



## Policy and Resources Committee

**Date:** THURSDAY, 12 APRIL 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	Alderman The Lord Mountevans (Ex-Officio Member)
Deputy John Bennett	Deputy Joyce Nash
Deputy Keith Bottomley	Graham Packham (Ex-Officio Member)
Alderman Charles Bowman (The Rt. 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  
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**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 15 March 2018.  
**For Decision**  
(Pages 1 - 8)
  - b) To note the draft public minutes of the Projects Sub-Committee meeting held on 14 March 2018.  
**For Information**  
(Pages 9 - 16)
  - c) To note the draft public minutes of the Resource Allocation Sub-Committee meeting held on 15 March 2018.  
**For Information**  
(Pages 17 - 20)
4. **MAGISTRATES COURTS**  
Resolution from the Magistracy and Livery Sub-Committee meeting held on 1 March 2018.  
**For Information**  
(Pages 21 - 22)
5. **CITY OF LONDON CORPORATION REGIONAL STRATEGY**  
Report of the Director Economic Development.  
**For Decision**  
(Pages 23 - 32)
6. **ASIA NEXT DECADE CAMPAIGN - UPDATE**  
Report of the Director of Economic Development.  
**For Information**  
(Pages 33 - 38)
7. **EXPORT AND INVESTMENT VISITS**  
Report of the Director of Economic Development.  
**For Information**  
(Pages 39 - 40)

8. **EDO ANNUAL ACTIVITY UPDATE 2017/18**  
Report of the Director of Economic Development.
- NB: Appendix 2 to this report (Supporting Financial and Professional Services 2017-18) has been circulated as an electronic document only. Hard copies are available on request and will also be available at the meeting.**
- For Information**  
(Pages 41 - 54)
9. **PAN-LONDON RESILIENCE ARRANGEMENTS**  
Report of the Town Clerk.
- For Decision**  
(Pages 55 - 58)
10. **NOMINATIONS TO LONDON COUNCILS**  
Report of the Town Clerk.
- For Decision**  
(Pages 59 - 64)
11. **NEW WEBSITE - DESIGN, BUILD AND SUPPORT**  
Report of the Town Clerk.
- NB: This report has been considered and approved by the Projects Sub-Committee.**
- For Decision**  
(Pages 65 - 84)
12. **NATIONAL #IWILL CAMPAIGN**  
Report of the Head of Corporate Strategy and Performance.
- For Decision**  
(Pages 85 - 90)
13. **CHATHAM HOUSE EVENT - FINANCIAL SERVICES 10 YEARS ON**  
Report of the Director of Communications.
- For Decision**  
(Pages 91 - 94)
14. **DATA PROTECTION POLICY**  
Report of the Comptroller and City Solicitor.
- NB: This report was considered and approved by the Audit and Risk Management Committee subject to the Policy becoming effective within seven days of this Committee's decision. The Data Protection Policy will also be considered by the Establishment Committee and the IT Sub-Committee.**
- For Decision**  
(Pages 95 - 104)

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

Report of the Chamberlain.

**For Information**  
(Pages 105 - 114)

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

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

18. **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**

19. **NON-PUBLIC MINUTES**

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

- a) To agree the non-public minutes of the meeting held on 15 March 2018.

**For Decision**  
(Pages 115 - 118)

- b) To note the draft non-public minutes of the Projects Sub-Committee meeting held on 14 March 2018.

**For Information**  
(Pages 119 - 124)

- c) To note the draft non-public minutes of the Resource Allocation Sub-Committee meeting held on 15 March 2018.

**For Information**  
(Pages 125 - 128)

- d) To note the draft non-public minutes of the Hospitality Working Party meeting held on 13 March 2018.

**For Information**  
(Pages 129 - 136)

20. **USE OF PERSONAL EMAIL, RISK AND GDPR COMPLIANCE.**

Joint report of the Comptroller and City Solicitor and Data Protection Officer, Director of Information Technology and the Director of Information and Chief of Security, together with a resolution of the Audit and Risk Management Committee held on 6 March 2018.

**NB: The report has also been approved by the IT Sub-Committee and is due to be considered by the Establishment Committee.**

**For Decision**  
(Pages 137 - 152)

21. **GUILDHALL CHARGING REVIEW**

Joint report of the Chamberlain and the Remembrancer.

**NB: This report has been considered by the Hospitality Working Party and is recommended for approval.**

**For Decision**  
(Pages 153 - 166)

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

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

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## **POLICY AND RESOURCES COMMITTEE** **Thursday, 15 March 2018**

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 15 March 2018 at 1.45 pm

### **Present**

#### **Members:**

Sir Mark Boleat (Deputy Chairman)  
Simon Duckworth (Vice-Chair)  
Deputy John Bennett  
Deputy Keith Bottomley  
Henry Colthurst  
Alderman Peter Estlin  
Marianne Fredericks  
Christopher Hayward  
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)  
Alderman The Lord Mountevans (Ex-Officio Member)  
Deputy Joyce Nash  
Graham Packham (Ex-Officio Member)  
Dhruv Patel (Ex-Officio Member)  
Alderman William Russell  
Deputy Dr Giles Shilson  
Jeremy Simons (Ex-Officio Member)  
Sir Michael Snyder  
Deputy John Tomlinson  
Deputy Philip Woodhouse  
Alderman Sir David Wootton

#### **In Attendance:**

Tijs Broeke

#### **Officers:**

John Barradell	-	Town Clerk and Chief Executive
Peter Lisle	-	Assistant Town Clerk & Culture Mile Director
Greg Moore	-	Town Clerk's Department
Alistair MacLellan	-	Town Clerk's Department
Bob Roberts	-	Director of Communications
Giles French	-	Assistant Director of Economic Development
Simon Horner	-	Economic Development Office
David Farnsworth	-	Chief Grants Officer

Jack Joslin	-	Central Grants Unit
Peter Kane	-	Chamberlain
Caroline Al-Beyerty	-	Deputy Chamberlain
Chris Bell	-	Chamberlain's Department
Michael Cogher	-	Comptroller and City Solicitor
Nigel Lefton	-	Remembrancer's Department
Peter Young	-	City Surveyor's Department
Vic Annells	-	Executive Director of Mansion House & Central Criminal Court
Ian Dyson	-	Commissioner of City Police
Nick Kenyon	-	Managing Director, Barbican Centre
Simon Johnson	-	Barbican Centre

1. **APOLOGIES**

Apologies were received from Deputy Catherine McGuinness, Hugh Morris, Deputy Doug Barrow, The Rt Hon the Lord Mayor Alderman Charles Bowman, Deputy the Revd Stephen Haines, Deputy Alastair Moss and Deputy Tom Sleigh.

Sir Mark Boleat was in the Chair.

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

There were no declarations.

3. **MINUTES**

- 3.1 The minutes of the meeting held on 22 February 2018 were approved.
- 3.2 The draft public minutes of the Projects Sub-Committee meeting held on 14 February 2018 were noted.
- 3.3 The draft minutes of the Courts Sub-Committee meeting held on 19 February 2018 were noted.
- 3.4 The draft public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 26 February 2018 were noted.

Members considered a recommendation therein regarding Party Conferences and,

**RESOLVED**, that

- the City Corporation continue hosting events at the Liberal Democrat, Labour, Conservative and SNP Conferences, and
- the City Corporation organise a set number of events tailored to each party conference as detailed in the report considered by the Public Relations and Economic Development Sub-Committee.



4. **COMMITTEE TERMS OF REFERENCE AND COMPOSITIONS**

Members considered a report of the Town Clerk regarding Committee Terms of Reference and Compositions. The Chairman noted that the term 'elected Member of the Court of Common Council' detailed in the proposed amendments to the City Bridge Trust Committee's terms of reference was meaningless given all Members of the Court were elected.

**RESOLVED**, that no changes to the Policy and Resources Committee's terms of reference were necessary; and that the following amendments be put forward to the Court of Common Council for approval,

- the appointment of an additional Member to serve on the Audit and Risk Management Committee, to widen the pool of Members who might be interested in serving as Deputy Chairman and Chairman;
- the election of a second Deputy Chairman of the Audit and Risk Management Committee from amongst its external Members and, if supported, the approval of the Court of Common Council be given for Standing Order No. 30 to be amended to reflect this;
- up to two external persons being co-opted by the City Bridge Trust with relevant experience and skills, selected through a fair and transparent process determined by the Committee; and
- the amendments to the terms of reference of the City Bridge Trust, Culture, Heritage and Libraries, Finance, Markets and Investment Committees as set out in the report and in the relevant appendices, except for the term 'elected Members of the Court of Common Council' regarding the City Bridge Trust, which should simply read 'Members of the Court of Common Council'.

5. **POTENTIAL REMUNERATION OF MEMBERS AND CHANGES TO TIMING OF MEETINGS - RESULTS OF SURVEYS**

Members considered a report of the Town Clerk regarding potential remuneration of Members and changes to timings of meetings, alongside the results of Member surveys and the following points were made.

- The Chairman noted the clear desire of Members to leave standard committee meeting times unchanged, and added that, nevertheless, committees remained free to change the times of their meetings should they wish to do so.
- A Member noted that the Community and Children's Services Committee had recently piloted an early morning meeting, which had allowed Members to attend who ordinarily found mid-morning or early afternoon meetings difficult to attend but that other members who normally attended meetings had been unable to do so.
- The Chairman noted that there was a general view expressed in the surveys that remuneration of Members was not seen to be appropriate,

but that in his view the recommendation for a review of the financial loss scheme was welcome, given that prospective candidates for election to the Court of Common Council should not be deterred from standing for election for any reason. He did not feel, however, that an independent review of the Financial Loss Scheme was necessary and moreover that any such review could be combined with a review of what assistance could be afforded to Members to support them in conducting their duties as elected Members of the City of London Corporation.

- Members concurred and suggested the formation of a Members Working Party to review the issue of financial assistance and the Member Financial Loss Scheme. Membership should include Members of the Policy and Resources Committee and other Members of the Court of Common Council.

**RESOLVED**, that Members

- Note the result of the surveys;
- agree that the timing of meetings should remain unchanged, it being noted that a committee could, if it so chose, agree to alter the time of its meetings. However, it should also be noted that depending on the time chosen there could be wider resource implications;
- request that the Town Clerk bring a report to Members proposing terms of reference and composition of a Member Working Party to consider the provision of assistance for Members to cover the cost of an appropriate form of dress for City Corporation events and what form this should take, and to undertake a review of the Members' Financial Loss Scheme.

**6. COMMON HALL: ELECTION OF LORD MAYOR 2019**

Members considered a report of the Town Clerk regarding Common Hall: Election of Lord Mayor 2019. Members were supportive of moving the date of Common Hall to 2 October 2019 to ensure there was no clash with Rosh Hashanah but requested that the Town Clerk draw up some guidelines for considering future clashes with religious festivals.

**RESOLVED**, that Members recommend to the Court of Common Council that Common Hall 2019 be scheduled for 2 October 2019.

**7. REVIEW OF THE CENTRAL GRANTS PROGRAMME**

Members considered a report of the Chief Grants Officer regarding a review of the Central Grants Programme (CGP) and noted that it had been considered and approved by the Resource Allocation Sub-Committee earlier that day.

**RESOLVED**, that Members,

- Agree that the CGP is implemented on a permanent basis with effect from 1 April 2018.

- Agree that the City's Cash contribution available to the Central Grants Unit (CGU) for distribution in grants should be uplifted to £250,000 on an ongoing basis, being an uplift of £91,000 for 2018/19.
- Note the uplift of £10,000 applied to operating costs of the CGU for 2018/19 and agree that the CGU continue to charge a proportionate management fee to charities that fall under the programme.
- Agree to delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Finance Committee, to approve that any underspends on other grant budgets held within City's Cash be considered for transfer to the CGU for equal allocation to the three City's Cash funding themes or to be allocated for specific charitable purposes elsewhere.

8. **FINAL DEPARTMENTAL BUSINESS PLANS 2018/19 - ECONOMIC DEVELOPMENT OFFICE, REMEMBRANCER'S OFFICE, CORPORATE AND MEMBER SERVICES**

Members considered a joint report of the Director of Economic Development, the Remembrancer and the Town Clerk regarding Final Departmental Business Plans 2018/19 for the Economic Development Office, Remembrancer's Office and Town Clerk's Department (Corporate and Member Services). Members welcomed the new concise format of Departmental Business Plans.

**RESOLVED**, that Members approve the final high-level business plans for 2018/19 for the Economic Development Office, the Remembrancer's Office and the Town Clerk's Department (Corporate and Member Services).

9. **MUSEUM OF LONDON RELOCATION PROJECT - CITY OF LONDON MEMBER REPRESENTATION ON THE NEW MUSEUM BOARD**

Members considered a report of the Assistant Town Clerk & Culture Mile Director regarding the Museum of London Relocation Project – City of London Member Representation of the New Museum Board.

**RESOLVED**, that Members agree the appointment of three Members to the New Museum Board as observers, with one Member to be nominated by the Chairman of the Policy & Resources Committee and two by the Chairman of the Capital Buildings Committee.

10. **RESOLUTION OF THE POLICE COMMITTEE - BUSINESS RATE PREMIUM 2019/20**

The Town Clerk reported that this item had been withdrawn.

11. **RESOLUTION OF THE LICENSING COMMITTEE - POTENTIAL REPORTING TOOL FOR JCCR**

Members considered a resolution of the Licensing Committee regarding a potential reporting tool for the Joint Contact and Control Centre (JCCR). The Assistant Town Clerk & Culture Mile Director noted that he would factor the request made by the Licensing Committee into work currently being undertaken on implementing the JCCR and report back to Members accordingly.

**RESOLVED**, that the resolution of the Licensing Committee be noted.

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

Members considered a report of the Chamberlain regarding the Policy Initiatives Fund and Committee Contingency. The Deputy Chamberlain noted that the figure for Sponsorship of Chemistry Club City 2018/19 was in fact £30,000 as £10,000 had been drawn down in 2017/18.

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

13. **OUTCOMES OF SIR MICHAEL SNYDER'S VISIT TO INDIA**

Members considered a report of the Director of Economic Development regarding the outcomes of Sir Michael Snyder's visit to India.

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

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

**Use of City of London Corporation Property for Party Political Purposes**

In response to a question from Deputy Joyce Nash, the Town Clerk confirmed that there had been no change in policy and that Members were not permitted to use City of London Corporation property for party political purposes. He committed to issuing advice to Members regarding the policy.

**General Data Protection Regulations (GDPR)**

In response to a question from Andrew McMurtrie, the Town Clerk confirmed that a report on GDPR and the use of City of London Corporation email by Members would be submitted to the April 2018 meeting for consideration.

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

There was no other business.

16. **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 of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Act.

17. **NON-PUBLIC MINUTES**

17.1 The non-public minutes of the meeting held on 22 February 2018 were approved.

17.2 The draft non-public minutes of the Projects Sub-Committee meeting held on 14 February 2018 were noted.

17.3 The draft non-public minutes of the Courts Sub-Committee meeting held on 19 February 2018 were noted. Members considered the recommendation outlined therein at Item 12.

18. **NON-PUBLIC APPENDIX - REVIEW OF CENTRAL GRANTS PROGRAMME**  
The non-public appendix of Item 7 - Review of the Central Grants Programme was noted.
19. **CENTRE FOR MUSIC - PROGRESS REPORT**  
Members considered a joint progress report of the Managing Director, Barbican Centre and the City Surveyor regarding the Centre for Music.
20. **PROJECT FUNDING UPDATE**  
Members considered an update report of the Chamberlain regarding Project Funding and noted that it had been considered and approved by the Resource Allocation Sub-Committee earlier that day.
21. **NORTHERN IRELAND NATIONAL CITIZENSHIP SCHEME**  
Members considered a report of the Town Clerk regarding the Northern Ireland National Citizenship Scheme.
22. **POLICE NATIONAL ENABLING PROGRAMME - ACCOUNTABLE BODY**  
Members considered a report of the Commissioner of City Police regarding the Police National Enabling Programme – Accountable Body.
23. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**  
Members considered a report of the Town Clerk regarding decisions taken under delegated authority or urgency powers.
24. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no questions.
25. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED.**
  - 25.1 **UK - China Green Finance Institute**  
Members considered a late report of the Director of Economic Development regarding the UK – China Green Finance Institute.
  - 25.2 **Appendix 2 - Museum of London Relocation Project - City of London Member Representation on the New Museum Board**  
Members noted the non-public appendix of Item 9 – Museum of London Relocation Project – City of London Member Representation on the New Museum Board.

**The meeting ended at 2.30 pm**

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Chairman

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

## PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Wednesday, 14 March 2018

**Minutes of the meeting of the Projects Sub (Policy and Resources) Committee held at the Guildhall EC2 at 9.00 am**

### **Present**

#### **Members:**

Sir Michael Snyder (Chairman)	Marianne Fredericks
Hugh Morris (Deputy Chairman)	Deputy Jamie Ingham Clark
Deputy Keith Bottomley	

#### **In Attendance:**

Susan Pearson

#### **Officers:**

Alistair MacLellan	-	Town Clerk's Department
Paige Upchurch	-	Town Clerk's Department
Rohit Paul	-	Town Clerk's Department
Sarah Baker	-	Town Clerk's Department
Peter Lisle	-	Town Clerk's Department
Melissa Richardson	-	Town Clerk's Department
Philip Everett	-	Town Clerk's Department
David Jones	-	Town Clerk's Department
Jonathan Poyner	-	Guildhall School of Music and Drama
Hannah Bibbins	-	Guildhall School of Music and Drama
Paul Murtagh	-	Department of Community and Children's Services
Caroline Al-Beyerty	-	Chamberlain's Department
Mona Lewis	-	Chamberlain's Department
Chris Hartwell	-	City Surveyor's Department
Ola Obadara	-	City Surveyor's Department
Paul Monaghan	-	Department of the Built Environment
Steve Presland	-	Department of the Built Environment
Leah Coburn	-	Department of the Built Environment
Charles Griffiths	-	City of London School
David Drane	-	City of London Police

### **1. APOLOGIES**

Apologies were received from Nick Bensted-Smith, Sir Mark Boleat, Karina Dostalova, Chris Hayward, Deputy Catherine McGuinness, Deputy John Tomlinson and James Tumbridge.

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

There were no declarations of interests.

3. **MINUTES**

**RESOLVED** – That the public minutes and summary of the meeting held on 14 February 2018 are approved as an accurate record.

4. **OUTSTANDING ACTIONS**

Members considered a report of the Town Clerk regarding outstanding actions. In response to a request from the Chairman, the Town Clerk agreed to add an action to the list regarding 'called-in' projects that ordinarily did not require Member approval, so that Members could satisfy themselves that existing delegated processes were fit for purpose.

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

5. **GATEWAY APPROVAL PROCESS**

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

6. **CITY OF LONDON APPROACH TO PROJECT MANAGEMENT**

Members considered a report of the Assistant Town Clerk and the Cultural Hub Director regarding the City of London Approach to Project Management and the following points were raised:

- The Town Clerk noted that the proposed approach aimed to grant projects greater scrutiny before they reached Members for consideration. Moreover the proposed approach was designed to give Spending Committees greater ownership and accountability for their projects.
- The Town Clerk noted that risk management was priority to be reviewed. Project Managers would be encouraged to identify risks and mitigation and seek to quantify risk in greater detail, with the release of contingency monies being streamlined for projects where risk had been adequately identified and planned for. A report on the management of costed risk items and their associated financials would be submitted to the May 2018 meeting.
- A Member commented on the capability and skills set of project managers and whether training should be looked into. The Town Clerk confirmed that training would be reviewed, and consideration given to external project managers for more specialist or complicated projects.
- A Member commented that new project reporting templates needed to make project governance clearer.
- The Town Clerk noted that project gateway numbers could be replaced with a named title for each stage, to which the Chairman suggested that numbered Gateways were useful and should be amended as little as possible.

**RESOLVED** – That Members:

- Approved the suggested amendments to the project reporting process.



**7. CITY OF LONDON MAJOR WORKS STRATEGY STAGE 1**

Members considered a report of the Chamberlain regarding the City of London Major Works Strategy.

**RESOLVED** - That Members:

- Approve the strategy, implementation and procurement route for Major Works between £1m and £15m, which is to develop 4 strategic frameworks for works within an estimated total annual value range £130m to £245m. These will be procured as follows:
  - Framework 1 – £1m-£4.6m/ OJEU threshold (IPG, CPG, Open Space, Police, Markets and Barbican)
  - Framework 2 –£1m to £4.6m/OJEU threshold (Housing)
  - Framework 3 - £4.6m/OJEU to £15million (IPG, CPG, Open Space, Police, Markets and Barbican)
  - Framework 4 - £4.6m/OJEU to £15million (Housing)
- Approve the evaluation criteria; the proposed evaluation criteria of 60% quality 40% price is in line with the Procurement Code. The proposed weighting towards quality reflects the priority and focus of getting the quality of the service element right.
- Approve undertaking of soft market testing in May 2018 and look to procure a strategic solution in September 2018 with a potential award date in March 2019.

**8. GATEWAY 1 & 2 - NEW ENTRANCE SILK STREET BUILDING**

Members considered a Gateway 1&2 Proposal (Regular) Report of the Principal of the Guildhall School of Music and Drama regarding a new entrance for Silk Street Building and the following points were made:

- The Chairman shared his agreement that the works need doing but commented that no income would be generated from the project.
- The Chairman commented that this project also required approval from the Resource Allocation Sub-Committee.

**RESOLVED** – That Members approve the project for progression to Gateway 3/4 on the Regular route.

**9. GATEWAY 1 & 2 - PIANO REPLACEMENT - GUILDHALL SCHOOL OF MUSIC & DRAMA**

Members considered a Gateway 1&2 Project Proposal (Light) report of the Principal of the Guildhall School of Music and Drama regarding a piano replacement. In response to a comment by the Chairman, the Chamberlain confirmed that the budget source for monies for this project applied to both the Guildhall School and the Barbican Centre

**RESOLVED** – That Members approved the project for progression to Gateway 4a on the Light route.

10. **GATEWAY 3 ISSUE - BANK JUNCTION IMPROVEMENTS PROJECT**

Members considered a Gateway 3 Issue (Complex) report of the Director of the Built Environment regarding the Bank Junction Improvements Project. In response to a question, the Director of the Built Environment informed members that the eighteen month delay was due to the ongoing Bank Junction trial.

**RESOLVED** – That Members:

- Approved the request to postpone activity on the Bank Junction Improvements Project until Autumn 2018.
- Acknowledged the 18-month delay to the delivery of the Bank Junction Improvements Project and that this delay would not impact on the ability to deliver physical change at Bank before additional capacity works were completed at Bank Underground Station.

11. **GATEWAY 3 & 4 - DESIGN, BUILD, SUPPORT AND HOSTING FOR NEW WEBSITE**

Members considered a Gateway 3/4 Options Appraisal (Regular) report of the Town Clerk regarding the design, build support and hosting for the new website. The Town Clerk noted that the figures outlined within the report needed to be updated and therefore requested delegated authority to consider the report in consultation with the Chairman and Deputy Chairman.

**RESOLVED** – That Members:

- Agree to delegate authority to the Town Clerk to consider, in consultation with the Chairman and Deputy Chairman, the updated report on design, build, support and hosting for the new website.

12. **GATEWAY 6 PROGRESS - LONDON WALL PLACE - S278 HIGHWAY WORK AND ADDITIONAL SECURITY MEASURES**

Members considered a Gateway 6 Progress Report of the Director of the Built Environment regarding S278 Highway Work and additional security measures.

**RESOLVED** – That Members:

- Approve the implementation of the additional security measures on the public highway outside 1 London Wall Place.

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

There were no questions.

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

There were no items of urgent business.

15. **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.

16. **NON-PUBLIC MINUTES**

**RESOLVED**, that the non-public minutes of the meeting held on 14 February 2018 be approved as a correct record.

17. **NON-PUBLIC OUTSTANDING ACTIONS**

Members considered a report of the Town Clerk regarding non-public outstanding actions.

18. **REQUEST FOR DELEGATED AUTHORITY DECISIONS IN LIEU OF APRIL 2018 MEETING**

Members considered a report of the Town Clerk regarding delegated authority requests in lieu of a April 2018 meeting.

19. **GATEWAY 1 & 2 - CITY'S CASH- REDEVELOPMENT OF SMITHFIELD ANNEXE, LONDON EC1**

Members considered a Gateway 1&2 Project Proposal (Complex) Report of the City Surveyor regarding the redevelopment of Smithfield Annex.

20. **NON-PUBLIC APPENDIX TO ITEM 7 - CITY OF LONDON MAJOR WORKS STRATEGY STAGE 1**

Members considered a non-public appendix to Item 7 – City of London Major Works Strategy Stage 1.

21. **GATEWAY 1 & 2 - SMITHFIELD RAILWAY TUNNEL LIDS**

Members considered a Gateway 2 Project Proposal (Regular) Report of the Town Clerk regarding Smithfield Railway tunnel lids.

22. **GATEWAY 1 & 2 - SOUTHWARK BRIDGE SOUTH VIADUCT WATERPROOFING**

Members considered a Gateway 1&2 Project Proposal (Regular) report of the Director of the Built Environment regarding waterproofing Southwark Bridge South Viaduct.

23. **GATEWAY 1 & 2 - BLACKFRIARS BRIDGE PARAPET REFURBISHMENT AND BRIDGE REPAINTING**

Members considered a Gateway 1&2 Project Proposal (Regular) Report of the Director of the Built Environment regarding Blackfriars Bridge parapet refurbishment and painting.

24. **GATEWAY 3 - SUMNER BUILDINGS**

Members considered a Gateway 3 Outline Options Appraisal (Complex) Report of the Director of Community and Children's Services regarding the Sumner buildings.

25. **GATEWAY 4 ISSUE - BARBICAN ESTATE CONCRETE REPAIRS**  
Members considered a Gateway 4 Issue (Regular) report of the Director of Community and Children's Services regarding concrete repairs at Barbican Estate.
26. **GATEWAY 1/2/3/4 - CITY OF LONDON SCHOOL SUMMER WORKS PROGRAMME**  
Members considered a Gateway 1-4 Project Proposal and Options Appraisal (Regular) report of the Headmaster of the City of London School regarding the School's summer works programme.
27. **GATEWAY 1/2/3/4 - CITY OF LONDON SCHOOL - REPLACEMENT HEAT SOURCE/BOILERS**  
Members considered a Gateway 1-4 Project Proposal and Options Appraisal (Regular) report of the Headmaster of the City of London School regarding replacing the schools heat source and boilers.
28. **GATEWAY 5 ISSUE - GOLDEN LANE COMMUNITY CENTRE**  
Members considered a Gateway 5 Issues Report of the Director of Community and Children's Services regarding Golden Lane Community Centre.
29. **GATEWAY 6 ISSUE - ACTION AND KNOW FRAUD CENTRE - CONTRACT SERVICE BUDGET**  
Members considered a Gateway 6 Issue (Complex) Report of the Commissioner of the City of London Police the contract for the Action Know Fraud Centre.
30. **GATEWAY 7 - LIBRARIES & LMA IT AND INFRASTRUCTURE PROJECT**  
Members considered a Gateway 7 Outcome (Light) Report of the Director of Community and Children's Services regarding the Libraries and LMA IT and Infrastructure project.
31. **BUILDINGS PROGRAMME (HOUSING PROJECTS) - RED, AMBER AND GREEN**  
Members received a report of the Director of Community and Children's Services providing an update on the red, amber and green projects of the Buildings Programme.
32. **HIGHWAYS AND PUBLIC REALM PROGRAMME- RED, AMBER, GREEN UPDATE**  
Members received a report of the Director of the Built Environment providing an update on the red, amber and green projects of the Built Environment.
33. **TOWN CLERK'S PROGRAMME - RED, AMBER, GREEN UPDATE**  
Members received a report of the Town Clerk providing an update on the red, amber and green projects of the Town Clerk's department.

**34. REPORT ON ACTION TAKEN**

Members considered a report of the Town Clerk regarding action taken under delegated authority or urgency procedures since the last meeting.

**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**

Members considered two items of other business.

**The meeting closed at 10.00 am**

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Chairman

**Contact Officer: Paige Upchurch / [paige.upchurch@cityoflondon.gov.uk](mailto:paige.upchurch@cityoflondon.gov.uk)**

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## RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Thursday, 15 March 2018

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 15 March 2018 at 12.00 pm

### Present

#### Members:

Jeremy Mayhew (Deputy Chairman)	Deputy Edward Lord
Sir Mark Boleat	Deputy Dr Giles Shilson
Deputy Jamie Ingham Clark	Deputy John Tomlinson
Henry Colthurst	Alderman Sir David Wootton
Christopher Hayward	Alderman Peter Estlin

#### Officers:

John Barradell	-	Town Clerk and Chief Executive
Peter Kane	-	Chamberlain
Caroline Al-Beyerty	-	Chamberlains
Bob Roberts	-	Director of Communications
Peter Lisley	-	Assistant Town Clerk
David Farnsworth	-	Chief Grant's Officer, City Bridge Trust
Jack Joslin	-	City Bridge Trust
Karen Atkinson	-	Chamberlains
Mark Jarvis	-	Chamberlains
Peter Young	-	City Surveyors
David Downing	-	Community & Children's Services
Paul Murtagh	-	Community & Children's Services
Peter Cannon	-	Communications, Town Clerk's
Greg Moore	-	Town Clerk's
Alistair MacLellan	-	Town Clerk's
Emma Cunnington	-	Town Clerk's

#### 1. APOLOGIES

Apologies were received from Deputy Catherine McGuinness, Deputy the Revd Stephen Haines, Hugh Morris, Deputy Tom Sleigh and Sir Michael Snyder.

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

Declarations were made as follows:

- Deputy John Tomlinson declared an interest in respect of item 10 (Concrete Repairs to the Barbican Estate) by virtue of being a resident of the Barbican Estate.

- Deputy Jamie Ingham Clark declared an interest in respect of item 11 (National Lottery Fund Monitoring Report 2018) by virtue of his position as Church Warden of St Lawrence Jewry.

**3. a) Minutes of the last meeting**

The public minutes and summary of the meeting held on Thursday 18 January 2018 were approved as a correct record, subject to Sir Mark Boleat being recorded as present.

**b) Minutes of the Joint Meeting of the Resource Allocation and Efficiency and Performance Sub-Committees with Committee Chairmen**

The public minutes and summary of the Joint Meeting of the Resource Allocation and Efficiency and Performance Sub-Committees with Committee Chairmen held on Thursday 18 January 2018 were approved as a correct record, subject to Henry Colthurst being recorded as present.

**4. REVIEW OF THE CENTRAL GRANTS PROGRAMME**

The Sub-Committee considered a report of the Chief Grants Officer concerning the next steps for the Central Grants Programme (CGP) and the City Cash's contribution available to the Central Grants Unit (CGU) for distribution in grants.

The Chairman questioned the reasoning behind the accompanying appendix in the non-public section of the agenda and requested that future appendices be written, if possible, so they could be published in the public part of the agenda.

**RESOLVED, that:**

- The CGP be implemented on a permanent basis with effect from 1 April 2018;
- The City's Cash contribution available to the CGU for distribution in grants should be uplifted to £250,000 on an ongoing basis, being an uplift of £91,000 for 2018/19;
- The uplift of £10,000 applied to operating costs of the CGU for 2018/19 be noted and the CGU continue to charge a proportionate management fee to Charities that fall under the programme.

**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.**  
8-13

**Paragraph(s) in Schedule 12A**  
3

**8. a) Non-Public Minutes of the last meeting**

The non-public minutes of the meeting held on Thursday 18 January 2018 were approved as a correct record.

**b) Non-Public Minutes of the Joint meeting of the Resource Allocation and Efficiency and Performance Sub-Committees with Committee Chairmen**

The non-public minutes of the meeting of the Joint Meeting of the Resource Allocation and Efficiency and Performance Sub-Committees with Committee Chairmen held on Thursday 18 January 2018 were approved.

**9. REVIEW OF THE CENTRAL GRANTS PROGRAMME - APPENDIX 2**

Members received a non-public appendix relating to the Review of the Central Grants Programme report.

**10. CONCRETE REPAIRS TO THE BARBICAN ESTATE**

The Sub-Committee considered a report of the Director of Community & Children's Services concerning the project on concrete repairs to the Barbican Estate.

**11. NATIONAL LOTTERY FUND (NLF) MONITORING REPORT 2018**

The Sub-Committee considered a monitoring report of the City Surveyor's Department concerning National Lottery Funding (NLF).

**12. PRIORITIES INVESTMENT POT**

The Sub-Committee considered a report of the Chamberlain concerning the Priorities Investment Pot.

**13. PROJECT FUNDING UPDATE**

The Sub-Committee considered an update report of the Chamberlain concerning Project Funding.

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

There were no questions.

**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 12.36 pm**

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Chairman

**Contact Officer: Emma Cunnington**  
**tel. no.: 020 7332 1413**  
**[emma.cunnington@cityoflondon.gov.uk](mailto:emma.cunnington@cityoflondon.gov.uk)**

# Agenda Item 4

## Agenda Item No. 4

TO: **POLICY & RESOURCES COMMITTEE**

Thursday 12 April 2018

FROM: **MAGISTRACY AND LIVERY SUB-COMMITTEE**

Thursday 1 March 2018

### 5. **MINUTES – COURTS SUB-COMMITTEE**

The Sub-Committee received the minutes of the Courts Sub-Committee meeting on 8<sup>th</sup> December 2017. The draft minutes of the recent meeting of the Courts Sub-Committee, held on 19<sup>th</sup> February 2018, were tabled and noted.

With reference to the Courts Sub-Committee's consideration of the new combined courts facility feasibility study, the Magistracy and Livery Sub-Committee felt strongly that the proposal for the allocation of four courts for Magistrates Cases was too few. The Sub-Committee felt that consideration should be given to how capacity could be increased, including the possibility of shared facilities. It was agreed that this sentiment should be sent as a formal resolution to the Policy and Resources Committee.

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<b>Committee:</b> Policy and Resources	<b>Dated:</b> 12 April 2018
<b>Subject:</b> City of London Corporation Regional Strategy	<b>Public</b>
<b>Report of:</b> Director of Economic Development	<b>For Decision</b>
<b>Report author:</b> Alex Green	

## Summary

In early 2017 Members called for a strategy to demonstrate London's value to the rest of the UK and maximise our engagement to encourage economic development in other parts of the country. This Regional Strategy was approved by Members of the Policy and Resource Committee in June 2017. The work is led by the Global Exports and Investment team (GE&I) in the Economic Development Office (EDO). **This report summarises the activity that has taken place so far and recommends next steps for Members to consider.**

The regional strategy was launched as a pilot, without extra resource, by drawing on existing teams and bringing in a secondee. A joint programme of engagement with The Chairman of Policy and Resource (CPR) and The Lord Mayor (LM) has focused on:

- Working with three regional centres (Belfast / Northern Ireland (NI), Edinburgh / Scotland and Manchester) that have significant financial and professional services clusters with an international focus.
- Helping retain and increase inward investment into these regions/UK.
- Building awareness of the opportunities and expertise London provides to UK based firms to export their products and services globally.

Complementing this economic work has been political engagement, led by the Corporate Affairs team. This has seen increasing engagement with the new devolved authorities including the metro mayors. This engagement with mayors in other cities is an important part of the Country section of the CPR's City-Capital-Country agenda. They complement the LM's programme of regional visits and the GE&I team's work to promote exports from and investment in London's partner cities.

## Recommendation

Members are asked to decide the following:

- Continue to develop engagement with the three pilot regions;
- if CoLC should become a partner member of Scottish Financial Enterprise (SFE) for a trial period of one-year at a cost of £11,200 in 2018/19 to further strengthen the Edinburgh and Scotland engagement;
- expand the partnership programme by adding three more selected UK city regions, Cardiff, Birmingham and Leeds. Approval of a one-year fixed term contract account manager at the cost of £52,200 to cover the substantial increase in additional workload, is recommended. Officers will then report back to Committee to review progress;
- should the above membership to SFE (£11,200) and the extended partnership programme (£52,000) be agreed the cost should be met from your Committee's Policy Initiatives Fund for 2018/19 categorised under Promoting the City and charged to City's Cash.

## **Main Report**

### **Background**

1. In 2017 The City Corporation (COLC) revised its strategy for regional engagement to promote the UK-based financial and related professional services industry. Members requested a strategy that demonstrates London's value to the rest of the UK and maximises our engagement to encourage economic development in other parts of the country.
2. Before the adoption of a revised Regional Strategy, engagement consisted of annual visits by the LM and ad hoc events in London. The ambition was to establish more strategic partnerships with key regional centres and to focus on how we can work together. The two key economic aims were:
  - a. To deliver increased investment across the UK and
  - b. To encourage UK based financial and related professional services firms to export their products and services.

Three regional city centres were identified as the first 'wave' of the Regional Strategy:  
- Belfast / NI, Edinburgh / Scotland and Manchester.

3. Each of the three regional centres of Belfast / NI, Edinburgh / Scotland and Manchester, currently has a nominated Senior Account Manager in the GE&I team. In terms of team resource, this accounts for approximately 1.5 of a Full Time Equivalent. In addition, EDO has hosted a full time 9-month secondment from Belfast City Council (concluding March 2018). This post spends 75% of their time supporting the regional engagement work with Belfast and Northern Ireland. Plans are in place for a part time secondment arrangement with Derry City and Strabane District Council (commencing April 2018). This resource will only cover up to one week per month of the regional engagement work with Belfast and Northern Ireland. Therefore, there will be a significant decline of current resource supporting the Regional Strategy.
4. Since June 2017, a significant amount of work on the strategy has taken place and there are many examples of successful engagement with Belfast / NI, Edinburgh / Scotland and Manchester (See Appendix A)

### **Wider Political Engagement - Corporate Affairs**

5. Political meetings that have taken place so far outside of the three regions include:
  - Tim Bowles, Mayor of the West of England, August 2017
  - James Palmer, Mayor of Cambridgeshire and Peterborough, November 2017
6. The annual political party conferences provide further opportunities for regional engagement. In 2017 the four main party conferences were held in Bournemouth, Brighton, Manchester and Glasgow. In 2018, the locations that have been announced so far are Brighton, Liverpool and Birmingham. All conference-hosting cities listed have a financial and professional services presence. In developing our conference programmes, CoLC can look to bring in and build relationships with regional elected figures.
7. CoLC is currently sponsoring a piece of work by the think-tank Centre for London. The aim of this work is to identify what can be done to strengthen relations with cities across

the UK. Other sponsors of this work include the Mayor of London and Westminster Council and London Councils.

8. CoLC is in discussions with TheCityUK to understand how we continue to partner and work together on our regional engagement. TheCityUK have appointed a number of City Chairs in key financial hubs to further promote and champion the industry and their work. These are; Bristol, Cardiff, Belfast, Manchester, Leeds and Birmingham.

### **Current Resource**

9. No extra resource was dedicated to the regional strategy - instead we redeployed resource from the Global Exports Team and brought in a secondee. The current level of engagement has been managed by three Senior Account Managers within the GE&I team accounting for 1.5 Full Time Equivalent. A full time 9-month secondment from Belfast City Council (concluding March 2018) currently covers 70% of the regional engagement work with Belfast / NI. Plans are in place for a part time secondment arrangement with Derry City and Strabane District Council (commencing April 2018). This will only be one week per month maximum and will not be focused solely on regional engagement.

### **Proposal**

10. Based on the success of the Regional Strategy in year one there is a strong case for continuing building relationships and engagement with the three current city regions (see appendix A). Members are asked to approve the continuing of this current engagement for 2018/19.
11. CoLC have been working with Scottish Financial Enterprise (SFE), the trade body for financial services in Scotland. SFE have asked CoLC to become a partner member for a trial period of one year in 2018/19. The aim is to allow much deeper and broader engagement with SFE. Engagement includes direct involvement in their Strategic Initiatives, holding key leadership positions, bespoke support for CoLC from SFE, shaping their Financial Services Advisory Board (FiSAB) agenda and shaping the agenda for the UK Government in Scotland. Provide regular personal briefings, facilitate any specific meetings with SFE Chairman or Board members and finally unrivalled access to the Scottish Government, its agencies and Ministers. Membership is £11,200.
12. EDO have analysed the next tranche of city regions in the UK and have identified Birmingham, Cardiff and Leeds as the next key priorities for our Regional Strategy. This analysis is based on the nature and importance of financial services undertaken within them, both in terms of impact on the UK economy and as a proportion of their size to that of the regional economy they are part of (see appendix B).
13. Where a city region has a strong trade and investment focus, engagement should be led by EDO, where there is a need for more political engagement, this should be led by Corporate Affairs.
14. To deliver an expanded regional strategy will require additional resources. The current Senior Account Managers will have to dedicate less time to CoLC international engagement, which is one of the key attractions for our regional partners. Recommend a one-year fixed term contract for a dedicated Account Manager to deliver the expanded regional strategy.

## **Implications**

15. It is proposed that the required funding of £11,200 for membership to SFE and £52,000 for a fixed term Contract Account Manager to expand the partnership programme to Cardiff, Birmingham and Leeds totalling a combined cost of £63,200 is to be drawn from your Committees 2018/19 Policy Initiatives Fund categorised under 'Promoting the City' and charged to City's Cash. The current uncommitted balance within your Committees Policy Initiative Fund for 2018/19 is £602,230 prior to any allowance being made for any other proposals on today's agenda.

## **Conclusion**

16. A significant amount of work on the strategy has taken place since June 2017 and this has resulted in many examples of successful engagement with Belfast / NI, Edinburgh / Scotland and Manchester (See Appendix A). The first year has proved just how important CoLC engagement is with other important UK financial and professional services city regions.

## **Appendices**

- A) Engagement with Pilot Regions 2017/18
- B) Financial Centre Analysis

## **Alex Green**

Economic Development Office

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## Appendix A

### Engagement With Pilot Regions 2017/18

#### Belfast and Northern Ireland

**Focus** – CoLC main aim is to increase further international inward investment into Belfast and NI.

#### Outcomes

- COLC hosted a Belfast CBI dinner in June 2017 to discuss stronger working links around inward investment between CoLC and Belfast.
- CPR joined the LM's delegation to Belfast and Londonderry in October 2017. This included visits to Belfast Metropolitan College, Ulster University, and a dinner with over 250 business and civic leaders in Belfast's Titanic Hotel.
- CPR met former First Minister and current leader of the Democratic Unionist Party Arlene Foster in October 2017, as well as other senior political figures from other parties.
- CPR is hosting an event to promote the Atlantic Link, a new Economic Development Zone in Coleraine.
- Belfast will participate in an event hosted by the CPR at MIPIM with other UK city regions, to promote the UK as a global leader in Financial Services.
- Jeremy Browne, Special Representative to the EU met with political and business representatives in Northern Ireland in October to explore cross-border issues related to Financial Services between Northern Ireland and the Republic of Ireland.
- COLC hosted a Belfast Partners event in Mansion House in November 2017, with 200 attendees. The LM and Secretary of State for Northern Ireland promoted investment opportunities in Belfast, alongside the Chief Executive of Belfast City Council and the Chief Executive of the British Business Bank
- COLC hosted the annual dinner of Co-operation Ireland, the peace-building charity, in February 2018. CPR spoke at the event.
- A meeting was held with Invest Northern Ireland senior management to discuss the regional strategy and offer of COLC Support.
- Invitations to the LM's Banquet and sheriff's lunches at the Old Bailey have been sent to key contacts in Northern Ireland.
- Invest Northern Ireland participated in LM's trade mission to Australia, February 2018.
- The secondment from Belfast City Council (concluding March 2018) has created a programme of work, focussing on the Belfast City Deal, skills, and responsible business support to SMEs.

#### Edinburgh and Scotland

**Focus** – CoLC main aim is to support Edinburgh and Scotland build greater trade links and encourage further international trade and export.

#### Outcome

- LM visited Edinburgh and Glasgow in January 2018 and met the First Minister of Scotland, Nicola Sturgeon.
- As part of the LM's trip in January 2018 a round table was held in Edinburgh with the First Minister, Standard Life Aberdeen, Virgin Money, Clydesdale Bank, Scottish Financial Enterprise, Royal Bank of Scotland, EY, TheCityUK, Scottish Enterprise and the FCA. The aim was to discuss and promote how Scotland and CoLC work

together and how more Scottish firms can access London as a launch pad to international markets.

- Launch of the Scottish Legal International programme at Guildhall in March 2018. This event promoted Scottish legal services globally and highlight the Scotland / London partnership.
- A meeting was held with the CEO of Scottish Enterprise and CPR to discuss the Regional Strategy, CoLC support and buy-in to the Regional Strategy.
- Standard Life Aberdeen, a Scotland HQ asset manager took part in LM's Trade Mission to Australia and New Zealand.
- Scottish Enterprise participated in LM's trade mission to Australia in February 2018.
- Meetings with Scottish based firms to offer support around LM's overseas trade missions.
- The Department for International Trade and CoLC hosted an event at MIPIM to promote the complementarity of the regional hub offers, developing a joint narrative on UK Financial and Professional Services proposition.
- Invitations to the LM's Banquet and sheriff's lunches at the Old Bailey have been sent to key contacts in Scotland.

### **Manchester**

**Focus** – CoLC main aim is to build greater investment links and help encourage further investment from companies into Manchester.

### **Outcome**

- LM visited Manchester in July 2017 where, joined by CPR, a meeting was held with Andy Burnham, the Metro Mayor of Greater Manchester.
- CPR hosted a breakfast event in January 2018 with Tim Newns, Chief Executive of Manchester Inward Development Agency (MIDAS). The roundtable session looked at the key factors facing the financial services industry from a technology and regulatory perspective and the impact these have on operating models/client service delivery. Attendees included both FinTech firms and more established banks from both London and Manchester.
- Other key engagements included a dinner with key business leaders and a FinTech lunch
- Regular meetings held with MIDAS senior management to discuss the regional strategy and offer of CoLC support.
- Conversations beginning with MIDAS regarding the LM visit to Manchester in July 2018 and another potential joint event.
- Invitations to the LM's Banquet and sheriff's lunches at the Old Bailey have been sent to key contacts in Manchester, as well as other key events

### **Feedback from our Three Regional Partners**

S Wylie, Chief Executive, Belfast City Council

*"The partnership with the Corporation has been of great benefit to Belfast City Council, providing us with a global platform upon which to promote investment into Belfast and the whole of Northern Ireland. With the Corporation's considerable influence and support in opening doors to new conversations, businesses can see and understand Northern Ireland as a talent-rich, cost-competitive, integrated near-shore location. Hosting the previous Lord Mayor's visit, with the Chairman in October has initiated a series of exciting collaborations around digital skills and cyber-security innovation in particular, and I look forward to ensuring those bear mutual benefit for both Belfast and the City. We also appreciate the Corporation hosting Caroline's secondment, who will be bringing back to Belfast practical insights on*

*better engagement with the private sector and responsible business practices, as well as a network of sustainable relationships which will continue to enrich this fruitful partnership.”*

Paul Lewis – CEO of Scottish Enterprise

*‘.....engagement has been very positive....the work done together in planning for and then hosting the Lord Mayor’s visit in January was very good. And the event itself helped raise understanding of the role the Lord Mayor plays for the UK, highlighted the extent of international engagement he has and identified some ideas for how we deepen that relationship (such as hosting industry policy in Edinburgh not just default to London). [Scottish Enterprise attended The Lord Mayor’s trade mission to Australia and New Zealand]..... feedback was very positive both in helping us understand the market and in positioning the UK and Scotland as location for increased invest from the market. So a positive example of the collaboration internationally and one we can build on as we have sight of the full year’s programme for the Lord Mayor. ....Hope to see you again before too long either in Scotland or London, and thanks for the role you are playing in building this interaction.’*

Andrew Toolan – Acting Head of Business Development MIDAS

*‘.....Following on from the last Lord Mayor’s visit to Manchester in August 2017, MIDAS have been encouraged by the additional level of support from The CoLC as part of their broader commitment to working closer with the key regional cities with a strong offer in FPS. Over the past eight months, MIDAS have welcomed the increased engagement from CoLC, in particular their support in arranging a roundtable session with our target audience and inviting us to events that allow us to build links in our network and share our message. In a period which is sure to present certain challenges for the industry and wider economy, MIDAS and our Manchester partners remain committed to working with CoLC to ensure cities like ours and the wider UK retain its position as a world class financial centre that supports jobs, growth and investment. We would like to see this engagement continue and build upon opportunities that serve both our interests. For example, look at how we can work closer with London to position Manchester as a complimentary offer to the capital, both for companies that look to scale -up or Northshore to UK regional centres, rather than offshore functions/jobs. Technology is playing an increasingly important role in the sector and we’d welcome developing further links with London’s Fintech ecosystem that again, could help foster greater collaboration and encourage innovation.*

## Appendix B

### Financial Centre Analysis

**Edinburgh (Scotland):** 49,805 employed in financial and professional services; International financial centre with a strong presence in banking, life insurance and investment management activities; 26% of GVA

**Belfast (Northern Ireland):** 17,887 employed in financial and professional services; International centre for business services, legal process outsourcing, financial and accounting outsourcing, fund administration, operations, analytics, and risk management, financial technology; 11.4% of GVA.

**TheCityUK City Chair** - Leigh Meyer, Managing Director, Citigroup and TheCityUK City Chair for Belfast.

**Manchester:** 45,530 employed in financial and professional services; International client service centre with a strong focus on banking, legal services, asset and wealth management, consulting and accountancy; 15.2% of GVA

**TheCityUK City Chair** - Richard Bell, Practice Senior Partner for Deloitte in the North West and TheCityUK City Chair for Greater Manchester.

**Birmingham:** 49,800 employed in financial and professional services; home to a wealth of international businesses in banking, insurance, Legal and professional services; 11% GVA.

**TheCityUK City Chair** - Sandra Wallace, Joint Managing Director, Europe and the Middle East and Country Managing Partner, UK, DLA and TheCityUK City Chair for Birmingham

**Cardiff:** 20,335 employed in financial and professional services; expertise in cards and payments, asset finance, fund administration, mortgage administration, taxation, insurance, shared services and business process outsourcing; 11.5% of GVA

**TheCityUK City Chair** - Katharine Finn, Regional Leader West and Wales Practice, Bristol Office Senior Partner, PwC and TheCityUK City Chair for Cardiff.

**Leeds:** 36,855 employed in financial and professional services; major centre for mortgage, corporate and retail finance, insurance, stockbroking and legal. 15.2% of GVA.

**TheCityUK City Chair** - Chris Hearld, North Region Chairman and Leeds Office Senior Partner, KPMG and TheCityUK City Chair for Leeds.



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<b>Committee(s)</b>	<b>Dated:</b>
Policy and Resources Committee – for information	20032018
<b>Subject:</b> Progress paper: Asia Next Decade Campaign	<b>Public</b>
<b>Report of:</b> Damian Nussbaum, Director, Economic Development	<b>For Information</b>
<b>Report author:</b> Sherry Madera, Special Adviser for Asia	

## Summary

The Asia Next Decade campaign was launched on 25 January 2018 by the Chairman of Policy and Resources with the objective of using the 10<sup>th</sup> anniversaries of our offices in China and India to scope our engagement in Asia going forward. Early successes include building responses to our online Asia Next Decade survey, publishing monthly Asia investor case studies, engaging FCO, DIT and HMT as supporters, and planning round tables to feed in views from London and Asia. Specific outcomes include the Lord Mayor renewing the MoU between the City of London and Shanghai, celebrating the anniversary of our Mumbai office with the former Chairman of Policy and Resources, and engaging with new Asia embassies and governments in London. Through this campaign we are contributing to futureproof London’s role as the global financial centre for the next decade by ensuring we have industry expert views on how City of London should commit to Asia in the coming decade. This is being done through a year-long programme of consultation and has provided a platform for City Corporation Members to promote our work, build new networks, and gain new insights into market priorities.

## Recommendation(s)

Members are asked to:

- Note the report.

## Main Report

### Background

1. 2018 marks a decade of the City of London Corporation having direct presence in Asia through its 3 offices established in 2008; in Beijing, Shanghai, and Mumbai. It is a time to both celebrate achievements, as well as make further commitments to Asia in the next decade. It is an ideal time to reiterate London’s position as a global financial centre – not just a European financial centre.
2. On 16 November 2017 the Policy Initiatives Fund granted £30,000 to launch the campaign. As agreed, this funding was spent on generating new content for the team to use as part of the campaign and supporting a launch event. This included branding for the campaign, the research published ‘Asia as a

*financial services partner for the UK'* and a survey to poll stakeholders on their views.

## **Current Position**

3. The campaign was formally launched by the Chairman of Policy and Resources on 25 January 2018 in London, with speeches from the Rt Hon Mark Field MP, Minister for Asia and the Pacific, and the China International Capital Corporation (CICC). We have hosted campaign activity in Mumbai, with representation from the former Chairman of Policy and Resources Sir Michael Snyder, and Shanghai with representation from the Lord Mayor. We are now 3 months into the campaign and have a framework in place that is being delivered across offices in India, China and the UK. The main platforms for delivery that the team is using to gain partner insights into UK-Asia future trends and opportunities are a survey, roundtables, case studies and working across teams in the corporation to support outputs.
4. Early campaign insights confirm that Asia will continue to be a very important market to our stakeholders over the next decade – Asia is home to some of the fastest-growing economies in the world, and most of our survey respondents are very confident about their businesses' prospect for growth in Asia over the next 10 years. Our existing priority markets of China, India and Singapore are important for our stakeholders, and ASEAN (particularly Malaysia and Indonesia), South Korea and Japan are emerging as other significant trade partner for UK businesses. Current survey results tell us that key global trends that will affect their engagement in Asia include technology and innovation, global economic growth and emerging economies influencing the future.
5. Financial services businesses with close links to both London and Asia firmly agree that their presence in London has contributed significantly to their global growth. Companies profiled in campaign case studies, such as China's Huawei Global Finance and India's State Bank of India and Infosys, are firmly committed to London because of London's unmatched financial infrastructure and services, and access to networks and talent. Brexit is a challenge for such businesses, but overall London retains a central role in companies' growth plans.
6. We are renewing links with global centres in Asia, and in March 2018 the Lord Mayor re-signed the MoU between the City and Shanghai committing to co-operation in green finance, RMB internationalisation and Belt and Road Initiative activity. We ran a roundtable with the High Commission of India and are in conversations with representatives from Singapore and Indonesia to confirm further activity. Support from Government partners in Asia allows us to gain truly global market insights.
7. UK Government, including Ministers and senior officers from the Department for International Trade, HM Treasury and Foreign and Commonwealth Office in the UK and at post have confirmed that the campaign is highly relevant to their own activity, especially in the year before Brexit. We have successfully



run one roundtable in partnership with HM Treasury, and officers are in discussion on additional ways of working together on the Campaign. The campaign coincides with HMT's 10<sup>th</sup> anniversary of both the India and China Economic and Financial Dialogues and we intend to reinforce the next decade vision through working with government in these events. Final insights from the campaign will be shared with these departments directly to contribute to their own long-term planning.

8. More than 30 businesses have endorsed the campaign and have shared their own views on Asia as a priority market for financial services. A sample of businesses we are engaging with is:

Aberdeen Standard Investments	ICAEW
Aviva India	Infosys
Aviva Investors	Kingston Smith
Asia House	London Stock Exchange
ASIFMA	Lloyd's
Association of British Insurers	Onfido
Barclays	Prudential
BizPay Ltd	PwC
China Britain Business Council	S Y Lodha and Associates
China International Capital Corporation	Sumitomo Mitsui Banking Corporation
Confederation of Indian Industry	Salaryfits
Clearscore	State Bank of India
Clifford Chance LLP	Tengio
Digital Shadows	Thomson Reuters
Envision Consultants	Trowers & Hamblins
FINTECH Circle	TheCity UK
Genre	UK ASEAN Business Council
Huawei Global Finance	YESBank

9. We will be working together with private sector partners to host roundtables across the year to gauge more industry views on the future of the UK-Asia relationship e.g. in May we will hold an Insurance roundtable with the Association of British Insurers. Case studies of financial services businesses with close links to both London and Asia give us further insight into private sector priorities, and act as important promotional material for the City of London, HMG, and other partner's promoting London's opportunity, especially as we lead up to Brexit in 2019.
10. The campaign complements the activity of a range of departments. We are working with other departments in the City of London Corporation to align messaging and support delivery of the corporate plan through this Campaign. We are undertaking joint activity with Mansion House, Remembrancer's Office, and other teams in the Town Clerk's department to support the delivery of outcomes across the wider Corporation.

11. The insights we are gathering are valuable and helpful for future planning. As an output of the Campaign, we aim to deliver a substantial piece of research that pulls together insights from roundtables and surveys, setting high-level goals for the City of London's future engagement with Asia. This will not only inform our own future plans, but also add value to DIT and HMT to inform their own strategy as they develop new plans for the UK after Brexit.
12. The campaign is progressing at pace and we are receiving positive feedback from partners, however we must enlist support from government and industry to ensure its success. We are exploring additional resources to increase survey responses, enhance the quality of new material we are generating, and ensure an impactful and professional final report.

### **Corporate & Strategic Implications**

13. The activity and insights from the Asia Next Decade campaign align with strategic objectives in the Draft Corporate Plan 2018 – 23 by growing the economy, as it positions the City as a global hub for business innovation and increases access to global markets.

### **Implications**

14. There are no financial, legal, property or HR implications for this report.

### **Conclusion**

15. In conclusion, this campaign is an important platform for the City of London Corporation to futureproof London's role as the global financial centre for the next decade by making high-level commitments to Asia after being informed by stakeholders. Support from members, including the Chairman of Policy and Resources and the Lord Mayor, is a significant part of ensuring we make an impact. The final report, which is intended to be produced at the end of this campaign, will be an influential piece to feed into HMT and DIT long-term strategies. It will also serve the interest of businesses on finding the direction of engagement with Asia. Senior-level support and promotion of this campaign is essential to ensure strong partnership from both public and private sector for this campaign ensuring its success.

### **Sherry Madera**

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## Appendix - Draft schedule of Campaign Activity

Month	Activity
January	Launch of Campaign in London Case study 1: Huawei Global Finance
February	Launch of Campaign in Mumbai London India Roundtable – Insolvency and Bankruptcy Case study 2: Infosys
March	Launch of Campaign and 10-year Anniversary Celebration in Shanghai, China Case study 3: State Bank of India Lord Mayor Visit to China
April	London: Insurance Roundtable Case study 4: CICC TBC: Asia Next Decade activity to coincide with India EFD Website update on campaign partnership (logo page) Release of newsletter/teaser on survey result <i>Internal deadline: progress report to Policy and Resources Committee</i>
May	TBC: London: Legal services roundtable - Partner Law Society Case study 5: TBC
June	TBC: 10-year Anniversary celebration in Beijing, China Case study 6: TBC TBC: London: Accounting/advisory roundtable - partner ICAEW/ACCA/CISI <i>Internal deadline: stocktake of survey responses</i> <i>Internal deadline: plan on research/roadmap piece required by now</i>
July	Case study 7: TBC TBC: London: Banks roundtable - partner AFB
August	Case study 8 Website update on campaign partnership (logo page) Release of newsletter/teaser on survey result
September	Case study 9 TBC: London: Asset management roundtable - Partner IA
October	Lord Mayor Visit to India TBC: London: Fintech roundtable - Partner IF Case study 10
November	Case study 11 TBC: London: Capital markets roundtable - partner LSE

December	TBC: Policy Chairman to India Website update on campaign partnership (logo page) Release of newsletter/teaser on survey result Case study 12
January	City of London Asia Next Decade roadmap, priorities, commitments and partners outlined

<b>Committee(s)</b>	<b>Dated:</b>
Policy & Resources Committee	12 April 2018
<b>Subject:</b> City Corporation Export and Investment Visits	<b>Public</b>
<b>Report of:</b> Director of Economic Development	<b>For Information</b>
<b>Report author:</b> Ben Shaps and Lisa Dimon	

## Summary

This is a background paper setting out plans for visits by two Members in support of our international export and investment programme:

- Alderman Gowman to Brazil in April
- Alderman Estlin to UAE in May

These visits form part of the Corporation's new strategic ambitions for overseas visits and our intention to adopt a more joined-up approach and alignment with wider UK activity and plans for overseas visits.

Members are being informed of these visits as agreed at the September 2017 meeting of the Committee.

## Recommendation

Members are asked to:

Note the participation of Alderman Gowman participating the Lord Mayor's visit to Brazil and Alderman Estlin to lead a cyber security delegation to UAE, as follow -up to the Lord Mayor's visit in late 2017.

## Main Report

### Brazil

1. Alderman Gowman, as Deputy Chairman of the Green Finance Initiative (GFI), and on behalf of the Policy Chairman who is unavailable to attend, will be joining the Lord Mayor on an overseas visit to Brazil including attendance at a UK – Brazil Green Finance Summit. The invitation to join the visit to represent the GFI came from the UK Consulate in Brazil.

2. The main focus of the visit to Brazil will be Green Finance and Alderman Gowman's expertise and knowledge in this area will be of great value. Alderman Gowman will give a keynote speech on the City of London's Green Finance Initiative at the summit, as well as joining the Lord Mayor at meetings with key Brazilian stakeholders in the financial and professional services sector covering asset management, banking, pension funds and insurance (in Rio de Janeiro). This is good follow up to Alderman Gowman's visit to Brazil with the Chancellor last year to launch the UK – Brazil Green Finance Partnership, and fits into the Corporation's wider Green Finance in Latin America work.
3. Brazil is a priority market for the City, and our on-going engagement in the market is key. Alderman Gowman's travel costs will be met by the EDO budget.

## **UAE**

4. Alderman Estlin, as SABTAC, and on behalf of the Lord Mayor who was unavailable to attend, will be leading a UK cyber security business delegation to the Gulf Information Security Expo and Conference (GISEC). The invitation to lead this delegation and attend this conference, the largest cyber security conference in the Middle East, came from the Department for International Trade (DIT). Alderman Estlin will give a keynote speech at this conference on cyber security and smart cities, as well as meeting with senior investors.
5. This is a good follow up to the Lord Mayor Visit, and fits into the Corporation's wider cyber security work. To make further use of Alderman Estlin's time in the UAE, the British Embassy will also arrange a meeting with the UAE sovereign wealth fund, Mubadala and Dubai International Financial Centre (DIFC). UAE is a priority market for the City, and Alderman Estlin is likely to visit during his mayoralty, subject to formal election. His travel costs will be met by the MVAC budget.

### **Ben Shaps**

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<b>Committee(s)</b>	<b>Dated:</b>
Policy & Resources Committee	23/03/2018
Public Relations & Economic Development Sub-Committee	
<b>Subject:</b> Annual Activity Update 2017/18	<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) from April 2017 to March 2018.

The main report covers outcomes under each of EDO's strategic objectives for 2017/18. Attached as an annex is a report which presents EDO and the wider Corporation's work on financial and professional services (FPS) for external stakeholders.

## Main Report

### Competitive Economy

#### *EU Market Access*

- *To achieve the best possible outcome from the Brexit negotiations.*

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.
2. The Regulatory Affairs team has continued to provide the secretariat function for the International Regulatory Strategy Group, where the CPR is deputy-Chair. In September, the IRSG launched the third in its series of reports on EU market access with events in Brussels and London. This report proposed an ambitious model of mutual regulatory recognition, to underpin EU/UK market access in financial services post-Brexit. Since the launch, the team has supported extensive engagement on the proposal with UK and EU policymakers and opinion-formers by the Chairman of Policy and Resources, the Lord Mayor, the Chair of IRSG and EDO officers.
3. The Special Representative has continued to strengthen his visits to the EU institutions, operating monthly (often meeting with representatives of all the various EU Brexit Taskforces), and all EU27 Member States. He has also been representing the City Corporation at several of the formal country dialogues, including the recently launched Anglo-Dutch dialogue. When in the UK, the

Special Representative has met with senior UK Government officials, European representatives and influencers in the Brexit discussions.

4. **Outcomes** – The mutual recognition work was warmly welcomed by HMG, culminating in the Chancellor announcing in March 2018 that a model of this type would be HMG’s preferred outcome from the Brexit negotiations. The trips undertaken by the Special Representative to Europe has meant that the IRSG’s mutual market access proposal, and other policy agendas, have been promoted at the heart of European Governments. We have also recruited to three of the new junior roles in the Brussels Office.

*International Market Access:*

- *To develop and strengthen access to London’s most important markets including both mature markets and emerging markets*
  - *To promote frictionless global trade and advocate international regulatory coherence through our Chinese and Indian offices.*
5. We have worked to support international market access by delivering two well-received visits for CPR to the US (which provided valued feedback to the Chancellor and Secretary of State for International Trade) and working to deliver the Commonwealth Business Forum, which will take place in April 2018.
  6. We have worked 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.
  7. In the financial year 17/18, the Asia team across China, India and the UK have contributed to enhancing the UK’s competitive environment and access to global markets by participating in 4 government-to-government dialogues in Asia, establishing 3 new working groups to drive forward policy areas in addition to 1 existing active working group. The Special Adviser for Asia has made multiple visits to the City’s three primary markets, Greater China, India, and Singapore, and other Asian markets including Malaysia and Taiwan, which have delivered market insights that are shared with UK Government, UK industry and contribute to the Policy Chairman and Lord Mayor international visits programme. Through this work the team has supported the Policy Chairman on 3 visits to China, participating in the UK China Economic and Financial Dialogue on the Chancellor’s official business delegation. We will further support the Economic Dialogues in the region alongside HM Treasury in the coming year.
  8. In 2018, the China and India representative offices are celebrating 10-year anniversaries, and we will use this milestone to consult with industry on London’s future relationship with Asia and feed this back to government and partners through our Asia Next Decade campaign. The team has supported Sir Michael Snyder’s visit to India to celebrate 10 years in the market and forged relationships



with the Indian regulators on specific themes in bankruptcy and corporate bonds and Fintech.

9. **Outcomes:** By establishing 3 new working groups, and launching the Asia Next Decade Campaign the teams across China, India and the UK have contributed to enhancing the UK's competitive environment and access to global markets. We authored a paper for the IRSG global regulatory coherence workstream, setting out how the FPS industry in the UK can better engage with the global supervisory system to drive coherence. Through the trips to Asia by the Special Adviser, the team has identified opportunities for the UK in ASEAN in Islamic Finance and infrastructure financing in Malaysia and Indonesia. A high quality agenda and attendee list is now ready for the Commonwealth Business Forum, which we anticipate being a major success.

### *UK Regulatory Framework*

- *To ensure high standards and promote global regulatory coherence by working with partners so that UK standards in financial and professional services are maintained at the highest level.*
10. On the domestic regulatory front, EDO has focused on the domestication of the EU acquis of financial services regulation via the EU Withdrawal Bill.
  11. **Outcomes:** The team has contributed to the creation of two reports on this subject by the IRSG and assisted the Remembrancers Department in turning these into a strategy around amendments to the Bill

### **Responsible Business**

#### *Cultivating Trust*

- *To support businesses to adopt responsible practices and improve public perception of the City by recognising success and sgharing best practice.*
12. We celebrated **30 years of the Lord Mayor's Dragon Awards**, which recognise business impact in society. Winners included two SMEs, Impact Creative Recruitment and Keytree, and a premier league football club, Arsenal FC, alongside UBS, Mayer Brown, PwC and The Bromley by Bow Centre.
  13. Prompted by the sharp decline in public trust in business, we led a unique research programme, scanning the horizon and consulting with business, the public and industry groups to identify how FPS could respond. This led to the launch of the City Corporation's **Business of Trust initiative** at Mansion House in November. Since the launch we have reached diverse communities, influencing them to put trust at the top of their agenda through considerable media coverage, the launch of an insight paper and countless speeches and events. We have also developed of a high-potential network of 'the Leaders of Tomorrow' focusing on creating change in their organisations and sectors.

14. We led a review of the City Corporation's performance on a range of social and environmental indicators to provide a benchmark for **a new organisational responsible business strategy**.
15. **Outcomes** – Whilst this year was the 30<sup>th</sup> anniversary of the Lord Mayor's Dragon Awards, it saw a 20% increase in applications from a wider range of firms than ever before. The Business of Trust Initiative launch in November was attended an audience of over 200 senior business leaders. The first of the Leaders of Tomorrow series of workshops was excellently attended and saw speakers join us from Blackrock, Aviva, Nationwide, the Banking Standards Board, and many more. Working with the Chamberlain and Director of the City Bridge Trust, we have shaped a draft centrally-owned responsible business strategy, strengthening EDO's advocacy role by demonstrating how the Corporation walks the talk.

#### *Attracting Talent and Building Skills*

- *To enable financial and professional services to attract the talent it needs and build the necessary skills by working with employers to highlight skills gaps and shortages.*
16. In April we hosted the launch of the Institute for Apprenticeships at Mansion House, raising awareness of the opportunities that apprenticeships offer to businesses. From this, we established the **Apprenticeships in the City** programme with FPS firms to adopt a co-commissioning approach to apprenticeship training provision. Fourteen companies completed the programme. To reach a wider audience, we launched a series of webinars in National Apprenticeship Week 2018. We have also supported research by the Sutton Trust through their 'Spotlight on Apprenticeships and Social Mobility'.
  17. In line with the corporate plan and other EDO workstreams, have been working with teams across the Corporation, including City of London Police, to understand the challenges in developing a digitally skilled workforce that meets business needs and support a cyber secure city.
  18. To increase business efforts in supporting social mobility, we sponsored the inaugural Social Mobility Employer Index for 2017. We hosted the launch of the Index in June 2017, attended by over 200 delegates, and a series of workshops to help employers learn 'what works' in terms of improving social mobility and have been working with colleagues in the Lord Mayors Appeal team to develop work to support the progression of talent from all backgrounds within their the sector.
  19. We continue to support diversity in the FPS workforce and signed the Women in Finance Charter. We continue to work closely with the Power of Diversity initiative and have identified progression in work as an area where barriers remain. this issue further and inform our future work.

20. We continue to support young people to consider and prepare for a career in FPS by offering workplace visits for primary and secondary children to visit a City firm and enabling businesses to offer paid internships for high-achieving A-Level students.
21. **Outcomes:** In terms of social mobility, this year has seen:
- 98 organisations, employing just under 1 million people, applied to the Social Mobility Employer Index, which we sponsored. Firms from the FPS sector made up 57 of the total number of firms.
  - In December 2017, we hosted a roundtable attended by 17 businesses to explore diversity in the FPS workforce further and inform our future work
22. In terms of supporting young people into work, we have:
- Supported 1578 young people to increase their awareness of City careers or to gain work experience or a qualification relevant to FPS and provided 1503 school pupils with a visit to a City employer
  - Placed 55 high-achieving young people from lower socio-economic backgrounds in a paid internship in a City firm and placed 29 students from City of London Academies with work experience.
  - Supported 20 students to begin a Chartered Institute of Securities and Investments qualification in financial services.
  - Hosted the launch of the Work Finder App, attended by 200 delegates in January 2018

### *Supporting Enterprise*

- *To increase the number of start ups that scale successfully in financial and professional services and support responsible growth. By working with government and industry we aim to remove barriers to growth and enable businesses to scale responsibly and achieve their potential.*

23. **Outcomes:** We undertook a range of activities to meet the 2017/18 aim:
- To help address the under-representation of female entrepreneurs and those from ethnic minorities among businesses entering ‘accelerator’ programmes, we supported 20 entrepreneurs running businesses with high growth potential through a pilot ‘pre-accelerator’ programme.
  - To improve the capacity and understanding of investors in early-stage growth companies we supported the set-up of a business angel institute, helping more than 100 business angels through workshops and webinars and facilitated investment pitching events for 20 early stage businesses.
  - To bring together the innovation developed within London’s buoyant start-up scene with corporates in FPS, we piloted two ‘open innovation’ sessions bringing together 15 start-ups delivering innovative solutions to challenges in professional services and fintech (specifically blockchain) respectively.
  - To underline the City Corporation’s support for the tech sector, we continued our sponsorship of Tech London Advocates, widelivering a series of focused roundtable discussions with tech founders, to include fintech, cyber, digital skills and diversity, all in the context of scale-up enterprises.

## *Thriving City*

- *To identify and address the key challenges London faces to remain a globally competitive city whilst also ensuring inclusive growth.*

24. **Outcomes:** 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 the course of the 2017/18 financial year, we have confirmed these results of our Section 106 work up to January 2018:

- 30 separate contracts were placed and £17m spent with 27 local SMEs;
- Local employment on construction sites in the City amounted to 10.17% of the total employment and 36 apprentices and 3 work-experience students were employed on City sites;
- There were 28 workshops with schools and 687 school students engaged in work-related learning activities that give greater insights into working life and careers choices;
- 16 students are currently studying at the Chartered Institute for Securities & Investment for the 'Fundamentals of Financial Services' certificate.

## **Innovation Hub**

### *Green Finance*

- *To ensure that the UK is the leading global financial centre for green finance.*

25. The Green Finance Summit, the flagship event for the Corporation's Green Finance Initiative and organised and hosted by the City Corporation at Guildhall, took place on 31 May/1 June 2017 with 500 attendees, showcasing global innovation and delivering key industry messages regarding the funding and implementation of the Paris Agreement. The City of London also secured its role the joint secretariat to the government-led Green Finance Taskforce which launched in September 2017.

26. In partnership with its Chinese counterpart the Green Finance Committee, the Green Finance Initiative co-authored their first interim report, launching in Beijing early September. This was a direct action from the 8th UK-China Economic Financial Dialogue. In 2018, the China-UK Green Finance Taskforce, with partners such as the People's Bank of China, HMT and Bank of England, 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.

27. **Outcomes** – The Green Finance 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. The recommendations of Green Finance Initiative’s first interim report featured extensively in December 2017’s 9th UK-China Economic Financial Dialogue in December 2017. We are developing a shared programme to deliver ahead of the 2018 Brazil-UK Economic Financial Dialogue.

### *Fintech*

- *To establish the UK as a market leader in innovation and use of technology by working with Innovate Finance to demonstrate the value of fintech to the UK and global economy.*
28. In October 2017, 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. We are also facilitating the development of co-ordinated FinTech policy proposals for the Immigration Bill with key sector partners to ensure continued access to international talent.
29. The Corporation hosted the Innovate Finance Global Summit for 2017 and for 2018. In 2017, Ian Dyson, Commissioner of the City of London Police, participated in a panel on organised cyber crime and Sir Alan Yarrow spoke of the vast fintech opportunities and potential in London, and its value to the UK economy and society at large. In 2018, Catherine McGuinness participated in a roundtable on ‘creating a global talent pool’ and Alderman William Russell addressed attendees at the Mansion House dinner on the need for continued advocacy for strong technological education.
30. We are also contributing to the development of policy proposals to government on a range of issues including continued access to global talent. We participated in Innovate Finance’s recent submission of data to the Migration Advisory Committee on EEA workers in the UK labour market and are now working to develop this evidence into proposals for future changes to the UK’s immigration policy. Our key asks which we inputted to the Government’s **Patient Capital Review** were i) that, through the British Business Bank, a super-fund is created to improve capital access for expanding FinTech firms; and ii) that concerns regarding the anticipated withdrawal from the European Investment Fund as well as the need for greater capital access outside London and the south-east are recognised.
31. The Network Action Group (NAG), jointly run by the City Corporation and Innovate Finance, is a cross-body policy steering group for FinTech, whose membership brings together representatives from HM Treasury , Fincanial Conduct Authority, the Bank of England, and key trade associations such as BBA and CBI.

32. **Outcomes:** As a result of industry engagement in which we have been a leader, on 22 March 2018, the Chancellor released a Fintech Sector Strategy which outlines how the Government will support the growth of fintech in the UK. We were also pleased to see our three asks recognised in the Government response to the Patient Capital Review. Almost 2,000 delegates – investors, innovators and regulators – attended the Innovate Finance Summits in 2017 and 2018 respectively.

#### *Cyber*

- *To ensure that London is the most resilient financial centre to cyber attack and a dynamic centre for products and services.*

33. 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, with wider internal teams and drawing input from external organisations. We are looking to develop our cyber security offering as well as work with these external stakeholders to enhance London's the cyber security ecosystem. We are looking to focus on skills, market growth and guidance and advice dissemination and to utilise the Chemistry Club City networking events to broaden our engagement with businesses and other key cyber stakeholders

34. **Outcomes:** We are taking our recommended approach to this committee.

### **Global Ambition**

#### *Foreign Direct Investment*

- *To support and enable the movement of new financial and professional services businesses into London.*

35. 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 FPS.

36. **Outcomes:** Over the first year the team have supported 35 projects including the successful landing of innovation hub for Japanese Mega bank, MUFG.

#### *Retention and Expansion*

- *To encourage financial and professional services business to remain in, and expand across, the UK.*

37. The Export and Investment team have been developing new co-ordinated and actively managed relationships with key FPS investors in London and potential exporters from the UK, working with partners in central and local government. The team hosted a series of Brexit Forums for selected groups of around 20-30 key investors from China, Japan and the US chaired by the Policy Chairman and

Special Representative to the EU working with key representatives from HMG and TCUK, with the purpose of providing insight and re-assurance.

38. We have established on a new regional engagement strategy aimed at building stronger business partnerships with Edinburgh, Belfast and Manchester. We have delivered a shared programme of engagement working with Scottish Enterprise, InvestNI and MIDAS. Highlights include:
- **Belfast:** The Policy Chairman and Lord Mayor visited Belfast and Londonderry in October 2017 with a focus on Cyber security and hosted a Belfast CBI dinner in June 2017 to discuss stronger working links around inward investment between the City and Belfast.
  - **Edinburgh:** The Lord Mayor visited Edinburgh in January 2018. This included a high-level asset management round table with the First Minister and Standard Life Aberdeen amongst others.
  - **Manchester:** The Lord Mayor and Policy Chairman visited Manchester in July 2017 and met Andy Burnham, the Metro Mayor of Greater Manchester. The Policy Chairman hosted a breakfast event in January 2018 with Tim Newns, Chief Executive of MIDAS and 20 businesses.
  - **MIPIM:** The team organised for all three regions to participate in an event hosted by the Chairman of Policy at MIPIM in March 2018 with other FPS hubs, to promote UK as a global leader in FPS, with a diverse and integrated offer across the regions and nations.
39. **Outcomes:** Over 2017/18 we engaged over 200 companies and have now prioritised 80 key company relationships with a focus on supporting growth and retaining investment. We have signed Memorandums of Understanding with the Department for Trade and London and Partners to enhance collaboration between the City, Government and Mayor of London. We have also built strong platforms for ongoing partnerships with Edinburgh, Belfast and Manchester.

### *Exports*

- *To identify and increase exports to priority markets by offering introductions to business contacts, regulators and policy makers in firms' target markets.*
40. The team is delivering a new three-year strategic programme of engagement with priority overseas markets. Key elements include focusing Lord Mayor visits on key business themes for the City in areas like fin tech and cyber security; delivering high quality business delegations and corporate partnerships; year-round engagement through country focused events in London and stronger co-ordination with central Government and Embassy's overseas.
41. We also held successful events with key markets to strengthen on going engagement before and after visits including a Hong Kong fintech roundtable and dinner, Mayor of Chicago dinner, Israeli Cyber security event, Mexican Green Finance delegation, Australian financial services dinner and US Chamber of Commerce Cyber briefing.

42. **Outcomes** The team has delivered Lord Mayoral visits to over 20 countries securing 80 business participants for the programme at senior level:
- The Lord Mayor led a visit to Saudi Arabia and the UAE in December 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 working closely with HMG at a strategic level to support UK private sector engagement with the PIF.
  - The Lord Mayor visited Australia and New Zealand in February accompanied by a delegation of 12 Fintech companies and the PM's Business Ambassador for Fintech, Alastair Lukies. Five companies cemented deals and identified a number of FDI prospects.
  - The Lord Mayor visited Spain and Portugal in March and held focused bilaterals with key investors including Santander and BBVA.
  - The Lord Mayor visited China and Hong Kong in March focusing on opportunities around Belt and Road and Green Finance. He was accompanied by a 20-person strong business delegation led by Sir Tom Troubridge (Vice Chair CBBC) and senior representatives from HSBC, Standard Chartered, Linklaters, LSEG, Deloitte and Barings.
  - The Lord Mayor and Governor of Tokyo co-signed an MoU between the City Corporation and Tokyo Metropolitan Government in December focused on building stronger links in key areas such as Green Finance, Education and Asset Management. We hosted an inbound senior delegation from TMG in January and are planning the Lord Mayor's visit to Japan in July.

## Research

43. Building on the recommendations from the 2017 review of research, the team initiated a new programme of primary research with City firms and property professionals to deliver the new showcase report **The City as a Place for People**. Working closely with the Department of the Built Environment and in collaboration with the City Property Association, this was published in March 2018 and launched at the MIPIM property conference in Cannes and a London property event, highlighting the innovative developments in the City's property and placemaking offer that are attracting and retaining global talent and businesses. The report has received extensive property conference and positive feedback from partners and marks the beginning of a more substantive in-house research programme alongside a new approach to design and format.
44. The team commissioned and published the tenth edition of the **Total Tax Contribution of UK Financial Services** study, working with PwC to highlight the significant role that financial services play in supporting UK finances. This annual report continues to receive extensive press coverage, including The Times, The Telegraph, the Independent, City AM, Reuters, Politico, ITV and the Daily Mail. The team briefed key Civil Servants at DIT, Cabinet Office, HMT (Tax and Exiting the EU teams) and DExEU, on the report, with direct engagement from City Minister John Glen and the evidence being used in parliamentary debates around the importance of UK financial services, including Robert Neil and Nicky Morgan.



45. The team have developed new briefing products for Members and other stakeholders, in particular the **City Statistics** snapshot report, covering key facts around the City's firms, jobs, workforce, and role in the UK economy. This sits alongside other new products to highlight and share key information, including the Brexit-Related Firm Movement tracker and postcard infographic "stats-cards".
46. The team has worked collaboratively across the Corporation to develop and deliver new priority areas. Within EDO this has included primary and secondary research to develop the Lord Mayor's Business of Trust agenda and developing a new evidence base and research model for identifying and working with priority markets for trade promotion, such as Australia and New Zealand. More widely, the team have worked on cross-departmental priorities, most notably collaborating with the Department of the Built Environment across a range of competitiveness-focused areas and working with City Bridge Trust to shape ongoing work on corporate philanthropy. We have also advised on areas ranging across the Culture Mile evaluation and Cultural Enterprise Zone initiative, City worker health and well-being, and the Transport Strategy.

### **Recommendation**

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

### **Annex 1 – Draft External Annual Report**

**Alex Greaves**

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London's position as the top global financial centre has brought significant prosperity to the UK. The financial and professional services sector underpins other sectors, enabling businesses to thrive through to access to finance and insurance. It provides quality employment in centres across the UK. It pays for public services through taxation and it gives access to the pensions, insurance policies and mortgages that are essential to social security and mobility.

Our vision is for a London that continues to hold the competitive edge over other financial centres and so continues to drive UK prosperity. Our ambition is not that London is the world's leading financial centre today – it already is. Our ambition is that London is the world's leading financial centre tomorrow and across the next fifty years.

This will depend on anticipating the challenges that the sector will face and honing our competitive advantages. Future success will be achieved by the new products that anticipate and meet the changing requirements of the market and consumers. London being the financial centre of the 21<sup>st</sup> century means staying ahead of this curve in growth areas such as the integration of technology and finance and green finance products.

Gathering disparate voices into coherent asks, we are bringing the requirements of these emerging businesses to Government to work together on how to encourage innovation. We are building the links with key decision makers and engaging with the critical forums to enhance London's international reputation as the hub of green finance.

The challenges go much wider than this and the question cannot be how to avoid them, but how to meet them head-on and even to shape them.

A competitive City, a prosperous UK. We are focused on the competitive strengths and pivotal relationships that will secure this future.

Catherine McGuinness

Chairman of Policy and Resources

London has thrived on increasing market access to global markets, but previous certainties are now being challenged.

Access for UK financial and professional services to the European market is vital for both UK and EU firms – over £1 in every £3 of UK financial services exports goes to the EU. The City Corporation is working with strategic partners to ensure that the best possible access is achieved in the UK's new relationship with the EU. Changing approaches to regulation bring the potential of dynamism to the US market, but US dominance is also under question as Asian markets, particularly in China and India, emerge as stronger layers in shaping the global landscape. The Corporation is making the City's voice heard in these key markets for the sector's future.

In the context of this uncertainty, other global and emerging financial centres are promoting themselves as alternatives to London and it is important we are making the case for the ongoing advantages of the City. As well as our high-level business delegations in key markets around the world, our partnerships with the Department for International Trade and with London & Partners equip us to work together to draw inward investment to the UK and support UK FPS firms to export. With dedicated account managers taking on sector and market specialities, we are excellently placed to wholeheartedly promote the City to businesses.

All this international opportunity will be undone, however, without a cohesive story of UK-wide success. Increasing discontent with the success of financial and professional services can only end poorly for the sector, and so undermine the prosperity the sector can bring to the UK. We are engaged in the urgent work of re-earning and rebuilding trust in financial and professional services, through the Business of Trust programme. As well as the glossier programmes of major incumbents, we are committed to unlocking the positive potential of small and medium sized firms.

With our partners, we are committed to a London that is driving UK prosperity and growing in influence across the world. We cannot settle for old assumptions: we must press on.

Charles Bowman

Lord Mayor of the City of London

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<b>Committee(s)</b>	<b>Dated:</b>
Policy and Resources Committee	12 April 2018
<b>Subject:</b> Pan-London Resilience Arrangements	<b>Public</b>
<b>Report of:</b> Town Clerk & Chief Executive	<b>For Decision</b>
<b>Report author:</b> Mark Sawyer, Town Clerk's Department	

## Summary

Since 2004, principles have been in place to ensure an enhanced collective and co-ordinated approach to resilience in London across the 32 London Boroughs and the City of London, supported by the London Fire and Emergency Planning Authority (LFEPA).

Currently funding for centralised support, which all authorities in London fund equally, is paid directly to the London Fire Brigade as the delivery arm of LFEPA. Following reviews of London local governments response to the range of large-scale incidents in London since 2016, and in recognition of the abolition of LFEPA and establishment of the Mayoral Office for Fire and Resilience, agreement was reached amongst chief executives, confirming that an alternative approach was required. To ensure greater ownership of the local authority resilience agenda, increased flexibility and responsiveness to the needs of the 32 London Boroughs and the City of London, it was requested that local authorities accept direct responsibility for the collection and distribution of the central fund.

In seeking to address these recommendations and continue to demonstrate a leadership role on resilience, it is proposed that the City Corporation support the new funding arrangements by assuming the role of collecting and distributing the individual £30k funding contributions from each of the London Boroughs. The distribution of the central fund would be overseen by the London Local Authority Panel (LAP) which comprises nine local authority chief executives including London Councils and John Barradell, Town Clerk and Chief Executive of the City Corporation as Chair.

## Recommendation(s)

Members are asked to approve the proposal that the City Corporation assumes responsibility, on behalf of the 32 London Boroughs, for collecting and distributing

the individual £30k funding contributions towards the pan-London resilience arrangements, on behalf of the Local Authorities' Panel.

## **Main Report**

### **Background**

1. In 2004, principles, including the London Local Authority Gold (LLAG) resolution and the involvement of all chief executives in the Gold rota, were established to support a more collective and co-ordinated approach to resilience by the 32 London Boroughs and the City of London.
2. Since then, these arrangements have been supported by the London Fire and Emergency Planning Authority (LFEPA). This is outlined in a joint business plan between the Local Authorities Panel (LAP) of the London Resilience Forum (LRF) a forum stipulated in the Civil Contingencies Act 2004, to enable multi-agency strategic level representatives to consult, collaborate and disclose information with each other to facilitate planning and response to emergencies, and produce a Community Risk Register. Support from LFEPA extends to maintaining the LLAG arrangements, the London Local Authority Coordination Centre, provision of training to support pan-London arrangements and the exercising of pan-London arrangements, plus administration of regional local authority resilience related governance arrangements.
3. The support provided by the LFEPA has provided an effective and robust framework for compliance with statutory duties and best practice standards, including the Civil Contingencies Act 2004, Chapter 9 of Emergency Planning (Cabinet Office) and the Minimum Standards for London.
4. The efficacy of these arrangements has been demonstrated in response to recent major events, such as the responses to the Croydon tram derailment in 2016, terrorist incidents in 2017 and the collective and coordinated response by all London local authorities to the Grenfell Tower fire in 2017, and have formed a crucial component of emergency planning and response capability in London.
5. In a move to ensure local authority chief executives receive appropriate dedicated support on resilience related matters, the City Corporation has hosted a centrally funded chief executive liaison officer post, since April 2017.

### **Current Position**

6. Under the current arrangements, the work of LFEPA is commissioned by LAP, and jointly funded by all London local authorities. Each of the 32 London Boroughs and the City of London contribute £15k to a central fund, paid directly to LFEPA. The current arrangements are underpinned by a service level agreement between LFEPA, the 32 London Boroughs and City Corporation.

7. On reviewing London local governments response to the range of incidents seen since late 2016, chief executives on LAP recommended that London local authorities seek to enhance control over the pan-London resilience agenda, including having greater control over how the central fund is used. It is proposed that LAP will assume responsibility for the allocation of this funding, with LFB, whilst remaining a key partner, adopting more of a service provider function.
8. Going forward, individual Borough and City of London contributions will also increase from £15k to £30k, in recognition of the growing and increasingly complex resilience challenges faced across London.
9. Chief executives, when agreeing the enhanced level of funding, recognised the additional monies should be found from central budgets and not emergency planning budgets. This is because the increase in money is designed to bolster services delivered at the local and regional levels and should not adversely affect local teams.
10. It is expected that the enhanced funding should be used for commissioning central contracts where there is a sound business case, the delivery of third party services, commissioning of consultants and contribute to the cost of additional training. Chief executives recognise that the burden of administering the enhanced arrangements should not fall to one authority and through enhancing collaboration at sub-regional and regions levels it is expected that this will be shared. Any additional commitment by the City Corporation above and beyond hosting the London Local Authority Chief Executive Liaison (Resilience) post would be based on full cost recovery, including full employment associated costs where relevant.

## **Proposals**

11. In seeking to meet the recommendations of this review, it is proposed that the City Corporation assume the role of receiving and distributing the individual funding contributions of £30k from each of the London Boroughs on behalf of LAP. This support will be purely transactional, with the service remaining under the collective ownership of the 32 London Boroughs and the City of London, and responsibility for issuing reminders and determining funding allocations remaining with LAP. LAP will also look to other boroughs to host contracts.
12. In assuming this role, the City Corporation will be supporting the increased control of LAP over the pan-London resilience agenda and the potential benefits this may bring for London resilience in terms of greater flexibility and greater responsiveness to the needs of individual boroughs.
13. The City of London Corporation has consistently demonstrated a leadership role in supporting the pan-London resilience arrangements, including, for example, the Town Clerk & Chief Executive, John Barradell, serving as Chair of LAP and Deputy Chair of LRF, support for the delivery of events, such as conferences, workshops, and exercises, through the provision of event space,

and the hosting of the London Local Authority Chief Executive Liaison Officer at Guildhall. The approval of this proposal will be a continued demonstration of this leadership and City Corporation support for wider London resilience.

14. The proposed arrangement will entail a small administrative commitment in the form of staff time from the Chamberlain's Department. This is anticipated to be roughly equivalent to < 0.1 FTE.

### **Corporate & Strategic Implications**

15. The support offered by the City Corporation is purely transactional with no liability associated to it. Distribution of funds will be at the request of LAP and based on the LAP business plan. Employment of additional resource to support long term initiatives, centralised contracts and consultancies will be subject to the receipt of the appropriate level of funding. Commitment for a revised approach was endorsed by LAP on 7<sup>th</sup> February 2018 and all chief executives and LFB consulted.
16. The approval of this proposal will support the City Corporation in meeting its aim of '*contributing to a flourishing community*', as outlined in the Corporate Plan 2018 – 2023, and the associated outcome that '*people are safe and feel safe*'.

### **Conclusion**

17. To support the continued efficacy of the pan-London resilience arrangements, and continuing to demonstrate leadership on resilience issues, it is proposed the City Corporation assumes responsibility, on behalf of the 32 London Boroughs, for collecting and distributing the individual £30k funding contributions towards the pan-London resilience arrangements.
18. The intent is that the City Corporation will not be burdened with additional expense other than meeting its 30k commitment to the central fund and low-level FTE costs associated with administering the process.
19. Members are asked to approve the proposal.

### **Mark Sawyer**

London Local Authority Chief Executive Liaison (Resilience)

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<b>Committee:</b> Policy and Resources	<b>Date:</b> 12 April 2018
<b>Subject:</b> Nominations to London Councils	<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 City of London Corporation currently nominates a number of representatives to serve on various London Councils committees and to act as the lead Member for particular service areas. Nominations are filled by the Chairmen for the time being of the most relevant City Corporation Committee for the area of activity or interest. For example, the Chairman of the Police Committee is nominated as the City Corporation's lead for Crime and Public Protection.
2. The principle used to make nominations to London Councils was approved by the Court of Common Council in 2000 and continues to work well. Notwithstanding this, it is considered good practice for principles such as this to be reviewed periodically to ensure that they are still fit for purpose.

## Recommendation

3. Members are recommended to endorse the overriding principle of nominating the Chairman for the time being of the most relevant Committee to serve on London Councils committees and to act as lead Member for a particular area of work as follows:-

**Leaders' Committee** - Chairman of the Policy & Resources Committee with a Deputy Chairman as named deputy;

**Associated Joint Committee (London Councils Transport and Environment Committee)** – Chairman of the Planning and Transportation Committee, with the Chairman of Port Health and Environment Committee and the Deputy Chairmen of both these committees serving as the named deputies.

**Associated Joint Committee (London Councils Grants Committee)** - Chairman of the City Bridge Trust Committee, with the Deputy Chairman as named deputy.

**Pensions CIV (Common Investment Vehicle) Sectoral Joint Committee** – Sir Mark Boleat (Deputy Chairman of the Policy and Resources Committee) and the Chairman of the Financial Investment Board as the deputy.

**Lead Member for Children and Young People** - Chairman of the Community & Children's Services Committee.

**Lead Member for Business, Brexit, Employment and Skills** – Chairman of the Policy and Resources Committee

**Lead Member for Crime and Public Protection** - Chairman of the Police Committee.

**Lead Member for Arts/Culture, Tourism and Sport** – Chairman of the Culture, Heritage and Libraries Committee.

**Lead Member for Economic Development and Regeneration** - Chairman of the Policy & Resources Committee.

**Lead Member for Housing** - Chairman of the Community & Children's Services Committee.

**Lead Member for Health and Adult Services** - Chairman of the Community & Children's Services Committee.

**Lead Member for Planning/Infrastructure/Development** – Chairman of the Planning and Transportation Committee.

## **Main Report**

### **Background**

1. The City of London Corporation currently nominates a number of representatives to serve on London Councils committees and to act as the lead Member for a particular service area on an annual basis. In 2000 the Court of Common Council agreed that these nominations should be filled by the Chairman for the time being of the most relevant Committee. For example, the Chairman of the Police Committee would be nominated as the City Corporation's Lead Member for Crime and Public Protection and the Chairman of the Community and Children's Services Committee as the Lead Member for Housing and for Health and Adult Services.
2. Whilst the overriding principle of nominations being filled by the Chairmen for the time being of the most relevant Committee works well it is good practice for principles such as this to be reviewed periodically to ensure that they are still fit for purpose. The principle for nominations was last reviewed by this Committee in 2016.
3. The City Corporation currently nominates representatives to serve on London Councils principal committees namely the Leaders', Associated Joint Committee (London Councils Transport and Environment), the Associated Joint Committee (London Councils Grants) Committees and the Pensions CIV (Common Investment Vehicle) Sectoral Joint Committee. For consultation

purposes the City Corporation also provides London Council with details of the Lead Member for the service areas referred to below:-

- Children and Young People/Safeguarding
- Business, Brexit, Employment and Skills
- Economic Development/Regeneration
- Crime and Public Protection
- Arts/Culture, Tourism and Sport
- Health and Adult Services
- Housing; and
- Planning/Infrastructure/Development

### **Nominations for London Councils Committee Appointments**

4. Based on the principle agreed by the Court in 2000 of the nominations being filled by the Chairman for the time being of the most relevant City Corporation Committee, Members are asked to consider and endorse nominations to serve on London Councils committees as follows:-
  - i) Leaders' Committee - Chairman of the Policy & Resources Committee with a Deputy Chairman as named deputy. This follows past practice and seems sensible given the City Corporation does not operate a cabinet or executive system; and
  - ii) Associated Joint Committee (London Councils Grants Committee) - Chairman of the City Bridge Trust Committee, with the Deputy Chairman as named deputy. Again, this follows past practice and seems sensible.
  - iii) Associated Joint Committee (London Councils Transport and Environment Committee) (TEC) – Chairman of Planning and Transportation. This area of work falls predominantly within the Planning and Transportation Committee's remit. The City Corporation is entitled to nominate one voting Member and up to four named deputies to serve on the TEC. The Deputies are the Deputy Chairman of the Planning and Transportation Committee (usually the first deputy) and the Chairman and Deputy Chairman of the Port Health and Environmental Services Committee.
  - iii) Pensions CIV (Common Investment Vehicle) Sectoral Joint Committee – This Committee was created in 2016. At that time the City Corporation was represented on it by the then Chairman of the Policy & Resources Committee with Chairman of the Financial Investment Board serving as the Deputy. Sir Mark Boleat was also elected to serve as its Chairman. Much of the work of this body is now complete and arrangements are being made for the Committee to be wound up. Sir Mark has therefore continued to serve as its Chairman and it makes sense that he does so until the Joint Committee ceases to exist later this year.

## **Nominations for Lead Member**

5. As part of its decision making process London Councils is keen to have the ability to consult and liaise with lead Members in certain policy areas on matters of major importance. The same principle for nominating representatives to serve on London Council Committees is applied to Lead Member nominations. Members are asked to consider and endorse these nominations as follows:-

Children and Young People/Safeguarding - Chairman of the Community & Children's Services Committee.

Crime and Public Protection - Chairman of the Police Committee.

Arts/Culture, Tourism and Sport - Chairman of the Culture, Heritage and Libraries Committee

Economic Development and Regeneration - Chairman of the Policy & Resources Committee.

Housing - Chairman of the Community & Children's Services Committee.

Health and Adult Services - Chairman of the Community & Children's Services Committee.

Planning/Infrastructure/Development – Chairman of the Planning and Transportation Committee.

## **Capital Ambition, Audit Committee and Young People Education and Skills Board**

6. London Councils also has an Audit Committee and hosts a Capital Ambition Member Board and the Young People Education and Skills Board. Appointments to these bodies are made by the Leaders Committee following nominations from the party groups and not directly by the London boroughs or the City Corporation. Similarly, the lead Member for equalities is appointed from amongst the party groups. It should be noted that, in the past, it has been customary for the Chairman of the Finance Committee to serve on London Council's Audit Committee.

## **Conclusion**

7. The overriding principle agreed by the Court in 2000 of nominating the Chairman for the time being of the most relevant City Corporation Committee to serve on London Councils committees or be the named lead Member remains a sensible basis on which to proceed. Views are nevertheless welcome on whether any changes need to be made.

**Contact:**

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Principal Committee and Members Services Manager

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<b>Committees:</b>	<b>Dates:</b>	
Policy and Resources Committee Projects Sub	12 April 2018 14 March 2018	
<b>Subject:</b> Design, build, support and hosting for new website	<b>Gateway 3/4 Options Appraisal(Regular)</b>	<b>Public</b>
<b>Report of:</b> Town Clerk <b>Report Author:</b> Melissa Richardson, Digital Publishing & Content Strategy Lead, Town Clerk's Department		<b>For Decision</b>
<b><u>Summary</u></b>		
<b>Dashboard</b>		
<ul style="list-style-type: none"> <li>• Project status: Amber</li> <li>• Timeline: This project is now at Gateway 3/4. The previous Gateway 1/2 agreed the project proposal to scope and procure services to deliver a new City of London Corporation website, to move to a cloud-based hosting and external support model and to address known issues, e.g. Information Architecture (IA - how the site is built and structured), responsiveness (how it displays on mobile devices) and search functionality through the new website design.</li> </ul> <p>A supplier open day was held to test the market and gain feedback on likely costs and timescales for the project. This has provided an estimated capital figure of £360,000 and ongoing revenue costs for support, hosting and capital cost and a licence for a better search engine (£313,000). There are plans for a contribution from IT towards revenue costs (representing their previous internal investment), but this will not be sufficient to cover our ambitions to provide a world-class search engine or to fully support cloud hosting.</p> <p>Resources expended have been staff time (estimated at £286) and £7K for a digital consultant to assist with researching the business requirements to inform the invitation to tender.</p> <p>Ordinarily, this would be considered by Resource Allocation sub committee, but given that it doesn't meet until May it is being submitted to the grand committee for consideration in order to progress the project in good time.</p>		

- Options overview:
  - 1. New website hosted in the cloud, plus support and maintenance
  - 2. Do nothing. No website as will be taken down as a security risk
  - 3. Retain an internally hosted website which would be reliant on the robustness of our servers and the need to buy in skills to build and subsequently support it. [This option is susceptible to single point of failure in terms of in-house skills and is unlikely to be cost effective.]
  
- Option 1 is the proposed way forward. With agreement we would go out to tender this summer and have suppliers in place by the end of this year.
- The project officer has liaised with City procurement and PT 3 (options) has been agreed. Procurement have recommended option 1, with the proposed route to market of competitive tender via the digital marketplace (G Cloud)
- Overall project risk is at Amber

Table with financial implications

<b>Description</b>	<b>Option 1</b>
Capital estimate	£360,000
Revenue estimate	£20,000 pa x 2 plus 2 years (as per procurement framework) = £80,000
Federated search engine estimate [additional option – will search across a number of sites as opposed to any out of the box option which would only search the main site]	£15,000 capital, plus £10,000 pa licensing (x 2 plus 2 years (as per procurement framework) = £40,000, £55,000 in total
Project manager fees (estimate)	£500 per day approx., probably 2 year fixed term = £65,000 pa (£130,000 total) based on day rate and assuming full time
SOCITM website assessment (estimate)	£8,000
Ongoing user testing (estimate)	£10,000 pa (x 2 plus 2 years (as per procurement framework) = £40,000
Staff costs	* £0. This is filled by someone in a substantive post and which will be met by the TC existing local risk budget. Estimate of hours will be covered at Gateway 5 risk report once approved option has been fully assessed.
Spend to date	£7K plus staff time at £286



Total	£680,286
Funding strategy	Funded from capital request to Policy and Resources, plus request to add revenue costs to TC local risk budget as a new amount
<b><u>Recommendations</u></b>	
Members are asked to approve option 1	
<ul style="list-style-type: none"> <li>• New website hosted in the cloud, plus support and maintenance</li> </ul>	

**Options Appraisal Matrix**

See attached.

**Appendices**

<b>Appendix 1</b>	PT 3 Procurement form
<b>Appendix 2</b>	
<b>Appendix 3</b>	

**Contact**

<b>Report Author</b>	Melissa Richardson
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<b>Telephone Number</b>	020 7332 3449

**Options Appraisal Matrix**

***NB 1: Delete options columns not required or add extra if needed***

***NB 2: Merge cells if information is the same for multiple options***

***NB 3: If information is the same as Gateway 1/2 Project Proposal report delete the row***

***NB 4: Use bullet points and keep descriptions short***

	<b><i>Option 1</i></b>	<b><i>Option 2</i></b>	<b><i>Option 3</i></b>	
<b>1. Brief description</b>	New website hosted in the cloud, plus support and maintenance	Do nothing. No website as will be taken down as a security risk	Retain an internally hosted website which would be reliant on the robustness of our servers and the need to buy in skills to build and subsequently support it.	
<b>2. Scope and exclusions</b>	Website representing the City of London Corporation to be built, designed, tested, hosted and maintained. Exclusions are Member info, Jobs, Media (Press) online forms and transactions.	Remains as is until removed	Website representing the City of London Corporation to be built, designed, tested, hosted and maintained. Exclusions are Member info, Jobs, Media (Press) online forms and transactions.	
<b><i>Project Planning</i></b>				
<b>3. Programme and</b>	Oct 2020 – SharePoint cut-off date	Do nothing	Oct 2020 – SharePoint cut-off date	

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>	
<b>key dates</b>	<p>June 2020 – launch (allowing 3 months contingency)</p> <p>Jan 2019 – design and build agreed and ready to implement</p> <p>Autumn 2018 - Category board (every two months - 14/08, 09/10 and 11/12) - award report (PT8) - Gateway 5</p> <p>June 2018 – go out to tender</p> <p>May 3 2018 – Committee (RA Sub)</p>		<p>June 2020 – launch (allowing 3 months contingency)</p> <p>Jan 2019 – design and build agreed and ready to implement</p> <p>Autumn 2018 - Category board (every two months - 14/08, 09/10 and 11/12) - award report (PT8) - Gateway 5</p> <p>June 2018 – go out to tender</p> <p>May 3 2018 – Committee (RA Sub)</p>	
<b>4. Risk implications</b>	<ul style="list-style-type: none"> <li>Reliance on third party may introduce risk of non-performance.</li> </ul>	<ul style="list-style-type: none"> <li>Site becomes a security risk and has to be taken down leaving us with no web</li> </ul>	<ul style="list-style-type: none"> <li>Unable to find necessary skillset at an affordable price</li> </ul>	

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>	
		presence	<ul style="list-style-type: none"> <li>• Not part of IT strategy.</li> <li>• No funding agreed for hiring permanent staff.</li> </ul>	
<b>5. Benefits and disbenefits</b>	<p><b>Benefits:</b></p> <p>More flexible and resilient as a platform, i.e. cloud hosted.</p> <p>Appropriate expertise available and broader experience</p> <p>Able to access knowledge/expertise (agile supply) when required through support options.</p> <p>Meets IT Strategy to use SaaS solutions, where possible.</p> <p><b>Disbenefits:</b></p> <p>No retention of skills in house.</p>	<p><b>Benefits:</b></p> <p>No demands on finances or resources</p> <p><b>Disbenefits:</b></p> <p>Huge impact on reputation, provision of service etc</p>	<p><b>Benefits:</b></p> <p>Able to design and build at City's pace.</p> <p><b>Disbenefits:</b></p> <p>No in-house skills – would need to hire/upskill making this option more expensive than outsourcing.</p>	

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>	
<b>6. Stakeholders and consultees</b>	Members, IT, Comms, Chief Officers, City Procurement, Comptrollers & City Solicitors, web editors across the City Corporation, the public	Members, IT, Comms, Chief Officers, City Procurement, Comptrollers & City Solicitors, web editors across the City Corporation, the public	Members, IT, Comms, Chief Officers, City Procurement, Comptrollers & City Solicitors, web editors across the City Corporation, the public	
<b>Resource Implications</b>				
<b>7. Total Estimated cost</b>	Capital Costs - £375,000 (including proposed £15,000 capital for federated search), Revenue Costs - ongoing revenue costs for support and hosting (£80k), plus cost and licence for a better search engine (£40k), project manager costs (£130k), pre-launch assessment (£8k) and ongoing user testing (£40k), spend to date	N/A	Either look to existing Agilisys Team to nominate replacement CMS or bring new team in-house. Support for the Corporation Website is just one of the functions provided by the Agilisys SharePoint Team, therefore it is not envisaged that there would be any savings in this area from moving to an external support model.	

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>	
	(£7,286); total revenue= £305,286  Estimated Total - £680,286			
<b>8. Funding strategy</b>	£375,000 bid to Policy and Resources Committee as a capital cost  £298,000 bid to the Resource Allocation Sub and Policy and Resources Committees for additional resources for the 2018/19 City's Cash provision for new schemes	N/A	£375,000 bid to Policy and Resources Committee as a capital cost  £298,000 bid to the Resource Allocation Sub and Policy and Resources Committees for additional resources for the 2018/19 City's Cash provision for new schemes	
<b>9. Estimated capital value/return</b>	N/A	N/A	N/A	
<b>10. Ongoing revenue implications</b>	Plus request to add revenue costs (as above, £298,000 having deducted £7,286 already spent) to TC local risk budget as a new amount	0	Plus request to add revenue costs (as above, £218,000 having deducted £80,000 - over 4 years - for hosting as this will be covered internally, plus £7,286 already spent) to	

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>	
			TC local risk budget as a new amount (Current internal hosting is approx. £45,000 pa.)	
<b>11. Investment appraisal</b>	N/A	N/A	N/A	
<b>12. Affordability</b>	This option allows us the most freedom to meet our aspirations whilst meeting the corporate strategy. A competitive procurement exercise for all elements of the new website would ensure value for money.	This option whilst cheap is high risk and cannot be recommended.	The costs will be similar over all to option 1, but will not meet the corporate strategy and will be more restrictive as will have to be compatible with other platforms etc. and hosting is likely to be more expensive.	
<b>13. Legal implications</b>	Review of legal notices and DPA/GDPR compliance	N/A	Review of legal notices and DPA/GDPR compliance	
<b>14. Corporate property implications</b>	N/A	N/A	N/A	

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>									
<b>15. Traffic implications</b>	N/A	N/A	N/A									
<b>16. Sustainability and energy implications</b>	N/A	N/A	N/A									
<b>17. IS implications</b>	An externally hosted and supported website would meet the IT Strategy to 'buy not build'.	Extended support for SharePoint 2010 will come to an end, therefore the website will need to be decommissioned.	An internally supported model would most likely see responsibility for website support remain with the IT Managed Service Partner (currently Agilisys).									
<b>18. Equality Impact Assessment</b>	To be done at a later date	N/A	To be done at a later date									
<b>19. Recommendation</b>	Recommended	Not recommended	Not recommended									
<b>20. Next Gateway</b>	Gateway 4a - Inclusion in Capital Programme	Gateway 4a - Inclusion in Capital Programme	Gateway 4a - Inclusion in Capital Programme									
<b>21. Resource requirements to reach next Gateway</b>	<table border="1"> <thead> <tr> <th>Item</th> <th>Reason</th> <th>Cost (£)</th> <th>Funding Source</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>				Item	Reason	Cost (£)	Funding Source				
Item	Reason	Cost (£)	Funding Source									



	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>			
		Staff time	Existing resources used to reach next Gateway	N/A	N/A	

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**Gateway 3 / 4 Options Appraisal (Regular) - Design, Build, Support and Hosting for New Website****REVISED Table with financial implications (Main report)**

Description	Option 1 Total Estimated Cost	Initial Estimate of Capital/SRP costs	Estimated Total Revenue Costs (4 year life)	Estimated Annual Ongoing Revenue Costs
<b>New Website Development</b>	360,000	360,000	-	-
<b>Hosting and support*</b>	80,000	-	80,000	20,000 p.a.
<b>Federated Search Engine</b> £15,000 initial set up £10,000 p.a. licensing (x 2 plus 2 years)*	55,000	15,000	40,000	10,000 p.a.
<b>Project Manager Fees</b> £500 per day for estimated 2 year fixed term	130,000	130,000	-	-
<b>SOCITM website assessment</b>	8,000	8,000	-	-
<b>Ongoing User Testing*</b>	40,000	-	40,000	10,000 p.a.
<b>Staff costs**</b> Provided through existing substantive post from TC existing local risk budget	-	-	-	-
<b>Future Estimated Costs</b>	<b>673,000</b>	<b>513,000</b>	<b>160,000</b>	<b>40,000 p.a.</b>
<b>Spend to date</b>	<b>7,286</b>	<b>7,286</b>	-	-
<b>Total Estimated Cost</b>	<b>680,286</b>	<b>520,286</b>	<b>160,000</b>	<b>40,000 p.a.</b>

\* - As per procurement framework

\*\* - An assessment of hours will be provided at Gateway 5 once approved option has been fully assessed.

**REVISED Funding Strategy (Box 8 of Options Appraisal Matrix)**

There is no existing financial provision to meet the costs of this project. Therefore, it is proposed that:

- The initial one-off capital and supplementary revenue estimated cost of £513,000 be funded via a bid to the Policy and Resources Committee for allocations from the 2018/19 City Fund and City's Cash provisions for new schemes and from the general reserves of Bridge House Estates, broadly on a 50/45/5% basis respectively.
- The Town Clerk's local risk budget be increased by £40,000 to meet the additional ongoing annual revenue costs, to be funded in the first year via a request for allocations from the Finance Committee contingencies of the three funds on a 50/45/5% basis, together with a base budget adjustment of £40,000 per annum for the following 3 financial years.

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### PT 3 - Procurement Options Report

This document is to be used to identify all Procurement options available and recommended



<b>Author:</b>	David Scott/ Melissa Richardson		
<b>Project Reference:</b>			
<b>Project Title:</b>	Design, build, support and hosting for a new Corporate website.		
<b>Summary of Goods or Services to be sourced</b>			
<p>Website was launched in 2012 and is now showing its age, particularly in regards of lack of responsive design (doesn't work well on mobile devices), search functionality and user focused site structure</p> <p>The intention is to move to an externally supported and hosted website model</p> <p>A redesign is needed to improve website look, feel, and functionality to improve user satisfaction, as measured through user feedback and industry benchmarking initiatives such as the annual SOCITM survey.</p>			
<b>Contract Duration:</b>	<b>2+2</b>	<b>Contract Value:</b>	<b>£445,000 (est.)</b>
<b>Stakeholder information</b>			
<b>Project Lead &amp; Contract Manager:</b> Melissa Richardson	<b>Category Manager:</b> David Scott	<b>Lead Department:</b> Town Clerks	
<b>Other Contact</b>		<b>Department</b>	
Simon Hopkins		External (Turner Hopkins)	
<b>Opportunity for Inter-City Collaboration (is there another site/department that could benefit from this project)?</b>			
Barbican and CoLP have been approached. Barbican have just gone live with their own solution that we cannot utilise. CoLP are working on a joint project with the Metropolitan Police.			

### Specification and Evaluation Overview

#### Summary of the Specification:

##### Key challenges:

- Alignment with corporate plan
- Diverse business drivers
- Diverse audiences – and audience needs
- Supply side vs demand side approach
- Positioning, messaging, tone of voice: established mature brand that nonetheless represents a “creative & dynamic” city
- Statutory obligations
- Integration with other CoL online services

The specification will be organised into the following key sections:

- Context: key audiences and key activities

Over view of the City of London as a Corporation covering relationships with key stakeholders i.e. local residents, City workers, visitors (tourists, shoppers, cultural consumers etc), international businesses or business leaders and users of other services. Explanation of activities within these areas; local authority tasks and services, advocacy for the Square Mile, as custodian of national treasures, providing sub-sites for “rock star brands” and specific services

- Facets and functionality: key aspects of how the site must work

Covering the look and feel of the solution. User focussed design. Ability to use on mobile and static devices. Responsive design and integration with other solutions such as GIS and social media.

- Content and services: what the new site will feature.

Covering general requirements around website design and functionality. Including portal to corporate sub-sites for both local authority and commercial use. Interfacing with form applications (Firmstep) and communications information (newsletters etc).

- Hosting and support: the website's ongoing maintenance

- Cloud based hosting

- CMS support
  - Robustness, scaling
  - Security
  - Integration with 3<sup>rd</sup> party services and content feeds
  - Maintenance, support, further development
- Process: how this project will be run.  
 Overarching approach including Project management method (agile, waterfall etc), Communication and liaison, Timescales, User research and iterative testing, design process, build process, Launch process, post-launch activity and transition to business as usual.

**Overview of the key Evaluation areas:**

- Price**
- Discovery/Design Costs – Fixed Price
  - Build Costs per day cost (with an estimated build time of 12 months)
  - Support Costs per annum
  - Hosting Costs per annum
  - Exit Costs – Fixed Price

- Technical**
- Project Methodology
    - How does their proposed way of working meet the requirements of the City? Agile methodology is preferred.  
We would like to agree the essential content required for go live which can be created to best practice standards, allowing all subsequent content to be rolled out to the same criteria
  - Discovery Phase
    - How will they run this phase, what outputs will they create, how will the City input into this process.  
We need to engage internal stakeholders (staff and members) in testing, plus user testing with external users  
Agree what is needed for go-live
  - Design & Build
    - Proposed timing to meet the minimum requirements set by the City. How will testing be carried out.  
What is the minimum viable product for go-live
  - Support
    - SLA/KPIs
    - Support Hours
    - Support model
  - Hosting
    - Model appropriateness.

**Technical and Pricing evaluation ratio**  
**60% (Technical) / 40% (Price)**

**Is the contract likely to require financial uplifts? (Please describe what method will be used to calculate the uplift and whether this will be capped)**

**Are there any accompanying documents with this report?** Yes  No

<b>Evaluation Panel – Please enter Name and Department below</b>	
Melissa Richardson	Town Clerks
Jamie Ingham-Clark	Member (IT Sub-Chair)
Sam Collins	IT
Bob Roberts	Communications Director
Simon Hopkins (subject to conflict of interest form)	

**Customer Requirements**

<b>Target completion date</b>	<b>01/10/2020</b>	<b>Target Contract award date</b>	<b>31/12/2018</b>
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**Are there any time constraints which need to be taken into consideration?**  
 Website to be live in October 2020.

<b>Efficiencies Target with supporting information</b>	n/a
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<b>Procurement Timeframes</b> - <i>To be determined using PTO Project Plan with Roles and Responsibilities</i>	
<b>Procurement Start date</b>	27/04/2018
<b>Procurement End date</b>	02/11/2018

**City of London Initiatives**

<b>How will the Procurement meet the City of London's Obligation to</b>
<b>Adhere to the Social Value Act: n/a</b>
<b>Take into account the London Living Wage (LLW): n/a</b>
<b>Consideration for Small to Medium Enterprises (SME): n/a</b>
<b>Other:</b>

**Procurement Strategy Options** *Procurement Strategy is building the way in which the contract will look once awarded. This could include inter-departmental usage, existing contracts integrated once expired or adding it to an existing contract.*

<b>Option 1: Build In-House</b>
<b>Advantages to this Option:</b> Able to design and build at City’s pace.
<b>Disadvantages to this Option:</b> No in-house skills – would need to hire/upskill making this option more expensive than outsourcing.
<b>Please highlight and possible risks associated with this option:</b> Unable to find necessary skillset at an affordable price, not part of IT strategy. No funding agreed for hiring permanent staff.
<b>Option 2: Outsource Design, Build and Support</b>
<b>Advantages to this Option:</b> More flexible and resilient as a platform, i.e. cloud hosted. Appropriate expertise available and broader experience Able to access knowledge/expertise (agile supply) when required through support options. Meets IT Strategy to use SaaS solutions, where possible.
<b>Disadvantages to this Option:</b> No retention of skills in house.
<b>Please highlight and possible risks associated with this option:</b> Reliance on third party may introduce risk of non-performance.

**Procurement Strategy Recommendation**

<b>City Procurement team recommended option</b>
<b>Option 2</b>

**Route to Market Options:** *Route to market is the way in which the City will invite suppliers to bid for the procurement.*

<b>Option 1: OJEU Procurement (Restricted Procedure)</b>
<b>Advantages to this Option:</b> Able to access the entire market. No restrictions on scope or terms and conditions. Able to leverage City brand to obtain preferential pricing.
<b>Disadvantages to this Option:</b> Resource intensive route to market. Terms and Conditions would need to be developed for this procurement (none currently exist for this scope of work).
<b>Please highlight and possible risks associated with this option:</b> Suppliers may not accept terms which could lead to delays in the process.
<b>Option 2: Digital Marketplace (G-Cloud)</b>
<b>Advantages to this Option:</b> Majority of known suppliers (including those responding to the soft market testing exercise) suppliers named on this framework. Set terms and conditions. Established pricing. No need to pre-qualify.
<b>Disadvantages to this Option:</b> Not able to reduce the number of suppliers that can bid from the list provided by CCS which could lead to a large number of bids. Maximum of 4 year contract term. Contract will have to be re-let as a support only or designed so that City can take on maintenance.
<b>Please highlight and possible risks associated with this option:</b> Contract length is limited to 4 years meaning that additional support may not be available for the website post-contract.

**Route to Market Recommendation**

<b>City Procurement team recommended option</b>
<b>Option 2</b>

**Recommendation**



Is the procurement split into lots?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Please specify why you have taken this decision regarding lots Not appropriate for this purchase.	
City Procurement team proposed route for sign off: IT Category Board > Project Sub-Committees (Gateway 3/4)	

**Sign Off/Internal Checks**

Date of Report:	
Reviewed By:	
Reviewer Signature :	
Insurance	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>
Financial	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>
Health and Safety	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>
Contract Approval	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>
Add additional as required	

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<b>Committee</b>	<b>Dated:</b>
Policy and Resources Committee	12 April 2018
<b>Subject:</b> City of London Corporation pledge to the national #iwill campaign	<b>Public</b>
<b>Report of:</b> Kate Smith, Head of Corporate Strategy and Performance	<b>For Decision</b>
<b>Report author:</b> Amelia Ehren, Corporate Strategy Officer	

## Summary

This paper seeks approval of the City of London Corporation's (City Corporation) proposed pledge to the national #iwill campaign, which promotes social action among 10-20 year-olds. The City Corporation's pledge champions youth social action across the whole organisation. It commits the City Corporation to recognising skills, to providing opportunities and to supporting others in doing the same.

## Recommendation

Members are asked to:

- Approve the City Corporation's pledge to the #iwill campaign, at **Appendix 1**.

## Main Report

### Background

1. The national #iwill campaign, coordinated by Step Up To Serve, was set up in 2013. It is led by HRH The Prince of Wales and is governed by an independent board comprising of leaders from across UK society. It was established following the 2012 review into youth social action by Dame Julia Cleverdon and Amanda Jordan OBE for the then Prime Minister, David Cameron.
2. The goal of the #iwill campaign, by 2020, is to close the socio-economic gap in youth social action participation, whilst reaching over 60% overall participation among 10-20 year-olds across the UK. Research from Ipsos MORI 2015, demonstrates that participation in youth social action is not evenly spread: 49% of young people from the most affluent communities take part, while just 38% of young people from low income communities are involved.
3. The #iwill campaign aims to achieve its goal by promoting youth social action activities such as campaigning, fundraising and volunteering and by uniting organisations to increase opportunities for young people. In addition to undertaking research and providing advocacy, the campaign encourages organisations to pledge to embed youth social action in their delivery.
4. The campaign has cross-party support and received £40 million government funding in September 2016 from the Department for Digital, Culture, Media and

Sport. It also receives financial and in-kind support from businesses, philanthropists and trusts and foundations, including Pears Foundation, Big Lottery Fund, Business in the Community, Linklaters, PwC, CBI and many more.

5. To date, around 700 businesses and education and voluntary sector organisations have committed to embedding social action in the lives of young people, regardless of where they live or their background, by making a pledge to the #iwill campaign. Pledges have been made by organisations as wide-ranging as the Mayor of London's Team London, Media Trust and Lloyds Banking Group.
6. Youth social action creates a clear double benefit – to the young person who takes part as well as to an individual, community, organisation or cause. For the young person, accessing youth social action opportunities can help to develop new skills; to increase employment opportunities and chances; to foster engagement with the wider community; and to improve levels of well-being. For organisations, supporting youth social action can help to attract the best talent and new recruits; to promote diversity in the organisation; to support social mobility; and to boost its reputation and brand.

### **Current Position**

7. The proposed pledge to the #iwill campaign, at **Appendix 1**, has been developed through a cross-departmental consultation process, involving: Community and Children's Services, Open Spaces, City Bridge Trust, Libraries, Chamberlain's (Responsible Procurement), Economic Development Office, Human Resources, Schools and Academies, and the Museum of London. The consultation identified areas where youth social action is currently being championed and areas where there is potential to do more to support it. The evidence gathered demonstrates the City Corporation's support for youth social action, including the double benefits it has for young people developing their character and skills and for communities, businesses and wider society through their contributions.
8. The City Corporation's pledge, at **Appendix 1**, champions youth social action across the whole organisation. It commits the City Corporation to recognising skills, providing opportunities and supporting others in doing the same. It encompasses what the City Corporation is currently doing to champion youth social action and is a public statement of intent to continue enabling young people to have access to social action – creating a habit for life, developing vital skills and making a positive impact on their communities.
9. A detailed version of the pledge is also available to Members on request, which includes the evidence gathered during the consultation process of what the City Corporation is currently doing to support youth social action.

### **Corporate & Strategic Implications**

10. The City Corporation's distinctive capabilities, associated with its blend of private, public and charitable and community sector responsibilities, make it well-placed to support the #iwill campaign and model it across all sectors. It demonstrates the City Corporation's commitment to supporting young people to enrich their

lives, to develop new skills and to engage with their communities. It also displays its commitment to increasing social mobility for young people by targeting the removal of barriers at entry-level.

11. Consequently, the #iwill campaign supports the achievement of the following outcomes in the Corporate Plan 2018-23:
  - Outcome 3 – People have equal opportunities to enrich their lives and reach their full potential.
  - Outcome 8 – We have access to the skills and talent we need.
  - Outcome 4 – Communities are cohesive and have the facilities they need.
  - Outcome 2 – People enjoy good health and wellbeing.
  - Outcome 5 – Business are trusted and socially and environmentally responsible.
12. The pledge is also supportive of and supported by a variety of existing and emerging City Corporation strategies including Responsible Business, Philanthropy, Volunteering and Social Mobility strategies.
13. To ensure the wording of the pledge, and supporting evidence, remains accurate and relevant, it will be reviewed every six months by a working group of consultees that will be led and facilitated by the Corporate Strategy and Performance Team. Convening the working group will not currently require any additional resource.
14. The impact of the pledge will be monitored and driven through the working group, which will track the City Corporation's performance across the three themes and identify areas where it could do more to support youth social action. The working group will report the performance of the pledge through departmental business plans and the existing and emerging City Corporation strategies identified above.
15. Any resources required to deliver further interventions, projects or programmes to support youth social action, would need to be scoped strategically and progress through officer and Member governance.

### **Next steps**

16. A Communications Plan to accompany the pledge has been developed, with support from the Communications Team. The plan will use social media and press coverage in combination with the #iwill campaign's milestone opportunities to ensure maximum publicity, both through internal and external channels. This will stimulate awareness of and engagement with the campaign, the City Corporation's commitment to support youth social action and the opportunities it provides the organisation with.
17. Subject to Member approval, it is proposed that the pledge be officially launched in April/May 2018.

## **Conclusion**

18. The pledge to the #iwill campaign celebrates the City Corporation's existing work to support and value the contribution of young people and makes a public commitment to continue to champion youth social action. Making a pledge to the #iwill campaign will also support the achievement of the City Corporation's strategic objectives and outcomes as expressed in the Corporate Plan, 2018-23.

## **Appendices**

- Appendix 1 – The City of London Corporation's #iwill pledge

### **Amelia Ehren**

Corporate Strategy Officer

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## City of London Corporation #iwill pledge

The City of London Corporation's distinctive capabilities, associated with its blend of private, public and charitable and community sector responsibilities, make it well-placed to support the #iwill Campaign.

### **Our pledge**

Our pledge champions youth social action across the whole organisation. We pledge to:

#### **Recognise skills**

We will value the skills brought by young people to the City of London Corporation by recognising youth social action within our talent pool and promoting it within our supply chain.

#### **Provide opportunities**

We will provide opportunities for youth social action related to our service delivery and design by encouraging community action and promoting a wide range of opportunities for young people to volunteer within our departmental services.

#### **Support others**

We will provide funding, advocacy and/or in-kind support to external organisations who enable youth social action as part of their remit.

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<b>Committee(s):</b> Policy & Resources – for decision	<b>Dated:</b> 12 April 2018
<b>Subject:</b> Chatham House event: Financial Services -10 years on	<b>Public</b>
<b>Report of:</b> Director of Communications	<b>For Decision</b>
<b>Report author:</b> Eugenie de Naurois, Head of Corporate Affairs	

## Summary

The Royal Institute of International Affairs, more commonly known as Chatham House, is a non-governmental, independent policy institute which focuses its work on the most significant developments in international affairs.

The City of London Corporation is a key corporate member of Chatham House, which provides access to experts, major events, research and regular briefings.

This report proposes to jointly organise an event with Chatham House marking 10 years after the onset of the Financial Crisis for an audience of 100 people approx.

The event would examine the 10-year anniversary of the financial crisis and implications for the future. The event would take place at the Guildhall, possibly on 13<sup>th</sup> September, around the time Lehman Brothers declared bankruptcy. It would take the shape of a two-session afternoon panel, with the first session providing a retrospective analysis of the crisis, the response to it, and the subsequent reforms, and the second providing a debate on the future of the financial system.

The event would be followed by a small private dinner also at the Guildhall, for 20-30 people.

Figures including Alistair Darling have already indicated their interest in the event.

We would seek a total of £17,000 to cover the room hire, catering and AV. Sponsorship of the event will provide the City Corporation with a speaking slot, a high-profile hosting opportunity and exposure. This will also be the occasion for the City Corporation to work with leading international thinkers in Guildhall.

## Recommendation

Members are asked to agree to jointly organise an event with Chatham House, in Guildhall, marking 10 years after the onset of the Financial Crisis and to support the event at a cost of £17,000 funded from your Committee's 2018/19 Policy Initiatives Fund, categorised under "Events" and charged to City's Cash.

## Main Report

### Background

1. Chatham House is a non-governmental, independent policy institute which focuses its work on the most significant developments in international affairs.

2. This report proposes to jointly organise an event with Chatham House marking 10 years after the onset of the Financial Crisis.
3. The event would examine the 10-year anniversary of the financial crisis and implications for the future. The event would take place at the Guildhall, possibly on 13<sup>th</sup> September, around the time Lehman Brothers declared bankruptcy.
4. It would take the shape of a two-session afternoon panel, with the first session providing a retrospective analysis of the crisis, the response to it, and the subsequent reforms, and the second providing a debate on the future of the financial system. Both sessions would highlight both macroeconomic and policy changes, and changes in public trust.
5. Session 1 would cover *the legacy of the crisis* looking at the decisions taken during and shortly after the financial crisis which have reshaped the global economic system in fundamental ways. While these decisions succeeded in preventing the financial crisis from becoming a second Great Depression, many of the actions taken had significant second-order effects. This session will review how these decisions were arrived at.
6. Session 2 would cover *Where does the financial sector go from here?* The financial crisis has been seen as a turning point in financial economics, both substantively, and in public perceptions of the financial sector. This session will examine discuss how effective regulations will prove to be going forward, how the financial sector might boost public trust, and the extent to which the financial sector is prepared for new challenges in the 21st century.
7. Alistair Darling has indicated his interest in the event. Alistair Darling served as chancellor of the exchequer from 2007 to 2010, playing a central role in battling the economic crisis that hit Britain after the crash of 2008, including overseeing the nationalization of Royal Bank of Scotland and Lloyds Banking Group. Lord Darling is one of only three who served continuously in the Labour government's cabinet from 1997 to 2010.

## **Implications**

8. It is proposed that the required funding of £17,000 is drawn from your Committees 2018/19 Policy Initiatives Fund, categorised under 'Events' and charged to *City's Cash*. The current uncommitted balance in the 2018/19 Policy Initiatives Fund is £602,230 prior to any allowance being made for any other proposals on today's agenda.

## **Conclusion**

9. The proposed sponsorship of the Chatham House conference accords well with the role the City Corporation plays in promoting debate on key policy issues that affect the City and London as a whole.

**Eugenie de Naurois**

Head of Corporate Affairs, Town Clerk's Department

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<b>Committee(s)</b>	<b>Dated:</b>
Audit and Risk Committee IT Sub Committee Establishment Committee Policy and Resources Committee	6 March 2018 23 March 2018 9 April 2018 12 April 2018
<b>Subject:</b> Data Protection Policy	<b>Public</b>
<b>Report of:</b> Michael Cogher, Comptroller and City Solicitor	<b>For Decision</b>
<b>Report author:</b> Michael Cogher, Comptroller and City Solicitor	

## Summary

This report presents for consideration and adoption a revised Data Protection Policy for the Corporation (excluding the Police) in place of the current policy in preparation for the implementation of the General Data Protection Regulation on 25<sup>th</sup> May this year.

## Recommendation

Members are asked to:

Approve and adopt the revised Data Protection Policy set out in Appendix 1 with effect from 25<sup>th</sup> May 2018.

## Main Report

### Background

1. The current data protection regime is based on an EU Directive from 1995 and implemented in the UK by the Data Protection Act 1998. Since then there have obviously been significant advances in IT and fundamental changes to the ways in which organizations and individuals communicate and share information.
2. As a result, the EU has introduced updated and harmonized data protection regulations known as the General Data Protection Regulation (“GDPR”) which is due to come into effect on 25 May 2018.
3. The Corporation is currently reviewing all its relevant policies and procedures to ensure it is compliant with the requirements of GDPR.

## **The Data Protection Policy**

4. The proposed revised policy is set out in Appendix 1.
5. GDPR builds on and strengthens the current data protection requirements and introduces a number of new concepts.
6. The requirement to have a data protection policy arises from the current and strengthened requirements to ensure appropriate technical and organisational measures are in place to ensure the confidentiality, integrity and security of personal data and for greater transparency.
7. The revised Data Protection Policy is designed to be a short and concise overview of the Corporation's commitment to its obligations under GDPR with references to appropriate policies and procedures. It is self-explanatory and is intended to meet accepted good practice in terms of brevity and clarity.
8. It incorporates the revised data protection principles (six down from eight) and references to the expanded rights of data subjects, greater transparency requirements and privacy by design and default.
9. The obsolete current policy which dates from 2001 is set out in Appendix 2 by way of comparison.
10. Once in effect the Policy will be made available on the Website and supported by a brief guide detailing how it is different from the obsolete policy and the implications for users, as defined in the policy. It will be reviewed annually by the Data Protection Officer who will make appropriate recommendations for change (if any) to Committee.

## **Conclusion**

11. The revised Policy is part of the Corporation's commitment to GDPR compliance and is recommended for adoption.

## **Appendices**

Appendix 1 – Proposed Data Protection Policy  
Appendix 2 – Current Data Protection Policy (2001)

## **Background Papers**

None

**Michael Cogher, Comptroller and City Solicitor**

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# City of London Corporation (“the City of London”) Data Protection Policy

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## 1. Introduction

The City of London, PO Box 270, Guildhall, London EC2P 2EJ, is a Data Controller for the purposes of the General Data Protection Regulation (“GDPR”) and the Data Protection Act 2018 (“DPA 2018”). The Data Protection Officer at the City of London is the Comptroller and City Solicitor, Michael Cogher, and can be contacted at the same address or otherwise by email at [michael.cogher@cityoflondon.gov.uk](mailto:michael.cogher@cityoflondon.gov.uk) or [information.officer@cityoflondon.gov.uk](mailto:information.officer@cityoflondon.gov.uk).

This policy outlines how the City of London will comply with its responsibilities under the GDPR and DPA 2018.

## 2. Statement

The City of London is committed to ensuring that it protects the rights and freedoms of all individuals with respect to the personal data it holds about them, whether in their personal or family life, or in a business or professional capacity.

## 3. Scope

This Policy applies to all users who handle information and personal data held by the City of London, including personal data of our service users, from children and young people, to vulnerable adults and the elderly as well as those who provide care for them.

This Policy applies to all employees, Members, contractors, third party employees, agency workers, temporary staff and any third party organisation who has legitimate agreed access to personal data held by City of London. (Please refer to the full Employee Data Protection Policy for full guidance for employees).

## 4. Definitions

**Personal Data** - data/information that relates to a living individual who can be identified from the data or from any other information that is in the possession of, or likely to come into the possession of the data controller. It includes any expression of opinion and any indication of the intentions of the data controller (or any other person) in respect of the individual.

**Data Controller** - the person or organisation who determines the purposes for which and the manner in which any personal data are, or are to be, processed. The City of London is the data controller in respect of all personal information that relates to City of London business. Elected Members are data controllers in their own right where they process personal data in their capacity as ward representatives.

**Data Subject** - is the identified or identifiable person to whom the personal data relates.

**Processing** - is defined very broadly and encompasses collection, recording, organisation, structuring, storage, adaptation or alteration, retrieval, consultation, use, disclosure by transmission, dissemination or otherwise making available, alignment or combination,



restriction (that is, the marking of stored data with the aim of limiting its processing in the future, erasure and destruction. In effect, any activity involving personal data falls within the scope of the GDPR.

**Data Processor** - the person or organisation who processes personal data on behalf of a data controller.

## 5. Six Data Protection Principles

The City of London has an obligation to comply with the six Data Protection principles when processing personal data. These principles require that personal data:

1. Shall be processed lawfully, fairly and in a transparent manner in relation to the data subject.
2. Shall be collected only for specified, explicit and legitimate purposes. It must not be further processed in any manner incompatible with those purposes.
3. Shall be adequate, relevant and limited to what is necessary in relation to the purposes for which it is processed.
4. Shall be accurate and, where necessary, kept up to date. Every reasonable step must be taken to ensure that data which is inaccurate, having regard to the purposes for which it is processed, is erased or rectified without delay.
5. Shall not be kept in a form which permits identification of data subjects for longer than is necessary for the purposes for which the data is processed. Personal data may be stored for longer periods provided it is processed solely for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes. This is subject to the implementation of appropriate data security measures designed to safeguard the rights and freedoms of data subjects.
6. Shall be processed in a manner that ensures its appropriate security. This includes protection against unauthorised or unlawful processing and against accidental loss, destruction or damage.

The City of London will ensure that it is able to demonstrate compliance with all of the above six principles by:

- Following best practice in all personal data processing;
- adhering to the relevant processing conditions for the fair and lawful processing of personal data and special categories of personal data (set out on page 4);
- telling people why we are processing their personal data and who we will share their personal data with, through our clear and effective privacy notices;
- ensuring that if relying on consent from the data subject, it is freely given, specific, informed and unambiguous;
- implementing "privacy by default" measures to ensure that, by default, we only process the personal data necessary for each specific business purpose;

- ensuring all staff and people working for the City of London complete the mandatory Data Protection e-learning course as part of their induction and any subsequent refresher training;
- ensuring the Records of Processing Activities (“ROPA”) is reviewed annually and kept up to date;
- ensuring a robust personal data breach detection, investigation and internal reporting procedure is in place;
- ensuring transfer of personal data outside of the EEA is only carried out with a valid adequacy mechanism legitimising such a transfer;
- ensuring personal data is only kept for as long as necessary in accordance with the retention schedules.

## 6. Data Processing Conditions

The City of London will ensure that it processes personal data lawfully. Processing is lawful under Article 6 of the GDPR if one of the following applies:

- a) The data subject consents to the processing;
- b) the processing is necessary for performing a contract with the data subject;
- c) the processing is necessary for complying with a legal obligation;
- d) the processing is necessary for protecting the vital interests of the data subject;
- e) the processing is necessary for performing a task carried out in the public interest; or
- f) the processing is necessary for pursuing the legitimate interests of the data controller or a third party, except where the data subject's interests or fundamental rights and freedoms override the data controller's interests.

## 7. Data Subject Rights

The GDPR provides data subjects with several rights, including, but not limited to the right to:

- Be provided with a privacy notice containing certain information about the processing activities;
- Confirm whether the data controller processes personal data about the data subject and the right to access the personal data processed and obtain certain information about the processing activities (**Subject Access**);
- Correct inaccurate personal data (**Rectification**);
- Have personal data erased under certain circumstances (**Erasure**);
- Restrict the processing of personal data under certain circumstances (**Restriction**);
- Receive a copy of the personal data the data controller holds under certain circumstances and transfer the personal data to another data controller (**Data Portability**);
- Object to processing of personal data (**Right to Object**);

- Not be subject to a decision based solely on automated processing, including profiling (**Automated Decisions**).

Data subjects can exercise these rights by contacting the Information Compliance Team at [information.officer@cityoflondon.gov.uk](mailto:information.officer@cityoflondon.gov.uk) or the Data Protection Officer. Please refer to the full Data Subject Rights' Policy for further details.

## **8. Related Policies / Other Resources**

- [Employee Data Protection Policy](#)
- [Information Security Policy](#)
- [Data Subject Rights](#)
- [Retention Policy/Schedules](#)
- [Employee Code of Conduct](#)
- [Communications and Information Systems Use Policy](#)
- [Pupil and Parent Data Protection Policy](#)
- [Information Commissioner's Office](#)
- [General Data Protection Regulation](#)
- [Data Protection Act 2018](#)

## **9. Review**

This policy will be reviewed at least annually or whenever legal or statutory changes demand, by the City of London's Data Protection Officer.

Draft: 1 February 2018

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## **Corporation of London Data Protection Policy**

This is a statement of the Data Protection policy adopted by Corporation of London to cover its obligations under the 1998 Data Protection Act.

The Corporation of London needs to collect and use certain types of information about people with whom it deals with in order to operate. These include current, past and prospective employees, suppliers, clients/customers, residents, tenants and others with whom it communicates. In addition, it may occasionally be required by law to collect and use certain types of information of this kind to comply with the requirements of government departments for business data, for example. This personal information must be dealt with properly however it is collected, recorded and used – whether on paper, in a computer, or recorded on other material – and there are safeguards to ensure this in the Data Protection Act 1998.

We regard the lawful and correct treatment of personal information by Corporation of London as very important to successful operations, and to maintain confidence between those with whom we deal and ourselves. We ensure that our organisation treats personal information lawfully and correctly.

To this end we fully endorse and adhere to the Principles of Data Protection, as enumerated in the Data Protection Act 1998.

Specifically, the Principles require that personal information:

- Shall be processed fairly and lawfully and, in particular, shall not be processed unless specific conditions are met;
- Shall be obtained only for one or more specified and lawful purposes, and shall not be further processed in any manner incompatible with that purpose or those purposes;
- Shall be adequate, relevant and not excessive in relation to the purpose or purposes for which they are processed;
- Shall be accurate and, where necessary, kept up to date;
- Shall not be kept for longer than is necessary for that purpose or purposes;
- Shall be processed in accordance with the rights of data subjects under the Act;
- Appropriate technical and organisational measures shall be taken against unauthorised or unlawful processing of personal data and against accidental loss or destruction of, or damage to, personal data;
- Shall not be transferred to a country or territory outside the European Economic Area unless that country or territory ensures an adequate level of protection for the rights and freedom of data subjects in relation to the processing of personal data.

Therefore, Corporation of London will, through appropriate management, strict application of criteria and controls:

- Observe fully conditions regarding the fair collection and use of information;

- Meet its legal obligations to specify the purposes for which information is used;
- Collect and processes appropriate information, and only to the extent that it is needed to fulfil operational needs or to comply with any legal requirements;
- Ensure the quality of information used;
- Apply strict checks to determine the length of time information is held;
- Ensure that the rights of people about whom information is held, can be fully exercised under the Act. (These include: the right to be informed that processing is being undertaken, the right of access to one's personal information, the right to prevent processing in certain circumstances and the right to correct rectify, block or erase information which is regarded as wrong information);
- Take appropriate technical and organisational security measures to safeguard personal information;
- Ensure that personal information is not transferred abroad without suitable safeguards.

**In addition, the Corporation of London will endeavour to ensure that:**

- There is someone with specific responsibility for Data Protection in the organisation. (Currently, the Nominated Person is the IS Division Security Officer);
- Everyone managing and handling personal information understands that they are contractually responsible for following good data protection practice;
- Everyone managing and handling personal information is appropriately trained to do so;
- Everyone managing and handling personal information is appropriately supervised;
- Anybody wanting to make enquires about handling personal information knows what to do;
- Queries about handling personal information are promptly and courteously dealt with;
- Methods of handling personal information are clearly described;
- A regular review and audit is made of the way personal information is managed;
- Methods of handling personal information are regularly assessed and evaluated.
- Performance with handling personal information is regularly assessed and evaluated.

<b>Committee:</b> Policy and Resources	<b>Date:</b> 12 April 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 2018/19. 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. Members will be aware that unallocated balances of £80,565 and £18,200 in the Policy Initiatives Fund and the Committee contingency respectively for 2017/18 have been rolled forward to 2018/19, as agreed by your Committee on 15 March 2018. However, the total Policy Initiative Fund's unallocated balance for 2017/18 should be £160,565. This is due to the £75,000 allocated to the Green Finance Summit 2018 (as approved by your Committee on 21 September 2017) being included in the Policy Initiative Fund's allocation when the final report submitted to your Committee chose to pursue sponsorship funding instead of funding from the Policy Initiative Fund.

6. The balances that are currently available in the Policy Initiatives Fund and the Committee contingency for 2018/19 are £602,230 and £173,200 respectively.

### **Recommendations**

7. 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 2018/19**

ALLOCATIONS FROM PIF

STATUS OF BALANCE

<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 03/04/2018 £	<u>BALANCE</u> <u>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	15,500	0	15,500	3 year funding: £16,000 final payment in 2019/20
14/12/17	Sponsorship of the CPS Margatet Thatcher Conference on China - The City of London Corporation to sponsor this Conference to discuss the relationship between China and the UK. This is scheduled to be held at the Guildhall in June/July 2018.	DOC	21,000	0	21,000	
18/01/18	Sponsorship of the Annual Review of Women in Finance Charter - the City Corporation to sponsor this annual review	DOC	35,000	0	35,000	
22/02/18	Sponsorship of the Wincott Foundation's `Wincott Awards' - the City Corporation to sponsor this annual Awards programme. The Wincott Foundation is a registered charity that supports and encourages high quality economic, financial and business journalism in the UK and internationally to contribute to a better understanding of economic issues	DOC	4,000	0	4,000	3 year funding: £4,000 in 2019/20 & 2020/21
	<b>Promoting the City</b>					
19/01/17	TheCityUK: CoL's additional funding toward CityUK's rental cost	DED	100,000	0	100,000	3 year funding: final payment in 2018/19
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	26,400	28,500	2 year funding: final payment of £54,900 in 2018/19
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	15,600	0	15,600	2 year funding: final payment 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	50,000	0	50,000	3 year funding: £50,000 final payment in 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: final payment 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	0	60,000	3 year funding: £60,000 final payment in 2019/20

<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 03/04/2018</u>	<u>£</u>	
14/12/17	Further Sponsorship 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	30,000	0	30,000	
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	70,000	0	70,000	2 year funding: final payment in 2018/19
22/02/18	Continued Sponsorship to support Innovate Finance	DED	250,000	0	250,000	3 year funding: £250,000 in 2019/20 & 2020/21
15/03/18	Match Funding from The Honourable Irish Society to the National Citizenship Scheme - City of London Corporation to match fund the Society's grant totalling £33,000 over 3 years	TC	11,000	0	11,000	3 year funding: £11,000 in 2019/20 & 2020/21
06/07/17	<b>Communities</b> STEM and Policy Education Programme - additional funding of the Hampstead Heath Ponds Project	DOS	24,700	0	24,700	Final payment 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	0	6,635	5 year funding: final payment in 2021/22
19/09/13	<b>Attracting and Retaining International Organisations</b> International Valuation Standards Council (IVSC) - City of London to support the accommodation costs of the IVSC	CS	50,000	0	50,000	5 year funding: final payment in 2018/19
	BALANCE REMAINING		808,335	26,400	781,935	
	TOTAL APPROVED BUDGET		602,230			
	ANALYSIS OF TOTAL APPROVED BUDGET		1,410,565			
	ORIGINAL PROVISION		1,250,000			
	APPROVED BROUGHT FORWARD FROM 2017/18		160,565			
	TOTAL APPROVED BUDGET		1,410,565			

**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 (2017/18). 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	DOS	Director of Open Spaces	DBE	Director of the Built Environment
TC	Town Clerk	CS	City Surveyor	DOC	Director of Communications

CAROLINE AL-BEYERTY - DEPUTY CHAMBERLAIN

**POLICY AND RESOURCES COMMITTEE - POLICY INITIATIVES FUND 2018/2019 - 2021/2022**

Date	Description	Allocation 2018/19	Allocation 2019/20	Allocation 2020/21	Allocation 2021/22
		£	£	£	£
	<b>BASE BUDGET</b>	<b>1,250,000</b>	<b>1,250,000</b>	<b>1,250,000</b>	<b>1,250,000</b>
	+ balance brought forward	160,565			
	<b>TOTAL BUDGET</b>	<b>1,410,565</b>	<b>1,250,000</b>	<b>1,250,000</b>	<b>1,250,000</b>
	<b>ALLOCATIONS</b>				
19/09/13	International Valuation Standards Council	50,000			
07/07/16	London Councils Summit	15,500	16,000		
19/01/17	TheCityUK	100,000			
16/03/17	City of London Advertising	54,900			
04/05/17	City Matters Newspaper - additional Advertising	15,600			
04/05/17	Secretariat of Standing International Forum of Commercial Crts	50,000	50,000		
08/06/17	Office Space Renewal: Commonwealth Enterprise & Invest Council	10,000			
06/07/17	STEM and Policy Education Programme	24,700			
06/07/17	One City Social Media Platform	60,000	60,000		
16/11/17	Proposed Grant to retain the Centre for the Study of Financial	6,635	6,635	6,635	6,635
14/12/17	The Commonwealth Business Forum 2018	70,000			
14/12/17	Sponsorship of Chemistry Club City	30,000			
14/12/17	Sponsorship of CPS Margaret Thatcher Conference on China 2018	21,000			
18/01/18	Sponsorship of the Annual Review of the Women in Finance Charter	35,000			
22/02/18	Sponsorship of the Wincott Foundation's 'Wincott Awards'	4,000	4,000	4,000	
22/02/18	Continued Sponsorship to support Innovate Finance	250,000	250,000	250,000	
15/03/18	Match Funding from The Honourable Irish Society to the National Citizenship Scheme	11,000	11,000	11,000	
	<b>TOTAL ALLOCATIONS</b>	<b>808,335</b>	<b>397,635</b>	<b>271,635</b>	<b>6,635</b>
	<b>BALANCE AVAILABLE</b>	<b>602,230</b>	<b>852,365</b>	<b>978,365</b>	<b>1,243,365</b>

**Less:** Possible maximum allocations from this meeting: **12 April 2018**

Chatham House Event: Financial Services 10 Years on	17,000	-	-	-
City of London Corporation Regional Strategy	63,200	-	-	-
<b>Balance</b>	<b>522,030</b>	<b>852,365</b>	<b>978,365</b>	<b>1,243,365</b>

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**POLICY AND RESOURCES COMMITTEE - CONTINGENCY 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 03/04/2018 £	<u>BALANCE TO BE SPENT</u> £	<u>NOTES</u>
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	0	125,000	3 year funding - final payment in 2018/19
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	TC	20,000	-	20,000	3 year funding - final payment in 2018/19
BALANCE REMAINING			145,000	-	145,000	
TOTAL APPROVED BUDGET			173,200			
ANALYSIS OF TOTAL APPROVED BUDGET			318,200			
ORIGINAL PROVISION			300,000			
APPROVED BROUGHT FORWARD FROM 2017/18			18,200			
TOTAL APPROVED BUDGET			318,200			

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**NOTE:** The Committee date records the actual approval meeting; in some instances approval is given for multi-year support for a project but the financial details in this table only show the expenditure due in the current year (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

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**POLICY AND RESOURCES COMMITTEE - CONTINGENCY 2018/2019 - 2021/2022**

Date	Description	Allocation 2018/19	Allocation 2019/20	Allocation 2020/21	Allocation 2021/22
	<b>BASE BUDGET</b>	£ 300,000	£ 300,000	£ 300,000	£ 300,000
	+ balance brought forward	18,200			
	<b>TOTAL BUDGET</b>	<b>318,200</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>
	<b>ALLOCATIONS</b>				
17/03/16	Lord Mayor's Show Fireworks	125,000			
17/11/16	Co-Exist House	20,000			
	<b>TOTAL ALLOCATIONS</b>	<b>145,000</b>	-	-	-
	<b>BALANCE AVAILABLE</b>	<b>173,200</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>

Less: Possible maximum allocations from this meeting: **12 April 2018**

	-	-	-	-
	-	-	-	-
<b>Balance</b>	<b>173,200</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>

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