



## Policy and Resources Committee

**Date:** THURSDAY, 20 FEBRUARY 2020

**Time:** 1.45 pm

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

**Members:**

Deputy Catherine McGuinness (Chair)	Alderman Vincent Keaveny
Simon Duckworth (Deputy Chairman)	Alderman Ian Luder
Sheriff Christopher Hayward (Vice-Chairman)	Jeremy Mayhew
Deputy Tom Sleigh (Vice-Chair)	Andrew McMurtrie
Randall Anderson (Ex-Officio Member)	Wendy Mead
Douglas Barrow (Ex-Officio Member)	Deputy Alastair Moss (Ex-Officio Member)
Nicholas Bensted-Smith (Ex-Officio Member)	Deputy Joyce Nash
Deputy Keith Bottomley	Graham Packham (Ex-Officio Member)
Tijs Broeke	The Rt Hon.the Lord Mayor,
Karina Dostalova	Alderman William Russell (Ex-Officio Member)
Anne Fairweather	Alderman Baroness Scotland (Ex-Officio Member)
Marianne Fredericks	Deputy Dr Giles Shilson
Alderman Timothy Hailes	Jeremy Simons (Ex-Officio Member)
Deputy Tom Hoffman (Chief Commoner) (Ex-Officio Member)	Sir Michael Snyder
Deputy Jamie Ingham Clark	Mark Wheatley
Shravan Joshi	Deputy Philip Woodhouse
Deputy Edward Lord	Alderman Sir David Wootton

**Enquiries:** **Gregory Moore**  
tel. no.: 020 7332 1399  
[gregory.moore@cityoflondon.gov.uk](mailto:gregory.moore@cityoflondon.gov.uk)

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

**John Barradell**  
Town Clerk and Chief Executive

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To consider minutes as follows:-

- a) To agree the public minutes of the Policy & Resources Committee meeting held on 23 January 2020.

**For Decision**  
(Pages 1 - 6)

- b) To note the draft public minutes of the Resource Allocation Sub-Committee meeting held on 23 January 2020.

**For Information**  
(Pages 7 - 10)

- c) To note the draft public minutes of the Joint Resource Allocation Sub-Committee and Efficiency & Performance Sub-Committee meeting held on 23 January 2020.

**For Information**  
(Pages 11 - 14)

- d) To note the public minutes of the Projects Sub-Committee meeting held on 27 January 2020.

**For Information**  
(Pages 15 - 20)

4. **COMMON COUNCIL ELECTIONS IN MARCH 2021**

Report of the Town Clerk.

**For Decision**  
(Pages 21 - 28)

5. **MARKETS CONSOLIDATION PROGRAMME GOVERNANCE: WORKING PARTY CREATION**

Joint report of the Town Clerk and the City Surveyor.

**For Decision**  
(Pages 29 - 34)

6. **BARBICAN CENTRE BOARD GOVERNANCE**

Report of the Town Clerk.

**For Decision**  
(Pages 35 - 38)

7. **MUSEUM OF LONDON GOVERNOR APPOINTMENT**  
Report of the Town Clerk.  
**For Decision**  
(Pages 39 - 42)
8. **SPORT & PHYSICAL ACTIVITY STRATEGY**  
Report of the Town Clerk.  
**For Decision**  
(Pages 43 - 48)
9. **DRAFT PAY POLICY STATEMENT**  
Report of the Director of Human Resources.  
**For Decision**  
(Pages 49 - 54)
10. **HEART OF THE CITY**  
Report of the Director of Innovation & Growth.  
**For Decision**  
(Pages 55 - 60)
11. **CENTRAL LONDON FORWARD JOINT VENTURE AGREEMENT**  
Report of the Director of Innovation & Growth.  
**For Decision**  
(Pages 61 - 64)
12. **SUPPORT FOR FUTURE.NOW**  
Report of the Town Clerk.  
**For Decision**  
(Pages 65 - 68)
13. **TOKYO 2020 GAMES**  
Report of the Director of Communications.  
**For Decision**  
(Pages 69 - 72)
14. **POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY**  
Report of the Chamberlain.  
**For Information**  
(Pages 73 - 76)
15. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
16. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
17. **EXCLUSION OF THE PUBLIC**  
MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

## Part 2 - Non-Public Agenda

### 18. **NON-PUBLIC MINUTES**

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

- a) To agree the non-public minutes of the Policy & Resources Committee meeting held on 23 January 2019.

**For Decision**  
(Pages 77 - 82)

- b) To note the draft non-public minutes of Resource Allocation Sub-Committee meeting held on 23 January 2020.

**For Information**  
(Pages 83 - 88)

- c) To note the draft non-public minutes of the Joint Resource Allocation Sub-Committee and Efficiency & Performance Sub-Committee meeting held on 23 January 2020.

**For Information**  
(Pages 89 - 94)

- d) To note the non-public minutes of the Projects Sub-Committee meeting held on 27 January 2020.

**For Information**  
(Pages 95 - 102)

- e) To note the non-public minutes of the Hospitality Working Party meeting held on 28 January 2020.

**For Information**  
(Pages 103 - 110)

### 19. **CENTRE FOR MUSIC AND LONDON WALL SITE MASTERPLANNING**

Joint report of the Director of Major Projects, the City Surveyor, and the Managing Director of the Barbican Centre.

**For Decision**  
(Pages 111 - 122)

### 20. **TOMLINSON REVIEW**

To consider the findings of the Tomlinson Review, together with minute from the Education Board.

**For Decision**  
(Pages 123 - 124)

### 21. **A) BRIDGE HOUSE ESTATES: RESERVES POLICY AND ALLOCATION OF FUNDING FOR 'BRIDGING DIVIDES' ACTIVITIES**

Report of the Chamberlain.

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

**B) BRIDGE HOUSE ESTATES: RESERVES POLICY**

Report of the Chamberlain.

**For Information**  
(Pages 129 - 134)

**C) BRIDGE HOUSE ESTATES: ALLOCATION OF FUNDING FOR 'BRIDGING DIVIDES'**

Report of the Chamberlain.

**For Decision**  
(Pages 135 - 140)

**22. CITY OF LONDON SCHOOL - MASTERPLAN LOAN APPLICATION**

Report of the Headmaster, City of London School.

**For Decision**  
(Pages 141 - 152)

**23. CITY'S WHOLESALE MARKETS - INTERIM MAINTENANCE STRATEGY, EXISTING SITES LEASING STRATEGY, FUTURE LEASING STRATEGY AND RELOCATION PRINCIPLES**

Joint report of the Director of Markets and Consumer Protection and the City Surveyor.

**For Decision**  
(Pages 153 - 160)

**24. MARKETS CONSOLIDATION PROGRAMME: FOOD SCHOOL**

Joint report of the Director of Markets and Consumer Protection and the City Surveyor.

**For Decision**  
(Pages 161 - 168)

**25. ST LAWRENCE JEWRY: MEMORANDUM OF UNDERSTANDING**

Report of the City Surveyor.

**For Decision**  
(Pages 169 - 172)

**26. 20/21 ALDERMANBURY**

Report of the City Surveyor.

**For Information**  
(Pages 173 - 178)

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

Report of the Town Clerk.

**For Information**  
(Pages 179 - 180)

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

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

### **Part 3 - Confidential Agenda**

30. **CONFIDENTIAL MINUTES**  
To agree the confidential minutes of the Policy & Resources Committee meeting held on 23 January 2019.

**For Decision**

## POLICY AND RESOURCES COMMITTEE

Thursday, 23 January 2020

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 23 January 2020 at 1.45 pm

### Present

#### Members:

Simon Duckworth (Deputy Chairman) (in the Chair)  
Sheriff Christopher Hayward (Vice-Chairman)  
Randall Anderson (Ex-Officio Member)  
Douglas Barrow (Ex-Officio Member)  
Nicholas Bensted-Smith (Ex-Officio Member)  
Deputy Keith Bottomley  
Tijs Broeke  
Karina Dostalova  
Anne Fairweather  
Alderman Timothy Hailes  
Deputy Tom Hoffman (Chief Commoner) (Ex-Officio Member)  
Deputy Jamie Ingham Clark  
Shravan Joshi  
Deputy Edward Lord  
Alderman Vincent Keaveny  
Alderman Ian Luder  
Jeremy Mayhew  
Andrew McMurtrie  
Wendy Mead  
Deputy Alastair Moss (Ex-Officio Member)  
Deputy Joyce Nash  
Graham Packham (Ex-Officio Member)  
Deputy Dr Giles Shilson  
Jeremy Simons (Ex-Officio Member)  
Sir Michael Snyder  
Mark Wheatley  
Deputy Philip Woodhouse  
Alderman Sir David Wootton

#### In attendance:

Oliver Sells

#### Officers:

John Barradell	- Town Clerk & Chief Executive
Peter Lisle	- Assistant Town Clerk & Director of Major Projects
Angela Roach	- Assistant Town Clerk & Director of Member Services
Emma Cunnington	- Town Clerk's Department
Greg Moore	- Town Clerk's Department
Kate Smith	- Town Clerk's Department
Peter Kane	- Chamberlain

Caroline Al-Beyerty	- Deputy Chamberlain
Michael Cogher	- Comptroller and City Solicitor
Paul Double	- City Remembrancer
Damian Nussbaum	- Director of Innovation & Growth Development
Giles French	- Department of Innovation & Growth
Bob Roberts	- Director of Communications
Eugenie de Naurois	- Communications Team
Nicholas Gill	- City Surveyor's Department
Ian Hughes	- Department of the Built Environment

**1. APOLOGIES**

Apologies were received from the Chair Deputy Catherine McGuinness, The Rt Hon the Lord Mayor Alderman William Russell, Marianne Fredericks and Deputy Tom Sleigh.

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

There were none.

**3. MINUTES**

- a) The public minutes of the Policy & Resources Committee meeting held on 12 December 2019 were approved.
- b) The public minutes of the Resource Allocation Sub-Committee meeting held on 12 December 2019 were noted.
- c) The draft public minutes of the Projects Sub-Committee meeting held on 16 December 2019 were noted.
- d) The draft public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 3 December 2019 were noted.

**4. LONDON COUNCILS GRANT SCHEME**

The Committee considered a report of the Town Clerk concerning the London Councils Grants Scheme, including levels of expenditure and the City Corporation's contribution to the scheme.

RESOLVED: That:-

- 1. Approval be given to the total amount of expenditure to be incurred in 2020/21 under the Scheme (£6.668m) and to the City Corporation's subscription for 2020/21 (£6,520) as set out in Appendices A and B of this report.
- 2. Subject to the Court of Common Council's approval (as levying body for the Scheme), the levy of £6.668m (as set out in Appendix B) be agreed.
- 3. It be noted that the Court's approval would be sought using urgency procedures and would be subject to at least two-thirds of the constituent



councils agreeing the total expenditure to be incurred before 1 February 2020.

5. **FUNDING REQUEST TO SUPPORT AN EXTENSION OF HEART OF THE CITY'S RESPONSIBLE BUSINESS PROGRAMME**

The Committee considered a report of the Director of Innovation & Growth concerning financial support for Heart of the City.

The Deputy Chairman, in the Chair, advised that the Resource Allocation Sub-Committee had considered this report earlier that day and had expressed a view that the proposed level of funding might not be appropriate. It had been asked that officers explore the proposed funding level and examine the implications of offering a lower level of grant, with a further proposal to be submitted to the next available meeting once this activity had concluded.

Members endorsed the recommendation of the Resource Allocation Sub-Committee.

RESOLVED: That officers be asked to re-examine the proposed grant and re-submit a report to a future meeting.

6. **SPONSORSHIP OF NEW LOCAL GOVERNMENT NETWORK 'COMMUNITY MOBILISATION' PROJECT**

The Committee considered a report of the Director of Communications proposing sponsorship of a research project to be undertaken by the New Local Government Network (NLGN).

RESOLVED: That sponsorship of the NLGN research project be approved at a cost of £12,500, to be met from the Committee's 2019/20 Policy Initiatives Fund and charged to City's Cash.

7. **DEPARTMENTAL BUDGET ESTIMATES AND HIGH-LEVEL SUMMARY BUSINESS PLAN 2020/21**

The Committee considered a joint report of the Town Clerk, Chamberlain and Remembrancer which presented the budget estimates and final high-level summary Business Plans for 2020-21 for those departments overseen by the Policy and Resources Committee.

RESOLVED: That:-

1. The Town Clerk's, Remembrancer's and Culture Mile Departments' proposed revenue budget for 2020-21 be approved for submission to the Finance Committee.
2. The Corporate & Members Services, Communications, Innovation & Growth and Remembrancers Department's proposed capital and supplementary revenue projects budgets for 2020-21 be approved for submission to the Finance Committee.
3. The Chamberlain be authorised, in consultation with the Town Clerk and Remembrancer, to revise these budgets to allow for any further implications

arising from Corporate Projects, other reviews and changes to the Cyclical Works Programme.

4. It be agreed that minor amendments for 2019-20 and 2020-21 budgets arising during budget setting be delegated to the Chamberlain.
5. The factors taken into consideration in compiling the Corporate & Members Services, Communications, Innovation & Growth and Remembrancers Department's Business Plan be noted, including efficiency measures.
6. The final high-level summary Business Plans for 2020-21 be approved.

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

The Committee received a report of the Chamberlain relative to the Policy Initiatives Fund, Committee Contingency Fund, Brexit Contingency Fund and the Committee's Projects Reserve.

Members noted that there had been limited expenditure from the Brexit Contingency Fund to date as a consequence of the delay to the implementation of Brexit. It was suggested that, in several areas, many of the implications of Brexit would not be clear until the end of 2020 at the earliest; consequently, it would be prudent to retain the fund into the next year to ensure money was available and could be spent most effectively.

RESOLVED: That the report be received and its contents noted.

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

There were two questions:

**Unconscious Bias Training**

In response to a query concerning the provision of training to Members, the Assistant Town Clerk advised that a bespoke training session concerning unconscious bias, equalities and inclusion had been arranged for 2 March. Further sessions were in the process of being arranged to ensure that as many Members as possible were able to take up the training.

**United Nations Sustainable Development Goals (UN SDGs)**

Replying to a query concerning a prospective commitment to the UN's SDGs, the Deputy Chairman (in the Chair) advised that officers would be producing a report for a forthcoming meeting which set out those areas in which the City was already aligning with the SDGs, where there was scope to do more, and making relevant proposals.

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

There were no urgent items.

11. **EXCLUSION OF THE PUBLIC**

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

Item No.	Paragraph No.
13a – 21	3
23a - 24	1, 2, 3 & 4

**12. NON-PUBLIC MINUTES**

- a) The non-public minutes of the Policy and Resources Committee meeting held on 12 December 2019 were approved.
- b) The draft non-public minutes of the Resource Allocation Sub-Committee meeting held on 12 December 2019 were noted.
- c) The draft non-public minutes of the Projects Sub-Committee meeting held on 16 December 2019 were noted.
- d) The draft non-public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 3 December 2019 were noted.
- e) The draft non-public minutes of the Hospitality Working Party meeting held on 17 December 2019 were noted.

**13. OVERALL FINANCIAL POSITION AND MEDIUM-TERM FINANCIAL PLANNING**

The Committee considered and approved a report of the Chamberlain concerning the City Corporation’s overall financial position and medium-term financial plan.

**14. PRIORITISATION OF ANNUAL CAPITAL BIDS**

The Committee considered a report of the Chamberlain which presented a number of capital bids for consideration and funding allocation.

**15. WAIVER REQUEST: CORPORATE PROJECT MANAGEMENT SOFTWARE**

The Committee considered and approved a report of the Town Clerk in relation to a waiver for project management software.

**16. STRATEGIC PROPERTY ESTATE (CITY FUND & CITY’S ESTATE) - ANNUAL UPDATE & STRATEGY FOR 2020**

The Committee received a report of the City Surveyor presenting an annual update on the City’s Strategic Property Estate.

**17. CITY’S ESTATE STRATEGY REPORT**

The Committee received a report of the City Surveyor presenting an annual update on and review of the strategy for the City’s Estate, the investment property portfolio held by City’s Cash.

**18. CITY FUND STRATEGY REPORT**

The Committee received a report of the City Surveyor presenting an annual update on the City’s Fund property investment strategy.

19. **BRIDGE HOUSE ESTATES: ANNUAL UPDATE & 2020 STRATEGY**  
The Committee received a report of the City Surveyor presenting an update on the property investment strategy for the Bridge House Estates.
20. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There was one question, concerning the Centre for Music.
21. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED.**  
There were no urgent items.
22. **CONFIDENTIAL MINUTES**  
The confidential minutes of the Policy & Resources Committee meeting held on 12 December 2019 were agreed.
23. **FUNDAMENTAL REVIEW**  
The Committee received a report of the Town Clerk concerning the Fundamental Review.

**The meeting ended at 2.35 pm**

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Chairman

**Contact Officer: Gregory Moore**  
**tel. no.: 020 7332 1399**  
**gregory.moore@cityoflondon.gov.uk**

## RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Thursday, 23 January 2020

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 23 January 2020 at 11.00 am

### Present

#### Members:

Jeremy Mayhew (Deputy Chairman)  
Deputy Keith Bottomley  
Tijs Broeke  
Deputy Jamie Ingham Clark  
Karina Dostalova  
Simon Duckworth  
Sheriff Christopher Hayward

Alderman Vincent Keaveny  
Deputy Edward Lord  
Alderman Ian Luder  
Deputy Dr Giles Shilson  
Sir Michael Snyder  
Alderman Sir David Wootton

#### In Attendance

Michael Hudson  
Vivienne Littlechild  
Andrew McMurtrie  
Graham Packham  
Oliver Sells  
Jeremy Simons  
James Thomson

#### Officers:

John Barradell	- Town Clerk & Chief Executive
Angela Roach	- Assistant Town Clerk & Director of Members Services
Peter Lisle	- Assistant Town Clerk & Director of Major Projects
Kate Smith	- Town Clerk's
Simon Latham	- Town Clerk's
Greg Moore	- Town Clerk's
Emma Cunnington	- Town Clerk's
Peter Kane	- Chamberlain
Caroline Al-Beyerty	- Deputy Chamberlain
Julie Smith	- Chamberlain's
Diane Merrifield	- Chamberlain's
Andrew Carter	- Director of Community and Children's Services
Simon Cribbens	- Community and Children's Services
Paul Murtagh	- Community and Children's Services
Bob Roberts	- Director of Communications
Damian Nussbaum	- Director of Innovation and Growth
Giles French	- Innovation and Growth

Ian Hughes	- Built Environment
Clarisse Tavin	- Built Environment
Sarah Jane Enson	- Built Environment

1. **APOLOGIES**

Apologies were received from Catherine McGuinness, Anne Fairweather and Deputy Tom Sleigh.

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

There were no declarations.

3. **MINUTES**

RESOLVED – That the public minutes of the meeting of the Resource Allocation Sub Committee held on 12 December 2019 were approved as a correct record.

4. **COMMUNITY INFRASTRUCTURE LEVY (CIL)**

The Sub Committee considered a report of the Chamberlain concerning the Community Infrastructure Levy (CIL).

The Deputy Chairman recounted the discussion at the joint meeting earlier that morning of this Sub Committee with the Efficiency and Performance Sub Committee and all Committee Chairmen, where there was a need to establish whether undertakings were given regarding the allocation of certain CIL monies via Policy and Resources Committee or Resource Allocation Sub-Committee.

**RESOLVED, that:-**

- It be noted that up to 5% of CIL receipts are required to be retained for the administration of CIL.
- It be noted that 15% of CIL funds are required to be set aside for neighbourhood funding and the procedures agreed by Policy & Resources Committee to manage applications for funding.
- It be agreed that the existing service-based allocations (80% of CIL receipts) be replaced with a single CIL funding pot and that CIL monies should be aligned to the annual capital bids process where these also accord with CIP regulatory requirements, with retrospective effect subject to investigation as to whether undertakings were already made to particular schemes via Policy and Resources Committee or Resource Allocation Sub Committee.

5. **CITY ADVICE SERVICE**

The Sub-Committee considered a report of the Director of Community and Children’s Services concerning the City Advice Service contract.

**RESOLVED, that:-**

- The continuation of the grant to the City Advice Service be approved at the same level for at least a further three financial years to facilitate the new contract.

**6. FUNDING REQUEST TO SUPPORT AN EXTENSION OF HEART OF THE CITY'S RESPONSIBLE BUSINESS PROGRAMME**

The Sub-Committee considered a report of the Director of Innovation and Growth concerning funding for Heart of the City responsible business programme.

Whilst supportive of the body, Members expressed concerns around funding this programme in the context of the fundamental review, particularly at the recommended rate of £300,000 for 2019/20. There was a view expressed, however, that the funding should not be reduced below its earlier level of £180,000 for the coming year.

Members questioned whether the programme duplicated with Business in the City (BITC), to which officers explained that this programme dealt with smaller firms that BITC did not engage with. Another Member also found that Heart of the City's reserves were too high.

Officers underlined that there was a full review of Heart of the City planned to look at its business model and Members felt that a report should come back to the Sub Committee in due course with the outcomes of this review.

Members agreed that more generally there should be an annual round for grant funding, in the same way that the process now exists for capital bids.

**RESOLVED**, that:-

- The recommendation be rejected at this stage with a further report outlining the outcome of the Heart of the City review be submitted to Resource Allocation Sub Committee or Policy and Resources Committee in due course.

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

There were no questions.

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

There was no other urgent business.

**9. EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

Item No.	Paragraph No.
10-12, 14	3
13	3 & 4

**10. NON-PUBLIC MINUTES**

The non-public minutes of the meeting of the Resource Allocation Sub-Committee held on 12 December 2019 were approved.

11. **RESOLUTION FROM HEALTH AND WELLBEING BOARD**

The Sub-Committee considered a resolution of the Health and Wellbeing Board that had also been sent to the Police Authority Board concerning the River Cameras project as part of the Secure City Programme.

12. **PRIORITISATION OF REMAINING 2020/21 ANNUAL CAPITAL BIDS (DEFERRED FROM DECEMBER 2019 MEETING)**

The Sub-Committee considered a report of the Chamberlain which set out decisions required to be made on remaining 2020/21 Annual Capital Bids.

13. **REQUEST FOR DELEGATED AUTHORITY: PARKING TICKET OFFICE RESTRUCTURE**

Members considered a report of the Director of the Built Environment concerning a restructure of the Parking Ticket Office.

14. **STRATEGIC PROPERTY ESTATE (CITY FUND & CITY'S ESTATE) - ANNUAL UPDATE & STRATEGY FOR 2020**

This item was withdrawn.

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

There were no questions.

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

There was no urgent business.

17. **CONFIDENTIAL MINUTES**

RESOLVED – That the confidential minutes of the Resource Allocation Sub Committee held on 12 December 2019 be approved.

**The meeting ended at 12.00 pm**

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Chairman

**Contact Officer: Emma Cunnington**  
**tel. no.: 020 7332 1413**  
**emma.cunnington@cityoflondon.gov.uk**



## JOINT MEETING OF THE RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE AND EFFICIENCY AND PERFORMANCE SUB (FINANCE) COMMITTEE TO WHICH ALL COMMITTEE CHAIRMEN ARE INVITED

Thursday, 23 January 2020

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources) Committee and Efficiency and Performance Sub (Finance) Committee to which all Committee Chairmen are invited, held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 23 January 2020 at 10.00 am

### Present

#### Members:

Jeremy Mayhew (Deputy Chairman, in the chair)	Alderman Ian Luder
Deputy Keith Bottomley	Deputy Dr Giles Shilson
Tijs Broeke	Sir Michael Snyder
Deputy Jamie Ingham Clark	Alderman Sir David Wootton
Karina Dostalova	Randall Anderson
Simon Duckworth	Alderman Nicholas Lyons
Anne Fairweather	Paul Martinelli
Sheriff Christopher Hayward	Deputy Henry Pollard
Alderman Vincent Keaveny	Deputy Philip Woodhouse
Deputy Edward Lord	

#### Committee Chairmen In Attendance

Nicholas Bensted-Smith	Graham Packham
Henry Colthurst	Dhruv Patel
Michael Hudson	Oliver Sells
Vivienne Littlechild	Jeremy Simons
	Deputy James Thomson

#### Officers:

John Barradell	- Town Clerk
Angela Roach	- Assistant Town Clerk
Emma Cunnington	- Town Clerk's Department
Greg Moore	- Town Clerk's Department
Kate Smith	- Town Clerk's Department
Peter Kane	- Chamberlain
Caroline Al-Beyerty	- Deputy Chamberlain
Julie Smith	- Chamberlain's Department
Bob Roberts	- Director of Communications

#### 1. APOLOGIES

Apologies were received by Deputy Catherine McGuinness, Douglas Barrow, Ann Holmes, Deputy Clare James, Deputy Hugh Morris, and James Tumbridge.

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

There were no declarations.

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

There was one question:

**Community Infrastructure Levy (CIL)**

A Member asked a question concerning a report on the agenda for the later meeting of the Resource Allocation Sub-Committee, concerning the allocation of CIL monies. It was suggested that previous undertakings had been provided in respect of certain funding commitments and control by spending committees, which could have a material impact on decisions to be taken and which were of relevance to the consideration to Item 6 on today's agenda.

The Chamberlain expressed its understanding that it had always been made clear the Resource Allocation Sub-Committee remained the ultimate arbiter in respect of CIL allocation decisions; however, they agreed that there was a need to establish whether any formal undertakings had been made and, if so, honoured accordingly. The Town Clerk undertook to seek to identify the position in advance of the meeting of the Resource Allocation Sub-Committee.

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

There were no items of urgent business.

5. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

Item No.	Paragraph No.
6	3

6. **OVERALL FINANCIAL POSITION AND MEDIUM-TERM FINANCIAL PLAN**

Members considered a report of the Chamberlain outlining the medium-term and longer-term financial outlook for the City Corporation funds.

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

There was one question, concerning internal loan arrangements.

8. **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 10.52 am**

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Chairman

**Contact Officer: Greg Moore**  
**tel. no.: 020 7332 1399**  
**gregory.moore@cityoflondon.gov.uk**

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## PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Monday, 27 January 2020

**Minutes of the meeting of the Projects Sub (Policy and Resources) Committee held at the Guildhall EC2 at 11.00 am**

### **Present**

#### **Members:**

Deputy Keith Bottomley (Chairman)	Sheriff Christopher Hayward
Deputy Jamie Ingham Clark (Deputy Chairman)	Andrew McMurtrie
Rehana Ameer	James de Sausmarez
Randall Anderson	Deputy Philip Woodhouse

#### **Officers:**

Peter Lisle	- Assistant Town Clerk & Director of Major Projects
Alistair MacLellan	- Town Clerk's Department
Rohit Paul	- Town Clerk's Department
Sarah Baker	- Town Clerk's Department
James Aggio-Brewer	- Town Clerk's Department
Ola Obadara	- City Surveyor's Department
Leah Coburn	- Department of the Built Environment
Kieran Mackay	- Department of the Built Environment
Paul Murtagh	- Department of Community and Children's Services
Perry Stokes	- City of London Police
Sarah Williams	- City of London Police
Pauline Weaver	- City of London Police
Jonathon Poyner	- Barbican Centre
Cornell Farrell	- Barbican Centre

#### **1. APOLOGIES**

Apologies were received from Karina Dostalova, Deputy Edward Lord, Deputy Catherine McGuinness and Ben Murphy.

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

There were no declarations.

#### **3. GATEWAY APPROVAL PROCESS**

**RESOLVED**, that the Gateway Approval Process be received.

#### **4. MINUTES**

**RESOLVED**, that the public minutes and non-public summary of the meeting held on 16 December 2019 be approved as a correct record.

## **Matters Arising**

### **Gateway 1/2/3/4 Fire Door Replacement Programme**

In response to queries from Members regarding whether he was content over the pace at which the Fire Door Replacement Programme was being delivered, the Director of Community and Children's Services noted that fire door replacement was a national issue which meant that testing facilities were operating at capacity, resulting in 9-12 month waiting lists. The City of London Corporation's fire doors had all either completed testing or were undergoing testing at present. Members, mindful of the importance of delivery at pace of a project that would ensure fire safety on the City's estates, resolved to bring what they believed to be a significant project to the attention of the Procurement Sub (Finance) Committee's attention accordingly (1/2020/P).

**RESOLVED**, that in light of the comments made, Members of the Projects Sub (Policy and Resources) Committee highlight to their colleagues on the Procurement Sub (Finance) Committee the importance they attach to the expeditious procurement and delivery of the City of London Corporation's Fire Door Replacement Programme to ensure, as far as was possible, the highest standards of fire safety on the City's housing estates.

## 5. **ACTIONS**

Members considered a report of the Town Clerk regarding actions arising from previous meetings and the following points were made.

### **41/2019/P Housing Revenue Account Commitments & 42/2019/P Additional Resources for City Properties**

- The Town Clerk agreed to liaise with the Chamberlain and provide an email update to Members on these two actions.

### **43/2019/P Transport Strategy Note**

- The Town Clerk noted that the Transport Strategy was due for approval by the Planning and Transportation Committee shortly, at which time it would be circulated to Members of the Projects Sub-Committee.

### **44/2019/P – Project Dependencies to be mapped at Gateway 6**

- The Town Clerk noted that this action had been factored into the Gateway process. Members agreed that it could be closed.

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

## 6. **GATEWAY 6 - BARBICAN CENTRE SAND & SEAL WOODBLOCK FLOORING**

Members considered a Gateway 6 report of the Managing Director, Barbican Centre regarding Sand & Seal Woodblock Flooring. The Managing Director acknowledged that there had been issues in delivering the project but confirmed that lessons had been learned.

**RESOLVED**, that Members note the lessons learned and approve that the project be closed.

7. **GATEWAY 5 - 60 LONDON WALL S278**

Members considered a Gateway 5 report of the Director of the Built Environment regarding 60 London Wall s278.

**RESOLVED**, that Members

- Approve the total construction budget (Gateway 5) of £365,797 for 60 London Wall Section 278;
- Note the revised total estimated cost of the project of £405,797;
- Delegate authority for any adjustments between elements of the approved budget to the Chief Officer in consultation with the Chamberlain's Head of Finance;
- Delegate authority for any budget increases to the Chief Officer in consultation with the Chamberlain and Town Clerk, provided there is no change to the approved scope of works and the City receives upfront funding from the developer.

8. **GATEWAY 6 - DECENT HOMES CENTRAL HEATING INSTALLATION PROGRAMME (CHIP) - 2010/11, 2011/12 AND 2012/13**

Members considered a Gateway 6 report of the Director of Community and Children's Services regarding Decent Homes Central Heating Installation Programme – Various 2010/11, 2011/12 and 2012/13.

**RESOLVED**, that the lessons learned be noted and the projects closed.

9. **GATEWAY 6 - DECENT HOME KITCHEN AND BATHROOM CONTINGENCY 2**

Members considered a Gateway 6 report of the Director of Community and Children's Services regarding Decent Home Kitchen and Bathroom Contingency 2.

**RESOLVED**, that Members note the lessons learned and approve that the project be closed.

10. **GATEWAY 6 - GUILDHALL SCHOOL OF MUSIC & DRAMA GENERAL ELECTRICAL AND DIMMER INSTALLATION**

Members considered a Gateway 6 report of the Principal, Guildhall School regarding General Electrical and Dimmer Installation.

**RESOLVED**, that Members note the lessons learned and approve that the project be closed.

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

**Central Criminal Court – Warwick Square**

In response to a question, the Town Clerk agreed to liaise with the Executive Director, Mansion House & Central Criminal Court and the Director of the Built Environment to establish the status on a project at the Central Criminal Court, and update Members as appropriate (2/2020/P).

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

There was no other business.

13. **EXCLUSION OF THE PUBLIC**

**RESOLVED**, that under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following 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.

14. **NON-PUBLIC MINUTES**

**RESOLVED**, that the non-public minutes of the meeting held on 16 December 2019 be approved as a correct record.

14.1 **Gateway 6 Progress - Action & Know Fraud IBM (UK) Ltd, new Managed Service**

Members agreed to vary the order of items on the agenda so that Item 33(a) was considered next. Members proceeded to consider a Gateway 6 Progress report of the Commissioner regarding Action & Know Fraud IBM (UK) Ltd.

15. **NON-PUBLIC ACTIONS**

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

16. **REPORT OF ACTION TAKEN**

Members considered a report of the Town Clerk regarding action taken since the last meeting.

17. **PORTFOLIO OVERVIEW**

Members considered a Portfolio Overview report of the Town Clerk.

18. **GATEWAY 5 PROGRESS - HR INTEGRATED TIME MANAGEMENT AND E-EXPENSES PROJECT**

Members considered a Gateway 5 Progress report of the Commissioner regarding HR Integrated Time Management and e-Expenses Project.

19. **GATEWAY 1/2/3/4 ISSUE - CITY OF LONDON SCHOOL FOR GIRLS EXPANSION PROJECT**

Members considered a joint Gateway 1/2/3/4 report of the City Surveyor and Headmistress regarding the City of London School for Girls Expansion Project.



20. **GATEWAY 2 ISSUE - BARBICAN CENTRE FIRE DOOR RECTIFICATION**  
Members considered a Gateway 2 Issue report of the Managing Director, Barbican Centre regarding Barbican Centre Fire Door Rectification.
21. **GATEWAY 2 ISSUE - BARBICAN CENTRE FIRE SAFETY PROJECTS (MULTIPLE)**  
Members considered a Gateway 2 Issue report of the Managing Director, Barbican Centre regarding Barbican Centre Fire Safety Projects (Multiple).
22. **GATEWAY 2 ISSUE - BARBICAN CENTRE FIRE STOPPING AND COMPARTMENTATION**  
Members considered a Gateway 2 Issue report of the Managing Director, Barbican Centre regarding Barbican Centre Fire Stopping and Compartmentation.
23. **GATEWAY 5 - CITY OF LONDON FREEMEN'S SCHOOL MAIN HOUSE REFURBISHMENT**  
Members considered a Gateway 5 report of the City Surveyor regarding the City of London Freeman's School Main House Refurbishment.
24. **GATEWAY 3/4 PROGRESS - CITY OF LONDON FREEMEN'S SCHOOL MANAGED IT INFRASTRUCTURE**  
Members considered a Gateway 3/4 Progress report of the Headmaster regarding the City of London Freeman's School Managed IT Infrastructure Service.
25. **GATEWAY 6 - FINSBURY HOUSE, 23 FINSBURY CIRCUS, EC2**  
Members considered a Gateway 6 report of the City Surveyor regarding Finsbury House, 23 Finsbury Circus, EC2.
26. **GATEWAY 6 - GUILDHALL - WEST WING MEMBERS ACCOMMODATION**  
Members considered a Gateway 6 report of the City Surveyor regarding Guildhall West Wing Members Accommodation.
27. **GATEWAY 6 - OLD SWAN STAIRS, SWAN LANE ESSENTIAL REPAIRS TO THE FLOOD DEFENCE WALL & TRIG LANE PIER REPAIR WORKS**  
Members considered a Gateway 6 report of the City Surveyor regarding Old Swan Stairs, Swan Lane Essential Repairs to the Floor Defence Wall & Trig Lane Pier Repair Works.
28. **GATEWAY 6 - GUILDHALL SCHOOL OF MUSIC AND DRAMA PIANO REPLACEMENT**  
Members considered a Gateway 6 report of the Principal, Guildhall School regarding Piano Replacement.
29. **GATEWAY 1/2/3/4 - CITY OF LONDON FREEMEN'S SCHOOL REVENUE WORKS PROGRAMME 2020/2021**  
Members considered a Gateway 1/2/3/4 report of the City Surveyor regarding City of London Freeman's School Revenue Works Programme 2020/21.

30. **GATEWAY 1/2/3/4 - CITY OF LONDON SCHOOL SUMMER WORKS 2020**  
Members considered a Gateway 1/2/3/4 report of the City Surveyor regarding City of London School Summer Works 2020.
31. **GATEWAY 1/2/3/4 - CITY OF LONDON SCHOOL FOR GIRLS SUMMER WORKS 2020**  
Members considered a Gateway 1/2/3/4 report of the City Surveyor regarding City of London School for Girls Summer Works 2020.
32. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**  
There was one non-public question.
33. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB-COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**  
There was no other business.

**The meeting closed at 12.06 pm**

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Chairman

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

<b>Committee(s):</b> Policy & Resources	<b>Date(s):</b> 20 February 2020
<b>Subject:</b> Common Council Elections in March 2021	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>
<b>Report author:</b> Angela Roach	

## Summary

On 17th and 18th March 2021, all-out elections will take place to elect Common Councillors for a 4-year period. In advance of these elections, it is necessary to ensure the Ward Lists are as accurate as possible so that everyone who wishes to vote and is entitled to do so, can participate.

Ahead of the March 2017 elections, your Committee approved a budget of up to £90,000 for initiatives to improve voter registration. This money was used partly to fund a programme of communications including the creation of a "CityVote17" website, the distribution of flyers and business cards relating to the election, the production of a YouTube video, email signatures for Corporation staff to use, social media posts and a City Corporation Roadshow. Funds were also set aside to employ additional canvassers to visit businesses to actively encourage them to register to vote.

Prior to the March 2021 elections, it will again be important to ensure that as many business and residential voters are encouraged to register on the 2021/22 Ward Lists. A programme of promotional activities during 2020 is therefore planned to support this. Given the Members Diversity Working Party's and the Committee's efforts to promote and enhance the diversity of the Court of Common Council, the intention is to also raise awareness of those from a diverse range of backgrounds that is reflective of the City's communities. This report therefore:-

- provides you with details of the proposed promotional plans to encourage businesses and residents to register in the lead up to 2021;
- asks you to consider a promotional campaign to encourage a diverse range of candidates to stand for the 2021 City elections;
- welcomes any further suggestions which you feel might assist in the lead up to the all-out elections.

## Recommendation(s)

Members are asked to agree:-

- the proposed promotional activities as set out in paragraph 8 of this report in relation to increasing registration numbers;
- a budget of up to £72,000 be met from the Committee's contingency for 2020/21 and charged to City Fund to undertake these various activities.

- a further budget of up to £55,000 be met from the Committee's contingency for 2020/21 and charged to City's Cash to fund an advertising campaign to encourage as diverse a range of candidates as possible to stand for elections (up to £45,000) and host an early evening reception during Inclusion Week (28<sup>th</sup> September – 4<sup>th</sup> October 2020) (up to £10,000).
- subject to approval, a progress report on the activities outlined in this report be submitted to the Committee's meeting in November 2020.

## **Main Report**

### **Background**

1. From September to December each year, the Town Clerk is required to conduct a canvass to update the City of London Ward Lists. This involves sending voter registration forms to every eligible business in the City of London and every residential address.
2. In 2016, ahead of the all-out Common Councillor elections in March 2017 additional activities were undertaken to promote voter registration, the work of the City Corporation and to raise awareness of the forthcoming elections. Amongst other things, this included a dedicated web page and adverts in the local newspaper. Similar steps were taken in advance of the 2013 and 2009 all out elections.
3. The activities in 2016 also included holding two briefing meetings with potential candidates in order to provide them with an overview of the election process, give interested parties the opportunity to ask questions and to hear more about the City Corporation. In addition, given the Committee's desire to enhance the diversity of the Court of Common Council, and following the views of the then informal Member-level Diversity Group, an early evening reception was held to brief and engage employee networks operating in businesses across the City, to promote the City Corporation's work and the benefits of undertaking civic duties.
4. In advance of the all-out March 2021 elections, it is proposed that a similar series of promotional activities should be undertaken to once again encourage wider voter registration and interest in standing for election. This will help to ensure the Ward Lists are as accurate as possible, that eligible voters are well informed of the elections and encourage people to think about standing for election.

### **Current Position**

5. The Ward List for 2020/21 was published on 14 February 2020. This is the Ward List that will be in force until February 2021, when it will be succeeded by the Ward List which is to be used for the all-out elections. The current number of voters is 19,200. This is made up of 6,484 residential voters and 12,716 business voters. The Ward List has grown steadily over the past two years. In 2018/19 there were 18,631 voters and in 2019/20 there were 18,829 voters. At the all-out elections in March 2017, there were 18,983 voters. It is important to ensure that as many voters

remain on the Ward Lists for the March 2021 elections, as well as identifying other eligible voters and encouraging them to register.

6. The number of businesses appointing voters was 3,120 (out of a possible 7,615). This compares with 3,304 businesses appointing voters (out of a possible 7,441) for the 2019/20 Ward List.
7. With regard to potential candidates, the Elections Office maintains a list of people who have expressed interest in standing for election in future who are notified of all forthcoming elections including the all-out election. 119 people are currently on the list.
8. In terms of encouraging greater diversity, the Committee has acknowledged that more needs to be done to improve the current situation and since 2016 the informal Member-level Diversity Group has been placed on a more formal footing by replacing it with a dedicated working party to focus on this area of work. Together with its help, the work of the staff networks and that of the Diversity and Engagement Lead officer efforts continue to be made to promote greater diversity and inclusion at Member Level. As part of this, the Committee is being asked to consider the merits of undertaking a more high-profile campaign to encourage as diverse a range of candidates as possible to stand for the 2021 City elections. Further details are referred to below.

### **Options and Proposals**

9. The Electoral Services and Communications teams are proposing a number of activities throughout 2020 to increase awareness and promote voter registration and participation.

#### **Digital Communications**

- The creation of a webpage called “CityVote21” which will contain all information relating to the elections including key deadlines, lists of candidates and polling stations and other relevant information
- Production of a YouTube video promoting the City, voter registration and the elections
- Creation of an electronic campaign logo for use on email signatures by officers and Members
- A social media campaign, which can be used to disseminate the YouTube video and other key messages
- A feature on the home page of the City Corporation’s website
- Email communications to business contacts before and during the registration period

- Emails to residential voters to say “Look out for your registration form” during the canvass
- Promotion at the Guildhall reception areas

Whilst most of these activities will be met from current budgets. It is estimated that the total cost of the additional digital communications will be around £2,500.

### **Paper Communications**

- Production of leaflets, posters, flyers and business cards with the “CityVote21” messaging for use in business and residential voter registration forms, business surveys from the City Occupiers Database team and distribution outside key train stations
- Production of posters, leaflets, email templates that contacts within businesses can use to promote the City and voter registration within their business. These will also include a statement which encourage businesses to nominate voters that reflect the make-up of their organisation – from the Chief Executive to regular contractors - as we currently do.
- An advertising campaign in CityAM and City Matters and Corporation publications (City Resident, CityView, ward newsletters and Livery Briefing) – this will involve at least three campaigns in each of these fora throughout 2020.
- Creation of a pocket card with fixtures for the Euro 2020 football tournament to be given out in key City locations with “CityVote21” branding
- A letter from the Town Clerk and Chief Executive to business contacts prior to the voter registration process to raise awareness of the registration period
- A letter from the Town Clerk to new voters (both business and residential voters) appointed during the registration period to inform them that they will be a voter in February and will be able to vote at the elections in March, and to encourage them to look out for further information as the elections approach
- A letter from the Lord Mayor to companies that have not responded towards the end of the canvass explaining the importance of appointing voters and participating in the City’s democratic process

It is estimated that the total cost of paper communications will be: £16,000.

### **Informative Events**

- Two briefing meetings to be held in the autumn for potential candidates. The aim of this will be to provide candidates with details of the election process, give them the opportunity to ask questions and to hear more about the City Corporation and its work.

It is estimated that the total cost of the two briefing events will be: £5,000

### **Promotional Events**

- An early evening reception to be held during Inclusion Week (28<sup>th</sup> September – 4<sup>th</sup> October 2020) at a cost of up to £10,000). The purpose of the reception will be to brief and engage a diverse range of networks operating in businesses across the City as well as raise awareness through established contacts in organisations such as the 100% Club and those involved in International Women’s Day, the Women in Finance Charter or the Pride flag raising event to promote the City Corporation’s work and the benefits of undertaking civic duties. At the 2016 event, emphasis was placed on the City Corporation welcoming candidates from diverse backgrounds. It was hosted by a female Member and attendees also had the opportunity to hear from a Member from a BAME background who shared their experience. It is proposed that something similar to this is repeated.
- As part of efforts to encourage as diverse a range of candidates as possible for the 2021 City elections, costs have been investigated for a more high-profile campaign across appropriate print channels and in London Underground sites within the City. For example, this would include large format display adverts in City AM and City Matters newspapers (once a month for four months) (approx. £15,000 including design) and could also include advertising on London Underground escalator panels in stations across the City (whilst confirmation of the cost of this is still awaited from London Underground an illustrative figure of £30,000 has been used to cover this).

It is proposed that a sum of up to £55,000 is set aside for these events.

### **Additional Temporary Staffing**

- In 2016, additional temporary staff were employed to actively encourage businesses to register, identify the correct contact for the business, complete follow-up work and provide administrative assistance during the all-out election period. This was considered a very effective part of the campaign.
- There are currently two full-time employees who concentrate on the maintenance of accurate records in relation to businesses in the City. During the registration period, they complete follow-up work by targeting businesses that have yet to register.
- The employment of two additional members of staff over the canvass and election period (August 2020 to March 2021) would enable extra follow-up work to be undertaken, help to ensure the accuracy of the Ward Lists and ensure there are sufficient resources to administer the elections effectively and efficiently.

It is estimated that the total cost of employing two additional members of staff for the canvass and election period will be: £48,000.

10. Following feedback from the roadshows that took place in 2016, it is not proposed to repeat this activity. There was no evidence to suggest that they had any impact on the number of people that registered to vote or on those who subsequently stood for election as a result of the roadshows.

### **Corporate & Strategic Implications**

11. A thriving democracy within the City is central to the success of the Corporation. The unique opportunity workers in the City and residents possess to have their say on how services are delivered, and ultimately how the Corporation achieves its aims in the Corporation Plan, is central to this.

### **Financial Implications**

12. It is requested that up to £72,000 be authorised to undertake the additional activities mentioned in this report in relation to increasing voter registration. It is proposed that the funding is met from the Policy Committee's contingency for 2020/21 and charged to City's Cash. No financial provision is specifically earmarked for this activity and use of the Committee's contingency is therefore necessary, as it was in 2016/17. The Committee is also asked to consider approving a further budget of up to £55,000 from its contingency to fund a high-profile advertising campaign to raise awareness of the election, encourage people from a diverse range of backgrounds to consider standing for election and to host an early evening reception during 2020's Inclusion Week.
13. The current uncommitted 2020/21 Committee Contingency Fund balance is £300,000. Supporting the activities contained in this report, including the cost of the high-profile campaign and proposed reception, would reduce the balance to £173,000.

### **Public Sector Equality Duty**

14. In accordance with the Equality Act 2010, public authorities are required to comply with the Public Sector Equality Duty (PSED) when exercising their functions. Therefore, City Corporation is required to consciously consider whether it needs to take action to reduce inequalities in all areas of its activities. This includes encouraging people with protected characteristics to participate in public life and other activities. The Policy Committee, through its Members Diversity Working Party is committed to enhancing the diversity of the Court of Common Council and has been working to address this and has instigated a series of activities to assist in raising awareness and demonstrating commitment. The initiatives proposed in this report will help to further support the Committee's aspirations for the organisation to reflect the communities it serves.

### **Conclusion**

15. There are reputational and political risks if democracy in the City is not effective. Therefore, ahead of the all-out Common Council elections in March 2021, there is a need to actively promote voter registration to help ensure that Ward Lists are



accurate and that workers and residents in the City participate in the democratic process. It is also important for the City Corporation to advocate that candidates standing for election are welcomed from all backgrounds and that it is committed to becoming more diverse and reflective of the communities that it is responsible for. The above plan will help to ensure that we reach our target audiences and that we utilise the contacts that we have within organisations to appoint voters. Electoral Services will work very closely with the Communications team to deliver the proposed communication activities.

### Example of the communication material used in the lead up to the 2017 elections



**Angela Roach**

Assistant Town Clerk and Director of Committee and Member Services

T: 020 7332 1418

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

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# Agenda Item 5

<b>Committee(s):</b>	<b>Date(s):</b>
Policy and Resources Committee (for decision) Markets Committee (for information)	20 February 2020 4 March 2020
<b>Subject:</b> Markets Consolidation Programme Governance Update – Creation of Markets Consolidation Working Party	<b>Public</b>
<b>Report of:</b> Town Clerk and City Surveyor	<b>For Decision</b>
<b>Report author:</b> Peter Lisley, Director of Major Projects	

## Summary

Following the approval by the Court of Common Council (the Court) of the extension and funding of the Markets Consolidation Programme (MCP) to November 2020, the governance of the MCP has been reviewed to ensure that it will support submission of the private bill to move the City's markets (Billingsgate, New Spitalfields and Smithfield) at the end of November 2020. Your Chair has also had a number of conversations with external individuals with experience of governance or delivery of very large public sector projects, to inform a revised approach.

Whilst key decision making on the programme, such as approval to submit the bill and funding to support the programme during the passage of the bill, will continue to require the approval of the Court and the Policy and Resources (P&R) Committee, it is clear that, to move at pace, a governance arrangement is needed that allows a relatively small group of individuals to be kept up to date with the project, advise on options and, if necessary, make decisions on practical issues within an agreed policy framework. In addition, such a group of individuals would benefit from independent advice and support to ensure that the projects team has delivering the brief. This would be a form of Quality Assurance.

Whilst the Governance Review may address some of the wider issues around the speed of decision-making, it will not do so in the timescale of this phase of the Markets Consolidation Programme, which runs until November 2020.

It is, therefore, recommended that a dedicated Working Party of the Policy and Resources Committee is created for this specific piece of work. Membership of the Working Party would be limited to elected Members; however, it is recommended that Members receive advice at meetings from two external advisors with experience in major projects. This would serve as a means of quality assuring the advice that is being offered by officers. The Working Party will guide the programme, meeting monthly, until November 2020. A report in October 2020 will be recommending to P&R and the Court the submission of the private bill and budget and this will cover how the governance of the programme should continue once the private bill has been submitted. This would be an opportunity to incorporate any recommendations emerging from the Governance Review.

## **Recommendations**

Members are asked to:

1. Approve the creation of a Markets Consolidation Working Party, with terms of reference as set out at Appendix A.
2. Approve the suggested composition of the Working Party and schedule of monthly meetings up until November 2020, as set out in Appendices A and B.
3. Note that a report will be submitted to P&R and Court in October 2020 recommending the submission of the private bill and budget, which will address how the governance of the programme should continue once the private bill has been submitted.

## **Main Report**

### **Background**

1. In January 2020, the Court approved a report concerning the Markets Consolidation Programme (MCP) which outlined a complex programme of activities, including:
  - Submission of outline planning followed by negotiation of any S106 requirements.
  - Work with TFL to develop a transport strategy for the A13 corridor to support planning and the submission of the private bill.
  - Engagement and negotiation with tenants on the developing design of the market, the type of facilities and services to be provided and the incentives available to tenants to move to the new consolidated market.
  - Management of a more proactive communication strategy including the publication of articles.
  - Agreement on the future of the existing market sites with the local boroughs of Waltham Forest and London Borough of Tower Hamlets.
  - Agreement on the likely future concept for the re-use of Smithfield.
  - Agreement on the contents of the private bill for submission with associated evidence on the 27<sup>th</sup> November.
2. There is, clearly, a large volume of complex activity to be undertaken and co-ordinated, with challenging timescales and significant budgets to be managed. Ensuring effective governance structures and Member oversight of these activities is in place is, therefore, of the utmost importance.

## **Current position**

3. Formal decision-making by Members concerning the design and budget for the programme will still be made through the P&R Committee and the Court, with issues affecting the current market operations being the responsibility of Markets Committee.
4. Two informal Member groups have been established to provide advice to and guide the officer project team. One is chaired by the Chair of P&R and is concerned with the existing market sites; the other is chaired by Sheriff Chris Hayward and is concerned with the new consolidated market.
5. Regular meetings have also taken place between relevant chairmen (P&R, Finance, Markets and Capital Buildings) to ensure that issues are joined up.

## **Membership of the Working Party**

6. It is proposed that a new Markets Consolidation Working Party is established to formalise the current chairmen's meetings. Membership would comprise of ex-officio posts for the Chairmen of the Policy & Resources, Finance, Markets, and Capital Buildings Committees, all of whom are already aware of the details of the programme and bring the breadth of perspectives to balance costs and benefits required to deliver this complex programme. It is proposed that they be joined by the Chair of the informal New Markets Member Group (referenced in paragraph 4), to link to the informal Member groups on the new market (and existing sites) which is chaired by Sheriff Chris Hayward.
7. It is further recommended that two external advisors are appointed, in consultation with the Chair of P&R, to provide advice to the Members and assist in quality assurance. These costs would be met through the Markets Consolidation Programme budget and would be subject to approval in the usual way once costs have been identified.
8. The Working Party will meet on a monthly basis to consider the progress of the programme, next steps, major risks, and a high-level communications strategy. This will provide the supporting senior officer group (and related Member groups) with advice on issues as they occur.
9. It is not considered that delegating power to act is necessary at this stage; hence, the proposal for a Working Party (rather than a Sub-Committee). The Working Party would provide officers with strategic direction and assurance in respect of actions to be taken within the budgets and policy parameters already agreed by the Policy & Resources Committee, as well as informing future requests and submissions to that Committee.

## **Support to the Working Party**

10. It is intended that the Member groups for the New Sites and for the Existing Sites will continue to meet during the year to help consider specific deliverables, providing feedback from a wider Member base.

11. The City Surveyor will lead a design authority for the new market which will consider the desirability of requirements and the cost according to the agreed objectives for the programme. This will make recommendations to the Working Party each month to confirm the principles governing the future design.
12. A senior officer group will continue to meet to oversee the detailed progress of the programme, the items to be brought to the Working Party and to manage the delivery of the programme.

## **Conclusion**

13. The Markets Consolidation Programme is a significant London-wide programme which should bring many benefits. These include: a sustainable and resilient solution to the provision of the benefits of food wholesale to Greater London; provision of a river transport solution for freight; support for better food education for Londoners; and the release of three important sites for uses suited to London in the 21<sup>st</sup> Century.
14. The programme is highly ambitious and complex and will consume significant resources before it can be fully delivered. Therefore, it is recommended that an agile and dedicated Working Party with in-depth knowledge of the programme is required to guide the programme at pace, making robust decisions that will influence the success of the private bill process and the progress of the programme over many years.

**Peter Lisley**  
**Director of Major Projects**  
**Town Clerk's Department**  
E: [peter.lisley@cityoflondon.gov.uk](mailto:peter.lisley@cityoflondon.gov.uk)

## **Appendices**

Appendix A – Draft Terms of Reference for the Markets Consolidation Working Party

## **Appendix A – Draft Terms of Reference for the Markets Consolidation Working Party**

### **MARKETS CONSOLIDATION WORKING PARTY**

#### **1. Constitution**

A Working Party consisting of the following ex-officio Members:

- The Chairman of the Policy and Resources Committee
- The Chairman of the Markets Committee
- The Chairman of the Finance Committee
- The Chairman of the Capital Buildings Committee
- The Chairman of the New Markets Site Member Group

The Committee shall be assisted by two external advisors, to be appointed by Policy and Resources Committee, who will attend meetings as non-voting observers.

#### **2. Quorum**

The quorum consists of any three Members.

#### **3. Terms of Reference**

For a period from 20 February 2020 to 19 November 2020, to be responsible for oversight of the management of the project to consolidate the three City markets (Billingsgate, Smithfield and Spitalfields) and specifically support submission of the private bill to move the City's markets.

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# Agenda Item 6

<b>Committee:</b> Policy and Resources Committee	<b>Date:</b> 20 February 2020
<b>Subject:</b> Barbican Centre Board: Proposed Amendment to Terms of Reference and Extension of Chairman's Term	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>
<b>Report author:</b> Leanne Murphy, Town Clerk's Department	

## Summary

In April 2009, the Barbican Centre Board reviewed its governance arrangements. As part of this, it was agreed to introduce term limits, whereby an individual is restricted to a maximum continuous service term limit of three terms of three years. This was intended to allow for a reasonable degree of turnover on the Board, thereby facilitating a managed approach to its composition, ensuring that there is the right blend of experience and fresh thinking at any particular point in time.

However, one unanticipated consequence of the introduction of the term limits has now arisen. Pursuant to Standing Order 30(3)(a), it is customary on City Corporation Committees for the outgoing Chairman to serve as Deputy Chairman in the year immediately following their term as Chairman in order to use their experience and knowledge to assist the new Chairman in their role. Unfortunately, the incumbent Chairman (Deputy Dr Giles Shilson), who is now in the final year of his Chairmanship, is also due to complete his ninth and final year on the Board in April 2020. This would prevent him from exercising his rights under Standing Order 30(3)(a) for the year 2020/21.

The service term limits are not mandated by any particular statute or law; rather, they are a self-imposed restriction adopted in the interests of good governance. The Board has decided, therefore, to temporarily alter its constitution to allow for the incumbent Chairman to be eligible for a tenth year on the Board, so as to enable him to serve as Deputy Chairman for one year to support the new Chairman.

The further approval of the Policy & Resources Committee (which has responsibility for governance matters) and the Court of Common Council (which sets the Board's constitution formally) is now being sought to approve this change in constitution. It should also be noted that Deputy Shilson would still be subject to re-election to the Board at the April meeting of the Court of Common Council.

The proposed amendment, set out in red text in Appendix 1, allows for specific exemptions to the term limits as determined by the Court. This would facilitate the consideration of any such similar issues in future. Alongside this, the Court would be asked to consider the specific recommendation that the limit be waived in respect of Deputy Dr Giles Shilson for a temporary one-year basis for the year 2020/21.

## Recommendation

Members are asked to consider a proposed amendment to the Barbican Centre Board's Constitution and Terms of Reference, waiving the nine-year maximum service rule on a temporary basis in respect of Deputy Shilson, to allow for the possibility of the incumbent Chairman to extend his term on the Board for one additional year. This would facilitate his service as Deputy Chairman for 2020/21.

## **Main Report**

### **Background**

1. On 23 April 2008, the Barbican Centre Board resolved that the Town Clerk, in consultation with the Chairman, Deputy Chairman and Barbican Centre Directorate, should undertake a Review of the Committee and its procedures to ensure that it maximises the benefit to the Centre.
2. Following the Review, the Board's Constitution and Terms of Reference were updated, including the introduction of term limits from April 2009, with a maximum continuous service term limit of three terms of three years introduced. This was approved by the Court in September 2008.

### **Current Position**

3. The incumbent Chairman, Deputy Shilson, is now in his third and final term of three years as a Board Member, which is due to end in April 2020. His three-year term as Chairman is also due to end at this point.
4. Ordinarily, the outgoing Chairman would serve as Deputy Chairman to ensure a smooth handover and support the new Chair in their role. However, under the current provisions of the Board's constitution, the outgoing Chairman cannot take up his right under Standing Order 30(3)(a) to serve as Deputy Chairman for the year 2020/21, as he cannot exceed nine years on the Board.
5. The Chairman of the Committee has indicated that, subject to the Court's approval of a one year extension of his membership, he would be willing to remain on the Board for an additional year and exercise his right as the immediate past Chairman to serve as Deputy Chairman for the year 2020/21. This would support the Deputy Chair upon his appointment as Chairman and allow a natural progression for the Deputy Chairman position in April 2021, at which time the extension would expire.
6. Given the knowledge and experience that the current Chairman would continue to bring to the Board, and his familiarity with a wide range of issues which the Barbican Centre needs to push forward in the coming year as it implements its new strategic plan and business model, it is considered to be in the best interest of the Board to temporarily alter the Board's Constitution and Terms of Reference. This would have the support of the current Members of the Board, both City and external, and would require the support of the Court.
7. As part of the post-implementation review of the changes made to the governance arrangements in 2011, it was agreed that all Committees should review their terms of reference annually to enable any proposed changes to be considered in time for the reappointment of Committees by the Court of Common Council.
8. The Policy & Resources Committee is responsible for the review and co-ordination of the governance of the City Corporation which, amongst other things, includes its Committees. Any material changes to Committee terms of reference therefore need to be considered by this Committee prior to them being considered by the Court of Common Council in April.

### **Proposal**

9. Members are asked to support the proposed amendment to the Barbican Centre Board's Constitution and Terms of Reference, together with the specific proposal to grant the incumbent Chairman the option to extend his term on the Board for one additional year. This temporary amendment would ensure that there is support for the next Chair in their first year in the role, which would be in the best interests of the new Chair, the Board, and the Barbican Centre.

### **Conclusion**

10. Members are asked to recommend that the Court approves the amendment to the Board's Composition and Terms of Reference and agrees to waive the nine-year term limit on the Board in respect of Deputy Dr Giles Shilson, for a one-year period expiring April 2021. This would allow him to seek a one-year extension to his membership on the Board and subsequently allow him to exercise his right, as the immediate past Chairman, to serve as Deputy Chairman for the year 2020/21 and support the new Chair in post.
11. This proposal is regarded to be in the best interest of the Barbican Centre and its Board.

### **Appendices**

- Appendix 1 – Draft revised Terms of Reference

### **Leanne Murphy**

Committee and Member Services Officer, Town Clerk's Department

T: 020 7332 3008

E: [leanne.murphy@cityoflondon.gov.uk](mailto:leanne.murphy@cityoflondon.gov.uk)

**BARBICAN CENTRE BOARD**

1. **Constitution**

A Non-Ward Committee consisting of,

- eight Members elected by the Court of Common Council for three-year terms, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment.
- Up to seven non-Common Council representatives appointed by the Committee, of which at least two should be drawn from the arts world
- a representative of the Policy & Resources Committee
- a representative of the Finance Committee
- the Chairman of the Board of Governors of the Guildhall School of Music & Drama (ex-officio)
- the Chairman of the Barbican Centre Trust (ex-officio)
- the Chairman of the Culture, Heritage & Libraries Committee (ex-officio)

The Chairman of the Board shall be elected from the City Corporation Members.

There is a maximum continuous service limit of three terms of three years\*<sup>1</sup>.

2. **Quorum**

The quorum consists of any five Members, provided Common Councilmen are in the majority.

3. **Membership 2019/20**

- 9 (3) Tom Hoffman, M.B.E., Deputy
- 6 (3) Judith Lindsay Pleasance
- 9 (3) Dr Giles Robert Evelyn Shilson, Deputy
- 2 (2) David Andrew Graves, Alderman
- 5 (2) Wendy Mead, O.B.E.
- 5 (2) Tom Sleigh, Deputy
- 4 (1) Vivienne Littlechild, M.B.E., J.P.
- 1 (1) William Anthony Bowater Russell, Alderman

Together with the Members and ex-officio Members referred to in paragraph 1 above and:-

Stephen Bediako	)	
Russ Carr	)	
Gerard Grech	)	Up to seven non-Common Council Members appointed by
Lucy Musgrave	)	the Board
Jenny Waldman	)	
Vacancy	)	
Vacancy	)	

4. **Terms of Reference**

To be responsible for:-

- (a) the strategic direction, management, operation and maintenance of the Barbican Centre, having determined the general principles and financial targets within which the Centre will operate;
- (b) the appointment of the Managing Director of the Barbican Centre;
- (c) the Centre's contribution to the City of London Corporation's key policy priority, 'Increasing the impact of the City's cultural and heritage offer on the life of London and the nation', viz.:-
  - i) the provision of world-class arts and learning by the Centre for the education, enlightenment and entertainment of all who visit it; and
  - ii) the provision of access to arts and learning beyond the Centre;
- (d) the creation of enterprise and income-generating support for the Centre.

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<sup>1</sup> other than in specific cases approved by the Court of Common Council.

<b>Committee:</b> Policy and Resources Committee	<b>Date(s):</b> 20 February 2020
<b>Subject:</b> Appointment to the Board of Governors of the Museum of London	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>
<b>Report author:</b> Kerry Nicholls, Town Clerk's Department	

## Summary

This report sets out the background to the appointment of external candidates to the Board of Governors of the Museum of London and requests that Members consider reappointing the Rt Hon the Lord Paul Boateng for a further term as a City of London Corporation Governor of the Museum.

## Recommendation

The Policy and Resources Committee is asked to consider the reappointment of Rt Hon the Lord Paul Boateng to the Board of Governors of the Museum of London for a 14-month term expiring 31 March 2021.

## Main Report

### Background

1. Under the provisions of the Greater London Authority Act 2007, the Greater London Authority and the City of London Corporation each appoints nine Governors to the Board of Governors of the Museum of London. Of the City's nine appointments, six are elected by the Court of Common Council and three are external appointments, one of which is made available to London Councils to make a nomination. The Court of Common Council has delegated authority to the Policy and Resources Committee to appoint external candidates to the Board of Governors of the Museum of London.
2. Following consideration of the Code of Practice of the Board of Governors of the Museum of London by its Audit and Risk Management Committee, the Board of Governors of the Museum of London resolved at its meeting on 6 December 2017 that, in order to ensure the regular change of Board members, it be requested that the terms of office for all Museum Governors be limited to a maximum of two four-year terms but that in exceptional circumstances and at the discretion of the appointing bodies, a Governor's term of office might be extended beyond eight years. This was agreed by the Policy and Resources Committee at its meeting on 22 February 2018 and the Code of Practice of the Board of Governors of the Museum of London was amended to reflect this.

### Current Position

3. Lord Boateng's appointment to the Board of Governors of the Museum of London concluded on 21 January 2020 and there is a vacancy for a City of London

Corporation appointee to the Board. Lord Boateng was first appointed to the Board of Governors of the Museum on 17 December 2009 for a two-year term. He was subsequently reappointed by the Policy and Resources Committee for two four-year terms on 8 December 2011 and 21 January 2016.

4. In agreeing the reappointment of Lord Boateng at its meeting on 8 December 2011, the Policy and Resources Committee also resolved that to increase accountability, transparency and City involvement in the selection of external Members:
  - All vacancies for external governors be openly advertised in accordance with the Nolan Principles;
  - A short-listing process be undertaken which includes the Director of the Museum of London and the Chair of the Board of Governors;
  - Interviews be conducted by a panel which includes the Director of the Museum of London, the Chair of the Board of Governors, a representative of the Policy and Resources Committee and possibly an independent assessor; and,
  - Nominations continue to be submitted to the Policy and Resources Committee for approval.

Should the reappointment be agreed at this time, the above selection process would not apply to this vacancy.

5. Both the Chair of the Board of Governors of the Museum of London and the Director of the Museum of London are keen to retain Lord Boateng's expertise on the Board of Governors at this critical time in the development and progression of the New Museum Project and have requested that the Policy and Resources Committee use its discretion to agree Lord Boateng's reappointment to the Board of Governors of the Museum of London for a 14-month term expiring 31 March 2021 due to these exceptional circumstances.
6. Lord Boateng is a Labour Party politician and former Member of Parliament for Brent South (1987-2005). He became the United Kingdom's first mixed-race Cabinet Minister in May 2002 when he was appointed as Chief Secretary to the Treasury. He later served as British High Commissioner to South Africa (2005-2009). Before entering Parliament, Lord Boateng served as Member for Walthamstow on the Greater London Council. In his professional life, Lord Boateng is a qualified barrister specialising in civil rights, having worked as a partner of BM Birnberg & Co. He has served on the Board of the English National Opera (1984-1997) and English Travelling Opera (1993-1997).
7. During his time as a Governor, Lord Boateng has been instrumental in the Museum achieving a £5m Heritage Lottery Fund Stage One grant with the Museum aiming to secure this grant through a successful Stage 2 application in the next few months. Lord Boateng's focus on helping the Museum to diversify and connect with audiences across London has also made a significant contribution to the work of the Museum. There have been a number of new Greater London Authority Governor appointments during 2019 and the reappointment of Lord Boateng would help ensure stability and continuity of the Board at this time. The proposed 14-month reappointment would also align this Governor term with other board positions due to become vacant, allowing for efficiencies to be made in recruiting

Governors with the skills, expertise and profile required for the successful delivery of the New Museum Project. If the reappointment is not approved it will be some time before the Museum can make a recommendation to the City of London Corporation and it is preferred that the Board benefit from an active, engaged and diverse Board member rather carry a Governor vacancy.

8. The Town Clerk has consulted with the Chair of the Board of Governors of the Museum of London and the Director of the Museum of London on the current vacancy for a City Corporation-appointed Governor.

### **Conclusion**

9. A vacancy has arisen on the Board of Governors of the Museum of London for a City of London Corporation appointee. Following consultation with relevant parties, members are asked to consider the proposed reappointment of The Rt Hon the Lord Boateng for a further 14-month term expiring 31 March 2021.

### **Appendices**

- None.

### **Kerry Nicholls**

Committee and Member Services Officer, Town Clerk's Department

T: 020 7332 1262

E: [kerry.nicholls@cityoflondon.gov.uk](mailto:kerry.nicholls@cityoflondon.gov.uk)

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<b>Committees</b>	<b>Date</b>
Policy and Resources Committee	20 February 2020
<b>Subject</b> The City of London Corporation’s draft Sport & Physical Activity Strategy	
<b>Report of</b> Town Clerk	<b>Public</b>
<b>Report Author</b> Kate Smith, Head of Corporate Strategy & Performance	<b>For decision</b>

## Summary

This paper presents a third draft Sport & Physical Activity Strategy for 2020-25 for consideration, following consultation for a second time with the relevant Committees, and recommends that this draft is approved for the purposes of setting out the ambition of the City of London Corporation in relation to Sport & Physical Activity.

Following the Sport England advice contained in the “Assessing Needs and Opportunities Guide for indoor and outdoor sports facilities”<sup>1</sup>, there are three pieces of work we now need to undertake to advance the strategy. Firstly we need to audit and assess what we supply in terms of indoor and outdoor facilities and services; secondly we need to understand both current and potential future demand; and, thirdly, we need to bring this information together to inform our understanding of the current, future and potential value of our related assets, and the scope for generating income that could be used to fund our ambitions.

As such, this paper seeks approval in principle for further work to be commissioned to produce this information and provide a solid evidence base from which to develop the next stages of this work: i) completing the strategy by agreeing priorities, undertaking option appraisals and making resource allocation decisions; and ii) implementing the work, via targeted action plans and performance targets, linked to local / operational delivery plans.

## Recommendations

It is recommended that the Policy & Resources Committee:

- i. Approves that the attached draft strategy be used for the purposes of setting out the ambition of the City of London Corporation in relation to Sport & Physical Activity;
- ii. Commissions the Town Clerk to produce a brief and set out costs (expected to be c. £60,000) for a specialist, independent audit and assessment of the existing sport and physical activity provision at all types of open spaces and facilities under the stewardship of the City Corporation, to include an independent assessment of the quality of supply, their condition and expected future (5-10 year) demand for facilities;

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<sup>1</sup> <https://www.sportengland.org/media/3599/20140722-anog-published.pdf>

- iii. Commissions the Town Clerk to oversee stakeholder research, expected to consist of surveys and focus groups, into stakeholder (including user) views in relation to the assets and activities we currently provide (except for those provided by schools for students, which are assessed and funded separately); and
- iv. Commissions the Town Clerk to produce a brief and set out costs (estimated at around £50,000) for a review of the current, future and potential commercial value of our assets, including the scope for generating income that could be used to fund our ambitions.

## **Main Report**

### **Background**

1. In December 2018, Policy and Resources Committee approved a paper setting out a strategic approach to sport engagement activities by the City Corporation, which included the decision to invest in a Sports Engagement Manager, based in the Corporate Affairs Team in Town Clerk's. Consequently, it was felt that the City Corporation would benefit from a strategy document on sport and physical activity. The Corporate Strategy & Performance Team (CSPT) in Town Clerk's was asked to develop this strategy, which it did through desk-based research and meetings with internal and external colleagues.
2. Elected Members reviewed an early version of the Sport and Physical Activity Strategy for 2019-23 at nine Committees and a Members' Breakfast Briefing held between April 2019 and July 2019. Members provided extensive comments, including raising a motion at Court in September 2019 and at a second Members' Breakfast held in October 2019 where Members provided more feedback and asked that a new draft be shared at twelve Committees for their feedback.
3. The second draft strategy was produced and presented at the following Committees, for information, between November 2019 and January 2020, as requested:
  - Public Relations and Economic Development Sub-Committee
  - Planning and Transportation Committee
  - Culture Heritage and Libraries Committee
  - Hampstead Heath, Highgate Wood and Queens Park Committee
  - Education Board
  - Epping Forrest and Commons Committee
  - Hospitality Working Party of the Policy and Resources Committee
  - Health and Wellbeing Board
  - Streets and Walkways Sub (Planning and Transportation) Committee
  - Open Spaces and City Gardens Committee
  - Community and Children's Services Committee
  - Hampstead Heath Consultative Committee
4. **Appendix 1** lists the feedback received at these Committees, along with updates on how these have been addressed in the third version of the strategy.

## Current Position

5. The resultant third draft of the strategy can be found at **appendix 2**. As it stands, it sets out Members' ambitions and the high-level actions we could choose to take. It is recommended that now all interested Members and Committees have had the opportunity to comment and significant improvement in the document has been achieved, this draft is used for the purposes of setting out the ambition of the City of London Corporation in relation to Sport & Physical Activity. It is not recommended that it is published at this stage however as additional work is needed so that priorities, options, actions and targets can be incorporated into the strategy. This additional work is set out below.
6. Audit and assessment of provision: Firstly, as much as asset management plans exist for the majority of the City Corporation's operational property portfolio and we hold information on the facilities and services we provide, this is held disparately and the City Corporation lacks an up-to-date, detailed database of its indoor and outdoor recreational assets and their condition and usage in the round. We therefore need to commission an audit and assessment of existing provision of all types of open spaces, sport and recreational facilities under the stewardship of the City Corporation. This will result in a holistic and detailed view of the quality of the facilities we supply, their condition and expected future (5-10 year) demand, resulting in a comprehensive needs assessment of this complex asset base.
7. Stakeholder research: Secondly, to understand better what is driving demand – or lack thereof - for our facilities, particularly barriers (both real and perceived) to entry, we need to source and analyse user and other stakeholder views regarding our current offer, and do so in a standardised way. As well as gathering satisfaction data, this research would also ask users for their views on how barriers could be tackled in the future. Some of the data generated can be used to provide a baseline to help measure the impact of the sports strategy, assuming it is repeated on a regular basis, and key measures will be integrated into the Corporate Performance Framework currently being developed.
8. Commercial review: Thirdly, we need to conduct an independent commercial review to understand the current, future and potential value of our related assets, and the scope for generating income that could be used to fund our ambitions.
9. This approach concurs with Sport England's recommended process for this work, shown at **appendix 3**, and the separation of the different elements would serve to protect our commercial interests and thereby the benefits we can deliver for our stakeholders.

## Financial and Resourcing Implications

10. Officers have researched how similar pieces of work have been carried out or commissioned by London boroughs in recent years and how much we would expect to spend. If Policy & Resources Committee approves in principle the recommendations to commission these studies, funding bids will be brought forward in due course.

11. Audit and assessment of provision: To attain this in as effective way as possible, it is suggested that specialist consultants are commissioned.
12. Stakeholder research: Following a re-organisation of CSPT which took effect on 1 January 2020, we now have in-house expertise that can commission external consultants (N.B. Now the team has moved to an advisory role, we do not have sufficient resources to carry out the exercise ourselves). It is recommended that this research is completed ahead of the commercial review, so that commercial considerations are grounded within the context of the barriers our stakeholders face, particularly in terms of pricing.
13. Commercial review: Officers have also researched how a number of London boroughs run their sports and leisure services, including their contractual arrangements, how they secure investment in their assets, the levels of income they derive and the impact on participation they have achieved. Many generate significant income and used expert advice to set up their business models. It is recommended that external experts be commissioned to conduct the commercial review and it be aimed at working out whether a similar business model and impact might be replicable in the City Corporation context.
14. Current investment in Sport & Physical Activity by City Corporation department is set out in **appendix 4**. Some of this data dates back to 2015 when the last review of spend was carried out. It is suggested that a refresh of the data be included in the commercial review. Financial implications will be set out alongside any and all options put to Members.
15. An officer Task & Finish Group with representation from all relevant departments will be set up jointly by Corporate Strategy & Performance Team and the Sports Engagement Manager, both in Town Clerk's, to take this work forward. This group will also oversee consideration of the future of the existing contract for Golden Lane Leisure Centre and whether to extend the scope of sports development activities beyond the Square Mile and whether this service, which is due to re-let in 2021, might be brought back in house. The group will then oversee the completion of the strategy and, subject to approval by Members, its publishing and then drive implementation and be responsible for reporting progress to Members.

## **Governance**

16. The interest and input provided by the many Members and Committees who have helped set out the ambition for this strategy demonstrates the importance of this work. However, many raised that risk that continuing to steer the strategy in this way would cause significant delay and frustration and so have requested that an Interim Sport & Physical Activity Working Party, made up of elected Members who sit on relevant existing Committees, be set up to oversee the strategy.
17. Officers welcome clarity and streamlining of governance responsibilities in the longer term. However, now that a statement of ambition and plan of action have been identified, it is felt that it will be sufficient to report to Policy & Resources Committee regarding the scope, funding, findings and recommendations of the

work set out in this paper, and that the need for a better solution instead be fed into the current governance review. In coming to this conclusion, officers have also considered the full range of costs associated with setting up a Working Party, in the context of the financial and staffing pressures already being felt as a result of the fundamental review and recruitment moratorium.

## **Corporate and Strategic Implications**

18. This strategy aims to impact the following outcomes and associated high-level actions within the City Corporation's Corporate Plan (2018-23):

**Outcome 2:** People enjoy good health and wellbeing.

**Outcome 3:** People have equal opportunities to enrich their lives and reach their full potential.

**Outcome 4:** Communities are cohesive and have the facilities they need.

**Outcome 7:** We are a global hub for innovation in financial and professional services, commerce and culture.

**Outcome 10:** We inspire enterprise, excellence, creativity and collaboration.

19. This strategy also supports the work outlined in the following corporate strategies: Joint Health & Wellbeing, Mental Health, Social Wellbeing, Social Mobility, Education, Visitor Destination, Volunteering and Transport. Common measures and targets are currently being identified as part of the development of the Corporate Performance Framework.

20. Security Implications: The City Corporation will ensure that security needs are met when delivering major sporting events and in relation to our assets, by involving Health and Safety, Security and City of London Police colleagues as needed.

21. Equalities Implications: Equalities information will be sought as part of the audit and assessment of assets and provision and stakeholder research and used to inform the Equalities Impact Assessment for this project, enabling us to comply with our duties and with the priorities set out in the City Corporation's Equalities and Inclusion Action Plan.

22. Climate Implications: At present, some funding bodies favour the use of artificial rather than grass pitches and courts. Proposals will be considered in light of the City Corporation's emerging Climate Action Strategy, due for publication in autumn 2020.

23. Legal Implications: Any legal agreements or partnerships that the City Corporation considers or enters in to will be signed off by the Comptroller and City Solicitor's department and Procurement Team, ensuring that early steer and sign off is sought wherever possible.

## **Conclusion**

24. Policy & Resources Committee is asked to approve the draft Sport & Physical Activity at **appendix 2** for the purposes of setting out the ambition of the City of

London Corporation and to agree in principle that, subject to funding being approved, further work is commissioned to audit and assess our recreational asset base, gather stakeholder views and identify commercial opportunities in respect of our assets and services. Once this work has been completed, the strategy will be developed into a full strategy, including priorities, performance targets, resources and an action plan linked to local delivery plans, and put before Members for approval.

## **Appendices**

1. Summary of feedback from Committees on the second draft of the Sport & Physical Activity Strategy
2. The current draft Sport & Physical Activity Strategy
3. Flow chart showing Sport England's suggested process
4. Current departmental spend on Sport & Physical Activity

### **Kate Smith**

Head of Corporate Strategy & Performance

T: 020 7332 3437 (Int. Ext. 3437)

E: [kate.smith@cityoflondon.gov.uk](mailto:kate.smith@cityoflondon.gov.uk)

# Agenda Item 9

<b>Committee(s):</b> Policy & Resources Committee Court of Common Council	<b>Date(s):</b> 20 February 2020 5 March 2020
<b>Subject:</b> 2020/21 Pay Policy Statement	<b>Public</b>
<b>Report of:</b> Director of Human Resources	<b>For Decision</b>
<b>Report author:</b> Ian Simpson, Corporate HR, Town Clerk's Department	

## Summary

The Localism Act 2011 requires the City of London Corporation to prepare and publish a Pay Policy Statement setting out its approach to pay for the most senior and junior members of staff for the succeeding financial year. This must be agreed each year by the full Court of Common Council.

Statements have been produced each financial year since 2012/13. They are generally written to incorporate the requirements of the relevant legislation and its Government Guidance, but updated as City of London pay information or policies change.

The draft Statement and the main parts of this report were presented to the Senior Remuneration Sub Committee for information on 5 December 2019 and to the Establishment Committee for decision on 30 January. The Senior Remuneration Sub Committee had some suggestions about the format of the Statement and asked for this to be reviewed in advance of next year's (2021/22's) Statement.

This report sets out the legislative requirements under which Pay Policy Statements are produced, and illustrates this against the draft Pay Policy Statement for the financial year 2020/21.

The draft 2020/21 Pay Policy Statement is attached as an Appendix, along with a further Appendix showing the tracked changes from the 2019/20 statement.

## Recommendations

Members are asked to agree the Pay Policy Statement for 2020/21 and recommend it be forwarded to the Court of Common Council for approval.

## Main Report

### Background

1. The requirement for local authorities to produce Pay Policy Statements was introduced under the section 38(1) of the Localism Act 2011 (the Act). This stated that “A *relevant authority must prepare a pay policy statement for the financial year 2012-2013 and each subsequent financial year*”. In the City Corporation’s case, it is a “*relevant authority*” only in its capacity as a local authority. However, and in general, the City has not tried to distinguish in its Pay Policy Statements its local-authority capacities from any of its other undertakings, other than where these are specifically excluded from the remit of the 2011 Act.
2. The aim of the Act is that authorities should be open, transparent and accountable to local taxpayers. Pay Policy Statements should set out the authority’s approach to issues relating to the pay of its workforce, and in particular to the pay of its “Chief Officers” and the pay of its lowest paid employees.
3. Section 38 of the Act goes on to outline certain features which must be included within Pay Policy Statements.
  - Section 38(2) says that the Statements must set out the authority’s policies for the financial year relating to the remuneration of its chief officers, the remuneration of its lowest-paid employees and the relationship between the remuneration of its chief officers and the remuneration of any other employees.
  - Section 38(3) says that the Statements must state the definition of “lowest-paid” employee adopted by the authority and its reasons for adopting that definition.
  - Section 38(4) says that the Statements must include the authority’s policies relating to the level and elements of remuneration for each chief officer, remuneration of chief officers on recruitment, increases and additions to remuneration for each chief officer, the use of performance-related pay and bonuses for chief officers, the approach to the payment of chief officers when they cease to be employed and the publication of and access to information relating to chief officers’ remuneration.
4. Section 38(5) is less prescriptive, but allows authorities to set out in their Statements their policies for the financial year relating to other terms and conditions applying to chief officers.
5. The definition of “Chief Officers” given in the Localism Act (under section 43(2)) is that of the Local Government and Housing Act 1989, and incorporates the latter Act’s definitions of both “Chief Officers” and “Deputy Chief Officers”. This is a much wider definition than the conventional definition of “Chief Officer” used



in the City Corporation (generally denoting a head of department) and also wider than that which governs posts included in our Senior Management Group.

6. Under the Local Government and Housing Act, a “Chief Officer” is
  - the authority’s head of the paid service (the Town Clerk & Chief Executive, in the City Corporation’s case),
  - any person who in general answers directly to the head of the paid service, and
  - any person (irrespective of whether they report directly to the head of the paid service) who in general is required to report directly to the authority itself or to any Committee or sub-Committee of the authority.

A “Deputy Chief Officer” under the Act is anyone who reports directly to any person defined as a Chief Officer.

7. The only employees who could be caught by any of these definitions who are excluded from them under the 1989 Act are those employees engaged principally in clerical or secretarial support, or who are responsible for other support services.
8. The 1989 Act divides “Chief Officers” between what are called “statutory Chief Officers” and “non-statutory Chief Officers”. However, this distinction is irrelevant for the Pay Policy Statement provisions of the Localism Act 2011.
9. The 1989 Act applies to the City only in its capacities as a local authority, police authority and port health authority. However, in keeping with the commitment to wider transparency in our Pay Policy Statements, the basic definitions of “Chief Officer” and “Deputy Chief Officer” given in the 1989 Act have been applied in our Pay Policy Statements to all relevant employees of the City Corporation, irrespective of the capacity or capacities they work under, other than where their duties are specifically excluded from the provisions of the Localism Act.
10. Section 41 of the Localism Act makes further provision relating to the remuneration of “Chief Officers”, which is that any determination made by the authority related to the remuneration or other terms and conditions applying to a Chief Officer of the authority within the financial year to which the Pay Policy Statement relates must comply with its Pay Policy Statement for that year.
11. The Localism Act makes supplementary provisions relating to Pay Policy Statements in its section 39. This says that the authority’s Pay Policy Statement must be approved by a resolution of the authority by the 31 March before the financial year to which it relates, that the Statement may (again by resolution of the authority) be subsequently amended after the beginning of the financial year, and that, as soon as is reasonably practicable after its approval or amendment, the Statement must be published on the authority’s website.

12. The Department for Communities and Local Government publishes Guidance to the relevant parts of the Localism Act and a Code of Recommended Practice for Local Authorities on Data Transparency which is also of relevance in complying with the Act. Such Guidance has statutory effect under section 40 of the Act, and a relevant authority in performing any of its functions under sections 38 and 39 of the Act must have regard to the instructions of the Guidance.
13. The main Guidance (*“Openness and Accountability in Local Pay: Guidance under section 40 of the Localism Act”*) was published in February 2012. It sets out a number of key policy principles, i.e.
- The need to increase transparency in how taxpayers’ money is used in local authorities, particularly in the pay and reward of staff
  - The promotion of pay fairness by tackling disparities between the lowest and highest paid
  - The increase of accountability in pay decisions made by authorities.

The general notion is that *“the Act’s provisions will ensure that communities have access to the information they need to determine whether remuneration, particularly senior remuneration, is appropriate and commensurate with responsibility. In addition, the provisions will ensure that policies on the pay and reward of the most senior staff are set out clearly within the context of the pay of the wider workforce”*.

14. The 2012 Guidance in general reiterates the main provisions of the 2011 Act or makes suggestions about how these should be interpreted, but it also makes several prescriptive points for matters which it would be desirable for authorities to include within their Pay Policy Statements or otherwise within their pay policies or governance arrangements. These include:
- the non-applicability of the Localism Act to the staff of local authority schools (including teachers)
  - the opportunity for a full-council vote for new salary packages in excess of £100,000 per annum;
  - the publication of pay multiples, in particular between the highest-paid employee and median pay levels;
  - the payment or otherwise of separate fees for election duties for Chief Officers;
  - description of whether any payments to senior staff have to be earned each year or are all consolidated payments;
  - compliance in the award of severance pay to Chief Officers with the authority’s published policies on discretionary payments in such circumstances;

- circumstances in which pension payments can be made to employees still in local-authority work
  - policy on pay packages for senior appointments that limits the possibility of tax avoidance.
15. The government introduced Supplementary Guidance to the 2012 Guidance in February 2013. This in general served as a reminder for authorities of their existing duties in relation to their Pay Policy Statements, without giving further explicit instructions to them about additional requirements. However, it stated that authorities should present their Pay Policy Statements in a clear and accessible format, keeping jargon to a minimum and explaining any acronyms used, and that they should set out in their Statements clearly and separately their policies against each of the requirements of the Localism Act. The Supplementary Guidance also advised authorities that if they conclude that any particular parts of the existing Guidance do not apply to them then they explain this clearly in their Statements.

### **Current Position - City of London Pay Policy Statement 2020/21**

16. Attached to this report is an updated draft Pay Policy Statement for 2020/21. This is required to be put before the Establishment and Policy & Resources Committees before being put to the full Court of Common Council. It was presented to Senior Remuneration Sub Committee (SRSC) on 5<sup>th</sup> December to provide Members with the template that the City uses in its Pay Policy Statements in order to explain why it is structured as it is and contains what it does, against the legislative framework under which the Statements are made.
17. At the 5 December meeting, members of the SRSC expressed views about the format and content of the Pay Policy Statement. They accepted that this was driven by legislation but asked that it be reviewed for the 2021/22 Statement. In the meantime, the Statement for 2020/21 retains its existing format.
18. Paragraphs 1-4 of the Statement provide a general introduction. They explain the general duty under section 38(1) of the 2011 Act to provide a Statement, and the basic principles which the Government Guidance suggests that Statements should embrace. They explain further how the legislation affects the City Corporation, and the general decision to follow the spirit of the legislation across wider areas of the City's functions, other than certain areas (Police Officers and Schoolteachers) which the legislation or Guidance specifically exclude.
19. Paragraphs 5-7 and 8-14 provide a general overview of the City's pay policies, its Grading structure and other payment mechanisms. These put in context later parts of the Statement. The required definition of lowest-paid staff is provided at paragraph 13.
20. Paragraphs 15 and 16 explain payments made to Graded staff, following the descriptions of the pay rates for the Grade and number of employees in them given in paragraphs 5 and 6. This is of relevance to the requirement to explain the remuneration of "Chief Officers" (many of whom by the Local Government

& Housing Act definition used in the 2011 Act are paid on the A-J Grades) and to the requirement to provide pay multiples, in particular the relationship of the pay of the highest-paid member of staff with the median employee in pay terms.

21. Paragraphs 17-25 explain payments made to employees on the Senior Management Grade. This is further relevant to explaining the organisation's remuneration policies in relation to "Chief Officers", as these are different for "SMG" "Chief Officers" and "A-J" "Chief Officers". This affects the requirements under sections 38(4) and 41 of the Act and some of the provisions relating to "Chief Officer" pay in the 2012 Government Guidance.
22. Paragraphs 26-31 then bring the preceding sections together to provide full details of our remuneration regime as it might affect all "Chief Officers" and "Deputy Chief Officers" as the Act would define them. Paragraph 31 also provides the pay multiples and general explanation of relationships required by section 38(2) of the Act and the 2012 Government Guidance to it.
23. Paragraphs 32-40 then give details on specific matters which the Government guidance requires to be set out in the Statement. Each subject area is clearly indicated.
24. Paragraphs 41-44 provide brief concluding statements in relation to the legislation.

## **Conclusion**

25. To meet the requirements of the Localism Act, the City Corporation must agree and publish a Pay Policy Statement before each financial year. This report sets out why the City's Statement is set out in the way it is and contains the information it does.

## **Appendices**

Appendix 1: Draft Pay Policy Statement 2020/21

Appendix 2: Draft Pay Policy Statement 2020/21 showing tracked changes from the 2019/20 Statement

Ian Simpson, Pay and Grading Manager, Corporate HR, Town Clerk's Department

T: 020 7332 1898 / E: [ian.simpson@cityoflondon.gov.uk](mailto:ian.simpson@cityoflondon.gov.uk)

<b>Committee:</b> Policy & Resources Committee	<b>Date:</b> 20 February 2020
<b>Subject:</b> Funding request to support an extension of Heart of the City's responsible business programme	<b>Public</b>
<b>Report of:</b> Damian Nussbaum, Director of Innovation & Growth	<b>For Decision</b>
<b>Report author:</b> Jacob Seymour, Head of Operations, Innovation & Growth	

## Summary

Heart of the City is a unique charity founded, hosted and core-funded by the City Corporation. It is the only organisation in the country that works with smaller businesses across London to start and develop responsible business/CSR activities. It does this through a pioneering peer-learning model, engaging experts from large companies to mentor and advise the SMEs.

The charity is governed by an experienced and high calibre board of senior business leaders. It is delivering against an ambitious five-year business plan which sees it reach hundreds more companies across London and in targeted regional cities. In 2019, 147 companies joined Heart of the City and the charity was supported by 99 larger UK companies across a range of industries.

Heart of the City currently delivers the City Corporation's Corporate Strategy Objective 5, points c and d<sup>1</sup>. The charity also works alongside others in the Corporation to deliver its Responsible Business Strategy and the Social Mobility Strategy.

The charity currently has one year's funding from the Corporation which is due to end on 31 March 2020. It is seeking a further year's extension of its funding from the Corporation in 2020-21.

## Recommendations

Members are asked to:

- Note that Policy and Resources Committee agreed funding of £300,000 for 2019/20 and we are now asking for approval of a further year's funding pending the outcome of the Fundament Review;
- Agree one-year's funding for 2020/21 from options one to three; this would be met from City's Cash
- Note that a review will be undertaken in 2020 to assess the value and return on investment that Heart of the City generates.

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5. <sup>1</sup> 'Businesses are trusted and socially and environmentally responsible  
c. Support, celebrate and advocate responsible practices and investments.  
d. Advocate and facilitate greater levels of giving of time, skills, knowledge, advice and money.'

## Main Report

### Background

1. Heart of the City is the only charity in the UK working with small businesses to help them establish a sustainable programme of responsible business activities. No other organisation achieves this level of reach with small companies, and Heart of the City's programme has been refined over 20 years to suit the needs of this very specific target audience.
2. It was founded by the City Corporation, the Bank of England and the predecessor to the Financial Conduct Authority in 2000 and all three founders remain strong supporters in-kind although, as regulators, the other two bodies are not able to provide core grant funding to Heart of the City. The charity is governed by an experienced and high calibre Board and overseen by a Council of Members of senior leaders from businesses across London – details at **Appendix 1**.
3. Heart of the City has met all the targets set over its most recent funding period (see **Appendix 2**). In 2019, 147 London businesses took part in Heart of the City's capacity-building programme and demand for its work remains high with a full complement of members already signed up to its 2020 programme.
4. The charity delivers its work with the support of 150 employees across 99 large London firms who give their time, expertise and resources to help smaller companies set up their responsible business work. This equated to £230,000 worth of in-kind funding in 2019. A list of these companies (known as Heart of the City Ambassadors) is in **Appendix 4**.
5. Due to its focus on businesses, Heart of the City has not been able to secure grant-funding from traditional grant-funders for its work. City Bridge Trust does fund the charity, although this is restricted to activities supporting disadvantaged communities, not core-funding the charity's broader responsible business work.
6. Heart of the City has had good success in securing membership fees from SME members since 2016. These comprised £85,000 in 2019 but further growth is limited due to the challenges securing payment from smaller businesses.

### Current Position

7. Heart of the City conducted a comprehensive review of its work and impact in 2018. It used this learning to refine its offer to businesses and to develop a five-year strategy to run from 2019, which focuses on what is unique and most effective about Heart of the City's work:
  - a. Its target audience of SMEs that are new to responsible business
  - b. Its unique asset base of major UK companies as supporters.
8. The past year has seen interest in responsible business grow yet further. The expectations placed on businesses to demonstrate the positive impact they have on society has grown. This has been reflected in the strong interest in Heart of the City and its work from businesses across London. This year the charity

worked with a record number of 82 new businesses and in 2020 they will celebrate working with their 1,000th member.

9. In 2020 Heart of the City also celebrates its twentieth anniversary. It aims to use this to reach out to more SMEs, by raising awareness of the ways in which SMEs can make a positive difference to the wellbeing and diversity of their staff, reduce their environmental impact and support their local community.
10. Heart of the City is currently in discussions with the City Corporation about playing a stronger role in the delivery of the Lord Mayor's Dragon Awards, through which the charity aims to showcase the excellence and range of the philanthropic projects connected to the Corporation. It is also bringing together the Corporation's responsible business strategy team, the Lord Mayor's Appeal, City Bridge Trust, Business Healthy and the Innovation team to explore ways of collaborating.
11. In 2020 the charity plans to commission an external review of its work, to better understand its impact and the return on investment it generates. It will also seek to understand how its medium-term strategic goals align with those of the City Corporation.

## **Proposal**

12. To enable Heart of the City to continue to deliver its five-year strategy outlined above, this report proposes three funding options which deliver differing levels of impact, set out in the table on the next page:

	OPTION ONE	OPTION TWO	OPTION THREE
Level of funding	£202,000 <sup>2</sup>	£255,000	£300,000
Headcount funded	2.5	3.5 (status quo)	4.5
Companies reached	130 (0% increase on 2016-18)	150 (25% increase on 2016-18)	200 (60% increase on 2016-18)
In-kind funding from external companies	£100,000 equivalent	£230,000 equivalent	£250,000 equivalent
Connecting across City Corporation teams	- (No new connecting work will be undertaken as the team reduces in capacity)	Act as consultant and connector to City Corporation between initiatives, and externally with its extensive business network	Act as consultant and connector to City Corporation between initiatives, and externally with its extensive business network
New training	-	New training course launched, and two sessions delivered with external partners	New training course launched, and four sessions delivered with external partners. New online membership developed and launched.
Regional engagement work	-	-	Engage companies in cities prioritised in the City Corporation's Regional Strategy in responsible businesses. Share the benefits and learning of London companies with SMEs based in other UK regions.
Corporate Plan objectives delivered	Objective 5d.	Objective 5c and 5d.	Objective 5c, 5d and 7b.
Implications	This level of funding, a reduction from 2019/20, would require a reduction in headcount once the current year's commitments to businesses in the City are complete.	This level of funding would allow Heart of the City to retain its current headcount and to deliver its business plan commitments to City businesses.	This level of funding would allow Heart of the City to retain its current headcount and to deliver its business plan commitments to City businesses, as well as reaching new companies in other UK regions.

<sup>2</sup> See Appendix 3 for more detail on previous levels of funding.



13. The funding proposed would cover a contribution to the salary costs and a modest operational budget contribution.

**Table 1: Illustrative funding forecast 2020/21**

CoLC grant	£300,000
City Bridge Trust	£95,000
Membership fees	£80,000
Training course	£6,000
In-kind (from external companies)	£250,000
	<u>£731,000</u>

14. If Heart of the City does not secure funding at the levels outlined in options two or three it would seek to minimise any impact for the first six months of the financial year and to meet its existing commitment to its members by drawing down its reserves. It would not be able to draw on its reserves indefinitely, as the charity needs to maintain a certain level of reserves to be able to wind down if necessary, in line with the Charity Commission's good practice. It would look to reduce its activities and headcount accordingly from quarter three.
15. Heart of the City has built up its reserves to manage the risks associated with short term funding. It has also built up additional reserves to invest in developing its business model to be scalable, and in extending its reach and impact to new businesses. Heart of the City will also use its reserves to pay for a robust external review of its work in 2020. In the instance that the charity needs to use its reserves for salary costs these development activities would be scaled back accordingly.
16. Heart of the City's work aligns with the Innovation Growth (IG) department which engages with business on issues covering good governance, ESG investing, diversity, apprenticeships, social mobility and growth, particularly in fintech, cyber security and green finance. By leveraging its different but complementary network of businesses effectively, Heart of the City will continue to reinforce and broaden the reach of the City Corporation's own engagement. It will also support the delivery of the City Corporation's own Responsible Business Strategy.
17. To help ensure appropriate benefit to the City Corporation from the ongoing work of Heart of the City, it is the aim of the charity to make a detailed bid for further funding as part of the Fundamental Review in 2020-21. This will draw on the learning from the external review of its work.

### **Corporate & Strategic Implications**

18. This proposal strongly supports the aim in the Corporate Plan 2018/23 that 'businesses are trusted and socially and environmentally responsible'; it is the only vehicle for delivering against two objectives (5 c & d). It would also provide a strengthened external engagement tool for the Responsible Business Strategy and would support other key strategies such as the Social Mobility Strategy and Employability Strategy. In view of Heart of the City's plans to expand its services

to businesses outside of London, it would also support and bolster the City Corporation's Regional Strategy.

19. The proposal dovetails neatly with the City Corporation's Philanthropy Strategy. Heart of the City provides best practice advice to companies around philanthropy. It also provides a useful conduit for potential participants in the Lord Mayor's Appeal.

### **Implications**

20. The report sets out the proposed new funding agreement, which commits the City to provide grant funding to Heart of the City for one year from 2020/21. This will follow on from the current one-year agreement ending in March 2020 which has provided £300,000 of funding over this period.
21. It is proposed that this commitment continue to be met from City's Cash.
22. There are no legal issues of note relating to the funding procedure, which follows previous funding cycles.
23. There are no HR issues of note relating to the funding.

### **Conclusion**

24. London is the centre for responsible business activities across the UK. Heart of the City is a unique organisation which draws new companies into responsible business for the first time. It is unique in encouraging and supporting London SMEs and in engaging with an exceptionally wide range of major UK companies as its Ambassadors. The City Corporation has been far-sighted in developing and supporting this charity and now there is a marked increase in interest in responsible business there is an opportunity to share Heart of the City's model with a growing audience. Supporting this impactful ongoing work from Heart of the City will enable the City Corporation to further its regional leadership role in responsible business and it will complement its suite of work underway on philanthropy, responsible business and inclusion, and its regional strategy.

### **Appendices**

- Appendix 1 – Heart of the City trustees and Council of Members
- Appendix 2 – Heart of the City achievements 2016-2019
- Appendix 3 – Background to Heart of the City's funding
- Appendix 4 – Heart of the City's Ambassador companies
- Appendix 5 – Relevant City Corporation Corporate Plan Objectives

**Jacob Seymour | Innovation Growth Office**

E: [jacob.seymour@cityoflondon.gov.uk](mailto:jacob.seymour@cityoflondon.gov.uk)

<b>Committee(s):</b> Policy & Resource Committee – For decision	<b>Date(s):</b> 20 February 2020
<b>Subject:</b> Central London Forward – Joint Venture Agreement	<b>Public</b>
<b>Report of:</b> Damian Nussbaum, Director of Innovation & Growth	<b>For Decision</b>
<b>Report author:</b> Jacob Seymour, Head of Operations, Innovation & Growth	

## Summary

Central London Forward (CLF) was created in 2007 as a new local authority led organisation which would act as a voice for central London. The partnership is governed by a Joint Venture Agreement (JVA) between participating boroughs.

This report seeks approval to extend the City Corporation’s involvement in the Partnership (and the Joint Venture Agreement – JVA) for a further period to 31 March 2024.

Central London Forward has become recognised as a key part of London Government and is valued by partners as a strategic partnership providing a collective voice for central London to facilitate collaboration on key opportunities and challenges across boroughs and the City of London.

Our work is divided into two areas: policy development and lobbying, and programme management and delivery.

All of the 11 borough Leaders and the Chair of Policy & Resources have expressed a wish to continue to engage with the Partnership for a further 4 years subject to approval of the Joint Venture Agreement and payment of an annual subscription of £40,000 per annum.

### Recommendation(s)

It is recommended that the Committee agree to the proposed CLF Joint Venture Agreement set out at Appendix 1 and to the contribution of £40,000 per annum for the four years, 2020 to 2024, which will be met from the Innovation and Growth budget.

## Main Report

### Background

1. Central London Forward (CLF) is the strategic sub-regional partnership for central London. The partnership works on behalf of its members and associate members to provide a collective voice for central London and to facilitate collaboration on key opportunities and challenges across boroughs and the City of London.

2. The City of London was a founding member of CLF and has acted as the host and accountable body for CLF since its creation.
3. The membership of CLF is currently the City of London and the local authorities of Camden, Hackney, Haringey, Islington, Kensington and Chelsea, Lambeth, Lewisham, Southwark, Tower Hamlets, Wandsworth and Westminster. Haringey and Lewisham are associate members, working with the partnership on matters relating to employment and skills only.
4. CLF is governed by a Board made up of the Leaders or Mayors of member boroughs and the Chair of Policy & Resources. The Board set the priorities for the partnership and determine the work programme for CLF.
5. The GLA, represented by the Assistant Director of Skills & Employment, Michelle Cuomo-Boorer and London First Director of Strategy and Policy, John Dickie are observers at CLF Board meetings and no subscription is paid.
6. The Central London Forward governance structure also includes:
  - A CLF Chief Executives group (the Town Clerk attends these meetings);
  - The CLF Employment & Skills Board (the Chair of Policy & Resources is a member of this sub-group);
  - A Senior Officers group to engage with operational and policy implementation officers in the members; and
  - A Skills Officers group working specifically on delivering the [CLF Skills Strategy](#).
7. The work of CLF has changed significantly over time. The initial focus between 2007 – 2014 was on agreeing and presenting lobbying positions to support Central London and preparing for the delivery of the 2012 Olympics. From 2015 onwards, through a mix of Board decisions and reacting to opportunities created by the London Growth Deal and Devolution Deal, the work of CLF expanded to include the commissioning of employment support programmes for unemployed residents. Since 2019 the CLF Board have sought to rebalance the partnership to its original intent through an increased focus on policy development and lobbying.
8. Funding for CLF comes from four sources: the Department for Work and Pensions (DWP), European Social Fund (ESF), pooled New Homes Bonus (NHB) funds and member subscriptions. DWP, ESF and NHB fund CLF's programme work, while the policy, lobbying and administrative work is funded by subscriptions. At present most of CLF's funding is programme specific and will terminate as each programme concludes in the years ahead.
9. CLF maintains close links with the other London sub-regions, and with the GLA and London Councils. Consideration is taken to collaborate and coordinate, not duplicate, respective work streams with these other regional and sub-regional partners.

## **Current Position**

10. CLF is governed by a Joint Venture Agreement first agreed with the original membership in 2007. This JVA has been extended and amended every 2 – 3 years since that date. The most recent extension was agreed in 2015 and will expire on 31<sup>st</sup> March 2020.
11. Following advice from City of London Legal officers a new Joint Venture Agreement has been drafted for approval by CLF members. Legal officers advised that, given changes in the operation of the partnership since 2017 and to provide greater clarity for members, a new agreement should be developed rather than a further extension to the 2007 agreement.
12. An early draft of the proposed JVA was provided to legal officers in member boroughs and comments received have been incorporated into this final draft, attached at Appendix 1. CLF members are currently taking the JVA through internal governance arrangements and it is expected that all members will formally agree to the JVA at the CLF Board meeting on 19<sup>th</sup> March 2020.

## **Proposals**

13. It is proposed that the Committee approve the proposed CLF JVA, as set out at Appendix 1, for a further four years from 1<sup>st</sup> April 2020 to 31<sup>st</sup> March 2024 so that the City of London may continue to influence policy on behalf of central London on the priorities set out above. The proposed subscription of £40,000 per annum would continue to be met from the Innovation and Growth budget.
14. The Committee is recommended to authorise the Chair of Policy & Resources to complete the agreement and to continue to engage proactively with CLF.
15. The Committee is also recommended to approve the continued role of the City of London as accountable body for CLF.

## **Corporate & Strategic Implications**

16. Continued membership of the Partnership and hosting of the team demonstrates the City Corporation's commitment to the Corporate Plan 2018-2023 themes, including a commitment to 'contribute to a flourishing society' and 'support a thriving community'.

## **Implications**

17. As CLF is an informal partnership the City of London act on behalf of the partnership in all legal and financial agreements. Risk sharing agreements are in place across CLF's activities to ensure that any legal or financial liabilities are shared across the membership and do not fall solely on the City of London.
18. The financial commitment from the City would amount to £40,000 per annum, for four years, the same as the other full members.

## **Conclusion**

19. Central London Forward has become recognised as a key part of London Government and is valued by partners as a strategic partnership acting as a voice for key issues and priorities for central London. The borough partners have as a result expressed a wish to continue to engage with the Partnership for a further four years subject to the signing of the Joint Venture Agreement and payment of the £40,000 per annum subscription.
20. The Committee are asked to support the recommendations of this report and enable the Chair of Policy and Resources to complete the agreement.

## **Appendices**

- Appendix 1 – Joint Venture Agreement 2020-2024

## **Background Paper (available on request)**

- Joint Venture Agreement 2008

## **Jacob Seymour**

Head of Operations, Innovation & Growth

T: 077085 09871

E: [Jacob.seymour@cityoflondon.gov.uk](mailto:Jacob.seymour@cityoflondon.gov.uk)

<b>Committee</b>	<b>Date:</b>
Policy and Resources Committee (for decision)	20 February 2020
<b>Subject</b>	
'future.now' Policy Initiatives Fund (PIF) Application for funding	
<b>Report of</b>	<b>Public</b>
Town Clerk	
<b>Report Author</b>	<b>For Decision</b>
Kate Smith – Head of Corporate Strategy and Performance Jessica Walsh – Digital Skills Strategy Officer	

## Summary

*future.now* was launched on 10 October 2019 as part of Alderman Peter Estlin's 2019/20 Lord Mayoralty. The City of London Corporation (City Corporation) is a founding partner of *future.now*, alongside Nominet Trust, Accenture, Lloyds Banking Group, Good Things Foundation and BT. *future.now* aims to '*motivate people and businesses to boost their digital skills*'. Becoming a founding partner has required an in-kind investment of £75,000 from the City Corporation, which is made up of Alderman Peter Estlin becoming the Chair of the *future.now* Board, funding for the Project Director role, administrative project support, and meeting and event spaces at both the Guildhall and Mansion House.

This paper requests £17,000 of your Committee's 2020/21 Policy Initiatives Fund (PIF) to cover the costs of four events including a **Senior Council Meeting and Stakeholder Breakfast on 23 April 2020 in the Basinghall Suite and the launch of the Lloyd's Banking Group Consumer Digital Index, in partnership with *future.now*, in the Old Library on 21 May 2020**. It is felt that this PIF application meets the criteria of: *Sponsorship/funding for bodies which have initiatives that support the City's overall objectives*.

### Recommendations

The Policy and Resources Committee is asked to:

- i. Approve the allocation of £17,000 to cover the costs of four events from your Committee's 2020/21 Policy Initiatives Fund, categorised as 'events' and charged to City's Cash.

## Main Report

### Background

1. 'future.now' was launched on 10 October 2019 as part of Alderman Peter Estlin's 2018/19 mayoral programme – '*Shaping Tomorrow's City Today*', and the City Corporation is a founding partner alongside Nominet Trust, Accenture, Lloyds Banking Group, Good Things Foundation and BT. The decision to become a founding partner was delegated by Policy and Resources Committee in July 2019 to the Chair of Policy and Resources and the Town Clerk and Chief Executive. Founding partner status requires a commitment from the City Corporation of £75,000 of in-kind support. The in-kind support is made up of Alderman Peter Estlin becoming the Chair of the future.now Board, funding for the Project Director role, administrative project support, and meeting and event spaces at both the Guildhall and Mansion House.
2. future.now aims to '*motivate people and businesses to boost their digital skills*'. It is a game-changing and UK-wide initiative that takes an evidence and impact-based approach to working with the 4.3 million without any digital skills; 11.9 million lacking basic digital skills; and the 17.3 million in work without sufficient digital skills for the future. It maps and magnifies existing digital skills initiatives and expert practitioners in order to understand what works and why, as well as signposting and scaling their work, filling gaps and preventing duplication. Critically, future.now will develop behaviour change campaigns that are focussed on changing people's attitudes to digital skills – motivating them to acquire new skills. future.now will be launched as a public-facing entity on 10 October at Mansion House and will feature key speakers such as the Lord Mayor and other senior representatives from those involved in the coalition.

### Current Position

3. The in-kind events and venue offer relating to Guildhall is as follows:
  - a) In kind venue support for four events, valued at c.£17,000 and comprising two uses of Basinghall Suite (£2,500 per event) and two uses of the Livery Hall (£6,000 per event). The funding for these events should be sought from the Policy Initiatives Fund or via a sponsoring department. Ad hoc use of Committee Rooms and North Wing Meeting rooms offered when available and will not be re-charged to departments.
4. To date future.now has made a request to use two rooms as follows:
  - a) **23 April 2020** – The Basinghall Suite, for a Senior Council Meeting and stakeholder breakfast (2-hour approx.event).
  - b) **21 May 2020** – The Old Library, for the launch of the Lloyd's Banking Group Consumer Digital Index, in partnership with future.now (full day event).
5. future.now have been informed that the request of the Old Library was not originally offered, and as such this means that the request of these two rooms



comes to £7,375 of the allocation and this will need to be borne in mind when making future requests. The Old Library is necessary for the size of the event.

## Options

6. A sponsoring department has not been found for either of these events, and a Hospitality Working Party request has not been made at this time, due to the alignment of the request to the PIF criteria, namely:
  - Sponsorship/funding for bodies which have initiatives that support the City's overall objectives.

## Proposal

7. £17,000 of PIF is requested – broken down as £2,500 for Basinghall Suite and £6,000 for the Livery Hall/ £6,325 for Old Library.
8. It is proposed that the required funding of £17,000 is to be drawn from your Committee's 2020/21 Policy Initiative Fund categorised as 'Events' and charged to City's Cash. The current uncommitted balance in the 2020/21 PIF is £779,365 prior to any allowances being made for any other proposals on today's agenda.

## Corporate and Strategic Implications

9. future.now has a strong fit with the City Corporation's strategic aims. Outcome eight of the City Corporation's Corporate Plan states 'we have access to the skills and talent we need' and outcome nine states the organisation's commitment to being 'digitally and physically well-connected and responsive'. One of the ways of achieving both these outcomes is through the implementation of the City Corporation's Digital Skills Strategy for 2018-23 and the work of future.now.

## Conclusion

10. Since its launch, future.now has been actively developing its internal infrastructure and processes, as well as continuing to deliver work that maps and magnifies digital skills initiatives to different stakeholders and populations across the UK. There continue to be benefits to the City Corporation remaining involved in future.now – a coalition committed to harnessing the collective expertise and resources of partners to address the UK's digital skills gaps – and by committing £17,000 of PIF, the City Corporation will demonstrate this.

### **Kate Smith**

Head of Corporate Strategy and Performance

T: 020 7332 3437 (Int. Ext. 3437)  
E: [kate.smith@cityoflondon.gov.uk](mailto:kate.smith@cityoflondon.gov.uk)

### **Jessica Walsh**

Digital Skills Strategy Officer

E: [Jessica.Walsh@cityoflondon.gov.uk](mailto:Jessica.Walsh@cityoflondon.gov.uk)

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<b>Committee:</b>	<b>Date:</b>
Public Relations and Economic Development Sub Committee	19 February 2020
Policy and Resources Committee	20 February 2020
<b>Subject:</b>	<b>Public</b>
Tokyo 2020 Games	
<b>Report of:</b>	<b>For Decision</b>
Director of Communications	
<b>Report author:</b>	
Sam Hutchings, Sport Engagement Manager	

## Summary

This report sets our plans to engage and celebrate the upcoming Olympic and Paralympic Games in Tokyo this summer. It proposes a number of events be supported in London in the run up to the competition, as well as the Lord Mayor hosting a business networking event at UK House in Tokyo and participating in the official UK delegation at the start of the Games.

## Recommendation

That, Members agree that £40,000 be allocated from the 2020/21 Policy Initiatives Fund to cover costs of the City Corporation's engagement around the Tokyo 2020 Olympic and Paralympic Games.

## **Main Report**

1. In line with the City Corporation's new sport engagement ambition and following on from the successful UK Sport International Relations Seminar that took place at Guildhall last month, discussions have taken place with the British Olympic Association (BOA) and the British Paralympic Association (BPA) on plans for the City of London Corporation to support and engage in the Tokyo Olympic and Paralympic Games this year.
2. Some of this engagement would be London based, utilising our facilities and convening power to bring together sport representatives and business to discuss potential fundraising opportunities which are imperative to ensuring future British sporting success. The BPA are particularly keen on this as they are looking to enhance fundraising significantly in the lead up to the Paralympics this summer and beyond. Events to support this fundraising programme, as well as celebrating Team GB athletes, could take place at Guildhall and Mansion House in the lead up to and after the competition. Already there are plans to hold an archery display in Guildhall Yard in May for Team GB competitors.
3. Hampstead Heath will also be the focal point in the run up to the Games as it will host the qualifier competitions for the 10,000 metre race, effectively deciding on which Team GB athletes will go to Tokyo to compete. This will form part of the celebrations around the 'Night of the 10kpbs on Parliament Hill Athletics Track – an annual festival of running that attracts a large audience and receives positive media coverage. By providing some resources to this year's event, and possibly hosting stakeholders and partner representatives during the evening, the City Corporation would receive enhanced recognition for its support and more widely its role in facilitating sport across our open spaces.
4. In addition to events in London, the Lord Mayor has been invited by the BOA to attend the start of the Olympic Games as part of the official UK delegation in Tokyo. Attending during this time would mean that he would participate in high profile events held at the British Embassy in Tokyo as well as engaging with key policy and business leaders alongside senior representation from the UK. As part of this arrangement, the Lord Mayor would also be asked to host a business networking event prior to the start of the Olympic Games at UK House in Tokyo.
5. The focus of an event at UK House in Tokyo would be to promote London and the UK's trade, sport and cultural offer. Working with the BOA, who would oversee logistics, the City Corporation could ensure key business and policy contacts are invited to this event. Japan represents a key market for London and the UK and building links through sport can help lay the groundwork for future trade discussions and collaborations. Further down the line it is also anticipated that this engagement will position the City Corporation well in support of UK preparations for the Paris 2024 games, which will be an important opportunity to strengthen Anglo-French relations.
6. Working with partners including UK Sport, the BOA, BPA and the British Embassy in Japan, the Sport Engagement Manager will provide logistical support and backup to the Lord Mayor during this trip. He will also be accredited alongside the

Lord Mayor and help facilitate engagement and build relationships with our sporting and business partners. Working with Mansion House and Innovation Growth, a comprehensive programme of activities will be devised and a report of the outcome and benefits of the engagement around the Tokyo 2020 Games will be provided as part of the regular sport engagement updates given to the Public Relations & Economic Development Sub Committee.

7. The BPA are also keen for the City Corporation to be represented in Tokyo during the start of the Paralympics, although the timing of this competition over the summer recess makes this logistically much more challenging. However, the London Symphony Orchestra will be performing at the UK House in Tokyo during this time and discussions are ongoing with the organisers and UK Embassy in Japan on ways the City Corporation can support this cultural programme.
8. In view of the strategic importance of this engagement and the unique context, it is suggested that Members agree to £40,000 being allocated from the 2020/21 Policy Initiatives Fund to meet costs of engagement for the Tokyo 2020 Games. This amount would cover support for events in London and additional resources for celebrating the Night of 10kpbs this year at Hampstead Heath. It will also cover costs associated with engagement in Tokyo, including hosting a high-level business networking event at UK House prior to the start of the Olympics and travel costs for the Sport Engagement Manager. The Lord Mayor's travel costs, including accommodation and flights, will be met from the MVAC budget.

### **Implications**

9. These events and initiatives take forward the aims and priorities of the City of London's Corporate Plan for 2018-23 by promoting trade, culture and social cohesion domestically and internationally within a flourishing society and thriving economy. It is proposed that the required funding of £40,000 is to be drawn from your Committee's 2020/21 Policy Initiative Fund categorised as 'Promoting the City' and charged to City's Cash. The current uncommitted balance in the 2020/21 PIF is £779,365 prior to any allowances being made for any other proposals on today's agenda.

### **Conclusion**

10. The Tokyo Olympic and Paralympic Games represent a unique opportunity for the City Corporation to engage with domestic and international partners and stakeholders, as well as promote UK trade, sport and culture to a global audience. A number of events are planned for the lead up to the Games and during the competition. Members views are sought on funding these plans from the Policy Initiatives Fund.

### **Contact**

Sam Hutchings, Sport Engagement Manager  
T: 020 7332 3596 E: sam.hutchings@cityoflondon.gov.uk

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<b>Committee:</b> Policy and Resources	<b>Date:</b> 20 February 2020
<b>Subject:</b> Policy Initiatives Fund/Committee Contingency/Brexit Contingency/Committee's Project Reserve	<b>Public</b>
<b>Report of:</b> Chamberlain	<b>For Information</b>
<b>Report author:</b> Laura Tuckey	

## Summary

This report provides the schedule of projects and activities which have received funding from the Policy Initiatives Fund (PIF), the Policy and Resources Committee's Contingency Fund, the Brexit Contingency Fund and the Committee's Project Reserve for 2019/20 and future years with details of expenditure in 2019/20. The balances remaining for these Funds for 2019/20 are shown in the Table below.

Fund	Balance Remaining 2019/20
Policy Initiative Fund	£497,248
Policy and Resources Contingency	£233,753
Brexit Contingency Fund	£2,034,860
Policy and Resources Committee's Project Reserve	£405,000

## Recommendations

Members are asked to:

- Note the report and contents of the schedules.

## Main Report

### Background

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 current process for identifying which items should sit within the PIF are if they fall under the below criteria:
  - 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.

3. To restrict the depletion of funds in future years, a two-year time limit is in place on multiyear PIF bids, with three years being an option by exception. To ensure prioritisation within the multiyear bids, the PIF for the financial year 2019/20 and onwards has £600k of its total budget put aside for multiyear bids with the rest set aside (£650k) for one off allocations, with the option to 'top up' the multiyear allocation from the balance if members agree to do so. This will ensure that there should always be enough in the PIF to fund emerging one-off opportunities as they come up.
4. PIF bids need to include a measurable success/benefits criterion in the report so that the successful bids can then be reviewed to see what the outcomes are and if the works/activities meet the objectives of the PIF. These measures will be used to review PIF bids on a six-monthly basis. This review will aide members in evaluating the effectiveness/benefits of PIF bids supported works/activities which can be taken into consideration when approving similar works/activities in the future.
5. When a PIF bid has been approved there should be a reasonable amount of progress/spend on the works/activities within 18 months of approval which allows for slippage and delays. If there has not been enough spend/activity within this timeframe, members will be asked to approve that the remaining allocation be returned to the Fund where it can be utilised for other works/activities. If the Department requires funding for the same works/activities again at a later date, it is suggested that they re-bid for the funding. If there is a legitimate reason, out of the Departments control, which has caused delays, it is recommended that these are reviewed by Committee as needed.
6. The Committee Contingency Fund is used to fund unforeseen items of expenditure when no specific provision exists within the Policy Committee's budget such as hosting one-off events.
7. The Brexit Contingency Fund is a time limited fund established to meet any unforeseen items of expenditure due to the UK leaving the EU such as; communicating the interests of the City, helping mitigate the risks identified in the Corporate Risk Register or managing any urgent unforeseen issues arising from Brexit.
8. The Committee's Project Reserve is a limited reserve which has been established from funds moved from the Projects Sub Committee Contingency Fund as approved in May's Policy and Resources Committee. This reserve of £450,000 from the Project Sub Committee is not an annual Contingency but a one-off sum. It is suggested that this reserve is used for project type spend.

### **Current Position**

9. Appendices 1, 3, 5 and 8 list the projects and activities which have received funding for 2019/20 from the PIF (Appendix 1), your Committee's Contingency (Appendix 3), the Brexit Contingency (Appendix 5) and the Committee's Project Reserve (Appendix 8) with the expenditure incurred to date. Appendices 2, 4, 6 and 9 shows all committed projects and activities approved by this Committee from the PIF



(Appendix 2), the Contingency (Appendix 4), the Brexit Contingency (Appendix 6) and the Committee's Project Reserve (Appendix 9) for the current and future financial years with the remaining balances available shown.

10. It should be noted that all items bar those in Appendices 5 and 6 have been the subject of previous reports approved by this Committee. Items in Appendices 5 and 6 have either been approved by the Town Clerk under delegated authority (for amounts under £100k) or by this Committee.
11. The balances that are currently available in the Policy Initiatives Fund, Committee Contingency Fund, Brexit Contingency Fund and Committee's Project Reserve for 2019/20 are shown in the Table below.

<b>Fund</b>	<b>Balance Remaining 2019/20</b>
Policy Initiative Fund	£497,248
Policy and Resources Contingency	£233,753
Brexit Contingency Fund	£2,034,860
Policy and Resources Committee's Project Reserve	£405,000

12. In June's Committee Members agreed to approve the transfer of funds of £61,865 from the Committee Contingency Fund to the Policy Initiatives Fund in order to increase the 2019/20 Multiyear allocation to £700,000; the initial allocation set aside of £600,000 was not high enough for the financial year. The remaining multiyear allocation is shown in the Table below with details, as shown in Appendix 7, prior to any allowances being made for any other proposals on today's agenda.

	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
Balance remaining of Multiyear PIF allocation	£57,865	£ 154,365	£583,365

### **Corporate & Strategic Implications**

13. Although each PIF application has to be judged on its merits, it can be assumed that they may be helping towards contributing to a flourishing society, supporting a thriving economy and shaping outstanding environments as per the corporate plan.
14. Each PIF application should be approved on a case by case basis and Departments should look to local budgets first before seeking PIF approval, with PIF requests only being submitted if there is no funding within local budgets available.

## Appendices

- Appendix 1 – PIF 2019/20 Expenditure
- Appendix 2 – PIF 2019/20 & Future FY Committed
- Appendix 3 – Contingency 2019/20 Expenditure
- Appendix 4 – Contingency 2019/20 & Future FY Committed
- Appendix 5 – Brexit Contingency 2019/20 Expenditure
- Appendix 6 – Brexit Contingency 2019/20 Committed
- Appendix 7 – PIF Multiyear allocations
- Appendix 8 – Committee's Project Reserve 2019/20 Expenditure
- Appendix 9 – Committee's Project Reserve 2019/20 Committed

### **Laura Tuckey**

Senior Accountant, Chamberlains

T: 020 7332 1761

E: [laura.tuckey@cityoflondon.gov.uk](mailto:laura.tuckey@cityoflondon.gov.uk)

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