managed. These responses are still to be reviewed. The additional data is very complex and is also being reviewed by officers, but it is hoped that an update will be provided at your meeting. TfL has also acknowledged that further information is still pending and will provide this in due course.
5. Officers have also sought an extension to the consultation deadline so that the new data can be reviewed and Members informed accordingly. This request is currently being considered by TfL.

Proposed response

6. As the request for an extension to the consultation deadline is still being considered, it is therefore necessary to register the City's formal response before the consultation deadline of the 9th November.
7. Also, as the additional data has only just been received (still to be reviewed) and further data is still to follow, it is proposed that the City's interim response, as approved by the Planning & Transportation Committee on 14th October form the City's formal response together with an additional request from the Streets and Walkways Sub-Committee as detailed in para 3.
8. The current route alignment of the E-W Cycle Superhighway proposes to use Castle Baynard Street which requires our approval. However, the City

Corporation has less influence on the N-S Cycle Superhighway (as the route is on TfL's road) but the N-S proposals have some significant impacts, particularly at Ludgate Circus and Blackfriars junction. These impacts include longer wait times, narrow pedestrian islands and complicated layouts (as detailed in the Planning & Transportation report of 14th October). It is therefore proposed that Members additionally agree that the City will support the future use of Castle Baynard Street for the E-W Cycle Superhighway provided the N-S Cycle Superhighway proposals are agreed with the City prior to implementation.

9. Annex 2 provides a draft of the City's formal response for your approval.

Corporate & Strategic Implications

10. The Cycle Superhighways fully accords with the City's strategic and corporate policy objectives. The reduction in motor vehicles could deliver components of the Air Quality Strategy, the Climate Change Mitigation Strategy, the Health and Wellbeing Strategy and the Noise Strategy. The proposals could also help to deliver greater safety on the City's streets.

Implications

11. The delivery of Cycle Superhighways is very important for the Mayor of London. However, as the City's concerns have not been adequately addressed, the City Corporation cannot support the current detailed proposals.

Conclusion

12. Whilst the City agrees and supports the principle of the Cycle Superhighways, there are considerable reservations about them as they currently stand. The City is particularly concerned about potential adverse impacts on road safety (particularly to other vulnerable road users), pedestrian convenience, local access, network resilience and the knock-on impacts to the City's highway.
13. Until these reservations are addressed, the City Corporation therefore objects to both the N-S and E-W Cycle Superhighway proposals as they currently stand.

Appendices

- Annex 1 – Report of the Director of the Built Environment to the Planning & Transportation Committee on 14th October 2014.
- Annex 2 – Draft response to the consultation.

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Annex 1

Committee(s):	Date(s):
Planning & Transportation	14 October 2014
Subject: Cycle Superhighways – The City's interim response to the public consultation	Public
Report of: Director of the Built Environment	For Decision

Summary

The Mayor of London is currently consulting on his two Cycle Superhighway proposals (the East-West and the North-South routes). Further proposals for Cycle Superhighways within London are due for consultation throughout the autumn. Some of these routes, CS1, CS2 and CS4 terminate close to or on the City boundary. These proposals have significant benefits as well as implications. It represents a major change in the way cycling facilities on the public highway should be provided. However, the proposals could lead to implications that cannot easily be reversed such as the re-instatement of turning movements or the way junctions operate.

Part of the E-W proposals is on Castle Baynard Street and therefore requires the City of London to exercise its Highway powers. Many changes to Traffic Orders are required as well as listed building consent. This would also require the City of London to exercise its Traffic and Planning powers. The City can, should Members choose, delay or stop the introduction of both Cycle Superhighways.

The proposals are heavily biased towards cycling but results in negative impacts on some other users. The overall impact of the current proposals on pedestrians, local access and the environment are not in keeping with the Mayor of London's Vision to 'create better places for everyone'.

This report represents officer's initial views of the consultation proposals. Further data is promised but yet to be released therefore a further paper is proposed to agree the City's final consultation response.

Recommendation(s)

Members are asked to:

- Note this report.
- Agree to the key requirements as detailed in para 44.
- Agree that officers seek an extension to the consultation period of at least one week and that if this is not agreed, the final response to the consultation be agreed by the Policy & Resources Committee and then by the Planning & Transportation Committee through urgency provisions.

Main Report

Background

1. The Mayor of London launched his Vision for Cycling in London in March 2013. One of his four key themes was a tube network for the bike. The Mayor is currently consulting on his proposals for two segregated Cycle Superhighways that run through the City of London. He has acknowledged that there will be benefits as well as impacts on other road users.
2. In March 2014, this Committee agreed 'in principle' with the routes of the Superhighways. It also agreed that 'in principle' certain City streets could form part of the superhighway.
3. The Mayor is now consulting on his two Cycle Superhighways and has set out his intention to start building in early 2015. Further proposals for Cycle Superhighways within London are due for consultation throughout the autumn. Some of these routes, CS1, CS2 and CS4 terminate within the City, close to or on the City boundary. Appendix 1 provides details of the E-W proposals through the City. Appendix 2 provides details of the N-S proposals through the City.
4. In addition to the Cycle Superhighways, there is also an extensive network of cycle "quietways" proposed throughout Central London. The routes in the City have been agreed in principle by the Streets & Walkways Sub-Committee earlier this year. Appendix 5 provides a plan showing all the various proposed cycle routes.
5. The original deadline for responses was 19th October but due to the significance of the proposals and the delayed release of the technical information, it has been extended until 9th November 2014.
6. This report provides Members with detailed information (as far as it is available to officers) and suggests the City's requirements.
7. Responding to highway proposals is within the remit of the Streets & Walkways Sub-Committee. However due to the overall significance of the issues, it is proposed that the response be made by the Policy and Resources Committee and the Planning and Transportation Committee on behalf of this Committee. A paper on this matter was considered by the Policy and Resources Committee at their meeting on the 2nd October.

Current Position

8. The City has been working with TfL since August 2013, to try to ensure that the proposals developed provide the best possible outcome for the City. The proposals will provide many benefits but due to Mayor's design objectives, there are also negative implications for the City and the whole of London.
9. The Mayor has acknowledged that the analysis shows that the proposals would mean longer journey times for motorists as well as longer waits for pedestrians at crossings in a number of locations. He proposes to mitigate these impacts through the use of "wider traffic management plans". The City

has not been made aware of what the wider traffic management plans will include. Some of the improvements for pedestrians include new pedestrian crossings, which are discussed later.

10. TfL promised to release traffic modelling information during the course of the public consultation; to inform the public of the effects of its proposals. The modelling work is a major and complex piece of work and is key to understanding the implications. This data was released on 24th September 2014 but it does not provide sufficient detail at a local level, nor does it show the overall implications for movement throughout London.
11. It is now understood that further modelling information will be made available to officers and in order to consider that information thoroughly, officers will be seeking a further extension to the consultation deadline beyond the 11th November (which is the date this Committee next meets). If this is not secured, the City's response will need to be agreed at the Policy & Resources Committee on the 6th November and then by the Planning & Transportation Committee under the urgency provisions.
12. The design of both the N-S and E-W Cycle Superhighways are intended to be for higher volume, faster routes for cyclist. They will run mostly on TfL roads, be direct and largely segregated. At junctions, conflicts between motor vehicles and cyclists will be removed. In order to achieve these design objectives, the reallocation of road space, amended signal times and restricted access is proposed. The City considers that the proposals are too heavily biased towards cyclists with insufficient consideration given to the needs of other users. Key changes are therefore needed before officers would recommend that the City should offer its support.

Key Issues & Analysis

13. TfL has provided a summary of the modelling results and has described the benefits and disadvantages of the proposal. These are shown in Appendices 3 & 4. The results generally detail implications at a wider, strategic level as well as at a few key City locations. Officers believe that further information is still missing, such as the operation of each junction and link, collision analysis, impacts on the rest of the City, and the process to manage traffic flows and signal operations in the future.
14. Officers believe that TfL's proposals will have a significant adverse impact on the City. In particular to pedestrians, traffic flow, access and network resilience. It also fails to sufficiently address other challenges such as casualty reduction, air quality and the built environment.

Pedestrians

15. The two Cycle Superhighways will provide 10 new signalised pedestrian crossings and change the level of service at four existing crossings. The changes to the crossings are shown in the table below.

Location	Existing crossing facility	Proposed crossing type
Trinity Square	Large refuge island and contrasting carriageway	Single stage
Queen Street Place	Refuge island	Stagger (2-stage)
Temple Avenue	Refuge island	Single stage
Victoria Embankment	Single stage	Stagger (2-stage)
New Bridge Street by Watergate	Large traffic island	Stagger (2-stage)
Fleet Street/Ludgate Circus	Refuge island	Stagger (2-stage)
Ludgate Hill/Ludgate Circus	Refuge island	Stagger (2-stage)
Charterhouse Street (east)/Farringdon Street	Refuge island	Single stage
Charterhouse (west)/Farringdon Street	Refuge island	Single stage
Farringdon Street/Charterhouse Street	Refuge island	Stagger (2-stage)
Farringdon Road/Charterhouse Street	Refuge island	Single stage
Tower Hill/Minories	3 stage	Single stage
Shorter Street/Minories	Single stage	Stagger (2-stage)
Minories/Tower Hill	3 stage	Remove one crossing arm

16. Whilst most of these new crossings are welcomed and long overdue, a number of them are proposed to be the “stagger” type crossings. These are crossings where pedestrian will need to cross in two attempts (two stages) and are therefore less than ideal.
17. Officers consider that the existing stagger crossings at Ludgate Circus do not work effectively. At both crossing points, many pedestrians simply cross outside the crossing area and “green” man phase. They choose instead to cross in a straight line rather than use the narrow stagger islands. The current long pedestrian wait times also increases non-compliance with the pedestrian facilities provided thereby increasing road danger.
18. Also at Ludgate Circus, the width of the existing stagger on the southern arm is proposed to be reduced. It is already substandard in width to accommodate the number of pedestrians using it and reducing it further would make this an unusable facility. Because it is so narrow, people in wheel chairs or pushing a buggy will struggle to negotiate around the stagger and the necessary signal poles. On the other arms, new islands are also proposed to be of a similar substandard width. It is therefore considered that the proposals to retain the existing stagger crossing as well as to provide two new stagger crossings coupled with longer wait times is inappropriate. These crossings need to be significantly improved.

19. Over the last decade or so, pedestrian wait times at signal crossings have gradually increased. These increases have been made by TfL in order to maintain capacity for motor vehicles. It involves increasing signal cycle times which means it will take longer for the “green” man to appear. This also means that many pedestrians now ignore the “green” man and cross when they can, again increasing road danger.
20. Signal sequence times and pedestrian wait times are already excessive and encourage many pedestrians to cross outside of the green man phase. This increases risk. These Cycle Superhighway proposals will lead to a situation where pedestrians will be required to wait even longer before their opportunity to cross is given. A summary of the maximum wait times proposed are shown in the table below.

Location	Existing max wait times	Proposed max wait times	Change
Tower Hill/Minories	82 seconds	90 seconds	+ 8 seconds
Upper Thames St/Queen Street Place	98 seconds	98 seconds	No change
Blackfriars Station (westbound exit)	90 seconds	114 seconds	+ 24 seconds
Ludgate Circus	90 seconds	114 seconds	+ 24 seconds
Farringdon St/Charterhouse St	No existing facility	114 seconds	N/A

21. From the table above, it can be seen that the increased wait times at Ludgate Circus and Blackfriars Station are unreasonably excessive. The wait times at the other locations including the new crossings are also increased or considered too long. A reduction in wait times are needed rather than increased or at worst they should remain the same.
22. There is also a significant issue and a huge missed opportunity to improve pedestrian access to the City. As part of the Thames Tideway project, it is proposed to re-locate the existing Blackfriars Pier to Puddle Dock. The pier will bring more pedestrian activity into this area but their routes into and from the City are extremely limited. In addition, access for people with disabilities has not been provided at all (whether as part of the Thames Tideway or the Cycle Superhighway projects). Although pedestrian facilities along Puddle Dock are very poor, the width of the highway provides significant opportunities to make this a much better route. If the E-W proposals were implemented as proposed, it would preclude this opportunity. There are already pedestrians using this route. They cross the traffic lanes and climb over the wall to access the riverside. The new pier will only make the need for this missing pedestrian route that much more obvious.
23. Although the proposals provide more pedestrian space, they are not necessarily at the locations where they are most needed such as the large islands north of Ludgate Circus or the islands forming the cycle lane segregation. In fact, the proposal looks to reduce footway space, particularly outside areas where high pedestrian flows exist such as at the Tower of London, Trinity Square Gardens, Queen Street and Ludgate Circus.

24. The proposals expect and plan for an increase in cycling activity. The City is planning for a significant uplift in the number who work in and visit the City. Therefore, the proposals must be able to cater for an uplift of between 25% and 50% in the number of pedestrians using key junctions. The current proposals do not seem to be able to accommodate this increase.

Traffic flow, local access and network resilience

25. The E-W route is a very important strategic route for general traffic movement. It is an arterial route carrying large volumes of traffic through the City. A significant proportion of these are essential traffic such as vans, lorries and coaches. The route also provides for local access to residential and business premises.

26. Currently the route is often congested in both directions but TfL have adopted a design which seeks to retain two westbound traffic lanes for most of the length of the route through the City, but only one lane eastbound. It is not clear why this design has been adopted but officers believe that the extra westbound lane will be used to stack excess traffic; that can then be released slowly into the rest of central London. This would be detrimental to air quality in the City.

27. The N-S route is less significant in terms of strategic traffic movement but still carries quite a large volume of traffic. The proposals will reduce traffic capacity and lead to longer journey times along the route.

28. According to TfL's modelling, journey times for the E-W route will take up to an additional 16 minutes w/b and 7:30 minutes e/b. TfL also claims that on some routes they predict that journey times will actually reduce in the eastbound direction. It is hard to understand the reasons for this, especially as it is the eastbound carriageway that is being taken up to make way for the cycle lane. The N-S journey times could take an additional 12 minutes n/b and be quicker by over 2 minutes in the southbound direction. A summary of this is provided in the table below.

Route	Direction	Current		Proposed		Change	
		AM	PM	AM	PM	AM	PM
Limehouse Link Tunnel to Hyde Park Corner	W/B	34:34	30:51	50:28	44:20	15:54	13:29
	E/B	27:51	30:38	35:29	35:06	7:38	4:28
East Smithfield Street to Margaret Street	W/B	18:15	17:06	18:34	23:14	0:19	6:08
	E/B	14:50	16:37	11:51	12:45	-2:59	-3:52
Elephant & Castle to Farringdon Station	N/B	11:28	10:56	12:09	15:12	0:41	4:16
	S/B	10:50	12:17	9:42	9:13	3:53	2:03
Stamford Street to Queen Victoria Street (Journey starts on Stamford St)	N/B	3:45	3:20	15:43	12:41	11:58	9:21
	S/B	5:50	5:22	3:39	3:41	-2:11	-1:41

29. One of the design parameters is to remove conflict between cyclists and motorists at junctions. TfL proposes to achieve this by providing either dedicated signal phases/advanced green time for cyclists or to prohibit certain movements. A large number of prohibited movements are proposed. Some have more impact than others. A summary of the prohibited movements are detailed below.

30. These include:-

- a. Shorter Street – Bus and cycles only street. This would mean that any southbound traffic on Mansell Street (Inner Ring Road) will not be able to proceed westbound. Instead they will need to find alternative routes. It is likely that this traffic will either divert onto streets in Tower Hamlets (Leman Street) or the City (Aldgate High Street, Fenchurch Street, etc). Traffic flows using this route are not high but it is inappropriate to direct strategic traffic, in particular large vehicles onto the City's streets. This change would also impact on Cleansing vehicles from accessing Walbrook Wharf from that area.
- b. Trinity Square – No access from Byward Street/Tower Hill. The alternative access would therefore be at Puddle Dock (this is the closest junction for eastbound traffic before arriving at Trinity Square) or Minories. It would then involve motorists negotiating very narrow and pedestrian dominated streets such as Crutched Friars and Cooper's Row. Although the number of motorists using this area is fairly small (TfL counts of ~200 vehicles during the peak hour), there are many businesses such as hotels that require access for larger vehicles. It is inappropriate to divert more traffic onto these streets. These streets are also not suitable to accommodate larger vehicles.
- c. Fish Street Hill – No left turn onto Fish Street Hill or from Fish Street Hill onto Lower Thames Street. The left turn onto Fish Street Hill provides a useful route for vehicles wishing to head south over the Thames. It would now mean motorists will have to either use Puddle Dock or cross over the Thames using Blackfriars Bridge. The number of vehicles affected by this is small (TfL counts of ~120 during the peak hour). The impact would be greatest for drivers of HGV's. The alternative route for them after Blackfriars Bridge will be a lot more limited and may need to go a lot further east before they can head south. The banned left turn onto Lower Thames Street is less of a concern as the alternative route would be for vehicles to use Eastcheap and Great Tower Street.
- d. Swan Lane – No right turn into Swan Lane. This would mean that access into Swan Lane can only be achieved from the east or Arthur Street (if coming from the south). Westbound traffic would need to use Puddle Dock, turning round at Fish Street Hill. This proposal would only impact on a small number of motorists (~37 vehicles during the peak hour), and is therefore considered to be acceptable.
- e. Castle Baynard Street (local access only) and Lambeth Hill (one-way northbound). These proposals are not expected to have any significant impacts as access and alternative routes are being maintained.

- f. Puddle Dock – banned right turn into Castle Baynard Street. This would only impact motorists wishing to access Castle Baynard Street from Upper Thames Street. The alternative route is cumbersome but the number of motorists likely to be impacted is very low. However, one of those that are impacted includes vehicles used by the Open Spaces Department to access their depot. TfL has assured officers that vehicles in the service of the Local Authority can use the right turn only for buses at Blackfriars Junction.
- g. Temple Avenue – cycles only. To enable motorists to exit this area, Carmelite Street will be made into an exit only street instead of the current closure. It will require police camera technology to maintain the integrity of the security cordon, but will mean that all current movements (albeit a slightly longer eastbound diversion) can be retained. The impact of this proposed change is therefore not considered to be significant.
- h. Tudor Street (cycles only) and Bridewell Place (two-way). This will mean that access into this area can be made from Bridewell Place (for northbound traffic only) or from Fleet Street via Ludgate Circus (for southbound traffic). The proposals will also divert more traffic onto Watergate, as this is the only route onto New Bridge Street that would now permit traffic to proceed northbound. Although, motorists are being diverted onto other routes, some of which are less than ideal (such as Watergate and Bridewell Place), it is thought that this change is not significant.
- i. Charterhouse Street – no right turn for southbound traffic. TfL has two options for the Cycle Superhighway north of Stonecutter Street. This is because the route alignment in Islington and Camden has not yet been agreed. One of the options therefore prohibits motorists from turning right at Charterhouse Street towards Holborn Circus. The diversionary route for these motorists will be to continue to Ludgate Circus, use the one-way system around Smithfield Market or make the diversion a lot earlier. This would impact on a small number of vehicles, and is not thought to be significant.

31. No information has been made available regarding the volume of traffic and the routes that motorists might seek to take on City Streets. It is not yet possible to say whether the proposals will add more traffic to the local streets in the City and the rest of central London. However, increases on traffic flows, in particular larger vehicles trying to use local streets to effect turning movements that will be banned on the major street network, will be undesirable and inappropriate.

32. There are implications in relation to current and imminent building developments in the City including 33 King William Street, Fleet Building, Thames Tideway Tunnel, 10 Trinity Square, etc. It is not clear how the works to construct the Cycle Superhighway will affect these developments but consideration will need to be given so that these developments are not unreasonably impacted.

- 33. The proposals will include removable street infrastructure to facilitate certain special events such as the Lord Mayor's Show or along ceremonial routes. However, increasing the level of street infrastructure that needs to be removed will take longer to safely deliver each time and this will increase costs and disruption. Some events may need to be rerouted, relocated, rescheduled or cancelled altogether as a result of the works or the permanent change. Further details about the impact of the proposals on special events will be reported to Members in due course.
- 34. The impact on the road network during the Superhighway construction is still uncertain, mainly because the methodology cannot be agreed until the detailed design is finalised following the current consultation. However, preliminary discussions on construction and programming would suggest that extensive lane closures and contra-flows will be required, effectively removing capacity from the network for the build programme that will mirror the permanent design. Several side roads will have to be temporarily closed, including Puddle Dock, Fish St Hill, Eastcheap and Trinity Square, and some directional closures of the superhighway route itself may be required. The direct and combined impact of these works will have the potential to impact other projects and works in the City, and a further report on the network impact of major works taking place in the City will be provided to Members of this Committee later this year.
- 35. The segregation design would significantly compromise network resilience. The "hard" engineering measures to create the separation will mean that it will be much more difficult for the network to adapt to incidents or to facilitate routine and emergency road works. The problem would be further exacerbated by the proposed prohibited movements and will therefore lead to more frequent and severe congestion occurring. It will not take much for this to happen.
- 36. TfL has stated that they will be engaging a number of traffic management measures to mitigate the impacts. What measures they will use has not been shared with the City, but it is expected to be similar to those used during the Olympics. One of these measures is likely to involve either constraining the traffic flow coming into central London or increasing them in other locations. It is not clear what level of traffic restriction, if any, has been used for the modelling.

Safety, casualty reduction and prevention

- 37. Recent cycling fatalities involving cyclists has put pressure on the Mayor to deliver safer measures for cyclists. However, it is not clear how these proposals will improve road safety on the specific routes or the implications on road safety as a result of the wider impacts caused by the proposals.
- 38. In the absence of any information from TfL, officers consider that cyclists' safety will be significantly improved along most parts of the proposed routes through the City. However, it is considered that at two locations, safety could be compromised.
 - a. Blackfriars Station. This junction currently has a very high collision rate. One of the reasons for this is likely to be because of the complex

layout. The proposal retains that layout but with the addition of the two-way cycle lane on the western side (increasing the confusion and complexity of the junction significantly) and the excessive wait times, it is considered that risks and collisions will increase.

- b. Ludgate Circus. This is the most dangerous location in the City. It is already a location where many pedestrians ignore the pedestrian crossings. The proposed stagger crossings, reduced refuges island widths, excessive increases in wait times and the additional two-way cycle lane running through the junction, will add further risks and collisions, particularly to pedestrians.

39. There is also the possibility that collisions will generally transfer to other locations and to other user groups, particularly pedestrians and powered two wheelers. If pedestrian wait times increase, it is more likely that they will risk crossing the road outside the “green” man. Similarly, if there are longer delays for motor vehicles, it is likely that more powered two wheelers will weave in and out of stationary or slow moving traffic and expose themselves to higher risks.

Environmental (air, noise and the built environment)

- 40. TfL has not provided any information on the effects of the proposal on air and noise pollution, other than claim that it would shift traffic noise and fumes further from pedestrians. It is however conceivable that air and noise pollution could improve due to the fact that less traffic can actually access and use these streets. However, if the route and surrounding roads become so congested, the balance could swing towards a more polluting environment.
- 41. Some of the proposals include greening and planting but there is also some loss of trees. Some of these belong to the City so it would be a requirement that TfL provides a replacement of these either along the route or elsewhere.
- 42. Environmental considerations need to go beyond air and noise pollution and should consider the impact on the wider built environment. The layout of the proposals at Blackfriars, the stagger crossings and use of islands throughout are excessively over-engineered and traffic dominated measures. These contribute to a poor built environment.
- 43. The proposal will impact on some existing listed structures including City of London Dragons, Blackfriars Bridge lamp columns and the Queen Victoria Statue at Blackfriars. Works to these will require listed building consent. The issues surrounding this will be separately considered.

Key needs

- 44. The proposals could lead to implications that cannot easily be reversed. Once implemented, it would be very difficult to effect change, such as the reinstatement of turning movements or the way signalised junctions operate. Whilst key data is still missing and it is unlikely that these will be provided in time to inform Members prior to the expiry date of the consultation. It is

therefore appropriate based on the information that is available, to request TfL to consider the following:-

- a. Pedestrian wait times are not made worse at key locations. In some locations wait times need to be reduced. The locations include Ludgate Circus, Blackfriars Station junction and Upper Thames Street/Queen Street Place.
- b. A maximum cycle time at traffic signals is set at no more than 88 seconds. At existing locations where cycle times already exceed this, they should be reduced.
- c. Pedestrian crossings need to be simple, straightforward and useable. At Ludgate Circus, they need to be single stage crossings. In other locations, they should also ideally be single stage crossings.
- d. Local access (or convenient and appropriate diversions) must be provided at a number of locations including at Shorter Street, Trinity Square and into Fish Street Hill (for traffic heading over the Thames).
- e. Provide a pedestrian link along Puddle Dock to the new river pier at Blackfriars.
- f. Redesign of Blackfriars junction to improve streetscape, remove confusion and improve safety for all road users.
- g. Consider alternative design measures to ensure a resilient, road network and demonstrate how the network will accommodate planned and unplanned road works.
- h. Any traffic management measure used by TfL does not increase traffic on the City's streets.
- i. The cycling proposals do not prejudice the City's ability to implement current projects such as at Bank junction, Museum of London gyratory, Fleet Street and Ludgate Hill; as well as projects associated with Crossrail.
- j. Agree a process that will be used to manage traffic flows into and out of the City.
- k. TfL and City officers work together to achieve an acceptable outcome. This may require changes in the process and governance that TfL has adopted up to now, an extension to the consultation deadline so that the further modelling information can be fully assessed, the needs of building developments, special events and construction impact mitigation.

45. These are not expected to detract from the Mayors' plans for the segregated cycle routes. They should provide a much more balanced and better outcome for the City and for London.

Corporate & Strategic Implications

46. The Cycle Superhighways fully accords with the City's strategic and corporate policy objectives. The reduction in motor vehicles could deliver components of

the Air Quality Strategy, the Climate Change Mitigation Strategy, the Health and Wellbeing Strategy and the Noise Strategy. The proposals could also help to deliver greater safety on the City's streets.

Implications

47. The delivery of Cycle Superhighways is very important for the Mayor of London. It would be in the interest of City to facilitate TfL's proposals.
48. Part of the E-W route is on Castle Baynard Street which is part of the City's highway. In order to deliver the E-W superhighway, the Mayor therefore requires the City to exercise its Highway & Traffic powers. Other parts of the routes may also need the City to exercise those powers, but these are likely to have less impact. Where the proposals impact on listed structures, listed building consent from the City will also be required.
49. Members have already agreed in principle that Castle Baynard Street can be used for the superhighway. Without it, it would not be possible, if at all, for TfL to deliver the Cycle Superhighway as it currently stands. The Cycle Superhighway proposals will change significantly the way that surface transport operates throughout London. This accords with the Mayor's Transport Strategy but the pace of change is of concern to some.

Conclusion

50. TfL's proposals have significant benefits as well as implications. However, those benefits are heavily biased towards cycling. This unbalanced approach leads to significant implications for other users. Some key changes and agreed processes are required in order for the City to be able to support the proposals. These do not detract from the Mayor's plan for the segregated cycle routes and should provide a better balanced outcome.

Appendices

- Appendix 1 – E-W proposals in the City
- Appendix 2 – N-S proposals in the City
- Appendix 3 – E-W modelling information
- Appendix 4 – N-S modelling information
- Appendix 5 - Proposed cycle routes in Central London

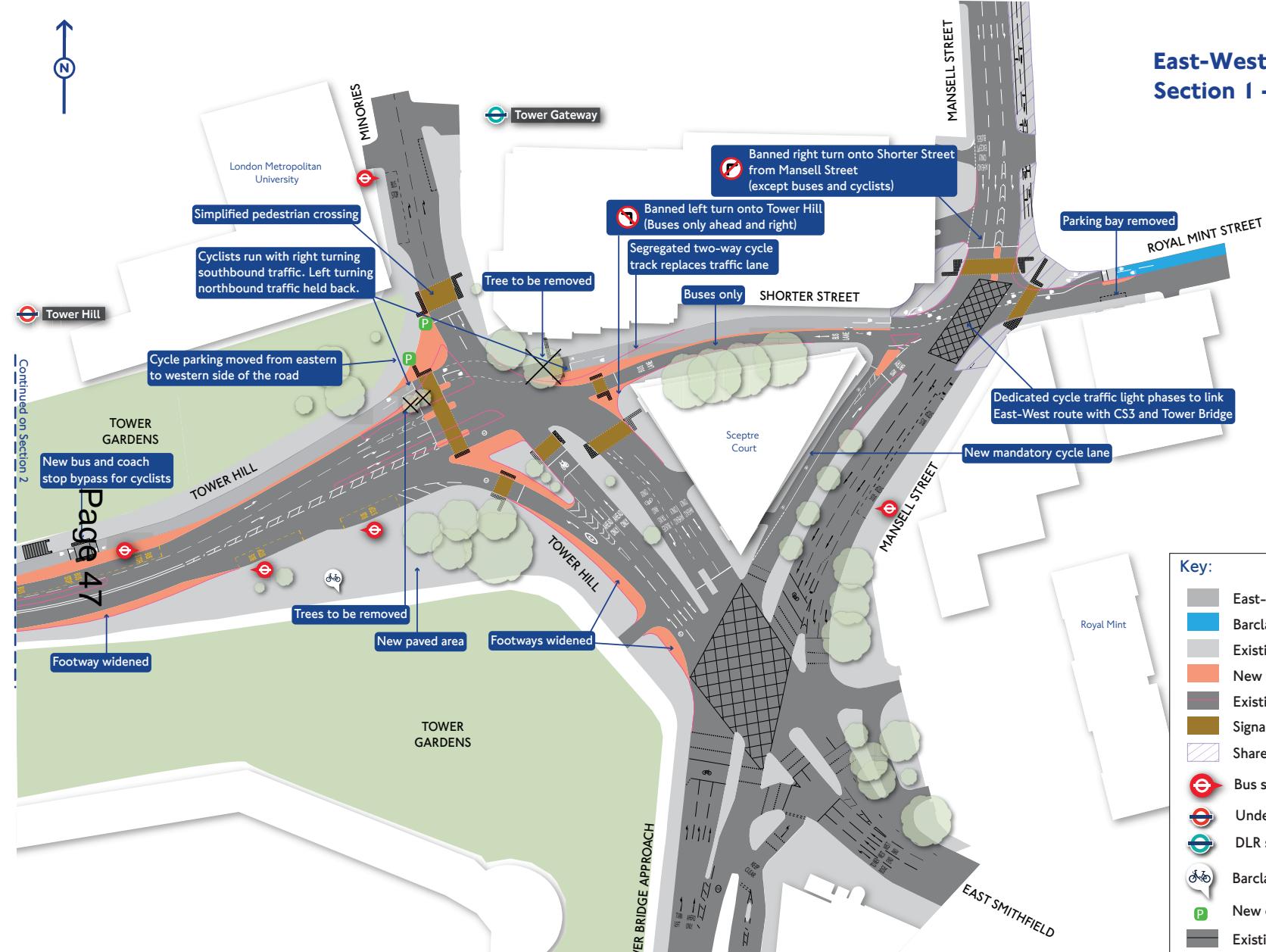
Sam Lee

Team Leader, Department of the Built Environment

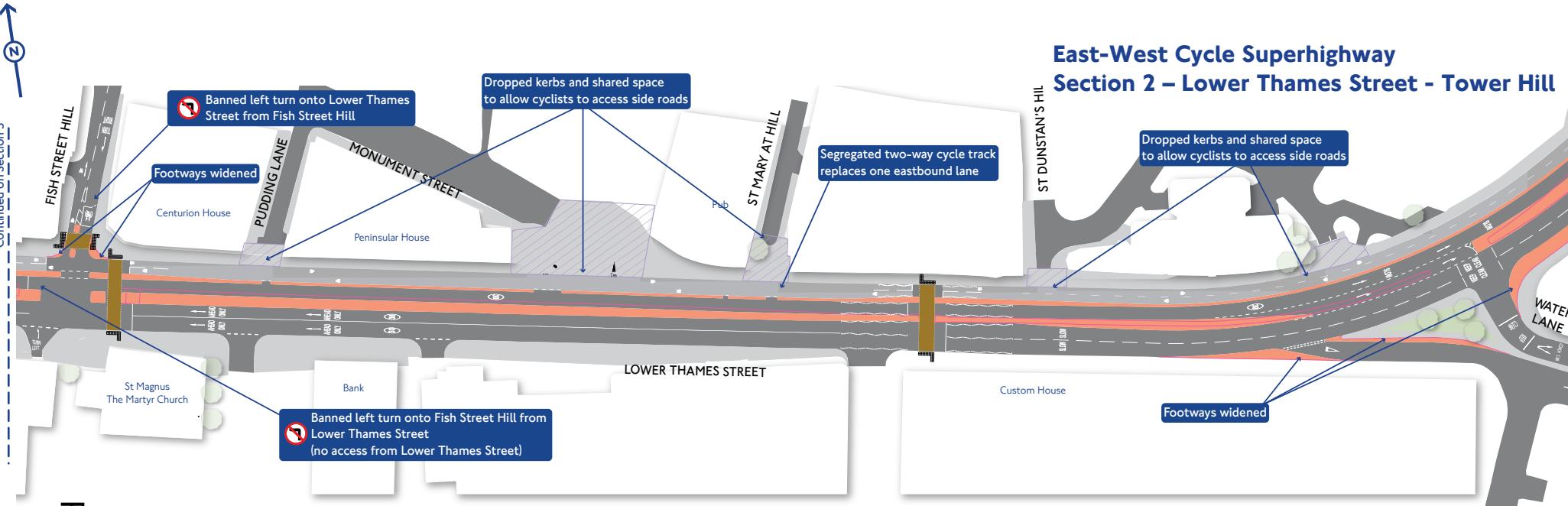
T: 020 7332 1921

E: sam.lee@cityoflondon.gov.uk

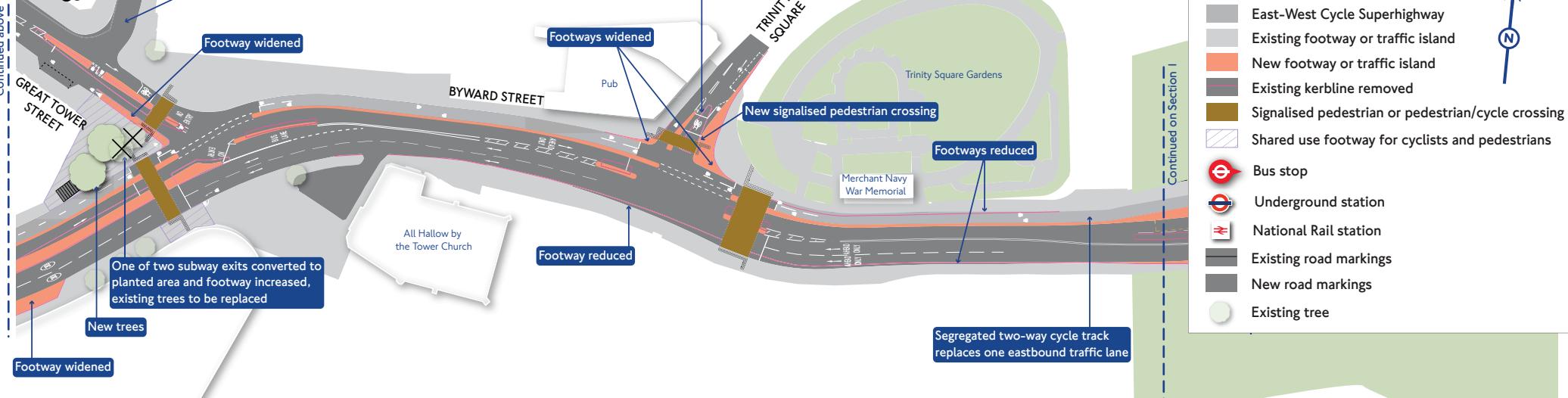
East-West Cycle Superhighway Section 1 – Tower Hill



East-West Cycle Superhighway Section 2 – Lower Thames Street - Tower Hill



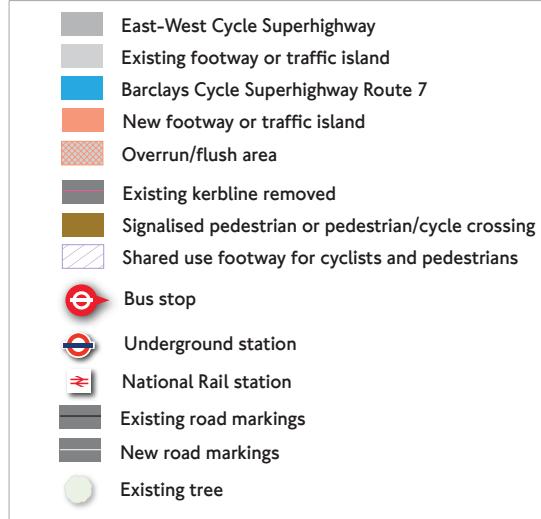
Page 48



Key:

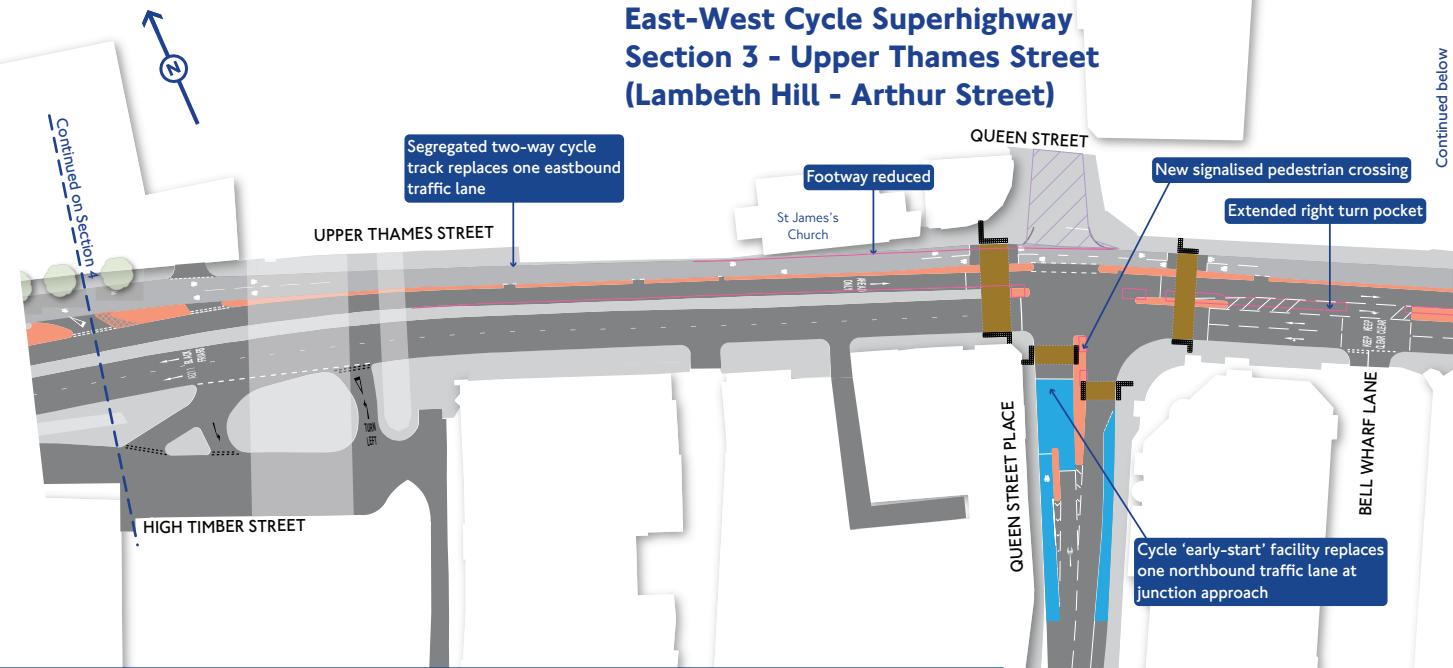
- East-West Cycle Superhighway
- Existing footway or traffic island
- New footway or traffic island
- Existing kerbline removed
- Signalised pedestrian or pedestrian/cycle crossing
- Shared use footway for cyclists and pedestrians
- Bus stop
- Underground station
- National Rail station
- Existing road markings
- New road markings
- Existing tree

Key:



East-West Cycle Superhighway Section 3 - Upper Thames Street (Lambeth Hill - Arthur Street)

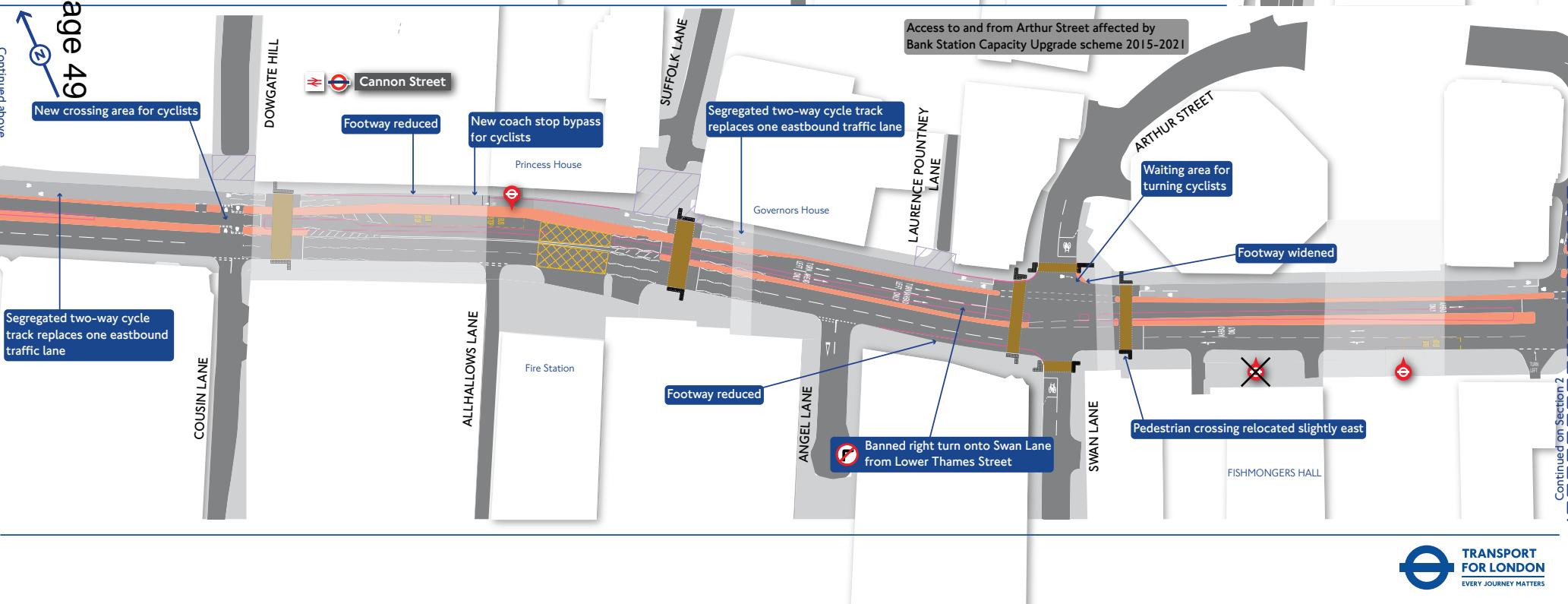
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Continued on Section 2





London Blackfriars

Continued on Section 5

Banned right turn onto Castle Baynard Street from Puddle Dock

Cyclists to run with eastbound traffic, turning traffic held back

Segregated two-way cycle track replaces traffic lanes

Traffic allowed to turn left from Puddle Dock onto Upper Thames Street

PUDLE DOCK

Mermaid Conference Centre

Local access only to Castle Baynard Street

Loading area to be removed or relocated (tbc)

3 trees removed
Planted area reduced

UPPER THAMES STREET

East-West Cycle Superhighway Section 4 - Upper Thames Street/ Puddle Dock/ Castle Baynard Street

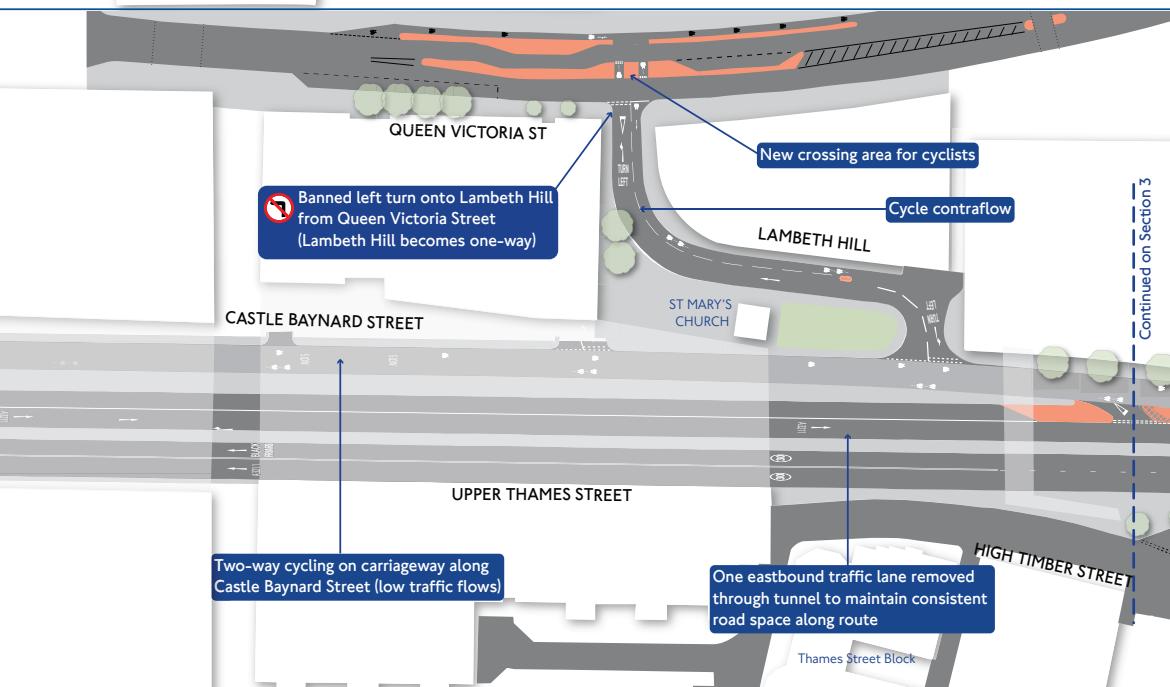
CASTLE BAYNARD STREET

Two-way cycling on carriageway along Castle Baynard Street (low traffic flows)

One eastbound traffic lane removed through tunnel to maintain consistent road space along route

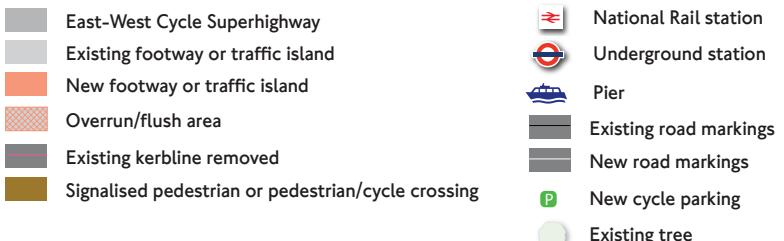
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Key:

- East-West Cycle Superhighway
- Existing footway or traffic island
- New footway or traffic island
- Overrun/flush area
- Existing kerbline removed
- Signalised pedestrian or pedestrian/cycle crossing
- Bus stop
- Underground station
- National Rail station
- Existing road markings
- New road markings
- Existing tree



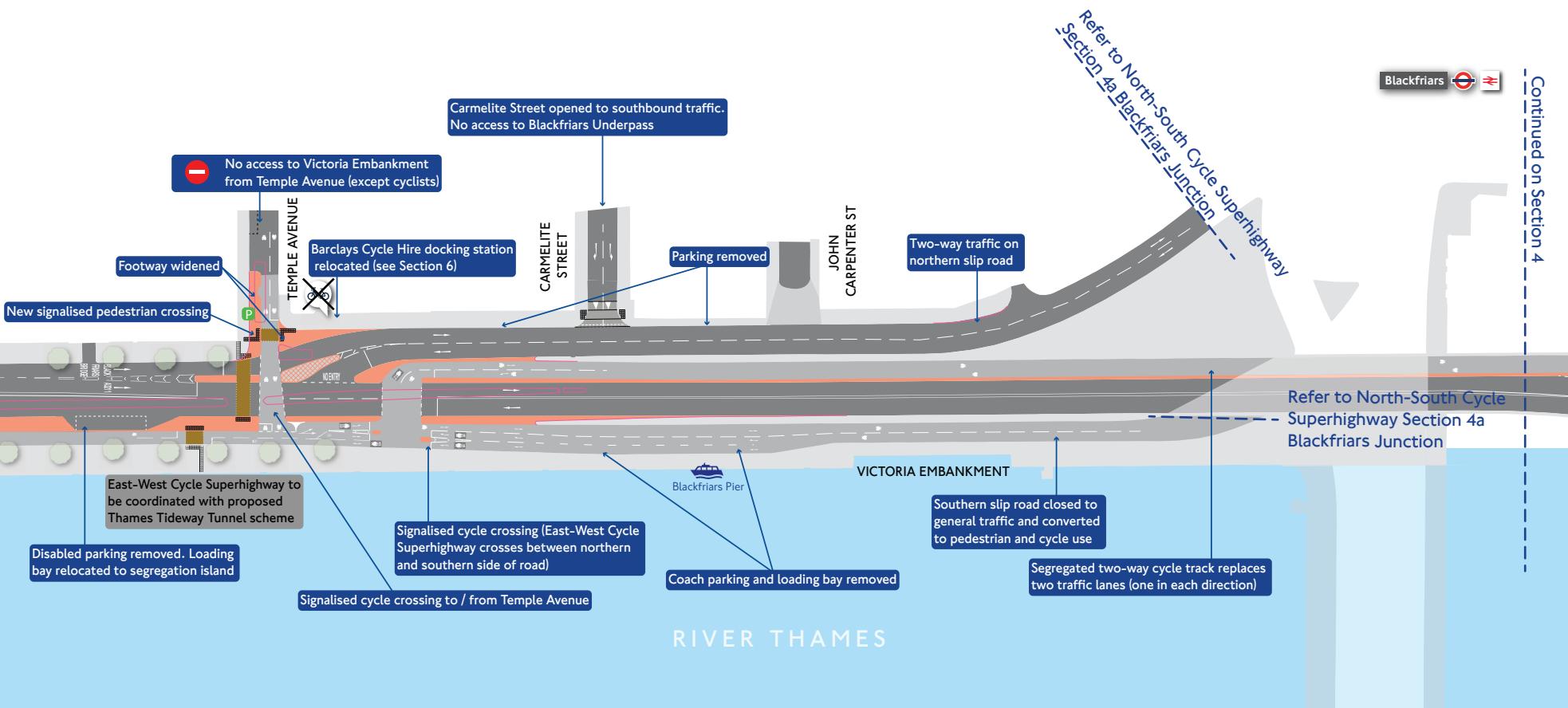
East-West Cycle Superhighway Section 5 – Victoria Embankment (Temple Avenue - Blackfriars)

Continued on Section 6

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Blackfriars

Continued on Section 4



Key:

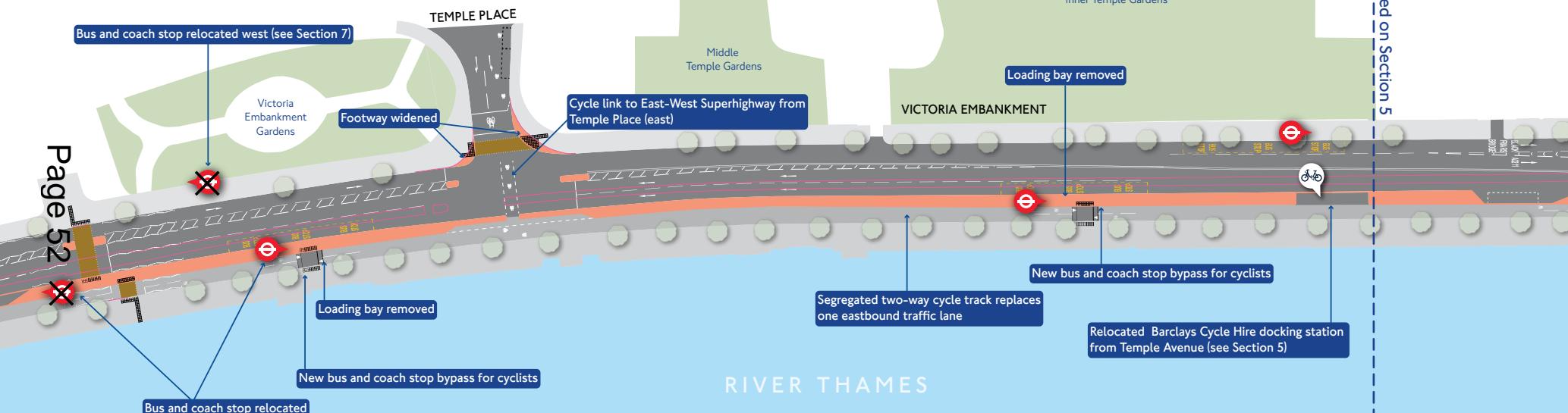
- East-West Cycle Superhighway
- Existing footway or traffic island
- New footway or traffic island
- Existing kerbline removed
- Signalised pedestrian or pedestrian/cycle crossing
- Barclays Cycle Hire docking station
- Bus stop
- Existing road markings
- New road markings
- Existing tree

East-West Cycle Superhighway Section 6 - Victoria Embankment/ Temple Place (east)



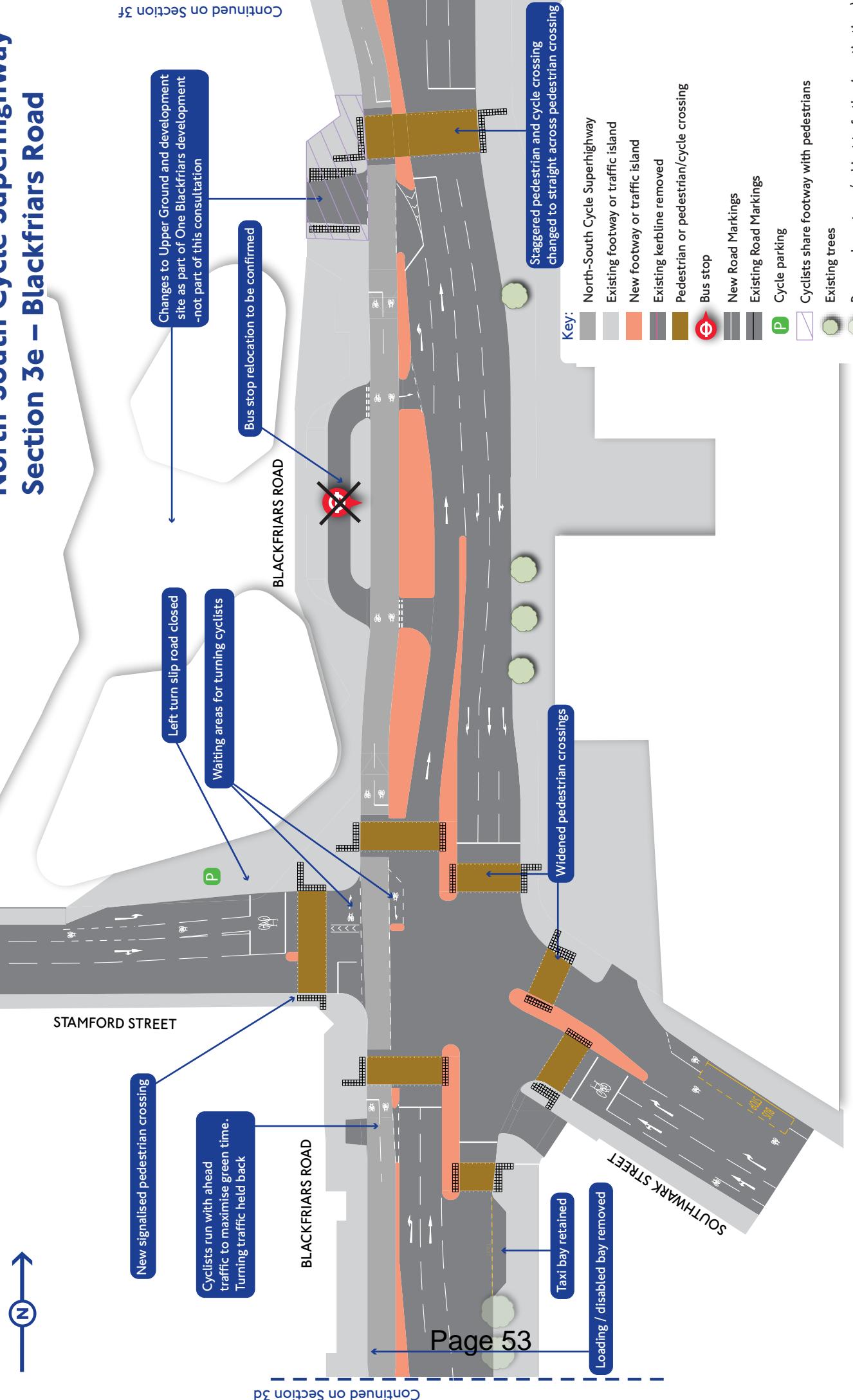
Continued on Section 5

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North-South Cycle Superhighway

Section 3e – Blackfriars Road



North-South Cycle Superhighway Section 3f – Blackfriars Bridge

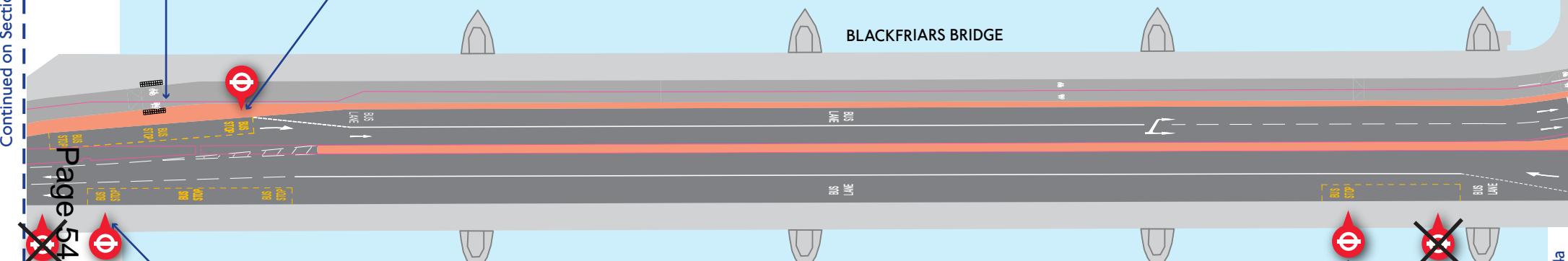
N →

New bus stop bypass for cyclists

Bus stop relocated to segregation island

BLACKFRIARS BRIDGE

Continued on Section 3e



Key:

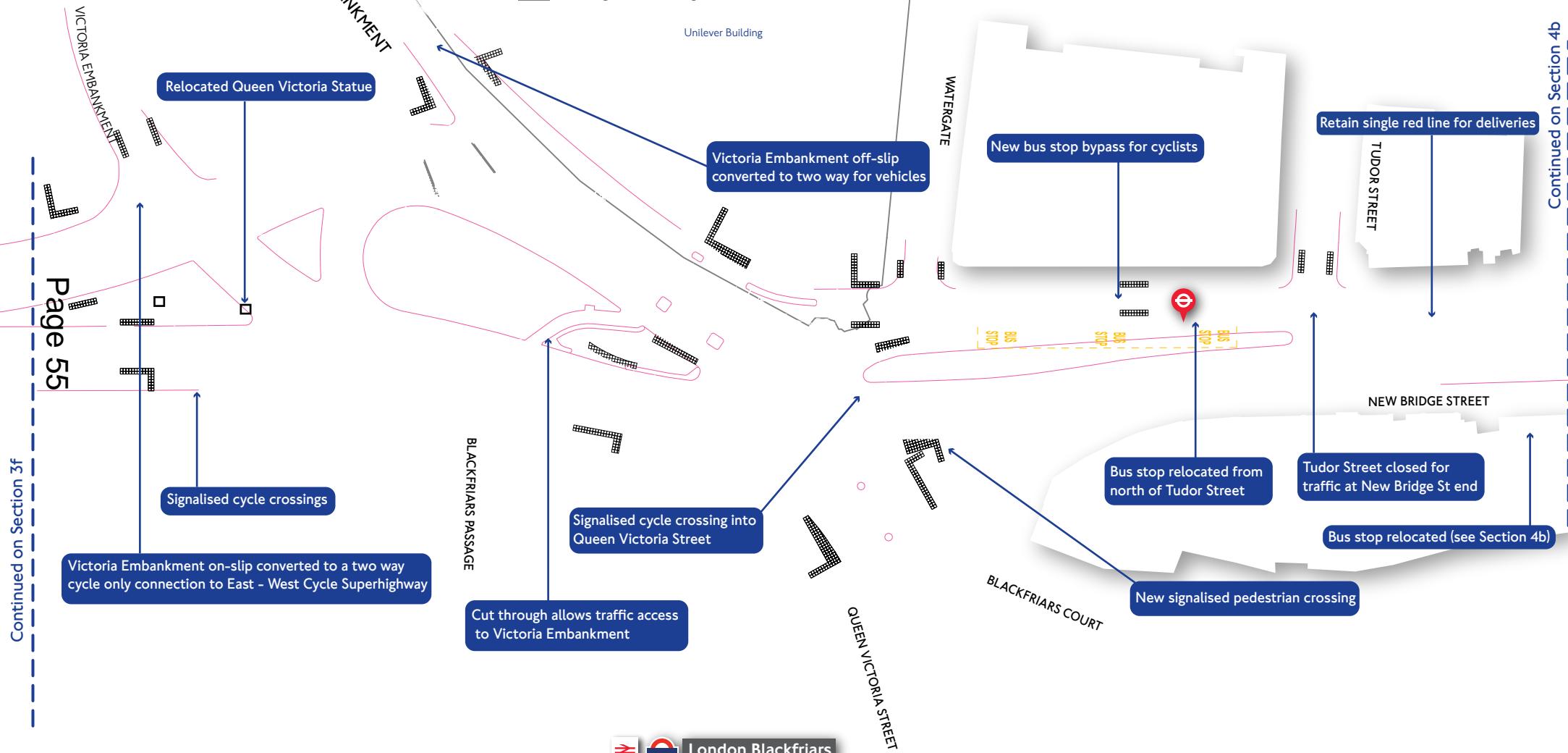
- North-South Cycle Superhighway
- Existing footway or traffic island
- New footway or traffic island
- Existing kerbline removed
- Pedestrian or pedestrian/cycle crossing
- Bus stop
- New Road Markings
- Existing Road Markings



Key:

- North-South Cycle Superhighway
- Existing footway or traffic island
- New footway or traffic island
- Existing kerbline removed
- Pedestrian or pedestrian/cycle crossing
- Bus stop
- New Road Markings
- Existing Road Markings

North-South Cycle Superhighway Section 4a – Blackfriars Junction





North-South Cycle Superhighway Section 4b – New Bridge Street

Continued on Section 4a

Page 56

Bridewell Place converted to two way

Loading / disabled bays relocated to segregation island

Bus stop relocated from south of Apothecary Street (see Section 4a)

New signalised pedestrian crossing

FLEET SIREN

Waiting areas for turning cyclists

Relocated motorcycle parking

king
St BRIDE STREET

Continued on Section 4c

APOTHECARY SIREE

Key:

- North-South Cycle Superhighway
- Existing footway or traffic island
- New footway or traffic island
- Existing kerbline removed
- Pedestrian or pedestrian/cycle crossing

 Bus stop

 New Road Markings
 Existing Road Markings

P Cycle parking

Existing trees

Proposed new trees (subject to further investigations)

113

NEW BRIDGE STREET

111

Loading bay shortened and relocated

New signalised pedestrian crossing

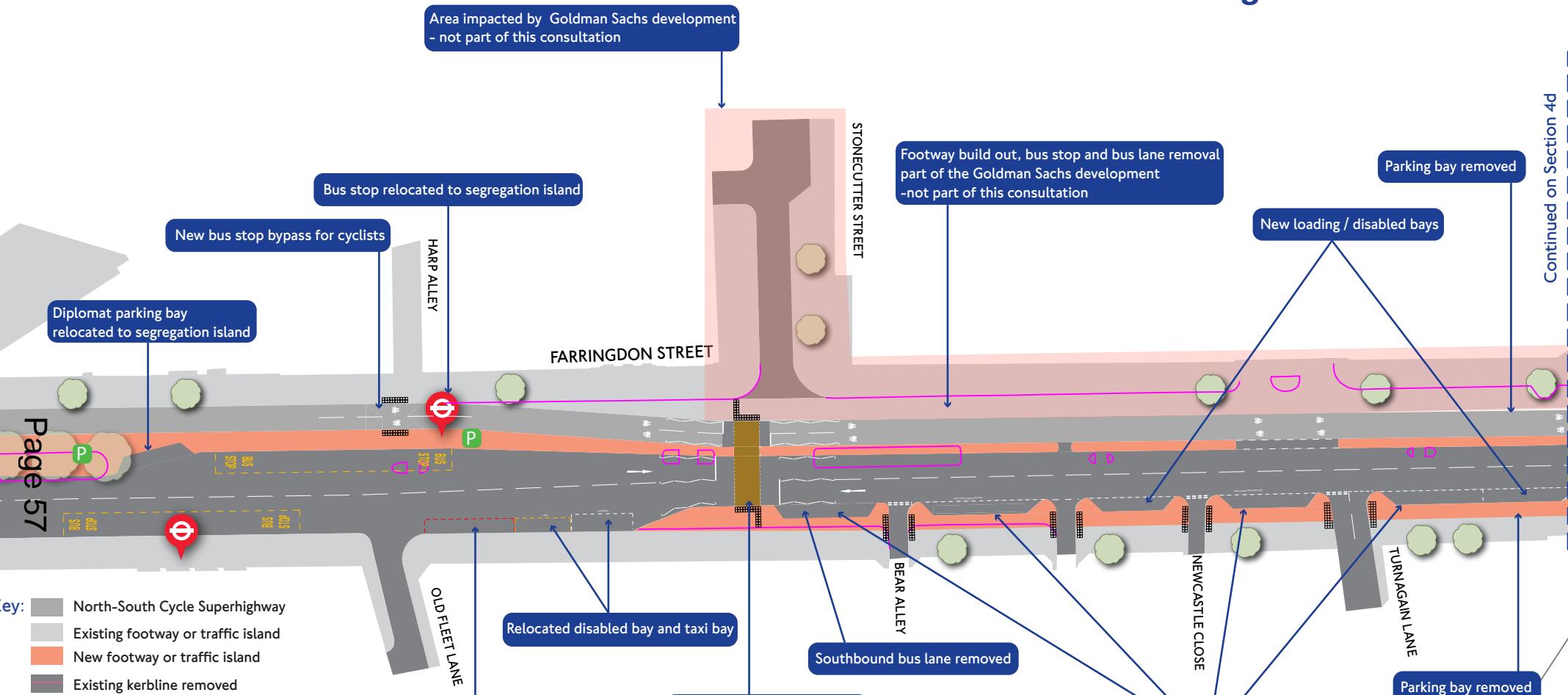
Loading / disabled bay removed

Cyclists run with ahead traffic to maximise green time. Turning traffic held back

N

North-South Cycle Superhighway Section 4c – Farringdon Street

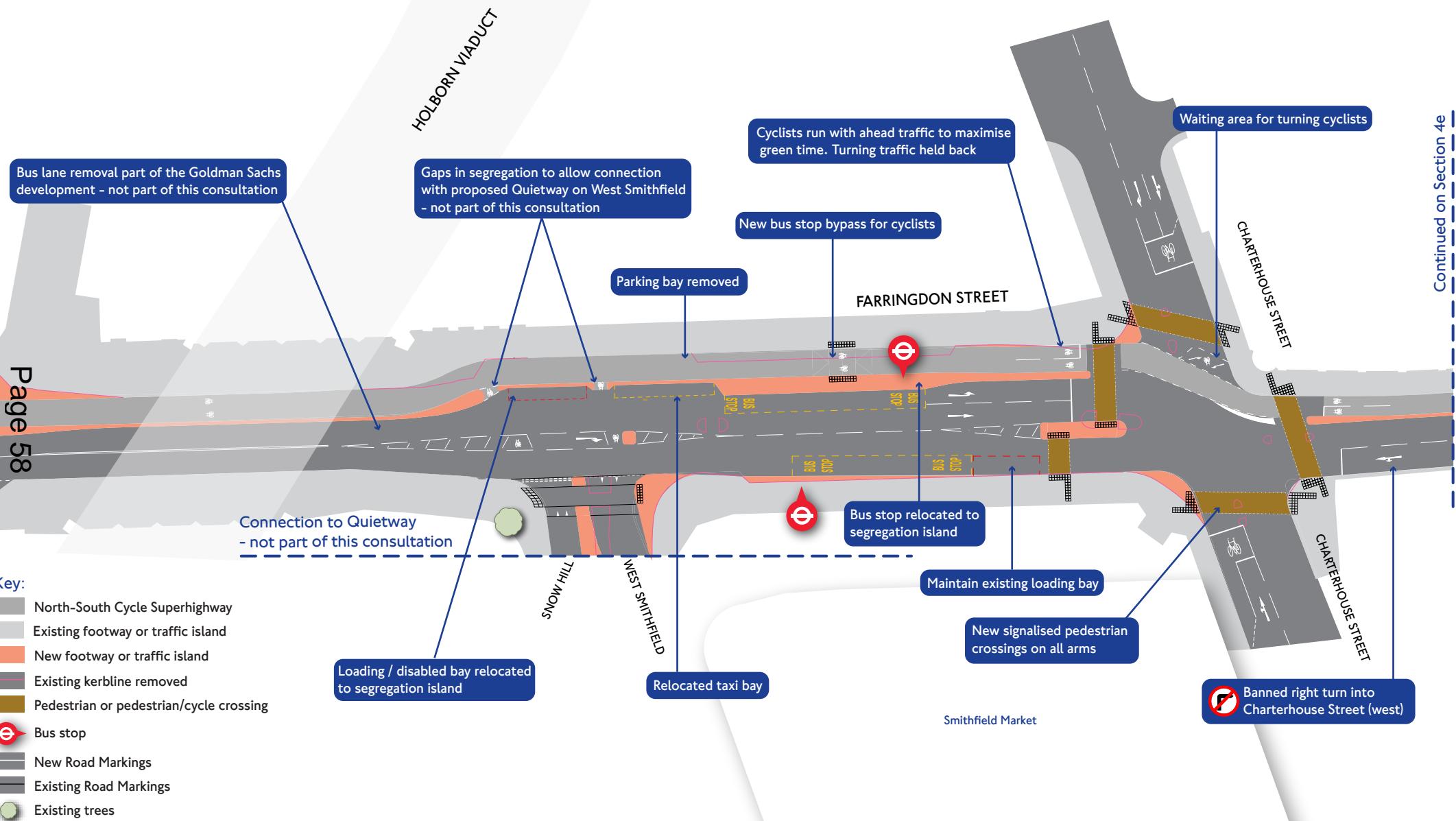
Continued Section 4b



N

North-South Cycle Superhighway Section 4d – Farringdon Street

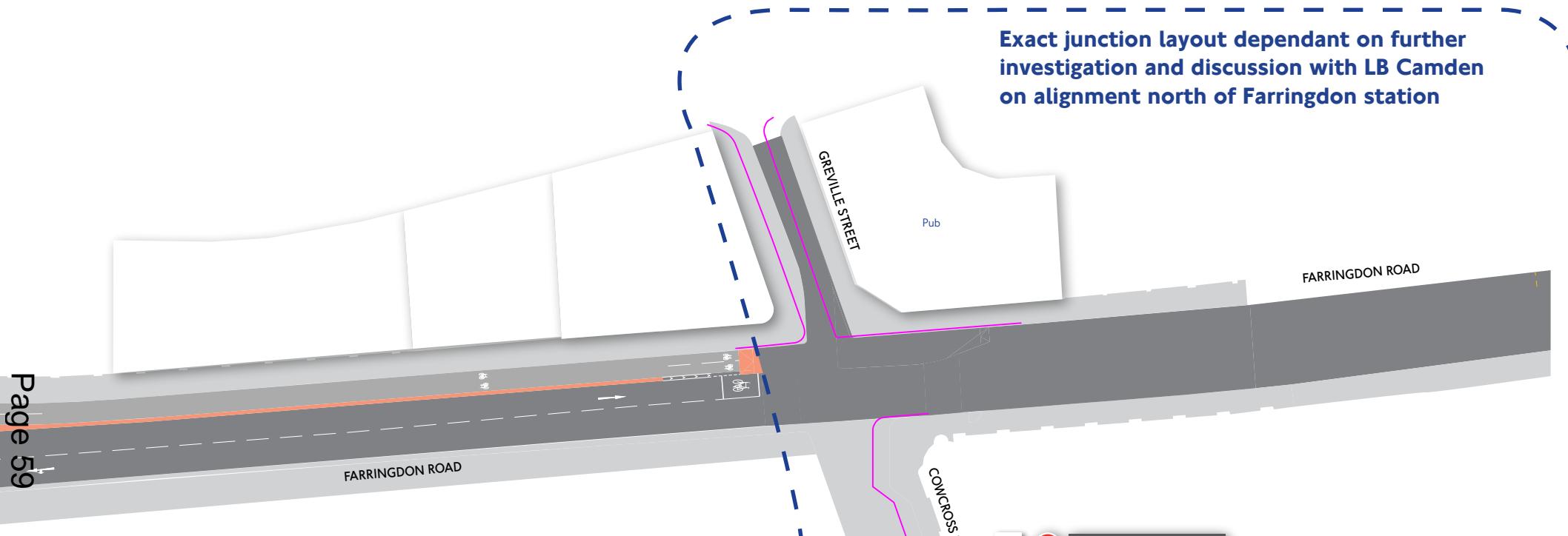
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North-South Cycle Superhighway Section 4e – Farringdon Road

Continued on Section 4d



Key:

- North-South Cycle Superhighway
- Existing footway or traffic island
- New Road Markings
- New footway or traffic island



Farringdon Station

N

North-South Cycle Superhighway Section 4c – Farringdon Street

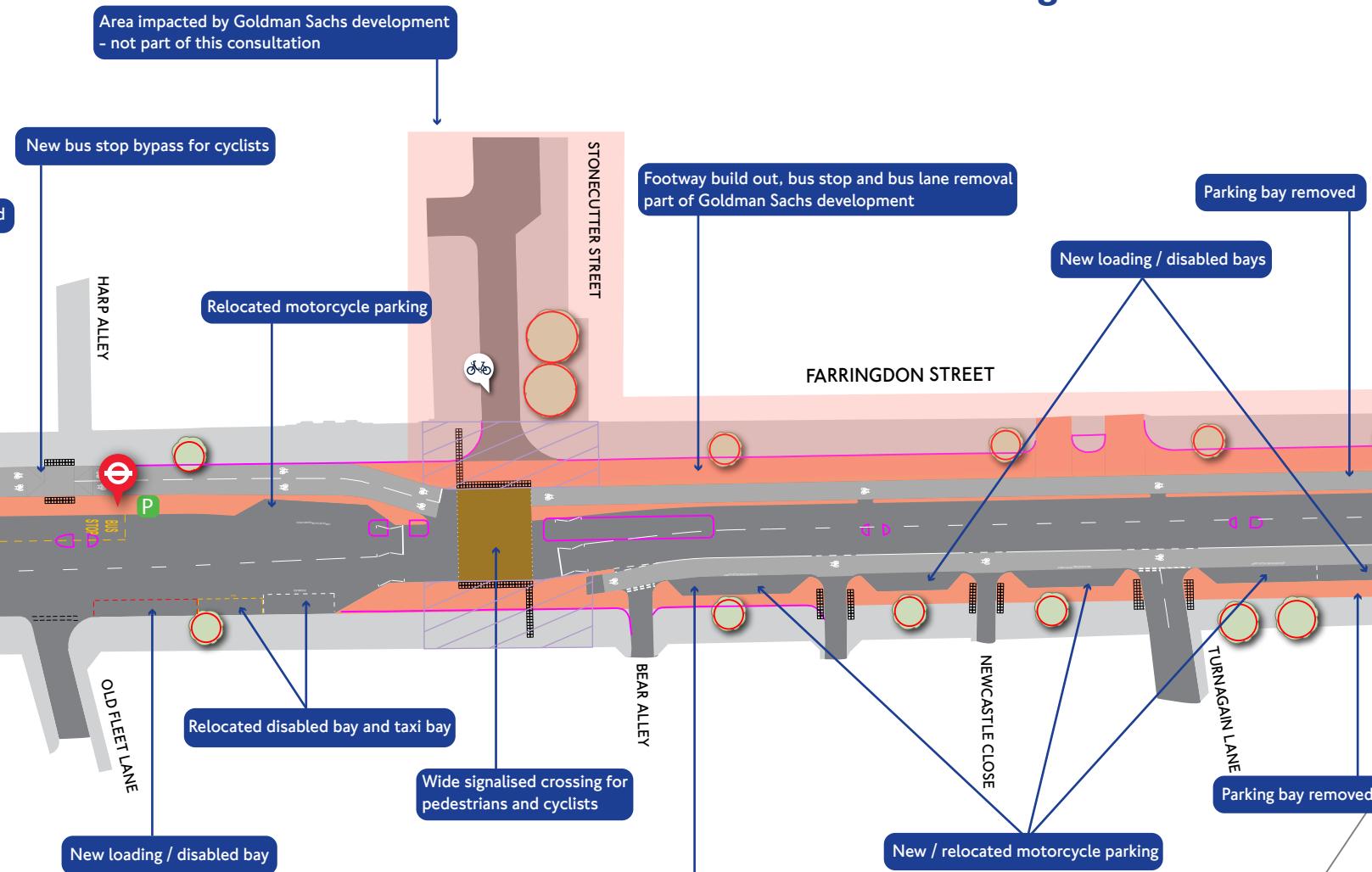
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Page 60

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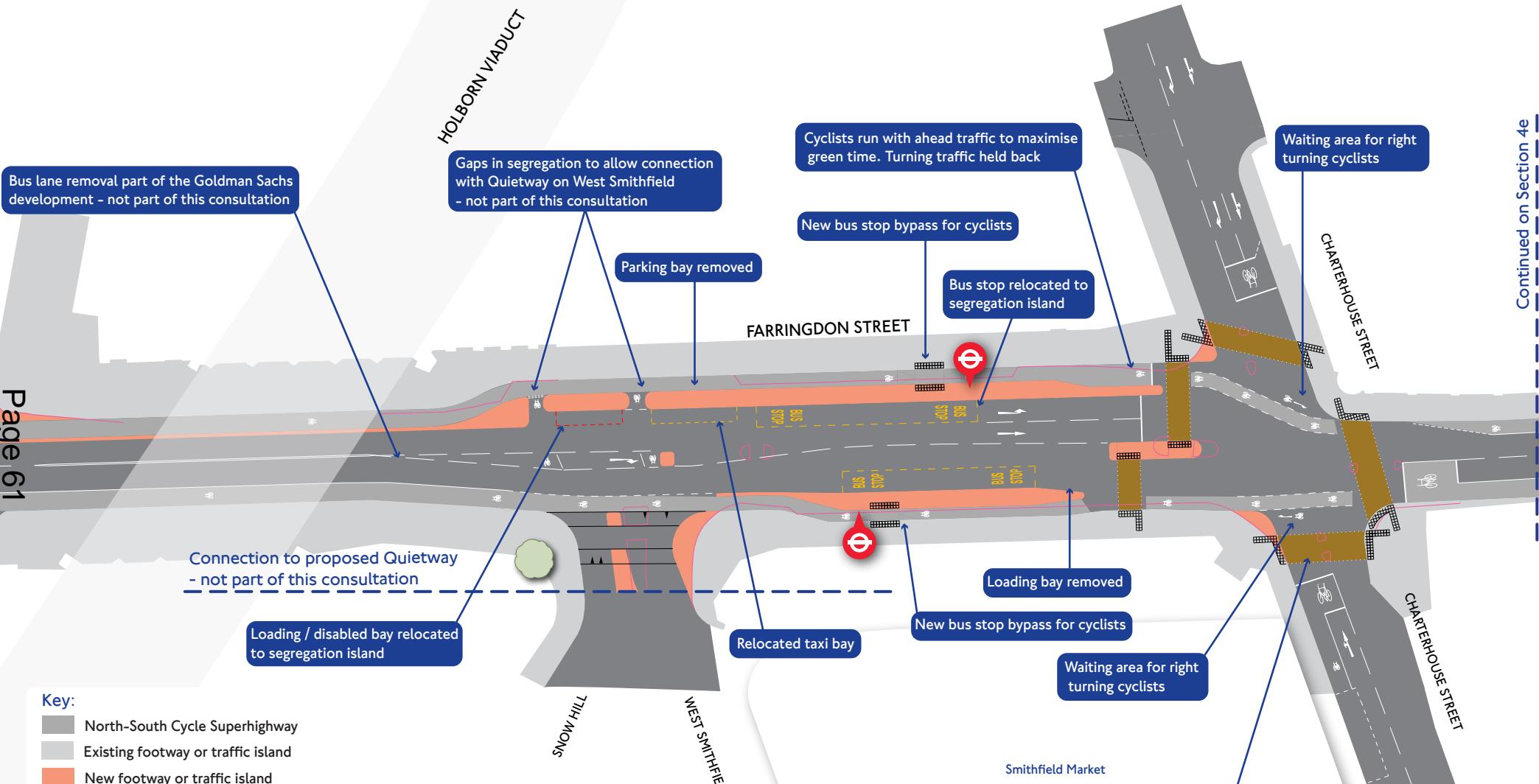
- North-South Cycle Superhighway
- Existing footway or traffic island
- New footway or traffic island
- Existing kerbline removed
- Pedestrian or pedestrian/cycle crossing
- Barclays Cycle Hire docking station
- Bus stop
- New Road Markings
- Existing Road Markings
- Cycle parking
- Cyclists share footway with pedestrians
- Existing trees



N

North-South Cycle Superhighway Section 4d – Farringdon Street

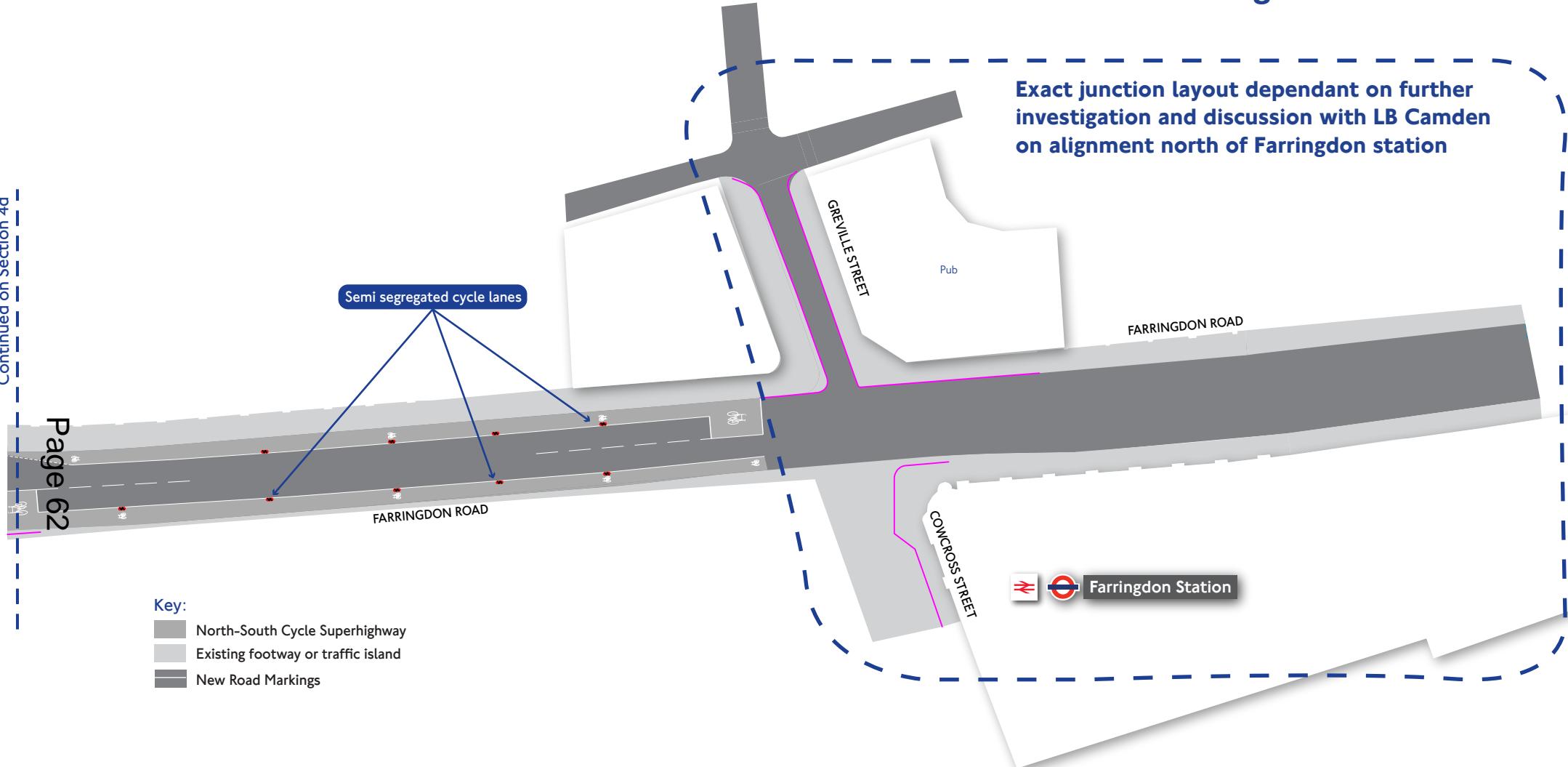
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North-South Cycle Superhighway Section 4e – Farringdon Road

Continued on Section 4d



APPENDIX 3 - E-W modelling information

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East-West Cycle Superhighway – benefits and impacts to road users

Overall context

Two broad trends have been seen on central London's roads over the last eight years: a significant reduction in motor traffic and a significant rise in cycling. Motor traffic in central London has fallen by around 17% per cent since 2006/07. On many of the routes covered by the superhighway, the reduction has been greater: traffic has fallen by 28 per cent on Victoria Embankment and by 30 per cent on Upper Thames Street, for instance. However traffic flows in central London have stabilised in the last year.

Cycling in London has more than doubled in the last decade. Bikes now make up around a quarter of rush hour traffic in central London - but there are few special routes or facilities for them.

This scheme aims to allocate road space more in line with the actual usage of the road network. The great majority of the road space would still be for motorists but part would be reallocated to cyclists. It aims to reduce conflict between cyclists and motor vehicles and to provide safer, more comfortable journeys for cyclists.

The route of the Superhighway has been chosen to minimise impacts to other users. Far less of it is served by buses than most other main roads and there is much less business loading or residential parking along it, for example. However, there are impacts – both benefits and disadvantages - for other users, which this document describes in more detail. The information is accompanied by a table of data ([LINK](#)). The numbers included in the text below are taken from column D, showing the difference between the current situation on-street and the situation expected if the scheme were to be implemented. Column B outlines the expected situation by December 2016 if the scheme were not built, taking account of the impact of other schemes planned for delivery by this date.

Pedestrians and environment

There would be a net increase of over 4,000 square metres of pedestrian space – widened footway, traffic islands, bus and coach stops - along the route.

On the Victoria Embankment, the wide dividing island between the narrowed road and the cycle lane would shift traffic noise and fumes further from pedestrians and the river. The scheme would give the street more of a boulevard appearance.

At Parliament Square, the scheme would provide two long-demanded new pedestrian crossings into the middle of the square, realising more of its potential as a pedestrian space. New, wider pedestrian islands would be created at the Westminster end of Westminster Bridge to cope with high numbers of tourists.

A new traffic-free pedestrian boulevard would be created on Horse Guards Road, removing a major barrier between Whitehall / Horse Guards Parade and St James's Park.

On Constitution Hill, the scheme would remove conflict on the shared pedestrian/ cycle track. Pedestrians and cyclists would get their own more clearly separated tracks.

High quality materials would be used to enhance the look of the streets and reflect their importance. On parts of the scheme, the segregation will be removable for state occasions.

Waiting times for pedestrians to cross the route would either remain the same as now, or increase slightly, by no more than 9 seconds. Some 25 crossings would be shortened and four crossings, which are currently two-stage (requiring pedestrians to wait in the middle of

the road), would become one-stage to allow pedestrians to cross entirely in one movement. Pedestrian countdown would be installed at 18 signalised crossings along the route and there would be 14 new traffic light controlled crossings for pedestrians. Collectively, these changes would offer significant safety improvements for pedestrians crossing at those points.

General traffic (excluding buses)

There would be longer journeys for motor vehicles at the busiest times of day on several parts of this route, and on routes heading towards the Cycle Superhighway. However, journey times on much of the route would increase only slightly and some journeys would be shorter.

The traffic modelling analysis looks at journey times at the busiest single hour in the morning and evening peaks. The model assumes that traffic volumes in central London will remain at current levels. Traffic in central London has fallen over the last eight years, though it has recently stabilised. It also includes the impact of the advanced traffic signal management programme which will change signal phasing to more effectively regulate the flow of traffic into central London.

Travelling westbound from East Smithfield (east of Tower Hill) to St Margaret Street on Parliament Square, journey times in the morning would increase very slightly from 18 minutes 15 seconds to 18 minutes 34 seconds. Those journeys in the opposite direction in the morning would be quicker by 2 minutes 59 seconds, reducing from 14 minutes 50 seconds to 11 minutes 51 seconds. In the evening, journey times for those vehicles heading eastbound would also reduce from 16 minutes 37 seconds to 12 minutes 45 seconds. For general traffic heading westbound on this route in the evening, journey times would increase from 17 minutes 6 seconds to 23 minutes 14 seconds.

For general traffic heading from Westminster Bridge southern roundabout to Hyde Park Corner westbound through Parliament Square along the route, journey times would remain at today's levels of 8 minutes 3 seconds in the morning. Westbound journeys in the evening would increase very slightly from 8 minutes 1 second to 8 minutes 34 seconds. For general traffic heading east on this route, journeys would increase from 7 minutes 2 seconds to 16 minutes in the morning. The same journey in the evening would increase from 7 minutes 37 seconds to 13 minutes 59 seconds.

On the Bayswater section, northbound from Lancaster Gate to the Westway (Harrow Road) on Westbourne Terrace, average journey time in the evening peak would fall slightly, from 5 minutes 4 seconds to 4 minutes 53 seconds. The same journey in the morning would also fall, from 4 minutes 36 seconds to 4 minutes 20 seconds. Travelling southbound from Westway to Lancaster Gate, average journey time in the morning peak would increase from 4 minutes and 36 seconds to 6 minutes 16 seconds. A journey southbound in the evening would take slightly longer from 4 minutes 51 seconds to 5 minutes 18 seconds.

The Westway flyover section of the Superhighway is being consulted on separately next year and journey time impacts for that section will be published then.

The biggest changes to journey times would not occur in central London or on the superhighway section, but on the A1203 and A13 east of Tower Hill, where road space would remain the same as now but westbound traffic will be held longer at various points to control the flow on to Tower Hill and Upper Thames Street. To evaluate the scale of these impacts, we have modelled a journey between the eastern end of the Limehouse Link Tunnel and Hyde Park Corner. The current journey time westbound is currently 34 minutes 34 seconds in the morning and 30 minutes 51 seconds in the evening. Once the scheme is built, journeys for general traffic in this direction would be 50 minutes 28 seconds in the

morning and 44 minutes 20 seconds in the evening. The same journey eastbound is 27 minutes 51 seconds in the morning and 30 minutes 51 seconds in the evening. Once the scheme is built, these journey times would increase to 35 minutes 29 seconds in the morning and 35 minutes 6 seconds in the evening.

We plan to further reduce journey time delays using a number of other techniques which we successfully used during the Olympic Games. These include:

- greatly increased enforcement against illegal parking and loading on these routes to keep unplanned disruption to a minimum;
- a freight management and consolidation strategy, which encourages freight operators (on these and other routes) to plan their activity to avoid the busiest times and locations;
- a behaviour change strategy (on these and other routes), which encourages drivers to use alternative forms of transport; and
- a travel demand management strategy to provide more comprehensive and specific travel advice to road users, which would help them make informed journey choices to avoid busy times and busy locations.

The figures given above do not include the effects of these further techniques. However, experience of pilot schemes suggests they could be of substantial help in further reducing journey time impacts.

Parking and loading

On most of the route, there is no residential parking. On the northern section from Lancaster Gate, some residential parking would be removed, as well as small amounts of parking on some side roads.

The public parking on the Victoria Embankment would also be removed. Changes to parking and loading on the Embankment can be found at

<https://consultations.tfl.gov.uk/cycling/3cd789da>

Buses and tourist coaches

The vast majority of the new Superhighway will run on roads which are not served by TfL buses. However, four short sections – Tower Hill, Parliament Square, Hyde Park Corner and Lancaster Gate/ Westbourne Terrace – are served by buses. Traffic modelling has been undertaken for four bus routes which go through the scheme area at these points and which broadly represent the impact of the scheme on bus journeys.

- **Bus route 15** between Tower Hill and Byward Street - only journeys heading west in the morning would be affected, taking up to one minute extra at the busiest hour. Journeys heading east in the morning would not change. Journeys in the evening would benefit in both directions by up to two minutes heading west and by up to one minute heading east. The overall effect is positive.
- **Bus route 453** between Westminster Bridge and Trafalgar Square - journeys towards Trafalgar Square in the busiest hour in the morning would be 2-5 minutes longer than now. Heading in the opposite direction towards Westminster Bridge from Trafalgar Square, journeys during the busiest hour in the morning would be 7-10 minutes longer than now. Journeys in the evening on this route would experience an extra 1-2 minutes in both directions. The overall effect in the immediate scheme area is negative. However, we are introducing a new bus priority point at Westminster Bridge Road, just west of Elephant and Castle, to avoid buses travelling in a south / east direction being further delayed at this point.
- **Bus route 16** from Grosvenor Place to Park Lane via Hyde Park Corner – journey times would increase by less than a minute in the busiest peak hours for most

journeys except those heading north in the morning, where the journey would be quicker by up to one minute.

- **Bus route 94** from Lancaster Gate to Marble Arch - the remodelling of the gyratory would benefit eastbound journeys, which would be up to 2 minutes quicker in both the morning and the evening. Westbound journeys, however, would be 1-2 minutes longer in the morning and 2-5 minutes longer in the evening. The overall effect is slightly negative.

Where there are negative impacts on journey times for bus routes impacted by the scheme, a programme of work is being developed to save time elsewhere along the affected route by addressing delays and giving priority to buses at certain pinch-points. Floating or "island" bus stops would be provided for TfL bus stops, tourist bus stops and commuter coaches, where these stops are alongside the cycle track.

Reassignment of cyclists

We expect that cyclists currently using other roads east-west through the West End and City, would transfer to the new route, reducing the potential for conflict between motorists and cyclists on these mixed-traffic streets.

Broader public transport benefits

The cycle superhighway would have a capacity of around 3000 cyclists an hour in both directions. This is the equivalent of the capacity of 10 trainloads (based on seating capacity) or around two and a half trainloads (based on crush-standing capacity), on the District and Circle Underground lines that run beneath a large part of the Cycle Superhighway. Adding this additional capacity to London's transport network would complement the improvements we are already making to the District and Circle lines, by offering Londoners a different transport option to make their journeys through central London.

Explanatory note on accompanying traffic modelling data table

TfL has used traffic modelling techniques to calculate the expected journey time changes on certain routes through the scheme area at the busiest hour in both the morning and evening peak. The data table attached ([LINK](#)) outlines the expected journey times through three modelled stages;

- **Base model (column A)** – current situation on street. Journey times for general traffic and cyclists are taken from TRANSYT models. Journey times for buses are taken from Hyperion data
- **Future base model (column B)** – Expected situation for general traffic in December 2016 if the East-West and North-South Cycle Superhighway schemes were not built, but taking account of the impact of all other TfL road schemes delivered by this date. Without the scheme, traffic signal timings in the scheme area would not change, so pedestrian wait times would remain as they are currently
- **Future journey times with scheme (column C)** – Expected on-street conditions in December 2016 once the East-West and North-South Cycle Superhighway schemes are built. These journey times taking account of the advanced traffic signal management programme, which will change signal phasing to more effectively regulate the flow of traffic at certain locations to keep central London moving

The attached data table includes information for four sample routes through the scheme area for general traffic, four bus routes which go through the scheme area to represent the impact of the scheme on bus journeys, four cycling routes along the Cycle Superhighway route and four example pedestrian crossings.

Further detailed modelling information is available on request by emailing your requirements and contact details to trafficmodelling@tfl.gov.uk.

Complementary Measures

The impacts calculated through the traffic models do not take account of a range of additional complementary measures that would have beneficial impacts on journey times for buses and general traffic.

- Where there are negative impacts on journey times for bus routes shown in the table, a programme of work is being developed to save time elsewhere along the affected route by addressing delays and giving priority to buses at certain pinch-points
- Road users can expect more comprehensive and specific travel advice to help them to make informed journey choices to avoid busy times and locations
- We will continue our work with freight and servicing companies to support them to plan their activity to avoid the busiest times and locations, evaluate quieter technology to enable more deliveries to take place out of hours and investigate the benefits of consolidation centres
- Through the creation of the new Roads and Transport Policing Command, we will target enforcement at the busiest locations and known hot spots to reduce hold-ups and delays and keep traffic moving

-: ends :-

East-West Cycle Superhighway - Modelling Results

Correct as at 23 September 2014		(A) Base Model - current situation on street		(B) Future base model - Expected situation on-street Dec 2016 without scheme		(C) Future journey times Dec 2016 with scheme		(D) Difference between Future with scheme (C) and base (A)		(E) Difference between future with scheme (C) and future base (B)		
		Current journeys	AM	PM	Journeys modelled	AM	PM	Journeys modelled	AM	PM	AM	PM
Traffic	Limehouse Link tunnel to Hyde Park Corner	Westbound	34:34	30:51	Limehouse Link tunnel to Hyde Park Corner	Westbound	32:39	26:55	Limehouse Link tunnel to Hyde Park Corner	Westbound	50:28	44:20
	East Smithfield to St Margaret Street (Parliament Square exit)	Eastbound	27:51	30:38	East Smithfield to St Margaret Street (Parliament Square exit)	Eastbound	26:06	31:49	East Smithfield to St Margaret Street (Parliament Square exit)	Eastbound	35:29	35:06
	Westminster Bridge to Hyde Park Corner (Knightsbridge)	Westbound	18:15	17:06	Westminster Bridge to Hyde Park Corner (Knightsbridge)	Westbound	16:30	13:15	Westminster Bridge to Hyde Park Corner (Knightsbridge)	Westbound	18:34	23:14
	Westminster Bridge to Lancaster Gate to A40 (Knightsbridge)	Eastbound	14:50	16:37	Westminster Bridge to Lancaster Gate to A40 (Knightsbridge)	Eastbound	12:25	15:54	Westminster Bridge to Hyde Park Corner (Knightsbridge)	Eastbound	11:51	12:45
	Westminster Bridge to Lancaster Gate to A40	Northbound	8:03	8:01	Westminster Bridge to Lancaster Gate to A40	Northbound	7:51	7:42	Westminster Bridge to Hyde Park Corner (Knightsbridge)	Westbound	8:03	8:35
	Lancaster Gate to A40 Westway	Southbound	4:36	4:51	Lancaster Gate to A40 Westway	Southbound	4:30	4:16	Lancaster Gate to A40 Westway	Southbound	6:16	5:18
	Route 15 (between Tower Hill and Byward Street)	Westbound	10:00	9:54	Route 15 (between Tower Hill and Byward Street)	Westbound	Route 15 (between Tower Hill and Byward Street)	Westbound	Route 15 (between Tower Hill and Byward Street)	Westbound	0:1m	(-2:5m)
	Buses	Eastbound	5:06	7:18	Route 453 (between Westminster Bridge and Parliament Square, via Parliament Square)	Northbound	8:18	8:06	Route 453 (between Westminster Bridge and Parliament Square, via Parliament Square)	Northbound	(-0:1m)	(-0:1m)
	A sample of journey times on four routes through the scheme area (minutes:seconds)	Southbound	8:24	10:48	Route 16 (between Park Lane and Grosvenor Place)	Northbound	2:24	2:42	Route 16 (between Park Lane and Grosvenor Place)	Southbound	2:5m	1:2m
	Difference against base (A), expressed as a range in column D	Southbound	2:06	2:12	Route 94 (between Lancaster Gate and Westbourne Terrace)	Westbound	3:18	3:30	Route 94 (between Lancaster Gate and Westbourne Terrace)	Southbound	0:1m	0:1m
Cycling	Royal Mint Street to Hyde Park Corner	Westbound	32	32	Royal Mint Street to Hyde Park Corner	Westbound	30	29	Royal Mint Street to Hyde Park Corner	Westbound	1:2m	(-1:2m)
	Royal Mint Street to St Margaret Street (Parliament Square exit)	Eastbound	31	20	Royal Mint Street to St Margaret Street (Parliament Square exit)	Eastbound	31	29	Royal Mint Street to St Margaret Street (Parliament Square exit)	Eastbound	0	(-1:2m)
	Parliament Square to Hyde Park Corner	Westbound	21	21	Parliament Square to Hyde Park Corner	Westbound	11	12	Parliament Square to Hyde Park Corner	Westbound	11	11
	Lancaster Gate to A40 Northbound Westway	Southbound	7	7	Lancaster Gate to A40 Northbound Westway	Southbound	5	4	Lancaster Gate to A40 Northbound Westway	Southbound	5	4
	Tower Hill - Minorities - Shorter Street	Max. cycle time	88	88	Tower Hill - Minorities - Shorter Street	Max. cycle time	88	88	Tower Hill - Minorities - Shorter Street	Max. cycle time	96	96
	Upper Thames Street - Queen Street Place	Max. wait time	82	104	Upper Thames Street - Queen Street Place	Max. cycle time	82	82	Upper Thames Street - Queen Street Place	Max. wait time	90	90
	Parliament Square - Parliament Street - Bridge Street	Max. cycle time	112	112	Parliament Square - Parliament Street - Bridge Street	Max. cycle time	104	104	Upper Thames Street - Queen Street Place	Max. cycle time	104	104
	Knightsbridge - Hyde Park Corner - Grosvenor Place	Max. wait time	96	96	Knightsbridge - Hyde Park Corner - Grosvenor Place	Max. cycle time	105	105	Knightsbridge - Hyde Park Corner - Grosvenor Place	Max. wait time	114	106
	Pedestrians	Max. wait time	90	90	Pedestrians	Max. wait time	90	90	Parliament Square - Parliament Street - Bridge Street	Max. cycle time	120	112
	Traffic signal cycle times and associated wait times (seconds)	Max. wait time	8	8	Traffic signal cycle times and associated wait times (seconds)	Max. wait time	8	8	Parliament Square - Parliament Street - Bridge Street	Max. wait time	0	0
NOTE: Future base would be same as current base without scheme									Knightsbridge - Hyde Park Corner - Grosvenor Place	Max. cycle time	96	104

APPENDIX 4 - N-S modelling information

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North-South Cycle Superhighway – benefits and impacts to road users

Overall context

Two broad trends have been seen on central London's roads over the last eight years: a significant reduction in motor traffic and a significant rise in cycling. Motor traffic in central London has fallen by around 17% per cent since 2006/07. Along the Superhighway route, the reduction has been greater, with motor traffic levels falling by 24% since 2006. However traffic flows in central London have stabilised in the last year.

Cycling in London has more than doubled in the last decade. Bikes now make up around a quarter of rush hour traffic in central London - but there are few special routes or facilities for them.

This scheme aims to allocate road space more in line with the actual usage of the road network. At present, around 50% of all traffic going across Blackfriars Bridge in the morning period is cyclists. The great majority of the road space would still be for motorists but part would be reallocated to cyclists. It aims to reduce conflict between cyclists and motor vehicles and to provide safer, more comfortable journeys for cyclists.

However, there are impacts – both benefits and disadvantages - for other users, which this document describes in more detail. The information is accompanied by a table of data ([LINK](#)). The numbers included in the text below are taken from column D, showing the difference between the current situation on-street and the situation expected if the scheme were to be implemented. Column B outlines the expected situation by December 2016 if the scheme were not built, taking account of the impact of other schemes planned for delivery by this date.

Pedestrians and environment

There would be a net increase of over 3,000 square metres of pedestrian space – widened footway, traffic islands and bus stops - along the route.

New street furniture and planting, including nine new benches and 38 new trees would create a more pleasant and pedestrian-friendly boulevard environment on Blackfriars Road. There will be a wide central island, with some of the new trees on it, separating the traffic and the cycle lane, shifting traffic noise and fumes further from pedestrians on the western pavement.

A number of changes would be made to pedestrian crossings, which collectively would offer significant safety improvements for pedestrians crossing at those points. Six crossings would be shortened. Three crossings are currently two-stage (requiring pedestrians to wait in the middle of the road); these would become one-stage to allow pedestrians to cross in a single movement. Pedestrian countdown would be installed at 12 signalised crossings along the route and there would be 10 new traffic light controlled pedestrian crossings. Signal timings would be altered at some existing crossings, which would increase the time pedestrians wait to cross the road by up to 24 seconds in some locations.

General traffic (excluding buses)

There would be longer journeys for motor vehicles at the busiest times of day on this route, and for some roads which cross the route.

The traffic modelling analysis looks at journey times at the busiest single hour in the morning and evening peaks. The model assumes that traffic volumes in central London will remain at current levels. Traffic in central London has fallen over the last eight years, though it has recently stabilised. It also includes the impact of the advanced traffic signal management

programme which will change signal phasing to more effectively regulate the flow of traffic into central London.

Travelling northbound from Elephant & Castle to Farringdon Station, average journey time in the morning peak would rise by 41 seconds, from 11 minutes 28 seconds to 12 minutes 9 seconds. In the evening, in the same direction, journey times would increase from 10 minutes 56 seconds to 15 minutes 12 seconds. Travelling southbound from Farringdon Station to Elephant & Castle, average journey time in the morning peak would rise from 10 minutes 50 seconds to 14 minutes 43 seconds. This journey in the evening would increase slightly from 12 minutes 17 seconds to 14 minutes 20 seconds.

We have also modelled a journey for general traffic between Stamford Street and Queen Victoria Street, across Blackfriars Bridge. Journeys for general traffic travelling north from Stamford Street to Queen Victoria Street would increase from 3 minutes 45 seconds to 15 minutes 43 seconds in the morning, and from 3 minutes 20 seconds to 12 minutes 41 seconds in the evening. Journeys heading south in the opposite direction would be quicker by 2 minutes 11 seconds in the morning and by 1 minute 41 seconds in the evening.

We plan to further reduce journey time delays using a number of other techniques which we successfully used during the Olympic Games. These include:

- greatly increased enforcement against illegal parking and loading on these routes to keep unplanned disruption to a minimum;
- a freight management and consolidation strategy, which encourages freight operators (on these and other routes) to plan their activity to avoid the busiest times and locations;
- a behaviour change strategy (on these and other routes), which encourages drivers to use alternative forms of transport; and
- a travel demand management strategy to provide more comprehensive and specific travel advice to road users, which would help them make informed journey choices to avoid busy times and busy locations.

The figures given above do not include the effects of these further techniques. However, experience of pilot schemes suggests they could be of substantial help in further reducing journey time impacts.

Parking and loading

Although there would be a 45 metre reduction in parking for general traffic, there would be an additional 90 metres of dedicated loading bay and an additional 6 metres of motorcycling parking.

Buses

Traffic modelling has been undertaken for four bus routes which go through the scheme area and which broadly represent the impact of the scheme on bus journeys.

- Route 45 between Charterhouse Street and Elephant and Castle heading north in the morning would see a reduction in journey time of between 2-5 minutes. The same journey in the evening northbound would increase by 1-2 minutes. Journeys on this same bus route travelling south in morning would increase between 2-5 minutes and between 5-7 minutes in the evening.
- Route 381 crossing the North-South cycle superhighway route between Southwark Street and Stamford Street could experience an increase of 2-5 minutes in both directions at the busiest times.
- Route 100 between Elephant & Castle and Queen Victoria Street would experience a drop in journey time of between 5-7 minutes in the morning heading north and a drop of between 2-5 minutes in the evening in the same direction. Southbound journeys

along the route in the morning would be up to one minute longer, but in the evening would be 1-2 minutes quicker.

- Route 11 travelling between Ludgate Hill and Fleet Street could experience an increase of 2-5 minutes crossing the route westbound in the morning, and an increase of 1-2 minutes eastbound in the morning and both directions in the evening.

A new bus gate on Westminster Bridge Road would help minimise delays on bus routes 12, 53, 148, 453 and C10 heading southeast along London Road towards Elephant and Castle.

Where there are negative impacts on journey times for bus routes impacted by the scheme, a programme of work is being developed to save time elsewhere along the affected route by addressing delays and giving priority to buses at certain pinch-points. Floating or "island" bus stops would be provided for TfL bus stops where these stops are alongside the cycle track.

Broader public transport benefits

The cycle superhighway would have a capacity of around 3000 cyclists an hour in both directions. This is the equivalent of the capacity of 10 London Underground trainloads (based on seating capacity) or around two and a half trainloads (based on crush-standing capacity). Adding this new capacity to London's transport network provides a viable alternative transport option for those making journeys north-south through the city.

Explanatory note on accompanying traffic modelling data table

TfL has used traffic modelling techniques to calculate the expected journey time changes on certain routes through the scheme area at the busiest hour in both the morning and evening peak. The data table attached ([LINK](#)) outlines the expected journey times through three modelled stages;

- **Base model (column A)** – current situation on street. Journey times for general traffic and cyclists are taken from TRANSYT models. Journey times for buses are taken from Hyperion data
- **Future base model (column B)** – Expected situation for general traffic in December 2016 if the East-West and North-South Cycle Superhighway schemes were not built, but taking account of the impact of all other TfL road schemes delivered by this date. Without the scheme, traffic signal timings in the scheme area would not change, so pedestrian wait times would remain as they are currently
- **Future journey times with scheme (column C)** – Expected on-street conditions in December 2016 once the East-West and North-South Cycle Superhighway schemes are built. These journey times taking account of the advanced traffic signal management programme, which will change signal phasing to more effectively regulate the flow of traffic at certain locations to keep central London moving

The attached data table includes information for two sample routes through the scheme area for general traffic, four bus routes which go through the scheme area to represent the impact of the scheme on bus journeys, one cycling route along the Cycle Superhighway route and five example pedestrian crossings.

Further detailed modelling information is available on request by emailing your requirements and contact details to trafficmodelling@tfl.gov.uk.

Complementary Measures

The impacts calculated through the traffic models do not take account of a range of additional complementary measures that would have beneficial impacts on journey times for buses and general traffic.

- Where there are negative impacts on journey times for bus routes shown in the table, a programme of work is being developed to save time elsewhere along the affected route by addressing delays and giving priority to buses at certain pinch-points
- Road users can expect more comprehensive and specific travel advice to help them to make informed journey choices to avoid busy times and locations
- We will continue our work with freight and servicing companies to support them to plan their activity to avoid the busiest times and locations, evaluate quieter technology to enable more deliveries to take place out of hours and investigate the benefits of consolidation centres
- Through the creation of the new Roads and Transport Policing Command, we will target enforcement at the busiest locations and known hot spots to reduce hold-ups and delays and keep traffic moving

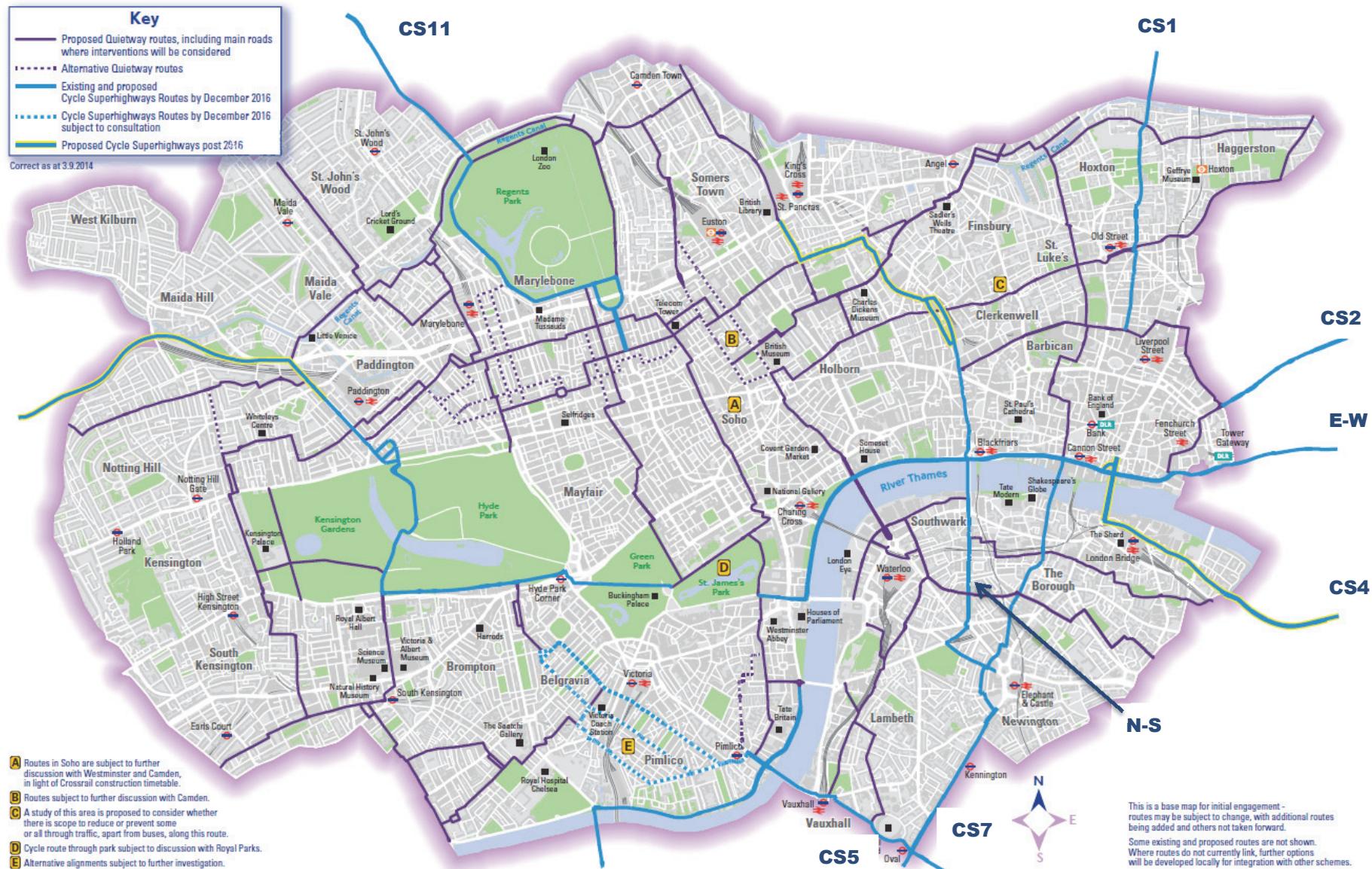
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North-South Cycle Superhighway - Modelling Results

Correct as at 23 September 2014		(A) Base Model - current situation on street		(B) Future base model - Expected situation on-street Dec 2016 without scheme		(C) Future journey times Dec 2016 with scheme		(D) Difference between future with scheme (C) and base (A)		(E) Difference between future with scheme (C) and future base (B)								
		Current journeys	AM	PM	Journeys modelled	AM	PM	Journeys modelled	AM	PM	AM	PM						
Traffic		Elephant & Castle to Farringdon Station	Northbound	11:28	10:56	Elephant & Castle to Farringdon Station	Northbound	10:22	09:37	Elephant & Castle to Farringdon Station	Northbound	12:09	15:12	0:41	4:16	1:47	5:35	
Average journey times (minutes:seconds)		Stamford Street to Queen Victoria Street	Northbound	10:50	12:17		Southbound	09:42	09:13		Southbound	14:43	14:20	3:53	2:03	5:01	5:07	
Buses		Stamford Street to Queen Victoria Street	Northbound	3:45	3:20	Stamford Street to Queen Victoria Street	Northbound	03:43	03:25	Stamford Street to Queen Victoria Street	Northbound	15:43	12:41	11:58	9:21	12:00	9:16	
			Southbound	5:50	5:22		Southbound	05:03	03:25		Southbound	3:39	3:41	-2:11	-1:41	-1:54	0:16	
A sample of journey times on four routes through the scheme area (minutes:seconds)		Route 100 (between Elephant & Castle and Ludgate Hill)	Northbound	14:12	13:06					Route 100 (between Elephant & Castle and Queen Victoria Street)	Northbound	(-5.7m)	(-5.7m)	(-2.5m)	(-2.5m)			
			Southbound	10:12	11:00					Southbound	0-1m	(-1-2m)						
		Route 381 (between Stamford Street and Southwark Street)	Eastbound	1:54	1:54					Route 381 (between Stamford Street and Southwark Street)	Eastbound	2-5m	2-5m	2-5m	2-5m			
			Westbound	1:12	1:06					Westbound	2-5m	2-5m	2-5m	2-5m				
		Route 11 (between Fleet Street and Ludgate Hill)	Eastbound	1:12	2:06					Route 11 (between Fleet Street and Ludgate Hill)	Eastbound	1-2m	1-2m	1-2m	1-2m			
			Westbound	1:54	2:06					Westbound	2-5m	2-5m	2-5m	2-5m				
		Route 45 (between Elephant & Castle and Charterhouse Street)	Northbound	15:24	12:36					Route 45 (between Elephant & Castle and Charterhouse Street)	Northbound	(-2.5m)	(-2.5m)	(-2m)	(-2m)			
			Southbound	13:18	14:36					Southbound	2-5m	2-5m	2-5m	2-5m				
Cycling		Elephant & Castle to Farringdon Station	Northbound	18	17					Elephant & Castle to Farringdon Station	Northbound	19	14	1	1	-3		
Average journey times (minutes)			Southbound	14	15					Southbound	14	20	0	0	5			
Pedestrians		St George's Circus	Max. cycle time	NO SIGNALISED FACILITIES		St George's Circus	Max. cycle time	NO SIGNALISED FACILITIES		St George's Circus	Max. cycle time	112	120	N/A	N/A			
			Max. wait time				Max. wait time				Max. wait time	106	114					
		Southwark Tube station	Max. cycle time	88	88	Southwark Tube station	Max. cycle time	88	88	Southwark Tube station	Max. cycle time	104	104	16	16	16	16	
			Max. wait time	82	82		Max. wait time	82	82		Max. wait time	98	98	16	16	16	16	
		Blackfriars Station (westbound exit)	Max. cycle time	96	96	Blackfriars Station (westbound exit)	Max. cycle time	96	96	Blackfriars Station (westbound exit)	Max. cycle time	120	120	24	24	24	24	
			Max. wait time	90	90		Max. wait time	90	90		Max. wait time	114	114	24	24	24	24	
		Ludgate Circus (east-west)	Max. cycle time	96	96	No facilities north-south	Max. cycle time	96	96	Ludgate Circus (east-west)	Max. cycle time	120	120	24	24	24	24	
		No facilities north-south	Max. wait time	90	90		Max. wait time	90	90	No facilities north-south	Max. wait time	114	114	24	24	24	24	
		Farringdon Street-Charterhouse Street	Max. cycle time	NO SIGNALISED FACILITIES		Farringdon Street-Charterhouse Street	Max. cycle time	NO SIGNALISED FACILITIES		Farringdon Street-Charterhouse Street	Max. cycle time	120	120	N/A	N/A			
			Max. wait time								Max. wait time	114	114					
												114	114					
													114	114				

NOTE: Future base would be same as current base without scheme
 Traffic signal cycle times and associated wait times (seconds)

Proposed Central London Cycle Grid - Routes for completion by December 2016



Chairman, Policy & Resources Committee

Mark Boleat

Mr Leon Daniels
Managing Director, Surface Transport
Transport for London
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London
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Email mark.boleat@cityoflondon.gov.uk

Date

Dear Mr Daniels

North-South and East-West Cycle Superhighways

As you may know, the City Corporation has requested further information on the proposals and the potential impacts which may affect the City of London and further afield. We have also requested for an extension to the consultation deadline so that our officers can review that information and inform us, the elected Members, accordingly. I note that your officers are giving this some consideration, however, as it currently stands, we must work to the current deadline of the 9th November 2014 so this letter sets out the City Corporation's formal response to the public consultation.

The City's Response

The City of London Corporation fully supports proposals to improve road safety and to provide better facilities to reflect a changing environment. We also support proposals for sustainable transport, measures to reduce pollution, improve public transport and the built environment.

Whilst we agree and support the principle of the Cycle Superhighways, we have considerable reservations about them as they currently stand. We are particularly concerned about potential adverse impacts on road safety (particularly to other vulnerable road users), pedestrian convenience, local access, network resilience and the knock-on impacts to the City's highway.

In light of the above and in response to your consultation I therefore submit our concerns to the N-S and E-W Superhighway proposals and request that you consider and adequately respond to the 13 points detailed below:-

1. Pedestrian wait times are not made worse at key locations. In some locations wait times need to be reduced. The locations include Ludgate Circus, Blackfriars junction and Upper Thames Street/Queen Street Place.
2. A maximum cycle time at traffic signals is set at no more than 88 seconds. At existing locations where cycle times already exceed this, they should be reduced.

3. Pedestrian crossings need to be simple, straightforward and useable. At Ludgate Circus, they need to be single stage crossings. In other locations, they should also ideally be single stage crossings.
4. Local access (or convenient and appropriate diversions) must be provided at a number of locations including at Shorter Street, Trinity Square and into Fish Street Hill (for traffic heading over the Thames).
5. Provide a pedestrian link along Puddle Dock to the new river pier at Blackfriars.
6. Redesign of Blackfriars junction to improve streetscape, remove confusion and improve safety for all road users.
7. Consider alternative design measures to ensure a resilient, road network and demonstrate how the network will accommodate planned and unplanned road works.
8. Any traffic management measure used by TfL does not increase traffic on the City's streets.
9. The cycling proposals do not prejudice the City's ability to implement current projects such as at Bank junction, Museum of London gyratory, Fleet Street and Ludgate Hill corridor; as well as projects associated with Crossrail.
10. Agree a process that will be used to manage traffic flows into and out of the City.
11. TfL and City officers work together to achieve an acceptable outcome. This may require changes in the process and governance that TfL has adopted up to now, an extension to the consultation deadline so that the further modelling information can be fully assessed, and the needs of building developments, special events and construction impact mitigation.
12. If there are material changes, further public consultation is carried out, and
13. The City Corporation will support the future use of Castle Baynard Street for the E-W Cycle Superhighway on the condition that the N-S Cycle Superhighway proposals are agreed with the City prior to implementation.

Further background to the City's concerns can be found on the attached report to our Policy and Resources Committee document.

I hope that TfL will continue to work closely with City officers so that appropriate Cycle Superhighway measures can be implemented that are beneficial to both cyclists as well as other street users.

Yours sincerely,

Mark Boleat
Chairman, Policy & Resources Committee

Agenda Item 6

Committees: Policy and Resources Establishment Committee	Dates: 6 November 2014 20 November 2014
Subject: Business Plan Progress Report (1 st July to 31 st October 2014) Town Clerk's Office (Policy and Democratic Services)	Public
Report of: Town Clerk	For Information
<u>Summary</u>	
<ul style="list-style-type: none">• This report provides an activity update as at 31 October 2014 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 the review of the Catering operation in the Guildhall Club and the Investors in People Refresh 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 implementation of Individual Electoral Registration 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 2014 can be found at paragraph 10. It is expected that the Division will remain within its local risk resources in this financial year.	
Recommendation That Members note the content of this report.	

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. **Service Based Reviews** – On 4 September the Policy and Resources Committee met to consider the Service Based Review savings proposals put forward by Chief Officers, and agreed a package of savings that matches the challenge of finding at least £20m savings by 2017-18. The next steps are:

- Chief Officers will report to their service committees in the autumn on their detailed proposals as part of the budget setting process for 2015/16. Chief Officers will be asked to include in these reports reference to the suggestions made by staff for cost reduction or income generation. Once all reports have been considered by service committees, a summary report will be presented to the Policy and Resources Committee.
- Departments' proposals will be reviewed by Corporate HR to determine the likely impact on staff, and a report will be presented to the Establishment Committee in the New Year. Because the proposals will be phased over 3-4 years, there will be time to manage them carefully, and therefore minimise the staffing implications.
- Reports on the potential for longer-term changes to specific service areas will be submitted to the Resource Allocation Sub Committee in December.
- The Efficiency and Performance Sub Committee will take responsibility for oversight and monitoring of the savings reductions and the cross-departmental reviews.
- Proposals for the cross-departmental reviews will be submitted to the Chief Officers' Summit Group for approval. Regular reports will be made to the Summit Group and the Efficiency and Performance Sub Committee on the progress of the reviews.

4. **Guildhall Club Catering Review** – At the request of the Guildhall Club House Committee, a tendering exercise was conducted over the summer to find a suitable contractor that could provide the catering service for the Guildhall Club. The Guildhall Club House Committee decided to award the contract to The Cook and The Butler; the contract started on 2 September 2014, and is scheduled to last for 3 years. The staff from the in-house operation were TUPE transferred to The Cook and The Butler. The contract is still fresh and some details need to be ironed out, but feedback has been generally good regarding food and service standards.

5. **Investors in People Refresh** – The organisation's Investors in People status has been successfully retained following the review that was conducted over the summer period. In their assessment, IIP rated the City Corporation as achieving the 'Bronze' standard, which was the target level set as part of the current 3 year IIP strategy.

6. **Resilience** – The threat posed by Ebola was discussed at a London Strategic Coordination Group meeting held at Guildhall on 21 October. The City Corporation was represented in its role as Port Health Authority. The Town Clerk subsequently attended a briefing with the Mayor of London.

Contingency plans have been updated for the up-coming Lord Mayor's Show. Peter Lisley (acting as Local Authority Gold) and the Pageant Master have been liaising with the City of London Police to ensure that a common approach is taken and a table top exercise was organised by the Police to consider various scenarios.

Following the raising of the security threat level for international terrorism within the UK from substantial to severe, close liaison has been maintained with the City of London Police and staff reminded of the important role all staff have in keeping the City safe from terrorism.

7. **Individual Electoral Registration** - A new system of electoral registration, Individual Electoral Registration (IER) was introduced nationally from 10 June 2014, and is being phased in until 1 December 2015. This has resulted in a significant increase in the work Electoral Services do in respect of registration of residents, particularly during this transition period whilst it is being phased in, as the new legislation is prescriptive regarding how this must be introduced. A new member of staff has been employed on a fixed term contact until December 2015 to help with the introduction.
8. **Re-invigoration of the Safer City Partnership** – The Partnership underwent a review and the recommendations are now being implemented. Attendance at the Strategy Group has increased and relationships with partner agencies are being re-established. With staff now in place within the Community Safety team progress is being made against targets set out in the Annual Priority Plan. The team are: supporting the Domestic Abuse forum within Community and Children Services; developing a 'Hotel Tool kit' together with the City of London Police Public Protection Unit, and developing processes to accommodate the change in legislation relating to Anti-social Behaviour and community triggers and remedies. Plans are being developed to create a Community Safety Hub where we will be considering opportunities to co-locate functions and better collaboration between teams to improve the effectiveness of responses for our service users
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.
10. **Resource Issues** - A summary of Policy and Democratic Services' budgetary position, for the quarter ended 30 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 period ended 30 September 2014

Section	Latest 2014/15 £000	Budget for Year to Date £000	Actual £000	Variance YTD Ad/(Fav) £000	Notes
Town Clerk's Office (Committee & Corporate HR)	6,870	3,412	3,274	(138)	1.
Resilience and Community Safety	600	312	295	(17)	
Total	7,470	3,724	3,569	(155)	

Notes: 1 - 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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Agenda Item 7

Committee:	Date:
Policy and Resources Committee	6 November 2014
Subject:	Public
Report of: Chamberlain	For information

Summary

This report introduces the new Risk Management Strategy which was approved by the Audit and Risk Management Committee on 13 May 2014. All Committees are receiving a similar report as the Strategy is rolled out which provides information to members about the new Risk Management Strategy and progress on its implementation.

This report covers both the Town Clerk's and Rembrancer's Departments.

In line with the Cabinet Office's Management of Risk (M_O_R) principles a Risk Management Strategy has been developed to provide a clearer and dynamic framework for managing organisational risks. Key changes in the Risk Management Strategy include a new framework to define risks, a new 4x4 risk scoring model, the introduction of a target risk score and a clearer route to escalate risks.

Service Committees will continue to have responsibility to oversee the significant risks faced by Departments in the delivery of their service responsibilities. Chief Officers are accountable for effective risk management within their department, reporting to their relevant service Committee(s), a responsibility that cannot be delegated.

An online risk management system is currently being implemented which will assist in the recording, management, and dynamic reporting of risks.

The changes arising from the risk management strategy will be implemented within City of London departments and institutions alongside the phased rollout of the risk management information system. This will be done by working with each department, beginning with the Chamberlain's.

At the request of the Audit and Risk Management Committee, a revised framework for the review of key departmental risks at the same time as seeking updates on Corporate Risks has been developed. The new programme of risk review by members of the Audit and Risk Management Committee commenced from 9 September 2014 with the Chamberlain's Department. The Town Clerk's and Rembrancer's Departments are scheduled for 4 November 2014.

The Departmental Risk Registers will be reviewed, and updated, in line with the new Risk Management Strategy including the adoption of the 4x4 risk scoring and introduction of a target risk score.

Recommendations

Members are asked to

- note the new Risk Management Strategy and plans for the phased roll-out of the strategy within Departments and City of London Institutions.

Main Report

Background

1. In 2013 a risk management improvement plan was developed to improve and refresh the City Corporation's risk framework. An independent review of risk management was also undertaken by Zurich Municipal which further informed and strengthened the objectives set out in the improvement plan. Outcomes from the improvement plan resulted in changes to the risk framework and the creation of a Risk Management Strategy, which has replaced the risk management handbook and is in line with the terminology used commonly in other organisations as well as the Cabinet Office's Management of Risk principles. The Risk Management Strategy was approved by the Audit and Risk Management committee on 13 May 2014.
2. Service Committees have responsibility to oversee the significant risks faced by Departments in the delivery of their service responsibilities, receiving regular reports from Chief Officers identifying the significant risks and providing assurance that appropriate mitigation action has been identified and implemented. Chief Officers are accountable for effective risk management within their department, a responsibility that cannot be delegated.

Risk Management Policy (Page II, Appendix 1)

3. As part of the Risk Management Strategy a new Risk Management Policy statement was created. This is a statement of intent for risk management signed by the Chairman of Audit and Risk Management Committee and the Town Clerk.
4. An objective of the risk management policy statement is briefly to communicate the City Corporation's commitment to risk management, in order to support the realisation of its objectives, and to highlight its appetite for risk.

Risk Management Strategy (Appendix 1)

5. The Risk Management Strategy builds on the previous risk management handbook providing guidance on how risk management is used and how it will operate within the Corporation. Development of this document also fits in line with the Cabinet Office's M_O_R principles.
6. The Strategy was developed in consultation with the officers forming the Risk Management Group and has been reviewed by Chief Officers and Members of the Audit and Risk Management Committee.
7. Service Committees continue to have responsibility to oversee the significant risks faced by Departments in the delivery of their service responsibilities, receiving regular reports from Chief Officers identifying the significant risks and providing assurance that appropriate mitigation action has been identified and implemented.

8. Key changes in the strategy include:
 - i. A clearer framework to define risks, using the Cause, Risk and Effect model (Appendix 1, Page 10).
 - ii. A new 4x4 scoring model for likelihood and impact (Appendix 1, Page 11). This brings it in line with the risk matrices for Health and Safety and City of London Police.
 - iii. The introduction of a Target Risk Score (Appendix 1, Page 22) to indicate how the Current/Net risk score will reduce further with the in-progress or planned controls. This will be the optimum score for the risk in order for it to be manageable, taking account of the resources available and the ability of the Corporation directly to manage the risk once external factors are considered.
 - iv. A clear escalation route highlighting how risks will be raised to management boards based on the risk score or risk type (Page 16). Service Committees will continue receiving top departmental risks, now set at a risk score 16 or above, on at least a quarterly basis.
 - v. Service committees can recommend departmental risks to be reviewed further at the Audit and Risk Management committee and can recommend the risks to be escalated on to the Corporate Risk Register.

Risk Management Information System

9. As departments are becoming more familiar with risk management, greater focus is being placed on the risk registers, which is resulting in an administrative burden due to the manual collation process involved using spreadsheets. To reduce this burden, improve consistency and significantly improve the ability to provide dynamic risk reports the City Corporation is introducing a risk management information system.
10. Some of the benefits that can be achieved from a risk management system include:
 - a. Clearer oversight of Corporate, Strategic and Operational risks;
 - b. Greater transparency and visibility of risk management;
 - c. Assurance that risk portfolios are actively managed and that risk management is robust;
 - d. Improving data quality and saving time (and expense) in administering risk registers;
 - e. Behaviour changes from gathering information to interpreting what is said and improving the ability to provide business intelligence for decision making;
 - f. Easier to share and communicate risk information;
 - g. Improved reporting of risk information and usage in other areas, e.g. risk-based audits; and
 - h. Real time information with clear audit trail.

11. In addition to the above, a risk system will also allow customised reports to be produced which can focus on specific areas of interest, for example, producing a report for the top financial risks for a particular service area. This cannot be currently achieved due to the independent nature of the risk registers on MS Excel.

Planned Roll out

12. It is planned that changes arising from the risk management strategy are rolled out alongside the rollout of the risk management information system. This will ensure that information placed in the new system is refreshed and fits in line with the new risk framework. Installation of the new risk management software has commenced, with a phased roll-out now underway and due to be completed by the end of March 2015.
13. For the Town Clerk's department risk information is reported to this Committee in the annual business plans of the Town Clerk's Department (Policy and Democratic Services), Economic Development Office and Public Relations Office. Significant changes to the risks managed within these areas will be reported in quarterly performance reports. Up until the implementation of the software planned for Quarter 4 2014/15 risk information will continue to be presented in the current format.
14. The Remembrancer's Department business plan is reported to this Committee twice a year. In addition if there are any special circumstances relating to risk these would be brought to the attention of the Hospitality Working Party – the minutes of which are reported to Policy and Resources Committee.

Cyclical Review of Corporate and Departmental Risks

15. Over the last two and half years, a structured approach to reviewing the City's strategic risks has been adopted. At the request of the Committee, a revised framework for the review of key departmental risks at the same time as seeking updates on Corporate Risks has been agreed with the Chairman of the Audit and Risk Management Committee and Chief Officers.
16. The new programme of risk review by Members of the Audit and Risk Management Committee commenced from 9 September 2014 with the Chamberlain's Department, with the Town Clerk's and Remembrancer's session scheduled for 4 November 2014.

Conclusion

17. The risk management framework continues to be actively reviewed to make it easier and effective in order to embed it further in the City Corporation. Service Committees are an essential part of the framework to enable the City Corporation to understand and manage risks and in order to achieve the objectives set out in their respective departmental plans.

Appendices

- Appendix 1 – Risk Management Strategy

Paul Nagle

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City of London Corporation

Risk Management Strategy

Version 2.02

Approved by the
Audit & Risk management
committee
13 May 2014



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Version History

This strategy builds on and replaces earlier versions of the risk management handbook and is intended to be a high level document that provides a framework to support the City Corporation's statutory responsibility for managing risk.

It also allows the City to further strengthen and improve its approach to risk management enhancing its ability to deliver its corporate aims and objectives successfully.

The risk management strategy sets out key objectives across a three year rolling period but will be reviewed annually to ensure it remains fit for purpose.

Version control:

Date	Version Number	Comments
21/04/11	1.0	- Risk Management Handbook created
22/04/14	2.0	- Refreshed Risk Management Handbook and renamed as Risk Management Strategy
21.10.14	2.01	- Minor typographical changes



CITY OF LONDON CORPORATION'S **RISK MANAGEMENT POLICY STATEMENT**

**THE CITY OF LONDON CORPORATION (COL) RECOGNISES AND ACCEPTS ITS RESPONSIBILITY¹ TO
MANAGE RISKS EFFECTIVELY IN A STRUCTURED MANNER IN ORDER TO ACHIEVE ITS
OBJECTIVES AND ENHANCE THE VALUE OF SERVICES PROVIDED TO THE COMMUNITY.**

In pursuit of this policy COL has adopted a risk management strategy that captures the following key objectives:

- Enables corporate, departmental and programme objectives to be achieved in the optimum way and to control risks and maximise opportunities which may impact on COL's success;
- COL recognises its responsibility to manage risks and support a structured and focused approach that includes risk taking in support of innovation to add value to service delivery.
- Risk management is seen as an integral element of the Corporation culture;

These key objectives will be achieved by:

- Establishing clear roles, responsibilities and reporting lines for risks and their controls at all levels;
- Ensuring that Members, Chief Officers, external regulators and the public at large can obtain necessary assurance that the Corporation is mitigating the risks of not achieving key priorities and managing opportunities to deliver more value to the community, and is thus complying with good corporate governance;
- Complying with relevant statutory requirements, e.g. the Bribery Act 2010, the Health and Safety at Work Act, the Local Government Act and more;
- Providing opportunities for shared learning on risk management across the Corporation and its strategic partners;
- Monitoring arrangements on an on-going basis.

APPETITE FOR RISK

City of London Corporation seeks to minimise unnecessary risk and manage residual risk to a level commensurate with its status as a public body so that:

- i. **The risks have been properly identified and assessed;**
- ii. **The risks will be appropriately managed, including the taking of appropriate actions and the regular review of risk(s);**

The City of London Corporation will also positively decide to take risks in pursuit of its strategic aims where it has sufficient assurances that the potential benefits justify the level of risk to be taken.

APPROVED BY:

Alderman Nick Anstee

(Chairman of the Audit and Risk Management Committee)

John Barradell

(Town Clerk and Chief Executive)

¹Accounts and Audit Regulations 2011

Approved on 13th May 2014

Chapter 1: Introduction

In a rapidly changing environment, with the effects of reduced public funding, the changing demographics and the continual demand on services, the City of London Corporation is faced with an unprecedented challenge to deliver its statutory obligations, provide high quality services, as well as manage the associated social and financial implications.

The interlocking challenges faced from budget pressures, supplier failures, security issues, and so on, has created a complex matrix of risks, all requiring some level of management.

Amongst these challenges however opportunity can also be created for those who are best placed to embrace, innovate, collaborate and manage new risks.

This strategy has been developed to provide guidance on the City's approach to managing both opportunities and threats within the business environment, and through adoption will help to create an environment which meets the needs of the City's citizens, partners and other key stakeholders.

Aligned with this we will aim to be an exemplar of good practice and we will continue to meet our statutory responsibility to have in place satisfactory arrangements for managing risks, as laid out under regulation 4 of the Accounts and Audit Regulations 2011:

“The relevant body is responsible for ensuring that the financial management of the body is adequate and effective and that the body has a sound system of internal control which facilitates the effective exercise of that body's functions and which includes arrangements for the management of risk.”

Only by active management of risks will the City of London Corporation be able to meet its corporate objectives which in turn will enhance the value of services provided to the City.

What is risk and risk management?

The word 'risk' is a very common term used in everyday language and will be referred to by many professions from both the public and private sector. It is a concept which has grown from being used to describe a narrow field of risks which are to be avoided, to a wider, more holistic focussed world where importance is placed on how to manage risk rather than avoiding it.

The following definition for risk² has been adopted by the City of London Corporation:

“The effect of uncertainty on objectives”

Risk management is a business discipline that every working sector uses to achieve objectives in an efficient, effective and timely manner. Our risk management definition is²:

“The systematic application of principles, approach and processes to the tasks of identifying and assessing risks, and then planning and implementing risk responses”

² OGC: Management of Risk

Purpose of this strategy

The City of London Corporation is a complex organisation, comprising a number of departments with very diverse operations. By adhering to this strategy, the City of London Corporation will be better placed to meet all its objectives in an efficient, effective and timely manner.

Every risk is linked to a business objective and this strategy will help enforce a proactive stance to managing these risks, ensuring that less time is spent reacting to situations and more time is spent taking advantage of opportunities.

Listed below are some of the benefits of successfully implementing this strategy:

- Ability to satisfy statutory requirements (under the Local Government Act 1999), government regulations (e.g. Corporate Manslaughter Act, Health and Safety at Work Act, Children's Act 2004, Care Bill 2014, and more) and compliance related matters (e.g. financial and contractual regulations, Bribery Act 2010, and more);
- Protecting and enhancing the City of London Corporation's reputation;
- Better management and partnership working with city partners, improving safeguards against financial loss and reducing chances of organisational failure;
- Increased innovation, value for money and visual improvements in service delivery;
- Improved ability to justify decisions being taken and reduced risk of mistakes, reducing complaints and improving customer satisfaction;
- Ensuring teams achieve goals and objectives, and increasing their competitiveness (against other organisations);
- Common understanding of risk management for consistency and ease of application;
- Improved assurance levels arising from audit and external inspections, providing confidence to customers that risks are being controlled;
- Effective resilience to changing environmental conditions, to protect key services.

Chapter 2: Managing risks

Why manage risks

Effective risk management is an on-going process with no overall end date as new risks (threats and opportunities) arise all the time.

The Corporation is fully committed to developing a culture where risk is appropriately and effectively managed for which the following benefits will be achieved:

- An increased focus on what needs to be done (and not done) to meet objectives;
- More effective allocation of resources reducing incidences of mistakes and providing greater control of costs – demonstrating value for money; Greater transparency in decision making and enhanced ability to justify actions taken;
- Improved resilience against sudden changes in the environment including, but not limited to, natural disasters and risks related to supplier failures;
- Reduction of the Corporation's insurance costs, in turn protecting the public purse;
- Improved safety for staff, partners and residents; and
- Minimised losses due to error or fraud across the Corporation.

Choosing whether to eliminate or innovate

Innovation by its very nature involves taking risks, and as a consequence, places greater demand on all of us to ensure that those risks are well managed.

One of the key aims of risk management is to ensure that the process supports innovation, not by preventing it - but rather helping to take well thought through risks that maximise the opportunities of success.

Good risk management is about being "risk aware" not "risk averse"!

Roles and Responsibilities

The City Corporation considers risk management to be an intrinsic part of the Corporation's system of corporate governance. It is recognised that for this to be effective it is vital that everybody within the Corporation understands the role they play in effective management of risk.

Tier	Responsibility
Court of Common Council	Overall accountability for risk management.
Audit and Risk Management Committee	Providing assurance to the Court on the effectiveness of the risk management framework and its application. The Chairman is the Member Risk Champion.
Service Committees	Oversee the significant risks faced by Departments in the delivery of their service responsibilities.
Chief Officers Group	Collective responsibility for management of Corporate risks.
Chief Officers Summit Group	Promoting, steering and monitoring risk management for the Corporation. The Chief Officers Summit Group oversees the strategic elements of risk management.
Business Support Director	Officer Risk Champion, promoting risk management and leading Senior Management engagement. The Business Support Director is the Chairman to the Risk Management Group and also attends the Audit and Risk Management Committee.
Risk Management Group	Promoting and embedding risk management, with key outcomes reported to the Chief Officers Summit Group. The Risk Management Group oversees the operational elements of risk management.
Head of Audit and Risk Management	Deputy Chairman of the Risk Management Group and provides assurance to the effectiveness of the internal control environment.
Risk and Assurance Manager	Provides risk management support and advice to the Corporation. Also responsible for promoting the consistent use of risk management, developing the risk framework and facilitation of the City of London's Corporate Risk Register.

Tier	Responsibility
Individual Chief Officers	Accountable for effective risk management within their department, reporting to their relevant service Committee(s) – this responsibility cannot be delegated.
Risk Owner	The person that is accountable for the overall management of the risk, including bidding for resources to control the risk.
Control Owner	The person that has accountability for a particular task to control an aspect of the risk, either the Cause or the Effect. The role is accountable to the Risk Owner.
Departmental Risk Coordinators	Promoting, facilitating and championing the implementation of risk management within their department.
Service/ Project Managers	Accountable for effective management of risk within their areas of responsibility.
Employees	Maintaining an awareness and understanding of key risks and management of these in day-to-day activities.

Outcomes of this strategy will be achieved by working closely with many key teams within departments such as Health and Safety, Insurance, Corporate Performance & Business Development, Project Management, Contingency Planning and more.

The ultimate responsibility for risk management lies with the Court of Common Council and the Town Clerk. However, it must be stressed that **risk management is the responsibility of everyone working in, for and with the City of London Corporation.**

Chapter 3: The risk management process

Essentially risk management is the process by which risks are identified, evaluated, controlled and monitored at regular intervals. It is about managing resources wisely, evaluating courses of action to support decision-making, protecting clients from harm, safeguarding assets and the environment and protecting the Corporation's public image.

Whenever an activity takes place, there will be an outcome that will either lead to a success or failure. In undertaking the activity there will be a number of factors which needs to be right to determine whether the activity is a success or not, or to put it the other way round, there are a number of risk factors which, if they are not managed properly, will result in failure rather than success.

Risk Management is also a business planning tool designed to provide a methodical way for addressing risks. It is about:

- Identifying the objectives and what can go wrong;
- Acting to avoid it going wrong or to minimise the impact if it does;
- Realising opportunities and reducing threats.

The risk management cycle

The risk management process is broken down into five steps illustrated below:

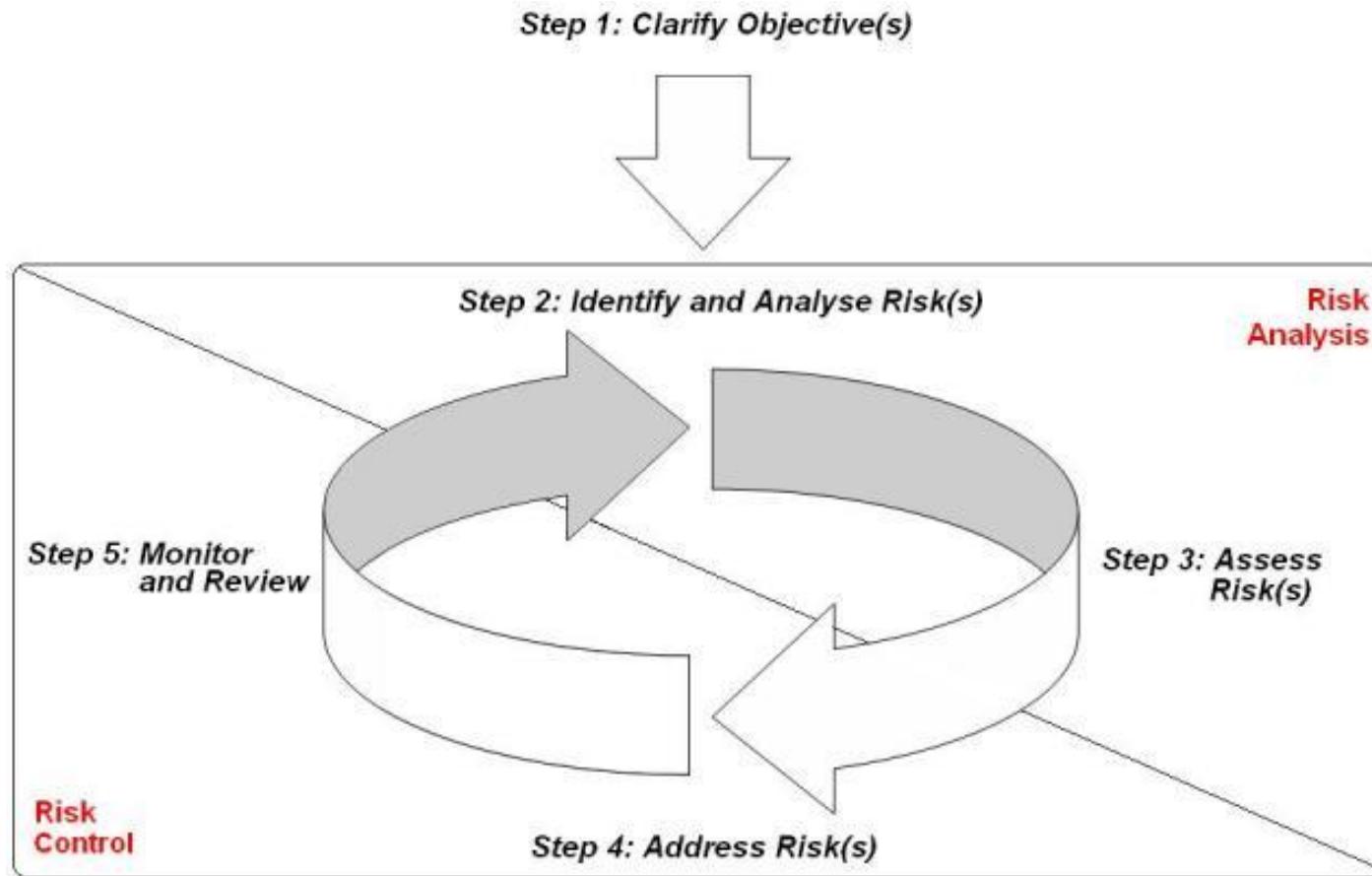


Figure 1: City of London's risk management cycle

Step 1: Clarify Objectives

It is difficult to think about risks in isolation, so the first step is to be clear about the objectives and key deliverables. This part of the process requires information about the (planned) activity.

This will include an understanding of:

- The corporate/departmental/project objectives;
- The scope of the activity;
- The assumptions that have been made;
- The list of stakeholders; and
- How the activity sits within the corporate/departmental/project structure.

This includes:

- Making sure that everyone is clear about the relationship between the services and its wider environment;
- Identifying internal and external stakeholders;
- Understanding the Corporation and its capabilities, as well as its objectives and strategies that are in place to achieve them.

Note: Risks will always be linked to a Service, Departmental or Corporate objective.

Step 2: Identify and Analyse risks

The aim of this step is to identify the risks to the (planned) activity that may affect the achievement of the objective(s), which can either be positive or negative.

Consultation is required from different levels of management and staff members, and sometimes customers and stakeholders, asking the following questions:

- What might prevent the achievement of the stated objectives?
- Has it gone wrong before?
- Who should own this risk?
- When should we start managing this risk?

It is widely recommended to identify risks through workshops and/or training sessions. However, there are many other methods which can be used such as questionnaires, a Strengths - Weaknesses - Opportunities - Threats analysis, brainstorming sessions, and more.

During the identification stage the following information needs to be gathered:

- The description of the risk, in terms of Cause → Risk → Effect;
- The nature of the risk – for example, political, financial, reputation, and more; and
- The name of the individual taking responsibility for the risk (i.e. the risk owner).

Step 3: Assess Risks (4x4)

Every risk should be assessed to help determine how much attention is given to the particular event. This is done by ranking the risks with a set of scores determined by their individual likelihood and impact rating.

The City of London Corporation uses a 4 point scale and the multiple of the likelihood and impact gives us the risk score, which is used to determine the risk profile. See Appendix 1 for details on how risks should be scored.

The risk score is placed on the Risk matrix (Figure 2) and is used to help prioritise and assist risk owners in the actions they need to take to manage the risk.

		Impact			
		Minor (1)	Serious (2)	Major (4)	Extreme (8)
Likelihood	Likely (4)	4	8	16	32
	Possible (3)	3	6	12	24
	Unlikely (2)	2	4	8	16
	Rare (1)	1	2	4	8

Figure 2: COL risk matrix

Step 5 highlights how often risks should be reviewed and Chapter 4 highlights how the risk scores are used for reporting purposes.

Step 4: Address Risks

Without this step, risk management would be no more than a bureaucratic process. Addressing risk involves taking practical steps to manage and control it.

Not all risks need to be dealt with in the same way. The common risk response outlined below should help in considering the range of options available when responding to risks.

Importantly, when agreeing actions to control risk, consideration is required on whether the actions themselves introduce new risks

Threat responses

When managing threats, the controls that are put in place should help to effectively reduce the risk to a manageable level. There are four approaches that can be taken when deciding on how to manage threats:

- **Reduce:** A selective application of management actions, by applying internal control to reduce either the likelihood or the impact, or both, designed to contain risk to acceptable levels, e.g. mitigation action, contingency planning and more;
- **Transfer:** Shifting part of the responsibility or burden for the loss to another party, e.g. through outsourcing, insurance, etc;
- **Avoid:** An informed decision not to become involved in a risk situation. This can be challenging as the City of London Corporation may not be able to avoid risks associated with its statutory functions;
- **Accept:** An informed decision to accept the likelihood and impact of a particular risk. For example, the ability to do anything about a risk may be limited, or the cost of taking any action may be disproportionate to the potential benefit.

Ownership of Risks and Controls

Having identified and defined the risks, it is essential that someone "owns" them (i.e. the risk owner). This is not the same as being responsible for carrying out the tasks or actions for the risk (i.e. the control owner). This is a critical part of the step as without a named individual it is unlikely that the risk will be managed.

Risk Owner

It is important that the risk owner, where possible, be:

- A person who has the ability to influence the outcome of the event, one way or another;
- A person who can be accountable for the delivery in the area where the risk would have an effect;
- A person who can take charge and lead nominated control owners.

From a departmental viewpoint, the risk owner should be a member of the department's management team.

Control Owner

Control owners are responsible for carrying out the tasks or actions for the risk, as assigned by the risk owner.

It is important to note that:

- Control owners can be different from the Risk owner;
- Control owners can be from a different department to the Risk owner;
- A risk may contain many controls, therefore many control owners, however only on an exceptional basis would one control be assigned to multiple risks.

Control owners can be any officer within the organisation, but must have an adequate reporting line to the Risk owner.

Step 5: Monitor and Review

Once risks have been identified and appropriate controls and action plans put in place to manage them, it is essential to routinely monitor their status. Risks change, due to many factors, and it is essential that they are periodically reviewed to capture any new events which may affect the delivery of our objectives.

As a guide, risks should be reviewed in management meetings using the following criteria:

Risk Type	Standard Review	Programmes, projects and partnerships
Red Threats	1-3 months	Monthly
Amber Threats	3 months	Monthly
Green Threats	6 months	Quarterly

Note: At least annually, each risk register should be reviewed in its entirety.

Chapter 4: Reporting risks

Reporting framework

It is essential that risk management is used as a tool to assist good management and to provide assurances to relevant officers and Members that adequate measures have been taken to manage risk.

Escalation of risks ensures that managers have a clearer picture on risks or potential issues facing service areas. This helps in the overall decision making process by allowing senior staff to allocate resources or review areas of concern.

Page 16 illustrates the reviewing and reporting framework to support this escalation and assurance process.

Role of Audit and Risk Management Committee

As set out in its formal terms of reference, the Audit and Risk Management Committee is responsible for monitoring and overseeing the City Corporation's risk management strategy and needs to be satisfied that the assurance framework properly reflects the risk environment. It is through this Committee that the Court of Common Council discharges its responsibility for obtaining assurance that those risks faced by the Corporation are being appropriately managed.

Role of Other Committees and Departments

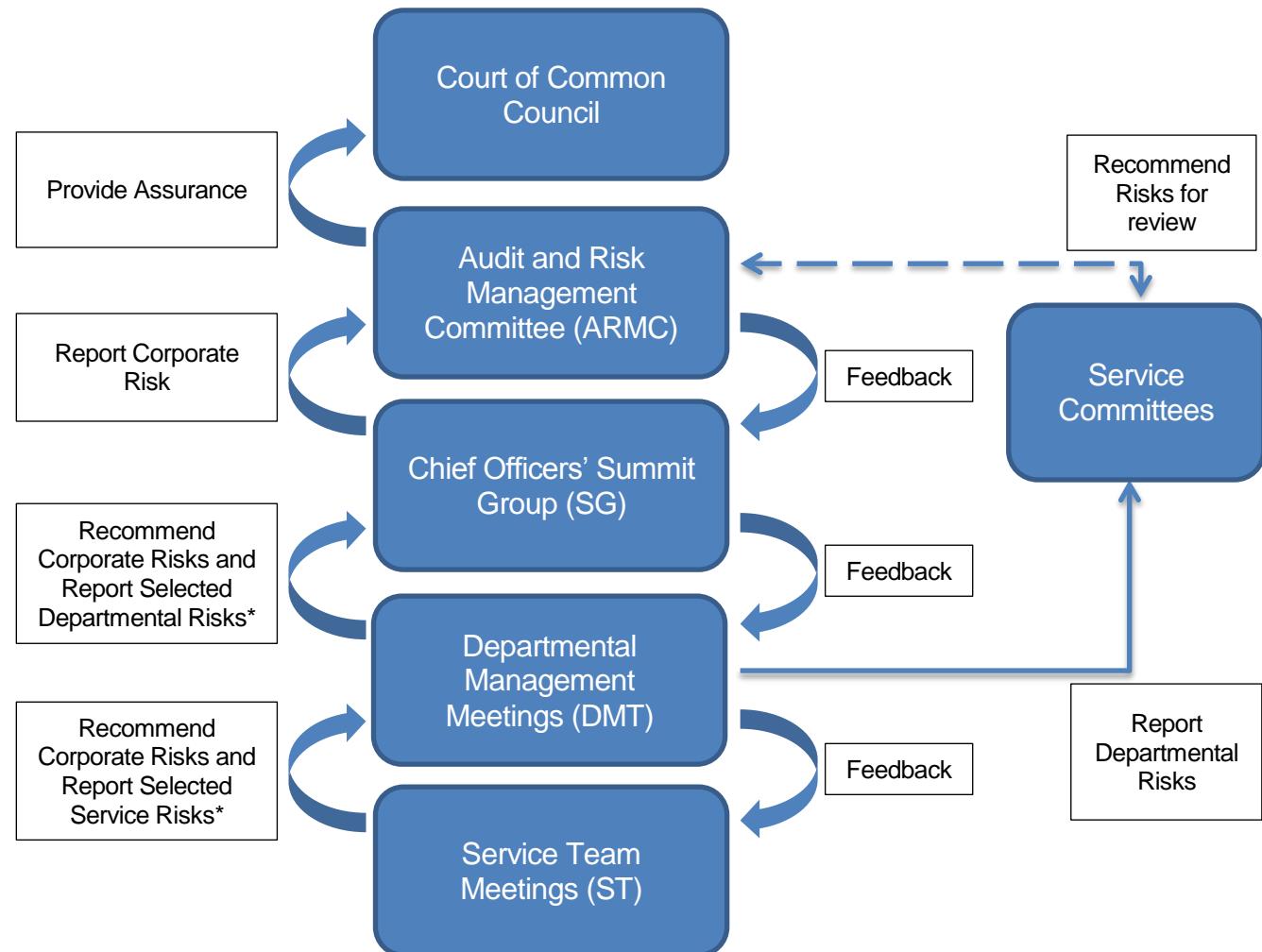
It is the role of each Service Committee and Department to maintain and act on its own risks, working closely with the Risk and Assurance Manager if need be. The criteria for escalating risks should be agreed by the relevant Service Committee and Chief Officer.

The Audit and Risk Management Committee will concentrate on monitoring the Corporate Risks faced by the City Corporation, and the measures taken to control the risk. The Audit and Risk Management Committee will also seek assurance regarding the effective operation of this framework at Committee level.

Review and Reporting Framework

<p>Risks will be escalated using a bottom up process depending on the risk score (i.e. Risk tolerance) and/or management recommendation.</p> <p>Corporate Reviews will be undertaken either every two or three months.</p> <p>Departmental Reviews should be adapted to suit the structure of each respective department, although as minimum should be done Quarterly.</p> <p>Annual review of all risks should be undertaken as a minimum.</p>
--

Reporting Criteria		
Corporate Reviews Score 24 or more	ARMC	Oversee Corporate risks
	SG	Identify Corporate/Departmental risks and review all Departmental risks of score 24 or more.
	DMT's	Identify Corporate/Departmental risks and review all Service Teams risks of score 16 or more
	ST's	Identify Corporate/Departmental risks and review all Service risks of score 6 or more
	Team meetings /121's	Identify potential Corporate/Departmental risks and review all current risks



*exception basis

Risk Registers

Key risk registers are listed below along with their escalation criteria (based on risk score).

Corporate Risk Register	<p>The Corporate Risk Register is used to highlight and assure Members that key risks are being effectively managed. These risks are extracted from various areas of the Corporation's risk system as directed by the Members and approved by the Town Clerk and Chief Officers (See Glossary for definition of Corporate Risk).</p>
Top Risk Register	<p>This register flows out from the Departmental risk registers and is challenged and moderated quarterly by the Chief Officer's Summit Group (SG).</p> <p>Risks which are escalated here are those with a risk score of 24 or more.</p>
Departmental risk register	<p>This register flows out from the Service risk registers and is challenged and moderated quarterly by the Departmental Management Teams (DMT's).</p> <p>Risks which are escalated here are those with a risk score of 16 and above.</p>
Service risk register	<p>This register flows out from the Service area/Team risk registers and is challenged and moderated quarterly by the Service Team Meetings (ST's).</p> <p>Risks which are escalated here are those with risk score of 6 and above.</p>
Programme and Project risk registers	<p>Where it is considered appropriate, major partnerships, programmes and projects will produce and maintain their own risk registers. Risk to the programme/project should be recorded within Project Vision and managed through the corporate Project framework.</p>

Challenging environment

There is a strong support framework in the City Corporation to challenge risks and to provide assistance to departments. Below lists some of the key groups which assist with this:

Audit and Risk Management Committee	On a periodic cycle each Corporate risk and a nominated Departmental risk register is challenged by Members of the Audit and Risk Management Committee. These sessions allow Chief Officers to demonstrate how risks are being managed and allow Members to directly question any areas of interest.
Chief Officers' Summit Group	Each quarter the Chief Officers' Summit Group review all the top risks for the Corporation (of score 24 and above) and challenge and moderate as necessary. Corporate risks are escalated by the Departmental Management Teams and upon approval are escalated to the Audit and Risk Management Committee.
Departmental Risk Coordinators	<p>The risk coordinators provide advice and guidance on the application of the Risk Management Strategy, working closely with the Risk and Assurance Manager. They are the first point of call for risk related matters for their department providing operational support.</p> <p>The Risk Coordinators meet as a group on a 6 monthly basis with representatives from the City of London Police, Internal Audit, Health and Safety, Contingency Planning, Corporate Performance & Business Development and Insurance.</p>

Chapter 5: Strategic Improvement

This strategy is based on strengthening and improving the City's approach to risk management, enhancing its ability to deliver its corporate aims and objectives successfully. It is recognised that to significantly improve the risk management capability and the maturity of the Corporation will be a journey requiring continuous review and improvement activity.

The Risk Management Strategy will be regularly reviewed. Further activities to enhance existing arrangements will be identified by reviewing emerging best practice and assessing their suitability for implementation in the context of the aims, objectives and organisational culture of the Corporation. Once assessed and agreed, further improvement activities will be implemented through the risk management improvement plan.

Below lists some of the key activities/projects which will assist in delivering the strategy.

Project / Task	Brief summary	Target date / Frequency
Introduce a Risk Management Information System	To procure an online risk register tool ensuring consistency, transparency and a clear audit trail for risks and controls.	Aug 2014
Improve skill set and raise awareness of risk management	Create a suite of tools to raise awareness and assist officers in the management of risks.	Jan 2015
Review new framework	Review the risk maturity of the organisation on a yearly cycle.	Annual review
Introduce Opportunity Risk Management	Subject to the organisations risk maturity level, introduce the opportunity risk methodology and look to report opportunity risks.	Review in 2015/16

Glossary

Consistent understanding and application of language provides a sound basis for embedding risk management. To promote this consistency, the following key terms are defined:

Term	Definition
Cause	Definite events or sets of circumstances which exist in the department, programme/project, partnership or their environments, and which give rise to uncertainty. Causes themselves are not uncertain since they are facts or requirements.
Control Evaluation	A measure to determine how effective the controls are.
Control Owner	The person that has accountability for a particular task to control an aspect of the risk, either the Cause or the Effect. The role is accountable to the Risk Owner.
Controls	Measures taken to control the impact or likelihood of risks to an acceptable level.
Corporate risk	Strategic or Operational risks reported to the Audit and Risk Management Committee for assurance purposes. One or more of the following criteria must apply: <ul style="list-style-type: none">▪ The risk relates directly to one or more of the Strategic Aims or Key Policy Priorities.▪ A risk that has significant impact on multiple operations if realised.▪ There are concerns over the adequacy of departmental arrangements for managing a specific risk. Corporate risks can also be those requested by the Audit and Risk Management Committee specifically.
Current / Net risk	The re-assessed level of risk taking in to account the existing controls.
Effect	Unplanned variations from objectives, either positive or negative, which would arise as a result of risks occurring. Effects are contingent events, unplanned potential future variations which will not occur unless risks happen.
Operational Risk	Risks arising from or relating to the execution of day-to-day operations and service delivery.

Term	Definition
Original / Gross risk	The assessed level of risk on the basis that no mitigating controls are in place.
Risk	The effect of uncertainty on objectives.
Risk Management	The systematic application of policies, procedures and practices to the tasks of identification, evaluation, and mitigation of issues that threaten the achievement of defined objectives.
Risk Owner	The person that is accountable for the overall management of the risk, including bidding for resources to control the risk.
Strategic risk	Risks arising from or relating to long term departmental objectives.
Target risk	The level at which the risk will be deemed as acceptable.

Appendix 1 - Risk scoring

Risk scoring is purely subjective. Perceptions of a risk will vary amongst individuals and hence it is better to score the risk collectively than leave it to one person's judgement.

Definitions

1. **Original/Gross score:** the level of risk perceived before any mitigating actions/controls have been put in place.
2. **Current/Net score:** the level of risk currently perceived by the user/management, taking in-to account any controls.
3. **Target score:** the preferable score for the risk to be in order for it to be manageable, thinking in term of what resources are available, and the ability of the Corporation to directly manage the risk once external factors are considered.

Risk scoring method

Risks are scored in terms of likelihood and impact

- Risk should be scored by first determining how likely it is to occur (**Likelihood**)
- It should then be rated according to the worst case scenario if it should arise (**Impact**).

Likelihood scoring guide

The criterion below is not exhaustive and intended to be used as a guide. **You will need to come to a management consensus when scoring risks.**

	Rare	Unlikely	Possible	Likely
	1	2	3	4
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time period	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10 ⁻⁵)	Less than one chance in ten thousand (<10 ⁻⁴)	Less than one chance in a thousand (<10 ⁻³)	Less than one chance in a hundred (<10 ⁻²)

Impact scoring guide

The criterion below is not exhaustive and intended to be used as a guide. **You will need to come to a management consensus when scoring risks.**

		Minor	Serious	Major	Extreme
		1	2	4	8
THREATS	Service Delivery / Performance	Minor impact on service, typically up to 1 Day	Service Disruption 2-5 Days	Service Disruption > 1 week to 4 weeks	Service Disruption > 4 weeks
	Financial	Financial loss up to 5% of Budget	Financial loss up to 10% of Budget	Financial loss up to 20% of Budget	Financial loss up to 35% of Budget
	Reputation	Isolated service user/stakeholder complaints contained within business unit/division	Adverse local media coverage/multiple service user/stakeholder complaints	Adverse national media coverage 1-3 days	National publicity more than 3 days. Possible resignation of leading Member or Chief Officer.
	Legal / Statutory	Litigation claim or fine less than £5,000	Litigation claim or fine between £5,000 and £50,000	Litigation claim or fine between £50,000 and £500,000	Multiple civil or criminal suits. Litigation claim or fine in excess of £500,000
	Safety / Health	Minor incident including injury to one or more individuals	Significant Injury or illness causing short term disability to one or more person	Major injury or illness/disease causing long term disability to one or more person.	Fatality or life threatening illness / disease (e.g. Mesothelioma) to one or more persons
	Objectives	Failure to achieve Team plan objectives	Failure to achieve one or more service plan objective	Failure to achieve a Strategic plan objective	Failure to achieve a major corporate objective

Risk Matrix

The following chart shows the area the risk will fall in to dependant on its score, with red being the most severe and green being the least. The scores within the chart are multiples of the likelihood and impact.

e.g. (Likelihood of) 4 x (Impact of) 4 = (Risk Score of) 16

Impact scores increase by a factor of 2, thus having greater weighting in comparison to the Likelihood scores.

		Impact			
		Minor (1)	Serious (2)	Major (4)	Extreme (8)
Likelihood	Likely (4)	4	8	16	32
	Possible (3)	3	6	12	24
	Unlikely (2)	2	4	8	16
	Rare (1)	1	2	4	8

Figure 2: COL risk matrix

What the colours mean (as a guide):

- Red - Urgent action required to reduce rating
- Amber - Action required to maintain or reduce rating
- Green - Action required to maintain rating

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Agenda Item 8

Committee(s):	Date(s):
Culture, Heritage and Libraries Policy and Resources	27 October 2014 6 November 2014
Subject: One Year On: A Review of the City's Visitor Strategy and Action Plan 2013/17	Public
Report of: Director of Culture, Heritage and Libraries	For Information
Summary	
<p>In October 2013, the City's Visitor Strategy 2013/17 was approved by your Culture, Heritage and Libraries Committee and, the month following, by your Policy and Resources Committee. It was approved by the Court of Common Council in December of the same year.</p> <p>This report, by way of Appendix 1, sets out progress to date after just under a year of the strategy being adopted. Using a RAG (Red, Amber, Green traffic light) reporting system which has been adapted to show whether an action has been started or superseded, is underway, or is nearing completion/complete (see key on page 2 of the appendix), all parts of the strategy's Action Plan are examined with highlights and impacts listed for each of the five sections under which the actions fall.</p> <p>This is a good news story for the City, with growth of the value and volume of City visitors significantly exceeding London and national figures for 2013 and thus the strategy's own targets (many strategy actions were begun ahead of final committee approvals and this has had some notable impact on last year's figures).</p> <p>Of the strategy's 59 actions, 85% have been started, with 59% being significantly advanced or completed. Of the 15% of actions that appear red, those not superseded by other developments will be addressed within the next year where it is possible to do so or carried over to a revised action plan due for publication in late 2015.</p>	
Recommendation(s)	
Members are asked to:	
<ul style="list-style-type: none">• Receive the report for information	

Main Report

Background

1. The Visitor Strategy 2013/17 sits alongside, and supports, the corporate Cultural and Communications Strategies, and reflects key priorities within our Local and Corporate Plans. It sets out the rationale for encouraging visitors to the Square Mile, identifies target groups and challenges, and defines a work plan for your Visitor Development team in CHL as well as other departments. Appendix 1 reports progress against the work plan at the end of year one.

Current Position

2. The story of the City's visitor economy in 2013 is a good one. Growth in both the value and volume of visitors far exceeds London and national figures, bringing significant benefit to City stakeholders across hospitality, retail, culture and tourism sectors, as well as enhancing the City's attractiveness as a place to be, for business, workers, residents and visitors.
3. This is, in some part, due to an inevitable rise in visitor numbers to London following Olympic displacement as well as the increased profile our Platinum Membership of London and Partners has given the City as a destination.
4. It is also due to the success of your officers in securing partnerships across the board, most notably with high profile arts and media exponents and through collective endeavour with City providers, with whom shared cost projects have delivered greater clout than local City budgets could have realised alone.
5. While there has been some significant focus on partnerships, a number of notable additions to our product portfolio have also helped to secure interest and drive visits. These include the opening of the Heritage Gallery, the delivery of the City Visitor Trail and another great year for Sculpture in the City.
6. Our involvement in London, national and international events and campaigns has also given us valuable exposure, most notably through the Tour de France, the 800th anniversary of Magna Carta and our recent agreements with VisitEngland which sees the City Information Centre being selected as London's official tourist information centre the Rugby World Cup.
7. Over the coming year, your Officers will build on these successes, striving to retain the City's position at the heart of London's visitor economy and playing a pivotal role in enhancing London's appeal as a destination on the worldwide stage.

Proposals

8. Members are asked to receive this report for information, noting that of the strategy's 59 actions, 85% have been started, with 59% being significantly advanced or completed.
9. The 15% of actions that still appear red (and so have not yet been executed) will be addressed within the next year where it is possible to do so, landscape and local risk budgets allowing.

10. It is proposed that a new Action Plan will be developed towards the end of 2015 to cover the period up to the end of the Strategy's life (2017) and that any outstanding actions that have not been superseded by other events are carried over at this time.
11. The new Action Plan will be presented to your Committee for consideration in late 2015 or early 2016.

Corporate & Strategic Implications

12. The Visitor Strategy complements the Cultural Strategy (currently under revision). It is referenced in the Corporate Plan 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.
13. The headline targets of the Visitor Strategy have been significantly exceeded for 2013, surpassing the growth of both London's and the national visitor economies. This is, in some part, due to a resurgence of visitors to central London following Olympic displacement, but can also be attributed to the high profile your officers have achieved for the City as a destination by working in partnership with City stakeholders and making best use of the opportunities afforded by our 3-year Platinum membership of London and Partners. The membership was made possible by a grant from your Policy and Resources Committee in 2013.

Conclusion

14. The City is pivotal to London's attractiveness as a place to work, live and play. It is at the heart of London's visitor offer and its importance as a driver for growth for the capital's visitor economy is demonstrated by the results of its performance against London and national averages over the past year.
15. Your Officers' focus on partnership working and on securing the City's position within London, national and international activities and campaigns has been the right one, delivering value for the City's stakeholders as well as for London as a whole.
16. This is no time for complacency. The good work that has been done provides a solid foundation on which to build and your Officers will, over the coming year, seek to do just that, retaining competitive advantage for the City and London by securing more partnerships and greater profile at a national and international level.

Appendices

- Appendix 1 – City of London Visitor Strategy Action Plan: traffic light (RAG) reporting

Background Papers:

City of London Visitor Strategy – received and approved by Culture, Heritage and Libraries on 28 October 2013 and Policy and Resources on 21 November 2013

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Appendix 1: City of London visitor strategy action plan
2013/17: impact and RAG reporting one year on (October
2014)

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KEY TO RAG RATINGS

R	RED: work on this action has not yet been started or the action has been suspended because its objective has been realised in another way or developments in the field have made it redundant
A	AMBER: work has started on this action but it is at an early stage
G	GREEN: the action is complete or significantly advanced

HEADLINES 2013/14**CITY ACHIEVES FAR GREATER INCREASE IN VISITOR FOOTFALL AND SPEND THAN LONDON AND THE NATION IN RECORD YEAR FOR TOURISM**

In December 2013, the City's new visitor strategy (2013/17) was approved by Court of Common Council. At the time of writing (October 2014), eleven months since it was approved by the City's Policy and Resources Committee and 18 months since preliminary work began on realising some of its objectives, **85% of all actions listed within its five-year Action Plan have been started, with 59% being significantly advanced or completed.**

Noting that actions were begun early in the strategy's committee path as detailed above (so impacting on 2013 statistics for the City), the **headline growth targets in the strategy were significantly exceeded** just after it reached the Court of Common Council¹:

TARGET	BASELINE	PROGRESS (2013)
To grow the City's visitor economy at a rate not less than that for all London and/or England	Value of City visitors (direct expenditure) in 2012: £843m Number of City visitors in 2012: 8.9m	Value of City visitors (direct expenditure) in 2013: £957m² / 13% growth (London growth = 5%, England growth = 4%) Number of City visitors in 2013: 11.4m / 30% growth (London growth = 7%, England growth = -0.7%)
To increase [footfall at City attractions as measured by our] Visitor Attractions Monitor by not less than 4% within the lifetime of the strategy (2017)	No of visits to City attractions in 2012: 5.47m	No of visits to City attractions in 2013: 6.3m³ / 15% growth (London growth = 12% ⁴ , England growth = 3% ⁵)

The City accounted for approximately **3.8% of all tourism related expenditure in London in 2013 (up on 2012** when it was 3.5%). This was a slightly higher share than trips (3.5% of the London total) and nights (2.7%) reflecting a higher average spend among the City's visitors.

¹ Source: GBTS, IPS, GBDVS 2013, the VisitEngland England Tourism Factsheet and RJS Associates (for extrapolation of City data)

² The 2013 expenditure data is based on an extrapolation of data (undertaken by RJS Associates) from the 2009 Local Area Tourism Impact (LATI) model report (produced for the LDA)

³ This data is drawn from the City of London's Visitor Attractions Monitor 2013. It contains data for the following attractions: Bank of England Museum, Barbican, Dr Johnson's House, Guildhall Art Gallery, Monument, Museum of London, St Paul's, Tower of London, and the Tower of London

⁴ Source: Association of Leading Visitor Attractions (ALVA)

⁵ Source: VisitEngland Tourism Business Monitor

Annual average room **occupancy in the City's Hotels in 2013 was also up** at 84.3%, an increase of 3.9% on 2012. Again, **the City exceeded the London average for hotel occupancy** (82% in 2013).

SA1 PRODUCT DEVELOPMENT: RAG

ACTION	RAG
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: Big Busk and to play a part in Ride London and the Tour de France (2014)	G
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	G
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	A
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	G
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	A
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	A
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	G
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"	G
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	G
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	R
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)	G

SA1 PRODUCT DEVELOPMENT: HIGHLIGHTS

- i. The City to host a pan-London **Paddington Bear** trail ahead of winter film release (2014)
- ii. Majority share of **Shaun the Sheep** statues negotiated for the City as part of a major London trail in 2015, with high-profile auction of sheep secured for Guildhall following London and Bristol appearances
- iii. The City hosts the **Tour de France**, the **Tour of Britain**, the GLA's **Ride London** and an **extended GLA Gigs programme** amongst other pan-London events and initiatives in 2014; in addition, the London media launch for the 2014 **Commonwealth Games** takes place on Millennium Bridge
- iv. City plays a lead role in the GLA-led **Illuminated River** project with ambitions to strengthen City profile and deliver success for London's visitor sector
- v. Partnerships with Parliament and the British Library are negotiated in order to develop and promote the London offer for the **800th anniversary of Magna Carta** (2015); the City also plays the role of facilitator for the MC800 national Tourism Sub-group, securing City profile in national outputs
- vi. **Sculpture in the City** returns for a fourth year with fourteen new exhibits that attract unprecedented press interest including a CNN feature
- vii. New policy to allow **on-street trading and markets** is developed by the City following Government approval of our Various Powers Bill
- viii. New **Heritage Gallery** is opened at Guildhall generating significant media interest including a feature in BBC's *Inside Out*; Guildhall Art Gallery rehang is highly praised as part of this
- ix. New **Tower Bridge glass walkways** on track for opening in autumn 2014
- x. **New Great Fire of London self-guided walk** – launched in partnership with Museum of London and Worshipful Company of Firefighters – achieves highest pick-up rate yet for any City walk (20k in six months)
- xi. Partnership with the City of London Archaeology Trust (COLAT) secured for self-guided walk examining the City's **Roman offer** (to be launched in December 2014)
- xii. **City Visitor Trail** developed and launched at Tower Bridge in March 2014 by the Chairman of the Heritage Alliance (Loyd Grossman); enabled by funding from the City's attractions, the Diocese of London and TfL, the trail receives significant media interest and over 200k trail maps get distributed
- xiii. **Frost Fair 200**, delivered in partnership with the Cheapside Initiative and Broadgate and celebrating 200 years since the last fair on the frozen Thames, achieves a 2073.9% rise on ice rink footfall for an average Monday evening at Broadgate

SA2 MARKETING

ACTION	RAG
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	G
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)	G
A2.3: to deliver co-promotions with transport operators and stations serving the City to drive audiences, pushing times when capacity is under-used	R
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	A
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	G
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	G
A2.7: to develop the City's social media presence, growing fan bases and fostering discussion through blogging sites; to launch a Pinterest presence	G
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	R
A2.9: to develop the audio guide element (app) of the City Visitor Trail to tell the City's story through City people	G
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	G
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	A
A2.12: to launch a regular "3-shot eshot" targeting the travel press, describing new developments to our offer and upcoming events	G
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	A

SA2 MARKETING: HIGHLIGHTS

- i. The City **partners with VisitEngland, Visit Britain TV, China Holidays and the Family Holiday Association** amongst others to deliver visitor audiences to the City from its target groups; it also establishes collective City **membership at London & Partners and the Association of Leading Visitor Attractions**
- ii. City takes **collective presence at Excursions** (trade show targeting the groups market) on a shared cost basis with its attractions; similarly, it works with national partners (charter towns) to secure a presence at the **2014 World Travel Market** for the Magna Carta 800th anniversary
- iii. Bespoke City **films targeting visitors with disabilities, the Chinese market and architecture enthusiasts**, as well films promoting the **City Visitor Trail, Sculpture in the City, Museum of London, City pubs and the City Information Centre** are made with London & Partners and Visit Britain TV and uploaded to various media channels; more than 250,000 views are achieved by June 2014
- iv. A high-profile, national **Christmas in the City campaign** is launched in partnership with the City's retail and culture providers; with a reach of 3.52m, City retailers report sales growth to be double that of the London average and commit to a second campaign in 2014
- v. Through its Guildhall Art Gallery, the City secures partnerships with the William Morris Gallery, Leighton House, the National Trust and Tate Britain to deliver a **Victorian Art Trail for London** that will drive visitor traffic between constituents (to be launched early in 2015); celebrated artist Otto Von Beech agrees to design trail collateral
- vi. **Visit the City Pinterest site launches** while our visitor Facebook and Twitter followers increase by 32% and 64% respectively, the former achieving a higher number of fans than the City Corporation 's corporate Facebook page
- vii. **City Visitor Trail app** created and voted App of the Week in *The Sun*; trail also adapted to target national **LGBT markets** (distributed at Brighton/Hove and London Pride events to over 5,000 participants) and children (12,000 children's maps printed and distributed through open City's Archikids Festival)
- viii. Tower Bridge selected to head PR launch for 2015 **London & Partners** international campaign
- ix. The City brokers **a year-long deal (2014/15) with London Planner** to receive monthly features on the Square Mile in this free guide which has the largest distribution of any London visitor publication and hits 46 global markets
- x. Monthly **industry newsletter** launched to target travel press and promote City assets and events
- xi. City Information Centre selected as official London Tourist Information Centre for the **Rugby World Cup** in 2015

SA3 EXPERIENCE

ACTION	RAG
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	G
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	G
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...")	A
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"	A
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	R
A3.6: to explore solutions for the build-up of rubbish at visitor hubs at the weekend as requested by VARG and the CHF	G
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	G
A3.8: to deliver the City Street Guides scheme in support of major City events and to extend membership to non-City-Corporation-employees	G
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)	G
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	G
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	G
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 .	A

SA3 EXPERIENCE: HIGHLIGHTS

- i. City visitor literature including self-guided walks, tear-off maps and City Visitor Trail collateral is **updated using the same base map** as that on street signage
- ii. New City Visitor Trail app incorporates a **GPS-enabled toilet finder**, humorously billed "lavatory locator" by Loyd Grossman at Trail launch; all City **visitor collateral updated to reference community toilet scheme** and dedicated 'toilet app' scheduled for release later next year
- iii. Cheapside BID to pilot **7-day-a-week street ambassador scheme** with training in City product provided by the City Information Centre (CIC)
- iv. CIC adopt a GLA **visitor information van** and rebrand it to deliver a mobile information service for visitors at major City events including the Lord Mayor's Show and Cart-Marking
- v. **New concierge service** launched by the CIC at Wikimania at the Barbican in summer 2014; the service, which provides visitor information and ticket sales for event delegates, will be promoted to the City's events industry on a cost recovery basis
- vi. The CIC extends its language portfolio by supporting staff wishing to learn **Chinese** and becomes a full member of **Visit Britain's GREAT China Welcome Charter**
- vii. Free **Wi-Fi, feedback cards** and new products that include a **foreign exchange service, I-Venture cards, National Express tickets and Parliament tour tickets**, as well as a **Union Pay** facility for Chinese visitors, have been launched or are soon to be launched at the CIC
- viii. Our 2012 **Street Guides** scheme is incorporated into the corporate Employee Volunteering Programme; guides are recruited and deployed to help visitors on-street at the Lord Mayor's Show, Ride London, Frost Fair 200 and the Tour de France
- ix. The CIC's mobile working methods and the City Visitor Trail are selected by VisitEngland as best practice case studies illustrating their Strategic Framework Objective 4, to facilitate **greater engagement between the visitor and the experience**
- x. For the fourth consecutive year, **the CIC takes first place at the London Pass Retailers Quiz Night** - a highly competitive London knowledge quiz for the London travel trade – so demonstrating their position as the go-to for London product knowledge
- xi. The CIC takes bronze in the category **Visitor Information Provider of the Year** at the national VisitEngland Awards (one of only two London businesses to be placed in any category nationally)

SA4 SUPPORT: RAG

ACTION	RAG
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	G
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	R
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	A
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	A
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	R
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 Celebrate! to deliver greater in-kind support	G
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	G
A4.8: to train the trainers of the GLA Ambassador Programme 2013 in London product knowledge, pushing City product and thus driving footfall	G
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	G
A4.10: to explore options for delivering training in London product to London cabbies through familiarisation trips and bespoke sessions	A
A4.11: to provide a free marketing advice service and deliver marketing support for events that involve multiple City partners, eg Huguenots Festival	G
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	G

SA4 SUPPORT: HIGHLIGHTS

- i. The City facilitates four **Visitor Attractions and Retail Group (VARG)** meetings a year, extending membership to include Broadgate, Charterhouse and City of London Festival while delivering **shared-cost projects** that include Christmas in the City, a float in the Lord Mayor's Show and collective representation at Excursions (group leisure show)
- ii. **Trip Advisor** are invited to a special meeting of the **VARG and the City Hotel's Forum** in the City Marketing Suite supporting delegates to achieve higher ratings
- iii. The **City Culture Network** is established as a forum for culture providers to meet and hear from industry experts on pertinent topics
- iv. The City partners with **ACORN T-Stats** to deliver a new data system that provides **qualitative as well as quantitative data across the City's visitor landscape**, including room occupancy at hotels and looking at how factors such as the weather affect visitor footfall
- v. Team Tourism are commissioned by the City to consult with all **City Corporation venues for hire** and deliver a report identifying potential areas through with income growth might be achieved; a venues group is established to meet regularly to progress proposals
- vi. Working with London and Partners, the City co-ordinates a **familiarisation trip for event bookers to the City Livery Halls**; bookings have already been generated and the halls become part of L&P's portfolio of venues
- vii. **A new internship scheme launches at the CIC** recruiting two interns a year from London universities and colleges teaching tourism, hospitality and other relevant courses
- viii. In partnership with Tourism South East, **the CIC leads a national tourism information centre (TIC) exchange programme** to extend product knowledge and benchmark best practice
- ix. The CIC is, for the third year running, been **chosen by the GLA to train their ambassadors in London tourism product knowledge**
- x. The City works with VisitEngland, securing **Regional Growth Fund support for major destination campaigns in 2013 and 2014** – the first delivering national coverage for the City through The Metro; 2014's media partner is not yet known; one-third match funding for disability, Visitor Trail and China films with Visit Britain TV also secured
- xi. In partnership with the **Family Holiday Association and VisitEngland**, the City delivers free days out at Tower Bridge and the Monument for disadvantaged children from east London; in 2014, the scheme is extended to include Museum of London
- xii. The City provides **grant support to Open City, City of London Festival and the Guildhall School** to deliver visitor events for the 800th anniversary of Magna Carta in 2015

SA5 RECOGNITION: RAG

ACTION	RAG
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	G
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	G
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	A
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	G
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	R
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	R
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	G
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	R
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	A
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	G
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	G

SA5 RECOGNITION: HIGHLIGHTS

- i. A new **visitor intelligence dashboard is uploaded to the City's intranet** for use by staff and members looking for information about the City's tourism sector
- ii. In partnership with LB Greenwich, the CIC leads the **London TIC Network**, taking over from the GLA in 2013
- iii. The City **supports the Tourism Society and London and Partners** by providing venues for a number of key industry meetings and events, ensuring Guildhall and its visitor assets are showcased to delegates
- iv. The Head of Cultural and Visitor Development is **invited by the United Nations World Tourism Organisation to lead a one-week conference** on cultural tourism product development in Qatar
- v. A **new module is introduced into the City's staff induction programme** explaining the City's visitor assets and services and highlighting leisure options for staff
- vi. The **CIC and Leadenhall Market play significant roles in one of TV's most popular programmes** to be aired this Autumn (a non-disclosure agreement prevents any naming the programme)
- vii. Major **films shot or shooting soon in the City** include Suffragette starring Meryl Streep, Carey Mulligan, Helena Bonham Carter and Ben Whishaw; Mission Impossible 5 starring Tom Cruise; Criminal starring Kevin Costner, Ryan Reynolds, Gary Oldman and Tommy Lee Jones; and Spooks: the Greater Good starring Kit Harington and Jennifer Ehle
- viii. A **major new identity and campaign for Guildhall Galleries** (covering the art gallery, amphitheatre, heritage gallery, Great Hall, library and St Lawrence Jewry) has been developed; leaflets will be racked at outlets across London, a free guide will be made available for visitors to pick up at Guildhall and **a new app, using the latest i-Beacon technology** will be downloadable from the Apple Store and Google Play in November 2014
- ix. A new walk, delivered in partnership with Curio City and entitled Keats' Fleet, has been launched; **linking Hampstead Heath, Keats' House and the City** using the River Fleet and the Keats theme, the walk enjoyed sell out audiences during English Tourism Week
- x. The City is exploring the possibilities of linking the **Roman Kiln at Highgate Woods with the City's Roman offer**, and the **blast pens at Kenley Common with its commemoration of the Blitz**; both projects are at an embryonic stage

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Agenda Item 9

Committee(s):	Date(s):
Policy and Resources	6 November 2014
Subject: Policy Chairman's visit to New York and Washington DC, United States of America, October 2014	Public
Report of: Director of Economic Development	For Information

Summary

This report advises Members of the outcome of the recent visit by your Chairman to New York/Washington DC from 7 to 13 October 2014, during the 2014 IMF/World Bank Annual Meetings in Washington DC.

The main purpose of the visit was to meet with business and policy stakeholders (policymakers, regulators and financial institutions) to discuss regulatory and competitiveness issues affecting transatlantic financial markets, as well as gauge views on the business and political landscape in the US, UK and Europe. The visit also provided the opportunity to raise the profile of the City Corporation in the US and to forge cooperative relationships with targeted influential stakeholders there, a new strategic objective of the City's US Action Plan. A key priority remained delivering key City messages to US counterparts, including calling for greater coordination of international regulatory reforms.

This report includes views gathered on a number of transatlantic political, economic, regulatory and competitiveness issues. Key points are as follows:

- The US political climate is not good, with a deeply divided Congress making political compromise difficult. There is the view that the possibility of a Republican majority in the Senate, post-mid-terms, could facilitate progress on a number of issues, including trade.
- Attitudes towards the financial sector seem to have hardened again as a result of congressional activity and enforcement action.
- There is real concern about the consequences of recent US regulatory and enforcement actions, particularly where it has raised questions about the fair treatment of foreign institutions and US dollar clearing access being used as a "weapon".
- Regulators and industry are unhappy with the sheer scale of Dodd Frank and the many technical defects inherent in it. The compliance cost of new regulations is recognised to be huge but seems to be accepted as the cost of doing business.
- The new regime at the Commodities and Futures Trading Commission seems more willing to work co-operatively with EU counterparts to address concerns with cross-border derivatives regulation.
- There was significant interest in the results of the Scotland referendum and how this could have even seriously been considered in the first place. Similar

views were expressed about Britain and the EU.

- Your Chairman was a member of a Panel that discussed cyber security at the Institute of International Finance's Annual Meeting, and co-hosted a meeting with the Atlantic Council and Thomson Reuters at which the Eurogroup President, Jeroen Dijsselbloem, proposed a new growth pact for Europe.

The visit is being followed up by further discussions with organisations on a number of the issues raised. The next visit is planned for Spring 2015.

Recommendation(s)

Members are asked to:

- Note the report.

Background

1. Members previously approved that your Chairman should visit New York, along with another major US city, twice a year. These visits play an important role in the City of London's programme of engagement with the US and the ongoing dialogue with US-headquartered financial services firms and senior US policymakers on regulatory and competitiveness issues affecting transatlantic financial markets.
2. Your Chairman visited New York and Washington DC from 7 to 13 October 2014. This coincided with the IMF/World Bank Annual Meetings taking place in Washington from 10 – 12 October, for which your Chairman was an official delegate of the UK. He was accompanied by the International Affairs Officer and his Executive Officer. The principal objective of the visit was to discuss international coordination of financial regulatory reform.
3. The programme in New York included meetings with senior figures from US and international financial institutions, the Federal Reserve Bank of New York and the British Consulate. The programme in Washington DC included meetings with senior officials from the Commodities and Futures Trading Commission, the Securities and Exchange Commission, the International Monetary Fund (IMF), think tanks, trade bodies and politicos. In Washington, your Chairman spoke at two seminars arranged by the Atlantic Council and Institute of International Finance, and attended seminars/meetings hosted by the IMF, IIF and other financial institutions.
4. Further details of the visit are set out in this report and a list of meetings is attached in the annex.

Main report

5. During the meetings, views were gathered on the state of the political climate in the US and how this was impacting the business environment. Your Chairman heard that the political climate is not good, with a deeply divided Congress making political compromise and passage of legislation difficult. There were mixed views as to whether the President will be a "lame duck"

after the mid-term elections or determined to press on with a few key issues to secure his legacy. There was the view that a Republican majority in the Senate could actually facilitate progress on a number of issues, including trade.

6. Your Chairman heard that attitudes towards the financial sector, which had softened as the economy picked up and memories of the crisis diminished, seemed to have hardened again as a result of congressional activity and recent enforcement action by state regulators in particular.
7. During the meetings, views were gathered on the progress of the Transatlantic Trade and Investment Partnership (TTIP) negotiations, and the prospect for financial services being included in this. Your Chairman heard that whilst the Trans-Pacific Partnership (TPP) seems to be making progress, there is general pessimism about the prospects for the Trans-Atlantic Trade and Investment Partnership (TTIP) in general, let alone on financial services inclusion. There was agreement, however, that industry and other stakeholders must continue to press for a deal that includes financial services, to provide a much-needed framework for regulatory cooperation.
8. Your Chairman discussed the progress of ongoing regulatory reforms with interlocutors. Regulators and industry people alike reiterated their discontent with the sheer scale of Dodd Frank and the many technical defects inherent in it. There was a view that, after the mid-term elections, agreement on a bill to deal with some of these technical defects may be possible.
9. Your Chairman heard that the new regime at the Commodities and Futures Trading Commission (CFTC) had adopted a very different approach from its predecessor and seems willing to work co-operatively with other jurisdictions. Industry people spoke highly of the new Chairman, Timothy Massad, and your Chairman had a useful introductory meeting with him. Your Chairman discussed the problem of divergences and conflicts between US and EU regulation, especially in relation to cross-border derivatives transactions, and was pleased to hear that addressing these issues, in cooperation with EU counterparts, was a priority. Your Chairman offered to host an event for Chairman Massad with industry people in London, which he welcomed.
10. Your Chairman heard that there was real concern about some of the consequences of recent US regulatory and enforcement actions, particularly where it had raised questions about the fair treatment of foreign institutions and US dollar clearing access being used as a “weapon”. Points highlighted included the size of the fine of BNP Paribas, the significant reduction in correspondent banking, and the effects on industry confidence and the economy. The Federal Reserve Bank of New York acknowledged that regulators and government need to take a more joined-up and consistent approach on enforcement to allay such concerns. There is the view that the US Chamber and other industry groups are probably more effective advocates on this than banking groups.
11. Your Chairman heard that the compliance cost of new regulations is huge but seems to be accepted as the cost of doing business. There was little

recognition, however, that most of this cost will fall on customers. He heard that the implementation of stricter prudential standards for foreign banking organisations (FBOs) in the US had resulted in several FBOs shrinking assets below the \$50 billion threshold to avoid these.

12. Your Chairman heard that the Financial Transaction Tax (FTT) proposal remains a significant worry for some US banks operating in Europe, despite the common view in Europe that it will not be implemented in anything like the form initially proposed. There was also some concern about the potential negative effects of new European regulations on non-European practitioners, particularly decisions on 'subsidiarisation' and heightened leverage ratio requirements.
13. Your Chairman was a member of a Panel that discussed cyber security at the Institute of International Finance's Annual Meeting. This was topical following the recent JP Morgan incident and, the previous day, Jamie Dimon and other banking leaders had stressed the need for the industry to work together and with enforcement bodies to tackle what is recognised to be a major and costly issue. A key conclusion of the Panel was that the threat of cybercrime on financial institutions needs to be approached as a systemic risk rather than the current bottom up approach. There were doubts as to who the lead government body was in the US on the issue and indeed other countries. Your Chairman was impressed with the contribution of Jason Healey, Director, Cyber Statecraft Initiative at the Atlantic Council, and will look at the scope for doing further work with him.
14. Your Chairman met with the Chief Economist of the People's Bank of China (PBOC), Mr Jun Ma, who confirmed PBOC's high hopes for London as an offshore RMB market, the second biggest market after Hong Kong. He commended the efforts of the City of London in making this possible, and encouraged further efforts to promote the City as a place to raise RMB funds by third country institutions.
15. The City of London is embarking on a joint project with the Atlantic Council, Thomson Reuters and Standard Chartered on RMB internationalisation, which aims to provide an assessment of the current state of play and identify what is needed for its successful adoption from the standpoint of market participants, as well as the policy and infrastructure needed to support it. Your Chairman had a useful preliminary discussion with all parties and the importance of the politics of the issue came out very clearly. A meeting with the Monetary Authority of Singapore (MAS) confirmed that they see a significant role for themselves in relationships with China generally and developing the internationalisation of the RMB in particular. They told your Chairman that the establishment of RMB centres across Europe, and especially in London, reflects real momentum in the internationalisation of the currency, which has encouraged Singaporean financial institutions to be more willing to consider doing business in RMB.
16. Your Chairman co-hosted a meeting with the Atlantic Council and Thomson Reuters at which the Dutch Finance Minister and Eurogroup President, Jeroen Dijsselbloem, was a speaker and proposed a new pact for Europe that

would reward countries that pursue ambitious economic reforms with EU funds and leeway on budget targets. He was critical of France's approach to dealing with its deficit.

17. Your Chairman spoke on transatlantic political, regulatory and competitiveness issues at a roundtable discussions hosted by HSBC. This included representatives of banks, financial institutions, trade bodies, politicos and think tanks.
18. Even though the referendum in Scotland had passed, your Chairman witnessed significant interest in the result and what this meant for the UK, and how this could have even seriously been considered in the first place. Similar views were expressed about Britain and the EU.
19. Your Chairman heard that there was general dissatisfaction with the bankers' bonus cap in Europe, with several banks commenting that it was now more difficult to persuade staff to relocate to London, in comparison with other financial centres like Hong Kong and Singapore.
20. Several people your Chairman met with were interested in what Mark Carney might say regarding 'Too Big To Fail' at the G20 summit in Brisbane next month. There was a view that it is now important for Mr Carney to highlight the many achievements that have been made in reforming the financial system, and the need to pay attention to global growth.
21. Given the by-elections that took place while your Chairman was in the US, there was much interest in the political situation in Britain, in particular the implications of the rise of UKIP.
22. Your Chairman met with Danny Lopez, British Consul-General in New York, and was impressed by the work UKTI New York is doing to promote the British tech industry. This is a topic of key interest to the City as we strongly support the UK's FinTech community, including the recently established Innovate Finance.
23. Following the visit, your Chairman provided a summary of the discussions in a letter to the Chancellor. Follow-up is being undertaken with those he met with on areas of mutual interest including the project on the internationalisation of the Renminbi being undertaken with the Atlantic Council, Thomson Reuters and Standard Chartered.

Corporate & Strategic Implications

24. The visit to the US by your Chairman supported the vision of the City of London's 2013 – 17 Corporate Plan and the strategic aim: "To support and promote The City as the world leader in international finance and business services". It also met the strategic aim of the Economic Development Office: "To support and promote the City as the world leader in international finance and business services, by championing a positive, responsible and competitive business and policy environment, supporting the City's interests in

global markets and helping to realise the economic and social potential of London, especially the City and our neighbouring boroughs”.

25. The format and timing of this visit (during the IMF/World Bank Annual Meetings in Washington) aligned with several new strategic objectives of the City’s 2014/2015 US Action Plan: raising the profile of the City Corporation in the US through forging cooperative relationships with key US stakeholders that can assist in enhancing the Corporation’s level of engagement in the US, particularly with leading economic think tanks and other influential stakeholders of the reform agenda.
26. In line with this, your Chairman visited the IMF/World Bank Meetings as a British official delegate, attended various meetings on the periphery, and engaged in several cooperative activities/events with influential organisations, including the Institute of International Finance, the Atlantic Council, Thomson Reuters, Standard Chartered and HSBC. Your Chairman also attended several events, receptions and meetings hosted by major financial institutions and trade bodies, which provided a good opportunity for him to network with business and policy stakeholders, and deliver messages from the City.
27. The next visit of your Chairman to the US is planned for Spring 2015.

Implications

28. In May 2009, Members approved a budget for two visits to the US each year by the Chairman at a cost not exceeding £52,000 per annum to be met from the Town Clerk’s existing local risk budgets (including Economic Development and Public Relations). Travel, accommodation, hospitality and incidental expenses for this visit were in accordance with the Business Travel Scheme and did not exceed the budget.

Conclusion

29. The visit provided a valuable insight into the latest thinking of senior US policymakers and regulators on regulatory and competitiveness issues affecting transatlantic financial markets. The Chairman was able to deliver priority messages of the City to a wide spectrum of stakeholders, including calling for greater international coordination of financial regulatory reforms. Your Chairman heard about the latest views the US political climate and the opportunity to transmit news on the latest political and regulatory developments in the UK and Europe too. Your Chairman also heard the latest views of US stakeholders on the business and investment environment in the UK, Europe and the US.
30. The visit to the US during the IMF/World Bank Annual Meetings proved a good platform for raising the profile of the City Corporation in the US as it facilitated the Chairman’s participation in high profile speaking engagements, interaction with multiple international stakeholders, and development of cooperative relationships with a number of influential organisations, including think tanks, trade bodies and financial institutions. These relationships can now be built-on to enhance the engagement the Corporation has with US stakeholders in both the US and UK.

Appendices

- Appendix – Programme for the Policy Chairman's visit to the US: 7 – 13 October 2014

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Appendix: US visit programme

Tuesday 7 October (New York)

- Meeting with Alberto Musalem, Executive Vice President of the Emerging Markets & International Affairs Group, Federal Reserve Bank of New York
- Meeting with Katharine Rushton, US Business Editor, The Telegraph

Wednesday 8 October (New York)

- Meeting with Danny Lopez, British Consul-General, British Consulate New York
- Meeting with Sandie O'Connor, Chief Regulatory Officer, JP Morgan
- Meeting with Bill Mills, CEO North America, Citi
- Meeting with Peter Benton-Sullivan, Head of Americas, Cicero Group
- Meeting with John Medel, Government Affairs, Goldman Sachs
- Dinner with Richard Coffman, General Counsel of the Institute of International Bankers

Thursday 9 October (Washington DC)

- IMF meetings administration
- Meeting with Doug Elliott, Fellow, Brookings
- Meeting with Jingdong Hua, Vice President, Treasury and Syndications, IFC
- Meeting with Atlantic Council, Thomson Reuters and Standard Chartered – RMB internationalisation project discussion

Friday 10 October (Washington DC)

- HSBC roundtable with firms and politicos
- Meeting with Matt Browne, Senior Fellow, Center for American Progress
- [Event](#) hosted by Atlantic Council, City of London Corporation and Thomson Reuters: “The Next Stage of Eurozone Recovery: A Conversation with Eurogroup President Jeroen Dijsselbloem”
- Institute of International Finance (IIF) Conference Session
- Meeting with Timothy Massad, Chairman of U.S. Commodities and Futures Trading Commission (CFTC)
- Meeting with Daniel Gallagher, Commissioner, Securities & Exchange Commission (SEC)
- IIF Conference Session
- Business Reception

Saturday 11 October (Washington DC)

- Meeting with Jun Ma, Chief Economist, People’s Bank of China (PBOC)
- Meeting with Leong Sing Chiong, Assistant Managing Director (Development & International), Monetary Authority of Singapore (MAS)
- [IIF Conference](#) – Cyber-security panel
- IIF Conference Session
- Business Reception

Sunday 12 October (Washington DC)

- Group of 30 International Bankers Conference
- IMF Seminars and Meetings

- Business Reception

Monday 13 October (Washington DC)

- Meeting with Eli Peterson, Managing Director & Senior Managing Counsel, BNY Mellon & Jennifer Xi, Managing Director & Senior Counsel, Office of Public Policy and Regulatory Affairs, BNY Mellon
- Meeting with Ken Bentson, President & CEO of SIFMA

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Agenda Item 10

Committee(s):	Date(s):
Policy and Resources Committee	6 November 2014
Subject: Policy Initiatives Fund/Committee Contingency	Public
Report of: Chamberlain	For Information

Summary

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. In identifying which items would sit within the Policy Initiatives Fund the following principles were applied:
 - Items that relate to a specific initiative i.e. research;
 - Sponsorship/funding for bodies which have initiatives that support the City's overall objectives; and
 - Membership of high profile national think tanks
4. The attached schedules list the projects and activities which have received funding for 2014/15. 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). It should be noted that the items referred to have been the subject of previous reports approved by this Committee.
5. The balances that are currently available in the Policy Initiatives Fund and the Committee contingency for 2014/15 are £135,400 and £82,400 respectively.

Recommendation

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

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POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND 2014/15

ALLOCATIONS FROM PIF						STATUS OF BALANCE	
COMMITTEE DATE		DESCRIPTION	RESP OFFICER	ALLOCATION £	ACTUAL PAID TO 21/10/14 £	BALANCE TO BE SPENT £	NOTES
19/09/13	Events 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	15,000	0	Originally allocated from 2013/14, deferred to 2014/15	
21/11/13	London Councils' London Summit - the City is to host the annual conference for 3 years	DPR	14,600	12,950	1,650	3 year funding - £15,400 in 2015/16 & £16,100 in 2016/17	
12/12/13	Institute for Government: Sponsorship of an events programme on 'Government and the Economy'. City of London to be sole sponsor of this independent cross-party charity	DPR	25,000	25,000	0	Originally allocated from 2013/14, deferred to 2014/15	
20/02/14	Centre for Policy Studies (CPS): sponsorship of Margaret Thatcher Conference - to commemorate the 40th anniversary of the CPS, a leading centre - right think tank	DPR	45,000	45,000	0		
08/05/14	Funding for an Education Dinner - to enhance the City Corporation's profile within the education policy environment	TC	5,000	102	4,898		
08/05/14	G8 Global Dementia Summit: COL Corporation is to host this summit on 19 June 2014 which will focus on finance and social investment in dementia research and care	DED	7,000	7,000	0		
04/09/14	City of London Corporation to host Alternative Investment Management Association (AIMA) Policy and Regulatory Forum 2014: COL hosting the main international gathering from the hedge fund industry, bringing together senior policy makers, regulators and industry figures to discuss regulatory issues	DPR	10,500	0	10,500		
04/09/14	Renewal of City of London Corporation Think Tank Subscriptions 2014-15: renewal of membership for 9 Think Tanks: - CentreForum £10,000 - Centre for the Study of Financial Innovation (CSFI) £5,000 - Chatham House £12,500 - Demos £5,000 European Policy Forum (EPF) £7,500 Foreign Policy Centre (FPC) £10,000 - Institute for Public Policy Research (IPPR) £12,500 New Local Government Network (NLGN) £15,000 - Reform £7,500	DPR	85,000	0	85,000		

ALLOCATIONS FROM PIF

COMMITTEE DATE	DESCRIPTION	RESP OFFICER	ALLOCATION £	ACTUAL PAID TO 21/10/14 £	STATUS OF BALANCE	
					BALANCE TO BE SPENT £	NOTES
Page 148	Promoting the City 02/05/13 TheCityUK: CoL's additional funding	DED	100,000	75,000	25,000	3 year funding: £100,000 in 2015/16 and £75,000 in 2016/17
	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	10,200	0	10,200	£40,000 originally allocated from 2013/14, £10,200 deferred to 2014/15
	20/02/14 Sponsor the "New FinTech UK" Initiative - Creation of a new body to promote and support the 'FinTech' (financial technology) sector	DED	500,000	250,000	250,000	3 year funding: £250,000 in 2015/16 and 2016/17
	08/05/14 Additional Events and Topical Issues Programme: continuation of the extended contact programmes through additional events and the publication of Topical Issues Papers (TIPs) to ensure that the City of London Corporation remains fully engaged with key audiences and strategic issues, both in the UK and abroad	DED/DPR	55,000	0	55,000	
	04/09/14 RMB Internationalisation and the Regulation of Global Financial Markets' - Research Report: COL's contribution of \$50,000 towards the cost of commissioning the Atlantic Council to deliver a report in assessing what is required for the RMB's successful international adoption.	DED	31,000	0	31,000	
	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 final payment in 2014/15
	24/01/13 Social Investment Advisor: further extension to the dedicated specialist role, to help accelerate the Social Investment agenda in London - to March 2014	DED/CGO	1,500	1,200	300	Jointly funded by Policy and Resources and the City Bridge Trust. £50,000 originally allocated from 2013/14, £1,500 deferred to 2014/15
	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	10,934	14,066	Further 2 year funding: £25,000 final payment in 2014/15
	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 final payment in 2015/16

ALLOCATIONS FROM PIF

COMMITTEE DATE	DESCRIPTION	RESP OFFICER	ALLOCATION £	ACTUAL PAID TO 21/10/14		BALANCE TO BE SPENT £		STATUS OF BALANCE NOTES
				£	£	£	£	
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	0	0	2 year funding: £25,000 final payment in 2014/15
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	50,000	0	2 year funding: final payment in 2014/15. The Director of Economic Development anticipates a rephasing of the proposal - of the £50,000 allocated from 2014/15, £25,000 is anticipated to be deferred until 2015/16
23/01/14	Sponsorship of Tech London Advocates 2014 Programmes: City of London to provide sponsorship to Tech London Advocates (TLA), a growing coalition of 450+ individuals predominantly from the private sector with an interest in promoting the growth of the technology "tech" sector in London	DED	34,000	33,900	100	100	0	£50,000 originally allocated from 2013/14; £34,000 deferred until 2014/15
20/02/14	Access Europe - City Corporation to become one of four core supporters of a European Funding hub to improve access to EU funding for London's public and voluntary organisations	DED	50,000	25,000	25,000	25,000	0	3 year funding: £50,000 in 2015/16 & 2016/17
20/02/14	Science, Technology, Engineering and Mathematics (STEM) Careers Event - to raise awareness of STEM - subject careers in a way that is attractive to girls - hosted in Guildhall	DED	30,000	26,077	3,923	3,923	0	
30/02/14	TeenTech City 2014 - 2017 - support for annual events aiming to change perceptions of STEM careers in the UK	DED	10,000	10,000	0	0	0	3 year funding: £10,000 in 2015/16 & 2016/17
20/03/14	STEM and Policy Education Programme - funding of the Hampstead Heath Ponds Project	DOS	33,000	0	33,000	33,000	0	The Director of Open Spaces has reviewed the phasing as follows: 4 year funding: £48,900 in 2015/16; £37,500 in 2016/17 & £23,850 in 2017/18
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	12,100	12,100	0	0	0	£61,700 originally allocated from 2013/14, £12,100 deferred to 2014/15
13/12/12	Financial support of the Mile End Group (MEG) (the Queen Mary, University of London's forum for government and politics) - COL sponsorship	DPR	20,000	20,000	0	0	0	Originally allocated from 2013/14, deferred to 2014/15
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	9,000	0	9,000	9,000	0	£18,000 originally allocated from 2013/14, £9,000 deferred to 2014/15

ALLOCATIONS FROM PIF

COMMITTEE	DATE	DESCRIPTION	RESP OFFICER	ACTUAL		STATUS OF BALANCE	
				ALLOCATION £	PAID £	TO 21/10/14	BALANCE TO BE SPENT £
Page 150	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 - final payment 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 - final payment in 2014/15
	20/03/14	Sponsorship of Demos Research Project - Young Muslim Employment - A multi-purpose cross-party think tank, project to examine employment among young Muslims	DPR	15,000	15,000	0	
	08/05/14	Sponsorship of IPPR Project on Emerging Markets: The Institute for Public Policy Research (IPPR) is a leading UK progressive think-tank. IPPR is organising a series of high level seminars on emerging markets, of which the City of London Corporation should be an exclusive sponsor	DPR	22,500	0	22,500	
	08/05/14	Centre for London: Sponsorship of Thames Crossing Project - The Centre for London is a politically independent, not-for-profit think-tank; it was established in 2011 with the assistance of £25,000 of start-up funding from the City Corporation. The Centre for London is planning a project to develop research on the number of river crossings	DPR	15,000	15,000	0	
	03/07/14	Whitehall & Industry Group: Renewal of City Corporation Membership - WIG is an independent, not-for-profit organisation with a charitable purpose to build understanding and co-operation between government and business	DPR	5,000	4,300	700	2 year funding - £5,000 in 2015/16
	02/10/14	New City Agenda: Proposed Corporate Partnership: this is a non-partisan forum and think tank which aims to provide fresh thinking on the financial services sector through high-quality events and research initiatives. Funding for the CoL to become a Corporate Partner of the New City Agenda	DPR	15,000	0	15,000	
	02/10/14	Centre for American Progress (CAP): City of London's membership of the Centre for American Progress' Business Alliance, a Washington DC based charitable think tank. Membership would serve to enhance relationships allowing for high-level interaction with a number of the City Corporation's key audiences in both the US and UK.	DPR	15,500	0	15,500	

ALLOCATIONS FROM PIF

COMMITTEE DATE	DESCRIPTION	RESP OFFICER	ACTUAL		STATUS OF BALANCE	
			ALLOCATION £	PAID £	TO 21/10/14	BALANCE TO BE SPENT £
19/09/13	Attracting and Retaining International Organisations 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 2018/19
03/07/14	International Forum of Sovereign Wealth Funds (IFSWF) - City of London to support the IFSWF Secretariat locating in the City	DED	88,200	58,800	29,400	4 year funding - £120,700 in 2015/16; £124,500 in 2016/17 & £31,300 in 2017/18
	BALANCE REMAINING TOTAL APPROVED BUDGET ANALYSIS OF TOTAL APPROVED BUDGET ORIGINAL PROVISION APPROVED BROUGHT FORWARD FROM 2013/14 TOTAL APPROVED BUDGET		1,497,100 135,400 1,632,500 750,000 882,500 1,632,500	722,364	774,736	

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 (2014/15). 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
 DED Director of Economic Development
 TC Town Clerk

DPR Director of Public Relations
 DOS Director of Open Spaces
 CS City Surveyor
 CGO Chief Grants Officer
 DBE Director of the Built Environment
 DCCS Director of Community & Childrens Services

CAROLINE AL-BEYERTY - FINANCIAL SERVICES DIRECTOR

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POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND

2014/2015
£

POLICY INITIATIVES FUND

- Balance remaining prior to this meeting	135,400
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Less possible maximum allocations from this meeting

-	0

	0
Balance	<u>135,400</u>

Caroline Al-Beyerty
Financial Services Director

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POLICY AND RESOURCES COMMITTEE - CONTINGENCIES 2014/15

<u>ALLOCATIONS FROM CONTINGENCY</u>				<u>STATUS OF BALANCE</u>			
<u>COMMITTEE</u>	<u>DATE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION £</u>	<u>ACTUAL PAID £</u>	<u>BALANCE TO BE SPENT £</u>	<u>NOTES</u>
	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 final payment in 2014/15
	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 final payment in 2014/15
	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 final payment in 2015/16
	22/03/13	City of London Advertising - continuation of placing advertisements in CityAM to promote services provided by COL	DPR	50,000	21,508	28,492	2 year funding: £50,000 final payment in 2014/15
	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 final payment in 2015/16. Previously the funding has been met by the Finance Grant Sub Committee
P age 15	08/05/14	Event to celebrate the FINA/NVC Diving World Series	TC	1,500	1,500	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	0	12,000	3 year funding - £12,000 final payment in 2015/16
	27/06/13	Lord Mayor's Show Fireworks: City of London Corporation to hold a public fireworks display following the LM's Show	DPR	115,000	97,750	17,250	2 year funding - final payment in 2014/15. Additional £22,000 agreed March 2014
	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	19,700	5,850	13,850	2 year funding - £12,900 deferred from 2013/14. £6,800 final payment in 2014/15.
	21/11/13	Chelsea Flower Show 2014: to support the exhibition of an art installation/concept garden to raise awareness of the threat of Oak Processionary Moth (OPM) to London's tree population	DOS	9,000	9,000	0	Final payment in 2014/15
	21/11/13	Supporting the City of London Corporation's Programme of European Engagement: CoL's additional funding towards the debates about Britain's relationship with the EU	DED / DPR	179,800	59,211	120,589	2 year funding - £29,800 deferred from 2013/14
	23/01/14	Career fairs - City of London Corporation to host up to three events per year to enhance employability of young people in neighbouring communities	DED	53,300	7,924	45,376	3 year funding - £18,300 deferred from 2013/14, £35,000 final payment in 2015/16
	20/03/14	800th Anniversary of the Magna Carta - additional financial support for a number of additional activities as the 2015 anniversary approaches	DPR	72,000	25,000	47,000	2 year funding - £16,000 in 2015/16

ALLOCATIONS FROM CONTINGENCY					STATUS OF BALANCE		
COMMITTEE DATE	DESCRIPTION	RESP OFFICER	ACTUAL		BALANCE TO BE SPENT	NOTES	
			ALLOCATION £	PAID £			
08/05/14	Support for Major Sports Events: the City Corporation to host a number of legacy objectives following the success of the London 2012 Games. One of these objectives is to support efforts to bring major world sporting events to London and the UK through the provision of hospitality	TC CS DPR DPR / DCHL DCHL DMCP	23,000	8,306	14,694		
08/05/14	Cheapside Business Improvement District: Corporation to part fund the cost of promoting the BID to take forward the key aims of the partnership with a priority focus on promoting Cheapside as a seven day retail and leisure destination		15,000	15,000	0		
03/07/14	City of London Corporation 2014 Party Conference Activities: City Corporation to partner with leading think tanks to help deliver a successful programme of activities.		15,000	0	15,000		
02/10/14	800th Anniversary of Magna Carta: CoL to include in the 2014 Lord Mayor's Show the London copy of the Magna Carta (£6,000) and a one-third contribution of creating a new permanent Magna Carta exhibition in the Temple Church (£15,000)		21,000	0	21,000	2 year funding - £107,000 in 2015/16	
02/10/14	Great Fire of London: Feasibility Study - CoL to commission Artichoke to undertake a study on the viability of delivering a major public event in the City to commemorate the Great Fire of London		19,600	0	19,600	If the feasibility study shows the event to be viable, a further report would be presented seeking a sum not to exceed £300,000 in 2015/16	
02/10/14	Air Quality Conference: CoL to hold an early morning conference at the Guildhall on 4 November 2014 for London borough portfolio holders with responsibility for air quality		5,000	0	5,000		
	BALANCE REMAINING TOTAL APPROVED BUDGET		704,600 95,400 800,000	344,714	359,886		

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 (2014/15). 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			DMCP	Director of Markets & Consumer Protection
DCHL	Director of Culture, Heritage and Libraries				

<u>ALLOCATIONS FROM CONTINGENCY</u>						<u>STATUS OF BALANCE</u>
<u>COMMITTEE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u>	<u>ACTUAL TO 21/10/14</u>	<u>PAID</u>	<u>BALANCE</u>
<u>DATE</u>				£	£	£
CAROLINE AL-BEYERTY - FINANCIAL SERVICES DIRECTOR						

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POLICY AND RESOURCES COMMITTEE - CONTINGENCY

2014/2015
£

CONTINGENCY

- Balance remaining prior to this meeting	95,400
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Less possible maximum allocations from this meeting

- Livery Schools Link Consultant Project Manager	13,000
-	0
	<hr/>
	13,000
 Balance	<hr/>
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	82,400

Caroline Al-Beyerty
Financial Services Director

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Committee: Policy and Resources	Date: 6 November 2014
Subject: Decisions taken under delegated authority or urgency powers	Public
Report of: Town Clerk	For Information
<u>Summary</u>	

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).

Recommendation
To note the action taken since the last meeting of the Committee.

Main Report

1. The following action has been taken under delegated authority, in accordance with Standing Order No. 41(b), since the last meeting of the Committee:-

Expanded European Engagement Strategy – Proposed Events and Projects

1. At its meeting on 21 November 2013, the Policy and Resources Committee agreed additional expenditure not exceeding £50,000 for the remainder of the current financial year (2013/14), and not exceeding £150,000 for 2014/15 for an expanded European engagement strategy. The Committee also delegated the approval of the cost of any specific project which was proposed to be met from that expenditure to the Town Clerk, in consultation with the Chairman and Deputy Chairman.
2. Approval was consequently sought and received for the following expenditure in 2014/15, totalling £80,000:
 - a. Expenditure of £20,000 for sponsorship of the CER Conference '*Is Europe's economic stagnation inevitable or policy-driven?*' at Ditchley Park in Oxfordshire, which took place on 3-4 October 2014.
 - b. Expenditure of £25,000 for a number of events with King's College London as part of the '*Europe in Crisis*' project.
 - c. Expenditure of £35,000 for research on the City of London's position in the EU carried out by Policy Network at a cost of £35,000.

Crossrail Art Strategy

3. At its meeting on 12 December 2013, the Policy and Resources Committee agreed to support the Crossrail art strategy by, inter alia, providing funding not exceeding £250,000 in total over a three year period to support the work to secure matching private sponsorship for the City Corporation's contribution of £3.5million.
4. The City Corporation subsequently agreed in July 2014 to establish a charitable company with Crossrail Ltd, which will be called the Crossrail Art Foundation. The company will provide an arms-length entity to achieve the outcomes of the art strategy, including seeking donations/sponsorship from the private sector. Approval for each item of expenditure on individual specific activities as part of this work was delegated by the Committee to the Town Clerk, in consultation with the Chairman and one of the Deputy Chairmen of your Committee.
5. Approval was therefore sought and received for the following expenditure, totalling £80,000:
 - a. Legal and related fees to set up the Crossrail Art Foundation both as a registered company limited by guarantee, under the Companies Act, and as a charity, under the Charities Act, not exceeding £20,000.
 - b. Consultancy support for matched fund-raising to continue the appointment of Global Cities up to a further 12 months (at £5,000 per month), not exceeding £60,000

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Agenda Item 15a

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

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Agenda Item 15b

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of the Local Government Act 1972.

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Agenda Item 15c

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of the Local Government Act 1972.

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Agenda Item 15d

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of the Local Government Act 1972.

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Agenda Item 16

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of the Local Government Act 1972.

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of the Local Government Act 1972.

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Agenda Item 17

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

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Agenda Item 18

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

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Agenda Item 19

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

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Agenda Item 20

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
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