



## Policy and Resources Committee

**Date:** THURSDAY, 18 JANUARY 2018  
**Time:** 1.45 pm  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:**

Deputy Catherine McGuinness (Chairman)	Jeremy Mayhew
Sir Mark Boleat (Deputy Chairman)	Andrew McMurtrie (Ex-Officio Member)
Simon Duckworth (Vice-Chair)	Wendy Mead (Chief Commoner)
Hugh Morris (Vice-Chair)	Deputy Alastair Moss (Ex-Officio Member)
Deputy Douglas Barrow	The Lord Mountevans (Ex-Officio Member)
Deputy John Bennett	Deputy Joyce Nash
Deputy Keith Bottomley	Graham Packham (Ex-Officio Member)
Alderman Charles Bowman, The Right Hon. The Lord Mayor	Dhruv Patel (Ex-Officio Member)
Henry Colthurst	Alderman William Russell
Alderman Peter Estlin	Alderman Baroness Scotland (Ex-Officio Member)
Marianne Fredericks	Deputy Dr Giles Shilson
Deputy the Revd Stephen Haines (Ex-Officio Member)	Jeremy Simons (Ex-Officio Member)
Christopher Hayward	Deputy Tom Sleigh
Deputy Wendy Hyde	Sir Michael Snyder
Deputy Jamie Ingham Clark (Ex- Officio Member)	Deputy John Tomlinson
Deputy Edward Lord	Deputy Philip Woodhouse
Alderman Ian Luder	Alderman Sir David Wootton

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

**Lunch will be served in Guildhall Club at 1PM**  
**NB: Part of this meeting could be the subject of audio visual 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 14 December 2017.

**For Decision**  
(Pages 1 - 12)

- b) To note the draft public minutes of the Resource Allocation Sub-Committee meeting held on 14 December 2017.

**For Information**  
(Pages 13 - 16)

- c) To note the draft public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 14 December 2017.

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

- d) To note the draft public minutes of the Projects Sub-Committee meeting held on 11 December 2017.

**For Information**  
(Pages 23 - 30)

- e) To note the draft public minutes of the Courts Sub-Committee meeting held on 8 December 2017.

**For Information**  
(Pages 31 - 34)

4. **APPOINTMENTS TO COMMITTEES, SUB-COMMITTEES AND WORKING PARTIES**

To consider appointments as follows:-

- a. Capital Buildings Committee (Two Members)  
b. Public Relations and Economic Development Sub-Committee (One Member)  
c. Housing Delivery Programme Working Party (Three Members)

**For Decision**

5. **CORPORATE PLAN 2018-23**  
Report of the Town Clerk.  
  
**NB: This report will also have been considered by the Resource Allocation Sub-Committee**  
  
**For Decision**  
(Pages 35 - 46)
6. **LONDON COUNCILS GRANTS SCHEME**  
Report of the Town Clerk.  
  
**For Decision**  
(Pages 47 - 54)
7. **SERVICE BASED REVIEW MONITORING**  
Report of the Chamberlain.  
  
**For Decision**  
(Pages 55 - 62)
8. **MAYOR OF LONDON - WOMEN'S NIGHT SAFETY CHARTER**  
Report of the Head of the Community Safety.  
  
**For Decision**  
(Pages 63 - 66)
9. **REVIEW OF THE WOMEN IN FINANCE CHARTER**  
Report of the Director of Communications.  
  
**For Decision**  
(Pages 67 - 70)
10. **BENEFITS IN KIND POLICY**  
Report of the Chief Grants Officer.  
  
**NB: This report is also due to be considered by the Finance Committee.**  
  
**For Decision**  
(Pages 71 - 76)
11. **MAJOR HIGHWAY WORKS FOR 2018**  
Report of the Director of the Built Environment.  
  
**NB: This report has been considered by the Streets and Walkways Sub-Committee and the Planning and Transportation Committee.**  
  
**For Information**  
(Pages 77 - 90)
12. **SPECIAL EVENTS ON THE HIGHWAY**  
Report of the Director of the Built Environment.  
  
**NB: This report is also due to be considered by the Culture, Heritage and Libraries Committee and the Streets and Walkways Sub-Committee.**  
  
**For Decision**  
(Pages 91 - 112)

13. **CYBER SECURITY DIRECTORATE**  
Report of the Director of Economic Development.
- NB: This report will also have been considered by the Resource Allocation Sub-Committee**
- For Decision**  
(Pages 113 - 134)
14. **ECONOMIC DEVELOPMENT ACTIVITIES UPDATE**  
Report of the Director of Economic Development.
- NB: The appendices to this report, The Total Tax and The Value of Fintech, have been circulated electronically as separately bound documents. They are available in hardcopy on request.**
- For Information**  
(Pages 135 - 142)
15. **DATA PROTECTION BILL 2017**  
Report of the Remembrancer.
- For Information**  
(Pages 143 - 148)
16. **POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY**  
Report of the Chamberlain.
- For Information**  
(Pages 149 - 162)
17. **RESOURCING THE IMPLEMENTATION OF BRIDGING DIVIDES**  
Joint report of the Town Clerk and Chief Grants Officer.
- NB: This report will have been considered by the Resource Allocation Sub-Committee.**
- For Decision**  
(Pages 163 - 166)
18. **BRIDGE HOUSE ESTATES STRATEGIC FUND REVIEW**  
Joint report of the Chamberlain and the Chief Grants Officer.
- NB: This report will have been considered by the Resource Allocation Sub-Committee and is due to be considered by the Finance Committee.**
- For Decision**  
(Pages 167 - 170)
19. **CITY BRIDGE TRUST: PROPOSED REVENUE BUDGET - 2018/19**  
Joint report of the Chamberlain and Town Clerk.
- NB: This report will have been considered by the Resource Allocation Sub-Committee and is due to be considered by the Finance Committee.**
- For Decision**  
(Pages 171 - 176)

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

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

22. **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**

23. **NON-PUBLIC MINUTES**

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

a) To agree the non-public minutes of the meeting held on 14 December 2017.

**For Decision**  
(Pages 177 - 182)

b) To note draft non-public minutes of the Resource Allocation Sub-Committee meeting held on 14 December 2017.

**For Information**  
(Pages 183 - 186)

c) To note the draft non-public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 14 December 2017.

**For Information**  
(Pages 187 - 188)

d) To note the draft non-public minutes of the Projects Sub-Committee meeting held on 11 December 2017.

**For Information**  
(Pages 189 - 198)

e) To note the draft non-public minutes of the Courts Sub-Committee meeting held on 8 December 2017.

**For Information**  
(Pages 199 - 202)

f) To note the draft non-public minutes of the Hospitality Working Party meeting held on 13 December 2017.

**For Information**  
(Pages 203 - 208)

24. **POLICE ACCOMMODATION STRATEGY - 21 NEW STREET**  
Joint report of the Chamberlain, Commissioner of the City and the City Surveyor.
- NB: This report has been considered by the Police Committee and is scheduled to be considered by the Resource Allocation, Projects and Corporate Asset Sub-Committees and the Finance Committee.**
- For Decision**  
(Pages 209 - 216)
25. **SECURE CITY PROGRAMME UPDATE AND RESOURCING**  
Report of the Commissioner of the City of London Police.
- NB: This report is due to be considered by the Resource Allocation and Projects Sub-Committees and the Finance Committee.**
- For Decision**  
(Pages 217 - 228)
26. **PROJECT FUNDING UPDATE**  
Report of the Chamberlain.
- NB: This report will have been considered by the Resource Allocation Sub-Committee.**
- For Decision**  
(Pages 229 - 234)
27. **CYCLICAL WORKS PROGRAMME**  
Report of the Chamberlain.
- NB: This report will have been considered by the Resource Allocation Sub-Committee.**
- For Decision**  
(Pages 235 - 246)
28. **FIRST REGISTRATION OF THE CITY'S FREEHOLD TITLES**  
Report of the City Surveyor.
- NB: This report is due to be considered by the Property Investment Board and the Corporate Asset Sub-Committee.**
- For Information**  
(Pages 247 - 252)
29. **STRATEGIC PROPERTY REVIEWS**  
Reports of the City Surveyor as follows:-
- a) Strategic Property Review
- For Information**  
(Pages 253 - 254)
- b) City Fund Strategic Review
- For Information**  
(Pages 255 - 256)

c) City's Estate Strategic Review

**For Information**  
(Pages 257 - 258)

d) Bridge House Estates Strategic Review

**For Information**  
(Pages 259 - 260)

**NB: Please note that the annual reviews have been circulated electronically and they are also available on request.**

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

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

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## POLICY AND RESOURCES COMMITTEE Thursday, 14 December 2017

Minutes of the meeting of the Policy and Resources Committee held at Committee Room - 2nd Floor West Wing, Guildhall on Thursday, 14 December 2017 at 1.45 pm

### Present

#### Members:

Deputy Catherine McGuinness (Chairman)  
Sir Mark Boleat (Deputy Chairman)  
Simon Duckworth (Vice-Chair)  
Hugh Morris (Vice-Chair)  
Deputy Douglas Barrow  
Deputy John Bennett  
Deputy Keith Bottomley  
Alderman Peter Estlin  
Marianne Fredericks  
Deputy Wendy Hyde  
Deputy Jamie Ingham Clark (Ex-Officio Member)  
Deputy Edward Lord  
Alderman Ian Luder  
Jeremy Mayhew  
Andrew McMurtrie (Ex-Officio Member)  
Wendy Mead (Chief Commoner)  
Deputy Alastair Moss (Ex-Officio Member)  
The Lord Mountevans (Ex-Officio Member)  
Deputy Joyce Nash  
Graham Packham (Ex-Officio Member)  
Dhruv Patel (Ex-Officio Member)  
Deputy Tom Sleigh  
Sir Michael Snyder  
Deputy John Tomlinson  
Alderman Sir David Wootton

#### Officers:

John Barradell	-	Town Clerk and Chief Executive
Peter Kane	-	The Chamberlain
Paul Double	-	City Remembrancer
Paul Wilkinson	-	City Surveyor
Carolyn Dwyer	-	Director of Built Environment
Vic Annells	-	Executive Director of Mansion House & Central Criminal Court
Caroline Al-Beyerty	-	The Deputy Chamberlain
Damian Nussbaum	-	Director of Economic Development
Bob Roberts	-	Director of Communications
Paul Murtagh	-	Community and Children's Services
Anne Bamford	-	Community and Children's Services
Simon Rilot	-	City Surveyor's Office

Simon McGinn	-	City Surveyor's Office
Simon Murrells	-	Assistant Town Clerk
Peter Lisley	-	Assistant Town Clerk
Angela Roach	-	Principal Committee and Members Services Manager

The Chairman welcomed Alderman Ian Luder back to the Committee.

**1. APOLOGIES**

Apologies for absence were received from Henry Colthurst, Stephen Haines, Christopher Hayward, William Russell, Giles Shilson, Jeremy Simons and Philip Woodhouse.

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

Sir Mark Boleat declared an interest in item no. 11 as a Member of the Board of the Centre for London.

**3. MINUTES**

3a. The public minutes of the meeting held on 16 November 2017 were approved.

3b. The public minutes of the Projects Sub-Committee meeting held on 8 November 2017 were noted.

3c. The public minutes of the Resource Allocation Sub-Committee meeting held on 19 October 2017 were noted.

**4. CAPITAL BUILDINGS COMMITTEE**

The Committee considered a report of the Town Clerk concerning the creation of a Capital Buildings Committee.

A Member was heard in the support of the report. He stated that it was important for the Chairman of the new Committee to see the forthcoming projects through the entire building process and therefore suggested that, on this occasion, no limit be applied to the term of office of the Chairman. He also suggested that the committee should have the ability to co-opt Members with suitable expertise to serve on it. Members supported his suggestions.

RESOLVED – that it be recommended to the Court of Common Council that:-

1. a new Capital Buildings Committee be created and that its terms of reference and constitution be as follows:-

**Terms of Reference**

In respect of the Police Accommodation and City's Courts projects, to be responsible for:-

- (i) overall direction;
- (ii) review of progress; and
- (iii) decisions on significant option development and key policy choices.

## **Constitution**

14 Members comprising:-

- The Chairman and Deputy or a Vice Chairman of the Policy & Resources Committee
- The Chairman and Deputy Chairman of the Finance Committee
- The Chairman and Deputy Chairman of the Police Committee
- Two members appointed by the Policy & Resources Committee
- Five Members appointed by the Court of Common Council
- The Chairman of the General Purposes Committee of Alderman

2. That the Committee:-

- should have the ability to co-opt Members with suitable expertise;
- membership of it should **not** count towards the limit on the number of committees on which a Member may serve as referred to Standing Order 22;
- Chairmanship of the Committee be for the lifetime of the building project; and
- be included within the list of those committees in Standing Order 29 (3), thereby enabling its Chairman to be eligible to be Chairman of another Committee (Ward or non-Ward) at the same time.

## **5. POTENTIAL REMUNERATION OF MEMBERS AND CHANGES TO TIMING OF MEETINGS**

The Committee considered a report of the Town Clerk concerning the consultation process for the question of remuneration of Members and changes to the timing of meetings.

Detailed discussion ensued on the content of the questionnaire relating to payment. Whilst a number of comments were made, it was agreed that:-

- no reference should be made to separate payments for chairmen;
- the question on assistance with dress should be amended to read “to cover the cost of an *appropriate form* of dress”; and

- the final wording of the questionnaire should be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

RESOLVED – That the content of the questionnaire relating to the timing of committee meetings be noted and that in relation to the questionnaire on payments to Members:-

1. the question on assistance with dress be amended to read “to cover the cost of an *appropriate form* of dress”; and
2. the final wording of the questionnaire be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

#### 6. **ADULT SOCIAL CARE BUDGET PROPOSALS**

The Committee considered a report of the Director of Community and Children’s Services, together with a resolution from the Community and Children’s services Committee, concerning an increase in the future budget for adult and social cares services.

It was suggested that the proposal be examined by the Resource Allocation Sub-Committee alongside other requests for resources.

RESOLVED – that the 2018/19 adult social care budget be approved in principle and be referred to the next meeting of the Resource Allocation Sub-Committee for necessary action.

#### 7. **PROPOSED EDUCATION BUDGET FOR 2018/19**

The Committee considered a report of the Director of Community and Children’s Services, together with a resolution from the Education Board, concerning the proposed education budget for 2018/19.

A Member questioned the sum of the grants to be allocated which he felt was high and suggested that the proposal be examined by the Resource Allocation Sub-Committee alongside other requests for resources to ensure it was affordable. A Member, who was also the Chairman of the Multi-Academy Trust, was heard in support of the proposed allocations. He reminded the Committee of the reasons why the grants were originally created; commented on the difference the funding made to the Academies and pointed out that the budget was relatively small when compared to the funding given to other schools. He therefore urged the Committee to support the recommendation. The Strategic Director of Education was also heard in support.

After further discussion it was agreed that the education budget should be referred to the January meeting of the Resource Allocation Sub-Committee for consideration and a decision.

RESOLVED – that the proposed 2018/19 education budget be referred to the Resource Allocation Sub-Committee for further consideration and a decision.

8. **HOUSING DELIVERY PROGRAMME - PROGRESS REPORT**

The Committee considered a joint report of the Director of Community and Children's Services and the City Surveyor updating it on the progress of the housing delivery programme and proposing the creation of a Working Group to assist in delivering the programme.

Members proceeded to discuss the terms of reference of the working group and whether it should include a reference to governance. A Member advised that whilst he did not feel it was necessary to amend the terms of reference, the governance of the City Corporation's residential housing needed to be examined on a more strategic level with the aim of producing proposals which consolidate the governance of the City Corporation's residential housing. The Committee supported this view.

Reference was made to the composition of the working group and it was agreed that the three Members of the Court of Common Council should be selected by the Committee. The Chairman also suggested that the Deputy Chairman, Sir Mark Boleat, act as her representative on the working group and that he also chairs the Group. Members supported her suggestion.

RESOLVED – that the progress made on the delivery of existing housing schemes and the successful allocation of grant funding from the GLA be noted, and that:-

1. a Member Working Group to support the delivery of the Corporation's target of 3,700 new homes be created and that its composition be as follows:-
  - the Chairman of the Policy and Resources Committee (or his/her representative)
  - the Chairman of Community and Children's Services Committee (or his/her representative)
  - the Chairman of the Housing Management and Almshouses Sub Committee (or his/her representative)
  - three Members of the Court of Common Council elected by the Policy and Resources Committee
2. Sir Mark Boleat, the Chairman's representative on the Working Group, be appointed Chairman of the Housing Delivery Working Group; and
3. the Town Clerk be requested to examine the governance of City Corporation's residential housing on a more strategic level with the aim of producing proposals which consolidate the governance arrangements of the City Corporation's residential housing offer.

9. **PILOT SCHEME FOR BUSINESS RATES DEVOLUTION IN LONDON**

The Committee considered a joint report of the Chamberlain and the Remembrancer on the progress of the Pilot Scheme for Business Devolution in London.

RESOLVED -That, subject to the approval of the Court of Common Council, approval be given to the following:-

1. the City Corporation participating in a pilot scheme for a business rates pool in 2018-19 with the Greater London Authority and the London borough councils;
  2. the arrangements for the distribution of revenue within the pool be as set out in the report, subject to recommendation (3) below;
  3. the Chairman of the Policy and Resources Committee being authorised, in consultation with the Chairman of the Finance Committee, to agree to minor variations in the arrangements, if agreed by the other participants in the pool;
  4. the City Corporation act as the lead authority for the pool and for the strategic investment fund to be established under the pooling arrangements;
  5. the Town Clerk, the Chamberlain or the Comptroller & City Solicitor (as appropriate) be authorised, in consultation with the Remembrancer on matters of constitutional or legislative relevance, to take all necessary legal and practical steps for the establishment and administration of the pool and the strategic investment fund, in accordance with the preceding recommendations;
  6. the Chamberlain be authorised to draw upon the City Fund reserve to meet the additional costs incurred in the administration of the pool and the strategic investment fund, including those arising from the Common Council's role as lead authority, up to one full-time equivalent post, with the amounts drawn down being refunded, and any future costs met, from additional revenue retained under the scheme as it becomes available; and
  7. oversight of the City Corporation's work in connection with the pool and the strategic investment fund be referred to this Committee regarding governance and the distribution and deployment of resources, and to the Finance Committee regarding financial administration.
10. **BUSINESS IMPROVEMENT DISTRICTS**  
The Committee considered a joint report of the Remembrancer and the City Surveyor concerning the Aldgate Partnership and its desire to establish a more formal business improvement district (BID).

RESOLVED – That approval be given to:-

1. the considerations set out in Paragraphs 18 – 20 being taken into account in determining whether the City Corporation should be supportive of promoting a BID in a defined area;

2. the City Corporation providing rating information to the Aldgate Partnership to allow it to undertake a viability assessment in relation to the promotion of a formal BID; and
3. it be noted that a further report would be submitted should the Aldgate Partnership wish to pursue developing a formal BID.

11. **SPONSORSHIP OF CENTRE FOR LONDON RESEARCH PROJECT**

The Committee considered a report of the Director of Communications concerning Centre for London's research project, provisionally entitled '*How can London Strengthen its relations with the rest of the UK?*'.

RESOLVED – That approval be given to the city Corporation supporting the Centre for London's research project, provisionally entitled '*How can London strengthen its relations with the rest of the UK?*' at a cost of £25,000, to be met from the 2017/18 Policy Initiatives Fund, categorised under Events and charges to City's Cash.

12. **SPONSORSHIP OF THE CPS MARGARET THATCHER CONFERENCE ON CHINA - JUNE/JULY 2018**

The Committee considered a report of the Director of Communications concerning the 2018 Margaret Thatcher Conference on China.

Members noted that the conference would no longer include the launch of the Centre for Policy Studies China Centre.

RESOLVED – That approval be given to the City Corporation supporting the 2018 Margaret Thatcher Conference on China at a cost of £21,000, to be met from the 2018/19 Policy Initiatives Fund categorised under Events and charged to City's Cash.

13. **SPONSORSHIP TO SUPPORT CHEMISTRY CLUB, CITY**

The Committee considered a report of the Director of Economic Development concerning proposed support for the Chemistry Club City, a series of high profile networking events on cyber and related technologies.

RESOLVED – That approval be given to the City Corporation supporting a series of Chemistry Club City events, at a cost of £40,000 (four events at £10,000), to be met from the 2018/19 Policy Initiatives Fund categorised under *Promoting the City* and charged to City's Cash.

14. **CITY OFFICE IN BRUSSELS - BUDGET IMPLICATIONS FOR 2018/19**

The Committee considered a report of the Director of Economic Development concerning the budget for the City Office Brussels in 2018/19 to implement the revised operational arrangements approved by this Committee and the Court of Common Council earlier this year.

In answer to a question on how the effectiveness of the new arrangements would be measured, the Director advised that in terms of performance he would be acting on the advice of the consultants and in accordance with the Corporate Plan. A review of how the office was working would also be undertaken as the UK approached Brexit.

RESOLVED – That approval be given to the Economic Development Office budget being increased by £571,500 in enable the revised arrangements for the City Office in Brussels to be implemented.

**15. REVENUE AND CAPITAL BUDGETS 2018/19**

The Committee considered a joint report of the Town Clerk, Chamberlain and the Remembrancer concerning the 2018/19 revenue and capital budgets.

The Chamberlain was heard in support of the report. The Chairman referred to the joint meeting of the Resource Allocation and Efficiency and Performance Sub-Committees with Chairmen being held in January and advised that arrangements were being made for Chairmen to be briefed on the financial forecast prior to that meeting. The Chairman of Finance Committee pointed out that whilst a 2% savings target had been approved for 2018/19 it was also intended that departments would be able to bid from funding set aside to reduce the impact on frontline services.

RESOLVED – that:-

1. the latest revenue budget for 2017/18 be noted;
2. the provisional 2018/19 revenue budget be approved and submitted to the Finance Committee;
3. the Chamberlain be authorised to revise these budgets to allow for further implications arising from the Service Based Reviews and other corporate efficiency projects; and
4. the draft capital and supplementary revenue budget be noted.

**16. VISIT TO TEL AVIV - UPDATE**

The Committee considered a report of the Director of Economic Development concerning the outcome of a recent visit to Tel Aviv, Israel in support of the City Corporation's cyber security strategy.

The Director was heard in support of the report and updated the Committee on further work which would be undertaken on cyber security. He advised that amongst other things this would include looking at innovation and what more could be done to encourage companies, particularly start-ups, to locate in the UK.

RESOLVED – That the report be noted.



17. **CITY LIGHTING STRATEGY: DRAFT STRATEGY CONSULTATION**

The Committee considered a report of the Director of the Built Environment on the City Lighting Strategy.

In answer to questions on whether the strategy would cover areas such as the highwalks in the Barbican and that there was no mention of energy savings, the Committee was advised that the strategy would cover all street lighting in the City and that a separate paper was being prepared which covered energy savings.

RESOLVED – that the report be noted.

18. **DRAFT DEPARTMENTAL BUSINESS PLANS 2018/19 - TOWN CLERK'S CORPORATE AND MEMBER SERVICES; ECONOMIC DEVELOPMENT OFFICE; REMEMBRANCER'S OFFICE**

The Committee considered a joint report of the Town Clerk and the Remembrancer relating to their departmental business plans.

RESOLVED – the draft high-level business plans for 2018/19 for the Town Clerk's Department (Corporate and Member Services), Economic Development Office and the Remembrancer's Office be noted.

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

The Committee considered a statement of the Chamberlain on the use of the Policy Initiatives Fund (PIF) and Committee Contingency for 2017/18.

RESOLVED – That the statement be noted.

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

There were no questions.

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

The following item of urgent business was considered:-

**City Wayfinding Signage Review**

The Committee considered a report of the Director of the Built Environment concerning the City Wayfinding Review, together with a resolution from the Streets and Walkways Sub-Committee on 24 November 2017.

Members were advised that following discussions between the Director of the Built Environment and the Director of Communications a further paper on the provision of signage with the aim of maintaining an element of the City's uniqueness would be prepared for consideration by the Public Relations and Economic Development Sub-Committee.

RESOLVED – That it be noted that a further report on the City's Wayfinding Signage would be considered by the Public Relations and Economic Development Sub-Committee.

22. **EXCLUSION OF THE PUBLIC**

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

<b>Item Nos.</b>	<b>Paragraph(s) in Schedule 12A</b>
14 - 21	3

**Part 2 – Non-Public Agenda**

23. **NON-PUBLIC MINUTES**

23a. The non-public minutes of the meeting held on 16 November 2017 were approved.

23b. The non-public minutes of the Projects Sub-Committee meeting held on 8 November 2017 were noted.

23c. The non-public minutes of the Resource Allocation Sub-Committee meeting held on 19 October 2017 were noted.

24. **HOUSING DELIVERY PROGRAMME PROGRESS REPORT - NON-PUBLIC APPENDIX**

The Committee noted the non-public appendix to item no.8.

25. **REPORT ON ACTION TAKEN BETWEEN MEETINGS**

The Committee considered a report of the Town Clerk reporting action taken since its last meeting.

RESOLVED – That it be noted that since the last meeting approval had been given to the City of London Corporation becoming a signatory to HM Treasury's Women in Finance Charter.

26. **THE COMMONWEALTH BUSINESS FORUM 2018**

The Committee considered and agreed a joint report of the Director of Economic Development and the Remembrancer concerning the Commonwealth Business Summit to be held in April 2018.

27. **PROJECT FUNDING UPDATE**

The Committee considered a report of the Chamberlain concerning the provision of funding to enable three projects to proceed as follows:-

- Electronic Social Care System
- Hampstead Heath – East Heath Car Park resurfacing

- Lord Mayor's State Coach refurbishment

It was noted that the projects had been considered and supported by the Resource Allocation Sub-Committee.

28. **GATEWAY 3 - CITY OF LONDON FREEMEN'S SCHOOL 2016 MASTERPLAN**

The Committee considered and agreed a joint gateway 3 report (outline options appraisal) of the Headmaster of the City of London Freeman's School and the City Surveyor concerning the progression of the School's 2016 Master Plan.

29. **GATEWAY 3/4 - POLICE ACCOMMODATION STRATEGY: P3E – LONDON WALL CAR PARK**

The Committee considered a joint gateway 3/4 report (RIBA stage 3- updated developed design) of the City Surveyor, the Commissioner of the City of London Police and the Chamberlain concerning the use of London Wall Car park as part of the Police Accommodation Strategy.

The Committee supported a recommendation of its Resource Allocation Sub-Committee for the report be deferred for further consideration.

30. **GATEWAY 3/5 - POLICE ACCOMMODATION STRATEGY: ENABLING WORKS**

The Committee considered and agreed joint combined gateway report of the City Surveyor, the Commissioner of the City of London Police and the Chamberlain concerning enabling works required as part of the Police Accommodation Strategy.

31. **GATEWAY 4C - CENTRAL CRIMINAL COURT PLANT REPLACEMENT: PHASE 3**

The Committee considered and agreed a gateway 4c report (detailed design works) of the City Surveyor concerning the Central Criminal Court plant replacement project.

32. **GATEWAY 6 ISSUES REPORT - POLICE ACCOMMODATION STRATEGY: DECANT - COLP DECANT LOGISTICS / MOVE PARTNER**

The Committee considered and agreed a report of the Commissioner of the City of London Police (CoLP) concerning the progress of the decanting arrangements required as part of the Police Accommodation Strategy.

33. **REVIEW OF COMPLETED INVEST TO SAVE/INCOME GENERATING PROJECTS**

The Committee considered and agreed a joint report of the Town Clerk and Chamberlain on the outcome of a review of the completed invest to save/incoming generating projects gateway 4c report (detailed design works) of the City Surveyor concerning the Central Criminal Court plant replacement project.

34. **GATEWAY 3/4 - SECURITY PROGRAMME**

The Committee considered and agreed a progress report of the City Surveyor on the Security Programme.

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

There were no questions.

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

There were no urgent items.

**The meeting ended at 3.10pm.**

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Chairman

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

## RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Thursday, 14 December 2017

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources) Committee held at Committee Room - 2nd Floor West Wing, Guildhall on Thursday, 14 December 2017 at 12.00 pm

### Present

#### Members:

Deputy Catherine McGuinness (Chairman)  
Jeremy Mayhew (Deputy Chairman)  
Sir Mark Boleat  
Deputy Jamie Ingham Clark  
Deputy the Revd Stephen Haines  
Deputy Edward Lord  
Sir Michael Snyder  
Deputy John Tomlinson

#### Officers:

Peter Kane	-	Chamberlain
Caroline Al-Beyerty	-	Deputy Chamberlain
Paul Wilkinson	-	City Surveyor
Carolyn Dwyer	-	Director of the Built Environment
Bob Roberts	-	Director of Communications
Simon Murrells	-	Assistant Town Clerk
Peter Lisle	-	Assistant Town Clerk
Simon Rilot	-	City Surveyor's Office
Martin O'Regan	-	City of London Police
Angela Roach	-	Town Clerks

#### 1. APOLOGIES

Apologies were received from Henry Colthurst, Simon Duckworth, Christopher Hayward, Hugh Morris and Giles Shilson.

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

There were no declarations.

#### 3. MINUTES

The minutes of the meeting held on 19 October 2017 were approved.

## **Matters Arising – Bank Junction Improvements**

Reference was made to the impact of the restrictions at Bank Junction. Discussion ensued on the number of drivers in breach of those restrictions, whether signage could be improved and the income being raised as a consequence of breaches.

### **4. REVIEW OF FUNDING TO THE GUILDHALL SCHOOL TRUST AND THE GUILDHALL SCHOOL OF MUSIC & DRAMA FOR SCHOLARSHIPS**

The Sub-Committee considered a joint report of the Director of Community and Children's Services and the Chamberlain concerning the City Corporation's annual payment to the Guildhall School of Music and Drama which was used to fund scholarships.

RESOLVED – That:-

1. the City Corporation continues its £30,000 payment to the School to fund scholarships for the 2017/18, 2018/19 and 2019/20 financial years subject to the School reporting back annually to the Education Board on the numbers of scholarships awarded and the impact of the grant; and
2. the payment be reviewed again after the further three years' funding in the context of the City Corporation's education priorities at the time.

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

There were no questions.

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

There were no urgent items.

### **7. EXCLUSION OF THE PUBLIC**

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

**Item Nos.**

**Paragraph(s) in Schedule 12A**

8 - 13

3

## **Part 2 – Non-Public Agenda**

### **8. NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 19 October 2017 were approved.

**9. PROJECT FUNDING UPDATE**

The Sub-Committee considered and agreed a report of the Chamberlain concerning the provision of funding to enable three projects to proceed as follows:-

- Electronic Social Care System (top-up funding)
- Hampstead Heath – East Heath Car Park resurfacing
- Lord Mayor’s State Coach refurbishment (top-up funding)

**10. GATEWAY 3 OUTLINE OPTIONS APPRAISAL - CITY OF LONDON FREEMEN'S SCHOOL - 2016 MASTERPLAN PROGRAMME & PROGRESS**

The Sub-Committee considered and agreed a joint gateway 3 report (outline options appraisal) of the Headmaster of the City of London Freeman’s School and the City Surveyor concerning the progression of the School’s 2016 Masterplan.

**11. GATEWAY 3/4 UPDATE DEVELOPED DESIGN - POLICE ACCOMMODATION STRATEGY P3E: LONDON WALL CAR PARK**

The Sub-Committee deferred consideration of this report pending the provision of further information.

**12. GATEWAY 3/5 - POLICE ACCOMMODATION STRATEGY: ENABLING WORKS**

The Sub-Committee considered and agreed a joint combined gateway report of the City Surveyor, the Commissioner of the City of London Police and the Chamberlain concerning enabling works required as part of the Police Accommodation Strategy.

**13. GATEWAY 6 ISSUES - POLICE ACCOMMODATION STRATEGY: DECANT - CITY OF LONDON POLICE DECANT LOGISTICS / MOVE PARTNER**

The Sub-Committee considered and agreed a report of the Commissioner of the City of London Police concerning the progress of the decanting arrangements required as part of the Police Accommodation Strategy.

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

**Chairmen’s Briefing on the Medium Term Financial Plan**

A Member questioned whether a further meeting would be arranged to provide Chairmen with some context on the Medium Term Financial Plan prior to its consideration in January, as suggested at the recent informal meeting of Chairmen. Following discussion, it was agreed that a short presentation on the current position should take place.

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 time 12.35pm**

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Chairman

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



## PUBLIC RELATIONS AND ECONOMIC DEVELOPMENT SUB (POLICY & RESOURCES) COMMITTEE

Thursday, 14 December 2017

**Minutes of the meeting of the Public Relations and Economic Development Sub (Policy & Resources) Committee held at the Guildhall EC2 at 3.15 pm**

### **Present**

#### **Members:**

Deputy Catherine McGuinness (Chairman)	Deputy Edward Lord
Sir Mark Boleat (Deputy Chairman)	Andrew Mayer
Simon Duckworth	Jeremy Mayhew
Hugh Morris	The Lord Mountevans
Deputy Keith Bottomley	Deputy Tom Sleigh
Anne Fairweather	Alderman Sir David Wootton

#### **In Attendance:**

Alderman Peter Estlin

#### **Officers:**

John Barradell	-	Town Clerk and Chief Executive
Bob Roberts	-	Director of Communications
Paul Double	-	City Remembrancer
Simon Murrells	-	Assistant Town Clerk
Damian Nussbaum	-	Director of Economic Development
Simon Latham	-	Town Clerk's Department
Eugenie de Naurois	-	Town Clerk's Department
Peter Cannon	-	Town Clerk's Department
Nigel Lefton	-	Remembrancer's Office
Carolyn Dwyer	-	Department of Built Environment
Peter Lisle	-	Town Clerk's Department
Emma Sawers	-	Town Clerk's Department

#### **1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from James Tumbridge.

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

There were no declarations of interest.

#### **3. MINUTES**

**RESOLVED** – That the public minutes and summary of the meeting held on 19 October 2017 be approved as a correct record.

#### **4. ECONOMIC DEVELOPMENT UPDATE**

The Director of Economic Development updated the Sub-Committee on the work of the Economic Development Office. He referenced that the last month had been particularly busy with key highlights including:

- The Policy Chairman visiting China twice in three weeks, the second time as part of a delegation with the Chancellor of the Exchequer.
- The Memorandum of Understanding has been signed between Tokyo and London and the subsequent work is being led by TheCityUK.
- Engagement is being undertaken with Ireland and Switzerland in the lead up to Brexit.
- The 10<sup>th</sup> anniversary of the Total Tax report has been an opportunity to communicate the contribution that the financial and related professional services sector makes to the UK economy.
- Further investigation of the work that can be done in cyber is being carried out in partnership with The Chemistry Club, which brings together different parts of the industry.
- Regarding social mobility, there have been a series of workshops, regarding raising potential and best practice.

The Chairman commended the work of the Economic Development Office, which is often unseen and Members asked for a Public Relations and Economic Development Sub Committee Away Day to find out more about the work of the Economic Development Office as well as the Communications Department.

## 5. **POLITICAL AND PARLIAMENTARY UPDATE**

The Director of Communications updated Members on Brexit developments and that measures that the City Corporation has been lobbying for are in the Phase 1 agreement. There was speculation on whether the negotiations were now going to get harder as everyone is starting to suffer from Brexit fatigue.

The Director updated Members that the City Corporation messaging on the 3 T's (transition, trade and talent) were to be continued, however there would now be an emphasis on trade.

A Member then raised the issue of how British representation will come off EU regulatory committees and then there were comments on how the UK being a "rule-taker" puts the City in a difficult position.

The Policy Chairman reminded Members of how we are trying to raise our voices on these matters by boosting representation in Brussels and focusing a lot on regulatory coherence. She also commended the Director of Communications on the positive press coverage.

The Remembrancer then made a few points on the EU Withdrawal Bill where he referred to two MPs who had supported and pushed through 5 of the City of London Corporation's 8 amendments to the Bill.

## 6. **ENHANCING SPORT ENGAGEMENT**

The Sub-Committee received a report of the Town Clerk asking Members to consider proposals by an independent consultant on supporting upcoming major sport competitions.

Some Members felt that the City Corporation should take a proportionate and strategic approach to support sport, and to focus on access to sport for people with disabilities. It was also noted that there were significant sports already happening on our own open spaces which should be taken on board, and more generally plugging into what the City Corporation is already doing.

Other Members were minded to disagree with the argument that as the City Corporation were on the verge of spending £1bn on the Culture Mile, it should be prepared to spend £0.5m on sport. There was a feeling amongst some Members that stopping this now could be interpreted externally as a lack of interest or empathy.

**RESOLVED**, that:

- 1) The City Corporation adopt a more pro-active and strategic approach to sport engagement in recognition of the organisational and stakeholder benefits;
- 2) Further work should be undertaken and reported back next year on the process for supporting this new enhanced approach in relation to the following aspects:
  - a) Sport Engagement Assessment Matrix
  - b) 2018/19 Engagement
  - c) Resourcing and Staffing Implications
  - d) Committee Approval Process.

## 7. **MESSAGING FOR LONDON**

Members considered a report of the Director of Communications on a debrief of the research project developing key messaging for London.

The Sub Committee were reminded that Policy and Resources Committee had previously committed £50,000 to support this project carried out alongside the Greater London Authority (GLA) and London & Partners. The Director of Communications told Members that this paper is a result of over 4,000 interviews and there were some interesting findings, which can be read in detail in the report.

Members were generally positive on the report and enquired into what the GLA and London & Partners conclusions were and if the City Corporation was consistent in its interpretations. The Director of Communications updated Members that the two bodies had been enthusiastic and the next step for the City Corporation was to crystallise and make the messaging and language succinct.

**RESOLVED**, that:

- The Policy and Resources Committee are recommended to approve that the City Corporation uses the strongest messages found by the research in all our communications.

8. **LORD MAYOR'S SHOW 2018**

The Sub Committee considered a report of the Director of Communications on support for the Lord Mayor's Show Ltd.

There was clarification that the Pageantmaster of the Lord Mayor's Show Ltd was aware of these proposals.

**RESOLVED**, that officers and departments:

- examine if they can give greater support of the Lord Mayor's Show Ltd (LMS);
- investigate other more diverse and interesting means to increase public engagement with the LMS;
- look at generating potential activity which utilises the opportunities in the wider City during the day of LMS, from river procession right through to fireworks;
- draw on the full range of our strategic relationships and partnerships to reinforce the relevance of the LMS as a metaphor for the role of the City itself.

9. **6 MONTH MEDIA ACTIVITY**

The Sub Committee received a report of the Director of Communications on a six-month media update.

**RESOLVED**, that:

- The report be noted.

10. **FUTURE EU/UK TRADING RELATIONSHIP IN FINANCIAL SERVICES**

The Sub Committee considered a report of the Director of Economic Development on the policy stance of the future EU/UK trading relationship in financial services.

Members were broadly in favour of the report and happy to accept the policy stance. There was some discussion on whether the stance should also include the exclusion of the European Court of Justice (ECJ).

The Policy Chairman reminded Members that the messaging is aligned with the financial and professional services sector.

**RESOLVED**, that:

- The content of the report be noted
- The policy stance and engagement strategy be approved.

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

There were no questions.

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

The following items of urgent business were raised –

Gateway 3 /4 Detailed Options Appraisal – City Wayfinding Signage Review

Following a resolution from the Projects Sub Committee, the Public Relations and Economic Development Sub Committee were asked to review any branding implications for the City.

The Director of Communications updated the Sub Committee that in his view more work needed to be done on branding and suggested a report come back to the Sub Committee in the New Year.

Branding Strategy

A Member enquired into what the branding strategy was for the organisation and whether there were any plans for digital signage in the City.

The Director of Communications updated Members that the branding strategy and use of logo remains the same and that there were branding guidelines on the website.

13. **EXCLUSION OF THE PUBLIC**

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

<b>Item</b>	<b>Paragraph</b>
14-18	3

14. **NON-PUBLIC MINUTES**

The non-public minutes and summary of the meeting held on 19 October 2017 were considered.

**RESOLVED**, that:

- The non-public minutes of the meeting held on 19 October 2017 be approved as a correct record.

15. **FUTURE EU/UK TRADING RELATIONSHIP IN FINANCIAL SERVICES - APPENDIX**

The Sub Committee received an appendix to a public report outlining the engagement programme relating to the EU/UK Market Access Proposal.

**RESOLVED**, that:

- The report be noted.

16. **EUROPE UPDATE**

The Sub Committee received a verbal update from the Special Representative for the City to the EU in respect of his reflections and activity in recent weeks.

17. **NON-PUBLIC POLITICAL AND PARLIAMENTARY ACTIVITY**

18. **NON-PUBLIC ECONOMIC DEVELOPMENT UPDATE**

19. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

There were no questions.

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

There were no items of urgent business.

**The meeting closed at 4.30 pm**

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Chairman

**Contact Officer: Emma Sawers**  
**emma.sawers@cityoflondon.gov.uk**

## PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Monday, 11 December 2017

**Minutes of the meeting of the Projects Sub (Policy and Resources) Committee held at the Guildhall EC2 at 10.00 am**

### **Present**

#### **Members:**

Sir Michael Snyder (Chairman)  
Nicholas Bensted-Smith  
Deputy Keith Bottomley  
Marianne Fredericks

Christopher Hayward  
Deputy Jamie Ingham Clark  
Deputy Catherine McGuinness  
James Tumbridge

#### **Officers:**

Peter Lisley	-	Town Clerk's Department
Alistair MacLellan	-	Town Clerk's Department
Rohit Paul	-	Town Clerk's Department
Sarah Baker	-	Town Clerk's Department
David Jones	-	Town Clerk's Department
Jennifer Ogunleye	-	Town Clerk's Department
Caroline Al-Beyerty	-	Chamberlain's Department
Adrian Moody	-	Chamberlain's Department
Philip Mirabelli	-	Comptroller & City Solicitor's Department
Paul Wilkinson	-	City Surveyor
Mark Lowman	-	City Surveyor's Department
Simon Rilot	-	City Surveyor's Department
Carolyn Dwyer	-	Director of Built Environment
Simon Glynn	-	Department of the Built Environment
Steve Presland	-	Department of the Built Environment
Iain Simmons	-	Department of the Built Environment
David Clark	-	City of London Police
David Drane	-	City of London Police
Pauline Weaver	-	City of London Police
Colin Buttery	-	Director of Open Spaces
Chris Earlie	-	Open Spaces Department
Jonathon Poyner	-	Barbican Centre
Roland Martin	-	Headmaster, City of London Freemen's School

#### **1. APOLOGIES**

Apologies were received from Hugh Morris, Sir Mark Boleat, Karina Dostalova and Deputy John Tomlinson.

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

Deputy Jamie Ingham Clark declared a non-pecuniary interest in item 14 (St Lawrence Jewry Church) in his capacity as Churchwarden for St Lawrence Jewry Church.

3. **MINUTES**

**RESOLVED** – That the public minutes and summary of the meeting held on 8 November 2017 be approved as an accurate record.

4. **GATEWAY APPROVAL PROCESS**

**RESOLVED** – That the Gateway Approval Process be noted.

5. **GATEWAY 3/4 DETAILED OPTIONS APPRAISAL - CITY WAYFINDING SIGNAGE REVIEW**

Members considered a report of the Director of the Built Environment regarding a Gateway 3/4 Detailed Options Appraisal – City Wayfinding Signage Review and the following points were made.

- The Chairman noted that the proposals meant that current City branded signage – which had been installed at significant cost circa-2006 - would be replaced by signage that was already common across areas of Greater London. He was concerned therefore that it would no longer be clear to the public using such signage that they were within the City, which had been one of the original drivers of the City-branded signage. The Chairman of Policy and Resources Committee echoed the Chairman's concerns.
- In response to a question, the Director of the Built Environment confirmed that the intention was to install updated signage across all existing sites that had current signage, subject to a review of whether those sites remained appropriate.
- Members requested that more detail on proposed costs – including maintenance costs – be provided.
- The Director of Built Environment noted that Legible London signage was already in the City, such as outside London Underground stations.
- Members nevertheless expressed concern that the project was gaining momentum before any branding implications for the City had been given due consideration. They requested that the Town Clerk refer the report to the Public Relations and Economic Development Sub-Committee and the Policy and Resources Committee for comment, and for the recommendations within the report to be considered by the Town Clerk under delegated authority once those implications had been given due consideration.



**RESOLVED**, that Members:

- Refer the report to the Public Relations and Economic Development Sub-Committee and the Policy and Resources Committee for comment and decision on any branding implications for the City.
- Delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to approve the report once those implications had been given due consideration.

6. **GATEWAY 3/4 OPTIONS APPRAISAL (PUBLIC REALM ENHANCEMENT PHASE 2) AND GATEWAY 5 AUTHORITY TO START WORK (S278 WORKS PHASE 1) - 100 MINORIES AREA ENHANCEMENTS**

Members considered a Gateway 5 (S278 Works Phase 1) and Gateway 3/4 (Public Realm Enhancement Works Phase 2) report of the Director of the Built Environment.

**RESOLVED**, that Members

- Give authority to start work on Phase 1 (S278 works) at a total estimated implementation cost of £453,229;
- Approve the design for Phase 2 (Option 2) to progress to Gateway 5 at a total estimated cost of £67,695 to be funded from TfL Local Implementation plan 2017/18;
- Provide officers with the authority to undertake all the necessary processes to implement the proposed traffic changes and legal agreements associated with the project.

7. **GATEWAY 5 AUTHORITY TO START WORK - LIVERPOOL STREET & MOORGATE CROSSRAIL TICKET HALLS: HIGHWAY REINSTATEMENT**

Members considered a Gateway 5 Report of the Director of the Built Environment regarding Liverpool Street & Moorgate Crossrail Ticket Halls Highway Reinstatement.

**RESOLVED**, that Members,

- Note that officers will be entering into a legal agreement with CRL for them to cover the staff, fees and works costs expended by the City in constructing the reinstatement works around the Liverpool Street and Moorgate ticket halls, as agreed by Members in June/July 2017;
- Approve the implementation of the highway works with at an estimated total cost of £2.4m at Liverpool Street and £2.3m at Moorgate, subject to the final detailed costings being approved under delegated authority by the Director of the Department of the Built Environment in conjunction with the Town Clerk and Chairman and Deputy Chairman of the Streets and Walkways and Projects Sub-Committees;

- Delegate authority for any adjustments between elements of the budgets to the Director of the Built Environment in conjunction with the Chamberlain's Head of Finance provided the total approved budget of is not exceeded. This includes access to an agreed Crossrail-funded contingency sum;
- Authorise Officers to seek relevant regulatory and statutory consents, orders and approvals as may be required to progress and implement the scheme (e.g. traffic orders);
- Note that whilst the areas immediately surrounding the new Crossrail ticket halls will be completed by December 2018, the full reinstatement projects are unlikely to be completed until 2022.

**8. GATEWAY 6 PROGRESS REPORT - CITY WIDE PEDESTRIAN MODEL**

Members considered a Gateway 6 Report of the Director of the Built Environment regarding a City Wide Pedestrian Model.

**RESOLVED**, that Members

- note that both the Planning and Transportation and Resource Allocation Committees have approved the allocation of £60,000 of TfL funding for further development of the pedestrian model;
- In accordance with this approval, Members authorise officers to extend the project budget by £55,000 in order to procure WiFi data from Telefonica, and to commission Space Syntax to use this data to update their model in the Eastern City Cluster area. This will be entirely funded by TfL; and
- note that the procurement route will require sole source waivers in order to procure services directly from Space Syntax Ltd and Telefonica.

**9. GATEWAY 6 PROGRESS REPORT - BANK ON SAFETY: UPDATE ON MONITORING**

Members considered a Gateway 6 Report of the Director of the Built Environment regarding an update on monitoring of Bank on Safety and the following points were made.

- In response to concerns expressed by the Chairman that by moving traffic away from Bank, air quality issues were being displaced to other parts of the City, officers noted that the areas around Bank would be subject to air quality monitoring.
- In response to a query from a Member on whether the Sub-Committee could be updated on progress prior to Summer 2018, officers agreed to submit those update reports scheduled for early 2018 for the Streets and Walkways Sub Committee to the Projects Sub Committee as well.

**RESOLVED**, that the report be noted.

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

There were no questions.

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

There were no items of urgent business.

12. **EXCLUSION OF THE PUBLIC**

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

13. **NON-PUBLIC MINUTES**

**RESOLVED**, that the non-public minutes of the meeting held on 8 November 2017 be approved as a correct record.

14. **GATEWAY 1/2 PROJECT PROPOSAL - DIGITAL INTERVIEW RECORDING SOLUTION**

Members considered a Gateway 1/2 Project Proposal report of the Commissioner of City Police regarding a Digital Interview Recording Solution.

15. **GATEWAY 2 PROJECT PROPOSAL - CITY'S ESTATE, CREECHURCH HOUSE, 17 BEVIS MARKS, 37-45 CREECHURCH LANE AND 28-30 HOUNDSDITCH, LONDON EC3**

Members considered a Gateway 2 Report of the City Surveyor regarding City's Estate, Creechchurch House, 17 Bevis Marks, 37-45 Creechurch Lane and 28-30 Houndsditch, London EC3.

16. **GATEWAY 3 OUTLINE OPTIONS APPRAISAL - CITY OF LONDON FREEMEN'S SCHOOL - 2016 MASTERPLAN PROGRAMME & PROGRESS**

Members considered a Gateway 3 joint Report of the Headmaster and City Surveyor regarding City of London Freemen's School – 2016 Masterplan Programme and Progress.

17. **GATEWAY 3 OUTLINE OPTIONS APPRAISAL - THE MONUMENT VISITOR CENTRE**

Members considered a Gateway 3 Report of the Director of Open Spaces regarding the Monument Visitor Centre.

18. **GATEWAY 3/4 ISSUES REPORT - ST LAWRENCE JEWRY CHURCH**

Members considered a Gateway 3/4 Report of the City Surveyor regarding St Lawrence Jewry Church.

19. **GATEWAY 3/4 UPDATE DEVELOPED DESIGN - POLICE ACCOMMODATION STRATEGY P3E - LONDON WALL CAR PARK**

Members considered a Gateway 3/4 joint Report of the City Surveyor, Chamberlain and Commissioner of City Police regarding the Police Accommodation Strategy P3E – London Wall Car Park.

20. **GATEWAY 3/5 AUTHORITY TO START WORK - POLICE ACCOMMODATION STRATEGY: ENABLING WORKS**  
Members considered a joint Gateway 3/5 Report of the City Surveyor, Chamberlain and Commissioner of City Police regarding the Police Accommodation Strategy: Enabling Works.
21. **GATEWAY 4C - CENTRAL CRIMINAL COURT PLANT REPLACEMENT PHASE 3 - FEES TO GATEWAY 5**  
Members considered a Gateway 4c Report of the City Surveyor regarding Central Criminal Court Plant Replacement: Phase 3.
22. **GATEWAY 4C DETAILED DESIGN - CITY OF LONDON FREEMEN'S SCHOOL MAIN HOUSE REFURBISHMENT**  
Members considered a Gateway 4c Report of the City Surveyor regarding the City of London Freeman's School Main House Refurbishment.
23. **GATEWAY 5 AUTHORITY TO START WORK - POULTRY MARKET, MAJOR REPAIRS (INCLUDING ROOFING WORKS, EXTERNAL REPAIRS WITH ASSOCIATED ACCESS, DECORATIONS MECHANICAL AND ELECTRICAL RENEWALS)**  
Members considered a Gateway 4 Report of the City Surveyor regarding Poultry Market Major Repairs (including roofing works, external repairs with associated access, decorations and Mechanical and Electrical renewals).
24. **GATEWAY 6 PROGRESS REPORT - ACTION AND KNOW FRAUD CENTRE -CONTRACT SERVICE BUDGET**  
Members considered a Gateway 6 Report of the Commissioner of Police regarding Action and Know Fraud Centre – Contract Service Budget.
25. **GATEWAY 6 ISSUES REPORT - POLICE ACCOMMODATION STRATEGY: DECANT - COLP DECANT LOGISTICS / MOVE PARTNER**  
Members considered a Gateway 6 Report of the Commissioner of City Police regarding the Police Accommodation Strategy: Decant – City of London Police Decant Logistics/Move Partner.
26. **GATEWAY 7 OUTCOME REPORT - CITY FUND - GROUND FLOOR REFURBISHMENT, 1 ALIE STREET E1**  
Members considered a Gateway 7 Report of the City Surveyor regarding City Fund – Ground Floor Refurbishment, 1 Alie Street, E1.
27. **GATEWAY 7 OUTCOME REPORT - 1-5 LONDON WALL BUILDINGS: PHASE 3 REFURBISHMENT OF COMMON AREAS**  
Members considered a Gateway 7 Report of the City Surveyor regarding 1-5 London Wall Buildings: Phase 3 Refurbishment of Common Areas.
28. **GATEWAY 7 OUTCOME REPORT - 35-37 ALFRED PLACE**  
Members considered a Gateway 7 Report of the City Surveyor regarding 35-37 Alfred Place.

29. **GATEWAY 7 OUTCOME REPORT - GUILDHALL HOUSE, 85 GRESHAM STREET, LONDON**  
Members considered a Gateway 7 Report of the City Surveyor regarding Guildhall House, 85 Gresham Street, London EC.
30. **BARBICAN CAMPUS PROGRAMME: AMBER AND RED PROJECTS**  
Members considered a report of the Director of Operations and Buildings (Barbican Centre) regarding the Barbican Campus Programme: Amber and Red Projects.
31. **BUILDINGS PROGRAMME (INCLUDING HOUSING PROJECTS) - RED, AMBER AND GREEN PROJECTS**  
Members considered a report of the City Surveyor regarding the Buildings Programme (including Housing) Red, Amber and Green projects.
32. **INFORMATION TECHNOLOGY PROGRAMME - RED AND AMBER PROJECTS**  
Members considered a report of the Chamberlain regarding the Information Technology Programme – Red and Amber projects.
33. **CITY OF LONDON POLICE PROGRAMME - RED AND AMBER PROJECTS**  
Members considered a report of the Commissioner of Police regarding the City of London Police Programme – Red and Amber projects.
34. **ACTION TAKEN BY THE TOWN CLERK UNDER DELEGATED AUTHORITY OR URGENCY PROCEDURES**  
Members considered a report of the Town Clerk on action taken since the last meeting under delegated authority and urgency procedure.
35. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no questions.
36. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**  
There were no items of urgent business.

**The meeting closed at 11.08 am**

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Chairman

**Contact Officer: Alistair MacLellan / [alistair.maclellan@cityoflondon.gov.uk](mailto:alistair.maclellan@cityoflondon.gov.uk)**

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## COURTS SUB (POLICY AND RESOURCES) COMMITTEE

Friday, 8 December 2017

**Minutes of the meeting of the Courts Sub (Policy and Resources) Committee held at the Guildhall EC2 at 2.15 pm**

### **Present**

#### **Members:**

Deputy Catherine McGuinness (Chairman)  
Sheriff and Alderman Timothy Hailes  
Michael Hudson  
Deputy Edward Lord  
Sheriff Neil Rockcliffe  
James de Sausmarez  
John Scott

#### **Officers:**

Julie Mayer	- Town Clerk's
Paul Double	- Remembrancer
Nigel Lefton	- Remembrancer's Department
Jessica Lees	- City Surveyor's Department
Richard Chamberlain	- City Surveyor's Department
Adam Rout	- Mansion House

#### **1. APOLOGIES**

Apologies for absence were received from Nicholas Bensted-Smith, Recorder Nicholas Hilliard and Alderman Alison Gowman.

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

John Scott and Edward Lord declared non-pecuniary interests, stating that they served as JPs in the City's Courts. Alderman and Sheriff Tim Hailes is also a JP but currently not sitting.

#### **3. MINUTES**

The Sub-Committee considered the public minutes of the last meeting, held on 12 June 2017.

#### **Matters arising**

A revised business plan was presented at item 4 on the agenda.

**RESOLVED** – That the minutes be approved.

#### **4. DEPARTMENTAL BUSINESS PLAN: CENTRAL CRIMINAL COURT**

The Sub-Committee considered a report of the Secondary of London which sought approval of the Business Plans for 2017-18 for the Central Criminal Court, with amendments since the last meeting on 12 June 2017. Members

noted that the plans would be consolidated and presented to the relevant Committees, in accordance with City of London Corporation procedure.

The Chairman asked for a work plan for the sub-committee, including items due to come on stream in future and the other committees which might also receive the reports. Members noted that the plan would include key reports, such as the draft budgets for 2018/19, and ensure that decisions were taken by the appropriate committees/sub committees. Members agreed that this approach would provide more focus on the role of the Courts Sub Committee.

**RESOLVED** – That the report be received and the revised high-level business plan for the Central Criminal Court be noted.

5. **MAGISTRATES COURT UPDATE**

The Sub-Committee received a report of the City Surveyor which updated Members on the Programme of Works on the City of London Magistrates' Court. Members noted that this report had also been presented to the Magistracy Sub Committee earlier this week.

Members noted the following headlines in respect of: the Additional Works Programme (AWP) for 2016/17; the Cyclical Works Programme (CWP) for 2017/18; basement water ingress; exterior refurbishment programme (capital project); Additional HMCT works; feasibility into use of Magistrates' Court and Funding.

During the discussion and questions, the following points were noted:

- In respect of the new court in Castle Baynard Ward, which was now in the public domain, the Remembrancer advised that a feasibility study was being undertaken by the City Surveyor, Town Clerk and others, and the findings would be reported on at the relevant Committee(s), including the Courts Sub Committee. Members noted that the estimated timeline for completion would be approximately 3 years and, therefore, the interim works set out in his report were necessary.
- Officers reminded Members of the recent closures of the Camberwell and Hammersmith Magistrates' Courts and the resultant increase in cases being heard at the City of London's Magistrate's Court.
- The Head of Operations for Mansion House and the Central Criminal Court agreed to check who was responsible for the Lord Mayor's Plate and the Chief Magistrate's Mace in Court 1.
- The Sheriff explained that the Magistrates' gowns were in poor condition, being 10 years old and, therefore, if this tradition were to be maintained, it would need to be funded the City of London Corporation.
- Members asked if a tour of the Old Bailey could be arranged.

**RESOLVED** – That the report be received.



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

There were no questions.

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

There were no additional, urgent items of business for consideration.

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 involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

<b>Item nos</b>	<b>paragraph</b>
9-12	3

9. **NON- PUBLIC MINUTES**

The Sub-Committee considered the non-public minutes of the last meeting, held on 12 June 2017.

**RESOLVED** – That the minutes be approved.

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

The Sub Committee received a report of the Town Clerk advising Members of action taken under urgency powers by the Town Clerk, in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order No. 41(a), in respect of the Central Criminal Court, Refurbishment of Courts and Associated Jury Rooms.

**RESOLVED** – That the report be received.

11. **CENTRAL CRIMINAL COURT – PLANT REPLACEMENT WORKS PHASE 3 - GATEWAY 4C REPORT**

The Sub Committee considered a report of the City Surveyor that sought Members' approval on Central Criminal Court Plant Replacement works.

**RESOLVED** – That the report be received and the recommendations be approved.

12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE AND WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There was one question while the public were excluded.

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

There were no additional, urgent items of business for consideration in the non-public session.

**The meeting closed at 2.55 pm**

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Chairman

**Contact Officer: George Fraser**  
**tel. no.: 020 7332 1174**  
**george.fraser@cityoflondon.gov.uk**

<b>Meeting</b>	<b>Date</b>
Resource Allocation Sub Committee (for information)	18 January 2018
Policy & Resources Committee (for decision) (Court of Common Council)	18 January 2018 (8 March 2018)
<b>Subject</b>	<b>Public</b>
Corporate Plan 2018-23	
<b>Report of</b>	<b>For Decision</b>
The Town Clerk and Chief Executive	
<b>Report Author</b>	
Kate Smith, Head of Corporate Strategy and Performance	

## Summary

This paper presents the refreshed Corporate Plan, 2018-23, following extensive Member and officer consultation, and seeks approval for this version to be submitted to the Court of Common Council for formal endorsement in March 2018.

## Recommendations

That Policy and Resources Committee:

- Approves the refreshed Corporate Plan, 2018-23, shown at **Appendix 1** for presentation to the Court of Common Council for formal endorsement in March 2018;
- Notes that Committees will see further alignment of departmental Business Plans for 2018-19 with the Corporate Plan, 2018-23, through use of the revised two-page, high-level summary Business Plan template shown at **Appendix 2**.
- Notes that from March 2019, and annually thereafter, the Corporate Plan annual review, priorities for the coming year and Budget will be presented in the same document.

## Main Report

### Background

1. The Corporate Plan has been refreshed so that it can be used as a strategic framework to guide our thinking and decision-making over the next five years and help ensure that everything we do takes us closer to achieving our corporate aims.
2. The refresh has been led by the Head of Corporate Strategy and Performance on behalf of the Town Clerk and Chief Executive since September 2016. All Members and officers have had the chance to contribute as the plan has unfolded.

## The refresh process

3. The initial two-page draft was compiled in collaboration with Chief Officers and a small number of senior officers in strategic, policy and business planning roles from across the organisation and set in the context of our ambitions for the next fifteen years, before being extrapolated back to refer specially to 2018-23 and then mapped to business plan activities.
4. All Members were then provided with multiple opportunities to comment on the two-page draft both formally and informally. All Service Committees and Boards of Governors were asked for initial feedback during May, June and July 2017. For all departments except the City of London Police, Guildhall School of Music and Drama (GSMD) and the independent schools, which are currently outside of the corporate business planning framework, this was alongside new two-page, high-level summary departmental Business Plans. This was to highlight the need and opportunity for better alignment between the two and through to service, team and individual performance plans, referred to as the 'golden thread'. Informal opportunities consisted of a series of briefings, for Chairmen and Deputy Chairmen and as part of the all Member Induction and Refresh Programme that followed the Court of Common Council elections in March 2017.
5. This first round of consultation resulted in amendments and the expansion of the draft Plan to five-pages to include the high-level activities that would provide the golden thread to business planning activities. In July 2017, all Members were invited to comment on the new five-page draft before Summit Group, later in the same month, gave approval to 'freeze' this draft for wider consultation. The 'frozen' draft was shared with Members pre-recess via the Member Briefing.
6. Officer consultation ran from 6<sup>th</sup> September 2017 until 8<sup>th</sup> November 2017 and consisted of:
  - Two Senior Leaders' Forums;
  - 21 staff feedback sessions, the majority of which were held at non-Guildhall locations;
  - Two meetings with the informal Corporate Strategy Network;
  - An anonymous online survey; and
  - A dedicated email inbox.
7. Feedback received was shared verbally at an informal Members' breakfast briefing early in November 2017. Informal feedback on the draft Plan was also sought from a small number of stakeholders and partners, at the recommendation of Members, and a small number of existing team and cross-departmental meetings, upon request.
8. The six-page version presented herein has been amended accordingly and with a small number of comments made by the Summit and Chief Officers Groups.

## Next steps for the Corporate Plan

9. An update was provided in December's Members' Briefing and Members were asked to notify officers if they would like a further briefing on the purpose, content or use of the Corporate Plan. At the time of drafting this paper, no requests had been made. However, as these offers are sometimes missed it is proposed that an item on the Corporate Plan be included in the Chairman of Policy and Resources' Breakfast Briefing on 7<sup>th</sup> February 2018, so that any queries raised can be addressed before Court is asked to approve the Plan for design and publication.
10. As stated in the draft Plan, during 2018-19, it will be used to develop our strategic priorities, to decide how best to go about delivering them, to focus our efforts towards pursuing them and to find out what effect we are having as a result. Over the five-year term of the plan we will use it to identify where we need to innovate, with whom we can collaborate and how we can align and drive all our activities to achieve the greatest possible impact on the things we feel are important. This does not mean we will scrap existing strategies, but rather, as they come up for renewal we will be better able to check that they fit with the Corporate Plan and then judge them explicitly against it.
11. This will require streamlining of officer governance processes, a different organisational skills profile, behaviour change and the conscious effort of officers at all levels. To support this change, officers are working together to deliver a co-ordinated set of guidance, tools, policies and processes (including project and programme management and medium-term planning) and an engagement programme to help officers and teams across the organisation rise to the challenge. Part of the objective will be to break down silos and instead take a whole organisation approach. Additionally, by setting out what we aim to achieve and how, it is hoped that we will be better able to work with external partners who have complementary agendas and abilities. Partner feedback received to date has been very positive in this regard.

## Implications for Departmental Business Planning and Budget-Setting

12. In November 2017, Policy and Resources Committee endorsed Members' requests for better alignment between Business Planning and the Corporate Plan and for these to be brought in line with budget-setting as soon as possible. As a starting point the Committee asked that all Business Plans currently being drafted for approval demonstrate how they align to the Corporate Plan. Finalised two-page, high-level summary departmental Business Plans presented to Committees for approval during February and March 2018 will refer explicitly to the version of the Corporate Plan shown at **Appendix 1** by use of the amended template shown at **Appendix 2**.
13. In March 2018 the Corporate Plan will be presented to the Court of Common Council alongside the Budget report, bringing consideration of our corporate aims and corporate resources into the same discussion. From March 2019, and annually thereafter, it is recommended that the Corporate Plan annual review, corporate priorities for the coming year and Budget be presented in the same document so that Members can be assured of their full alignment.

## **Appendices**

1. The Corporate Plan, 2018-23 (for approval)
2. The revised two-page, high-level summary Business Plan template

# Our (draft) Corporate Plan for 2018 – 23

## Our vision

The City of London Corporation is the governing body of the Square Mile dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK.

## We aim to...



*By strengthening the connections, capacity and character of the City, London and the UK for the benefit of people who live, learn, work and visit here.*

Everything we do contributes towards the achievement of twelve outcomes:

### Contribute to a flourishing society

1. People are safe and feel safe.
2. People enjoy good health and wellbeing.
3. People have equal opportunities to enrich their lives and those of others and reach their full potential.
4. Communities are cohesive and have suitable housing and facilities.

### Support a thriving economy

5. Businesses are trusted and socially and environmentally responsible.
6. We have the world's best regulatory framework and access to global markets.
7. We are a global hub for innovation and enterprise.
8. We attract and nurture relevant skills and talent.

### Shape outstanding environments

9. Our spaces are secure, resilient and well-maintained.
10. Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment.
11. Our spaces are digitally and physically well-connected and responsive.
12. Our spaces inspire excellence, enterprise, creativity and collaboration.

## Who we are

The Square Mile is the historic centre of London and is home to the 'City' – the financial and commercial heart of the UK. Our reach extends far beyond the Square Mile's boundaries and across private, public and voluntary sector responsibilities. This, along with our independent and non-party political voice and convening power, enables us to promote the interests of people and organisations across London and the UK and play a valued role on the world-stage.

## Our responsibilities

Beyond our statutory duties for the City, London and the UK, we are also responsible for a wide portfolio of work and institutions both inside and outside the Square Mile.

**[Insert infographic(s) to be approved, which show our responsibilities within and beyond the Square Mile and how the City contributes to the UK's public purse]**



## The coming five years

2018-23 is likely to be another period of significant change on a global, national and regional level, bringing with it significant threats as well as opportunities.

Preventing climate change, terrorism and cyber-crime, and countering their effects, will remain high priorities. So too will retaining the UK's competitiveness, in the context of Brexit, increases in the cost of living and reductions in public sector spending.

Disruptive changes, such as the digitisation of our work and personal lives, are likely to bring both threats and opportunities to our residents, workers, visitors, partners and our own organisation.

And, of course, things will happen that we're not expecting but that we will want to respond to positively and constructively.

## Our commitments

To do so, we will need to be relevant, responsible, reliable and radical as an organisation. We will need to think and act strategically and at pace. And we will need to ensure that everyone can share in the benefits we aim to create.

As individuals we will need to be open: to unlocking the full potential of our many assets – our people, heritage, green and urban spaces, funds, data and technology; to trying new things and learning as we go; and to working with our stakeholders and partners who share our aims.

## How we'll use this plan

This plan is designed to be used as a strategic framework to guide our thinking and decision-making and help ensure that everything we do takes us closer to achieving our vision.

It sets out our vision, the aims and outcomes that drive us, our responsibilities, challenges and commitments and the high-level actions we'll take to help our elected Members and staff see where to focus their efforts to achieve sustainable systemic change.

In year one we will use it to develop our strategic priorities, to decide how best to go about delivering them, to allocate resources towards pursuing them and to find out what effect we are having as a result.

Over the five-year term of the plan we will use it to identify where we need to innovate, with whom we can collaborate and how we can align and drive all our activities to achieve the greatest possible impact on the things we feel are important.

# To contribute to a flourishing society

We will...

## 1. People are safe and feel safe

- Prepare our response to natural and man-made threats.
- Tackle terrorism, violent and acquisitive crime, fraud, cyber-crime and anti-social behaviour and facilitate justice.
- Protect consumers and users of buildings, roads and open spaces.
- Safeguard children, young people and adults at risk.
- Educate and reassure people about safety.

## 2. People enjoy good health and wellbeing

- Promote equality in health through outreach to our working, learning and residential communities and better service design and delivery.
- Raise awareness of factors affecting mental and physical health.
- Provide advice and signposting to activities and services.
- Provide inclusive access to facilities for physical activity and recreation.

## 3. People have equal opportunities to enrich their lives and those of others and reach their full potential

- Promote and champion inclusion, diversity and social mobility.
- Provide access to world-class education, heritage, culture and creative learning opportunities to people of all ages, abilities and backgrounds.
- Promote effective transitions and progression through education and fulfilling employment.
- Persuade more employers to open up opportunities to a more diverse talent pool.
- Advocate the removal of institutional barriers and structural inequalities.
- Bring individuals and organisations together to create social value through the giving and receiving of time, skills, knowledge, advice and money.
- Cultivate excellence in academic and sporting achievement and creative and performing arts.

## 4. Communities are cohesive and have suitable housing and facilities

- Facilitate opportunities for communities and sectors to come together and share their experiences, learning and perspectives.
- Reach out to children, young people and adults at risk to provide and facilitate activities that support social wellbeing and cohesion.
- Provide access to suitable workspaces, housing and community facilities.
- Deliver more homes and better meet social housing needs.

## To support a thriving economy

We will...

### 5. Businesses are trusted and socially and environmentally responsible

- Protect, enhance and promote the ease, reliability and cost-effectiveness of doing business here.
- Trial, share and advocate new ways of delivering inclusive and sustainable growth.
- Engage directly with organisations to encourage, influence, advise, support, celebrate and replicate responsible practices.
- Promote green finance and responsible investment initiatives.
- Advocate and facilitate greater levels of giving of time, skills, knowledge, advice and money.

### 6. We have the world's best regulatory framework and access to global markets

- Influence UK and global policy and regulation and international agreements to protect and grow the UK economy.
- Promote and enhance the UK's reputation as a world-leading global centre for commerce, culture, creativity and education.
- Promote regulatory confidence founded on the rule of law.
- Lead nationally and advise internationally on the fight against economic and cyber-crime.
- Attract and retain investment and promote exports of goods and services across multiple global markets.

### 7. We are a global hub for innovation and enterprise

- Champion business growth, diversity and sustainability in new and emerging, small and medium-sized, and large and established enterprises.
- Support organisations in pioneering, preparing for and responding to changes in markets, products and ways of working.
- Strengthen local, regional, national and international relationships to help identify and secure new opportunities for business, collaboration and innovation.
- Promote London and the UK as open to business and enterprise.

### 8. We attract and nurture relevant skills and talent

- Identify future skills needs, shortages and saturations and nurture a relevant and sustainable skills pipeline.
- Create opportunities and promote investment in talent.
- Promote the Square Mile, London and the UK as attractive and accessible places to work and our industries as exciting and accessible career choices.
- Protect and enhance access to global talent.

## To shape outstanding environments

We will...

### 9. Our spaces are secure, resilient and well-maintained

- Build resilience to natural and man-made threats by strengthening, protecting and adapting our infrastructure and our built and natural environments, directly and by influencing others.
- Maintain our buildings, roads and open spaces to high standards.
- Provide and maintain a secure public digital environment.

### 10. Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment.

- Improve air quality.
- Provide a clean urban environment.
- Provide thriving and biodiverse green spaces and urban habitats and champion urban greening.
- Protect and conserve historic green and open spaces for current and future generations.
- Provide environmental stewardship and advocacy, in terms of use of resources, emissions, conservation, greening, biodiversity and enabling access to nature.
- Influence UK and global policy and regulation and international agreements to protect the environment.

### 11. Our spaces are digitally and physically well-connected and responsive

- Champion and facilitate a world-leading digital experience, both within buildings and outdoors.
- Develop and trial smart innovations.
- Advocate ease of access via air, rail, road and river.
- Improve the experience of arriving in and moving through our spaces.
- Promote the animation of buildings, streetscapes and public spaces.
- Adapt our spaces to meet changing needs.

### 12. Our spaces inspire excellence, enterprise, creativity and collaboration

- Create and transform buildings, streets and spaces for people to admire and enjoy.
- Curate a vibrant, attractive and complementary blend of uses of space, designing out crime and anti-social behaviour.
- Protect, curate and promote world-class heritage assets, cultural experiences and events for enrichment, inspiration and learning that is accessible to all.
- Champion a distinctive and high-quality hotel, shopping, food and drink offer and provide excellent spaces for markets to thrive.

**We** [insert mission] *Concise; expressing the department's purpose; reflect rather than repeat standard text from the Corporate Plan Mission*

*Ensure differentiation in the way that outcomes, functions and objectives/deliverables are expressed.*

**The corporate outcomes we aim to impact on are:**

- *Where these are too broad, also state your department's specific area of impact.*

**What we do is:**

[describe the top-level things you do]

- *Refer to relevant themes listed under outcomes in the Corporate Plan. Where these are too broad, state your department's specific role, aligned to the outcomes you've stated.*

**Our budget is:**

[top-level breakdown by function]

**Our top line objectives are:**

- *Include all of the four sub headings*
- *Check for alignment with the stated mission, outcomes and top-level actions.*
- *Include everything we do at service and programme level, i.e. 'business as usual' and improvement work*

**To** [insert list of service deliverables]

- *Link service deliverables for the year to measures (e.g. by numbering or cross-referencing)*

**To** [insert list of department's deliverables within corporate programmes and projects]

- *What is being contributed by the department within corporate programmes and projects*
- *Corporate programmes and projects would include, but not be limited to:*
  - *Accommodation and Ways of Working*
  - *Apprenticeships*
  - *Asset Management*
  - *CRM*
  - *Facilities Management*
  - *Income Generation (Service Based Review cross-cutting review)*
  - *One Safe City*
  - *Operational Property Review*
- *These will generally be discrete pieces of work with set start and finish/completion dates*

**What we'll measure:**

*(What will success look like?)*

[KPI targets – aligned to top line objectives]

- *Need to be SMART*
- *Need to evidence impact on the corporate outcomes rather than the completion of work.*
- *Where relevant include Value for Money measures; benchmarking; external assessments or comparators*
- *Include reference to supporting information (e.g. targets) within detailed plans*

**To** [insert list of department's deliverables within departmental / service programmes and projects]

- *What is being delivered by the department from their departmental programmes and projects*
- *Corporate Departments need also to include what they deliver as general support for projects led elsewhere*

**How we plan to develop our capabilities this year** [list deliverables]

- *Include development related to inputs – e.g. staffing, IT, other resources*

**What we'll measure:**

**What we're planning to do in the future:**

[list horizon scan, analysis, how we'll work differently, collaborations, innovation]

- *Should be mainly new areas – as benefits a 'horizon scan' – what's coming up, not so much continuation.*
- *To cover what is known about emerging risks, issues, opportunities, legislation, IT property, procurement/contract issues, etc.*

*General: Avoid using jargon, or terms that may have a specific "local" meaning or interpretation.  
Avoid excessive use of abbreviations  
If in doubt, ask*

<b>Committee:</b> Policy and Resources	<b>Date:</b> 18 January 2018
<b>Subject:</b> London Councils Grants Scheme	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>
<b>Report Author:</b> Angela Roach, Principal Committee and Members Services Manager	

## Summary

1. The total expenditure to be incurred under the London Councils Grants Scheme (“the Scheme”) and the City of London Corporation’s contribution to it are considered on an annual basis. This Committee is responsible for both approvals.
2. The City Corporation is also responsible for issuing the subscription levies to all the London Local Authorities for their contributions to the Scheme’s budget. This element of the Scheme’s operation can only be approved by the Court of Common Council and that decision cannot be taken before 1 February 2018, the date by which the total expenditure for the Scheme must be agreed by constituent councils. The Court is therefore required to make its decision as levying body early in February as, in accordance with regulations, levies must be issued before 15 February 2018. The Court of Common Council is not due to meet within this period and as has been past practice its decision will be sought under urgency procedures.
3. For 2018/19 London Councils is recommending that the overall level of expenditure under the Scheme is set at £8.668m. The proposed expenditure is made up of £6.668m in contributions from London local authorities (the amount to be levied) (a reduction of £1m on the level of borough contributions of £7.668m of the previous year) and £1m of European Social Fund (ESF) grant. London Councils is also proposing to transfer £1m from London Councils Grants Committee’s (which is responsible for the Scheme) reserves.
4. Subscriptions to the Scheme are calculated on the basis of residential population and for 2018/19 the City Corporation’s contribution will be £7,133, £612 less than last year.

## Recommendations

5. It is recommended that:-
  - approval is given to the total amount of expenditure to be incurred in 2018/19 under the Scheme (£8.668m) and to the City Corporation’s subscription for 2018/19 (£7,133) as set out in Appendices A and B of this report; and

- subject to the Court of Common Council's approval (as levying body for the Scheme), the levy of £6,668,152 (as set out in Appendix B) be agreed. It should be noted that the Court's approval will be sought using the urgency procedures and is subject to at least two-thirds of the constituent councils agreeing the total expenditure to be incurred before 1 February 2018.

## Main Report

### Background

#### City Corporation Subscription and Overall Budget

1. The Scheme operates under section 48 of the Local Government Act 1985 ("the LGA 1985") which requires that at least two-thirds of the constituent councils (i.e. 22 out of 33 of the London local authorities) must approve the total expenditure to be incurred under the Scheme each year.
2. This approval must be given before the **1 February** in the year in which that financial year begins. Where this approval is not given by that date, under the Grants to Voluntary Organisations (Specified Date) Order 1992 made under the LGA 1985, the total expenditure will be deemed to be the same as that approved in the previous year.
3. The Leaders Committee of London Councils is recommending a total expenditure of £8.668m under the Scheme for 2018/19 comprising £8.053m in grants expenditure, £555,000 in administrative expenditure and £60,000 for London Funders Membership Fees. Of the total expenditure, £6.668.152m will be funded from local authority subscriptions (a reduction of £1m on the level of borough contributions of £7.668m of the previous year) and £1m from an ESF grant. A further £1m is proposed to be transferred from London Councils Grants Committee's (which is responsible for the Scheme) uncommitted reserves.
4. Local Authority subscriptions to the Scheme are calculated on the basis of total resident population as a proportion of the resident population of the whole of Greater London.
5. Appendix A to this report sets out details of London Councils' Grants Committee's Income and Expenditure Budget for 2018/19, and Appendix B sets out the subscriptions that each constituent council will be required to make. The City Corporation's subscription for 2018/19 is £7,133 (a decrease of £612 over the preceding year).

#### Equalities Impacts arising from the City Corporation's Subscription

6. Under the Equality Act 2010, the City Corporation must have due regard to:
  - (a) the need to eliminate discrimination (and other prohibited conduct) on the grounds of race, age, disability, gender, sexual orientation, religion or belief, pregnancy, maternity and gender reassignment ('the protected characteristics');



- (b) the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it (including to remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic, to take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it, and to encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low); and
  - (c) the need to foster good relations between persons who share a relevant protected characteristic and those who do not.
7. Having 'due regard' means that a public body must consider the impact of its decisions on protected groups and 'due regard' is regard which is appropriate in all the circumstances.
8. The Assistant Director of Community and Children's Services has considered whether there may be any adverse effects arising from the decision of the City Corporation to contribute to the Scheme as proposed and to agree the overall expenditure to be incurred under the Scheme in 2018/19. The view remains that the City Corporation's funding contribution to the Scheme is proportionally so small that it is unlikely to have any effect on a recipient organisation's ability to continue trading and will not impact upon the City Corporation's funding and support of local services. City Officers continue to work with partner boroughs and London Councils to monitor the impacts of the overall Scheme and to scrutinise its value for money.

### **Levy on the London Local Authorities**

10. The City of London Corporation has been the designated council responsible for issuing the levies to all the constituent councils for their contributions to the Scheme since 1 February 2004. The City Corporation is defined, for these purposes, as a levying body under sections 74 and 117 of the Local Government Finance Act 1988 and the Levying Bodies (General) Regulations 1992.
11. These Regulations require the City Corporation, as levying body, to issue the levies **before the 15 February of each year**. As such, the Court of Common Council is required to approve the annual levy on all the constituent councils (i.e. both the total contributions from them and the apportionment of that total between them) so that contributions can be collected from these local authorities towards the total expenditure on the Scheme.
12. The decision of the Court of Common Council as levying body cannot be taken until such time as the total expenditure under the Scheme is agreed i.e. the decision cannot be taken before 1 February. The Court is therefore required to take its decision as levying body between 1 and 15 February to enable the levies to be issued before 15 February (for the reasons noted at paragraph 10

above). As the Court of Common Council is not due to meet within that period, the decision to issue the levy will therefore be sought under the urgency procedures.

**Appendices:**

Appendix A – provides details of London Councils’ Grants Committee’s Income and Expenditure Budget for 2018/19

Appendix B - sets out the subscriptions that each constituent council will be required to make.

**Background Papers:**

*London Councils Leaders’ Committee Report dated 5 December 2017.*

**Angela Roach**

Principal Committee & Member Services Manager

Town Clerk’s Department

T: 020 7332 3685

E: [angela.roach@cityoflondon.gov.uk](mailto:angela.roach@cityoflondon.gov.uk)

**Grants Committee Income and Expenditure Budget 2018/19**

<b>Expenditure</b>	<b>Revised Budget 2017/18 £000</b>	<b>Developments £000</b>	<b>Inflation £000</b>	<b>Original Budget 2018/19 £000</b>
<b>Payments in respect of Grants</b>				
London Councils Grants Programme	6,173	0	0	6,173
Membership Fees to London Funders (for all boroughs)	60	0	0	60
City Bridge trust Liaison	75	-75	0	0
European Social Fund Co-Financing	1,880	0	0	1,880
<b>Sub-Total</b>	<b>8,188</b>	<b>-75</b>	<b>0</b>	<b>8,113</b>
<b>Operating (Non-Grants) Expenditure</b>				
<b>Contractual Commitments</b>				
Maintenance of GIFTS Grants IT system	10	0	0	10
	10	0	0	10
<b>Salary Commitments</b>				
Officers	353	0	0	353
Members	19	0	0	19
Maternity provision	10	0	0	10
	382	0	0	382
<b>Discretionary Expenditure</b>				
Staff training/recruitment advertising	6	0	0	6
Staff travel	2	0	0	2
	8	0	0	8
<b>One-off payment to boroughs</b>	<b>156</b>	<b>-156</b>	<b>0</b>	<b>0</b>
<b>Total Operating Expenditure</b>	<b>556</b>	<b>-156</b>	<b>0</b>	<b>400</b>
<b>Central Recharges</b>	<b>155</b>	<b>0</b>	<b>0</b>	<b>155</b>
<b>Total Expenditure</b>	<b>8,899</b>	<b>-231</b>	<b>0</b>	<b>8,668</b>
<b>Income</b>				
<b>Core borough subscriptions</b>				
Contribution to grant payments	7,173	-1,000	0	6,173
Contribution to non-grants expenditure	495	0	0	495
	7,668	-1,000	0	6,668
<b>Other Income</b>				
ESF Grant Income	1,000	0	0	1,000
	1,000	0	0	1,000
<b>Transfer from Reserves</b>	<b>231</b>	<b>769</b>	<b>0</b>	<b>1,000</b>
<b>Central Recharges</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Income</b>	<b>8,899</b>	<b>-231</b>	<b>0</b>	<b>8,668</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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# Borough Subscriptions 2018/19

## Appendix B

ONS Mid-2015 Estimate of Population ('000)	%	2017/18 Base Borough Contribution (£)		ONS Mid-2016 Estimate of Population ('000)	%	2018/19 Base Borough Contribution (£)	Base Difference from 2017/18 (£)
<b>Inner London</b>							
241.06	2.74%	213,113	Camden	246.18	2.80%	186,799	-26,314
8.76	0.10%	7,744	City of London	9.40	0.11%	7,133	-612
274.80	3.13%	242,941	Greenwich	279.77	3.18%	212,286	-30,655
269.01	3.06%	237,823	Hackney	273.53	3.11%	207,551	-30,271
179.41	2.04%	158,610	Hammersmith and Fulham	179.65	2.04%	136,316	-22,294
227.69	2.59%	201,293	Islington	232.87	2.65%	176,699	-24,594
157.71	1.79%	139,426	Kensington and Chelsea	156.73	1.78%	118,925	-20,501
324.43	3.69%	286,818	Lambeth	327.91	3.73%	248,814	-38,003
297.33	3.38%	262,859	Lewisham	301.87	3.44%	229,056	-33,804
308.90	3.52%	273,088	Southwark	313.22	3.56%	237,668	-35,420
295.24	3.36%	261,012	Tower Hamlets	304.85	3.47%	231,317	-29,695
314.54	3.58%	278,074	Wandsworth	316.10	3.60%	239,853	-38,221
242.30	2.76%	214,209	Westminster	247.61	2.82%	187,884	-26,326
<b>3,141.18</b>	<b>35.74%</b>	<b>2,777,011</b>		<b>3,189.69</b>	<b>36.30%</b>	<b>2,420,301</b>	<b>-356,710</b>
<b>Outer London</b>							
201.98	2.30%	178,564	Barking and Dagenham	206.46	2.35%	156,660	-21,904
379.69	4.32%	335,671	Barnet	386.08	4.39%	292,953	-42,718
242.14	2.76%	214,068	Bexley	244.76	2.79%	185,721	-28,347
324.01	3.69%	286,446	Brent	328.25	3.74%	249,072	-37,374
324.86	3.70%	287,198	Bromley	326.88	3.72%	248,033	-39,165
379.03	4.31%	335,088	Croydon	382.30	4.35%	290,085	-45,003
343.06	3.90%	303,288	Ealing	343.20	3.91%	260,416	-42,871
328.43	3.74%	290,354	Enfield	331.40	3.77%	251,463	-38,891
272.86	3.10%	241,226	Haringey	278.45	3.17%	211,285	-29,942
247.13	2.81%	218,479	Harrow	248.75	2.83%	188,749	-29,731
249.09	2.83%	220,212	Havering	252.78	2.88%	191,807	-28,405
297.74	3.39%	263,222	Hillingdon	302.47	3.44%	229,511	-33,711
268.77	3.06%	237,610	Hounslow	271.14	3.09%	205,738	-31,873
173.53	1.97%	153,412	Kingston upon Thames	176.11	2.00%	133,630	-19,782
204.57	2.33%	180,853	Merton	205.03	2.33%	155,574	-25,279
332.82	3.79%	294,235	Newham	340.98	3.88%	258,732	-35,503
296.79	3.38%	262,382	Redbridge	299.25	3.41%	227,068	-35,314
194.73	2.22%	172,154	Richmond upon Thames	195.85	2.23%	148,609	-23,545
200.15	2.28%	176,946	Sutton	202.22	2.30%	153,442	-23,504
271.17	3.09%	239,732	Waltham Forest	275.84	3.14%	209,304	-30,428
<b>5,532.55</b>	<b>62.96%</b>	<b>4,891,141</b>		<b>5,598.20</b>	<b>63.70%</b>	<b>4,247,851</b>	<b>-643,290</b>
<b>8,673.73</b>	<b>98.70%</b>	<b>7,668,152</b>	<b>Totals</b>	<b>8,787.89</b>	<b>100.00%</b>	<b>6,668,152</b>	<b>-1,000,000</b>

7,668,152

6,668,152

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<b>Committee:</b> Policy and Resources Committee	<b>Date:</b> 18 January 2018
<b>Subject:</b> Service Based Review Monitoring	<b>Public</b>
<b>Report of:</b> The Chamberlain	<b>For Decision</b>
<b>Report author:</b> Geoff Parnell, Chamberlain's Department	

## Summary

This report presents the Committee with the latest update in respect of the monitoring of Service Based Review (SBR) savings. Currently five departments have outstanding issues in respect of SBR savings:

- City Surveyor: The target for 2018/19 remains challenging and is dependent on implementation of the cross-cutting Facilities Management review.
- Community and Children's Services: Proposals for additional income from Barbican Estate car parking and baggage stores are being reconsidered following discussions at the Barbican Residential Committee. Savings will be realised from other budgets in 2017/18 while a review of charging/income options takes place.
- Open Spaces: Proposals for Epping Forest are on hold pending progress on the Open Spaces Bill. One-off savings have been substituted for 2017/18.
- Barbican Centre: Proposals for savings in the Buildings and Operations area are under review and a further report is being presented to the Barbican Board on 22 November. Proposals for additional income in 2018/19 remain on track for delivery.
- City of London School for Girls: Additional income in 2017/18 is on track to be delivered.

In order to ensure the planned FM savings are made, Members are requested to agree that a portion of the SBR savings be used to meet the cost of the currently unfunded Assistant Property Facility Managers (APFM) and a proposal to reduce the City Surveyors SBR target. There is a continued need for these APFM posts, which are crucial to ensuring improved effectiveness of FM processes and service delivery.

It is proposed that this is the final update report on SBR savings, and that from the next meeting, reporting on the outstanding areas noted above is included in the regular Efficiency and Sustainability Plan update.

## Recommendations

Members are asked to:

- Note the report, and
- Agree for future meetings to receive updates in respect of the outstanding SBR savings within reports on the Efficiency and Sustainability Plan.
- Agree to increase the City Surveyor's local risk budget by £300k per annum for 2017/18 and subsequent financial years, to meet the cost of the unfunded

Assistant Property Facility Managers posts. This cost to be met from the savings arising from the City Surveyor's SBR.

## Main Report

### Background

1. Under its terms of reference, the Efficiency and Performance Sub-Committee has responsibility for overseeing and monitoring the agreed programme of work arising from the Service Based Review (SBR). This report updates Members of the Policy and Resources Committee on the progress made by Chief Officers in meeting their approved departmental budget reductions, including any variations from the approved programme.
2. The position reported in May 2017 to Efficiency and Performance Sub-Committee was that:
  - Seven departments had fully delivered their savings
  - Eight departments still had savings remaining to be delivered
  - Two departments (Chamberlain and City Surveyor) were assessed as amber
  - The savings target for the GSMD has been removed by the Policy and Resources Committee following the announcement of additional grants for the School from the Higher Education Funding Council for England, with a revised SBR target or contingent assurance on efficiency maximisation to be agreed after further discussion on the GSMD Operating Model Review.
3. In respect of their departmental budget reductions, departments have been rated according to the following definitions:
  - Red: Proposal cannot be achieved without significant delay, detrimental impact, or reduced savings or income beyond agreed tolerances.
  - Amber: Plans for efficiencies and/or income generation determined, although risk of delay, detrimental service impact or slippage into agreed tolerances.
  - Green: Clear plans in place to deliver efficiencies, on track and confident of delivery.
  - Delivered: Budget adjusted, changes have been made and savings have been realised without any local risk budget pressure

The sections below update the position in respect of the eight departments with savings remaining to be delivered as of May 2017.

### Current Position

#### Chamberlain

Overall status: Delivered

4. The final tranche of savings has been incorporated within 2017/18 budgets. Outstanding IT savings comprised £150k from print services and £170k for vacation of Guildhall Justice Rooms. The latter has been substituted with larger than expected print savings, although the Guildhall Justice Rooms proposal will still be implemented in future years. The City Procurement savings have been delivered through staffing savings.



#### Director of Markets and Consumer Protection

Overall status: Delivered

5. Additional income from the Smithfield Poultry Market stalls and offices will not be fully realised in 2017/18 due to uncertainty over the future of the Poultry Market meaning that new leases for the vacant premises cannot be progressed. The increased income anticipated for 2018/19 from Billingsgate Market advertising, while not completely ruled out, will be at least subject to significant delay. This is due to the tenant organisation undergoing a management re-structure and refusing to commit to the new contract at this time.
6. Full implementation of the project to introduce mobile technology for Public Protection field officers (£12k saving) has been delayed by technical problems within the IT division and the time required to develop a new solution.
7. The shortfalls for additional income from the Smithfield Poultry Market, Smithfield Market offices, Billingsgate Market advertising, and the savings from mobile working (totalling £294k) will be substituted for some of the increased rental income (£700k) from the recently renewed leases at New Spitalfields Market. This completes the delivery of the M&CP SBR measures.

#### Private Secretary to the Lord Mayor

Overall status: Delivered

8. The 2017/18 budget has been adjusted for the final savings - £10k reduction in the budget for the Lord Mayor's travel/visits hospitality.

#### Head, City of London School for Girls

Overall status: Green

9. The final SBR savings item - additional income from lettings (£38k) - has been included within the 2017/18 budget and is on track to be delivered.

#### Managing Director, Barbican Centre

Overall status: Green

10. Two elements of the Centre's SBR savings are assessed as amber: Front of House/Security and Staffing (totalling £450k in 2017/18 and £350k in 2018/19). The original proposal for staffing savings involved reviewing contracts and unsocial hours and has taken longer than expected. Work continues in the Buildings and Operations area. A report detailing this change programme is being presented to the Barbican Centre Board on 22 November.
11. All other proposals (increased income from business events, retail, catering, and development) remain on track for delivery in 2018/19.

#### City Surveyor

Overall status: Amber

12. The delivery of savings is dependent on the implementation of the recommendations arising from the cross-cutting reviews of Asset Management and Facilities Management. Further commentary on these savings is provided in the separate Facilities Management Review Update report that was reported to Efficiency and Performance Sub-Committee in November 2017.

## Assistant Property Facilities Managers (APFMs)

13. The APFM role is in place to carry out a fundamental function to ensure the effective and efficient delivery of the corporate FM contracts to the operational portfolio.
14. The role was created in 2012 during the first tranche of service based review to facilitate the building repairs and maintenance contract (BRM) whereby each service department were required to either provide a resource or budget to fund the APFM. This proved challenging and as a result the APFM roles have been funded by annual carry over budgets each year. The City Surveyor funded the PFM roles (that the APFM's report to) from his local risk budget.
15. The FM Review has identified that these roles are vital for the delivery of the central FM model that has evolved to provide additional corporate services to the BRM for example; cleaning, security, pest control, lift/escalators and smaller contracts. This was reported to Members of Efficiency and Performance Sub-Committee in November 2017
16. These posts now need to be made permanent and funding consequently needs to be identified. The City Surveyor cannot afford to fund the posts from his local risk budget and unless alternative funding can be identified continuance of the roles and the FM model is in doubt.
17. Putting these posts on a permanent basis will help embed the new FM delivery model and allow further efficiencies to be achieved via this model.
18. Members of Efficiency and Performance Sub-Committee welcomed the City Surveyor's efforts in driving efficiency and were supportive of the work being done through the FM Review to professionalise the FM service.
19. It is recommended for Members agree to increase the City Surveyor's local risk budget by £300k per annum for 2017/18 and subsequent financial years, to meet the cost of the unfunded Assistant Property Facility Managers posts. This cost to be met from the savings arising from the City Surveyor's SBR.

## Director of Community and Children's Services

Overall status: Amber

20. The remaining savings relate to proposals for Barbican Estate baggage store and car parking income (totalling £154k in 2017/18). Following discussion at the Barbican Residential Committee the proposals for increasing charges were amended and these savings will not be realised in 2017/18. The savings have been met by amendments to other budgets. A working party has been set up to look at charging/income options with a view to implementing the proposals in 2018/19.

## Director of Open Spaces

Overall status: Amber

21. The savings proposals for Epping Forest (totalling £165k) have been put on hold due to the delays in the Open Spaces Bill. The department has put in place arrangements to meet the shortfall for 2017/18 from planned underspends elsewhere within the City's Cash parts of the department (Hampstead Heath and

the Directorate). Although an unplanned underachievement of income within the City's Cash Learning Programme is expected to produce an overspend on City's Cash-funded services for 2017/18, a projected overachievement of income for Bridge House Estate and City Fund-funded services means that the Department overall is projecting an underspend.

22. With the additional demands of the 2% efficiencies together with inflationary pressures in the next financial year, alternative proposals for the delivery of the savings in 2018/19 prior to the passage of the Open Spaces Bill have not yet been identified. The Department is considering requesting that the £160K be put into abeyance until the passage of the Open Spaces Bill and the required consultation to support these proposals can be achieved.

23. The remaining savings noted at the May meeting for the other Open Spaces (totalling £411k) have all been incorporated within 2017/18 budgets.

### **Corporate & Strategic Implications**

24. Implementation of the agreed Service Based Review proposals is a key mitigation action in respect of Corporate Risk 14: Financial Stability.

### **Conclusion**

25. Since the report in May to Efficiency and Performance Sub-Committee, three more departments have fully delivered their savings and five departments remain with outstanding issues in respect of their savings for 2017/18. In cases where departments have not been able to realise specific proposals for 2017/18, alternative savings have been found, although in a number of cases these are one-off savings. There remain a small number of proposals in Community and Children's Services and Open Spaces where further work is required to deliver the original proposal or develop sustainable alternatives.

26. Only two departments have additional savings to deliver in 2018/19:

- The City Surveyor - corporate savings from the Strategic Asset Management reviews (£980k), and
- The Barbican Centre - additional income from business events, retail, catering, and development (£410k) and savings from staffing reviews (£350k).

27. In order to embed the new FM model, it is necessary to make the APFM posts permanent and identify funding. Members are asked to agree the cost be met from SBR savings that have been achieved and reduce the City Surveyors SBR target by £300k.

### **Appendix**

- Appendix 1 - Service Based Review: Departmental Budget Reductions

### **Geoff Parnell**

Head of Project, Strategic Resources, Chamberlain's Department

T: 020 7332 1675

E: [Geoff.Parnell@cityoflondon.gov.uk](mailto:Geoff.Parnell@cityoflondon.gov.uk)

## Service Based Review: Departmental Budget Reductions

As at 03/01/17

Chief Officer	Total SBR savings	Individual proposals rated as Red or Amber	
Chamberlain	£2,489k	£0	
City Surveyor	£1,770k	£1,000k	<b>2018/19:</b> Facilities Management £1,000k (BRM, Guildhall Security and CCC restructure)
Comptroller and City Solicitor	£377k	£0	
Director of Community and Children's Services	£844k	£154k	<b>2017/18:</b> Barbican Estate car parks £124k Barbican Estate baggage stores £30k
Director of the Built Environment	£2,035k	£0	
Director of Culture, Heritage and Libraries	£1,347k	£0	
Director of Markets and Consumer Protection	£1,724k	£0	
Director of Open Spaces	£2,189k	£165k	<b>2017/18:</b> Epping Forest lodges £120k Epping Forest car parks £45k
Head, City of London School	£109k	£0	
Head, City of London Freeman's School	£196k	£0	
Head, City of London School for Girls	£598k	£0	<b>2017/18:</b> Additional Rental Income £38k - Included in 2017/18 budget and on track to be delivered.
Managing Director, Barbican Centre	£3,100k	£800k	<b>2017/18:</b> Front of House/Security £300k Staffing £150k <b>2018/19:</b> Front of House/Security £200k Staffing £150k
Principal, Guildhall School of Music & Drama	Target removed (Policy and Resources Committee; 6/10/16)		
Private Secretary to the Lord Mayor	£210k	£0	
Remembrancer	£100k	£0	
Town Clerk	£1,893k	£0	



<b>Committee(s)</b>	<b>Dated:</b>
Policy & Resources Committee	18 January 2018
<b>Subject:</b> Mayor of London – Women’s Night Safety Charter	<b>Public</b>
<b>Report of:</b> Head of Community Safety Team	<b>For Decision</b>
<b>Report author:</b> David MackIntosh	

## Summary

Amy Lamé, The Mayor of London’s Night Czar wrote to the Chairman of the Policy and Resources Committee on 18 December 2017 seeking support for a Women’s Night Safety Charter which is currently being developed. There is a request that the Chairman of the Policy and Resources Committee consider being a signatory of the finalised Charter on behalf of the City of London Corporation. A similar letter has been sent to all London local authorities.

### Recommendation

Members are asked to:-

1. support the development of a Women’s Night Safety Charter in principle and agree the draft response attached as an appendix. If agreed, it be noted that City of London Corporation and City of London Police officers will work to support the development and implementation of this charter; and
2. the Town Clerk be authorised to approve the final wording of the Charter prior to being signed, in consultation with the Chairman and Deputy Chairman of the Committee.

## Main Report

### Background

1. Amy Lamé, The Mayor of London’s Night Czar wrote to the Chairman of the Policy and Resources Committee on 18 December 2017 seeking support for a Women’s Night Safety Charter which is currently being developed.
2. There is a request that the Chairman of the Policy and Resources Committee consider being a signatory of the finalised Charter. A similar letter has been sent to all London local authorities.
3. Feedback has been requested by 19 January 2018 and, if Members are content, officers will provide detailed input and liaise with GLA counterparts. This will

include ensuring appropriate reference to the work of the City of London Corporation and the City of London Police.

4. The general principles outlined in the draft charter are of a nature which we would consider the City of London to be generally happy to support. These are grouped under four headings:-

#### **Reporting**

- The GLA and MOPAC will continue to coordinate prominent, cross-departmental GLA campaigns across London to keep women safe at night that discourage harassment and encourage reporting.
- For all sectors to identify and encourage champions across the industry within businesses, local authorities and community groups that proactively promote women's safety at night and support women to report.

#### **Response**

- For the licensed premises industry to have appropriately trained staff, who are proactive and vigilant around women's safety at night. This includes a duty to capture information and report to the police where appropriate.
- For every woman to feel believed when coming forward and for referrals to the VCS or other relevant support agencies to always be made where appropriate.

#### **Responsibility**

- For London to promote campaigns that target and educate perpetrators to change behaviours, highlight examples of good practice and to encourage reporting, including bystander and third party.
- For the GLA and MOPAC to work with the industry champions to build an atmosphere of transparency and safety for women who work at night

#### **Redesign**

- The 'Last Mile Home' principle. To empower women with the correct safety information and clear guidance to confidently use all public spaces
- Ensure that planning and the built environment factor in and support women's safety at night, recognising good practice and existing campaigns across London and broaden them to cover all public spaces.

5. We suggest that the attached draft letter be agreed and sent and that City of London officials then liaise with GLA counterparts in terms of any required additional detail. The City of London Corporation and City of London Police have both been active in seeking to increase the safety of women and girls. Given the City's role as a major centre of employment where many often work at night and as a popular destination for socialising we have considerable experience to contribute as well as a clear interest in supporting this work.
6. Concurrently the Mayor of London's Night Time Commissioner is also consulting on more general aspects of London's Night Time Economy. The response from the City of London is being co-ordinated within Remembrancers Department, the deadline for which is 2 February 2018.

**David Mackintosh**  
**Head of Community Safety**



[david.mackintosh@cityoflondon.gov.uk](mailto:david.mackintosh@cityoflondon.gov.uk)  
020 7332 3084

**Draft letter**

Amy Lamé  
Night Czar  
City Hall  
London  
SE1 2AA

Thank you for your letter of 18 December 2017 seeking support for the Women's Night Safety Charter.

The City of London fully recognises the important of working to ensure that all Londoners feel able to travel in safety and confidence and the particular issues women face. As a major centre of employment, where many work late and at night, as well as being a popular destination for socialising and visiting the City is keen to support the ambitions of the Women's Night Safety Charter. Much of the activity you are seeking to promote is reflected in the work undertaken by the City of London Corporation and the City of London Police, for example around licensed premises and supporting reporting.

I have asked our officers to liaise directly with your office and note the deadline of 19 January.

We look forward to working with you and the Mayor's Office on this important topic and supporting this work going forward.

Catherine McGuinness

Chairman  
Policy and Resources Committee  
City of London Corporation

<b>Committee(s)</b>	<b>Dated:</b>
Policy & Resources Committee	18 January 2018
<b>Subject:</b> Sponsorship of the Annual Review of the Women in Finance Charter	<b>Public</b>
<b>Report of:</b> Director of Communications	<b>For Decision</b>
<b>Report author:</b> Eugenie de Naurois	

## Summary

In 2016, HM Treasury launched the Women in Finance Charter to promote gender balance in the financial services industry. The City of London Corporation became a signatory of the Charter on 12 December 2017, joining the other 162 signatories from financial services firms, public bodies and trade associations.

The opportunity has arisen also to sponsor the second annual review (2017-2018) of the Women in Finance Charter which is undertaken by the think-tank New Financial. The review will be co-sponsored by Virgin Money, whose CEO Jayne Anne Ghardia is championing the initiative.

Sponsorship of the annual review will demonstrate the City Corporation's commitment to gender balance in the financial services sector and wider industries. It will also enable long-term partnership with HM Treasury which is leading the initiative as well as with the think tank New Financial, whose work is particularly relevant to the financial services sector.

Members are asked to approve sponsorship and the launch of the 2017-2018 annual review (year 2) in Guildhall at the cost of £35,000.

## Recommendation

That the City of London Corporation financially supports the 2017-2018 annual review of the Women in Finance Charter, at a cost of £35,000 funded from your Committee's Policy Initiatives Fund 2018/19, categorised under "Events" and charged to City's Cash.

## Main Report

### Background

1. In 2015, the then Economic Secretary to the Exchequer, Harriett Baldwin MP, asked Jayne-Anne Gadhia, CEO of Virgin Money, to lead a review into the representation of women in senior managerial roles in financial services. The

review looked at the issue of unequal gender representation in the financial services sector that worsens as employees rise into more senior positions.

2. The government fully supported Jayne-Anne Gadhia's work and the recommendations outlined in her review. In response, HM Treasury launched the Women in Finance Charter which asks firms to commit to implementing the four key industry actions recommended in the review.
3. HM Treasury commissioned the think tank New Financial to undertake the annual review of the Charter and organise associated events and workshops within that remit.
4. New Financial is a think tank launched in 2014 that thinks capital markets can be a force for economic and social good. It believes Europe needs bigger and better capital markets. This presents a huge opportunity for the industry and its customers to embrace change and rethink how capital markets work.

### **Women in Finance Charter and its Annual Review**

5. The Charter was launched in March 2016. As of November 2017 it had 162 signatories. The overwhelming majority of these signatories are financial services firms including Aviva, Barclays, Deloitte, Lloyd's of London, PwC, Thomson Reuters and Virgin Money. Signatories also include public bodies such as the Bank of England, Financial Conduct Authority and HM Treasury, as well as representative bodies such as UK Finance, Innovate Finance and TheCityUK.
6. New Financial have a three year agreement with HMT to produce the annual review of the Charter. New Financial receive no money from HMT for this, but HMT have agreed that New Financial can seek commercial sponsorship for the project from up to three co-sponsors. Virgin Money has already signed as founder sponsor for three years starting in December 2016.
7. New Financial will publish the first annual review of the first wave of signatories to the Women in Finance Charter (68 firms) in early 2018. It looks at:
  - a. the progress they have made in the past year
  - b. the challenges ahead and what they still have to do and
  - c. what they are doing to address it.
8. The Second review, for 2017-2018, will be published in December 2018-January 2019.

### **Proposal**

9. It is proposed that the City Corporation agree to sponsor the 2017-2018 annual review for £35,000. Continued sponsorship will be reviewed on an annual basis. As a sponsor, the City Corporation would have:
  - a. A clear, public and long-term contribution to the debate on improving gender diversity across all sectors of the financial services industry.
  - b. A foreword in the report along with Jayne-Anne Gadhia and the Treasury Minister

- c. Corporate branding as a co-sponsor of the main annual review and any related research report, on our website, and on related marketing material. The reports will be sent electronically and in hard copy to more than 1,500 policymakers, regulators, investors and market participants.
- d. Hosting the launch event in Guildhall in December 2018 or early 2019, in collaboration with HMT and New Financial, including a speaking opportunity for the Poilicy Chairman, corporate branding and a note of thanks.
- e. A seat at the table at each workshop and event that is hosted by New Financial around the Charter, including a note of thanks at the event and in the subsequent summary of the discussion for supporting the project.
- f. Permission to use the report(s) as the basis for thought leadership and marketing around diversity.
- g. Brand association with the high quality and independent research by New Financial and their reputation for integrity and authority combined with journalist accessibility.
- h. Annual membership of the New Financial think tank, which includes invitations to high profile events, roundtables and access to their research.

### **Implications for the City Corporation**

- 10. Sponsorship of the 2017-2018 annual review complements the Corporation's recent signing of the HM Treasury's Women in Finance Charter.
- 11. Sponsorship of this review will demonstrate that :
  - a. The Corporation is supporting a Treasury-led initiative
  - b. The Corporation is supporting New Financial, a think tank we have been seeking to work with for a while. Sponsorship would include membership to their think tank in addition to the work we can participate to on diversity
  - c. The Corporation is committed to gender balance within the financial services industry; supporting its Equality Objectives for 2016-2020; and joining firms, public bodies and representative organisations that it works with in partnership as signatories of the Charter.
- 12. It is proposed that funding of £35,000 be met from the 2018/19 Policy and Resources Committee Policy Initiatives Fund, categorised under "Events" and charged to City's Cash.
- 13. The current uncommitted balance available within the Policy and Resources Policy Initiatives Fund for 2018/19 amounts to £731,665. This is prior to any allowances being made for any other proposals made by urgency.

### **Conclusion**

- 14. Sponsoring this 2017-2018 annual review provides an opportunity for the City Corporation to continue to engage with HM Treasury and all signatories to the Charter and to demonstrate the City Corporation's commitment to gender diversity.

**Eugenie de Naurois**

**Head of Corporate Affairs**  
[eugenie.denaurois@cityoflondon.gov.uk](mailto:eugenie.denaurois@cityoflondon.gov.uk)

<b>Committee</b> Policy and Resources Committee Finance Committee	<b>Dated:</b> 18 January 2018 23 January 2018
<b>Subject</b> Benefits in Kind Reporting & Proposed Corporate Policy	<b>Public</b>
<b>Report of:</b> Chief Grants Officer	<b>For Decision</b>
<b>Report author:</b> Scott Nixon, Head of Projects	

## Summary

On an annual basis, The City of London Corporation (CoLC) asks departments to provide details of all benefits in kind (BIK) that are provided to external organisations and a report is presented to the Finance Grants Oversight and Performance Sub-Committee (FGOPSC).

In July 2016, the Central Grants Unit (CGU), hosted by the City Bridge Trust (CBT) took over the process of collating the BIK information provided for the CoLC. As a first step, the FGOPSC agreed there should be a review of how BIK had been decided and recorded to-date.

At the November 2017 meeting of the FGOPSC, Members considered the review's findings, proposed next steps to improve the decision-making underpinning BIK, and how they might be recorded, acknowledged and communicated in the future and agreed to recommend a revised BIK definition and corporate policy.

The purpose of this report is for Members of Finance Committee and the Policy and Resources Committee to consider the recommendation of the FGOPSC.

## Recommendations

- a) To agree the revised BIK definition;
- b) To agree the proposed BIK policy to guide decisions approving BIK be adopted by the CoLC with effect from 1<sup>st</sup> April 2018.

## Main Report

### Background

1. It was recognised in the corporate Effectiveness of Grants Service Based Review that CoLC offers support to the wider community in a number of ways – through direct financial contributions (or grants) often for charitable purposes; through the CoLC's support and trusteeship of many charities; and through non-monetary resources or BIK. The Grants Review excluded consideration of BIK, but as that report passed through the various

committees the relevance of some of the findings to BIK were noted. It was requested by Members of various committees that BIK be considered in implementing the Grants Review outcomes.

2. Members highlighted that the key reputational and value-for-money risks and issues that were identified in relation to the payment of grants also apply to a BIK. Members identified that BIK would also benefit from the application of a similarly consistent, coherent and co-ordinated approach to ensure that there are no hidden financial costs to the organisation which are not being properly quantified and managed and to ensure reputational risks are mitigated by a fair decision-making process.
3. To-date, on an annual basis, the Chamberlain's Department requested that every department provide details of BIK that are provided to external organisations. This information formed the basis of an information report presented to the previous Finance Grants Sub-Committee (FGSC) every November. In 2016, the FGSC was dissolved by the Finance Committee with the agreement of Policy and Resources Committee. Since that time, the BIK report has been the responsibility of this new Sub-Committee of the Finance Committee to review.
4. Under the CoLC's Financial Regulations (Part 1, Section 8; Part 2, Section 7 – Income and Banking Arrangements), Departments are required to recover full costs of fees and charges to persons or external organisations or otherwise to submit reasons to the appropriate service Committee "when that objective is not met" (Part 1, paragraph 8.12). Otherwise there is no direct or indirect mention of BIK in the City's Financial Regulations.
5. Further, Departments are required under the Financial Regulations to:
  - a. report their charging rationale to Committee before the charging structure is drawn up, with any changes also being reported (Part 2, paragraph 7.2); and
  - b. review charges and charging methodology regularly and report to Committee unless a specific discretion has been awarded to a Chief Officer (paragraph Part 1, paragraph 8.13).
6. A revised version of the CoLC Financial Regulations will be presented to the January 2018 Finance Committee by Chamberlain's. This revised version directly referred to the requirement to follow the BIK policy.
7. The FGOPSC agreed that there was scope for the procedure relating to the approval of BIK to be more transparent. Members also agreed that BIK were a useful philanthropic tool, if exercised with transparency, fairness, control and oversight, and an important contribution to the significant philanthropy the Corporation undertakes both directly and through its trusteeships.
8. The current working definition of BIK is defined as:
  - a. Abatement of a full commercial rent;
  - b. Abatement of a fee or charge for services provided; or



- c. Provision of goods or materials free of charge, or at a reduced charge.
9. The historic capture of BIK has been against this definition. The FGOPSC requested that pro-bono officer time was also captured. This is now being done.

## **Review**

10. In order to better understand the procedures in place across all departments issuing BIK, a review was undertaken.
11. The outcomes of this review were presented to the FGOPSC in February 2017 and were as follows:
- a. There is no corporate decision-making guidance or policy on BIK, however some departments such as Remembrancer's do have established criteria for local decision making;
  - b. There is currently no simple, proportionate process to apply for BIK;
  - c. The current data capture is inconsistent and a rolling BIK register should be maintained rather than relying on end of year data capture which puts unnecessary pressure on staff;
  - d. There is currently no aggregation of data from BIK and the corporate volunteering programme;
  - e. There is currently limited acknowledgement by the receiving organisation of the CoLC BIK support.
12. Furthermore, there had been a high number of BIK that had remained on the BIK schedule year-on-year which were the result of long-standing, historical agreements.
13. Many of the BIK issued over recent years have incorporated an end or review date (if spanning more than one year) but this procedure is by no means embedded as standard - the majority of historical or legacy BIK have no set review date in place.
14. It was agreed by Members at the February 2017 meeting of the FGOPSC that all current BIK with no identifiable end date should be reviewed by the relevant department or Committee, and a recommendation made as to the on-going provision of each BIK.
15. To this end, all departments were contacted in May 2017 and requested to review all benefits in kind falling into this bracket by 1 June 2017. The outcome of that consultation has informed the proposed policy to guide BIK decisions, as set out in Appendix 1.

## Recommended BIK Definition and Corporate Policy

16. Following discussion at the FGOPSC, it is recommended the definition of BIK that relates to the provision of goods or services to a third party at either a nil or reduced charge by the City of London Corporation is expanded to include Officer time and general support and provision of advice or guidance to external bodies/charities.
17. The Town Clerk's department is currently developing a Volunteering Strategy, which if adopted will be implemented across the City of London Corporation. Should a more comprehensive approach to monitoring volunteer time and its impact be developed during the strategy implementation phase, this will be aligned with the BIK data collection process.
18. Consistent with the outcomes of the corporate Effectiveness of Grants Service Based Review, and in the interests of transparency, fairness, and oversight of decisions, it is recommended that a corporate policy to guide decisions relating to BIK be adopted by the organisation. This policy is intended to work alongside the Financial Regulations and any local charging policies which are already established and operate effectively, such as that of the Remembrancer's Department.
19. The recommended BIK policy and framework for BIK is at appendix 1.
20. The adoption of a corporate BIK Policy will affect every department in the CoLC. Therefore, any policy would need to be approved by the Policy and Resources Committee and the Finance Committee and (the latter Committee having delegated authority *inter alia* for "ensuring effective arrangements are made for the administration of the City Corporation's financial affairs" and for "providing strategic oversight and performance management of all grant giving activity by the Corporation, excluding the City Bridge Trust". The former Committee has delegated authority *inter alia* for "considering matters of policy and strategic importance to the City of London Corporation including matters referred to it by other Committees and/or Chief Officers" and for "approving overall strategy and policy in respect of the City Corporation's assets").

## Conclusion

21. The purpose of this report is for Members of Finance Committee and the Policy and Resources Committee to agree the proposed corporate policy for all new BIK, along with the expanded definition of BIK.

## Appendix 1: Recommended corporate wide policy for BIK.

Scott Nixon  
Head of Projects, Town Clerk's Department  
T: 020 7332 3722  
E: [Scott.Nixon@cityoflondon.gov.uk](mailto:Scott.Nixon@cityoflondon.gov.uk)

## Appendix 1: Recommended corporate wide policy for BIK

The City of London Corporation's definition of Benefits in kind (BIK) is:

- a) Abatement of a full commercial rent;
  - b) Abatement of a fee or charge for services provided; or
  - c) The provision of goods or services to a third party at either a nil or reduced charge by the City of London Corporation. This is to include Officer volunteering time and general support and the provision of advice or guidance to external bodies/charities.
1. In accordance with the existing corporate governance framework, all BIK should be approved by either a Chief Officer (or delegate), or relevant service Committee (or Sub-Committee):
    - a. Any BIK decisions with a monetary equivalent of under £10,000 may be taken by Chief Officers –
      - i. In relation to property matters, subject always to the advice of the City Surveyor, in both managing the physical assets, including land and buildings for which they are responsible; and in approving the casual or occasional use of land, premises or equipment under the control of the department (as provided under the officer Scheme of Delegations); and
      - ii. otherwise in respect of goods and services in accordance with any properly approved charging policy (as provided for in the Financial Regulations).
      - iii. If the aggregate value of the delegated BIK's (agreed by a single department) in any financial year reach £100k, the relevant service Committee (or Sub-Committee) must receive notification, including a breakdown of all decisions to be taken.
    - b. Any BIKs with a monetary equivalent over the threshold of £10,000 shall, subject to a specific discretion otherwise granted to a Chief Officer (as provided for in the Financial Regulations), should be reported to the relevant service Committee for approval in setting any charging policy.
  2. At the time of agreement of a BIK, a review or end date must be included.
  3. All data from internal volunteering programmes must be included. This would include any Officer time provided in terms of general support, advice or guidance to external bodies/charities. An aggregation of data (time spent and equivalent cost) is acceptable from each department. This data collection does not apply to City of London Corporation Members.
  4. All BIK allocated to external organisations over a value of £10,000 should be acknowledged in any relevant publicity. City of London Corporation branding should be used in each such instance (in line with the current guidance of the Communications Department)

5. All departments are expected to maintain a rolling register of BIK, in a standard format rather than relying on end of year data capture. These will be fed into the CGU who will maintain a central, transparent register.
6. All BIK to be reported to the FGOPSC, annually in November. A standardised template will be provided to all departments for completion throughout the year.

<b>Committee(s)</b> Streets & Walkways Sub - For information Planning & Transportation - For information Policy & Resources - For information	<b>Dated:</b> 24 November 2017 9 January 2018 18 January 2018
<b>Subject:</b> Major Highway Works for 2018	<b>Public</b>
<b>Report of:</b> Director of the Built Environment	<b>For Information</b>
<b>Report author:</b> Ian Hughes	

### Summary

As predicted in last year's report, the volume of activity taking place in the Square Mile has placed increasing demands on the City's highway network. In particular, the sheer scale of schemes such as Crossrail, the Bank Northern Line upgrade and the Thames Tideway project means that long-term co-ordination of works is vital to keep the City moving.

In addition, the City currently has the largest volume of building development taking place since 2008, as well as the highest number of utility openings since 2011. The two are undoubtedly connected, and although development activity in particular is traditionally a sign of a thriving Square Mile, it brings with it a need for road and footway space for construction, essential utility connections and additional heavy vehicle traffic.

A great deal of effort goes into ensuring that such activity is coordinated as much as possible, and although this effort is not always visible, the 548 days of disruption saved through collaborative works in the first 10 months of 2017 reflects this proactive approach.

The City has a statutory responsibility to minimise disruption as part of its Network Management Duty, and so officers will continue to work to ensure the co-operation of major project sponsors, utility companies and developers in co-ordinating their works and minimising disruption. The key objectives remain:

- balancing the need to keep projects on track with the need to minimise congestion and limit the impact on traffic and pedestrians (especially vulnerable road users);
- ensuring the needs of the City's wider stakeholders (ie businesses, residents and visitors) are also considered;
- maximising the opportunity to combine works together to minimise their overall impact;
- working with Transport for London and our neighbouring authorities to ensure the needs of the wider transport network are considered.

Key to that effort remains:

- the close level of contact established by officers with individual utilities, developments and projects;
- the ability of officers to find, influence and negotiate innovative solutions to construction problems and programmes with contractors;
- understanding, programming and managing the City's own long-term programme of projects;
- continuing the development of the City's various communication channels through which upcoming activities are publicised.

### **Recommendation**

Members are recommended to receive this report.

### **Main Report**

#### **Background**

1. The Highways team within the Transportation and Public Realm Division of the Department of the Built Environment (DBE) is tasked with co-ordinating all major activities on the highway, and has officers involved in negotiating, approving and facilitating the extent and timing of:
  - a. All road closures and diversions
  - b. Major building site operations, including mobile crane works
  - c. Special events, including the Lord Mayor's Show
  - d. Street works by utilities
  - e. Major street scene and transportation projects by the City
  - f. Resurfacing & highway repairs by the City's term contractor, JB Riney
  - g. Works by major transport infrastructure providers, such as Crossrail
  - h. Works by TfL on the 'Red Routes', and by the City's neighbouring authorities on the City fringe
  - i. Large scale deliveries and building removals through the parking 'dispensation' system
  - j. Large film shoots and outside broadcasts
  - k. Parking bay suspensions
2. To deliver this function, officers have well-established links with the City's Environmental Health and Highway Structure teams, the emergency services, Transport for London and other key City stakeholders so that information can be shared, co-ordinated and publicised to the general public.
3. The demand for room on the City's streets remains high, and officers try to accommodate the needs of applicants and works promoters whenever they can. However, the Highways team seeks to ensure that the needs of the public are not

forgotten, and that a balance is struck between their needs and those of the works promoters.

4. As an example, when considering road closures, the following general approach is adopted:
  - a. no works are allowed that directly conflict with each other;
  - b. no diversions that use the same streets;
  - c. no parallel streets to be affected;
  - d. local access to be maintained as far as possible;
  - e. ideally two 'north / south' and 'east / west' routes through the City to be kept clear of disruption at all times.

#### Limitations to the Consent Process

5. The City exercises its authority to control activity on-street through the issue of scaffold & hoarding licences, permits to dig up the street, traffic orders to allow roads to be closed, approval of Construction Logistics Plans for developments, and the granting of parking dispensations & bay suspensions for lorries to deliver.
6. However, the City has to act reasonably in exercising these powers, and its ability to control the pace and detail behind major works has a number of limitations. This can often mean using the City's influence to co-ordinate and manage that activity, rather than relying on its limited regulatory authority. For example:
  - a. The utilities retain wide-ranging statutory powers to excavate the highway, particularly in emergencies.
  - b. A developer can decide when they trigger a planning application, and highway repair or enhancement works around the site typically need to be delivered in time for the building to be occupied.
  - c. As Strategic Transport Authority, TfL have the authority to implement Mayoral transport policy such as the construction of the cycle super highway on their road network.
  - d. Crossrail, the Bank Northern Line upgrade and Thames Tideway come with bespoke powers enabled by Acts of Parliament that assume primacy of their works over other projects. They disapply many of the City's normal controls, and are deliberately drafted to limit the ability of a local authority to prevent, delay or control those works.
7. The City obviously has full control of its own works programme, and these are planned to ensure they only proceed with a full understanding of their scale, timing and impact, avoiding other major projects and activities such as the key special events.

## Current Position

8. The demand for space on the City's highway network largely comes from four main sources, namely:
  - a. Development activities
  - b. Major infrastructure projects
  - c. Utility works
  - d. City of London works
9. Although utilities are traditionally thought to be the main source of disruption to the highway network, the scale of major projects such as the cycle super highway, Crossrail, Bank Northern Line upgrade and Thames Tideway has changed that profile.
10. Such projects have certainly had a wide ranging impact in recent years, but the last two years has seen the City enjoy its largest development boom since 2008, and although this is usually to be welcomed as a sign of a healthy City economy, the current concentration of development requires road space for scaffolds, hoardings, lorries and logistics, as well as associated utility connections.
11. The table below shows the breakdown of road closure applications by source over the last six years.

*Road Closure Application Volumes*

Type / Year	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Developments	99	107	101	155	231	175
Utilities	68	52	62	67	89	95
Emergencies	92	69	26	57	68	38
CoL	22	25	40	85	89	78
Other	18	8	3	18	17	51
<b>Total</b>	<b>299</b>	<b>261</b>	<b>232</b>	<b>382</b>	<b>494</b>	<b>437</b>

12. Although the last full year saw a reduction in applications for road closures related to buildings and development activity, the continuing surge in this sector has ensured that this remains the largest single cause for roads to be closed. Although most of these applications are for side streets and / or take place at weekends (for activities like crane operations), a significant number are for much longer periods to facilitate day to day construction activity.
13. In parallel, the number of road closure applications from utilities has reached a six year high, which is likely to be linked to development activity as most developments require upgraded and diverse supplies from multiple utilities. This is reflected in the number of permit applications received from utilities to excavate the City's highway.



### Utility Street Works Permit Applications

Year	2011	2012	2013	2014	2015	2016	2017
<b>Total Permit Applications</b>	4379	3331	3319	3099	3074	3448	3980*

\* Projection based on permit application volumes from Jan-Oct 2017.

14. As seen in the above table, the volume of utility permit applications is now at its highest level since 2011 (the pre-Olympic moratorium rush), and since none of the major utilities are currently undertaking a major network upgrade, this demonstrates the impact of the development boom is being felt here too. In other words, rather than network upgrades or replacement works, the need for additional power, heating, cooling and telecom requirements for new developments is now driving a considerable part of overall utility workload.
15. As in previous years, officers continue to identify opportunities to combine works from different contractors, thereby reducing the need for yet more closures. This resulted in 548 days of disruption saved on the network between January and October this year - an exceptionally high number for any highway authority - and reflects the pro-active forward looking approach by officers and the level of co-operation by utilities in using round table discussions to draw out medium and long-term works plans.
16. Finally, one other trend in road closures is the increase in 'other' closures, which this year included 19 special events and 29 film shoots. Until a relatively recent change in the law, filming was not a legitimate reason for streets to be closed, so that film shoots were managed (often with difficulty) under police powers or short traffic holds. Now film companies can legitimately close streets to better manage their operations, so the number of road closures has increased without necessarily a corresponding increase in filming activity.

### **Major Works & Schemes for 2018**

17. This section of the report looks ahead to the major works expected to take place in the next 12 months, including details of how officers have sought to assess, co-ordinate and influence each project in turn. Summary details can be found in the appendices to this report, including an outline calendar of major works proposed in 2018 and a map of the locations of these various projects.

### **Development Activities**

18. Once a developer has a planning consent in place, the City cannot control when a development starts, nor do we have the power to stop a development just because other activities are taking place in the vicinity. In other words, we are unable to set an arbitrary limit on the volume of development taking place in any one area.
19. In many ways, redevelopment of the City has historically been seen as an indication of a thriving Square Mile, but given the overall level of on-street activity is noticeably higher, work sites will inevitably overlap in places as they bring a

need for road space, a reduction in network capacity and additional heavy vehicle traffic to our streets.

20. However, those same streets still need to function for residents, businesses and visitors, and be safe for motor vehicles, cyclists and pedestrians. To that end, we have staff dedicated to liaising with building sites to understand their construction needs, to working with the major projects to help manage their impacts, and to co-ordinating activities so that works overlap as little as possible.
21. That typically involves making the best use we can of the tools we have at our disposal, including our Considerate Contractor Scheme (which currently has over sixty active building sites as members) and Construction Logistics Plans for sites that are conditioned from the Planning approval process.
22. As Members are no doubt aware, the City undertakes the vast majority of public realm work around building developments through its term highway contractor (JB Riney), funded by those developments. The majority of these works are done with little or no network impact, with the focus being minimising the impacts on local businesses and residents. In the coming 12 months, those development-related works include:
  - a. St Alphage Garden for the London Wall Place Development
  - b. Bartholomew Close for Helical
  - c. 100 Bishopsgate
  - d. 100 Minories
  - e. 2-6 Cannon St
23. However, some elements of development-related activity, including both construction and subsequent public realm works, do have the potential to impact the road network, and in that context, the key activities where this might be the case for 2018 are briefly summarised as follows:

Bloomberg (Queen Victoria St)
24. Works to complete the public realm around this landmark development near Bank junction have largely finished on three of its four frontages, leaving the Queen Victoria St elevation as the final area to complete.
25. This will involve the creation of a new diagonal pedestrian crossing facility at the junction of Queen Victoria St / Queen St / Watling St, and will involve a closure of Queen Victoria St westbound from December until September next year. However, with only buses and cycles currently passing through Bank junction, the traffic impact of this closure is expected to be limited.

The London Development (Shoe Lane)
26. The public realm works around this major development will also begin before the end of 2017, but will gather pace during 2018 in time for completion in spring 2019. Works are being programmed to fit the timetable for Goldman Sachs' occupation, with the first key element being on Farringdon St between January and May next year.
27. These works are being undertaken by the City through our term contractor (JB Riney) by agreement with TfL, who have agreed the City is best placed to undertake all the works around the site, even though Farringdon St is a TfL road.

The works are also being designed to take place within the current site loading bay, keeping traffic capacity on Farringdon St largely unaffected.

#### 100 Liverpool St

28. This development by British Land has had a minor impact on the pedestrian flows in and out of Liverpool St railway station, but the upcoming work adjacent to Liverpool St bus station has required TfL to agree to the bus station itself being closed for 12 months from November this year.
29. To compensate for this, DBE have agreed for a number of bus stands and stops to be relocated to Finsbury Circus and other nearby streets. However, in order to minimise the impact of this closure on the local bus network, TfL and the City have agreed to keep the major corridors in the vicinity of the bus station open for the duration of the works, including Moorgate, Blomfield St, London Wall and Bishopsgate.

#### Eastern Cluster

30. The greatest concentration of activity in the City remains in the Eastern Cluster, where the number of individual building sites proposed or already underway has now reached 31 (see Appendix 3).
31. It is almost inevitable that works for these various developments will overlap, but the City continues to meet these sites together once a month to co-ordinate their respective programmes, and to combine (or separate out) their utility works, crane operations and construction logistics accordingly.
32. In the coming year, two sites in particular will have public realm enhancement works that will impact the local street network:
  - a. 10 Fenchurch Ave: These works include returning Fen Court and Billiter St to public use, but the footway works on Fenchurch St itself are extensive and will require a westbound closure for approximately two months, either side of Christmas / New Year.
  - b. Scalpel, Leadenhall St: Works to enhance the public realm around the Scalpel will also require a westbound closure of Leadenhall St, but this will be programmed to commence after Fenchurch St reopens. Currently these works are expected to last around three months.

### **Major Infrastructure Projects**

#### Crossrail

33. Crossrail continues to have a major presence in the Square Mile, but thanks to the close co-operation between the City and the five surface-level construction sites at Moorgate, Liverpool Street, Blomfield Street, Finsbury Circus and Lindsey Street, complaints from the public have remained at a very low level, and Crossrail as a whole has become part of the background activity in the City.
34. Moorfields, Moor Place, Finsbury Circus (west arm), Liverpool Street (west), Hayne Street and Charterhouse Square (westbound) all remained closed throughout the last year, and will likely stay closed until the completion of the project. However, with the live stations due to open at the end of next year, focus is now shifting to rolling back these worksites, and constructing the urban realm elements to be delivered around each station entrance.

35. Members may recall that the City has reached an agreement to undertake these urban realm works on behalf of Crossrail, and detailed design and construction planning is now well underway. Core areas around each station will be completed by the December 2018 deadline, but it is important to note that with oversite development activity above and around each of the stations (in particular at Lindsey St and 100 Liverpool St), completion of all the Crossrail-related public realm works will be a long-term process lasting into 2022 as construction areas gradually become available.

#### Thames Tideway

36. The project to connect London's 'super sewer' to the outfall of the River Fleet just west of Blackfriars Bridge is already well underway. A new pedestrian lift connecting the riverside walkway with the bridge level has been opened, and Blackfriars Pier has been relocated to a new permanent position east of Blackfriars Rail Bridge.
37. In terms of construction impact, the riverside walkway has now been closed to pedestrians, and the intersection of the cycle superhighway has been revised, with the down ramp from Blackfriars Bridge to the Embankment now closed. Both measures will be in place until the completion of the project in 2021.
38. For 2018, local Ward Members are already aware that Tideway are exploring the potential need to divert two large gas mains from their current position within the riverside pipe subway, under Victoria Embankment and the Underground Tube Lines towards Temple Avenue and Tudor St. Tideway and Cadent (formally National Grid Gas) are currently evaluating the need to do this work, caused by potential settlement and risk to this equipment in its current location, but such a diversion represents a considerable engineering challenge and has the potential to cause significant disruption to local stakeholders.
39. Although Tideway are yet to approach Members, officers and local residents & businesses with the conclusions from their recent trial holes and scoping exercise, this information is likely to be made available before the end of this year. Nevertheless, should a diversion of the gas network be needed, works of this type are typically programmed for late spring to early autumn when the demands on the gas network are lower.

#### Bank Northern Line Upgrade

40. This project will deliver a new Northern Line tunnel for Bank station by 2022, a new ticket hall in Cannon St, various new subterranean interchanges and lift access from street level direct to the Docklands Light Railway.
41. At surface level, the project now has two main worksites, namely Cannon St for the new station entrance and Arthur St, where a shaft has been sunk to create space to tunnel northwards. That tunnelling is about to reach the area under Bank junction itself, and with City officers involved in the overall planning of the project since its inception, both sides continue to meet on a monthly basis to discuss progress.

#### Cycle Super Highway

42. As Members are no doubt aware, work to construct the Mayor's separated cycle lane corridors, north / south and east / west across London, has largely been completed. However, there are three main locations in the City where TfL are

expected to undertake cycle super highway-related works in the next 12-18 months:

- a. TfL are currently consulting on a scheme to amend the junction of Tower Hill and Trinity Square to facilitate a movement into the Square 'at any time'. If approved, these works are likely to begin in January 2018 and last for six months, with a westbound lane closure on Tower Hill and a full closure of Trinity Square. TfL are also hopeful that once completed, the scheme will add a certain amount of capacity back into the traffic flow along this key east / west corridor.
- b. TfL have also just completed a public consultation on an extension to the north / south cycle super highway, starting in Farringdon Street by Stonecutter Street and heading north towards Kings Cross. Proposals are still subject to detailed design and approval by TfL's Project Board, but if approved, works (with lane closures) are likely to run from February to June 2018 in conjunction with the public realm works for the London Development.
- c. Finally, as Members are well aware, TfL are completing the feasibility study for the changes to the New Bridge St / Tudor St junction, and subject to this being successful and funding being identified, this element of the cycle superhighway could become part of their programme of work next year.

43. As with the previous super highway programme, City officers will work closely with TfL colleagues to understand the impact of the construction, monitor & inspect any works on City Corporation streets, and co-ordinate activity on the rest of the network.

#### Thameslink

44. Tooley St continues to be closed as part of the Thameslink upgrade to London Bridge station, and although this is likely to have placed additional pressure on the London Bridge corridor at the start, such pressures typically decline over time as drivers find more suitable alternative routes. Based on their current programme, the closure is expected to be lifted by May 2018.

#### **Utility Works**

45. Other than the potential gas main diversion related to Thames Tideway, there are few major set piece works currently being planned by utilities. Of those that may come forward in 2018, the most likely aspects also relate to gas main repairs for Cadent.

46. Although Members may recall the significant investment from Cadent (formally National Grid Gas) in recent years to upgrade their medium & low pressure gas main networks from Aldgate to Newgate St, the City is aware that Cadent are finding more significant gas leaks on a more frequent basis, with this year's problems including major leaks in Cannon St, Cheapside, Fenchurch St and Tudor St.

47. We are aware that Cadent are coming under pressure from the Health & Safety Executive to resolve these issues, and although they have a five year window to identify funding and complete the works, we understand they are likely to

consider works in Cheapside during the second half of 2018. Firm details have yet to be supplied by Cadent, but any works they propose will be subject to considerable advance planning and publicity, as well as trial holes to prove the extent and duration of their activity.

### **City of London Works**

48. Separate to development and Crossrail activity, the vast majority of the City's own planned public realm, road safety and highway maintenance programme is expected to have little impact on the road network. For example, the major enhancement projects at Monument, Artizan St and Aldgate continue without affecting traffic, and the City's major set piece highway maintenance projects, including our resurfacing programme and soon to commence street lighting upgrade, will be sensitively programmed to avoid both traffic congestion and complaints from local stakeholders.
49. In terms of major City Corporation projects with the potential to affect major streets in the Square Mile, the Structures team within DBE are planning long-term works to replace and / or repair London Bridge's waterproofing and bearings, and this may fall towards the end of the 2018 window. However, this will be subject to TfL's agreement on network availability and works on other river crossings, albeit full daytime road closures of the bridge are not yet thought necessary.

### **Communications**

50. The Highways team continues to strengthen its communications with the public, helping to mitigate the impact of all these works. These channels include:
  - a. Fully refreshed and published Guidance Notes that cover all aspects of building site operations affecting the public highway. These were recently recognised by the Health & Safety Executive as containing some of the most stringent yet effective measures in London.
  - b. 3,650 followers to the Highways Twitter feed (@squarehighways), providing up-to-date information on road closures, special events and road safety initiatives.
  - c. Nearly 1,160 people receive the weekly e-mailed Traffic Management Bulletin, covering major highway works and events for the week ahead.
  - d. Over 46,000 people visited our road closure web pages in the first half of this year.

### **Corporate & Strategic Implications**

51. The activity outlined above serves to create a safe, effective and fit-for-purpose environment for the City community to flourish in the long term. Development activity in particular is traditionally seen as a sign of a thriving Square Mile, but it brings with it a need for road and footway space for construction, essential utility connections and additional heavy vehicle traffic.
52. The City has its statutory duties to maintain safe highways for the public to enjoy, to regulate activity that takes place on its streets and to co-ordinate that activity to ensure that its impact is minimised. Therefore the focus must continue to be to meet these statutory requirements and to deliver safer streets, but at the same time ensuring the City maintains its competitive edge for business and remains an attractive place to live, work and visit.

## **Conclusion**

53. The approach from officers remains to identify the needs of these major projects early, to combine them where possible, and to keep them apart when necessary. This requires officers to:

- a. establish the dependency between separate projects;
- b. understand their potential conflicts and impacts, and;
- c. engage with project managers at an early stage (and frequently thereafter) to ensure that disruption can be minimised through a combination of regulation, negotiation and influence.

54. With projects such as Crossrail, Thames Tideway and Bank Northern Line Upgrade now well underway, co-ordinating works on the City's road network will remain a challenge into the longer term, but officers will continue to work to ensure the co-operation of major project sponsors, utility companies and developers in co-ordinating their works programmes, as well as fitting the City's own activity into that picture.

55. The aim will remain to ensure there is a balance between the need to keep projects on track and the need to limit both the direct and cumulative impact they cause on the public at large.

## **Appendices**

- Appendix 1 - Major Works Timeline
- Appendix 2 – Major Works Map
- Appendix 3 – Current and proposed sites in the Eastern Cluster

## **Ian Hughes**

Assistant Director (Highways)

T: 020 7332 1977

E: [ian.hughes@cityoflondon.gov.uk](mailto:ian.hughes@cityoflondon.gov.uk)

## **Appendix 1: City of London: Major Works Timeline 2018**

(High, Medium & Low Impact schemes) – Numbers relate to locations in Appx 2

Q1	<p><b>Jan</b></p> <p>11 Fenchurch St W/B (10 Fenchurch Ave)</p> <p>2B/3 Farringdon St (GS &amp; CSH) 5 Queen Vic St W/B (Bl'mberg) 10 L'pool St Bus Station 12 Byward St/Trinity Sq (CSH)</p>	<p><b>Feb</b></p> <p>2B/3 Farringdon St (GS &amp; CSH) 5 Queen Vic St W/B (Bl'mberg) 6 Leadenhall St (Scalpel) 10 L'pool St Bus Station 12 Byward St/Trinity Sq (CSH)</p>	<p><b>Mar</b></p> <p>2B/3 Farringdon St (GS &amp; CSH) 5 Queen Vic St W/B (Bl'mberg) 6 Leadenhall St (Scalpel) 10 L'pool St Bus Station 12 Byward St/Trinity Sq (CSH)</p>
Q2	<p><b>April</b></p> <p>2B/3 Farringdon St (GS &amp; CSH) 5 Queen Vic St W/B (Bl'mberg) 6 Leadenhall St (Scalpel) 10 L'pool St Bus Station 12 Byward St/Trinity Sq (CSH)</p> <p>Crossrail – 4 Farringdon East, 7 Moorfields, 9 Liverpool St</p>	<p><b>May</b></p> <p>2B/3 Farringdon St (GS &amp; CSH) 5 Queen Vic St W/B (Bl'mberg) 10 L'pool St Bus Station 12 Byward St/Trinity Sq (CSH)</p> <p>Crossrail – 4 Farringdon East, 7 Moorfields, 9 Liverpool St</p> <p>(13 Tooley St reopens)</p>	<p><b>June</b></p> <p>2B/3 Farringdon St (GS &amp; CSH) 5 Queen Vic St W/B (Bl'mberg) 10 L'pool St Bus Station 12 Byward St/Trinity Sq (CSH)</p> <p>Crossrail – 4 Farringdon East, 7 Moorfields, 9 Liverpool St</p>
Q3	<p><b>July</b></p> <p>5 Queen Vic St W/B (Bl'mberg) 10 L'pool St Bus Station</p> <p>Crossrail – 4 Farringdon East, 7 Moorfields, 9 Liverpool St</p>	<p><b>Aug</b></p> <p>5 Queen Vic St W/B (Bl'mberg) 10 L'pool St Bus Station</p> <p>Crossrail – 4 Farringdon East, 7 Moorfields, 9 Liverpool St</p>	<p><b>Sept</b></p> <p>5 Queen Vic St W/B (Bl'mberg) 10 L'pool St Bus Station</p> <p>Crossrail – 4 Farringdon East, 7 Moorfields, 9 Liverpool St</p>
Q4	<p><b>Oct</b></p> <p>10 L'pool St Bus Station</p> <p>Crossrail – 4 Farringdon East, 7 Moorfields, 9 Liverpool St</p>	<p><b>Nov</b></p> <p>10 L'pool St Bus Station</p> <p>Crossrail – 4 Farringdon East, 7 Moorfields, 9 Liverpool St</p>	<p><b>Dec</b></p>

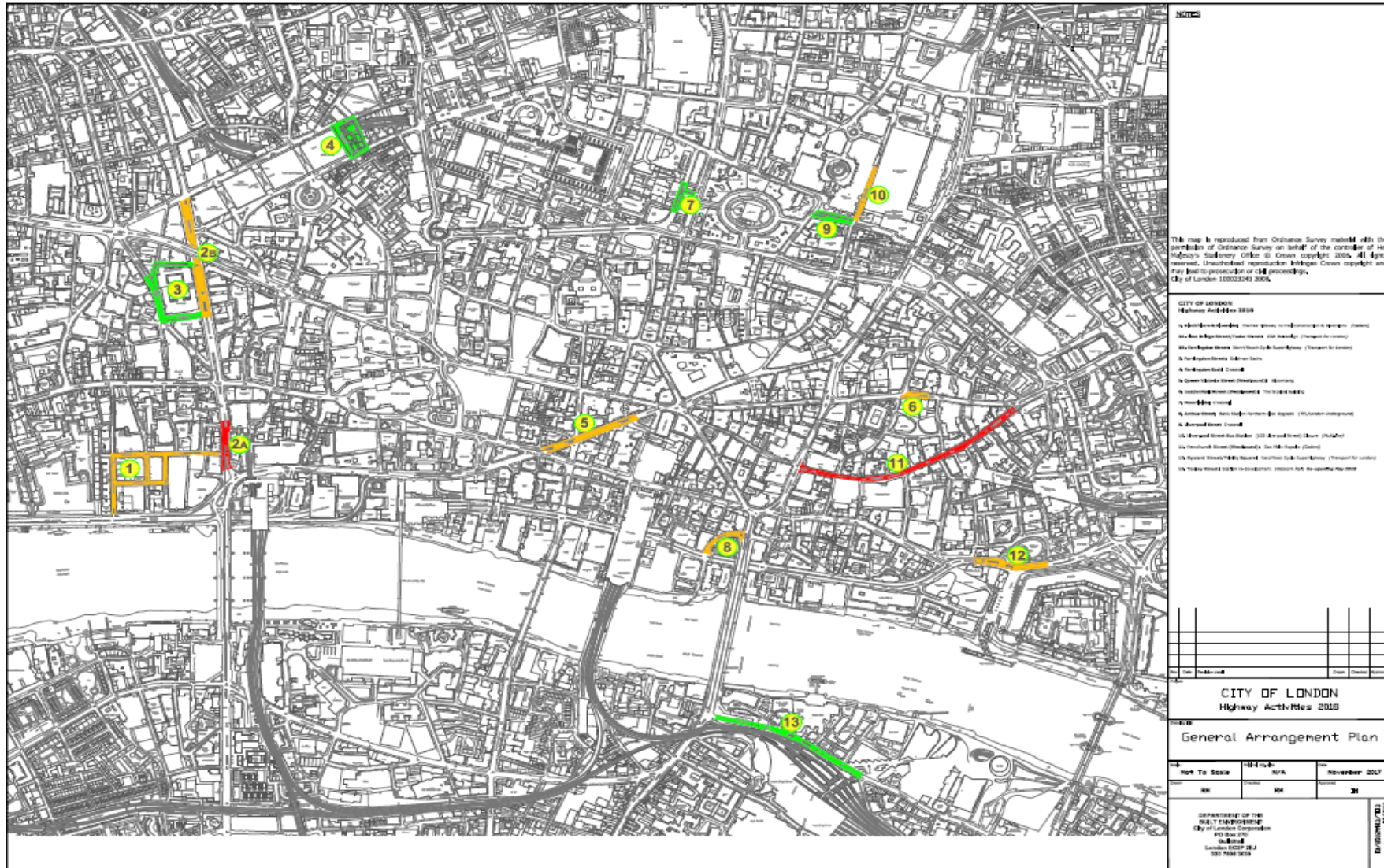
**NB:**

8 Arthur St (LUL) & Blackfriars slip closure (Tideway) in place throughout 2018

1 Tudor St Area (Cadent / Gas / Tideway) and 2A New Bridge St (CSH) – To be programmed



## Appendix 2: Major Works Map



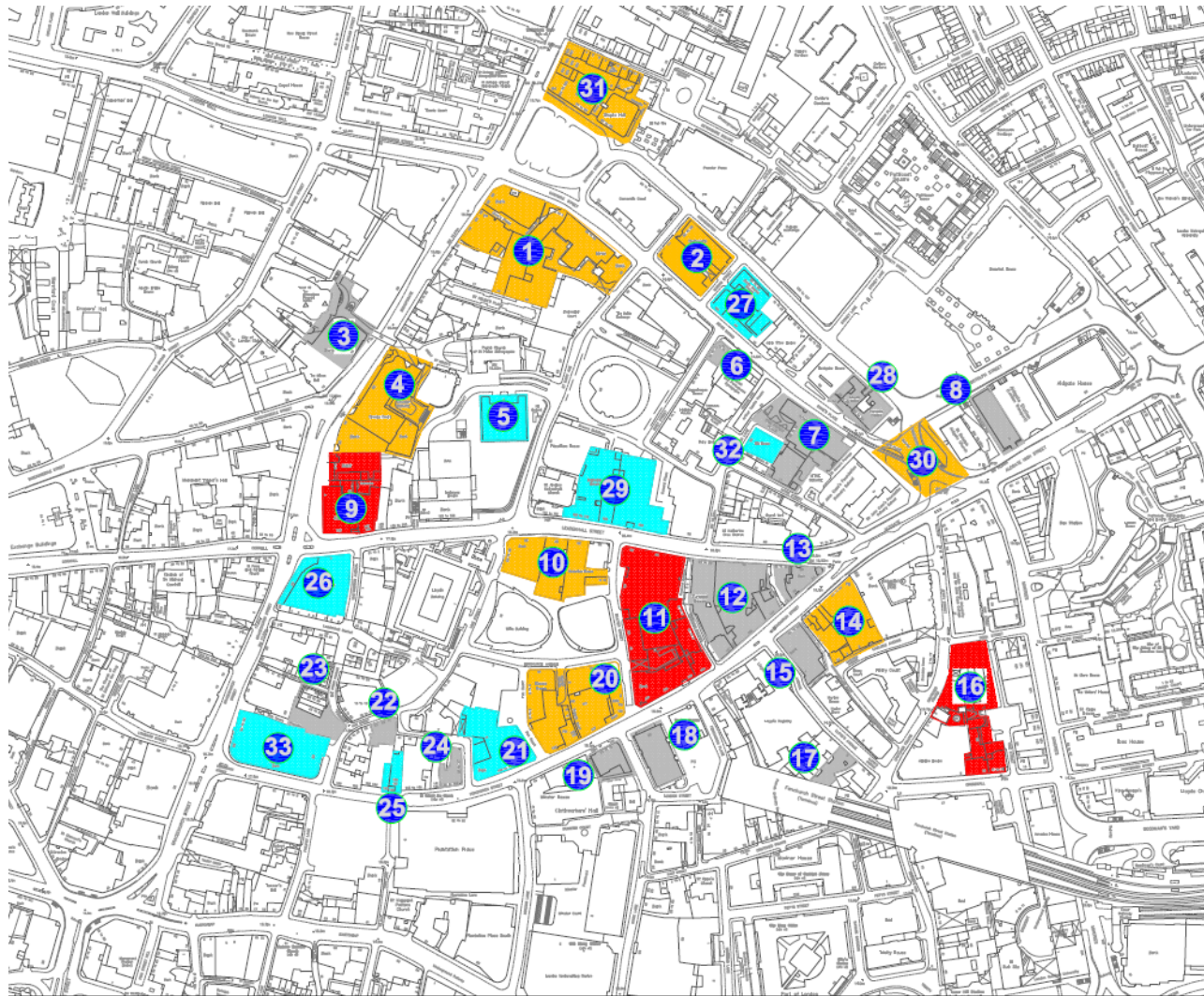
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 City of London 10003243 2006

**CITY OF LONDON**  
**Highway Activities 2018**

1. **10003243** - Major Works (10003243) (London)  
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 13. **10003243** - Major Works (10003243) (London)



## Appendix 3: Current and proposed sites in the Eastern Cluster



### Developments:

No.	Site	Stage
1.	100 Bishopsgate (Brookfield Multiplex)	Construction
2.	60-70 St. Mary Axe (The Can Of Ham) (Keltbray/Mace)	Demolition
3.	15 Bishopsgate (Erith Demolition)	Demolition
4.	22 Bishopsgate (Keltbray)	Demolition
5.	Avlva Tower, Undershaft	Planning Consent
6.	12 Bury Street (Primus)	Construction
7.	Creechurch Place (Skanska)	Construction
8.	Matrix Hotel, Aldgate (Willmott Dixon)	Construction
9.	150 Leadenhall Street (Keltbray)	Demolition
10.	52 Lime Street (The Scalpel) (Skanska)	Construction
11.	40 Leadenhall Street (Project Vanqulsh) (Keltbray)	Inactive
12.	108 Fenchurch Street (Gilbert Ash)	Fit-Out
13.	69 Leadenhall Street (Parker Ray)	Fit-Out
14.	80 Fenchurch Street (JF Hunt)	Demolition
15.	75 Fenchurch Street (ISG)	Demolition
16.	Roman Wall House (Kennedy)	Demolition
17.	8 Lloyds Avenue (Parker Ray)	Fit-Out
18.	58 Fenchurch Street (Structuretone)	Construction
19.	54 Fenchurch Street (Unknown)	Inactive
20.	10 Fenchurch Avenue (McAlpine)	Construction
21.	130 Fenchurch Street (Unknown)	Inactive
22.	Asla House, 33 Lime Street (Parker Ray)	Fit-Out
23.	21 Lime Street (Blenheim House)	Construction
24.	140 Fenchurch Street (Unknown)	Completed
25.	150 Fenchurch Street (Unknown)	Inactive
26.	1 Leadenhall Street (Leadenhall Court) (Multiplex)	Planning Consent
27.	Bevis Marks House (Unknown)	Planning Consent
28.	22-30 Dukes Place (Irongate House)	Completed
29.	100-116 Leadenhall Street (Diamond Tower)	Pre-App Discussions
30.	Aldgate Pavillon (Kler)	Construction
31.	150 Bishopsgate (Lend Lease)	Construction
32.	24 Creechurch Lane (Unknown)	Pre-App Discussions
33.	70 Gracechurch Street (Unknown)	Pre-App Discussions

Correct as of 6 November 2017

<b>Committee(s)</b>	<b>Dated:</b>
Policy & Resources Committee Culture, Heritage & Libraries Committee Streets & Walkways Sub Committee	<b>18 January 2018</b> <b>22 January 2018</b> <b>23 January 2018</b>
<b>Subject:</b> Special Events on the Highway	<b>Public</b>
<b>Report of:</b> Director of the Built Environment	<b>For Decision</b>
<b>Report Author:</b> Ian Hughes, Assistant Director (Highways)	

## Summary

This report outlines the major special events planned for 2018, and provides Members with an opportunity to consider and comment on the appropriateness of these events, taking into account their nature, scale and impact, as well as the benefits they bring.

In summary, there are likely to be 17 major events planned for 2018, two more than last year, of which:

- 13 have taken place before;
- Three are one-off cultural events (for the Culture Mile, the Smithfield 150 and the London Festival of Architecture);
- One is taking place for the first time (Tommy's London Landmarks Half Marathon), which if successful will be facilitated for the next three years as per current guidelines.

This report also updates Members on the key issues and outcomes from events during 2017, one of which is the impact of counter terrorism measures on event planning. Some events have a high national & international profile, and most attract significant crowds, so the need to mitigate the risks of a terror related incident has become increasingly relevant.

Finally, for the first time this annual report also covers two new additional items, namely:

- The uses of the City's Anti-Terrorism Traffic Regulation Order in the last 12 months, specifically in relation to special events.
- The event-related 'benefits in kind' granted to charitable organisers in 2017;

## Recommendation(s)

Members are recommended to:

- Agree to support the events outlined in the report and detailed in Appendix 1.

Members of Streets & Walkways Sub Committee are recommended to:

- Note the Benefits in Kind listed in Appendix 5.

## **Main Report**

### **Background**

1. This report provides an update to Members on those events that are currently planned for 2018, and looks back on events from 2017 in terms of lessons learned. Many of those events are aimed at promoting or raising money for charitable organisations, others seek to promote specific City strategies or Mayoral initiatives, and the small number of commercial events still raise money for charity, either directly through charitable partnerships or as an opportunity for participants to raise sponsorship.
2. Whilst these social and community benefits are understood and acknowledged, it is also important to ensure the impact of each event on residents, businesses and traffic is minimised, and that demand for the overall number of events is managed in a consistent and transparent manner.
3. It is essential that the planning and assessment of each major event takes place well in advance, as road closures can have a significant impact on the day-to-day life of those working and living in the City. Highway officers from the Transportation & Public Realm Division (T&PR) of the Built Environment lead this process with a structured and well-documented application and approval process.

### **The Event Approval Process**

4. Members are reminded that event applications are initially considered by officers of SEEG (the Significant External Events Group), which includes Highways officers, the Town Clerk's Department, the Remembrancer's and City of London Police. SEEG considers the merits of each application, taking into account a range of factors such as traffic and residential impact, public safety and the capability of the event organiser.
5. The Director of the Built Environment has delegated authority to make traffic orders to allow roads to be closed for special events, so Member approval for each major event is not required. However there are established guidelines for officers to follow in determining the suitability of events, which also set out the procedure for event approval and provide advice for organisers.
6. In line with most local authorities, the City has a Safety Advisory Group (SAG), which meets when required to examine the safety aspects of an event, particularly for those events that have not been held in the City before or where safety concerns have been previously raised. The purpose of the SAG is to receive further details of the event from the organiser and for the emergency services, and other agencies to identify additional information or action that might be needed to assist the event organiser in delivering a safe event. Although a SAG is not a legal requirement, it is recommended as good practice.

7. The City's SAG is chaired by the City's Strategic Security Director, and the group comprises representatives from various City departments including Environmental Health and Contingency Planning, as well as organisations such as the police, the fire service, TfL and other interested parties.
8. As an example, the next SAG will be held on 20 February and will examine the safety aspects of three events, namely the London Landmarks Half Marathon, the Culture Mile at Beech St, and the Nocturne cycling event following the incident that occurred in 2017 outlined later in this report.

### Events Calendar 2018

9. The following table summarises the major events due to take place this year. A timeline for events is also illustrated in Appendix 2. Those highlighted in red are covered in more detail later in the report.

Date	Day	Event	Detail
4 February	Sunday	Winter Run	Fun run
<b>17 &amp; 18 March</b>	<b>Sat &amp; Sun</b>	<b>Culture Mile</b>	<b>Culture Mile related activities in Beech St</b>
<b>23 March</b>	<b>Sunday</b>	<b>London Landmarks Half Marathon</b>	<b>Charitable half marathon organised by Tommy's</b>
22 April	Sunday	London Marathon	Amateur & elite race raising funds for sporting initiatives
28 May	Bank Holiday Monday	Vitality 10K Race	Race raising funds for sporting initiatives
<b>June (TBC)</b>	<b>Two Weekdays</b>	<b>London Festival of Architecture</b>	<b>Possible event inc Bank junction closure</b>
<b>9 June</b>	<b>Saturday</b>	<b>Nocturne</b>	<b>High participant night-time cycling race</b>
17 June	Sunday	Adidas City Run Mile	Fun run raising money for local and national charities
<b>17 July</b>	<b>Tuesday evening</b>	<b>Standard Chartered Great City Race</b>	<b>Run with participants from City institutions and businesses</b>
18 July	Wednesday	Cart Marking	Ceremonial event; Livery Company
28 & 29 July	Saturday & Sunday	Prudential RideLondon	TfL mass participation cycling event promoting Mayoral initiatives
5 August	Sunday	London Triathlon	Sporting event on TfL streets within the City
<b>27 August</b>	<b>Saturday - Monday</b>	<b>Smithfield Street Party</b>	<b>Museum of London large-scale street party</b>

21 September	Thursday evening	Bloomberg Square Mile Run	Fun run with participants from City institutions and businesses
14 October	Sunday	Royal Parks Half Marathon	Charitable run for Royal Parks Foundation
10 November	Saturday	Lord Mayor's Show & Fireworks	City Corporation ceremonial event and fireworks display
31 December	Monday	New Year's Eve	GLA & TfL sponsored firework display

## Assessment Matrix

10. An Event Assessment Matrix is applied to each event to determine its benefits and dis-benefits (see Appendix 3), and it remains a highly useful tool to determine the merits (or otherwise) of any proposed event. Members approved the framework for the assessment matrix, which is summarised below.

Disbenefit		Benefit	
Disruption & Impact	Past / Likely Complaints	Policy Aims & Objectives	Charitable / Community Support
Daytime major road closures / Major impact (-5)	Serious, numerous & political (-5)	City heritage / cultural 'difference' / Corporate Plan (inc visitor & cultural strategies) (5)	Not for Profit' / Large charitable contribution / Overwhelming stakeholder support (5)
Evening major road closures (-4)	Numerous & political (-4)	London / National / International significance (4)	Charitable contribution (4)
Extensive weekend road closures / Medium impact (-3)	Numerous non-political (-3)	CoL Partner / City stakeholder (3)	Significant City community non-charitable benefit (3)
Limited weekend road closures (-2)	Some political (-2)	CoL Community Strategy (2)	Small charitable contribution (2)
Traffic holds / bubble / minor road closures (-1)	Small number (-1)	Member-only support (1)	Small community benefit (1)
No road closures No impact (0)	None (0)	No policy objective / No Member support (0)	Fully commercial (0)

11. For most events this year, that assessment is unchanged, although this report includes specific assessments for Tommy's London Landmarks Half Marathon and the Culture Mile event in Beech St. Overall, 12 of the 17 events for 2018 are considered 'Green', with three deemed 'Amber' (the Lord Mayor's Show, the Culture Mile and Great City Race) and none are 'Red'. (Two are yet to be assessed; the London Festival of Architecture & Smithfield 150.)

12. The Lord Mayor's Show has moved towards Amber as a direct result of the measures deployed to mitigate the risk from terrorist attack. The terrorist issue in general is covered later in this report, but the Show in 2017 required measures to be deployed much earlier and road closures to last longer, with consequences for TfL and Westminster's respective operations as a result.

## **Review of Events from 2017**

### **Nocturne: Sat 10 June 2017 & Sat 9 June 2018**

13. The Nocturne is an annual night-time cycling event run by Face Partnership centred around Cheapside and Guildhall. Given the increase in participants and spectators it has attracted in recent years, the new route has proved much more suitable than the original Smithfield location, resulting in an increased media profile, closer local stakeholder connections and continuing live TV coverage.
14. However, this year's event was marred by a collision between a member of the public wanting to cross the race route during the competition, and a cyclist taking part in the race and moving at speed. The nature and causes of that collision have been investigated by the City's Environmental Health team who assume those responsibilities as agents of the Health & Safety Executive when roads are closed for events.
15. The outcome of that investigation did not warrant the City withdrawing its support for the event in 2018, but it did highlight the implicit risks of managing such events. In particular, the importance of careful event planning, managing Health & Safety risks and employing effective stewarding all come into play. The recommendations made by the EHO team around stewarding, Health & Safety management and advance planning will of course be fed into this year's event plan, and shared with other event organisers in due course.

### **Standard Chartered Great City Race**

16. This 5km race takes place every year and is successfully delivered by London Marathon Ltd. It typically takes place on a Thursday evening, although in 2017 the day changed to a Monday to accommodate a high-profile event at Guildhall.
17. This popular event draws over 5,000 runners from around 400 companies in the banking, accountancy, insurance, law and media industries. The timing of the race (7.15 pm) is specifically aimed at encouraging City workers to participate, and significant money is raised to support a number of local charities
18. As part of the three-year "root and branch" review of events on the highway, the possibility of holding this event at a weekend or an alternative day in the week was explored. Following discussion with London Marathon Ltd, moving the event to a weekend was discounted as the target audience of City workers and engagement with City businesses would be substantially reduced as a result.
19. It was however noted that there was less traffic impact when the event was held both earlier in the week and slightly later in July. For this reason, the 2018 event will now take place on a Tuesday (instead of a Thursday) and week later compared to previous years.



## **Counter Terrorism & Special Events**

20. In the context of this report, recent events in the UK, Continental Europe and the United States have highlighted the vulnerability of crowded spaces to terrorist attack, and with incidents such as the Boston Marathon bombing, the Nice Bastille Day lorry attack and the Manchester bomb, special events and event venues have been recognised as being particularly at risk.
21. A recent study suggested that 50% of people may now be influenced by security when deciding whether to attend an event, concert or festival, suggesting there is a public expectation that events will be protected in some way. As a result, the City Corporation is working at a strategic and operational level with the GLA, Westminster, TfL, the City & Metropolitan Police forces and other security agencies to develop a consistent and proportionate approach; to reassure & protect the public and participants without impeding the look & feel of an event.
22. This has led to a new assessment process for the largest high profile events where mass participation, large spectator numbers, TV coverage and iconic locations combine to create a higher than usual threat level. This process involves the appropriate police force appointing a Security Coordinator to make recommendations to the event organiser on how to best mitigate that threat, including, but not limited to, 'vehicle as a weapon' attacks.
23. The City Corporation's role (when not the organiser) is then to work with the event planner to implement these recommendations, whilst at the same time being mindful of the City's other statutory responsibilities, including the need to minimise disruption from the event, and to keep the City's 'business as usual' function operating.
24. Questions about hostile vehicle mitigation are key to the current discussions between organisers, local authorities, police forces and government agencies. However, in the meantime, the complexity and workload on DBE officers involved in this process has considerably increased, even on well-established events run by experienced event organisers. Given the severe terrorist threat level is expected to continue into the long-term, resources to meet this need will soon have to be reviewed.

## **Anti-Terrorism Traffic Regulation Order (ATTRO)**

25. In parallel to this increase in the potential terrorist threat level to the City, Members approved the establishment of a 'contingent' ATTRO in November 2016 to cover instances where the Commissioner of Police requested the City Corporation's consent to control traffic and pedestrians for anti-terrorist purposes. A joint protocol between the City Corporation, the City Police and TfL has been developed to manage this process, part of which involves reporting to Members the occasions and outcomes of using the ATTRO in the last year.



26. In the last 12 months, the ATTRO has only been used for a very small number of major events, namely:

- The 2016 New Year's Eve celebration
- The funeral of PC Keith Palmer at Southwark Cathedral (11 April)
- The IAAF Marathon event (6 August)
- The 2017 Lord Mayor's Show & Fireworks (11 November)
- Grenfell Tower Memorial Service at St Paul's Cathedral (14 December)
- The 2017 New Year's Eve celebration (anticipated use)

27. In relation to those events, the use of the ATTRO potentially allowed the City and Metropolitan Police services a greater ability to control traffic and pedestrians in a planned and 'in extremis' sense. However, in practice, the noticeable impact on the public was marginal and not over and above what might be termed a 'normal' major event plan. In addition, DBE (as the authorising department for the ATTRO) were not aware of any complaints specifically deriving from the use of the ATTRO.

### **New Events for 2018**

#### **London Landmarks Half Marathon – 25 March 2018**

28. From the beginning, the organisers of the London Landmarks Half Marathon and their principle charity partner Tommy's have sought to work with the City and Westminster to deliver an annual event highly tailored to fit the City's cultural offer and give something back to the Square Mile. That means using a complex route of City, Westminster and TfL streets to showcase City landmarks & cultural attractions (see Appendix 4).

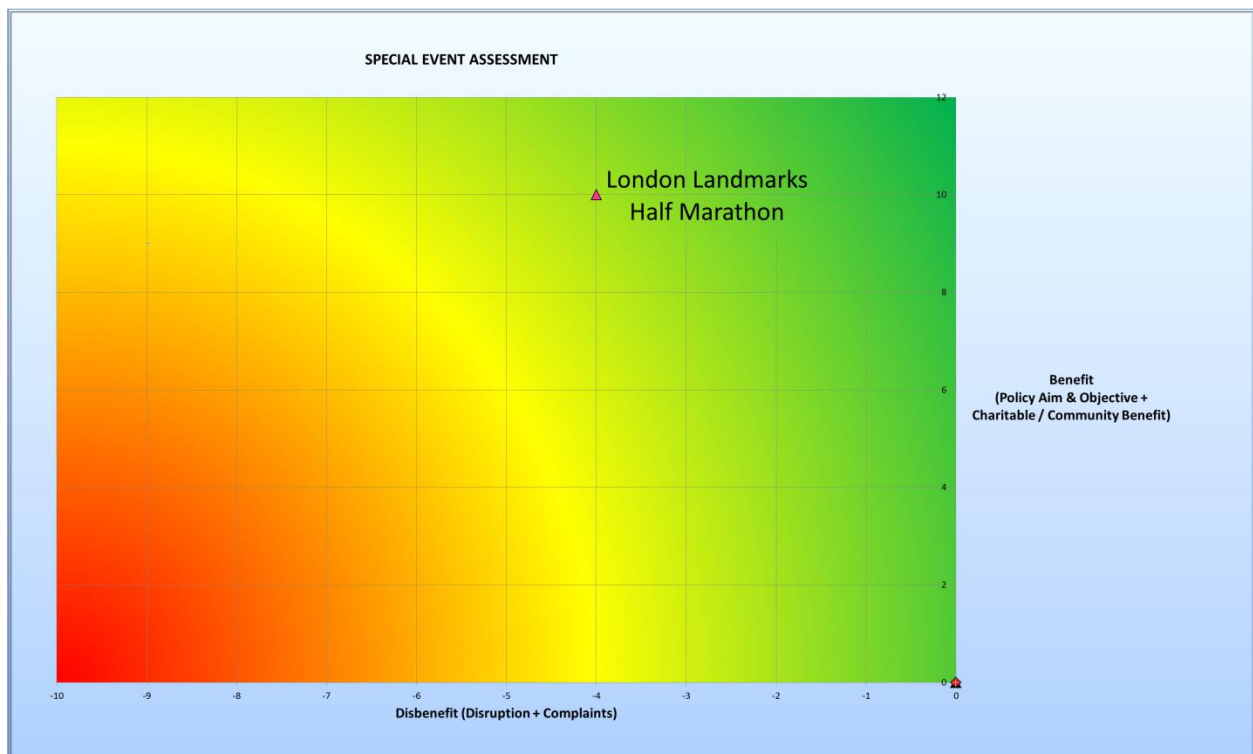
29. Planning for the event in March is now well advanced, including 10 activation points, 17 themed charity cheer stations and various musical performances set out along the route, as well as historical tours and cultural-themed treasure hunts for spectators to enjoy. Specific City attractions such as Dr Johnson's House, the sound of Bow Bells, the Roman Bath House and Guildhall's roman heritage will all be highlighted along the route.

30. The organisers have partnered with various schools with City connections, including the City's Academies at Highbury Grove and Shoreditch Park, training young people to become guides for the day and providing stages for the performing arts. Over 120 volunteering opportunities for young people have also been established through partnering with the Volunteer Police Cadets, the Scouts and London Youth, handing out medals at the finish, manning water stations and helping to run the bag drop operation for participants.

31. As this is the event's first year, the organisers are extremely keen to make a good impression, and have employed highly professional and experienced event planners to deliver what they hope will be a high quality, participative and fun event. Assuming the event is successful, the agreed policy is to offer organisers a three-year window before a further root & branch review takes place. This allows organisers to plan for the longer term with their commercial contracts and

partnering discussions without creating an expectation that an event is guaranteed a slot in the City's calendar in perpetuity.

Benefit / Disbenefit	Criteria		
		Rating	Score
Benefit	Policy Aims & Objectives	Visitor & Cultural Strategy	+5
	Charity / Community	Not for Profit / Large charitable contribution	+5
<b>Total Benefit</b>			<b>+10</b>
Disbenefit	Disruption & Impact	Extensive w/end road closures	-3
	Likely Complaints	Small number	-1
<b>Total Disbenefit</b>			<b>-4</b>



32. Otherwise, Members may recall that in December 2016, officers flagged that this event and a rival one proposed by London Marathon Ltd had the potential to significantly conflict with each other. Both intended to hold their inaugural events in March 2018, albeit with the London Marathon one largely based on TfL streets.

33. On balance, Members recommended the City make it clear to TfL that only one event should be supported, with the City's clear preference being the Tommy's proposal due to its significant additional benefit to the City. The risk of stakeholder 'fatigue', the cumulative network impact and the diluted business

case of holding two such similar events so close together were also seen as key to this decision.

34. Two alternative options were offered to London Marathon, namely changing the date to avoid this conflict, or changing the route to avoid both Westminster and the City. London Marathon chose the latter, so their 'Big Half' event will still take place on 4 March, but will now use streets in LB Southwark, Lewisham, Tower Hamlets & Greenwich. As the only effective river crossing available, Tower Bridge will form part of the route, but this has been agreed by TfL on the clear understanding that City streets are not to be used for the event, as resolved by Members in their earlier decision.

### **Cultural Events in 2018**

35. This year is likely to see an increase in on-street cultural events as the City starts to position itself to promote the Culture Mile and to attract more organisers seeking to use the City as a backdrop for internationally renowned cultural events. In 2018, several new one-off events are likely to fall into this category.

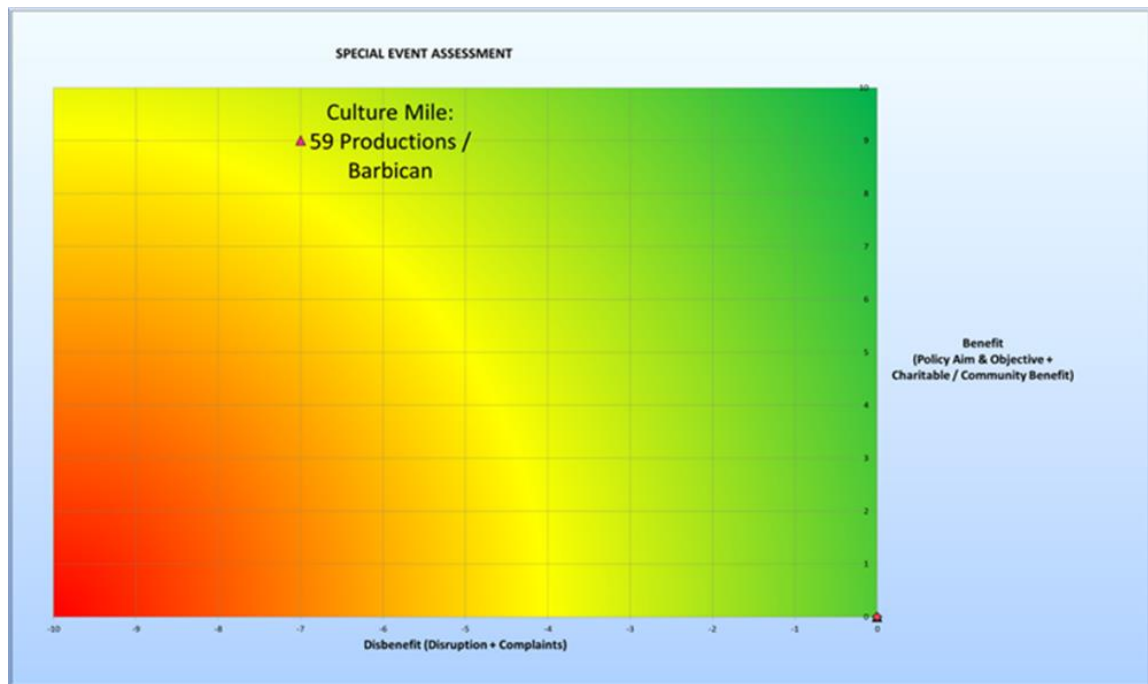
#### **Culture Mile - Beech St Light & Sound Event: 17-18 March**

36. This free (but ticketed) event proposed by the Barbican Centre & 59 Productions is part of the 'Open Fest' festival at the Barbican Centre, the Museum of London's family weekend, and is a flagship part of the Culture Mile initiative.
37. It will see Beech Street transformed over two nights into a space for pedestrians, with a light and music installation along the length of the tunnel turning the walls & ceilings into projection surfaces of constantly evolving patterns of light that respond to music. The piece of music chosen will be Karawane by Finnish composer Esa-Pekka Salonen, the featured composer in the Barbican's 2017/18 season. This work for chorus and orchestra has been recorded by the BBC Symphony Orchestra in concert at the Barbican Hall in December 2017.
38. Overall, the combined effect of world-class projection-mapping technology with an iconic but unusual location is designed to bring new audiences to the Culture Mile, and is considered to be a key Culture Mile initiative. It will involve all Culture Mile core partners, and is expected to bring a significant footfall to the area, representing an opportunity to draw people from one event to the other via the 'cultural spine' of Beech Street.
39. The event itself is proposed to be over a weekend, with the noise impacts assessed and co-ordinated with the City's Environmental Health team. The Barbican Residents Association are aware of the proposal and various steps are being taken to ensure the disruption to local residents will be minimised. Residents will be kept updated on the necessary road closures for the event, and a full communications plan will be developed for implementation in the new year.
40. In order to complete the extensive build and de-rig for this event, it is proposed to close Beech St for up to six days from Wed 14 to Mon 19 March, albeit access to the Barbican Estate car parks will be maintained. In addition, pedestrians may be

excluded for safety reasons for short periods during the construction and de-rig, as well as during the event itself.

41. Closing Beech St for that length of time will add to traffic in the area, with Aldersgate St, London Wall and Moorgate being used as diversions into the City. Streets to the north into Islington are also likely to be affected, so that both the City and Islington will need to keep their respective networks clear of other activities for the duration of the closure. In addition, buses that currently use Beech St will obviously have to divert, so bus stops in the vicinity of the Barbican entrance in Silk St will not be serviced for this period. As a result, final approval for the closure will be subject to appropriate discussion with, and consent from, LB Islington and Transport for London.
42. In terms of benefits, the event represents a major strategic priority for promoting and delivering the Culture Mile, and is expected to attract substantial press interest. It is supported by the Culture Mile partners and the local businesses that form the Culture Mile 'Network', suggesting it should be scored a total of +9 for significant policy implications and high stakeholder support.
43. In terms of impact, the six-day closure will require buses to be diverted and cause some localised congestion and disruption, albeit this can be managed through a comprehensive communications plan for residents, traffic and local Members. In addition, the impact on car park access and pedestrian routes will have to be carefully managed, but there will be air quality benefits in Beech St given the exclusion of traffic for the duration.
44. Given that a weekday daytime bus route closure is required, this suggests an overall disbenefit scored of -7, including some scope for complaints being received. However, with an effective advance communications plan, these impacts can be somewhat mitigated. An advance briefing of the Chairmen and Deputy Chairmen of your respective committees reiterated this point, in that despite support for the event itself, there were concerns about the length of the closure and the impact this might have. These concerns will be taken back to the organisers for them to review their arrangements accordingly.
45. Overall, that places this event in the 'Amber' zone, where there is the likelihood of some disruption caused by the extended closure either side of the event, but there are significant benefits in terms of the Culture Mile to justify supporting it.

Benefit / Disbenefit	Criteria		
		Rating	Score
Benefit	Policy Aims & Objectives	Corporate Plan	+5
	Charity / Community	Stakeholder support	+4
<b>Total Benefit</b>			<b>+9</b>
Disbenefit	Disruption & Impact	Daytime major road closures	-5
	Likely Complaints	Some political, small no.	-2
<b>Tot. Disbenefit</b>			<b>-7</b>



### Culture Mile: 'Pop up' artworks - Spring 2018

46. As part for the Culture Mile 'pop up' events programme to activate the Culture Mile area, two further artworks are proposed to be installed in Spring 2018; one in Beech Street tunnel (for the tunnel wall panels) and one at the Beech Street / Aldersgate St junction (at the pedestrian crossing).
47. Neither artwork will require closures during their residency, but to allow for their installation, short term temporary road closures may be required. However, if they are needed, the installations will be co-ordinated and undertaken at weekends to minimise their impact.

### City Outdoor Arts Programme

48. Following the closure of the City of London Festival in 2016, it was decided to repurpose funding to deliver a new model of outdoor cultural activity in the City that highlights its cultural and heritage offer. As an example, the *Londinium* programme saw activity focussed on closed spaces such as Guildhall Yard and Paternoster Square, with 57,000 visitors to the 38 events across the programme.
49. Two major outdoor events per annum (one in spring and one in autumn) are now planned to support this programme, with the 2018/19 focus being *Women: Work & Power*.
50. As part of this, it is hoped that a major event will take place in September / October 2018. At the time of writing, negotiations around the shape, nature and location of the event are still on-going, but it is anticipated that road closures will not be required.

### London Festival of Architecture – June (TBC)

51. An initial approach has been made by the London Festival of Architecture to host this prestigious annual event in the Square Mile, potentially using Bank Junction as an event hub. Such an event would involve a range of activities in the area, led by various major partners under the LFA banner, and could involve a request to close Bank junction to facilitate it. Planning is still in its early stages and approval would require the consent of a number of key stakeholders including Transport for London, but Members' views will also be sought before approval is given.

### Smithfield 150 Street Party: 27 August 2018 (Bank Holiday)

52. The Smithfield Market Traders Association, working with the Museum of London, is planning to put on a large-scale weekend street party to celebrate the 150<sup>th</sup> anniversary of the Market. Whilst planning is still in its early stages, the event intends to replicate the old St Bartholomew's Fair, and will feature food, music and historic re-enactments.

### **Sporting Events**

53. Following a review undertaken by the Town Clerk's department, the Public Relations & Economic Development Sub Committee of the Policy and Resources Committee recently agreed that the City Corporation should take a more proactive and strategic approach towards sport engagement.

54. As part of this, it is hoped that future support for sport events will deliver greater community and strategic benefits, as well as enhanced exposure, in line with the City Corporation's corporate objectives over the next five years.

55. A process for assessing future requests for support will be developed in the new year and will initially be aimed at support provided for international sport events, such as the upcoming 2019 Cricket World Cup and the 2020 European Football Championships. However, it is hoped that this new approach will eventually be rolled out to incorporate mass participation events as well, to reflect the importance of these events to the City Corporation's overall contribution to sport. Further details on this will be provided in due course, and Members will be consulted on any new proposals for assessing special events.

### **Benefits in Kind**

56. The City Corporation gives around £55m pa to charities either directly or through its trusteeship, but in addition, the City also gives significant benefits in kind, defined (for this purpose) as:

- Abatement of a full commercial rent;
- Abatement of a fee or charge for services provided; or
- Provision of goods or materials free of charge, or at a reduced charge.

57. The Director of the Built Environment has delegated authority to waive fees and charges on a case by case basis in accordance with the Member-approved guidance that sets out the likely circumstances where this can be done. For some time, DBE has summarised this information for the Finance Grants & Oversight Committee, but to improve transparency of the decision making behind this process, that Committee has now recommended that all current benefits in kind with no identifiable end date should be reviewed by the relevant department or Committee, and a recommendation made as to the on-going provision of each benefit.

58. Therefore, for the purposes of transparency, Members of Streets & Walkways Sub Committee (as the spending Committee for special event management) are asked to note the Benefits in Kind provided under this protocol and set out in Appendix 5. Further details on any particular benefit can be provided on request.

## **Conclusion**

59. This report reviews the key points from last year's on-street events, and summarises the major events planned for 2018. The vast majority of events continue to be delivered successfully and safely, whilst City officers work with organisers to ensure the disruption they cause is minimised wherever possible.

60. However, the added dimension of counter terrorism is placing greater strain on resources for event organisers, police forces and the City Corporation.

## **Appendices**

- Appendix 1 – Events Details for 2018
- Appendix 2 - Event Timeline for 2018
- Appendix 3 – Summary Assessment of Events for 2018
- Appendix 4 – London Landmarks Half Marathon Route Map
- Appendix 5 – Benefits in Kind for 2017

## **Background Papers**

Ian Hughes  
Assistant Director (Highways)  
Department of the Built Environment

T: 020 7332 1977

E: [ian.hughes@cityoflondon.gov.uk](mailto:ian.hughes@cityoflondon.gov.uk)

**APPENDIX 1 – EVENT DETAILS FOR 2018**

<b>EVENT</b>	<b>DAY &amp; DATE</b>	<b>TIMES</b>	<b>ORGANISER</b>	<b>APPROVAL AUTHORITY</b>	<b>BENEFIT OF EVENT</b>	<b>NO.</b>	<b>EVENT HISTORY</b>	<b>CITY OF LONDON ROUTE</b>
Winter Run	4 February	8 am – 2 pm	Human Race Ltd	City of London	Community event raising money for charity	16,000	4 <sup>th</sup> year	City Streets, and Westminster (WCC)
Culture Mile	17 & 18 March	6 day road closure	Barbican Centre	City of London	Community Event	1,000	First year	Beech Street
London Landmarks Half Marathon	25 March	7 am – 6 pm	Tommy's (with Human Race Ltd)	City of London & City of Westminster	Community & Charitable Event	30,000	First Year	Iconic sites within the City
London Marathon	22 April Sunday	7am-7pm	London Marathon Limited	Transport for London	Significant charity fund raising, plus surplus used to support specific sporting projects.	38,000	Established event of more than 20 years	Embankment & Upper / Lower Thames St
Vitality 10K Race	28 May Bank Holiday Monday	10am-12.30pm	London Marathon	Westminster / City of London	Funds from this race promote sporting initiatives to the City's resident and workforce	10,000	11 <sup>th</sup> year	WCC, Holborn, Holborn Viaduct, Cheapside to Bank area and



					population			back to WCC
London Festival of Architecture	June (TBC)	TBC	London Festival of Architecture	City of London	Series of animations to promote City's architecture and buildings	TBC	New (one-off)	Possibly Bank junction
Nocturne	9 June (Saturday)	Night	Face Partnership	City of London	High participant night-time cycling race	500	12 years overall but 3rd year for the new route	Cheapside, King Street, Gresham Street and immediate environs
Adidas City Rune Mile – Run Fast	17 June Sunday	8am-midday	Run Fast Ltd	City of London	Raising money for local and national charities.	2,000	6 <sup>th</sup> year	St Paul's, Cannon Street, Queen Victoria Street, Bank area, Cheapside
Standard Chartered Great City Race	17 July Tuesday evening	7pm-8.30pm	London Marathon Ltd	City of London	Popular with City institutions & sponsored by a City company. Funds also help promote sporting initiatives to the City's resident and workforce population	6,000	13 <sup>th</sup> year	City Road, London Wall, Bank area & Cheapside.

Cart Marking	18 July	7 am – 2 pm	Worshipful Company of Carmen	City of London	Historical City event to mark trade vehicles	1,000	Annual event	London Wall, Gresham St, Guildhall area
Prudential RideLondon	28/29 July Saturday /Sunday	7am-6pm	TfL (with London Surrey Cycle Partnership & London Marathon Trust Ltd)	Transport for London, City of London & other highway authorities	Mass participation event to promote cycling, inc Mayoral initiatives.	75,000	6 <sup>th</sup> year	Central CoL & Holborn, Holborn Viaduct
London Triathlon	5 August Sunday	7 am – 5 pm	Live Trio (IMG UK Ltd)	TfL, Westminster City Council	Sporting Event	15,000	Annual event	Lower route (Victoria Embankment)
Smithfield Street Party	25 – 27 August (bank holiday)	7 am – 6 pm	Smithfield Market Traders Association/Museum of London	City of London	150 Celebration of the Market	1,000	1 <sup>st</sup> year	Streets around the Market
Bloomberg Square Mile	21 September (evening)	5 pm – 8.30 pm	Square Mile Sport	City of London	Fun Run raising money for charity	5,000	More than 9 years	Gresham Street
Royal Parks Half Marathon	14 October Sunday	9am-midday	Limelight Sport	Royal Parks and Transport for London	Charitable event for Royal Parks Foundation.	15,000	11 <sup>th</sup> year	Victoria Embankment west of Blackfriars.
Lord Mayor's Show & Fireworks	10 Nov Saturday	7am-7pm	City of London	City of London / Westminster and Transport for London	Procession to facilitate the Lord Mayor's obligations to the Sovereign.	6,000	Ceremonial event.	City area west of Bishopsgate.

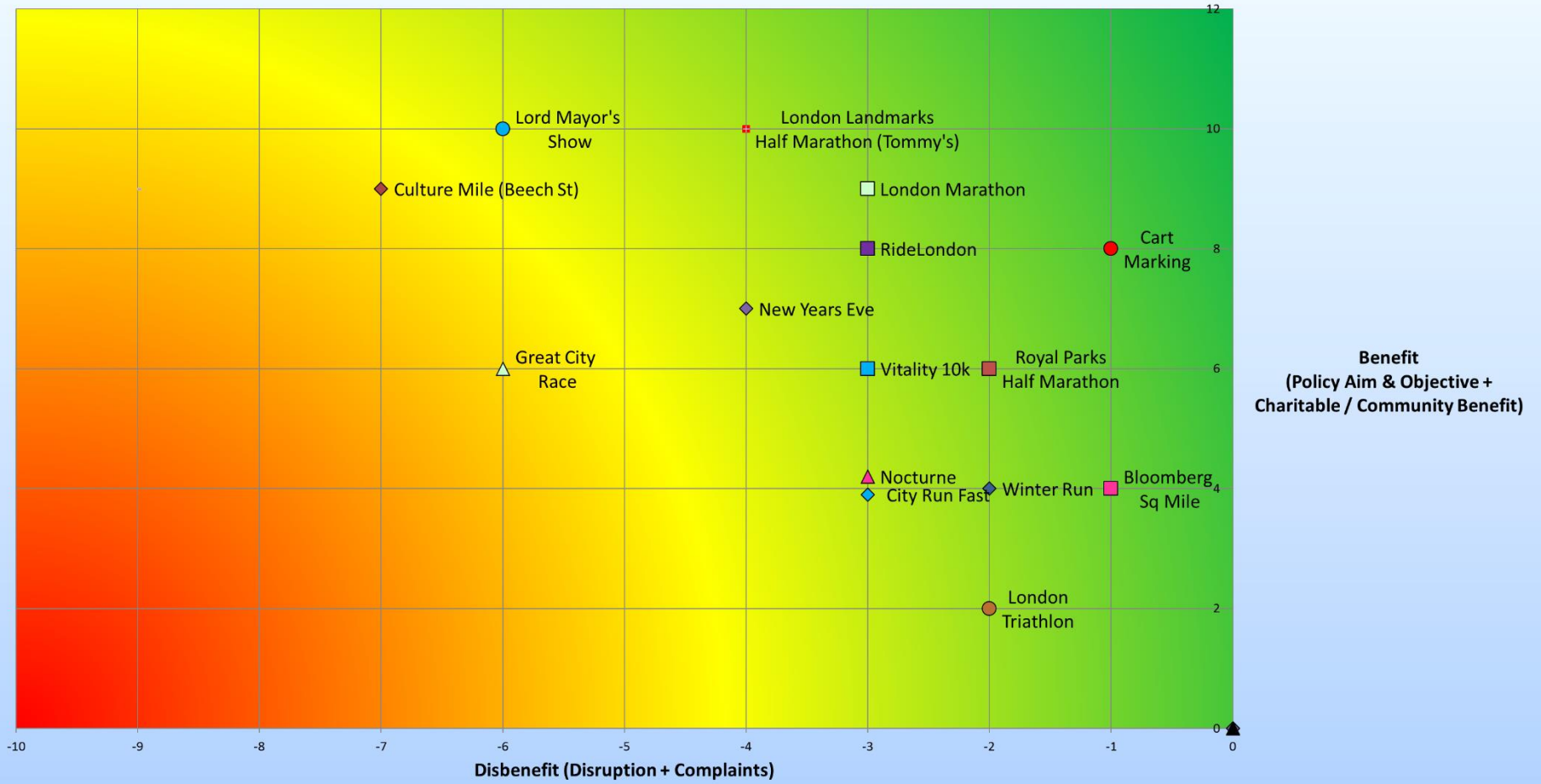
New Year's Eve Fireworks	31 December Monday	From b/w 2-10pm until after midnight	GLA	Transport for London, Westminster & City of London	Focus of the UK's End of Year celebrations	120,000	Annual Event	Blackfriars area & Westminster near London Eye

## APPENDIX 2 – EVENT TIMELINE FOR 2018

2018			Cumulative Disruption											
Date	Event	Disruption	Month	Week	1	2	3	4	5	6	7	8	9	10
04/02/2018	Winter Run	-2	Jan	1										
17&18/3/18	Culture Mile	-7		2										
25/03/2018	London Landmarks Half M.	-4		3										
22/04/2018	London Marathon	-3		4										
28/05/2018	Vitality 10k Race	-3	Feb	5	Winter Run									
09/06/2018	Nocturne	-3		6										
17/06/2018	City Run Fast	-3		7	Culture Mile									
17/07/2018	Great City Race	-6		8										
18/07/2018	Cart Marking	-1	Mar	9										
28&29/7/18	RideLondon	-3		10										
05/08/2018	London Triathlon	-2		11										
25-27/8/18	Smithfield 150	TBC		12	London Landmarks									
21/09/2018	Bloomberg Sq Mile	-1	Mar / Apr	13										
14/10/2018	Royal Parks Marathon	-2	Apr	14										
10/11/2018	Lord Mayor's Show	-5		15										
31/12/2018	New Years Eve	-4		16	London Marathon									
				17										
			May	18										
				19										
				20										
				21	Vitality 10k									
			June	22										
				23	Nocturne									
				24	Run Fast									
				25										
			June / July	26										
			July	27										
				28	Cart Gt City Race									
				29										
				30	RideLondon									
			Aug	31	Triathlon									
				32										
				33										
				34	Smithfield 150 (TBC)									
			Sept	35										
				36										
				37	Sq Mile									
				38										
				39										
			Oct	40										
				41	Royal Parks									
				42										
				43										
			Nov	44										
				45	Lord Mayor's Show									
				46										
				47										
			Dec	48										
				49										
				50										
				51										
				52	New Year's Eve									

# APPENDIX 3 – Summary Event Assessment for 2018

SPECIAL EVENT ASSESSMENT 2018



# APPENDIX 4 – London Landmarks Half Marathon Map



## APPENDIX 5 – Benefits in Kind (2017)

Event	Date 2017	Application Fee £	Other e.g. parking suspensions £	Total £
Bishop of London Retirement	2 February	65	25	90
Founders Day	8 February	300	600	900
Military procession	1 April	65		65
Romanian Easter	15 April	300	600	900
Brass on the Bus	30 April	65		65
St John's Parade	24 June	300	600	900
Art Night	1 July	65	25	90
Beer Fest	6 July	65	768	833
Cart Marking	12 July	300		300
RideLondon	29 July	600	1,200	1,800
Gigs 2017	4 August	65		65
Merchant Navy Day	3 September	300	600	900
Open House	16 September	65		65
St Matthews Day Parade	22 September	65		65
Sheep Drive	24 September	300	600	900
Wool Fair	24 September	300	1,100	1,400
Pearly Kings & Queens	24 September	300	600	900
Wreath Laying	28 October	300	600	900
Lord Mayor's Show	11 November	300	600	900
Lord Mayor's Show Fireworks	11 November	300	600	900
Remembrance Sunday	12 November	300	600	900
Aldgate Lantern Parade	1 December	65		65
Boars Head Procession	5 December	300	600	900
Grenfell Tower Memorial	14 December	300	600	900
New Year's Eve Fireworks	31 December	300	600	900
<b>Total</b>				<b>£16,668</b>

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<b>Committee(s)</b>	<b>Dated:</b>
Resource Allocation Sub-Committee Policy and Resources Committee	18 January 2018
<b>Subject:</b> Priorities Pot Funding Proposal – Cyber Directorate	<b>Public</b>
<b>Report of:</b> Director of Economic Development	<b>For Decision</b>
<b>Report author:</b> Sarah Mayes, Economic Development Office (EDO)	

## Summary

This proposal for funding from the “Priorities Investment Pot” aims to widen and deepen the cyber security offering that the Corporation currently delivers. This will be led by the creation of a new Directorate with a dedicated website and headcount, and will draw on existing activity, notably by the police and EDO, but also would leverage the activity of external organisations (e.g. National Cyber Security Centre, Global Cyber Alliance). This combination, brought together in a coherent, focussed strategy, will create a trusted internet portal – a ‘one stop shop’ for cyber security, providing access to the information, skills, products, services and advice needed to make our ecosystem more cyber secure. The model will be delivered through partnerships, combining the brand strength and reach of the City of London Corporation, with select expert and specialist organisations.

In keeping with existing and emerging priorities within the Corporation we propose that the City of London leads the way in convening and empowering internal and external partners to make this possible, using a dedicated Cyber Directorate (working title) to achieve this. The Corporation can use its unique position to support those operating within the City of London who, due to the unique threat facing financial services, may be acutely vulnerable.

The current estimate of required funding is £635,000, with an expected breakdown allocated to staffing a team, the development and maintenance of a digital platform, the provision of a cyber skills pipeline and events and marketing requirements. This proposal is scalable and can be tailored to the level at which the Corporation wants to implement the Cyber Security Strategy.

## Recommendation(s)

That **the Resource Allocation sub-committee** endorses the £635,000 funding required to set up the Cyber Directorate pending agreement from the Policy and Resources Committee.

That the **Policy and Resources committee** agrees the principal of the setup of the Cyber Directorate.

## **Main Report**

### **Background**

1. Following cyber-attacks such as Wannacry and the compromise of Deloitte data, the City must act to defend against the growing threat and keep up with the growth of innovation in this market. The City of London is looking to develop a cross-Corporation cyber strategy to reflect the current environment within The City. The Policy Chairman also visited Tel Aviv to inform the cyber security strategy.

### **Options**

2. Funding is being requested to support the initial set up of the Cyber Directorate (timeline approx. 6 months) and its activity in 6 months following this. At this point there would be a comprehensive review of progress. The Economic Development Office (EDO) will facilitate the initial setup of the team behind the Directorate, working closely with the City of London Police, and other relevant departments. The Cyber Directorate will ultimately have its own team and governance structure, EDO will continue to feed in and be engaged where appropriate and where interests overlap.
3. The proposal is based on initial forecasts and is scalable from a de minimis version through to the recommended version presented here, based on expected workload for the Directorate, this may differ in subsequent years depending on business requirements. The funding levels in this proposal are for the fullest version to be presented when procurement and recruitment activities take place and more detail can be provided. The current estimate of required funding is £635,000, with an expected breakdown allocated to staffing a team of approximately 8, the development and maintenance of a digital platform, the provision of a cyber skills pipeline and events and marketing requirements. To note, presently all cyber activity within EDO is carried out by a secondee from HMG Fast Stream program at no cost.
4. The Cyber Directorate intends to provide a single point of contact for cyber security in London through the online platform. The Directorate will initially focus on our immediate stakeholders (e.g. financial and professional services), with a view to support these groups, and the possibility to widen the focus in the future. This platform intends to enable the Corporation to achieve outputs within the Corporate plan. It will aim to allow the CoLC to grow London's market share in cyber security, its innovation ecosystem, improve access to skills and human capital and enable the City of London to project its brand of being cyber secure. Through strategic partnerships the City of London will enable the London cyber ecosystem to grow.
5. If the Corporation does not develop its cyber security offering the Corporation will risk allowing the City of London to be more vulnerable to cyber-attacks than it would have been otherwise, as well as falling behind other jurisdictions in growing a cyber ecosystem as part of our financial services offer. CoLC has a unique role in being able to complete activity and convene organisations that can have a positive and measurable impact on the London Cyber ecosystem.

## Proposals

6. By formally partnering with organisations that are delivering in this space, we intend to utilise the trusted brand of the CoLC to create a city-wide service, that will deliver on our Cyber Security Strategy (please see appendix 1.) and the Government's National Cyber Security Strategy. The service will take the form of a new Directorate, that will act as a portal to trusted cyber advice and expertise, a platform for partners to connect to more users and a means to create and propagate a cyber security brand for London.
7. Outputs of the partnerships will take the form of signposting, through the online platform, to existing initiatives, products and services being provided by these partners, for example, signposting to National Cyber Security Centre guidance. The Directorate will also look to develop new initiatives created in collaboration that are tailored to the needs of the City of London. The Directorate will look to build on existing relationships such as the London Digital Security Centre (setup in Partnership with the CoLPolice) and strengthen the reach of these organisations.

### Funding Case For:

8. *Staff Resource* – Funding will be used to put together a dedicated team behind the Directorate with its own governance structure, to achieve goals within the Corporations' Cyber Security Strategy (please see outline of roles in slide 14 in appendix 1). Funding will be used to staff the Directorate to facilitate the middle stage development and setup of our offering including partnership management, business liaison and digital, communications and marketing capabilities. Funding will also be used to maintain and promote activity with internal and external partners.
9. *Digital Platform* – There is not currently an online platform available across user groups that provides access to the range of advice, services and tools to serve the City's needs. The CoLC has identified its potential role in providing this platform. The online digital platform will allow external users to access the activities being coordinated and carried out by the Cyber Directorate. A dedicated online platform would demonstrate CoLC's long-term prioritisation of cyber security and will offer a valuable and flexible tool for communication with our users and partners. The platform will outline and provide access to all cyber security activity being carried out by the Corporation. It will also showcase activities the CoLC is undertaking with external partners and signposting to these partners' offerings and websites. Funding will be needed to develop and launch the online platform as well as its maintenance and updates that will be required.
10. *Strengthened Skills Pipeline* – The development of cyber skills has been identified as a key strand of the cyber security strategy, to support the innovative ecosystem in London and the pipeline of human capital that is required to feed the growing cyber security market. The Directorate will aim to develop and support activities that support this skill pipeline, such as: funding for the development of the long-term skills pipeline by for example, working to develop existing Cadets programmes in the City of London Police to include "Cyber Cadets"; promoting access to skills in the medium term by sponsoring cyber specific apprenticeship schemes that take place on rotation between the CoLC,

the CoLPolice, and partners of the cyber directorate; aiming to provide skilled human capital in the short term by developing programmes that train individuals in specific cyber skills required by industry; working with Academic Centres of Excellence to develop Continued Professional Development courses.

11. *Events and Marketing* – Funding for events and marketing of the cyber directorate will be required. As well as events that are part of the activities of the cyber directorate (e.g. networking opportunities for cyber security SME's).

### **Corporate & Strategic Implications**

12. To address the emerging threats facing the City of London in cyber security, this proposal delivers against the Corporate Plan by directly contributing to corporate outcomes which include “growing the economy” and “enhancing the city as a global hub for innovation”. We will work towards these outcomes by supporting the cyber security ecosystem in London, but also ensuring that businesses and individuals are safer online. We will also work with external partners to enable London's businesses to access cyber skills so the City has the human capital it needs to thrive. In short, this proposal will create a cross-London offering on Cyber Security that aligns to corporate goals.

### **Implications**

13. Financial implications are associated with the allocation of funding from the Priorities Pot, risks will be mitigated by setting up measures to assess the success of the Directorate. These will be based on the level of engagement with activities that are carried out or promoted by the Directorate. The Directorate will be assessed by a specially set up Governance Board that will meet bi-monthly. The Board will consist of Partners associated with the Directorate, the Senior Responsible Officer at CoLC and the Director of the Cyber Directorate.

### **Conclusion**

14. The Corporation needs to align its offering in cyber security with the scale of the current risk. This proposal will enable those within the Square Mile, wider London, and the UK, to access cyber advice, products, services and skills quickly, efficiently and at low cost to make London synonymous with being more cyber secure. The Corporation can convene and empower internal and external partners to make this possible, by creating a dedicated Cyber Directorate to achieve this.

### **Appendices**

- Appendix 1 – Cyber Security for the Corporation V.11.2

### **Sarah Mayes**

Policy Advisor (Cyber), Economic Development Office

T: 020 7332 1565

E: sarah.mayes@cityoflondon.gov.uk



# **Creating a Cyber Security Directorate: A new approach for the Corporation of London**

January 2018



# Executive Summary

- ▶ Cyber Security is part of the **requirements that all business** must now make provision for – **a new normal for compliance.**
- ▶ The **cyber crime threat is ever-developing** and the cyber security market place is crowded. This is a new challenge for business and many need assistance.
- ▶ The Corporation already provides many services that can help businesses meet this challenge but it is fragmented and not visible – we should create a **Cyber Directorate**, leveraging **existing skills and activity** as well as partnering with other London peer group organisations to create a **‘single customer view’** on cyber security

## **The Corporation’s Key Objective:**

To enable the Square Mile, wider London, and the UK, to access cyber advice, products, services and skills quickly, efficiently and at low cost to make London synonymous with being cyber secure



Now is the time to build a Directorate that works towards our objectives as one City of London

---

▶ Key Asks:

- ▶ Agree the **strategic objective** on cyber security
- ▶ The **high level aims of the Directorate** as the right means to deliver
- ▶ The **make-up and remit** of the Directorate
- ▶ First **90 days plan**



# The Cyber threat is the biggest challenge facing business today



- ▶ This is a relatively **new problem**
  - ▶ New **regulation** is trying to keep up with cyber security compliance.
  - ▶ Businesses must be active in **identifying new and evolving threats**.



- ▶ The **threat can cross borders**. Cyber criminals can operate from anywhere.
- ▶ **Governments and international organisations** are providing services and guidance on cyber – London must show leadership



- ▶ Business is **cautious about sharing data** that may work towards solving cyber security issues.



- ▶ The market place is **difficult for customers to navigate** with providers and services of **varying levels of quality**
- ▶ There is a need to create an **ecosystem** that enables a **functioning, innovative and commercial** cyber security marketplace



- ▶ There is a **disparity in the cyber security capabilities** of large organisations compared to SME's and non-financial services businesses
  - ▶ Resources
  - ▶ Skills



- ▶ There is a **skills and knowledge gap** in providing cyber security services

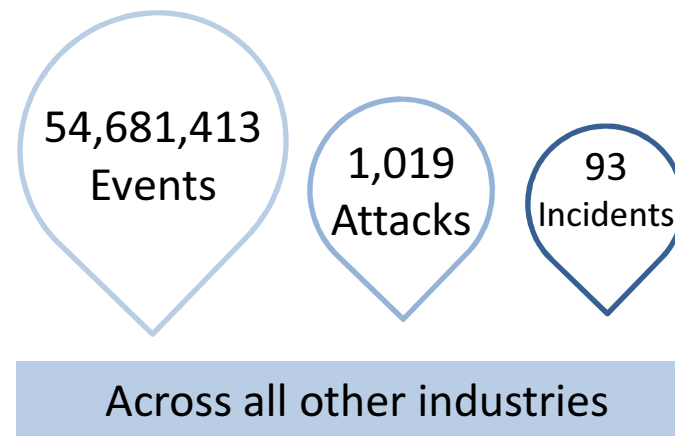
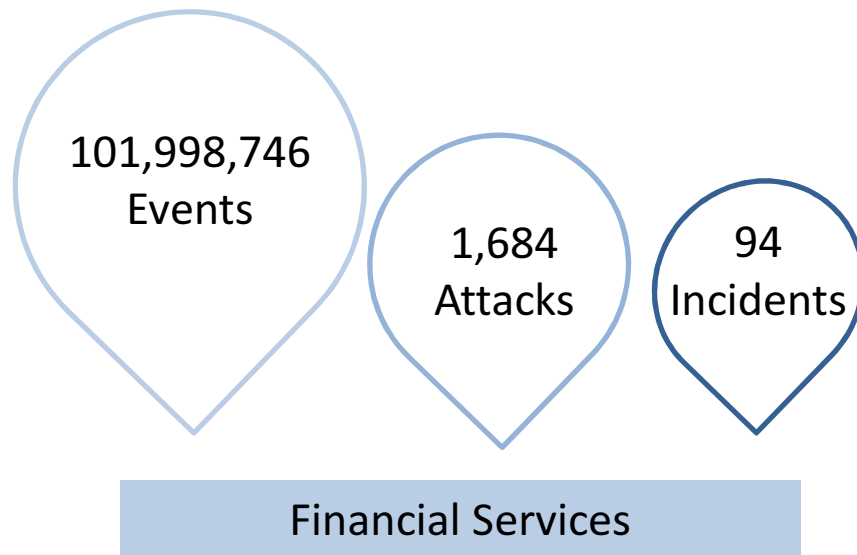




## Financial services as the cyber criminals' most wanted

In 2016 the financial sector was attacked 65% more frequently than any other sector.

2016 saw an average 29% increase in attacks on financial services organisations—up from 1,310 attacks in 2015 to 1,684 in 2016.





# We must act by leveraging existing Corporation strengths in cyber security...

## Key Players

- ▶ City of London Police
- ▶ Economic Development Office (EDO)
- ▶ In-house ICT and information management
- ▶ Mansion House



- ▶ **National leader on fraud and economic crime**
- ▶ Sharing data with national authorities
- ▶ Active participants in industry initiatives like CDA and GCA



## Connection and Outreach

- ▶ The Corporations as a communications platform
- ▶ Trusted and strong **brand identity**
- ▶ Connecting business to cyber innovation through our **contacts and events**
- ▶ Ability to **share best practice** on a global stage



## EDO: delivering Skills, Innovation & Enterprise

- ▶ **Digital skills** development
- ▶ Connecting sell-side innovators with buy-side incumbents
- ▶ Inward **investor engagement** and access to finance
- ▶ Account management – Ensuring UK SME's have **access to export markets**



... combined with wider London's capabilities

### Key Players

- ▶ Greater London Authority (GLA)
- ▶ National Cyber Security Centre (NCSC)
- ▶ A financial services industry co-located with a technology cluster
- ▶ Academic Centres of Excellence
- ▶ Bank of England



### Regulation & the Courts

- ▶ **Courts**, regulation and policy
- ▶ Stable and up to date legal system
- ▶ Strong insurance sector – growing **cyber insurance** market
- ▶ UK's commitment to adhere to the **General Data Protection Regulation (GDPR)**



### Government and Institutional Outreach

- ▶ **National Cyber Security Centre (NCSC)** provide leading guidance
- ▶ Greater London Authority – **London Digital Security Centre**
- ▶ Growing appetite and regulation for business to **share cyber information**

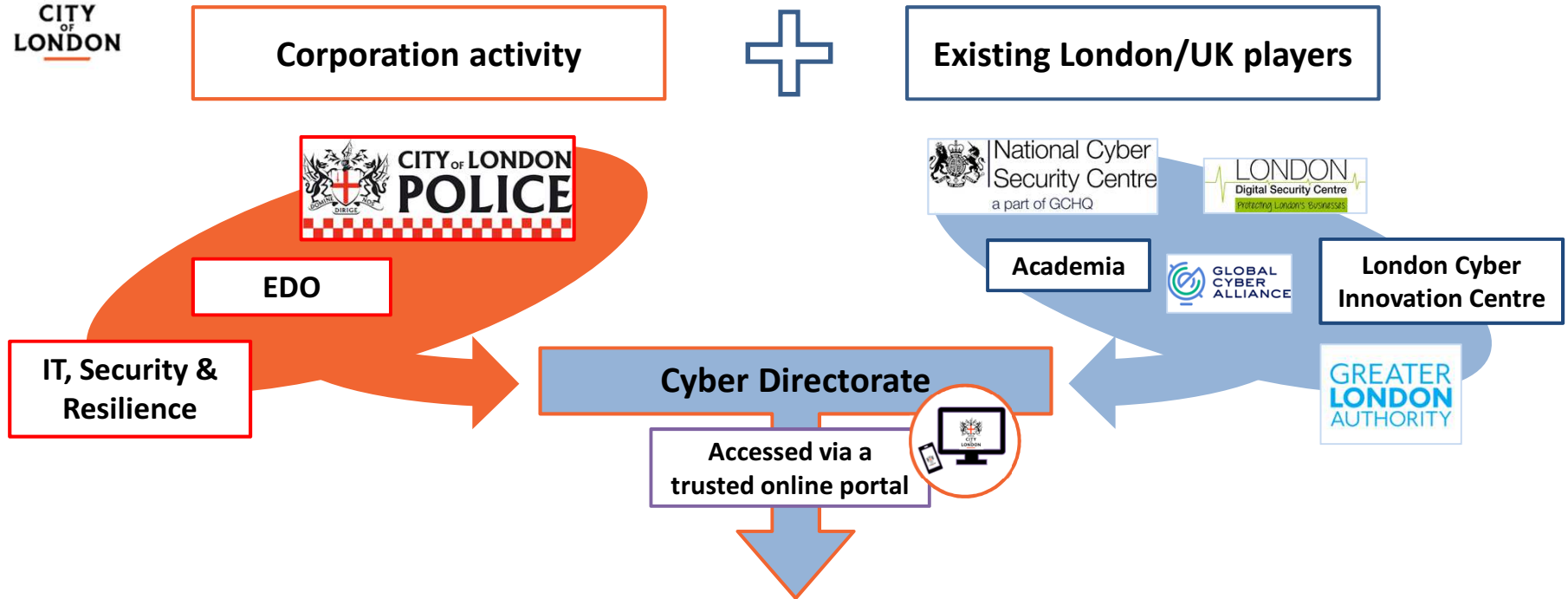


### Skills, Innovation & Enterprise

- ▶ Competitive **existing skills base**
- ▶ Large corporations working on **cyber solutions** e.g. Barclays cyber school
- ▶ Existing environment of **support for SME's and startups**
- ▶ **Academic IP**
- ▶ Forthcoming London Innovation Centre



# What the Cyber Directorate could look like:

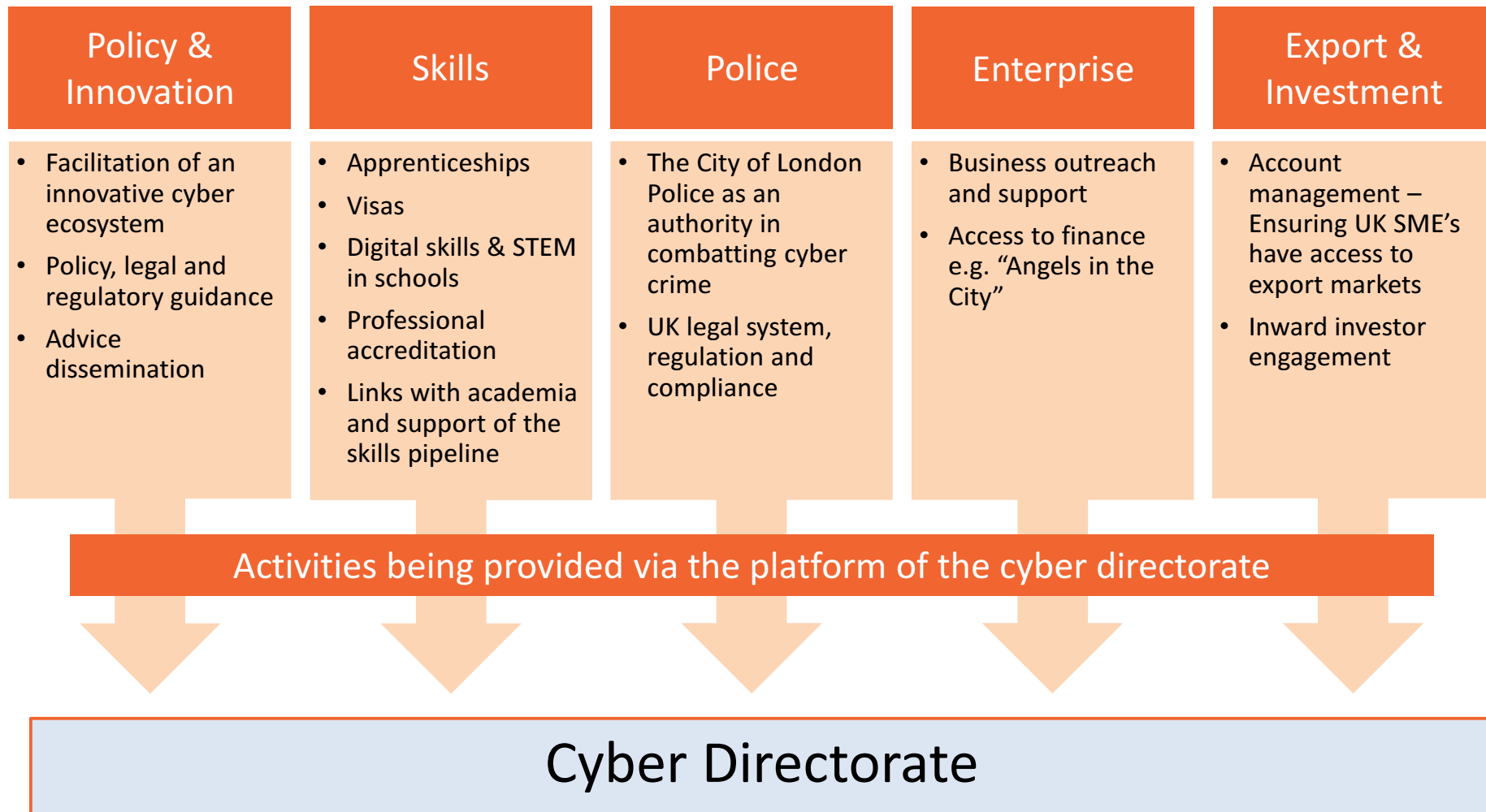


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The Directorate will provide:	London Boroughs	Public & Third Sector	SMEs	Financial & Professional Services
<b>Advice and Guidance</b>	Platform for advice provision to their users	Dissemination of Government, COLP and other external advice from partners		Sharing of <b>threat intelligence</b>
<b>Products and Services</b>	Providing <b>access to services</b> from Police and other approved providers			Access to tailored products and service solutions
<b>Trade &amp; Investment</b>	Develop innovative <b>London ecosystem</b>		<b>Support cyber SMEs to scale up</b>	<b>Innovation</b> and export opportunities

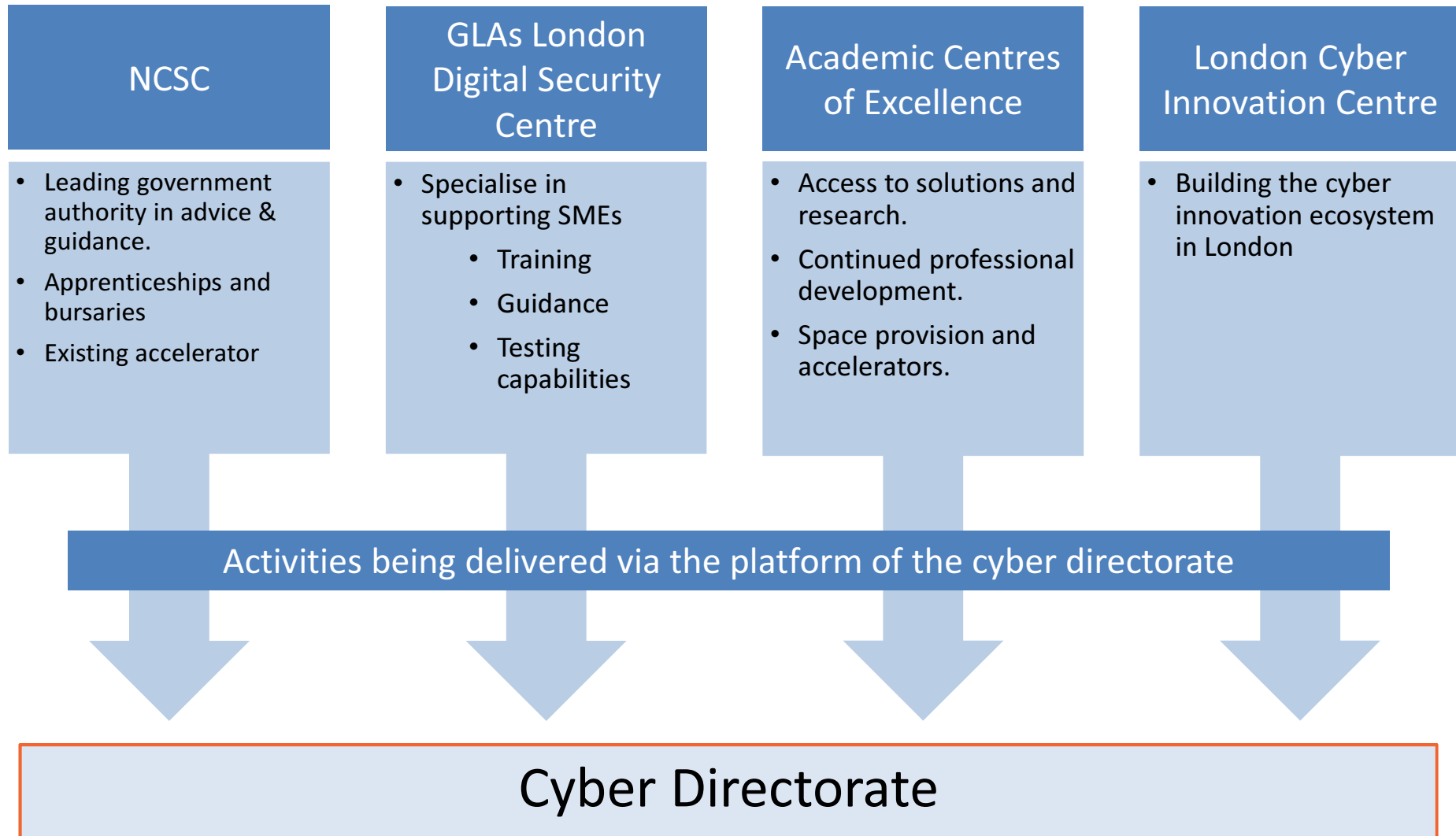


## Existing COL activity and engagement will supply the Directorate





## The Directorate will package & signpost existing work being carried out by partners





# Cyber Directorate leveraging a broad network to provide services to business

## Businesses accessing the Cyber Directorate



### Skills

#### Apprenticeship Schemes for non NEC levy payers

- COLP cadets generating cyber participants
- Placements provided within external organisations e.g. GCA
- Corporation connections to industry providing placements

### Product

#### Penetration Testing

- Service provided by the COLP
- Trusted and clear advice to SME's and those with less resource to dedicate to cyber security

### Growth

#### Account Management

- Service provided by the COLP
- Trusted and clear advice to SME's and those with less resource to dedicate to cyber security



## Tel Aviv: Effective cyber ecosystem case study

- ▶ Key findings from the visit on why Tel Aviv is a leading centre for cyber security:

### People

- ▶ Compulsory **military service** is an important part of developing the “human capital” in Tel Aviv and powers the tech community.

### Industry

- ▶ International organisations set-up **accelerators and innovation labs in Tel Aviv to access this talent pool**, finding solutions to their problems by working with and supporting start-ups and innovators.

### Academia

- ▶ **Links between academia, government and industry** are a key part of the building and sharing of information and innovation.

### Culture

- ▶ There is an energy in Tel Aviv that is unique in their **approach to entrepreneurship**. They are risk takers but they sit within a supportive community that is not afraid of failure.

**Tel Aviv** has the right ecosystem but does not have developed internal markets to sell its cyber security solutions to. Therefore it **will always look to export** these solutions



**London** can generate cyber security solutions but also has the **right markets and industry** to sell them to







# Cyber Directorate: First 90 Days

## Month 1

## Month 2

## Month 3

### CoLC Alignment

- Steering group to set skills/staffing requirements and budget
- **Paper to Policy & Resources committee**

- Recruit team
- **Key MOUs with Corporation departments**
- **Business Plan**

### PARTNER Engagement

- Identify external partners and right contact

- Corporate Affairs /Directorate team to engage and align partners to CoLC objectives

- Formalisation and launch

### END USER Engagement

- Develop brand
- Partner with account managers to develop **business engagement plan**

- **Develop website**
- **Comms/PR plan**
- Feedback sessions with end-users

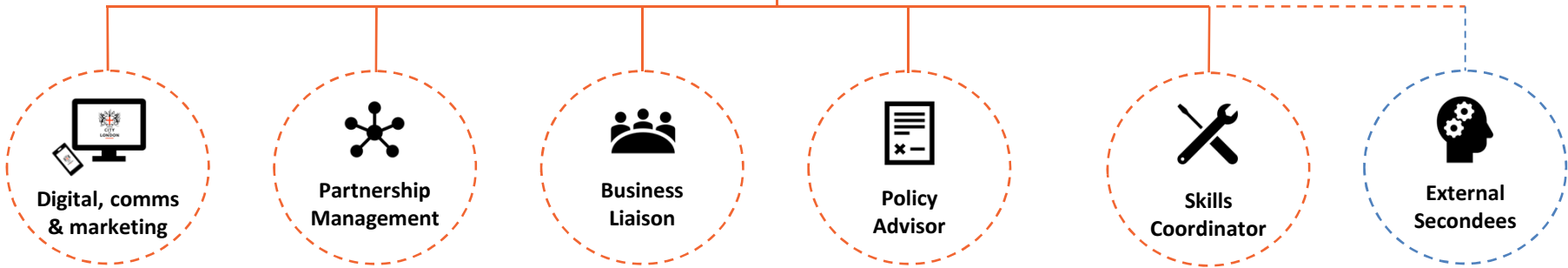
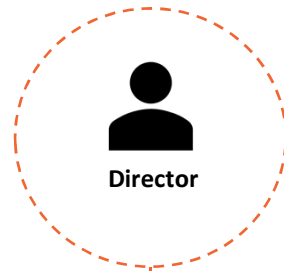
- Finalisation and launch
- Work incorporated into Corporations' programme

**Key: Products to be designed and delivered are in bold**



# The team & skills that may be required

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- Maintenance of **digital platform**
- Ensure portal aligns with **desired outputs** of the Directorate and partners

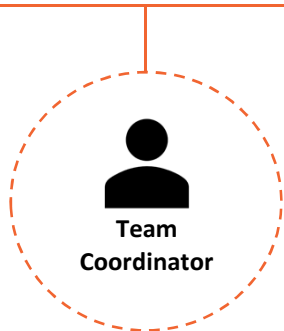
- **Partner relationship management**
- Working group secretariat

- Maintain **user focus** through business and user engagement
- **PR and awareness**

- Align with developing **national and international policy**
- **Government engagement**

- Align skills provision with **partner activities**
- Develop cyber skills **with wider EDO skills team**

- Secondees **from COLP and business** providing specialist knowledge
- Participant based on **input required**





To coordinate initial activity the next step is to set up an internal steering group to agree terms of reference, sign off strategy and draw up committee papers

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### Corporation Steering Group Members

- ▶ CPR
- ▶ EDO representative
- ▶ City of London Police
- ▶ ICT team
- ▶ Mansion House
- ▶ Town Clerks Office

### Future London wide engagement

- ▶ Representatives from the CoLC working group
- ▶ NCSC
- ▶ GLA
- ▶ Winner of the Innovation Centre competition
- ▶ Academic Centres of Excellence



Now is the time to build a Directorate that works towards our objectives as one City of London

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▶ Next Steps

- ▶ **Endorse the concept of the cyber directorate and its basic remit**
- ▶ Form the steering group and immediately progress first meeting
- ▶ Draft terms of reference and necessary committee papers



# Annex 1: Tel Aviv Visit. Key themes and resulting tangible actions from the visit to Tel Aviv support the scope and overall aims of the Directorate

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## ▶ Skills

- ▶ Pilot **apprenticeship programme**, placing a UK apprentice in an Israeli cyber firm.
- ▶ **“City Cyber Cadets”** - Recruitment of those with a strong existing technical foundation.
- ▶ Align **digital skills** activities within the Corporation with the development of **cyber security skills**.

## ▶ London cyber innovation ecosystem

- ▶ **Forum** between universities in the Square Mile and wider London, government and business to **discuss collaboration on cyber security**.
- ▶ Meet with universities to **partner in research and encourage the support of start-ups** that have their roots in academia.
- ▶ Encourage firms to **link to the “applied innovation” that takes place in Tel Aviv** through innovation labs and improving access to the talent and skills pool that is available.
- ▶ Work with the **London cyber innovation centre** when established and encourage close links with Tel Aviv and Israel.

## ▶ Trade and Investment

- ▶ Promote London as a **springboard to global markets for Israeli firms**, aim to support access to finance for those looking to scale up in London.
- ▶ Use the **Lord Mayors visit** to promote London as an investment destination for Israeli cyber firms.
- ▶ Explore the **Israeli community in London** and how to develop a campaign to position London as the preferred destination for tech companies.
- ▶ Understand the **current immigration journey** and if this can be improved for those seeking to arrive in London to work within the cyber/tech sector.

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<b>Committee(s)</b>	<b>Dated:</b>
Policy & Resources Committee	04/01/18
Public Relations & Economic Development Sub-Committee	04/01/18
<b>Subject:</b> Quarterly Activity Update October-December 2017	<b>Public</b>
<b>Report of:</b> Director of Economic Development	<b>For Information</b>
<b>Report author:</b> Alex Greaves	

## Summary

The following report provides Members with highlights of the key activity undertaken by the Economic Development Office (EDO) between October and December 2017. In the context of Brexit, EDO continues to promote the priorities of the FPS industry energetically, making the strongest possible case to UK and EU policymakers on the areas of trade, transition and talent. This work will be supported by the expansion of the City Office in Brussels. This quarter, EDO has also delivered an ambitious programme of wider international engagement, with high profile visits to the USA, Saudi Arabia, Greater China, India and Israel focusing on areas such as cyber, Green Finance, investment and future trade. This was complimented by engagements with UK partners in Scotland, Northern Ireland and Manchester. EDO also published the 10<sup>th</sup> edition of the 'Total Tax' report (highlighting the importance of the FPS sector to the UK economy) and the 'Value of Fintech' report, which set out recommendations for the UK to retain its pre-eminence in Fintech. The launch of the 'Business of Trust' programme was another significant success over this quarter, along with ongoing work around social mobility and enterprise. Members of the Policy and Resources Committee and the Public Relations and Economic Development Sub Committee are asked to note the update.

## Main Report

### Competitive Economy

#### *EU Market Access*

1. Following receipt of the Court of Common Council's approval to expand the Corporation's Brussels Office, work has been underway to put this into practice. We are in the process of recruiting to the Managing Director role and offers have been made to applicants for the three more junior roles.
2. The Regulatory Affairs team continues to promote the industry's priorities for a future relationship between the UK and the EU: trade, talent and transition. This work has focused on amplifying the voice of the sector as expressed in the International Regulatory Strategy Group's (IRSG) report on financial services market access after Brexit, in line with the December report to PRED

on promoting the City's voice. This has involved supporting the Chairman of Policy and Resources and the Chair of the IRSG in addressing several public events, as well as direct meetings with UK and EU policymakers and regulators.

3. Jeremy Browne, the Special Representative to the EU, has continued his programme of EU engagement, visiting Italy, the Netherlands, Hungary, Cyprus, Slovakia, Spain, Germany and Brussels, as well as engaging with partners in London, Belfast and Jersey. This engagement has been in conjunction with the work surrounding the IRSG market access report.

### *International Market Access*

4. We organised and supported the Chairman of Policy and Resources' visit to the United States in November, meeting a range of political and industry contacts in Washington and New York. This visit was followed up with media and industry briefings, as well as letters to the Chancellor and the Secretary of State for International Trade. Both expressed their appreciation.
5. We have also continued to work with HMG and Commonwealth organisations to develop the agenda for the Commonwealth Business Forum to be held at Guildhall and Mansion House ahead of the Commonwealth Summit in April 2018. This will offer an opportunity to engage with senior partners from Commonwealth countries in support of the City's policy priorities including promoting the UK's FinTech, insurance and legal services sectors.
6. The Special Adviser for Asia has made multiple visits to the Corporation's primary markets. In China, she supported the Chairman of the Policy and Resources Committee's participation in the UK-China 9<sup>th</sup> Economic and Financial Dialogue, led by the Chancellor, and supported the Chairman in Hong Kong, Shenzhen and Beijing for meetings with government and industry. In India, the Special Adviser spoke at the ASSOCHAM National Conference about insolvency and held meetings in Delhi, Mumbai and GIFT City with support from HMG. She represented the City of London and Green Finance Initiative in the UK-Taiwan Green Finance mission, organised by the British Office in Taiwan.

### *UK Regulatory Framework*

7. The IRSG launched its paper on 'The architecture for regulating finance after Brexit'. The report argues the UK will need to update its regulatory structure for financial services to ensure the system remains proportionate, coherent and fit for purpose. Its four main areas of recommendations for review following the return of EU regulatory powers to the UK are:
  - The powers and resources of UK regulators.
  - Framing the responsibilities of regulators to ensure regulation continues to be at the forefront of global standards while also remaining flexible and adaptive to market needs.
  - The scrutiny and oversight of regulators, how they interact with Parliament, key stakeholders and the public.



- The legislative and regulatory process, as well as an assessment of areas for consolidation and simplification.

## **Responsible Business**

### *Cultivating Trust*

8. The City of London Corporation's 'Business of Trust' initiative was launched by the Lord Mayor on 16 November, where the Lord Mayor and Policy Chairman were joined by the Rt Hon Lord Henley, Parliamentary Under Secretary of State for Business, Energy and Industrial Strategy, and 200 business leaders from across the financial and professional services sector. The initiative is designed to make a positive difference to public levels of trust in the sector. The programme is based on fresh research into public perceptions of financial services and a set of guiding principles which distil existing efforts in this area and provide a shared starting point for the work. The Corporation's work will focus on: inspiring business to operate with integrity and grow their positive impact, supporting businesses and their leaders to meet tomorrow's challenges, and working with partners to build trust in business.

### *Attracting Talent and Building Skills*

9. During the autumn we hosted our Apprenticeships in the City programme, a series of workshops on apprenticeships targeted at banks and asset management companies. Fourteen businesses completed the programme (which was run in partnership with National Skills Academy for financial Services, City HR Association, Investment 2020 and TechPartnership) of which eleven are intending to recruit an apprentice in 2018. The programme highlighted some of the challenges faced by smaller employers in securing a training provider for apprentices. We are continuing to support smaller companies to create cohorts and co-commission training and are working on ways to deliver elements of the programme to other businesses for 2018.
10. As part of our sponsorship of the Social Mobility Employer Index for 2017 we have hosted a series of workshops to help companies learn 'what works' in terms of increasing social mobility in their organisations. The workshops, attended by representatives from over 100 businesses, included topics on data, 'judging potential not polish' and progression and speakers included practitioners from top firms who performed well in the Index in 2017. The opportunity for companies to apply for the 2018 index have recently been opened and so far, 136 organisations have expressed an interest in applying, an increase on 80 interested organisations this time last year.

### *Supporting Enterprise*

11. We have worked with Tech London Advocates to develop a programme of activity as part of continued City Corporation sponsorship in 2018. Key deliverables include a series of focused roundtable discussions with tech founders on key areas of interest to the City Corporation, which could include

fintech, cyber, digital skills and diversity, all in the context of scale-up enterprises.

12. A delivery partner has been appointed to run a pilot 'pre-accelerator' programme in early 2018 to support female entrepreneurs from Black, Asian or Minority Ethnic (BAME) backgrounds running businesses with high growth potential.

### *Thriving City*

13. The Corporation uses Section 106 planning obligations to ensure commercial development in the City supports local employment and businesses in the City and in our fringe boroughs. Over this last quarter, we have had confirmed encouraging figures for 2016/17 on the results of our Section 106 work:
  - 85 separate contracts were placed and £49m spent with 78 local SMEs;
  - Local employment on construction sites in the City amounted to 11.23% of the total employment and 48 apprentices and 24 work-experience students were employed on City sites;
  - 53 unemployed residents were supported into work through support funded by Section 106 cash contributions;
  - There were 80 workshops with schools and 2,250 school students engaged in work-related learning activities that give greater insights into working life and careers choices.

### **Innovation Hub**

#### *Green Finance*

14. The recommendations of the City of London's Green Finance Initiative and its Chinese counterpart the Green Finance Committee's first interim report, featured extensively in December's 9th UK-China Economic Financial Dialogue. As part of the 2018 programme, the Green Finance Taskforce, with support from the People's Bank of China, HMT and Bank of England as well as other Chinese and UK actors, will:
  - Lead the discussion on voluntary guidelines on green Belt & Road investment.
  - Research measures to promote green asset securitisation.
  - Conduct pilot products consistent with the Task Force on Climate-related Financial Disclosures (TCFD).
  - Promote analysis to demonstrate a positive correlation between ESG and financial performance.
15. The City of London is the joint secretariat to the government-led Green Finance Taskforce which launched in September of this year. The taskforce is on track to deliver actionable recommendations covering retail, commercial, capital markets, institutional investors, venture capital and insurance, come its six-month deadline in March 2018.

## *Fintech*

16. In October, we published the Value of Fintech report, produced in partnership with KMPG. The key recommendation from the report was for industry and government to pursue a Fintech sector deal, and we offered to help convene the industry to support that. The aim is for a public announcement in early 2018.

## *Cyber*

17. In line with the Corporate plan, current EDO work streams, and following on from the Chairman's trip to Tel Aviv at the end of October we are continuing to develop the cyber security strategy. We have been working with wider internal teams and external organisations to feed into this. We are looking to develop our offering in cyber security as well as work with these external stakeholders to enhance the cyber security ecosystem in London. We are looking to focus on skills, market growth and guidance and advice dissemination.

## **Global Ambition**

### *Foreign Direct Investment*

18. The Export and Investment team have been working with London and Partners to co-manage and support delivery of new investment projects into London from global markets in financial and professional services. This has included successful landing of innovation hub for Japanese Mega bank, MUFG.

### *Retention and Expansion*

19. The Export and Investment team have been developing new co-ordinated and actively managed relationships with key financial and professional services investors in London and potential exporters from the UK. We now have 80 active relationships.
20. We have operationalised our regional strategy through visits to the regions, events and meetings with key stakeholders including MIDAS in Manchester and Scottish Enterprise in Scotland. We have put together a plan for each of the regions which includes visits, events, and account management of key accounts which our partners in the regions recommend.
21. The late Lord Mayor had very successful visits to the Northern Powerhouse and both Ireland and Northern Ireland on which we are now building our regional strategy. The current Lord Mayor will be visiting all three of our priority regions during his tenure, including Scotland (Edinburgh) in January. We have organised both a Manchester event which will be held in the Guildhall on 24th January in partnership with MIDAS as well as a Scottish Asset Management dinner on 31st January in partnership with Scottish Enterprise.

## *Exports*

22. The Lord Mayor has had a successful visit to Saudi Arabia and the UAE with a focused agenda around the Public Investment Fund, supported by a core high level business delegation including State Street asset management and the London Stock Exchange. We are now preparing for the Lord Mayor's visit to Israel in January focusing on cyber security, and our first trade mission to Australia and New Zealand in February, focusing on Fintech and asset management as well as a second trade mission to China in March looking at the Belt and Road. We have secured Alastair Lukies, founding partner of Motive Partners and UK Fintech Ambassador, as our business champion for Australia and New Zealand and Sir Tom Troubridge, from PWC, for our China visit. We have put together market plan for each of our twenty priority markets which includes our plans for year round engagement with posts and strategic account management of businesses recommended to us on behalf on post.
23. We had successful investment conferences which we hosted at Mansion House as follow-up events for the visits to Algeria, Tunisia and Kazakhstan. Each event had a theme which we decided on in conjunction with post and our business delegation. The Algeria and Kazakhstan events were full day conferences which included a number of panel discussions and presentations with 100 attendees. The Tunisia event was a round table and reception with a group of 40 stakeholders where able to have an indepth and productive discussion about the market.

## **Research**

24. The team have started work on its long term research programme – 'Does place still matter' – to establish the role of place and the changing factors that attract and keeps workers and businesss to the city. The team have undertaken a series of interviews with key city firms and stakeholders and hosted two research roundtables, These have enabled the team to discuss the drivers of change currently at place in the City and the impact of this on businesses and the built environment. The first output from the programme will be a report and campaign for MIPIM, held in March in Cannes.
25. The team have also published the tenth edition of the Total Tax Contribution of UK Financial Services study. This high profile report was covered on the front page of City AM, and featured in the Financial Times. The team (with PWC) also briefed key Civil Servants at DIT, Cabinet Office, HMT (Tax and Exiting the EU teams) and DExEU, with the reports findings also picked up in parliamentary references from Robert Neil and Nicky Morgan.

## **Recommendation**

26. Members are asked to note the content of the report.

## **Annexes**

Annex 1 – Value of Fintech Report

Annex 2 – Total Tax Report

**Alex Greaves**

**Senior Business and Policy Officer, Economic Development Office**

[Alex.greaves@cityoflondon.gov.uk](mailto:Alex.greaves@cityoflondon.gov.uk)

0207 322 316

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<b>Committee(s):</b>	<b>Date(s):</b>
Audit and Risk Management Policy and Resources Police IT Sub	16 January 2018 18 January 2018 25 January 2018 9 February 2018
<b>Subject:</b> The Data Protection Bill 2017	<b>Public</b>
<b>Report of:</b> Remembrancer <b>Report Author:</b> Philip Saunders	<b>For Information</b>
<p><b>Summary</b></p> <ul style="list-style-type: none"> <li>• The Bill is influenced by two factors - a 2017 Conservative manifesto promise to update data protection laws and European Union legislation, the General Data Protection Regulation (GDPR).</li> <li>• The Bill, which for the most part replicates the provisions of the Data Protection Act 1998, will replace the existing statutory provisions on personal data processing for all data controllers, and make new provision regarding the use of personal data by the police and other enforcement bodies for law enforcement purposes.</li> <li>• The City Corporation is within the scope of the Bill in relation to personal data processing.</li> </ul> <p style="text-align: center;"><b>Recommendation</b></p> <ul style="list-style-type: none"> <li>• To note this Report and the steps being taken to ensure compliance with the provisions in the Bill.</li> </ul>	

## Main Report

### Background

1. The Bill paves the way for the adoption by the UK of the European Union's General Data Protection Regulation (GDPR) and the Law Enforcement Directive. The provisions of the Regulation will apply to the UK from 25 May 2018 and the measures giving effect to the Directive must be in force by 6 May 2018. Therefore, while the main focus of the Bill is on the implementation of the GDPR, the inclusion of the Directive means the Government will plan for the Bill to be in force by 6 May 2018.
2. For the most part, the Bill sets out rules to govern the way bodies handle personal data. These new rules will implement the GDPR and replace the Data Protection Act 1998. A Report on the implementation of the measures was presented by the Comptroller and City Solicitor and is attached.

3. This report provides an overview of the political debate and supplementary details on the Bill.

## **Political Background**

4. The Bill was introduced in the House of Lords by Digital Minister Lord Ashton of Hyde who explained that the measures had three objectives, first to improve trust through increased transparency over how data is used; second, to “support future trading relationships” and the “free flow of data across international boundaries”; and, third, to make provision about law enforcement. Ashton said the Bill was intended to give individuals “greater control over and easier access to their data” which would include an individual’s right to require social media platforms to delete information held about them. This new right would not, he emphasised, prejudice archival, journalistic or similar activities.
5. Ashton pointed to the new right of data portability which will allow individuals to “transfer data from one place to another”. This right would produce consumer benefit and competition, he said, because “when a consumer wants to move to a new energy supplier, they should be able to take their usage history with them rather than guess and pay over the odds. When we do the weekly supermarket shop online, we should be able to move our shopping list electronically”. On law enforcement, Ashton said the Bill would ensure a single domestic and transnational regime for the processing of personal data for law enforcement purpose.
6. Labour’s spokesman Lord Stevenson applauded the Government’s intention behind the Bill but criticised the measures as being insufficiently detailed. He cautioned that 43% of EU tech companies were based in the UK and 75% of the UK’s data transfers were with EU member states but that satisfying the European Commission that the UK’s post-Brexit legislative framework provided an “adequate level of protection” was open to debate - “the current surveillance practices of the UK intelligence services may jeopardise a positive adequacy decision, as the UK’s data protection rules do not offer an equivalent standard of protection to that available in the rest of the EU”. Stevenson highlighted the importance to the professional services sector of the ability to transfer data across the EU. He queried whether the Bill created a workable arrangement for the longer-term – “once we leave the EU, policies will be developed within the EU 27 without our input”. For the Lib Dems, Lord McNally welcomed the Bill and explained that his party would push to ensure individuals have the maximum control over their data. On law enforcement he told peers he had attended a conference sponsored by the City Corporation, the Atlantic Council and Thomson Reuters entitled “Big Data: A Twenty-First Century Arms Race”. He said significant threats had been outlined but was “encouraged that there seemed to be an appetite in the private sector to co-operate with the police and government to ensure that big data can be effectively tamed to ensure better compliance, improve monitoring and reporting and prevent illicit financial flows”.



## Data Protection

7. In broad terms the Bill will strengthen individuals' rights to control the way organisations handle their personal data ('data processing' in the jargon of the legislation). The Bill has a broader scope than the Data Protection Act 1998. For example, under the Data Protection Act 1998 collection of personal data should not be "excessive" in relation to the purpose for which it is gathered. The Bill restricts the use of personal data so that it is limited to what is necessary for the purposes for which it is collected. Currently personal data should be accurate and, where necessary, kept up to date. The Bill strengthens this provision so that every reasonable step should be taken to keep personal data up to date and that inaccurate data should be erased or rectified as swiftly as possible.
8. The Bill introduces some wholly new concepts. The processing of data will be the responsibility of a data controller. Typically, organisations, including the City Corporation, will be data controllers although the definition of controller in the GDPR and in the Bill requires a case-by-case analysis to determine the identity of the controller.
9. Data controllers will be required to appoint a data protection officer who will be responsible for an organisation's adherence to the Bill's principles. A person in each organisation – called a data protection officer - will be required to take technical and structural steps to ensure compliance with the Bill's principles. The City's data protection officer will be the Comptroller and City Solicitor.
10. Further new concepts include reinforcing individuals' rights to obtain and move their data for their own purposes – including a right to have the data provided to them in a commonly used format that is machine readable. The data must be provided for free. Individuals will be entitled to object to the use of their data in relation to profiling by institutions, and in relation to scientific and historical research purposes. Individuals will have a new right to have personal data erased in 5 circumstances, namely where
  - i. the purpose for which the data was gathered is redundant
  - ii. the individual withdraws consent
  - iii. the individual objects to the processing of his data and the data processor has no 'overriding' interest
  - iv. data was unlawfully obtained
  - v. in relation to children
11. The Bill recognises that archives may need to process sensitive personal data, and the Bill contains a specific condition to allow for this. The Bill also provides archives with specific exemptions from certain rights of data

subjects, such as rights to access and rectify data, where this would prevent them fulfilling their purposes.

12. In December 2017 or January 2018 European regulatory authorities will publish more details on the interpretation of the GDPR which will affect the interpretation of the Bill. A further Report will be provided on any important developments.

## **Law Enforcement**

13. Security matters are not within the scope of the GDPR and national security is outside the ambit of direct EU jurisdiction. The EU has, however, produced a directive (the Law Enforcement Directive) which relates to the framework for sharing data between law enforcement agencies. While the Directive relates only to cross border sharing, the Bill incorporates the Directive and extends the EU rules so that they will also apply to the way UK law enforcement agencies process individual data (even where it does not cross national boundaries). Under the Bill, agencies include those responsible for the prevention, investigation, detection and prosecution of criminal offences – the police, prosecutors, HMRC and similar bodies fall within this definition.
14. The Bill modernises many of the offences currently contained in the 1998 Data Protection Act, as well as creating two new offences. First, as recommended by Dame Fiona Caldicott, the National Data Guardian for Health and Care, the Bill creates a new offence of the unlawful re-identification of de-identified personal data. This might apply, for example, to data sets used by researchers, as well as by those developing new methods of machine learning, these are often pseudonymised to protect individual privacy. The Bill is intended to prohibit actions by those who seek to gain through re-identification.
15. Second, the Bill creates a new offence of altering or destroying personal data to prevent individuals accessing them. Such an offence is already in place in relation to public authorities, but now it will apply to data controllers more generally.

## **Consultation**

16. The Comptroller and City Solicitor has been consulted in the preparation of this Report. The Comptroller and City Solicitor's and Remembrancer's departments are working together on this matter.

## **Corporate & Strategic Implications**

17. In its current form, the Bill requires the City Corporation to nominate an officer as the data protection officer. The Comptroller and City Solicitor will assume this role.
18. The City's processes for gathering and handling personal data, must - if the Bill comes into force in its current form - ensure that the purposes to which the information may be put are indicated on relevant forms and documents and obtain the consent of those receiving such communications. While there are a number of methods to obtain consent, a single approach involving obtaining specific, active, agreement to receiving communications of various types (events, seminars, breakfasts, and so on) will be followed. Officers will develop suitable wording for inclusion where required.
19. As the measures relate to the handling of personal data and given that charities and not for profit organisations are within the scope of the Bill, all functions of the City Corporation which process personal data where the City Corporation is the controller, fall within the scope of the Bill. Examples of those required to ensure that data is processed in accordance with the Bill are adult and children's services, schools, City Bridge Trust and Open Spaces.
20. The Remembrancer's Office, EDO and other parts of the Corporation that issue external invitations will be reviewing their procedures to ensure compliance with the measures. The Comptroller and City Solicitor's Department has provided awareness raising presentations to key staff and is providing guidance and support across the Corporation.

**Philip Saunders**  
**Parliamentary Affairs Counsel**  
**0207 332 1201**  
[Philip.saunders@cityoflondon.gov.uk](mailto:Philip.saunders@cityoflondon.gov.uk)

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<b>Committee:</b> Policy and Resources	<b>Date:</b> 18 January 2018
<b>Subject:</b> Policy Initiatives Fund/Committee Contingency	<b>Public</b>
<b>Report of:</b> Chamberlain	<b>For Information</b>
<b>Report Author:</b> Laura Tuckey	

## Summary

1. The purpose of the Policy Initiatives Fund (PIF) is to allow the Committee to respond swiftly and effectively with funding for projects and initiatives identified during the year which support the City Corporation's overall aims and objectives.
2. The 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 PIF 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 2017/18. 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 2017/18 are £115,565 and £18,200 respectively.

## Recommendations

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

Contact:

Laura Tuckey

020 7332 1761

[Laura.Tuckey@cityoflondon.gov.uk](mailto:Laura.Tuckey@cityoflondon.gov.uk)

**POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND 2017/18**

ALLOCATIONS FROM PIF

STATUS OF BALANCE

<u>COMMITTEE DATE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL PAID</u> TO 04/01/2018 £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
	<b>Events</b>					
07/07/16	London Councils' London Summit - the City is to host the annual conference for 3 years	EDO	15,000	0	15,000	3 year funding: £15,500 in 2018/19 & £16,000 in 2019/20
07/07/16	2017 Party Conferences Funding - the City Corporation to hold private roundtables and dinners at the 2017 party conferences of the Liberal Democrats, Labour and Conservatives. The roundtables will focus on skills and employability	DED	6,000	0	6,000	Originally allocated from 2016/17; deferred to 2017/18
17/11/16	Sponsorship of the Liberty Conference - CoL to sponsorship the Margaret Thatcher Conference on Liberty in June 2017 being hosted by CPS	DED	20,000	18,860	1,141	
15/12/16	Franco-British Young Leaders Programme - The CoL Corporation to fund 2017 Gala Dinner at the Guildhall and to cover catering costs	DED	17,000	9,780	7,220	
16/02/17	City Week 2017 - CoL to sponsor this annual conference taking place on 25 & 26 May 2017. A high profile by the Corporation in City Week provides a valuable opportunity to shape discussions with business stakeholders on key topics and promote the UK to a global audience.	DED	26,000	15,900	10,100	
16/03/17	Think Tank Membership 2017-18: Renewal of COL's membership to Centre for the Study of Financial Innovation (£5,000); Chatham House (£14,000); European Policy Forum (EPF - £7,500); Institute for Public Policy Research (IPPR - £6,300); Local Government Information Unit (LGIU - £10,000); New Local Government Network (NLGN - £12,000); Reform (£9,000); Whitehall & Industry Group (WIG - £5,000); & Legatum Institute (£10,000)	DOC	78,800	52,100	26,700	
16/03/17	Sponsorship of Battle of Ideas Festival 2017 - the City Corporation to sponsor the festival, organised by The Institute of Ideas, taking place on 28-29 October 2017 at the Barbican Centre	DED	25,000	25,000	0	

<u>ALLOCATIONS FROM PIF</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u>	<u>DESCRIPTION</u>	<u>RESP</u>	<u>ALLOCATION</u>	<u>ACTUAL</u>	<u>BALANCE</u>	<u>NOTES</u>
<u>DATE</u>		<u>OFFICER</u>	<u>£</u>	<u>PAID</u>	<u>TO BE SPENT</u>	
				<u>TO 04/01/2018</u>	<u>£</u>	
				<u>£</u>	<u>£</u>	
16/03/17	International Business and Diplomatic Exchange (IBDE) - COL to fund a two year partnership with IBDE (£50,000) plus £22,000 for hosting a total of 8 events taking place over 2 years at the Guildhall. The IBDE is an independent, not for profit, non-political membership organisation bringing together the business and diplomatic community in London to promote international trade and investment flows.	DED	72,000	53,604	18,396	
21/09/17	Centre for London Conference - The City Corporation to sponsor the CFL's 2017 London Conference on 16 November 2017. The CFL is a politically-independent, not-for-profit think-tank and charity focused on exploring economic and social challenges across London	DOC	25,000	25,000	0	
21/09/17	Green Finance Summit 2018 - The City Corporation to host this event to ensure London maintains its profile in this fast growing sector.	DED	75,000	0	75,000	
21/09/17	City Week 2018 - CoL to sponsor this annual conference taking place on 23 & 24 April 2018. A high profile by the Corporation in City Week provides a valuable opportunity to shape discussions with business stakeholders on key topics and promote the UK to a global audience.	DED	25,000	0	25,000	
14/12/17	Sponsorship of Centre for London research project - The City Corporation to sponsor this research project looking at how London can strengthen its relations with other parts of the country. The CFL is a politically-independent, not-for-profit think-tank and charity focused on exploring economic and social challenges across London.	DOC	25,000	0	25,000	
08/09/16	<b>Promoting the City</b> Additional sponsorship to support Innovate Finance	DED	250,000	250,000	0	Additional year's sponsorship for Innovate Finance in the sum of £350,000 to be used flexibly; £100,000 in 2016/17; £250,000 in 2017/18
06/10/16	IPPR - Economic Justice Commission - City Corporation to become one of the sponsors of the IPPR Commission on Economic Justice. The IPPR is a registered charity and independent think-tank	DED	100,000	53,939	46,061	2 year funding: final payment in 2017/18
19/01/17	TheCityUK: CoL's additional funding toward CityUK's rental cost	DED	100,000	100,000	0	3 year funding: £100,000 in 2017/18 & 2018/19



<u>ALLOCATIONS FROM PIF</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u>		<u>RESP</u>		<u>ACTUAL</u>	<u>BALANCE</u>	
<u>DATE</u>	<u>DESCRIPTION</u>	<u>OFFICER</u>	<u>ALLOCATION</u>	<u>PAID</u>	<u>TO BE SPENT</u>	<u>NOTES</u>
			£	£	£	
				TO 04/01/2018		
19/01/17	Chemistry Club, City: City of London to sponsor a series of high calibre networking events to enhance the Corporation's credibility in the Cyber tech and related technologies in the financial services sector	DED	32,100	28,878	3,222	
16/03/17	City of London Advertising - continuation of placing advertisements in CityAM to promote services provided by COL and advertising in a new newspaper, City Matters, covering the Square Mile	DOC	54,900	42,400	12,500	2 year funding: £54,900 in 2017/18
04/05/17	City Matters: placing additional full page advertisements in City Matters to promote City of London Corporation's cultural events and activities	DOC	13,000	13,000	0	2 year funding: £15,600 in 2018/19
04/05/17	Secretariat of the Standing International Forum of Commercial Courts: City Corporation to provide financial support for a third of the costs of the secretariat for the first 3 years.	DED	60,000	0	60,000	3 year funding: £50,000 in 2018/19 & 2019/20
08/06/17	Commonwealth Enterprise and Investment Council (CWEIC) - Renewal of office space: provision of office space within Guildhall complex	TC	10,000	0	10,000	2 year funding: £10,000 in 2018/19
06/07/17	One City Social Media Platform: City Corporation to provide financial support for a third of the costs for 3 years of this ongoing development of a new social media led platform dedicated to City workers in promoting the attractions and events held within the Square Mile.	DBE / CS / DOC	60,000	50,000	10,000	3 year funding: £60,000 in 2018/19 & 2019/20
24/07/17	Key Messaging For London: 2017 and Beyond - Corporation's share of the cost of taking part in a joint messaging project designed to understand which messages about London resonate with key international audiences to persuade them that London is one of the best cities to invest in.	DOC	50,000	49,889	111	
16/11/2017 (Urgency)	Sponsorship of London Councils Development Guide: City of London Corporation co-sponsoring this new publication with London Councils. The Guide will include information on each London borough, summarising key development opportunities, targeted at future investors. Sponsorship will demonstrate the Corporation's support for development and investment across all London boroughs	DOC	10,000	10,000	0	
16/11/17	City of London Asia Next Decade - a campaign for the future: City of London Corporation to support the Asia Next Decade campaign that seeks to maintain London's role as a leading global financial centre through engagement with Asia.	DOC	30,000	0	30,000	

<u>ALLOCATIONS FROM PIF</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u>		<u>RESP</u>	<u>ALLOCATION</u>	<u>ACTUAL</u>	<u>BALANCE</u>	
<u>DATE</u>	<u>DESCRIPTION</u>	<u>OFFICER</u>	<u>£</u>	<u>PAID</u>	<u>TO BE SPENT</u>	<u>NOTES</u>
				<u>TO 04/01/2018</u>	<u>£</u>	
14/12/17	The Commonwealth Business Forum (CBF) 2018 - The City Corporation to host the Commonwealth Business Forum from: 16th - 18th April 2018. COL is working in partnership with HMG and CWEIC to develop a programme which places the City of London at the heart of the Commonwealth Business Forum.	DED	12,000	0	12,000	2 year funding: £70,000 in 2018/19
	<b>Communities</b>					
20/03/14	STEM and Policy Education Programme - funding of the Hampstead Heath Ponds Project	DOS	36,300	28,951	7,349	The Director of Open Spaces has reviewed the phasing as follows: £23,850 in 2017/18 and £12,400 has been deferred from 2016/17 to 2017/18
11/12/14	Sponsorship of Tech London Advocates (TLA): further sponsorship to support the delivery of 2 major bi-annual summit events and the development and promotion of TLA's series of themed, advocate-led workstreams	DED	37,500	37,500	0	4 year funding: final payment in 2017/18
26/03/15	New Entrepreneurs Foundation (NEF): further 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: final payment in 2017/18
16/02/17	Social Mobility Commission: the City of London Corporation to be the sole sponsor of the Social Mobility Employer Index for its first year of operation	TC / DED	7,000	7,465	(465)	In addition, £7,000 for a launch event in 2017/18
06/07/17	STEM and Policy Education Programme - additional funding of the Hampstead Heath Ponds Project	DOS	23,900	0	23,900	£24,700 in 2018/19
16/11/17	Centre for Study of Financial Innovation (CSFI): Corporation supporting CSFI in its continued occupancy to enable the Think Tank to remain in the City	DOC	6,635	6,500	135	5 year funding: final payment in 2021/22
	<b>Attracting and Retaining International Organisations</b>					
19/09/13	International Valuation Standards Council (IVSC) - City of London to support the accommodation costs of the IVSC	CS	50,000	37,500	12,500	5 year funding - £50k per year until 2018/19
03/07/14	International Forum of Sovereign Wealth Funds (IFSFWF) - City of London to support the IFSWF Secretariat locating in the City	DED	31,300	31,300	0	4 year funding - final payment of £31,300 in 2017/18

<u>ALLOCATIONS FROM PIF</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE</u> <u>DATE</u>	<u>DESCRIPTION</u>	<u>RESP</u> <u>OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL</u> <u>PAID</u> TO 04/01/2018 £	<u>BALANCE</u> <u>TO BE SPENT</u> £	<u>NOTES</u>
24/09/15	<b>New Area of Work</b> Housing & Finance Institute (HFi) - CoL becoming a founding member of HFi, a hub designed to increase both the speed and number of new homes built across all tenures in the UK by working with local authorities and the private sector	TC	40,000	40,000	0	3 year funding - final payment in 2017/18
	BALANCE REMAINING		1,444,435	1,007,566	436,869	
	TOTAL APPROVED BUDGET		1,560,000			
	ANALYSIS OF TOTAL APPROVED BUDGET					
	ORIGINAL PROVISION		1,250,000			
	TRANSFERRED FROM CONTINGENCY		200,000			
	APPROVED BROUGHT FORWARD FROM 2016/17		110,000			
	TOTAL APPROVED BUDGET		1,560,000			

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 (2016/17). 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	DOC	Director of Communications	CGO	Chief Grants Officer
DED	Director of Economic Development	DOS	Director of Open Spaces	DBE	Director of the Built Environment
TC	Town Clerk	CS	City Surveyor	DCCS	Director of Community & Childrens Services

CAROLINE AL-BEYERTY - DEPUTY CHAMBERLAIN

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

	2017/2018 £	2017/2018 £
<b>Base Budget 2017/2018</b>		<b>1,250,000</b>
Transfer from Contingency		200,000 *1
Balance brought forward from 2016/2017 PIF		110,000
<b>Revised Budget 2017/2018</b>		<b><u>1,560,000</u></b>
<b><u>Approval Date</u></b>	<b><u>Allocations</u></b>	
19/09/13	International Valuation Standards Council	50,000
20/03/14	STEM and Policy Education Programme	23,900
20/03/14	STEM and Policy Education Programme	12,400
03/07/14	International Forum of Sovereign Wealth Funds (IFSWF)	31,300
11/12/14	Sponsorship of Tech London Advocates	37,500
26/03/15	New Entrepreneurs Foundation	20,000
24/09/15	Housing and Finance Institute	40,000
07/07/16	London Councils Summit	15,000
07/07/16	Party Conference Activity	6,000
08/09/16	Innovate Finance	250,000
06/10/16	Sponsorship of the IPPR Commission on Economic Justice	100,000
17/11/2016	Sponsorship of the Liberty Conference	20,000
15/12/2016	Franco-British Young Leaders Programme	17,000
19/01/17	Chemistry Club, City	32,100
19/01/17	TheCityUK	100,000
16/02/17	Sponsorship of Social Mobility Employers Index (launch)	7,000
16/02/17	City Week 2017	26,000
16/03/17	Think tank memberships	78,800
16/03/17	Battle of Ideas Festival 2017	25,000
16/03/17	International Business and Diplomatic Exchange (IBDE)	72,000
16/03/17	City of London Advertising	54,900
04/05/17	City Matters Newspaper - additional Advertising	13,000
04/05/17	Secretariat of Standing International Forum of Commercial Crts	60,000
08/06/17	Office Space Renewal: Commonwealth Enterprise & Invest Council (CWEIC)	10,000
06/07/17	STEM and Policy Education Programme	23,900
06/07/17	One City Social Media Platform	60,000
24/07/17	Key Messaging For London: 2017 and Beyond	50,000
21/09/17	City Week 2018 Event Sponsorship	25,000
21/09/17	Green Finance Summit 2018	75,000
21/09/17	Sponsorship of Centre for London 'London Conference 2017'	25,000
16/11/17	Sponsorship of London Councils Development Guide	10,000
16/11/17	City of London Asia Next Decade - a campaign for the future	30,000
16/11/17	Proposed Grant to retain the Centre for the Study of Financial Innovation	6,635
14/12/17	Sponsorship of Centre for London research project	25,000
14/12/17	The Commonwealth Business Forum 2018	12,000
	Total Allocation	<u>1,444,435</u>
	<b>Allocation Remaining</b>	<b><u>115,565</u></b>
<b><u>Less:</u></b>	Possible maximum allocations from this meeting: <b>18 January 2018</b>	
-		
-		
-		
		<u>0</u>
	<b>Balance</b>	<b><u>115,565</u></b>

\*1 £200,000 Committee Contingency was transferred to Policy Initiative Fund as agreed by Committee on 21 September 2017

\*2 Carry forward of unspent funds from 2015/2016

\*3 Carry forward of unspent funds from 2016/2017

Caroline Al-Beyerty  
Financial Services Director

**POLICY AND RESOURCES COMMITTEE - CONTINGENCY 2017/18**

<u>ALLOCATIONS FROM CONTINGENCY</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE DATE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL PAID</u> TO 04/01/2018 £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
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	62,000	-	62,000	3 year funding: £62,000 deferred from 2016/17
08/05/14	City of London Scholarship - Anglo-Irish Literature: CoL to award a yearly scholarship to a single student to continue their studies in the field on Anglo-Irish Literature	TC	39,700	-	39,700	3 year funding - £25,000 in 2017/18; £14,700 deferred from 2016/17
11/12/14	Encourage City Developers to buy from local and SMEs: to boost local economies within deprived London boroughs and to support small business growth	DED	25,000	18,375	6,625	3 year funding - final payment in 2017/18
19/02/15	Supporting the Commonwealth (CWEIC): to engage with the Commonwealth further by becoming a partner of the Commonwealth Enterprise and Investment Council	TC	37,100	-	37,100	Originally allocated from 2015/16; £37,100 deferred to 2017/18
17/03/16	Lord Mayor's Show Fireworks: City of London Corporation to hold a public fireworks display following the LM's Show. Funding to cover all aspects of the planned display including the fireworks display itself, and all the traffic management, public safety and crowd and related events management issues.	DOC	125,000	125,000	0	3 year funding - final payment in 2018/19
17/11/16	Police Arboretum Memorial Fundraising Dinner: City Corporation to host a fundraising dinner at Guildhall	DED	30,000	-	30,000	Originally allocated from 2016/17; deferred to 2017/18
17/11/16	Co-Exist House: City of London Corporation to fund a learning institution and centre in London dedicated to promoting understanding of religion and to encourage respect and tolerance	DED	20,000	-	20,000	3 year funding - £20k per year until 2018/19

<u>ALLOCATIONS FROM CONTINGENCY</u>					<u>STATUS OF BALANCE</u>	
<u>COMMITTEE DATE</u>	<u>DESCRIPTION</u>	<u>RESP OFFICER</u>	<u>ALLOCATION</u> £	<u>ACTUAL PAID</u> TO 04/01/2018 £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
16/02/17	Restoration of St Pauls Cathedral Bells	TC	30,000	30,000	0	
08/06/17	Education Float in the Lord Mayor's Show 2017: City Corporation to enter an education float featuring the City's family of academy and independent schools	TC	10,000	6,000	4,000	
21/09/17	Livery Hall Book: City of London Corporation to support the Worshipful Company of Chartered Architects (WCCA) in a new publication exploring the City of London's Livery Halls	TC	5,000	5,000	0	
	BALANCE REMAINING		383,800	184,375	199,425	
	TOTAL APPROVED BUDGET		18,200			
	ANALYSIS OF TOTAL APPROVED BUDGET		402,000			
	ORIGINAL PROVISION		300,000			
	APPROVED BROUGHT FORWARD FROM 2016/17		302,000			
	TRANSFERRED TO POLICY INITIATIVE FUND		(200,000)			
	TOTAL APPROVED BUDGET		402,000			

**NOTE:** The Committee date records the actual approval meeting; in some instances approval is given for multi-year support for a project but the financial details in this table only show the expenditure due in the current year (2016/17). It should be noted that actual payments sometimes are made towards the end of a financial year.

**KEY TO RESPONSIBLE OFFICER:-**

DED Director of Economic Development      TC Town Clerk      DOC Director of Communications

CAROLINE AL-BEYERTY - DEPUTY CHAMBERLAIN



**POLICY AND RESOURCES COMMITTEE - CONTINGENCY**

		2017/2018 £	2017/2018 £
	<b>Base Budget 2017/2018</b>		<b>300,000</b>
	Transfer to PIF		(200,000) *1
	Balance brought forward from 2016/2017 Contingency		302,000
	<b>Revised Budget 2017/2018</b>		<b><u>402,000</u></b>
<b><u>Approval Date</u></b>	<b><u>Allocations</u></b>		
23/01/14	Careers Fairs	62,000	*2
08/05/14	City of London Scholarship - Anglo-Irish literature	25,000	
08/05/14	City of London Scholarship - Anglo-Irish literature	14,700	*3
11/12/14	Encourage City Developers to buy from local and SMEs	25,000	
19/02/15	Supporting the Commonwealth (CWEIC)	37,100	*2
17/03/16	Lord Mayor's Show 2017 - Fireworks Display	125,000	
17/11/2016	Co-Exist House	20,000	
17/11/2016	Police Arboretum Memorial Trust - Dinner	30,000	*3
16/02/17	Restoration of St Pauls Cathedral bells	30,000	
08/06/17	Education Float in the Lord Mayor's Shown 2017	10,000	
21/09/17	Livery Hall Books	5,000	
	Total Allocation	<u>383,800</u>	
	<b>Allocation Remaining</b>		<b><u>18,200</u></b>
<b><u>Less:</u></b>	<b>Possible maximum allocations from this meeting: 18 January 2018</b>		
	-		
	-		
	-		
		<u>0</u>	
	<b>Balance</b>		<b><u>18,200</u></b>

\*1 £200,000 Committee Contingency was transferred to Policy Initiative Fund as agreed by Committee on 21 September 2017

\*2 Carry forward of unspent funds from 2015/2016

\*3 Carry forward of unspent funds from 2016/2017

Caroline Al-Beyerty  
Financial Services Director

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<b>Committee(s)</b> Resource Allocation Sub Committee Policy & Resources	<b>Dated:</b> 18/01/2018 18/01/2018
<b>Subject:</b> Resourcing the Implementation of Bridging Divides	<b>Public</b>
<b>Report of:</b> Town Clerk and Chief Grants Officer	<b>For Decision</b>
<b>Report author:</b> David Farnsworth, City Bridge Trust	

## Summary

The paper is intended to inform a discussion among Members about the implementation of ‘Bridging Divides’, the City Bridge Trust’s (CBT) charitable funding strategy approved by the Court of Common Council in July 2017. The purpose is for Members to endorse how the implementation of this funding strategy allows City Bridge Trust to:

- a) ensure the maximum impact in tackling inequality in London, achieving greater impact for individuals and communities;
- b) become an exemplar in charity governance and leadership in London and across the UK; and
- c) be a catalyst for a bold step-change in how the City Corporation both describes and directs its charitable activity and funding:

The driver for the need to implement ‘Bridging Divides’ in this way is evidenced in the most recent London Poverty Profile [research](#), which shows that London suffers from persistent ‘deep poverty’ issues. This is further buttressed by an external context which includes continuing fiscal constraint on statutory services, increased demand on front line charities, enhanced scrutiny of the governance of charities, and unprecedented environmental and digital disruption. Meanwhile, the internal context is propitious: collaborative cross-sectorial leadership; greater alignment of the Corporation and its related charities’ strategic thinking; greater awareness of the potential of harnessing all our combined assets (including money, cross sectorial networks, expertise and soft power).

The ambition is to further strengthen CBT as a centre of excellence on charities/charitable funding both to deliver its new strategy, ‘Bridging Divides’, and to work more strategically across the City Corporation’s charities portfolio. In so doing, the intention is to maximise the impact of CBT and the City Corporation’s assets, as well as the effective deployment of resources with more emphasis on measuring impact, learning and better communication, whilst achieving better quality and economies of scale.

Bridge House Estates (BHE) is widely recognised as the UK’s fifth largest charitable foundation. The implementation of ‘Bridging Divides’ provides both CBT and the City Corporation with an excellent opportunity to catalyse more creative cross-sectorial delivery to ensure that individuals and communities affected by inequality are given the scope to thrive.

## Recommendations

Members are recommended to:-

- a) Agree the strategic framework for the implementation of 'Bridging Divides' set out in this report;
- b) Note that further reports relating to this framework will be brought back to relevant Committees for decision in due course.

## Main Report

### Background

1. The Bridging Divides Strategy was built on extensive consultation and a careful analysis of research including the latest data of London's Poverty Profile (from 2016 and 2017 - [www.trustforlondon.org.uk/publications/londons-poverty-profile-2017/](http://www.trustforlondon.org.uk/publications/londons-poverty-profile-2017/)) which shows a mixed picture in London. In some ways, London is better off than it was before the financial crisis. Employment rates are at their peak at over 73% of the working age population. This also translates to a record low in the number of workless households in London. However, while the overall poverty rate has fallen slightly in recent years, it remains higher than the rest of the country, and the proportion living in 'deep poverty' has increased. Wealth inequality, which is higher than income inequality, is a significant issue in London. 21% of working Londoners earn below the London living wage and the majority of people living in poverty are living in a working family (58%): 'There are people in poverty in every London borough. Every borough has areas where the poverty rate is above the rest of England average'<sup>1</sup>.

### Funding Ecology

2. Against this evidence of need, the funding ecology of London has changed. The reduced funding offer from central to local government has led to a consequential reduction in funding to charities and statutory service provision. For many charities there has been increased demand on their frontline charities at a time of reduced resources. At the same time, the recent [report](#) by the Association of Charitable Foundations reports that the annual level of Trust/Foundation grant-making now totals £6.5billion which is equal to 43% of total government spending on the voluntary sector, including contracts, which totals £15 billion. Further, grant making by the top 300 foundations increased by 12% in the last year and, if the Wellcome Trust is excluded, 14.5%.
3. Philanthropy and grant-making is therefore taking on an increased importance. The level of charitable funding and charitable assets are becoming more visible. Indeed, during this period BHE is now ranked as the fifth largest charitable foundation in asset terms and this has been reported in the trade press. For the same period, the level of BHE giving has fallen from 16<sup>th</sup> to 24<sup>th</sup>. Whilst there will

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<sup>1</sup> [www.trustforlondon.org.uk/publications/londons-poverty-profile-2017/](http://www.trustforlondon.org.uk/publications/londons-poverty-profile-2017/)

always be a lower funding ranking than asset base given the prime objects of the charity being the maintenance and repair of the bridges, the decline in positioning is of note. This will require further analysis given the level of scrutiny to which BHE is subject and the potential questions about the apparent decline in income distribution relative to capital appreciation.

## **Good Governance**

4. During this same period, the research and consultation underpinning Bridging Divides spotlighted that civil society has been under intense scrutiny as to its role and effectiveness in creating a fair and good society. Particular focus has been on governance. This is relevant to all of the charities of which the Corporation is trustee, especially BHE where there is a danger that there is insufficient integration between its strategy, management oversight and governance. Demonstrating alignment with 'best practice' models is essential.
5. Improving governance was a significant driver behind the Grants Review: this led to the establishment of the pilot Central Grants Unit, housed within CBT to improve the quality of governance and consistency and quality of customer experience. Recently externally reviewed, this pilot has proved successful. The pilot is a precursor of what is possible across the Corporation and its related charities: using CBT's core charity/charitable funding expertise to complement colleagues' sector/policy-specific expertise to achieve better governance and potentially deeper impact.
6. The Corporation must lead the field in modelling good charitable governance: beyond compliance to demonstrating the leadership that encourages others to model good practice. For example, CBT, by dint of compliance with the Corporation's pre-disposition to conducting its business in public meetings, has been celebrated as one of only two charitable funders in the UK that has transparent, public, charitable funding decision meetings. This has been reported very positively in the trade press.
7. CBT assesses the governance of hundreds of charities every year and can support colleagues across the Corporation and its related charities to ensure that such good practice can be achieved and modelled across the board.

## **Internal Context:**

8. There is a timely and potentially exciting moment to seize now: the collaborative leadership of the Corporation and CBT bearing fruit; the happy alignment of strategic planning cycles across CBT, the Corporation (including the Corporate Strategy, the Central Grants Programme, the Economic Development Office, the Philanthropy and Responsible Business strategies), and the Lord Mayor's Appeal. Practically, this is supported by the completion of a pan-corporation charities database developed by the City Solicitors & Comptroller's and now housed within CBT.

## **The Ambition:**

9. The ambition is to:

- a) Make the most impact in tackling inequality in London and improving the lives of individuals and communities;
- b) Become an exemplar in charity governance, leadership and management

Through:

- c) Working more strategically across the Corporation's charities portfolio, drawing on CBT's core business and charity skills set (improving quality, efficiency and economies of scale);
- d) Making the most of all the assets available to CBT and the Corporation to achieve impact; and
- e) Resourcing the effective deployment of these assets with more emphasis on strategic capacity, measuring impact, learning and better communication - to support and continually improve our delivery, encourage others and achieve reputational advantage.

## **Next Steps:**

10. Subject to Committee approval, to further develop the implementation plans for Bridging Divides. In particular, this will be informed by the on-going work to answer the Town Clerk's pertinent question - 'how can the Corporation of London be the best possible trustee to support delivery of the strategy Bridging Divides'. This work is being delivered through a task and finish group, anchored in the Charity Commission's guidance on good governance, with a view to making recommendations to Members (in their capacity as representing the Corporation as the corporate trustee of BHE). A priority area for this task and finish group is to consider BHE's underlying asset position in relation to income, its investment strategy, and the reserve position of the charity.

## **Conclusion:**

11. The evidence of need and external context demonstrates an increase in the relative importance of charitable funding and activity. Bridging Divides and the alignment with the Corporate and other strategic reviews means it can be the catalyst to further enable CBT as a centre of excellence on charities/charitable funding and to use CBT as a resource to augment all of the Corporation's charities portfolio. This should lead to better strategic alignment, improvements in the quality of the charities governance and management, and so deeper impact for individuals and communities.

## **Contact Officer:**

David Farnsworth (Chief Grants Officer),  
City Bridge Trust

[David.Farnsworth@cityoflondon.gov.uk](mailto:David.Farnsworth@cityoflondon.gov.uk)

<b>Committee(s):</b>	<b>Date(s):</b>
Resource Allocation Sub-Committee Policy and Resources Finance Committee	18/01/2018 18/01/2018 23/01/2018
<b>Subject:</b> Bridge House Estates Strategic Review Fund	<b>Public</b>
<b>Report of:</b> The Chief Grants Officer and Chamberlain	<b>For Decision</b>
<p><b>Summary</b></p> <p>This paper proposes the establishment of a Bridge House Estates (BHE) Strategic Review Fund totalling up to £1m, to support wider impacts of the implementation of Bridging Divides. The purpose of the fund is to facilitate a detailed operational review of BHE to consider its underlying asset position in relation to income, its investment strategy, and reserve position of the charity. This paper further sets out the planned governance arrangements for the use of the proposed fund.</p> <p><b>Recommendation</b></p> <p>Members are recommended to:</p> <ul style="list-style-type: none"> <li>• Agree the creation of the BHE Strategic Review Fund, totalling up to £1m;</li> <li>• Agree the governance arrangements for the approval of bids against the above Fund, whereby delegation is given to the Town Clerk in consultation with the Committee Chairman of Policy &amp; Resources, Finance and City Bridge Trust, in consultation with the Chief Grants Officer and Deputy Chamberlain.</li> </ul>	

## Main Report

### Background

1. BHE is currently the 7<sup>th</sup> largest charity in the UK by way of the value of its assets. The total assets of BHE have grown significantly over recent years, due to an increase in market valuations but also through surplus income being retained within reserves. Whilst the prime objective of BHE is to maintain the 5 bridges crossing the River Thames into the City of London, the Cy Pres agreement of 1995 permits surplus income to be used for grant-making, via the City Bridge Trust. The expectation of our regulatory body – the Charity Commission – is that surpluses would be applied against charitable purposes within a reasonable time-period, not being accumulated as we are currently doing.
2. Against the increased recognition within the sector felt by BHE, and in light of the wider impact of ‘Bridging Divides’ work is being undertaken to answer the

Town Clerk's question: "how can the Corporation be the best possible trustee to support delivery of 'Bridging Divides'?" This work is being delivered through a task and finish group, overseen by Summit Group, anchored in the Charity Commission's guidance on good governance, with a view to making recommendations to Members (in their capacity as representing the Corporation as the corporate trustee of BHE). A priority area for this work is to consider BHE's underlying asset position in relation to income, its investment strategy, and the reserve position of the charity.

### **BHE Strategic Review Fund**

3. Undertaking a detailed review such as this, involving a charity with a value of £1.34bn as at 31/03/2017, will incur costs. BHE is an historic charity, with its governing documents including various instruments dating back to 1282. Delivering change against such a complex background will require close attention to detail across a number of departments within the Corporation. As this has been identified as a priority for the Corporation to progress, external advice and additional resource will be a necessary requirement.
4. Provision has been included in the medium term financial forecast for the BHE Strategic Review Fund at an initial level of £1m, to be funded from BHE. To enable the various work streams required within this change project to commence immediately, drawdown against this fund will start from January 2018. Expectation is that most of this fund will be utilised in 2018/19.
5. The purpose of the BHE Strategic Review Fund is to provide funding for:
  - a. Additional resources across various departments to enable:
    - i. a detailed review of the legal and governance activities within BHE, requiring additional legal support within City Solicitors & Comptrollers and Remembrancers;
    - ii. external expertise for financial modelling to confirm the appropriate level of reserves and assets required on an ongoing basis to enable the prime charitable purpose to be undertaken alongside a potential increase in charitable grant-making;
    - iii. additional communications support to appropriately provide the level of external engagement that the expected changes will require;
    - iv. other activities to be identified by the Task & Finish Group in consultation with the Town Clerk and Chief Grants Officer.
  - b. Potential disposal of BHE assets to release funds for further grant-making activity:
    - i. dependent upon recommendations to be made concerning the potential disposal of BHE assets, funding will be required to cover costs incurred in relation to either equities or property disposals.
6. The fund will not be used as a means of achieving departmental local risk budget savings, with bids to this fund required to demonstrate a clear link to the BHE review currently being undertaken.



### **Approval of Bids from BHE Strategic Review Fund**

7. Approval to bids from this Fund will be by means of a short business case. Approval of these will be delegated to the Town Clerk, in consultation with the Committee Chairman of Policy & Resources, Finance and City Bridge Trust, in consultation with the Chief Grants Officer and Deputy Chamberlain.
8. The business case will set out:
  - Purpose for which funding will be used, demonstrating clear link to the BHE review;
  - Cost and timing, with reasonable evidence to support expenditure.

A short template will be used to standardise the business case information for the bid.

9. When bids are put forward for consideration of approval, an analysis will be provided of bids already committed and other potential bids from the BHE Strategic Review Fund which are known to be in development.

### **BHE Strategic Review Fund Utilisation Monitoring**

10. The Chamberlain's and Town Clerk's Departments will monitor the utilisation of agreed bids to the BHE Strategic Review Fund with regular reports provided to relevant Committees.

Town Clerks Department:

David Farnsworth (Chief Grants Officer), [david.farnsworth@cityoflondon.gov.uk](mailto:david.farnsworth@cityoflondon.gov.uk)

### **Karen Atkinson**

Head of Charity and Social Investment Finance

T: 0207 332 1395

E: karen.atkinson@cityoflondon.gov.uk

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<b>Committee(s)</b> Resource Allocation Sub Committee Policy & Resources Committee Finance Committee	<b>Dated:</b> 18/01/2018 18/01/2018 23/01/2018
<b>Subject:</b> City Bridge Trust: Proposed Revenue Budget - 2018/19	<b>Public</b>
<b>Report of:</b> The Chamberlain and The Town Clerk	<b>For Decision</b>
<b>Report authors:</b> Karen Atkinson, Chamberlain's Department David Farnsworth, City Bridge Trust	

### Summary

This report provides the submission and seeks approval of the 2018/2019 revenue budget overseen by the City Bridge Trust (CBT) Committee in the context of CBT's strategic and business priorities, for subsequent submission to the Finance Committee.

Summary Revenue Budget for the City Bridge Trust Committee	Latest Budget 2017/18 £'000	Original Budget 2018/19 £'000	Movement £'000
Expenditure	(27,047)	(23,844)	3,203
Income	219	196	(23)
Support Services and Capital Charges	(159)	(162)	(3)
<b>Total Net Expenditure</b>	<b>(26,987)</b>	<b>(23,810)</b>	<b>3,177</b>

2018/2019 is the first year of CBT's new 5-year funding strategy, Bridging Divides (BD). Following extensive consultation and approval by the Court of Common Council in July 2017, BD commits CBT to supporting Londoners and London's communities, who are experiencing inequalities, to thrive. During 2018/19 priorities will include working collaboratively to: implement the BD strategy; ensure CBT is led by strategic decisions and is customer focused; model/encourage/and celebrate more and more effective philanthropy; and grow the social investment market.

The provisional budgeted net expenditure for 2018/19 is estimated to be £23.810m, a decrease of £3.177m compared with the budget for 2017/18. The main driver for this is a reduction in expected grant commitments, following commitments against anniversary funding during 2017/18, alongside the next 3 years' funding to the Prince's Trust being committed in the current year. NB the provisional nature of the budget reflects the fact that the following are still under consideration: the level of BHE charitable funding anticipated to be available for distribution; the resource requirements to deliver the BD strategy; the Central Grants Programme pilot; and how to make the most impact through the charitable funding of the Corporation both directly, through its trusteeships and relationships with arms-length charities.

## **Recommendations**

The Committee is requested to:-

- a) approve the provisional 2018/19 revenue budget for submission to Policy & Resources Committee and Finance Committee;
- b) authorise the Chamberlain to revise these budgets to allow for any necessary realignment of funds resulting from corporate projects.

## **Main Report**

### **Background**

1. A cy près scheme agreed by the Charity Commission in 1995 enables Bridge House Estates (BHE) to distribute the charity's surplus income for charitable purposes across Greater London. The amount available for charitable funding from the surplus income is determined each year by the Policy and Resources Committee. Any uncommitted funding at the year-end will be held within a designated fund for the purposes of charitable funding under BD.
2. This report sets out a summary of CBT's 2018/2019 business planning priorities (more detail is set out in the business plan paper) and the provisional, associated revenue budget for approval and submission to the Finance Committee.

### **Summary CBT Business Planning Priorities 2018/2019**

3. CBT's 2018/2019 priorities include:
  - To increase the quality and impact of its charitable funding
  - To grow the social investment market
  - To ensure the Trust is led by strategic decisions and is customer focused
  - To encourage more giving of time, money and skills in an effective way to enable individuals and communities to thrive.

### **Proposed Revenue Budget for 2018/19**

4. The proposed Revenue Budgets for 2018/19 are analysed between:
  - Local Risk budgets – these are the budgets deemed to be largely within the Chief Officer's control.
  - Central Risk budgets – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external factors outside of his/her control or are budgets of a corporate nature (e.g. interest on balances, rent incomes from investment properties and in the case of CBT, the charitable funding budget).
  - Support Services and Capital Charges – these cover budgets for services provided by one activity to another.

5. The provisional 2018/19 budgets have been prepared in accordance with guidelines agreed by the Policy & Resources and Finance Committees.
6. The budgets are set out in Table 2. Expenditure and unfavourable variances are presented in brackets. Only significant variances (generally those greater than £100,000) have been commented on in the following paragraphs.

Analysis of Service Expenditure	Local or Central Risk	Actual 2016-17 £'000	Budget to be Approved 2017-18 £'000	Original Budget 2018-19 £'000	Movement 2017-18 to 2018-19 £'000	Para- graph  Ref
<b>EXPENDITURE</b>						
Employees	L	(955)	(1,214)	(1,888)	(674)	7(i)
Transport Related Expenses	L	(4)	(4)	(6)	(2)	
Supplies & Services (note i)	L	(430)	(543)	(455)	88	7(ii)
<b>Total Local Risk</b>		<b>(1,389)</b>	<b>(1,761)</b>	<b>(2,349)</b>	<b>(588)</b>	
Supplies & Services (note i)	C	(103)	(230)	(82)	148	7(ii)
Grants	C	(16,881)	(25,056)	(21,413)	3,643	7(iii)
<b>Total Central Risk</b>		<b>(16,984)</b>	<b>(25,286)</b>	<b>(21,495)</b>	<b>3,791</b>	
<b>Total Expenditure</b>	L&C	<b>(18,373)</b>	<b>(27,047)</b>	<b>(23,844)</b>	<b>3,203</b>	
<b>INCOME</b>						
Wembley National Stadium Trust	L	107	108	111	3	
3rd Party Income	C	200	51	0	(51)	
CGU Support	L		60	85	25	
<b>Total Income</b>		<b>307</b>	<b>219</b>	<b>196</b>	<b>(23)</b>	
<b>TOTAL NET EXPENDITURE BEFORE SUPPORT SERVICES AND CAPITAL CHARGES</b>		<b>(18,066)</b>	<b>(26,828)</b>	<b>(23,648)</b>	<b>3,180</b>	
Support Services & Capital Charges		(142)	(159)	(162)	(3)	
<b>TOTAL NET EXPENDITURE</b>		<b>(18,208)</b>	<b>(26,987)</b>	<b>(23,810)</b>	<b>3,177</b>	

### Notes

- (i) Supplies & Services – Equipment, furniture, materials, printing, stationery and professional fees.

7. Overall there is a decrease of £3.177m between the 2017/18 budget and the 2018/19 proposed budget. The budget movements are a result of:

- i) Employees – this has provisionally increased by £674k from £1.214m to £1.888m. The proposed uplift reflects:
  - Resourcing to support the effective delivery of the BD strategy; and
  - Resourcing to support the work anchored in CBT but with broader scope (the philanthropy, social investment and wider Corporation charity/charitable funding agendas).
- ii) Supplies and Services - this has decreased by £236k, from £773k to £537k in total across both local and central risk, as per Table 3. This variance is split as £88k under local risk, and £148k against central risk, as shown within Table 2.

Table 3 Analysis of Supplies & Services	Budget to be Approved 2017/18			Original Budget 2018/19			Variance £
	Local £	Central £	Total £	Local £	Central £	Total £	
Equipment, furniture, materials	4,000	-	4,000	4,000	-	4,000	-
Printing, stationery, general office	14,000	5,000	19,000	19,000	-	19,000	0
Fees & Services	407,000	200,000	607,000	219,000	62,000	281,000	326,000
Communications & computing	60,000	10,000	70,000	122,000	12,000	134,000	(64,000)
Expenses	26,000	15,000	41,000	61,000	8,000	69,000	(28,000)
Subscriptions	32,000	-	32,000	30,000	-	30,000	2,000
<b>Total</b>	<b>543,000</b>	<b>230,000</b>	<b>773,000</b>	<b>455,000</b>	<b>82,000</b>	<b>537,000</b>	<b>236,000</b>

iii)

Considering local and central risk separately in relation to Table 3 above:

a. Local risk:

- i. Fees and services - as noted above, several roles – notably Head of Projects and Head of Philanthropy Strategy – have largely been covered by consultants during 2017/18. Costs for these are included within the 2018/19 provisional employment budget line, so reducing consultancy spend. Other changes include: the cost of the monitoring activity of the core grants programme is decreasing - following discussions with internal audit, CBT plan to reduce the number of days consultancy directed at this work; 2017/18 includes a one-off budget of £50k relating to the Social Investment Fund; under Bridging Divides, CBT is appointing a learning partner to undertake an evaluation of the programme to improve impact – a new activity within the budget;
- ii. Communications and computing - CBT is currently reviewing options to upgrade or replace its grants management database. A provisional estimate of costs for both software and consultancy have been included in the 2018/19 budget;
- iii. Expenses – the proposed increased headcount within the team requires further travel and subsistence costs to support activities

being undertaken. The team are also commencing an annual series of learning events, enabling learning from activities to be shared with grantees and partners to improve impact.

- b. Central risk – 2017/18 costs include 3 areas of funding: approval and implementation of the strategic review, the Lord Mayor’s Show float and support for the 20<sup>th</sup> anniversary programmes. For 2018/19, just the costs related to the 5-year Employability anniversary programme will continue.

- iv) The Grants & Strategic Initiatives budget has decreased by £3.791m, from £25.286m to £21.495m, as set out in Table 4 below:

<b>Table 4 - Grants &amp; Strategic Initiatives Budget Analysis (Central Risk)</b>	<b>Latest Budget 2017-18 £'000</b>	<b>Original Budget 2018-19 £'000</b>
Standard grants programme (Investing in Londoners/Bridging Divides)	20,000	20,000
Strategic grant towards the Princes Trust to continue for a period of 10 years	1,000	1,000
<b>Original funding</b>	<b>21,000</b>	<b>21,000</b>
Investing In Londoners - approved carry forward from 2016/17	274	0
Third party income	51	0
Strategic grant towards the Princes Trust - covering latest 3 year commitment (2017/18 - 2019/20)	2,000	(1,000)
CBT Anniversary Programmes - approved carry forward from 2016/17	4,448	0
CBT Anniversary programme: employability - amount to be committed across the remainder of the 5 year programme	(1,184)	192
CBT Anniversary programme: infrastructure support - amount to be committed in 2018/19	(1,303)	1,303
<b>Total Grants &amp; Strategic Initiatives budget (Central Risk)</b>	<b>25,286</b>	<b>21,495</b>

- a. The original budget for 2018/19 started as £21m, with the proposed amount now standing at £21.495m. Reasons for change are:
- i. The annual £1m set aside for The Prince’s Trust now forming part of the 3-year commitment to be approved in 2017/18; and
  - ii. Total funding of £1.495m for the 2015 Anniversary programmes now expected to be awarded in the year. The majority of this relates to the Cornerstone Fund, part of the Infrastructure Support programme: this involves multiple stakeholders across London in its development and so awards will be made over a longer time period than originally expected.

8. Analysis of the proposed movement in headcount and related staff costs is shown in Table 5 below:

Table 5 - Headcount Statement	Budget to be approved 2017-18		Original Budget 2018-19	
	Headcount Full-time equivalent	Estimated cost £000	Headcount Full-time equivalent	Estimated cost £000
City Bridge Trust (note i)	19.1	1,034	25.9	1,699
Wembley National Stadium Trust (note ii)	1.3	90	1.3	95
Central Grants Unit (note iii)	0.8	48	1.2	68
Training and Recruitment Advertising		17		26
<b>TOTAL EMPLOYEE COSTS</b>	<b>21.2</b>	<b>1,189</b>	<b>28.4</b>	<b>1,888</b>

#### Notes

- i) The proposed increase in headcount is explained in paragraph 7(i);
- ii) Funding is provided by the Wembley National Stadium Trust through its contract with CBT (see income in Table 2);
- iii) Staff within CBT provide support for the Central Grants Unit (see income in Table 2 – NB this is subject to review).

### **Potential Further Budget Developments**

9. The provisional nature of the revenue budgets particularly recognises that further revisions may arise from:
- the necessary realignment of funds resulting from corporate projects including:
    - (i) on-going corporate efficiency projects; and
    - (ii) central and departmental support service apportionments.
  - the resource implications/decisions on implementing CBT's 2018-2023 BD strategy along with the social investment work and increased importance of the philanthropy agenda given the external context;
  - the work to improve the strategic alignment, quality and impact of the charitable funding undertaken by the Corporation directly or through its trusteeships (including the review of the Central Grants Programme and the introduction of a central charities database).

#### **Contact Officers:**

Town Clerks Department:

David Farnsworth (Chief Grants Officer), [david.farnsworth@cityoflondon.gov.uk](mailto:david.farnsworth@cityoflondon.gov.uk)

Chamberlain's Department:

Karen Atkinson (Head of Charity & Social Investment Finance)

[Karen.atkinson@cityoflondon.gov.uk](mailto:Karen.atkinson@cityoflondon.gov.uk)



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