



Delegated Authority and Urgency Decisions

Date: MONDAY, 23 MARCH 2020 – 29 MARCH 2020

Enquiries: Antoinette Duhaney, Committee & Member Services Officer, Email: antoinette.duhaney@cityoflondon.gov.uk, Tel: 020 7332 1408

Delegated or Urgent Decisions taken in accordance with the Court of Common Council's Standing Orders

**John Barradell
Town Clerk**

AGENDA

1. PROCUREMENT SUB COMMITTEE 24.03.20 - REPORT OF ACTION TAKEN

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2. CULTURE, HERITAGE & LIBRARIES COMMITTEE 23.03.20 - REPORT OF ACTION TAKEN

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4. EFFICIENCY & PERFORMANCE SUB COMMITTEE 24.03.20 - REPORT OF ACTION TAKEN - TO FOLLOW

For Information

5. BARBICAN CENTRE BOARD 25.03.20 - REPORT OF ACTION TAKEN

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Committee:	Date:
Procurement Sub Committee – 24.03.20	
Subject: Report of Action Taken Under Delegated Authority or Urgency Powers	Public
Report of: Town Clerk	For Information
Report Author: Antoinette Duhaney	

Summary

This report advises Members of action taken by the Town Clerk in consultation with the Procurement Sub Committee Chairman and Deputy Chairman, in accordance with Standing Order Nos. 41(a) and/ 41(b) since the last meeting.

Recommendation

That Members note the actions taken since the last meeting of the Sub Committee.

Main Report

1. Since the last meeting of the Committee, approval was given to several matters under urgency procedures or delegated authority arrangements, pursuant to Standing Order No. 41, as set out in the paragraphs below.
2. **City Procurement Strategy 2020 – 2024** (attached)
City Procurement published the Corporation's first Procurement Strategy in 2015. This paper introduces our new second-generation procurement strategy for the period of 2020-2024. It aims to build on the foundations of its predecessor and the achievements made over the last four years. The existing service is to be augmented with a range of value-added services that not only sustain a best in class procurement function but will increase its understanding of customer, corporate and supplier needs by developing our people, stakeholders and services. In doing so, it will maximise the opportunity to deliver real outcomes to the strategic, operational and financial health of the City Corporation for the next four years and beyond.

Action:

1. Approve the City Procurement Strategy 2020-2024.
2. Approve the publication of the City Procurement Strategy 2020-2024 document on the City of London Corporation website.

3. Responsible Procurement Policy 2020-24 (attached)

This report presents the City Corporation's new Responsible Procurement (RP) Policy; a set of 18 RP commitments that City Procurement will help the organisation achieve between 2020-2024. The RP Policy will be underpinned by a detailed action plan, which is being developed in collaboration with the Responsible Business team to ensure that the RP commitments are transformed into specific, measurable, achievable yet ambitious targets with clear milestones.

It also describes the proposed approach to implementing the RP Policy in order to support the achievement of the Responsible Business Strategy, the Corporate Plan and the United Nation's Sustainable Development Goals (UN SDGs). The RP Policy is presented in conjunction with the City Procurement Strategy 2020-24, whose focus areas will facilitate and drive the realisation of the policy commitments.

Action:

1. Approve the Responsible Procurement Policy for adoption from April 2020

4. Strategy to enhance engagement with suppliers in the Housing category to yield more bidder responses (attached)

The DCCS Committee has raised concerns around perceived failures in the procurement exercises undertaken for some projects where poor or no responses were received. In one instance, this resulted in the Contract being 'Set Aside' due to the winning supplier refusing to accept the terms of the contract. In response a Housing Working Group was established to review the Housing Projects, document lessons learned and make recommendations on how to improve on the quality and number of Tender returns received for future housing projects.

This Working Group has created an Action Log to improve engagement with the market and identify specific challenges whilst developing objectives to deliver the Housing Programme ensuring contracts are awarded within the terms of the Procurement Code.

Action:

1. Approve the recommended strategy proposed by the Working Group on behalf of the Procurement Sub-Committee.
2. Note the disbandment of the Housing Working Group.

5. Provision of Hazardous Waste Collection and Disposal Services - Procurement Stage 2 Award Report (non-public)

This report considered approval of the award of the contracts for the provision of Hazardous Waste Collection and Disposal Service for the City of London Corporation ("COL") property portfolio.

This report has also been considered by the Finance Committee and the Court of Common Council.

6.

Contact:

Antoinette Duhaney

antoinette.duhaney@cityoflondon.gov.uk

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Committee	Dated:
Summit Group Procurement Sub Committee Finance Committee	24 February 2020 24 March 2020 21 April 2020
Subject: City Procurement Strategy 2020-2024	Public
Report of: The Chamberlain	For Decision
Report author: Chris Bell, Commercial Director, Chamberlain's	

Summary

City Procurement published the Corporation's first Procurement Strategy in 2015. This paper introduces our new second-generation procurement strategy for the period of 2020-2024. It aims to build on the foundations of its predecessor and the achievements made over the last four years. The existing service is to be augmented with a range of value-added services that not only sustain a best in class procurement function but will increase its understanding of customer, corporate and supplier needs by developing our people, stakeholders and services. In doing so, it will maximise the opportunity to deliver real outcomes to the strategic, operational and financial health of the City Corporation for the next four years and beyond.

The City Procurement Strategy document includes the following sections:

1. A Foreword
2. Our service offerings
3. A review of achievements and the foundations established since 2015
4. The Strategy
5. How we will achieve this strategy
6. Measuring the success of this strategy
7. Supporting appendices *including the key actions plan*

The summary of the component parts of the new strategy are as follows:

Our vision - The City of London's procurement activities deliver robust, innovative and responsible outputs that further mature the Corporation's commercial performance.

Our target outcomes

1. Our key people across the organisation are upskilled in Commercialism, contract management and procurement.
2. Sustainable cost assurance is guaranteed for the future.
3. Opportunities to leverage responsible outcomes are maximised.
4. Our services provide what is needed and are easy to use.

Our service values *(these underpin everything we do)*

- a) Value for money is ensured.
- b) Operational excellence delivered through the highest of levels of customer service.
- c) Responsible business embedded by having Responsible Procurement practices at the heart of all we deliver.
- d) The organisation's assurance and risk are managed proportionally.

The City Procurement Strategy 2020-2024 can be found at Appendix 1.

Recommendation

Members of Procurement Sub are asked to:

- 1. Approve the City Procurement Strategy 2020-2024.
- 2. Approve the publication of the City Procurement Strategy 2020-2024 document on the City of London Corporation website.

Main Report

Background

- 1. City Procurement published the corporation's first procurement strategy in 2015.
- 2. The City Procurement's 2015-2019 Strategy was developed to ensure the Corporation put in place the foundation stones to allow a best in class procurement service to be developed during the initial years of this new corporate function.
- 3. This paper introduces our new second-generation procurement strategy for the period of 2020-2024 and illustrates where the organisation is on the Procurement Maturity curve.
- 4. It aims to build on the foundations of its predecessor and the achievements made over the last four years. The existing service is to be augmented with a range of value-added services that not only sustain a best in class procurement function but will increase its understanding of customer, corporate and supplier needs by developing our people, stakeholders and services. In doing so, it will maximise the opportunity to deliver real outcomes to the strategic, operational and financial health of the City Corporation for the next four years and beyond.

City Procurement Strategy 2020-2024

- 5. This report presents, at Appendix 1, the City Procurement Strategy 2020-2024.
- 6. The City Procurement Strategy document includes the following sections:
 - a. A Foreword
 - b. Our service offerings
 - c. A review of achievements and the foundations established since 2015
 - d. The Strategy
 - e. How we will achieve this strategy

- f. Measuring the success of this strategy
- g. Supporting appendices *including the key actions plan*

7. The summary of the component parts of the new strategy are as follows:

- a. **Our vision** - The City of London's procurement activities deliver robust, innovative and responsible outputs that further mature the Corporation's commercial performance.
- b. **Our target outcomes**
 - i. Our key people across the organisation are upskilled in Commercialism, contract management and procurement.
 - ii. Sustainable cost assurance is guaranteed for the future.
 - iii. Opportunities to leverage responsible outcomes are maximised.
 - iv. Our services provide what is needed and are easy to use.
- c. **Our service values** *(these underpin everything we do)*
 - i. Value for money is ensured.
 - ii. Operational excellence delivered through the highest of levels of customer service.
 - iii. Responsible business embedded by having Responsible Procurement practices at the heart of all we deliver
 - iv. The organisation's assurance and risk are managed proportionally.

Corporate & Strategic Implications

- 8. As a corporate service, our activities support delivery across all outcomes in the Corporate Plan, although a mapping exercise in conjunction with the corporate strategy team has identified that our strategic targeted outcomes directly impacts on the Corporate Plan outcomes of: *Businesses are trusted and socially and environmentally responsible; inspiring enterprise, excellence, creativity and collaboration; we are a global hub for innovation in finance and professional services, commerce and culture; we have access to the skills and talent we need and we are digitally and physically well-connected and responsive.*

Conclusion

- 1. The report presents the revised City Procurement Strategy 2020-2024 which is to be adopted from April 2020 with service planning and corporate policies and processes adapted to facilitate the new strategy being in place from April 2020.

Appendices

- Appendix 1 – The City Procurement Strategy 2020-2024

Chris Bell

Commercial Director, Chamberlain's Department

T: 020 7332 3962 E: christopher.bell@cityoflondon.gov.uk

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CITY PROCUREMENT STRATEGY

2020-2024

"The City Procurement Strategy aims to build on the foundations of its predecessor and the achievements made over the last four years. The existing service is to be augmented with a range of value-added services that not only sustain a best in class procurement function but will increase its understanding of customer, corporate and supplier needs by developing our people, stakeholders and services."

Chris Bell
Commercial Director

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1. Foreword – Maximising opportunity to deliver responsible outcomes

Our City Procurement service plays a vital part in improving how the City of London Corporation and City of London Police buys, pays for and manages the goods, works and services it needs. As we embark on the next phase of continuous development, this refreshed strategy is significant, as it will drive the enhancement of the organisation's commercialism and maximise opportunity, whilst sustaining our core service values.



The impact of our approach will be fundamental due to the challenges the organisation faces at this time. Financial constraints are tightening, and the City Corporation has ambitious plans to maintain London's position as a globally renowned centre for financial and professional services, commerce and culture by developing a range of major capital investments that will enhance the Square Mile's reputation and role.

The need and urgency for securing value for money is therefore significantly increased. City Procurement's ability to contribute to this through enhanced cost assurance, innovative service design, and continuous efficiency gains is vital, as is the commercial ability to launch sustainable income streams. Improving negotiation techniques and supplier relationships will also be crucial if our aims and outcomes are to be achieved.

Enabling the organisation to achieve the real value of efficiency and consolidation whilst acting responsibly at all times could not be more vitally important than now.

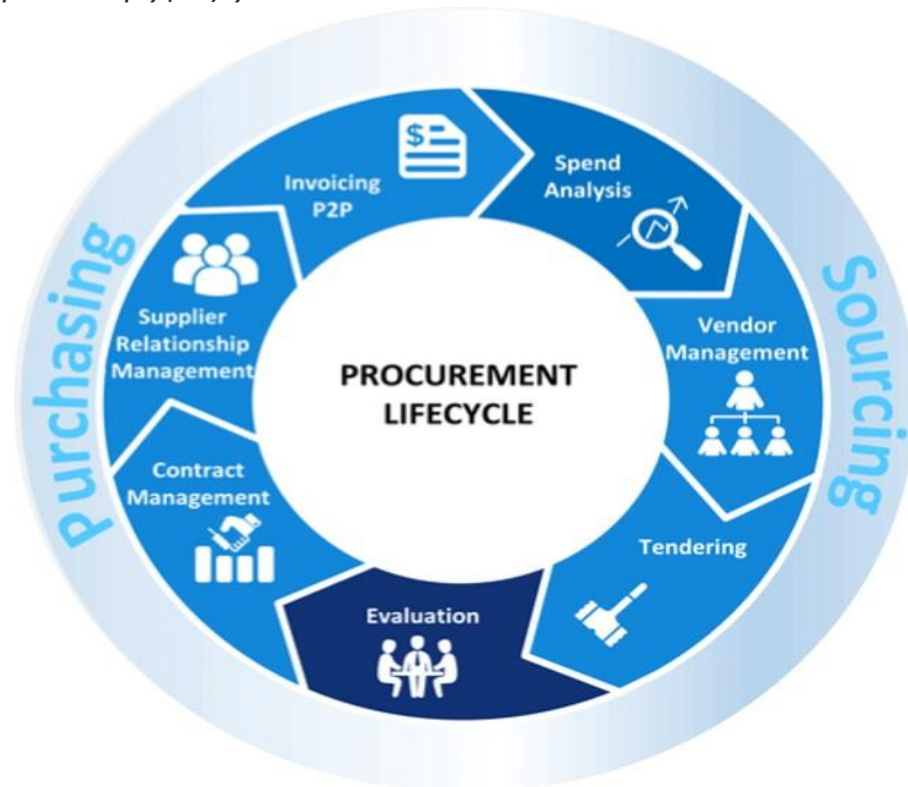
This strategy is built on supporting the outcomes of the City Corporation's Corporate Plan for 2018-2023 and sets our vision to meet the ambitious standards we aim for and the targeted outcomes we expect from the investment in procurement and commercial services during the next four years.

Dr Peter Kane
The Chamberlain

2. Our service offerings

City Procurement forms an essential part of the Chamberlain's Department, with responsibility for managing the full purchase to pay (P2P) cycle on behalf of the City Corporation and City of London Police, and Category Management and Sourcing.

Figure 1 - The purchase to pay (P2P) cycle



The function is led by the Corporation's Commercial Director who has specialist teams delivering the following service offerings:

1. Procurement Operations
2. Commercial Contract Management
3. Developing Commercialism and Entrepreneurship
4. Accounts Payable
5. Responsible Procurement
6. Policy & Compliance
7. Service Performance Monitoring
8. Purchase Cards

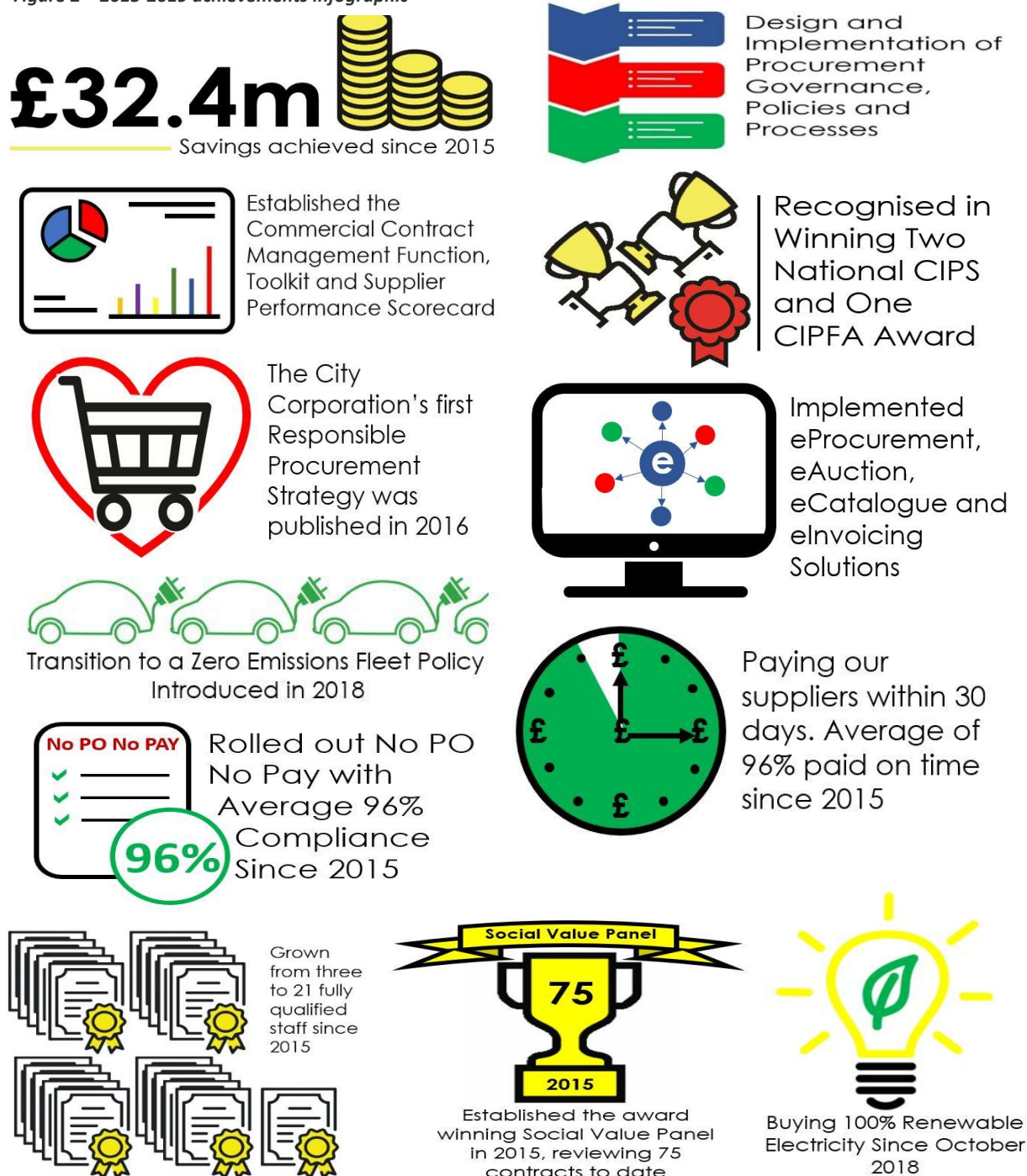
An overview of the roles, responsibilities and aims of each of these service functions can be found at *Appendix C*.

3. Achievements and Foundations established since 2015-2019

City Procurement was in a very different position in 2015. Whilst in its infancy, it had a huge range of challenges to overcome in its core service provision. The significant improvements made by the team have become widely recognised, especially in terms of savings, purchase to pay (P2P) efficiency, transparency, resources, embedding social value, influencing wider corporate policy and delivering complex procurement and commercial initiatives.

The journey to get to this state, is summarised in the infographics below, with high achievement being at the centre of the progress made. There is a continued expectation that City Procurement will enhance its service with pace, passion, pride and professionalism in delivering the targeted outcomes of the new strategy.

Figure 2 – 2015-2019 achievements infographic



4. Introducing the new City Procurement Strategy 2020-2024

The City Corporation is considering how it continues to improve residents' lives; prioritise demand for public services; find more efficient ways to deliver services; and save money for all members of the community.

These challenges reinforce the need for the City Corporation to be commercial and prudent across all services, including our statutory, commercial, private and charitable services, delivering not only value for money but maximising our assets and services to deliver income that will help minimise the impact on services and offset rising costs. It will also need to deliver on its responsibilities to improve air quality, manage waste, promote social mobility etc. by leveraging the supply chain requirements formulated via our responsible procurement initiatives.

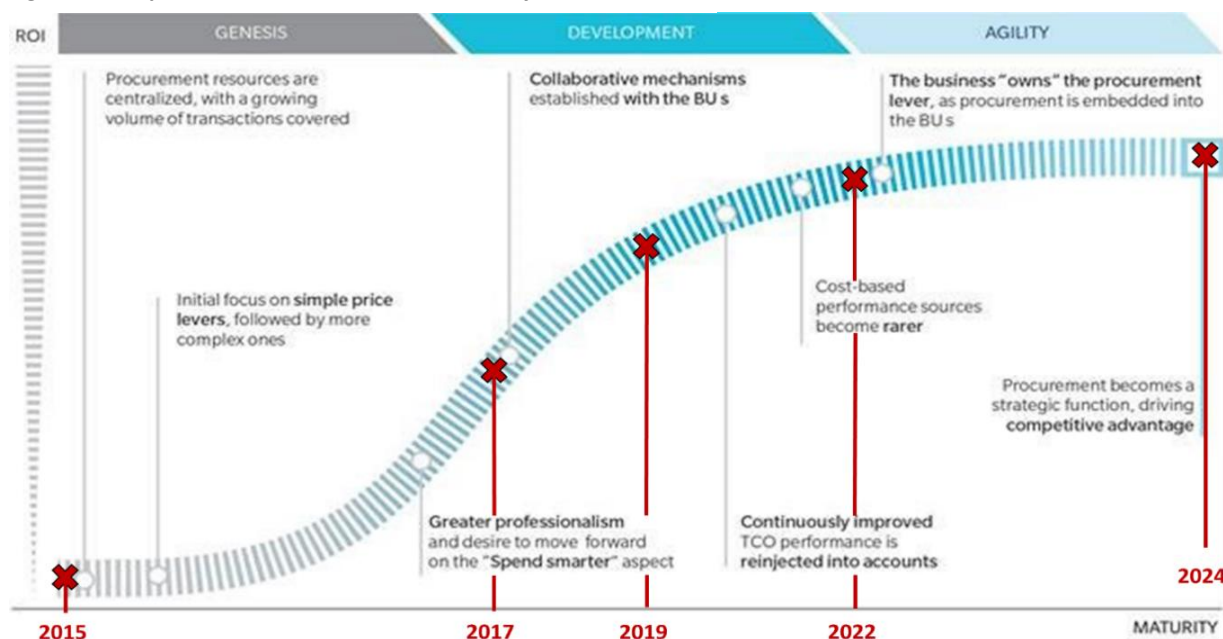
The City Corporation in response to these challenges has embarked on a Fundamental Review in order to:

- align our spending to the outcomes of our Corporate Plan
- strengthen financial discipline at a time of declining resources
- enable us to fund our major projects

This means that our spending and income needs to be carefully considered. The Fundamental Review will enable us to do this with the objective of ensuring that our resources are applied to best effect.

The new City Procurement Strategy aims to build on the foundations of its predecessor and the achievements made over the last four years. The growth in our maturity as a procurement service (as illustrated in figure 1) and our ability to provide advice, solutions and outcomes to the organisation means we will continue to raise our ambitions during the next four years.

Figure 3 - The procurement and commercial maturity curve



The existing service, as it matures, is to be augmented with a range of value-added services that will help to ensure the City Corporation will continue on a path to best in class procurement provision. Our targeted outcomes will see us further increase understanding of customer, corporate and supplier needs through developing our people, stakeholders and service features. In doing so, it will maximise opportunities to deliver real outcomes to the strategic, operational and financial health of the City Corporation for the next four years and beyond into the 2030s.

Intelligence tells us Procurement by the end of the decade is nothing like it is today. It will require a different set of skills, a new type of agility and a new mindset regarding what procurement is and how it operates. Data will be central to driving everything we do. Yet Procurement has the potential to create unprecedented competitive

advantage, but only for those organisations that start working towards this new state today. Automation of routine, generic, non-differentiated and non-complex spend will be here and much of the 'buying' will simply take care of itself with the full support and engagement of the wider business through the continued rise of virtual marketplaces and self-service. Framework agreements, catalogue buying, restricted source P-Cards, preferred suppliers and other mechanisms used to drive spend compliance will give way to a new sourcing world where the virtual marketplace will do the work for us and can be accessed and utilised by the entire organisation without concern. Integration with new cloud-based procurement and invoicing platforms using blockchain or distributed ledger to transform supplier payments will automate much of the P2P cycle, with full automation possible as we learn to combine customer demand and market condition data to what we buy and when.

The new City Procurement Strategy 2020-2024 aims to assist the generational move towards the future of procurement by enhancing the skillset, agility and understanding of the workforce whilst training the organisation to become more self-sufficient and leaving the procurement professionals to concentrate on the highly complex and valuable opportunities that arise.

5. Our vision

The City of London's procurement activities deliver robust, innovative and responsible outputs that further mature the Corporation's commercial performance.

6. Our Targeted Outcomes



<p>Our key people across the organisation are upskilled in Commercialism, contract management and procurement.</p> <p>By 2024 we will have a strong sense of commercialism embedded across the organisation. This will be supported by a widespread knowledge of processes, buying channels, and act in line to maximise opportunity whilst respecting compliance.</p>	<p>Sustainable cost assurance is guaranteed for the future.</p> <p>During the next four years, we will improve cost certainty, establish clear mitigations to manage risk and develop partnerships to deliver mutual benefits and lasting results.</p>	<p>Opportunities to leverage responsible outcomes are maximised.</p> <p>We will enhance our strategic and commercial abilities, gain robust market intelligence, integrate spend analytics and establish collaborative buying channels to enhance our decision making.</p>	<p>Our services provide what is needed and are easy to use.</p> <p>We will have an enhanced self-service offering in place for all officers, streamlined and timely processes maximising automation and robotics and a range of digital innovations in place.</p>
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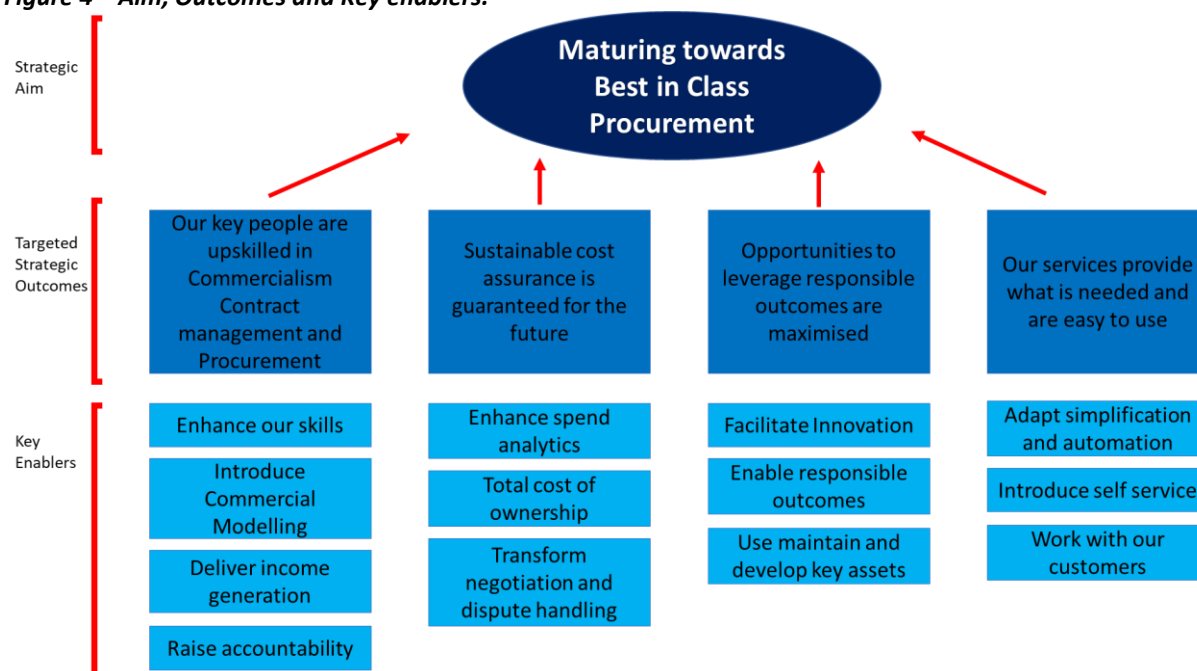
7. Our services values



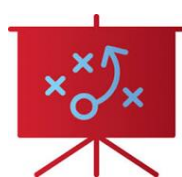
8. How we will achieve this strategy?

This strategy will be delivered through key interventions and using existing resources where possible from within the Chamberlain's Department but will require investment across the strategic aims to maximise the impact. There are links to both the forthcoming Digital Services Strategy and Customer Service Strategy which will help to drive the momentum needed to achieve the outcomes of this strategy and deliver the services and infrastructure required to successfully embed them within the organisation. Finally, the Responsible Business Strategy and upcoming Climate Action Strategy will underpin both its operational and strategic trajectory. We will manage the transformation through a high-level action plan (see *Appendices A and B*) and a live continuous improvement roadmap.

Figure 4 – Aim, Outcomes and Key enablers.



The following section outlines in more detail the interventions and enablers that are key to the success in delivering the strategic aims.



8.1 Our key people across the organisation are upskilled in Commercialism, contract management and procurement.

Reflecting on our Corporate Plan's aim of *being a global hub for innovation in financial and professional services, commerce and culture* and to *having access to the skills and talent we need*, it is vital we enhance the strategic commercial performance of the City Corporation. This aim ranges from

generation of income to maximising the efficiency of our outsourced services, ensuring that value for money is achieved during the operational phase of contracts.

In assuring the organisation is supported in its endeavours it is critical the business has a widespread knowledge of the component parts of a contract lifecycle and the people and skills to maximise our supplier performance.

We will commit to further develop and enhance the organisation's talent and its approach to all future commissioning and procurements ensuring all contracted spend, where appropriate, is strategically managed through its Category Boards. This will see the Organisation work collectively to identify and exploit new commercial opportunities through market shaping and by working with partners to see innovation and knowledge/ information utilisation as a commercial opportunity. This will enable positive financial decisions to occur, including sound choices around return on investments and life cycle costings undertaken through a responsible business lens.

Our top priority interventions to achieve this strategic aim are to:

<p>Enhance our skills</p> <ul style="list-style-type: none"> Investment in our people is key to delivering this aim. We will develop an intensive learning and development programme for staff involved in the day to day delivery of procurement and contract management. Secondly, awareness and enhanced commercial skills are needed more widely across the organisation to deliver on instilling a culture of commercialism. An online academy of courses will be developed to support this aim. 	<p>Introduce new commercial modelling</p> <ul style="list-style-type: none"> Through greater pre-procurement planning, utilising market research, supplier engagement, pre-market testing and collaboration, both internal and external, we will aim to apply new methodologies and commercial models where appropriate in future tenders. This will deliver enhanced value for money and smarter outcomes, giving us a clear breakdown of the component costs of our services. 	<p>Deliver income generation</p> <ul style="list-style-type: none"> The establishment of a new Commercial Board will oversee the qualification, prioritisation, business case development, funding recommendations and return on investment of any potential income generation project. The focus will be on maximising our vast array of assets and skills, our brand and locations and our national and international reach.
<p>Stakeholder engagement</p> <p>Through our department liaison leads and the creation of a communication plan to build relationships with stakeholders whilst learning more about the operations and objectives of the specific departments. The growth in relationships should see positive benefits for both parties and an improved appreciation of the role and requirements of the parties involved.</p>	<p>Performance reporting</p> <p><i>Use performance reporting</i> positively to continue to drive compliance, as well as the delivery of key performance indicators and responsible targets. Reports will be enhanced to allow a drill-down on the data for departments to locate trends, service issues or inefficiencies affecting service metrics.</p>	<p>Raise awareness and accountability</p> <p>Raise sourcing plan and responsible business awareness and accountability to all involved in procurement projects, to greatly enhance resource planning, ambition, ownership of key tasks and prioritisation when required.</p>



8.2 Sustainable cost assurance is guaranteed for the future

Having the ability to plan financially in the medium-term and beyond is critical to the future of the organisation. Underpinning this, and the corporate plan outcome of *businesses are trusted and socially and environmentally responsible*, is our ability to provide assurance that the projected future costs of third-party goods, works and services are as accurate as possible and in line with actual contracted values.

During the next 4 years, we aim to improve our cost certainty, have clear mitigations in place to manage risks and develop partnership style relationships with key suppliers delivering mutual benefits and lasting results.

Enhancing our existing contract performance and supplier relationships is essential to providing assurance and developing a culture of continuous improvement that achieves:

- better value from contracts
- greater control over contract performance
- the appropriate amount of governance to reduce our risk and that of our customers
- strong relationships with our suppliers that build strategic and sustainable partnerships.

Our top priority interventions to achieve this strategic aim are to:

Increase our spend analytics capability	Total Cost of Ownership	Transform negotiation and dispute handling
<p>Developing existing data sets and systems whilst introducing new technology that provides live spend data. This will allow early intervention where needed through proactive monitoring and variance identification, giving greater certainty to our spend management and cost assurance aims.</p> <p>In addition, the introduction of trend monitoring across our key categories and supplier markets will ensure we identify industry innovations, issues and risks that could impact our financial and contractual costs. Such insight will be used to mitigate projected negative cost variances and inform future service cost projections.</p>	<p>Have as a consistent component of all procurement strategies, ensuring all impacts are fully considered and projected in recommended strategies or business cases moving forward. This will inform key decision makers of the implications of options presented, well in advance of committing future specifications or contract terms to the marketplace.</p>	<p>Through the City Procurement Commercial function who will ensure best in class strategic and tactical plans are put in place to produce the best outcomes in each scenario. This planned approach ensures that target outcomes consider operational impact, strategic importance, reputational risk and the value of the change or dispute in hand, prior to embarking in dialogue with the other parties.</p>



8.3 Opportunities to leverage responsible outcomes are maximised.

The strategy strives to ensure City Procurement is at the forefront of the corporate aim of *inspiring enterprise, excellence, creativity and collaboration*. We will seek to further enhance our strategic, commercial and service abilities utilising market intelligence, data and knowledge. City Procurement will look to drive thought leadership, service development and proactive collaboration internally and externally to future proof the services procured and ensure responsible outcomes are delivered and flow down our supply chain.

Our top priority interventions to achieve this strategic aim are to:

Facilitate innovation	Enable responsible business outcomes	Use, maintain and develop our key assets
<p>City Procurement will aim to enable innovative solutions in the enhancement of procedures, process automation, service delivery and data analytics. We aim to inform future decisions by ensuring we have up to date market knowledge on services being procured.</p>	<p>By working with every department to help shape procurement activities from the very outset. We will build on our relationships with internal stakeholder and supply chain partners to maximise our opportunity to translate responsible business goals into tangible and significant outcomes in the areas of human rights, air quality, sustainable transport and buildings, carbon reduction and climate resilience.</p>	<p>Whether the asset is people, property, data, brand or place, City Procurement will challenge any procurement or commercial strategy to ensure we utilise our assets for maximum returns, whilst developing appropriate commercial models that fund the maintenance and future development of key assets.</p>



8.4 Our services provide what is needed and are easy to use.

With a focus on our service being a *digitally and physically well-connected and responsive* one in line with our corporate plan aims, City Procurement will transform its offering by adopting simplification, automation and digital innovations to support more intuitive and self-service options for all staff.

Introducing streamlined and revised processes in a phased and timely manner, we will focus on maximising automation and robotics where possible, as well as a range of digital innovations that emerge during the next forty-eight months with efficiency and customer service being at the core of our aims.

As well as better use of technology, we will aim to work in a more innovative way to gain greater outputs from daily activities respecting the different operating models across the Corporation's wide portfolio of services.

Our top priority interventions to achieve this strategic aim is to:

Adopt simplification, automation and digital innovations	Introduce self-service	Working with our customers
Underpin all new or proposed improvements to support more intuitive service design and impactful return on investments.	Introduce solutions to the organisation, particularly for instances of high volume, low cost or low risks items that need procured regularly. Continued development of eCatalogues, Corporate Contracts, eAuctions, eInvoicing, Dynamic Purchasing Systems and Corporate Frameworks will be key in delivering this aim.	We commit to working closely with stakeholders to enhance process efficiency and ensure our procedures, policies and the Procurement Code are continually improved to deliver an effective, flexible and fit for purpose service.

9. Measuring the success of this strategy

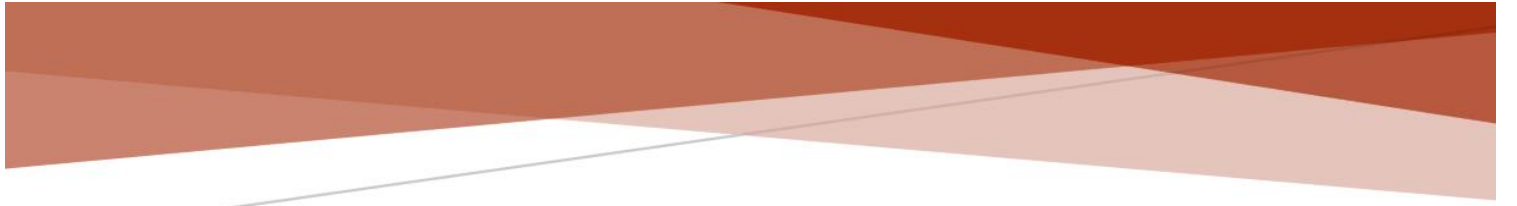
The delivery of actions will be measured by our continued growth in maturity as a procurement organisation. To assist in measuring performance in obtaining this growth the following dashboard will measure key indicators during the four-year period to confirm a positive shift. The dashboard is based on measurements that are standard across the procurement industry and allows us to plot our performance and benchmark against our peers in each discipline and map out how we are maturing with a target of achieving best in class scores by 2024. The current performance will be tracked and recorded as part of the City Procurement Quarterly updates to Procurement Sub and Finance Committees.

Measurement	Description	Outcome Impact	Target
Procurement operating cost as a percentage of total annual spend. <i>(not inclusive of Accounts Payable)</i>	This will benchmark our operating costs against industry benchmarks	Sustainable cost assurance is guaranteed for the future.	0.8%
Cost reduction savings achieved as a percentage of total annual revenue spend	This will compare our performance against industry peers and give an overlay of our performance above achieving our annual set target	Our key people across the organisation are upskilled in Commercialism, contract management and procurement.	Above 2%

Average PO Processing Cost	This will monitor our process efficiency and also set the bar where purchases should occur on pcards rather than PO.	Our services provide what is needed and are easy to use.	Less than £330 per invoice
Percentage of Active Suppliers Accounting for 80% of total spend	This will ensure our supplier mix is correct allowing maximum impact to be achieved	Opportunities to leverage responsible outcomes are maximised.	Less than 6%
Performance against annual savings target set	This is a progress monitoring measure to ensure expected impact is being achieved against the opportunities per annum	Our key people across the organisation are upskilled in Commercialism, contract management and procurement.	More than 100% of target achieved
Percentage of contracts let with Small and Medium enterprises	This monitors our spread of wealth and ensures we are assisting SMEs and Social Enterprises as a vital make-up of our supply chain.	Opportunities to leverage responsible outcomes are maximised.	25%
Average key suppliers Corporate Supplier Performance Scorecard rating	This aims to ensure our key suppliers are delivering against the original terms of the contract and risks are mitigated.	Sustainable cost assurance is guaranteed for the future.	85%
Percentage of suppliers paid within 30 days	This monitors that our internal processes are working effectively to ensure we are in line with regulatory requirements.	Our services provide what is needed and are easy to use.	96%

10. In conclusion

This second-generation Procurement and Commercial strategy's aim are to further enhance the maturity of the service and the impact it delivers to the entire organisation in line with the Corporate plan. The delivery of the interventions and enablers that will take us forward to achieving our targeted outcomes will mark the continuing maturity of City Procurement and will stretch and challenge all involved to continue to develop whilst introducing appropriate technology, automation and self-service offerings to compliment the upskilled resource base we will have in place. The key performance metrics will help to ensure we continue to improve and operate in line with best in class in the industry.












APPENDICES

Appendix A – City Procurement Strategy - Key Projects 2020 Action Plan

Procurement Strategic Outcome	Corporate Plan Outcome	Action	Target Date
Sustainable cost assurance is guaranteed for the future.	Businesses are trusted and socially and environmentally responsible.	Brexit Risk Mitigation Plan	December 2019
Our key people across the organisation are upskilled in Commercialism, contract management and procurement.	A global hub for innovation in financial and professional services, commerce and culture.	Establishment of a Commercial Board	February 2020
Maximise opportunities to leverage responsible outcomes.	<i>Inspiring enterprise, excellence, creativity and collaboration.</i>	Publish a Responsible Procurement Policy	March 2020
<i>Our key people across the organisation are upskilled in Commercialism, contract management and procurement.</i>	<i>A global hub for innovation in financial and professional services, commerce and culture</i>	<i>Devise category strategies</i> that are adopted and maintained regularly via our procurement category boards	April – December 2020
<i>Our services provide what is needed and are easy to use.</i>	Digitally and physically well-connected and responsive.	Review eTendering, eAuction and eInvoicing technology and specify future requirements maximising automation and robotics	July 2020
<i>Our key people across the organisation are upskilled in Commercialism, contract management and procurement.</i>	<i>Access to the skills and talent we need.</i>	Raise organisational awareness and performance/commitment through dedicated Learning and Development	August 2020
<i>Our services provide what is needed and are easy to use.</i>	Digitally and physically well-connected and responsive.	Onboard key suppliers to our corporate eInvoicing platform.	December 2020
Maximise opportunities to leverage responsible outcomes.	<i>Inspiring enterprise, excellence, creativity and collaboration.</i>	Enhance our contract and supplier relationship management	Ongoing
Sustainable cost assurance is guaranteed for the future.	Businesses are trusted and socially and environmentally responsible.	<i>Challenge how to meet need, thinking of utilising the opportunity of technology and supporting communities to meet their own needs where appropriate</i>	Ongoing
<i>Our key people across the organisation are upskilled in Commercialism, contract management and procurement.</i>	<i>Inspiring enterprise, excellence, creativity and collaboration</i>	<i>Utilising and developing our networks to improve collaboration, shared service and efficiency opportunities</i>	Ongoing
<i>Our key people across the organisation are upskilled in Commercialism, contract management and procurement.</i>	<i>A global hub for innovation in financial and professional services, commerce and culture.</i>	<i>Commercial negotiation: strategy planning, identifying opportunities for negotiation and further savings by supporting and guiding officers / departments as appropriate</i>	Ongoing

Appendix B – Responsible Procurement – Headline Commitments

UN SDGs Sustainable Development Goals	Corporate Plan	Responsible Business	Responsible Procurement Policy 2020 – 2024 commitments City Procurement will support the City Corporation to:	City Procurement Strategy Outcomes:
 <p>Promote sustained, inclusive & sustainable economic growth, full & productive employment and decent work for all</p>	We have access to the skills and talent we need.	Diverse organisations	a. Encourage and facilitate integration of VCSEs, SEs and SMEs within our supply chains	Our key people across the organisation are upskilled.: • Raise awareness and accountability
 <p>Achieve gender equality and empower all women and girls</p>	People have equal opportunities to enrich their lives and reach their full potential.	Engaging our employees	b. Seek to reduce gender pay gaps and under-representation of people with protected characteristics that may exist in contractor workforces as part of supplier evaluation and through awareness raising, communication and transparency of our own performance	Our services provide what is needed and are easy to use. • Process focus groups
 <p>Reduce inequality within and among countries</p>	Communities are cohesive with the facilities they need.	Equal opportunities	c. Work with suppliers who take active steps to embed equality, diversity and inclusion	Our key people across the organisation are upskilled. Performance reporting
 <p>End poverty in all its forms everywhere</p>		Using our convening power	d. Incentivise and facilitate work-related opportunities offered as part of service and works contracts, which are targeted towards those who need them most	Our key people across the organisation are upskilled. Stakeholder engagement
 <p>Ensure healthy lives and promote well-being for all at all ages</p>	People enjoy good health & wellbeing.	Connecting our communities	e. Achieve meaningful social value outcomes according to organisational and stakeholder priorities through internal collaboration, community input and supplier engagement	Opportunities to leverage responsible outcomes are maximised: • Enable Responsible Business outcomes
 <p>Make cities and human settlements inclusive, safe, resilient and sustainable</p>	People are safe and feel safe. Our spaces are secure, resilient and well-maintained.	Promoting human rights	f. Ensure that the Living Wage is paid to staff, apprentices, interns and (sub)contractors	Sustainable cost assurance is guaranteed for the future: • Total cost of ownership
 <p>Take urgent action to combat climate change and its impacts</p>	We have clean air, land and water and a thriving and sustainable natural environment.	Prevent bribery, fraud & corruption	g. Guard against modern slavery, human and labour rights abuses and unfair working practices in high risk supply chains	Opportunities to leverage responsible outcomes are maximised: • Facilitate innovation
 <p>Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt & reverse land degradation and halt biodiversity loss</p>	Businesses are trusted and socially and environmentally responsible.	People's wellbeing	h. Ensure that suppliers minimise air and noise pollution associated with our contracts	Our key people across the organisation are upskilled. Enhance our skills
 <p>Ensure sustainable consumption and production patterns</p>		Air quality	i. Procure the vehicles, plant and equipment with the lowest emissions & pollutants possible	Sustainable cost assurance is guaranteed for the future: • Increase our spend analytics
		Leading Responsible Procurement	j. Strengthen road danger reduction requirements within goods, services and works contracts	
		Climate change	k. Achieve best value by assessing goods, services and works designs based on life cycle costing	
		Championing responsible investment	l. Ensure that all procurement related activities are aligned to meet Climate Action targets	
		Biodiversity	m. Procure 100% renewable electricity and continuously reduce carbon intensity of gas & fuel	
		Ensuring transparency	n. Build climate resilience, integrated water management, urban greening and biodiversity requirements into design, construction, public realm & landscape contracts	
		Plastics & packaging	o. Procure low environmental impact goods, services and works ; avoiding pollutants, opting for low embodied carbon & water and maximising recycled and sustainable content	
		Waste	p. Opt for practices that minimise supply chain environmental impacts : sustainable farming, fisheries & forestry; preventing land degradation, contamination, habitat & biodiversity loss.	
			q. Eliminate single use plastics and minimise all waste internally & in supply chain operations	
			r. Manage demand, maximise resource efficiency and support the circular economy	

Appendix C – The Functions within City Procurement

Category Management and Sourcing drive value for money for all strategic purchasing for the City Corporation (above £181k goods/services, £400k works) through our established Category Board governance, with oversight from the Corporation's Procurement Sub-Committee. This will ensure strategic and sustainable contracts are procured in line with the organisation's operational, policy and strategic objectives and are aligned with the Corporate Plan. Our Category Boards are Facilities Services, Digital Services, Construction and Property, Corporate Resources, Land Management and Community and Children's Services.

Procurement Operations is the engine room of purchasing, buying a full range of "one off" tactical purchases below the thresholds listed above as well as delivering and managing strategic solutions to low cost, high volume purchases such as e-catalogues, corporate contracts, corporate framework mini-competitions, e-auctions and by accessing dynamic purchasing systems to ensure best value is consistently obtained, regardless of the goods, works or service procured.

Commercial Contract Management develops, improves and seeks to embed best practice contract management consistently across our existing contract management provision to deliver greater cost assurance through cost avoidance, supplier performance monitoring, and contract variations oversight. It also leads on commercial disputes and resolution.

Developing Commercialism and Entrepreneurship drives best value from our existing contracts, creating ongoing efficiency plans and savings opportunities through negotiation, transformation and change as well as generating, reviewing and developing new income generation opportunities.

Accounts Payable manage the supplier database, processing and paying of third-party invoices, and developing and introducing emerging automation and innovative solutions to streamline process efficiency and service our supplier base with a best in class payment offering.

Responsible Procurement aligns to our core service value of delivering real value in line with the Corporation's Responsible Business strategy and aims. It is at the heart of all our activity and all Sourcing, Procurement Operations and CCM staff are trained in implementing responsible procurement. This team plays an important role in influencing policy development in collaboration with departments across the City Corporation and ensures all aspects concerning social value, environmental sustainability, and ethical sourcing are built in to the all our contracts in a manner consistent with the level and nature of spend.

Policy & Compliance develops and maintains the Corporation's internal procurement regulations, associated guidance and related procurement policies. The team provides guidance and support to the organisation on our Procurement Code, EU/UK procurement regulatory requirements and internal policies. They also monitor in conjunction with Corporate Audit how well the City Corporation is complying with our procurement policies through a variety of compliance checks and reviews providing lessons learned, recommendations, continuous process enhancements and training.

Service Performance Monitoring is critical to achieving Operational Excellence and our suite of control tools track savings, spend, compliance, performance statistics and customer satisfaction surveys inform continuous improvements.

Purchase Cards management oversees our card holder population, policy and systems that drive an efficient and secure alternative to traditional invoicing methods. The team is responsible for ensuring card security and detecting potential fraudulent or mis-use activities.



Committee(s): Summit Group Procurement Sub Committee Finance Committee	Date(s): 24 February 2020 24 March 2020 21 April 2020
Subject: Responsible Procurement Policy 2020-24	Public
Report of: Chamberlain's	For Decision
Report author: Natalie Evans, Responsible Procurement Manager	

Summary

This report presents the City Corporation's new Responsible Procurement (RP) Policy; a set of 18 RP commitments that City Procurement will help the organisation achieve between 2020-2024. The RP Policy will be underpinned by a detailed action plan, which is being developed in collaboration with the Responsible Business team to ensure that the RP commitments are transformed into specific, measurable, achievable yet ambitious targets with clear milestones.

It also describes the proposed approach to implementing the RP Policy in order to support the achievement of the Responsible Business Strategy, the Corporate Plan and the United Nation's Sustainable Development Goals (UN SDGs). The RP Policy is presented in conjunction with the City Procurement Strategy 2020-24, whose focus areas will facilitate and drive the realisation of the policy commitments.

Recommendation(s)

Members are asked to:

- Approve the Responsible Procurement Policy for adoption from April 2020

Main Report

Background

1. This Responsible Procurement (RP) Policy is built on the foundations of the RP Strategy 2016-19, which has supported the development of key corporate policies and strategies over recent years and has been successful in driving the implementation of RP interventions throughout the City Corporation's current procurement processes. From market engagement and stakeholder consultation at the pre-procurement stage, through to contract mobilisation and management, and including the development of impactful specifications, supplier selection and evaluation criteria, RP is embedded throughout. It is integrated into all standard documents, the Procurement Code and staff training. Responsible procurement has simply become 'good procurement' within the organisation.

Current Position

2. Taking this progress into consideration, it has been deemed that there is no longer a need for a separate strategy to drive RP within City Procurement. This new RP Policy has been integrated into the City Procurement Strategy 2020-24 to highlight those aspects achieved so far and to give future action the right focus.

Proposal: The Responsible Procurement (RP) Policy 2020-24

3. The RP Policy (*see Appendix 1*) sets out the City Corporation's RP commitments 2020-24. Achievement of these commitments will support the continued delivery of the Responsible Business (RB) Strategy 2018-23, which is underpinned by the social and environmental aims of the Corporate Plan.
4. Like the RB Strategy, the RP Policy is based upon 9 of the 17 United Nations Sustainable Development Goals (UN SDGs) deemed most relevant to the City Corporation's activities; goals that we have the most potential to help achieve through continuous improvement of our local and global supply chain activities. The outcomes of the overarching City Procurement Strategy 2020-24 will help support the successful achievement of the RP commitments.
5. A detailed action plan is being developed in collaboration with the Responsible Business team to ensure that the RP commitments are transformed into specific, measurable, achievable yet ambitious targets with clear milestones. Progress on these actions will be reported to the Responsible Business Implementation Group as part of the RB Strategy 2018-2023 and will also form part of City Procurement's quarterly report to Procurement Sub Committee.

Corporate & Strategic Implications

6. Responsible Procurement has supported the development of the following corporate policies and strategies and the new RP Policy 2020-24 will continue to help drive and amplify their implementation, and will continue to drive the delivery of Strategies on 100% Renewable Electricity, Modern Slavery, Digital Skills, Fairtrade, Social Mobility, Transition to a Zero Emission Fleet, Living Wage, Air Quality, Strategic Transport, Waste, Single Use Plastics, Responsible Business and the Corporate Plan. It is also playing a key role in defining and helping to develop the City Corporation's Climate Action Strategy.

Implications

7. City Procurement's efficiency and savings targets have consistently been met, as RP requirements have been continuously strengthened over the last three years. Looking forward, any foreseen financial implications of e.g. investing in new technologies to improve environmental performance or in supply chain mapping exercises to minimise human & labour rights and or climate change risks will be presented through the relevant governance processes for endorsement.

8. In terms of property implications, the RP function works closely with City Surveyors to support continuous improvement in terms of environmental sustainability of existing assets, and feeds into design and construction of new builds and major refurbishment works. There are no IT, HR or legal implications.

The Future of Responsible Procurement

9. The whole City Procurement team and departmental stakeholders involved in procurement governance (Category Boards) are well trained and very supportive of the RP agenda, with a set of tools and guidelines at their disposal to help facilitate the integration of social, local economic, environmental and ethical criteria in partnership with stakeholder departments. The City Corporation's Social Value Panel have supported this upskilling and continuous improvement since the establishment of the Panel in 2014.
10. Going forward, the Responsible Procurement function will focus efforts on monitoring and actively facilitating social value, environmental and human rights outcomes associated with the City Corporation's contracts, whilst continuing to support and advise on RP implementation in strategic, high risk and high spend contracts. To reflect this shift in focus and make best use of panelists' time and expertise, the Social Value Panel's terms of reference will change to adopt a more strategic lens, looking at the broader responsible business agenda, whilst at the same time providing input and support on methods of supplier engagement and support, contract monitoring and management, and effective reporting and continuous improvement techniques.

Conclusion

11. Responsible Procurement has helped ensure that the City Corporation's approach to contracting reflects our responsible business values and ambitions since 2016; it has simply become 'good procurement'. It brings many benefits to the organisation by helping drive a culture shift towards more ambitious and progressive goals and has positively impacted our reputation and legitimacy amongst stakeholders and peers.
12. Using the new RP Policy 2020-24 as a framework of focus, the RP function will work closely with supply chain partners to support and facilitate the successful delivery of impactful sustainable development outcomes, drive the delivery of key corporate strategies including Responsible Business and Climate Action and maintain the organisation's position as a recognised leader in the field.

Appendices

- Appendix 1 – Responsible Procurement Policy: Commitments and alignment

Natalie Evans

Responsible Procurement Manager

T: e.g. 020 7332 1282

E: natalie.evans@cityoflondon.gov.uk

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UN SDGs Sustainable Development Goals		Corporate Plan	Responsible Business	Responsible Procurement Policy 2020 – 2024 commitments City Procurement will support the City Corporation to:	City Procurement Strategy Outcomes:
<div>8</div> <div>DECENT WORK AND ECONOMIC GROWTH</div> <div></div> <div>5</div> <div>GENDER EQUALITY</div> <div></div> <div>10</div> <div>REDUCED INEQUALITIES</div> <div></div> <div>1</div> <div>NO POVERTY</div> <div></div> <div>3</div> <div>GOOD HEALTH AND WELL-BEING</div> <div></div> <div>11</div> <div>SUSTAINABLE CITIES AND COMMUNITIES</div> <div></div> <div>13</div> <div>CLIMATE ACTION</div> <div></div> <div>15</div> <div>LIFE ON LAND</div> <div></div> <div>12</div> <div>RESPONSIBLE CONSUMPTION AND PRODUCTION</div> <div></div>	Promote sustained, inclusive & sustainable economic growth, full & productive employment and decent work for all	We have access to the skills and talent we need.	Diverse organisations	a. Encourage and facilitate integration of VCSEs, SEs and SMEs within our supply chains	<p>Our key people across the organisation are upskilled:</p> <ul style="list-style-type: none"> • Raise awareness and accountability <p>Our services provide what is needed and are easy to use:</p> <ul style="list-style-type: none"> • Process focus groups <p>Our key people across the organisation are upskilled:</p> <ul style="list-style-type: none"> • Performance reporting <p>Our key people across the organisation are upskilled:</p> <ul style="list-style-type: none"> • Stakeholder engagement <p>Opportunities to leverage responsible outcomes are maximised:</p> <ul style="list-style-type: none"> • Enable Responsible Business outcomes <p>Sustainable cost assurance is guaranteed for the future:</p> <ul style="list-style-type: none"> • Total cost of ownership <p>Opportunities to leverage responsible outcomes are maximised:</p> <ul style="list-style-type: none"> • Facilitate innovation <p>Our key people across the organisation are upskilled:</p> <ul style="list-style-type: none"> • Enhance our skills <p>Sustainable cost assurance is guaranteed for the future:</p> <ul style="list-style-type: none"> • Increase our spend analytics
	Achieve gender equality and empower all women and girls	People have equal opportunities to enrich their lives and reach their full potential.	Engaging our employees	b. Seek to reduce gender pay gaps and under-representation of people with protected characteristics that may exist in contractor workforces as part of supplier evaluation and through awareness raising, communication and transparency of our own performance	
	Reduce inequality within and among countries	Communities are cohesive with the facilities they need.	Equal opportunities	c. Work with suppliers who take active steps to embed equality, diversity and inclusion	
	End poverty in all its forms everywhere		Using our convening power	d. Incentivise and facilitate work-related opportunities offered as part of service and works contracts, which are targeted towards those who need them most	
	Ensure healthy lives and promote well-being for all at all ages		Connecting our communities	e. Achieve meaningful social value outcomes according to organisational and stakeholder priorities through internal collaboration, community input and supplier engagement	
			Promoting human rights	f. Ensure that the Living Wage is paid to staff, apprentices, interns and (sub)contractors	
			Prevent bribery, fraud & corruption	g. Guard against modern slavery, human and labour rights abuses and unfair working practices in high risk supply chains	
			People’s wellbeing	h. Ensure that suppliers minimise air and noise pollution associated with our contracts	
			Air quality	i. Procure the vehicles, plant and equipment with the lowest emissions & pollutants possible	
			Leading Responsible Procurement	j. Strengthen road danger reduction requirements within goods, services and works contracts	
	Make cities and human settlements inclusive, safe, resilient and sustainable	Our spaces are secure, resilient and well-maintained.	Climate change	k. Achieve best value by assessing goods, services and works designs based on life cycle costing	
	Take urgent action to combat climate change and its impacts	We have clean air, land and water and a thriving and sustainable natural environment.	Championing responsible investment	l. Ensure that all procurement related activities are aligned to meet Climate Action targets	
	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt & reverse land degradation and halt biodiversity loss	Businesses are trusted and socially and environmentally responsible.	Biodiversity	m. Procure 100% renewable electricity and continuously reduce carbon intensity of gas & fuel	
	Ensure sustainable consumption and production patterns		Ensuring transparency	n. Build climate resilience, integrated water management, urban greening and biodiversity requirements into design, construction, public realm & landscape contracts	
			Plastics & packaging	o. Procure low environmental impact goods, services and works ; avoiding pollutants, opting for low embodied carbon & water and maximising recycled and sustainable content	
			Waste	p. Opt for practices that minimise supply chain environmental impacts : sustainable farming, fisheries & forestry; preventing land degradation, contamination, habitat & biodiversity loss.	
				q. Eliminate single use plastics and minimise all waste internally & in supply chain operations	
				r. Manage demand, maximise resource efficiency and support the circular economy	

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Committee:	Date:
Procurement Sub Committee – For Decision	24 March 2020
Projects Sub Committee – For Information	22 April 2020
Community and Children Services Committee – For Decision	24 April 2020
Subject:	Public
Strategy to enhance engagement with suppliers in the Housing category to yield more bidder responses.	
Report of:	For Information
Joint report of the Chamberlain and City Surveyor	
Report author:	
Michael Harrington, Senior Category Manager, Chamberlain's	

Summary

Members of the DCCS Committee raised concerns in October 2018 around perceived failures in the procurement exercises undertaken for some projects where poor or no responses were received. In one instance, this resulted in the Contract being 'Set Aside' due to the winning supplier refusing to accept the terms of the contract. This led to delays to the Housing Programme. This issue illustrates general concerns around responses from the Housing Construction Marketplace to Corporation projects.

In response to a resolution from DCCS Committee on this matter, the Procurement Sub Committee approved a recommendation that a bespoke Housing Working Group be set up to review the Housing Projects, document lessons learned and make recommendations on how to improve on the quality and number of Tender returns received for future housing projects.

The aim of advertising tenders is to ensure we receive sufficient interest from potential suppliers, whilst working proactively with Departments to encourage higher quality and competitive returns from the market. Due to the pressures to maintain our housing stock, the Housing Delivery Programme was set up to manage and deliver housing projects.

For the past year, the Housing Working Group met Bi-Monthly to identify the problems and create an Action Log to improve engagement with the market and identify specific challenges whilst developing objectives to deliver the Housing Programme ensuring contracts are awarded within the terms of the Procurement Code.

Recommendation

Members of the Committee are asked to:

1. Approve the recommended strategy proposed by the Working Group on behalf of the Procurement Sub-Committee.
2. Note the disbandment of the Housing Working Group.

Main Report

1. The Housing Working Group consisting of officers across Housing, City Surveyors and City Procurement undertook a review of the procurement challenges within the City and created an Action Plan which identified the key issues, potential improvements and lessons learnt from previous tenders. Two projects were earmarked for a deep dive. The Cullum Welsh Balustrades project and the Isleden House Infill Project.
2. As part of the Deep Dive, a questionnaire was sent to the Housing Working Group covering all aspects of the exercise such as tender programme, tender sum, clarity of documentation (*A full list of areas covered can be found in Appendix 2*), this enabled the Group to review the projects under the following headings. All responses to the questionnaires were reviewed in detail at the Housing Working Group and a summary of the Group's findings as follows:

Cullum Welsh

3. Cullum Welsh was a balustrade replacement project. Following the Tender exercise, the appointment of the contractor was set aside due to queries from the winning bid which exposed some inconsistencies. This led to a subsequent tender which was successful and therefore was awarded. Both tenders were an Open Below OJEU Tender using the Design and Build form of Procurement. The section below summarises the key learnings from both tender exercises.

First Tender Exercise (Set Aside)

4. Only two tender responses were received. The tender was awarded to the bidder with the lowest price, £465,582.55. The highest bid was £640,450.00. This tender was set-aside as the Contractor submitted a variation to the tender sum based on the 'opening up' investigations. The Variation request was for £67,000 which would have brought the total figure to £532,582.55 plus any additional variations scheduled. Ideally the contractor's initial bid should have priced using scaffold. Once the tender was awarded, they subsequently refused to sign the contract and were asking for more money before they even really got started.
5. At the time of tender publication, it was believed a comprehensive specification had been supplied by Architect, Engineer and Corrosion Specialist. However, the construction method of how the Balustrades had been attached to the main structure was not included in the specification, which made it difficult for the contractor to price this element of the works.
6. The tender return period was only 30-days. This should have been longer due to the intricate nature of the project. The contractors were aware of this and therefore requested two extensions to the tender period, however these requests were not accepted by the project team.
7. Under a design and build contract, it is expected that the contractor takes full responsibility for the design. This is a risk most contractors will only accept if they have full details of the project and have undertaken detailed surveys. The Winning Bidder refused to accept these conditions. Making a fixed price bid for

the contract as a Design and Build suggests that they were willing to accept these conditions to win the tender.

Second Tender Exercise - Successful

8. The second tender exercise was run for 44-days, over the Christmas period. As a result, a request for an extension to 77 days was made and accepted by the project team. This second exercise received six tender returns. The winning bid was for the sum of £619,911.36, the highest being £1,442,874.05, and the average £946,786.49.
9. The Specification was similar to the first tender exercise, but now included more detailed information, such as the opening up images. This helped the contractor's price more accurately, as it showed the full extent of works. Additional detailed information was also included in the subsequent successful tender.

Lessons Learned

10. Risk - Where the City transfers risk to the bidder. The City needs to request bidders' assumptions to be explicit. In the Set Aside tender the Risk was pushed to the bidders. without consideration of the quantum of the risk.
11. Variation - The variation specified by the Set Aside Tenderers bid was £532,582.55 plus any additional variations scheduled, this added to their submitted price was. If the change control had been accepted the unsuccessful tendered price, would have been comparable.
12. Procurement Process - There is a danger that officers use the Procurement Process as a 'method to recover time on a project rather than utilising the procurement tools to achieve the best outcome. This can be counterproductive. Note the unsuccessful original tender has a much tighter turnabout with no extensions accepted, in comparison to the successful tender. Officers need to work more effectively to utilise the experience of the procurement team and be realistic about the tender timeframes.
13. Documentation - The Report on the condition of the Reinforced Concrete Structures included in the tender was from 2014, this should have been updated before going out to tender. The 'opening up' images and other relevant information helped mitigate the most contentious risk.

Isleden House Infill project

14. The project involves the construction of an infill development at Isleden House providing social housing units. In March 2017, a multi-disciplinary design team was appointed to progress design proposals up to detailed design RIBA Stage 4 only. The commission included an architect, principal designer, structural engineer, mechanical and electrical engineer. Unfortunately, the project has suffered delays from the start. The appointed architect recommended that amendments be made to the original planning application to rationalise the design, reduce costs and enable the building process to be less complicated.

The variation to the planning application took some time to resolve and, the London Borough of Islington (LBI) would not consider the planning amendments until the variation had been completed. This took the London Borough of Islington almost one year to approve the planning amendments and enable the design team progress to RIBA Stage 3.

15. The Housing Working Group undertook a workshop to review the procurement issues of this project. Summary from the workshop is as follows;
16. Procurement - The procurement exercise was undertaken during August/September 2019 for the main contract works using the new City Housing Lot 1 framework. Unfortunately, only one tender was received from a potential framework of six contractors. This was possibly attributed to unfortunate timing of the tender exercise which took place over the summer months. The construction industry slows down during August and although there is a return to capacity in September, the ability to coordinate subcontractors and the supply stream to provide accurate pricing can be challenging.
17. Design team - The Design team had only been appointed to deliver design services up to RIBA Stage 4. In early 2019 a new tender exercise was undertaken to appoint a design team to deliver the project through to completion. This change in design team at a critical stage could lead to gaps in the project information as the level of engagement and responsibility may have diminished.
18. The project is yet to commence on site, and a Gateway 5 Report is being prepared for committee consideration in April. A value engineering (VE) exercise is being undertaken with the contractor to reduce the tender costs from £1.5m to £1.4m. It is possible that if cost reductions are not achieved, the project may be retendered, but this could put in jeopardy the GLA grant secured for this project of £180,000.

Overall Findings

19. On completion of the review of both projects, the Working Group embarked on identifying common procurement issues. A full breakdown can be found in Appendix 1, but the main elements are highlighted below:
 - a) Route to market – The selected route to market may limit the level of interest from suppliers, for example, on one of the Housing projects, the Architect for a Windows replacement project, was selected from an existing framework. The City selected the Homes and Communities Agency (HCA) framework to procure the Architect. The HCA framework is set up specifically to support delivery of the design intensive projects. Later feedback from the suppliers on this Framework would confirm that the niche requirements of the window replacement project, made the project unattractive to Architects on that framework. The City should be mindful of selecting appropriate frameworks depending on the type of project.
 - b) Approach to Market – Programme - Cullum House Balustrade Project was advertised over the Christmas period, a time in which the Construction

industry shuts down. A tender advertised during this period and given additional time to cover the shutdown will allow suppliers a better opportunity to plan their resources. During the Second tender exercise the project team worked hard to communicate with the market and engage with potential suppliers, this input provided by the Project Team we had a valuable impact on receiving 6 compliant returns instead of 2.

- c) Quality of Tender Documentation – Our Tender documentation instructs the tenderers on process, clarifications methods, and response procedures. Some of this detail can sometimes be overlooked by Suppliers. In addition, some of this tender pack may not include the clarity they require. If the documents do not have the level of clarity the contractors require, they may not be able to properly price the tender and in some instances decline or simply price in risk.
- d) Procurement Timelines - This report notes the constrained time allowed for the procurement process by respective projects. In the case of Cullum Welsh Balustrade project, 3 separate requests for an extension of time were submitted. Realistic Procurement timelines should be agreed before going out to tender. The markets capacity and willingness to respond will be subject to other demands and opportunities that the supplier may be bidding for, and therefore a short timeframe may discourage them for submitting a tender. A common approach to meeting programme is to squeeze tender timeframes but this does not always ensure positive outcomes.
- e) Procurement method/Contract strategy – In respect of the consultant appointments for the Architect to deliver the Windows programme it appears that the contract strategy to combine packages was not effective in generating interest through the selected external framework. The feedback received referred to the multitude of materials, general differences and listed type of building to not submit a tender. On reflection a better approach would be to combine similar packages and tender on that basis.
- f) Form of contract – Construction market consultation carried out by the City in 2017 and 2018 suggested that were happy with our contractual approach. For the smaller projects, the bespoke City contract terms, with ease of execution and drafting approach suited SME's. However, it is noted that making local amendments to industry standard forms of contract may affect a contractor's willingness to tender for a project. It is also noted that the City's schedule of amendments is not onerous and larger suppliers are willing to accept in most circumstances.

Recommendations

- 20. Procurement Methodology – This should be heavily influenced by the type of project and should be approved by the Construction Category Board.
- 21. Approach to Market – The timing of the tender should be reviewed. Usually the summer and Christmas break should be avoided, likewise when major sports activities are on, for example the World Cup.
- 22. Quality of Tender Documentation – Tender packs must include as much information as possible, where the information does not exist, surveys must be undertaken. In addition, coordination exercises should be undertaken to ensure all drawings and specifications are detailed. If necessary, a peer

review could be undertaken. This will enable the contractor to provide a robust price.

23. Supplier engagement - Where possible contractors should be given an opportunity to seek clarification on the tender pack before submission, this could be by way of a Mid Bid Site Visit or an open session with the design team to table a clarifications document.
24. Procurement Timelines – Tender timeframes should be realistic as squeezing the tender timeframes can result in poor quality submissions in which tender responses can lack important details.
25. Procurement method/Contract strategy and Form of contract – The form of contract and procurement method proposed should be appropriate for the project and determined by the project team. However, this decision needs to be in line with the City's policies.
26. Project Team Consistency- The project team should be maintained for the duration of the project where at all possible. Changing the project team mid-way through will alter the quality of service and increase the programme loss of knowledge.

Conclusion

27. The Major Works and Intermediate works frameworks are now available and include provision for housing related project in the value range £250k to £15m and should help resolve some of these issues. These frameworks give the City the ability to continue to have dialogue with a select group of suppliers, who can advise on industry best practice. This will be achieved with regular supplier forums to improve communication and quality of documentation.
28. The Working Group has considered the projects in question, the lessons learned and reasons for the challenges. The proposals put forward should deliver better outcomes for our projects. The Housing Working Group, Action log and this report provides a clear way forward and therefore it is proposed that the Housing Working Group be closed, and the Actions monitored regularly at the Construction Category Board.

Related Papers: Community and Children's Services Committee, 8 February 2019, approval to proceed with the establishment of the Housing Working Group.

Michael Harrington,

Category Manager Construction and Property services, Chamberlains Department
E: Michael.Harrington@CityofLondon.gov.uk

Ola Obadara

Property Projects Director, City Surveyors, E: ola.obadara@CityofLondon.gov.uk

Appendix 1: Action Log from the Working Group

Appendix 2: Questionnaire used to analyse the Callum Welsh Project and typical response

Appendix 1 – Action Plan identifying items covered by the Housing Working Group

No	ITEM	DETAIL	ACTION PLAN
1	Tender Submission	Create less arduous requirements for contractors to submit a tender for example awareness that some information need not be repeated, as it had been submitted prior	Provide/create guidance notes to aid SME when tendering for work and account for additional information.
2	Terms and Conditions	Elements within Terms and Conditions, may not be suitable for some suppliers	Request Legal review the terms and identify the possibilities of making the terms clearer to SME's
3	Insurances	How can we better identify insurance levels on a project by project basis?	Draft initial proposal for discussion and agreement with CoL Insurance team
4	Terms and Conditions	Suppliers reviewing T&C's before submitting tenders.	Draft communications with supplier's mid tender to request any amendments to the T&Cs and provide any help/support they require.
5	Tender pricing calculations	To clarify what options are available for calculating the tender price and what steps do we take to review on a project by project basis.	Review the price/quality matrix to ensure the scoring is based on the average cost and not the lowest cost
6	Template form for example projects	To create a template to distribute, that answers the questions that we want to know from the supplier. Also, to include relevant accreditations.	Draft Template and Issue to the working group for review
7	Tailor Scoring - Reviewing Scoring descriptions	Review current scoring methodology and redraft to represent housing projects, to give the evaluators clearer guidance.	Issue draft proposal for the revised scoring matrix to the working group
8	Soft Market Testing	Look at feedback on tender exercises and how we are perceived in the market.	Issue draft questionnaire for the soft market testing to the Working Group for approval
9	Sharing Pipelines	To redact and distribute current housing works programme with suppliers.	Issue version to Working Group before publishing final list at the supplier's day
10	Supplier Engagement	To arrange open days for each tender.	Ongoing

11	Deep Dive into a Housing Project	To distribute the Cullum Welsh concrete tender to the team. Arrange a lesson learnt to compare the differences between the Set Aside tender and the successful tender, to help mitigate possible risk and delays to projects.	distribute the Cullum Welsh concrete tender to the team
12	Deep Dive into a Housing Project	To distribute the Cullum Welsh concrete tender to the team. Arrange a lessons learnt to compare the differences between the Set Aside tender and the successful tender, to help mitigate possible risk and delays to projects.	Arrange the lessons learnt workshop
13	Deep Dive into a Housing Project	To distribute the Cullum Welsh concrete tender to the team. Arrange a lesson learnt to compare the differences between the Set Aside tender and the successful tender, to help mitigate possible risk and delays to projects.	Issue project synopsis report from the lessons learnt session
14	Communication Strategy	To better engage with specialist contractors, Tenders should be advertised in the trade press with directions to the portal Once confirmed, look at producing a strategy in doing so.	To confirm if we can advertise in trade press/Journals & Magazine
15	Improving our Approach	Produce a Committee report on results, this will identify how we tendered for work previously compared to now.	Collate results from the action log for the committee report - submission
16	Price vs Quality	Be clear in our message that the City is not price only and more quality driven,	promote during the supplier engagement open days.

Appendix 2 - Questionnaire used to analyse the Callum Welsh Project

Cullum Welsh Concrete Tender Questions

Technical CPG Team

1. Tender Sum

Successful:

Potential issues when requesting single price of repair type on priced schedule. E.g. that the Contractor will price most likely repair types the highest and larger, less likely repairs the lowest. This will help them win the tender but also to charge a higher rate for repairs on site.

Failed:

2. Clarity of Specification

Successful:

Failed:

3. Clarity of Employers Requirements

Successful:

Few areas of doubled up information e.g. the prelims as V3 in the prelims section but as V2 in the appendices.

Failed:

4. Supporting Documents

Successful:

High resolution survey photos very helpful to enable Contractor idea of the full extent of works required without needing specialist access.
Noted that Martech report was dated 2014.

Failed:

5. Programme

Successful:

Page 4 of Broomfields specification outlines detailed programming requirements of the contractor. P1,4,3 of the Watermans spec also calls for specific approvals process that would need to be programmed too.
Unlikely that all contractors will have picked up on this potentially onerous requirement

Failed:

6. Insurance Levels

Successful:

Failed:

7. Form of Contract

Successful:

Looks to have been successful though it is noted that most of the design (barring the balustrades) had been mostly completed by others pre-tender. Suggested that perhaps a JCT IC with Contractors design could have been used.

Failed:

Noted that failed tender didn't have quality question that specifically referred to the D&B contract

8. Site Inspections / Visit / Survey

Successful:

List of drawings/documents was helpful when reviewing.

Failed:

9. Procurement Route

Successful:

Failed:

10. Tender Process – Time frame

Successful:

Noted that this was extended over the Christmas shutdown to enable contractors more time to seek sub-contractors quotes etc

Failed:

Tender issued at the end of the summer – often a busy time for contractors etc. Also not extended.

11. Allocation of Risk between parties

Successful:

Failed:

12. Contract Partnering

Successful:

Noted that employer's agent was referenced but not used.

Failed:

Legal Team

1. Tender Sum

Successful:

Failed:

2. Clarity of Specification

Successful:

Failed:

3. Clarity of Employers Requirements

Successful:

Failed:

4. Supporting Documents

Successful:

--

Failed:

--

5. Programme

Successful:

--

Failed:

--

6. Insurance Levels

Successful:

--

Failed:

--

7. Form of Contract

Successful:

The Form of Contract (modified JCT DB 2016) was the same for both tenders, which might lead to the conclusion that the Conditions of Contract had no bearing on the outcome. However, it is worth noting that the City's modifications to the JCT terms are onerous from the Contractor's perspective in that the Contractor bears the risk of:

- the entire design, including any errors and deficiencies in the designs provided by the Employer (clauses 2.14 & 2.17); and
- physical conditions (clause 2.1.7)

It may be difficult for a tenderer to price these risks within the time scale allowed within a single stage tender. In my opinion, this form of contract is more suitable for use with a two-stage tender process – allowing for pre-construction site investigations and design development by the Contractor before it is committed to offer a final price.

Failed:

See above

8. Site Inspections / Visit / Survey

Successful:

Failed:

Refer to comments section 7 above regarding single stage tender

9. Procurement Route

Successful:

Failed:

Refer to comments section 7 above regarding single stage tender

10. Tender Process – Time frame

Successful:

Failed:

Refer to comments section 7 above regarding single stage tender

11. Allocation of Risk between parties

Successful:

Failed:

Refer to comments section 7 above regarding single stage tender

12. Contract Partnering

Successful:

Failed:

Cullum Welch Concrete Tender Questions

Technical Housing Team

1. Tender Sum

Successful:

Failed:

Contractor realised they had not allowed enough to cover the cost upon further investigation, but it should be noted that this was to recreate existing specification rather than review and change accordingly. Costs were lower but this could have been through alternative access. Contractor should have priced using scaffold (so to compare apples with apples) and then worked with Client to save costs, post contract award.

2. Clarity of Specification

Successful:

A higher level of detail was provided as a D&B contract to help contractors price more accurately. The same specification was provided for the second tender which has resulted in a successful appointment and six responses.

Failed:

3. Clarity of Employers Requirements

Successful:

Failed:

4. Supporting Documents

Successful:

Large quantity of supporting documents provided by architects (appointed directly by CoL) including existing and proposed elevations & sections, 3D visualisation of proposed replacement balustrade panels, existing balustrade panel plans and sections, engineers concrete specification and 40+ images detailing the opening up works completed to ascertain how the balustrades are attached to the building.

Failed:

We could have further stressed through supporting documents that we were not aware of how the balustrade were structurally installed, and the contractor was responsible for this.

5. Programme

Successful:

Failed:

6. Insurance Levels

Successful:

Failed:

7. Form of Contract

Successful:

It was made clear that this project was a design and build and the responsibility for removing and installing the new balustrades was entirely down to the contractor.

Failed:

With hindsight we could have stressed with more emphasis that the contractor was responsible for the design of the balustrades in their entirety.

8. Site Inspections / Visit / Survey

Successful:

Failed:

Mandatory site visits and inspections could have been stipulated.

9. Procurement Route

Successful:

Failed:

10. Tender Process – Time frame

Successful:

Failed:

11. Allocation of Risk between parties

Successful:

It was stipulated in the contract documents that the design (and therefore design risk) was the contractor's responsibility. They refused to accept this and hence the tender failed.

Failed:

12. Contract Partnering

Successful:

Failed:

Cullum Welsh Concrete Tender Questions

Procurement Team

1. Tender Sum

Successful:

6 Responses received
Winning Bidder (Also Lowest) = £619,911.36
Highest Cost = £1,442,874.05
Average = £946,786.49

Failed:

2 Responses.
Winning bidder (Also lowest) = £465,582.55
Highest Bidder = £640,450.00
Average = £553,016.28

2. Clarity of Specification

Successful:

10 Clarifications received.
Specification similar to before but included opening up images from the failed tender.

Failed:

14 Clarifications received.
Comprehensive specification supplied by Architect, Engineer and Corrosion Specialist.

3. Clarity of Employers Requirements

Successful:

ER's similar to before but included a detailed overview of the Appendices to the ER's.

Failed:

Detailed ER's provided, unable to locate the Appendices located in the Failed tender.

4. Supporting Documents

Successful:

Included Opening Up images and Appendices to ER's compared to the failed tender

Failed:

Mainly contained in the ER's.

5. Programme

Successful:

Programme is dependent on the tender returns.

Failed:

Programme is dependent on the tender returns.

6. Insurance Levels

Successful:

Standard Insurance Levels - No issues

Failed:

Standard Insurance Levels – No Issues

7. Form of Contract

Successful:

JCT D&B provided no issues raised by the tenderers.

Failed:

JCT D&B provided no issues raised by the tenderers.

8. Site Inspections / Visit / Survey

Successful:

Site Visits – Not offered or requested via the portal.

Failed:

Site Visits – Not offered or requested via the portal.

9. Procurement Route

Successful:

Open below OJEU tender exercise, opened up to Capital eSourcing

Failed:

Open below OJEU tender exercise, opened up to Capital eSourcing

10. Tender Process – Time frame

Successful:

44-day tender over the Christmas period. A request for extension was accepted due to Sub-Contractor costing delays. To 77 days.

Failed:

30-day tender process 2 extension requests received.

11. Allocation of Risk between parties

Successful:

Unknown

Failed:

Unknown

12. Contract Partnering

Successful:

Unknown

Failed:

Unknown

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Committee(s): Culture, Heritage and Libraries Committee	Date(s): 13 July 2020
Subject: Report of Action Taken	Public
Report of: The Town Clerk & Chief Executive	For Information
Report author: Chloe Rew, Committee & Members Services Officer	

Summary:

This report provides details of the decision taken under urgency procedures since your last meeting.

Recommendation(s)

Members are asked to note the report.

Main Report

1. On 23 March 2020, the Culture, Heritage and Libraries Committee was inquorate, pursuant to Standing Order 36(2), with a number of Members unable to attend physically in light of the public health implications arising from COVID-19.
2. With the meeting dissolved, Members were subsequently given the opportunity to discuss reports on the agenda via video and teleconference, as well as via email, with a view to facilitate Member oversight and scrutiny to inform any requisite decisions being taken under urgency procedures following the meeting.
3. In the absence of a formal meeting, and with the expectation that there would be no formal meeting in the coming period in view of the ongoing COVID-19 crisis, the Town Clerk, in consultation with the Chair and Deputy Chair, agreed the following items:
 - i. **City Arts Initiative – Recommendations to the Culture, Heritage and Libraries Committee** (report attached)
 - ratify the City Arts Initiative’s recommendations in relation to the following proposals, noting that the London Festival of Architecture has been postponed to August and would proceed subject to the quarantine being lifted:
 - **London Festival of Architecture – Benches:** approve subject to final consent from the Highways and City Gardens teams;
 - **London Festival of Architecture – St Paul’s Plinth:** approve subject to final consent from Planning and Engineering;

- **London Festival of Architecture – Power Walks:** approve the shortlist subject to final consent from Planning and Highways and subject to the nominated CAI representative being consulted during the decision process;
 - **Sculpture in the City:** approve the new updated artworks in principle and subject to necessary permissions and licences from Highways and Planning, as well as consent from the Director of Communications;
 - Note the application for **Three Quays Walk** acknowledging that the CAI may only comment and not recommend, and that your Committee may not approve or decline applications for public art on private land.
- ii. **Special Events on the Highway** (report attached)
- Agree to support the regular core events programme listed in paragraph 5 and detailed in Appendix 1 of the report, noting that the London Marathon has been postponed to October 2020; the London Landmarks Half Marathon has been postponed and officers are working with TfL and Westminster to confirm an alternate date. Postponed events will be rescheduled in line with government advice.
 - Agree to support the additional Cultural, Community & Transport Strategy events outlined in paragraphs 21-30, subject to the appropriate degree of due diligence regarding safety, licencing approval, traffic orders (where required) and impact on local stakeholders, noting that events may be postponed and will proceed in line with government advice in light of COVID-19.
- iii. **Gateway 6: Middlesex Street Social Housing Library** (report attached)
- Agree to close the project
- iv. **Gateway 6: New Fully Accessible Education and Community Engagement Centre at Tower Bridge**
- Approve the content of the outcome report and close the project;
 - Note the project was completed within budget but to a revised timeframe.

Chloe Rew

Committee & Members Services Officer

T: 02073321427

E: Chloe.Rew@cityoflondon.gov.uk

Committee(s)	Dated:
Culture, Heritage and Libraries – For Decision	23/03/2020
Subject: City Arts Initiative: recommendations to the Culture, Heritage & Libraries Committee	Public
Report of: Peter Lisley – Director of Major Projects	For Decision
Report author: Nick Bodger, Cultural and Visitor Development Director	

Summary

This report presents the recommendations of the City Arts Initiative (CAI) which met on 13 February 2020. At this meeting, the CAI considered public art proposals 1 - 5 (below):

- 1. Festival of Architecture – Benches:** approval for six benches to be installed in June in the Cheapside footprint;
- 2. London Festival of Architecture – St Paul’s Plinth:** approval for the installation of new artwork within the existing frame at St Paul’s station;
- 3. London Festival of Architecture – Power Walks:** approval for the shortlisted artworks as part of a new wayfinding system;
- 4. Sculpture in the City:** approval for the new additions to the longlist for Sculpture in the City’s tenth edition;
- 5. Three Quays Walk:** comment on a new art installation sited on the bank of Three Quay’s Walk as part of a private development at that location.

Recommendation(s)

Members of the Culture Heritage and Libraries Committee are asked to:

- Ratify the City Arts Initiative’s recommendations in relation to proposal 1-4 above as follows:
 - **London Festival of Architecture – Benches:** approve subject to final consent from the Highways and City Gardens teams;
 - **London Festival of Architecture – St Paul’s Plinth:** approve subject to final consent from Planning and Engineering teams;
 - **London Festival of Architecture – Power Walks:** approve the shortlist subject to final consent from Planning and Highways and subject to the nominated CAI representative being consulted during the decision process.
 - **Sculpture in the City:** approve the new updated artworks in principle and subject to necessary permissions and licences from Highways and Planning, as well as consent from the Director of Communications.

- Note the application for **Three Quays Walk** acknowledging that the CAI may only comment and not recommend, and that your Committee may not approve or decline applications for public art on private land.

Main Report

Background

1. The City Arts Initiative (CAI) was established to improve the management of public art in the City. It provides advice to your Committee and other service Committees as appropriate on proposals for new public art, the maintenance of the City's existing public art and, if necessary, decommissioning.
2. The CAI comprises elected Members drawn from your Committee and relevant officers across Planning, Highways, Open Spaces, and Cultural and Visitor Development, as well as those with specific expertise in the visual arts.
3. At your Committee in May 2019, Members confirmed that those occupying the roles of Chairman and Deputy Chairman on the Culture, Heritage and Libraries Committee, and the Chairman of the Sculpture in the City Partner Board should have permanent seats on the City Arts Initiative. Your Committee also elected Mrs Barbara Newman and Mr Jeremy Simons to serve on the CAI for the 2019/20 committee year.
4. Apart from officer time handling enquiries and managing the installations, there are no resource implications other than where specifically noted.

Current Position

5. The CAI met on 13 February 2020 to consider the proposals outlined below.
6. Full-colour visual representations of the proposed artworks are circulated electronically with this report and are available in appendixes 1, 2, and 3. Full details of all the applications to the CAI are available on request from the Director of Major Projects.

Proposals

London Festival of Architecture – Benches:

7. The CAI received a proposal for six benches to be sited within the Cheapside footprint in June as part of the London Festival of Architecture.
8. Following the success of the City benches project in 2018 and 2019, the LFA and the Cheapside Business Alliance (CBA) ran another design competition, inviting architecture and design students, recent graduates and emerging practices from across London to submit a bench design to enliven the public realm of the Cheapside area.

9. The six winners were selected by a panel of experts:
 - a. *Thames Bench*, an artwork by design studio UpCircle which is inspired by the shape of the River Thames;
 - b. *Look Up*, an artwork by Oli Colman Studio, which is inspired by the sights of London;
 - c. *A Pineapple for London* by design studio, HAC, inspired by St Paul's Cathedral;
 - d. *Chim Chim* by architecture studio, Profferlo;
 - e. *A Game of Moans* by RCA design graduate, Iain Jamieson;
 - f. *X* from Jason Slabbynk (please note that this bench has a working title as it will be named after the map coordinates where it is positioned in the City).
10. LFA have identified five locations for the project and have worked at all sites previously. One of the sites can accommodate two benches. Sites and designs have also been approved in principle by your Highways team:
 - a. In front of Royal Exchange
 - b. Bloomberg Arcade (private land)
 - c. Bow Church Yard (where it is possible to accommodate 2 benches)
 - d. Cheapside Sunken Garden
 - e. In front of 150 Cheapside
11. Please see the appended document for designs (Appendix 1). The location of each bench is to be agreed by landowners with input from Highways and City Gardens (when relevant).
12. The project is funded by the Cheapside Business Alliance.
13. **The CAI recommends that this proposal be approved in principle subject to further consultation with your City Gardens (as relevant), Highways and Access teams.**

London Festival of Architecture – St Paul's Plinth

14. The CAI received a proposal for a new installation within the existing metal frame on the traffic island at St Paul's station as part of the London Festival of Architecture (LFA).
15. This year's installation is *Rose*, by Nick Tyrer and Umut Baykan. *Rose* is a modern interpretation of one of St Paul's Cathedral's old, much celebrated stained-glass window that was lost in the Great Fire of London.
16. The temporary installation is made of colourful plastic panels that spiral overhead casting colourful shadows onto the pedestrians on the pavement.
17. The drawings and the risk assessment documents will be checked by your Department for the Built Environment to ensure feasibility and that all health and safety measures are met.

18. To coincide with the LFA, the applicants are proposing the project to be installed in late May, ahead of the 2020 festival (1-30 June).
19. The intent is for the installation to be on site for approximately 12 months being replaced by next year's iteration of the St Paul's Plinth installation.
20. The installation is funded by Cheapside Business Alliance who have approved the design.
21. **The CAI recommended that this proposal be approved subject to final consent from Planning and Highways and the following recommendation:**
 - a. **That the applicant notes scheduled gas works for this area and liaises closely with Built Environment teams to ensure that the installation dates align with this programme.**

London Festival of Architecture – Power Walks:

22. The CAI received an application from the London Festival of Architecture (LFA) to install new wayfinding installations within the City Cluster Area.
23. Following the success of the City Parklets project in 2019, the LFA and the City Corporation Public Realm team ran a design competition earlier this year which sought to commission up to two public realm interventions that will improve the pedestrian routes and experience within the City Cluster area.
24. Architects, designers and artists were invited to submit a design proposal for a series of on-street interventions that will create alternative and improved journeys for workers and visitors to follow.
25. The judging panel consisted of City Corporation officers from your Department for Built Environment, as well as visual design experts.
26. The CAI received the five shortlisted entries from the first round of submissions:
 - a. *Picnic Walk* by Chao Gao and Rūta Paškevičiūtė
 - b. *Empowered Perspectives* by HAC
 - c. *Knowledge is Power* by Projects Office
 - d. *Orange Route, Pink Route and Yellow Route* by Upcircle
 - e. *Wild Goose Chase* by Patrick McEvoy
27. A variety of potential routes and locations across the City Cluster have been identified for the project. These are areas where there is significant scope for public realm enhancement and higher pedestrian flows.
28. Full visuals and proposed locations can be found in Appendix 1.

29. Officers from your Built Environment and Open Spaces departments are supportive of the shortlist and will be part of the final selection process for the winner(s).
30. The project is funded by the City Corporation's City Cluster Vision budget, which is approved by Streets and Walkways Sub and Projects Sub Committees.
31. To coincide with London Festival of Architecture, the applicants are proposing the installation of the project in late May. The aspiration is that the project stays in place for a minimum of 12 months.
32. **The CAI recommended this application for approval subject to ongoing consultation and sign off from relevant Planning and Highways teams, as well as the following recommendation:**
 - a. **That the CAI is represented at the second-round interview to ensure alignment with wayfinding plans for Sculpture in the City.**

Sculpture in the City – Tenth Edition update

33. The CAI received a presentation featuring five new additions to the longlisted artworks for *Sculpture in the City's* tenth edition.
34. The update comprises of new five works with visuals of these provided separately from the other applications in this report in Appendix 2.
35. The applicant has advised that these new additions sought to increase the diversity of the artists being represented at Sculpture in the City during its tenth year.
36. It should be noted that the final installed exhibition may not include the full list. The final works for installation will be selected based on their technical feasibility and through negotiations with landowners on locations.
37. The longlist is reviewed by City Highways and Planning teams on an ongoing basis to ensure it meets the City's technical, planning and access requirements. The project team will continue to consult the relevant internal teams as and when locations for the artworks are determined.
38. All artworks will also be given clearance by the Director of Communications.
39. The project is funded by the City Corporation in partnership with local businesses, largely in the Eastern City Cluster area. The City Corporation's contribution derives from the DBE Local Risk Budget approved by the Planning and Transportation Committee.

40. The CAI agreed that all artworks were appropriate and congratulated Sculpture in the City on another diverse and strong selection of artworks.
41. **The CAI recommends that the new additions to the longlist be approved in principle subject to necessary permissions and licences from Highways and Planning teams and City Gardens (as relevant). All artworks will also be subject to consent from the Director of Communications.**

Three Quays Walk

42. The CAI received an application for a new installation at Three Quays Walk as part of a private development.
43. The proposed installation is an artwork entitled *Thames River Perch* by sculptor Simon Probyn. The artwork is inspired by the shape of a fish and the structure allows for the view of the Thames to be seen and viewed in a new way both through and around the sculpture.
44. Planning officers consider the proposed artwork to be appropriate in terms of size, siting, and impact on surrounding views. It would be sited on an existing raised planter on private land associated with the Three Quays development.
45. **The CAI may comment on, but not recommend, and your Committee may not approve or decline applications for public art on private land. This application is for informational purposes only and is subject to standard planning application procedures.**

Corporate & Strategic Implications

46. The City Arts Initiative was formed to support the City's management of public art which supports the delivery of the City's Cultural and Visitor Strategies.

Conclusion

47. This report summarises the discussions of the City Arts Initiative and presents recommendations in relation to the public art applications considered on 13 February 2020.

Appendices

- Appendix 1: LFA Images, 13 Feb 2020
- Appendix 2: Sculpture in the City images, 13 Feb 2020
- Appendix 3: Three Quays Walk – 13 Feb 2020

Background Papers

Full details of the applications received by the City Arts Initiative are available on request from the Director of Major Projects.

Nick Bodger

Cultural and Visitor Development Director

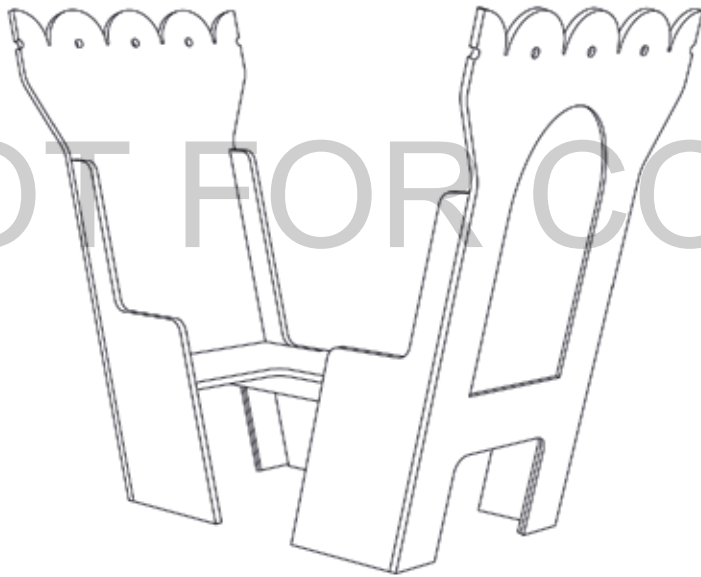
T: 020 7332 3263

E: Nick.Bodger@cityoflondon.gov.uk

LFA BENCHES

A Game of Moans

Public seating for all ages



The gap between the younger and older generation has never been greater! The political divide is driving a wedge between the two and it seems to be getting worse. This bench aims to appeal to how both younger and older people will sit and use the bench, giving the public an opportunity for people from all ages to use it so that they can actually speak to each other and begin to understand each other's points of view.

The Throne like bench has been designed to allow different seating configurations - The 15 degree back angle, armrest, 450mm seat depth & height, and the opportunity to face one another without rotating your body will allow those who are less mobile to use the public seating more comfortably. For the younger demographic - No armrest, connecting section and the great width gives the opportunity to lounge and put your feet up, terrible for your posture but great for relaxing and debating.

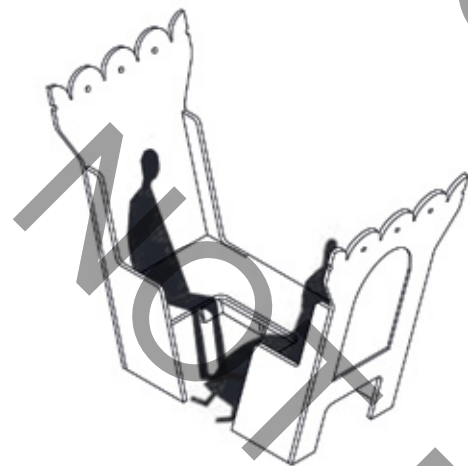
The aesthetic of the bench has created two throne like debating chairs that face each other connected by a single bench piece. To set people off on the right foot, in terms of debate, the design will also evoke a piece of conversation everyone can agree on ... how bad the ending of Games of Thrones was.

This project is in collaboration with AR18, based in Watford, who have allowed reduced rates of manufacturing time to the construction, support with the detailing of the bench, and they'll let me borrow their van!

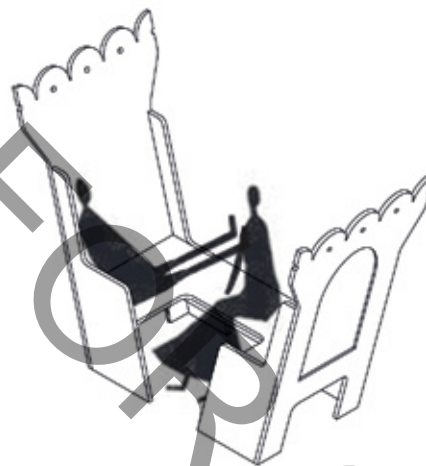
The Team

Iain Jamieson - Design graduate from the Royal College of Art who is still upset about the ending of Game of Thrones

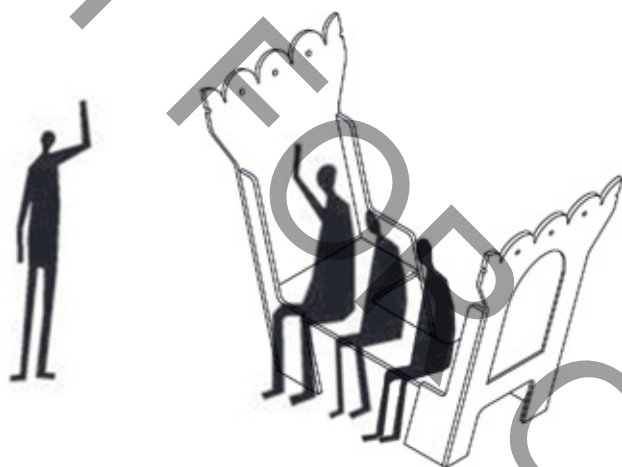
Dave Drury - CNC department manager at AR18, less upset by Game of Thrones



Face to face conversation



Bench and lounge



Three on a bench



Sit and lounge - side by side



A Pineapple for London

HAC

Contact: Cameron Clarke
78 Nattergalevej, 2400
Copenhagen NV, Denmark
cameronclarke89@gmail.com
+45 2225 1068





PROPOSAL



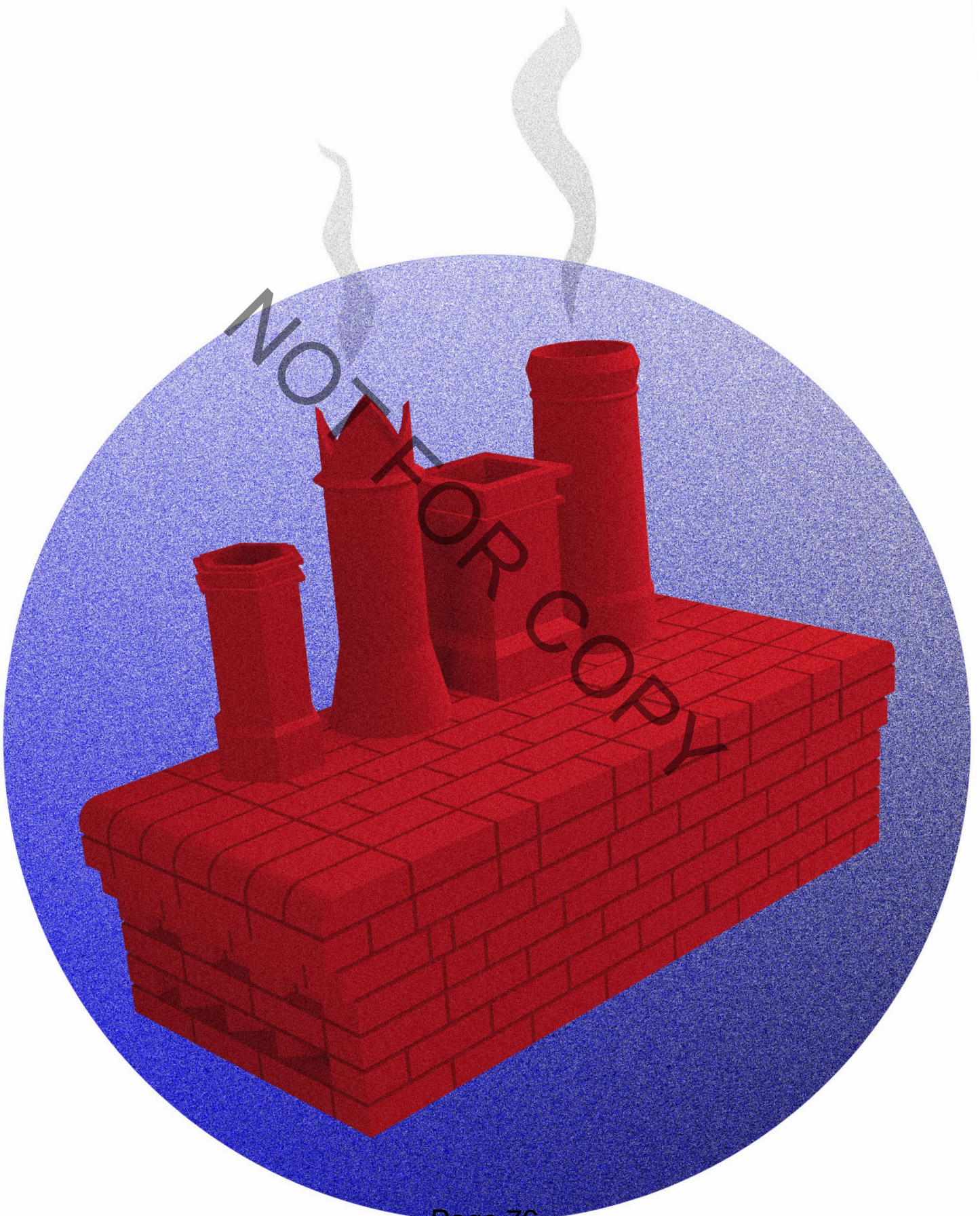
If someone asks you where you are, most people will answer in relation to local information. 'In front of Saint Paul's Cathedral', 'On Cannon Street'. But for someone who's not familiar with this place this information might be insufficient. That's way you could also answer this question with global information, with a set of coordinates that are in relation with the rest of the world. A lot of times we know what our local position is, but we forget our global position, not just geographically, but also mentally, political, cultural, welfare,...

The bench is a spatial expression of this coordinate system, which we can experience on a physical level. The three planes that form the bench each represent a different axis in the Cartesian grid. In this way, the bench not only draws the gaze and thoughts of the viewer physically inwards (where am I?); but also allows the visitor to look and think outwards, into the surroundings (what surrounds me?).

The bench will be engraved with (and named after) the coordinates of where it is placed, confronting us with this certain place in a different way, placing our view in a more global perspective. The bench also has no clear sitting direction, offering the person seated an all round view and encouraging more spontaneous interaction.

Chim chim

proposed by PROFFERLO architecture



“LOOK UP”

Paper Model



LFA POWER WALKS

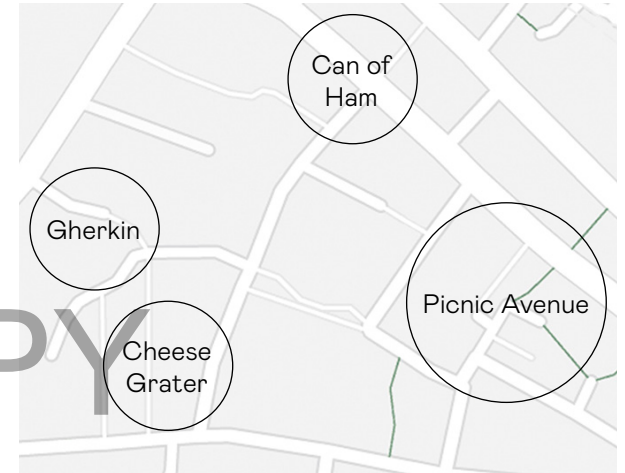
City Cluster Project Area



KEY - Existing and potential interventions:

- Green spaces
- Architectural landmarks
- Sculpture in the City
- Wayfinding / Signifiers
- Informal crossing
- Movable planters
- Potential locations for bigger installations
- Main roads (discourage use as walking routes)

Picnic Walk - Concept Visualisation



Picnic Walk · Concept Visualisation



Picnic Walk · Branding & Wayfinding



Our wayfinding system would be based on a simple graphic device - a playful line that disrupts the stark and cold corporate streets.

We could use it to connect different parts of the City Cluster guiding the public to our urban intervention and the different landmarks. Using QR codes or similar digital integrations the public will be able to unlock trivia about the area.

The use of bright colours would help our signage stand out among grey buildings.

We could use simple materials like posters and vinyl stickers to give directions to the public.

Empowered Perspectives



Knowledge is Power

Even for Londoners, it's easy to get disorientated in the City of London. You're meeting someone in the Sky Garden, and although you know exactly where it is, as you get close the building disappears from view. One wrong turn and you're 10 minutes late.

You're running for the 18:05 from Fenchurch Street. You've caught the train a hundred times before. But you take a short cut, get lost cutting through Leadenhall Market and twenty minutes later you're waiting for the 19:26. Trying to locate the coffee shop you discovered last week, you find yourself performing a familiar dance: phone out, eyes down, pirouetting to match the roads on screen with those under your feet. You might eventually find the café, but what did you miss en route?

Knowledge is Power is a colourful wayfinding strategy that simplifies complex routes, connects key landmarks and reveals fascinating details about the city that you didn't know you didn't know.

Cardinal Points

Four directions form the basis of all navigation. Beyond their simple utility, the concepts of north, south, east and west signify tribal attachments to regions of the city. However, with the advent of modern mapping software, today we rarely use the compass to find our way around.

Knowledge is Power liberates pedestrians from their GPS devices and celebrates the simplicity of the cardinal system. Pathways through the City's complex maze of ancient streets can be broadly divided up into north/south and east/west routes. Our series of wayfinding posts in public spaces and key intersections will use the cardinal points to simplify routes through the city. When you know that red circles indicate north/south, and blue triangles indicate east/west, you can be confident that you're going in the right direction.

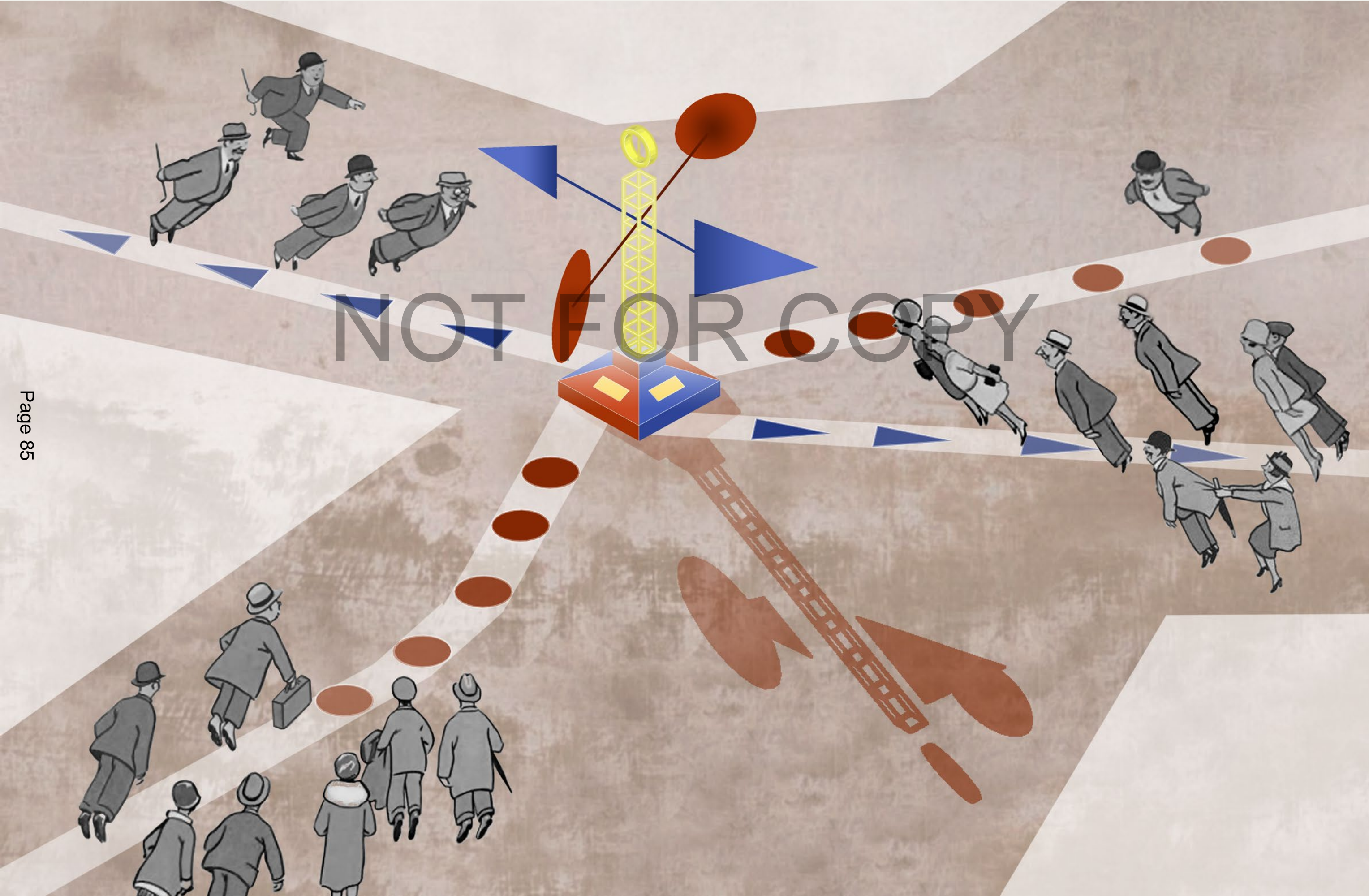
Information about temporary events can be easily hung from the posts, so they act as noticeboards as well as signposts, and the network of visual connections is supplemented by vinyl graphics on floors and walls.

Facts on the ground

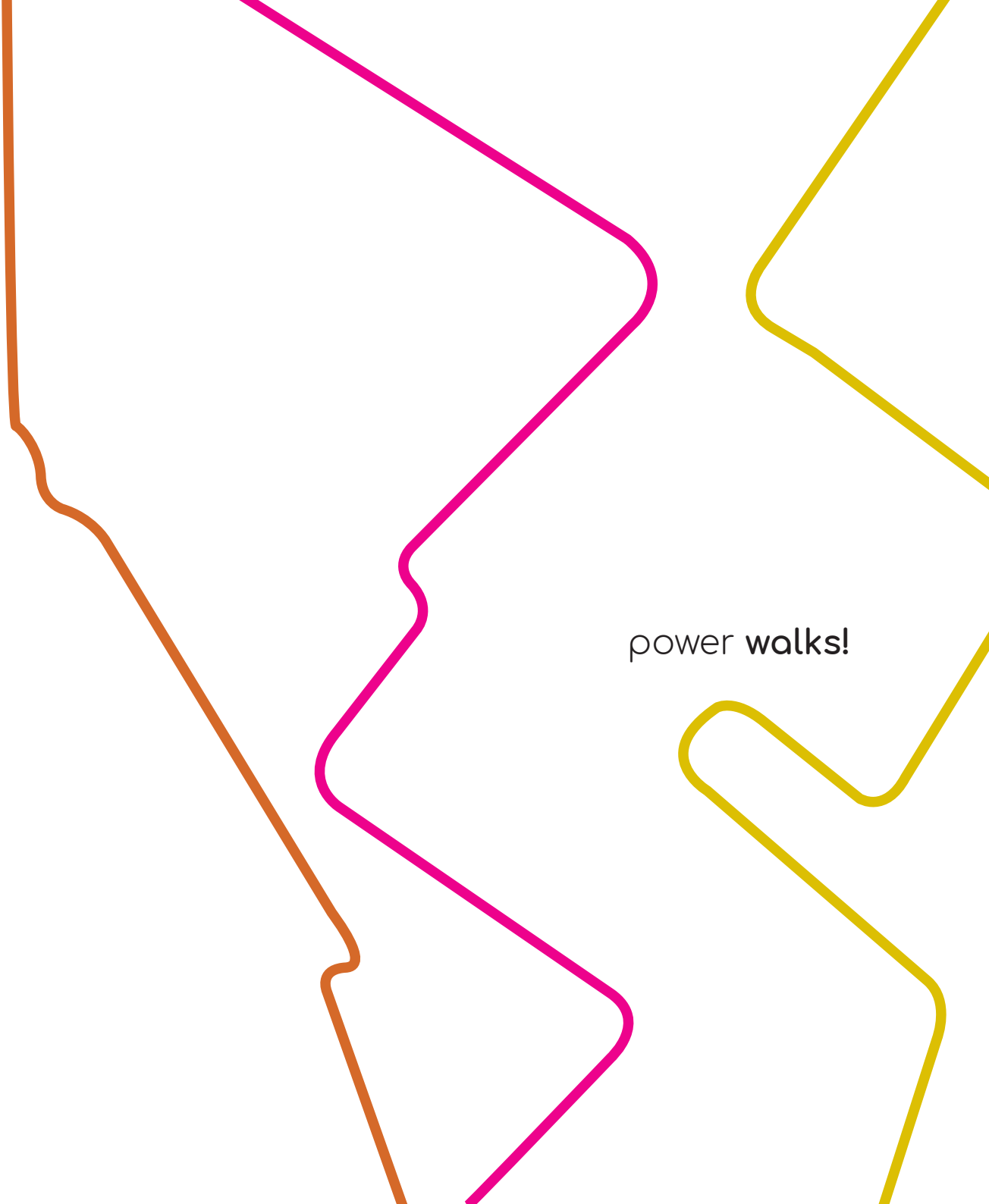
As well as offering directions to key destinations, from landmarks to stations to nice green spots for lunch, each post holds interesting information about the locality, revealing the city's social, historical and geographical layers. The oddly named church next to the Gherkin, St Andrews Undershaft, is named for the maypole that once stood opposite, for example. And if you don't know to look up as you walk down Philpot Lane, you'll miss London's smallest statue: two mice installed in honour of two of the Monument's construction workers who fell to their deaths arguing over who ate a sandwich (it was the mice).

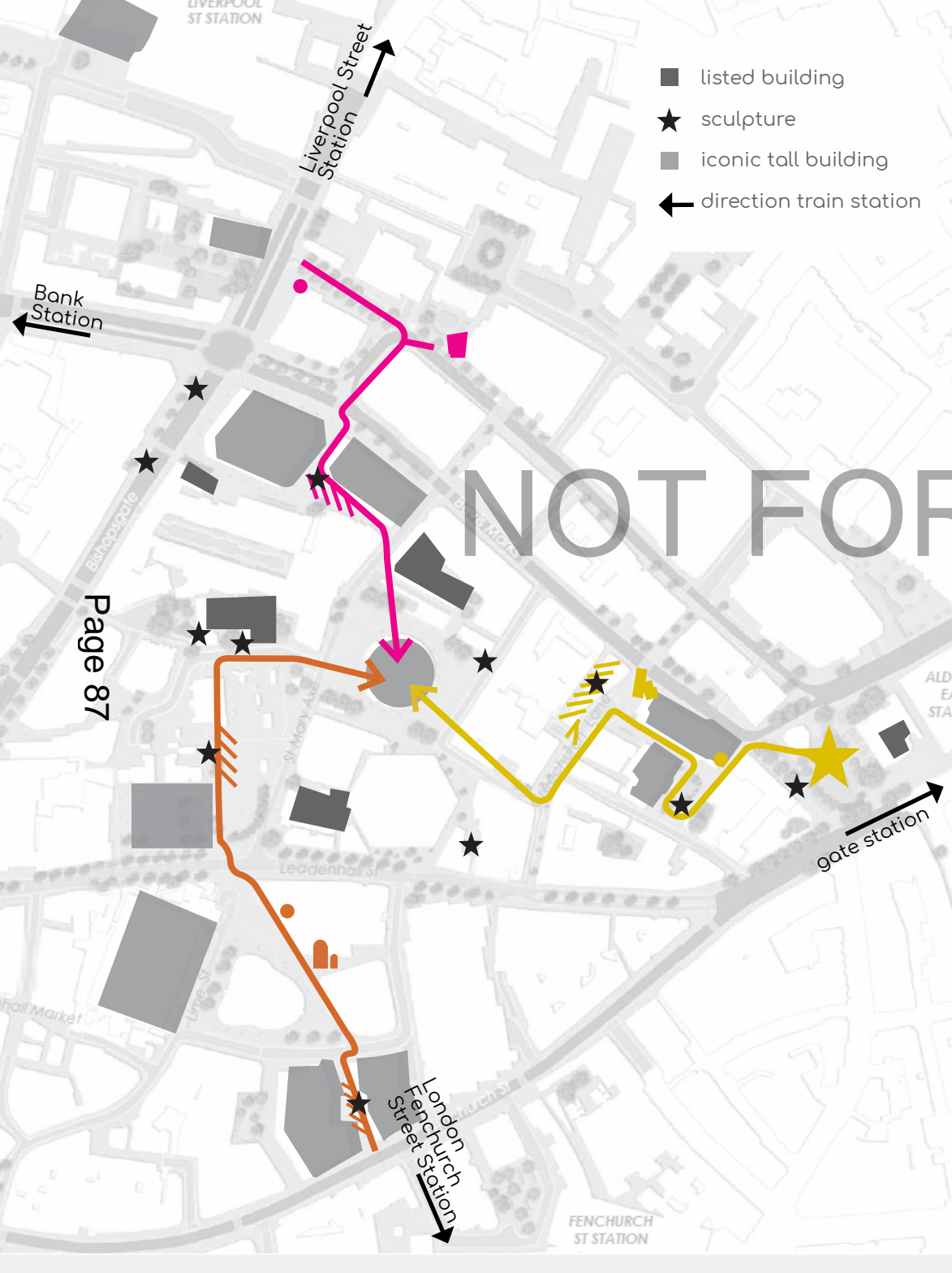
An intriguing, striking and intuitive wayfinding system, Knowledge is Power will tempt pedestrians away from major roads, and then simplify and enrich their journeys.





power walks!





the selection of the routes

Each route effectively leads to a least one listed building, one iconic tall building and one existing sculpture. The 3 routes reach and are connected to the centre of the Cluster City: The Gerkin.



Our installation indicates some of the most interesting views and perspectives for the pedestrian, looking forward or up to the sky and high buildings. It also aims to help the visitors to discover unknown places or point of views.

The routes are materialised by 3 bold and bright colors, in contrast with the monochromatic environment.

orange route

yellow route

A minimum of 3 types of intervention will guide the visitors: floor manifestation, small observation point (bench) and large installation. Various informative signage will be display along the route with maps and additional information (e.g. flyers).

Each intervention, by it's strong, bold and graphic effect will encourage the digital engagement of the visitor on social media.

orange route



1

Floor manifestation to markup the ceiling artwork and the access to the roof of The Garden 120, via the lift.

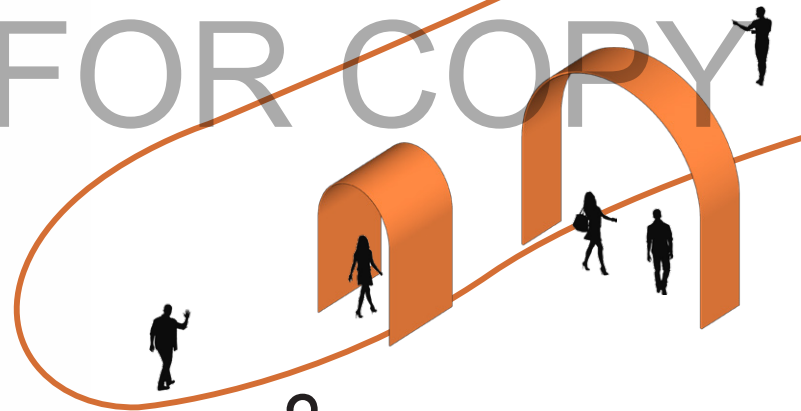


Take the lift

Floor manifestation informing the visitor to a free access to a roof garden.

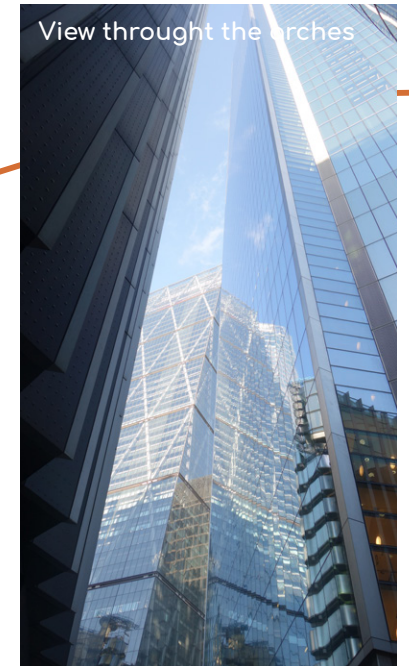


View from the roof garden



2

Arches installation creating optical illusion and framing the view on the surrounding buildings. This installation encourage the visitor to take a picture and share it on digital world.



View through the arches

orange route

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View from the bench



3

"Have a look to the sky"
Lounge bench with translucent panels protecting from wind.

The bench invite people to seat, and appreciate the view to the high buildings and the sky.

Orange version.



Have
a seat

4

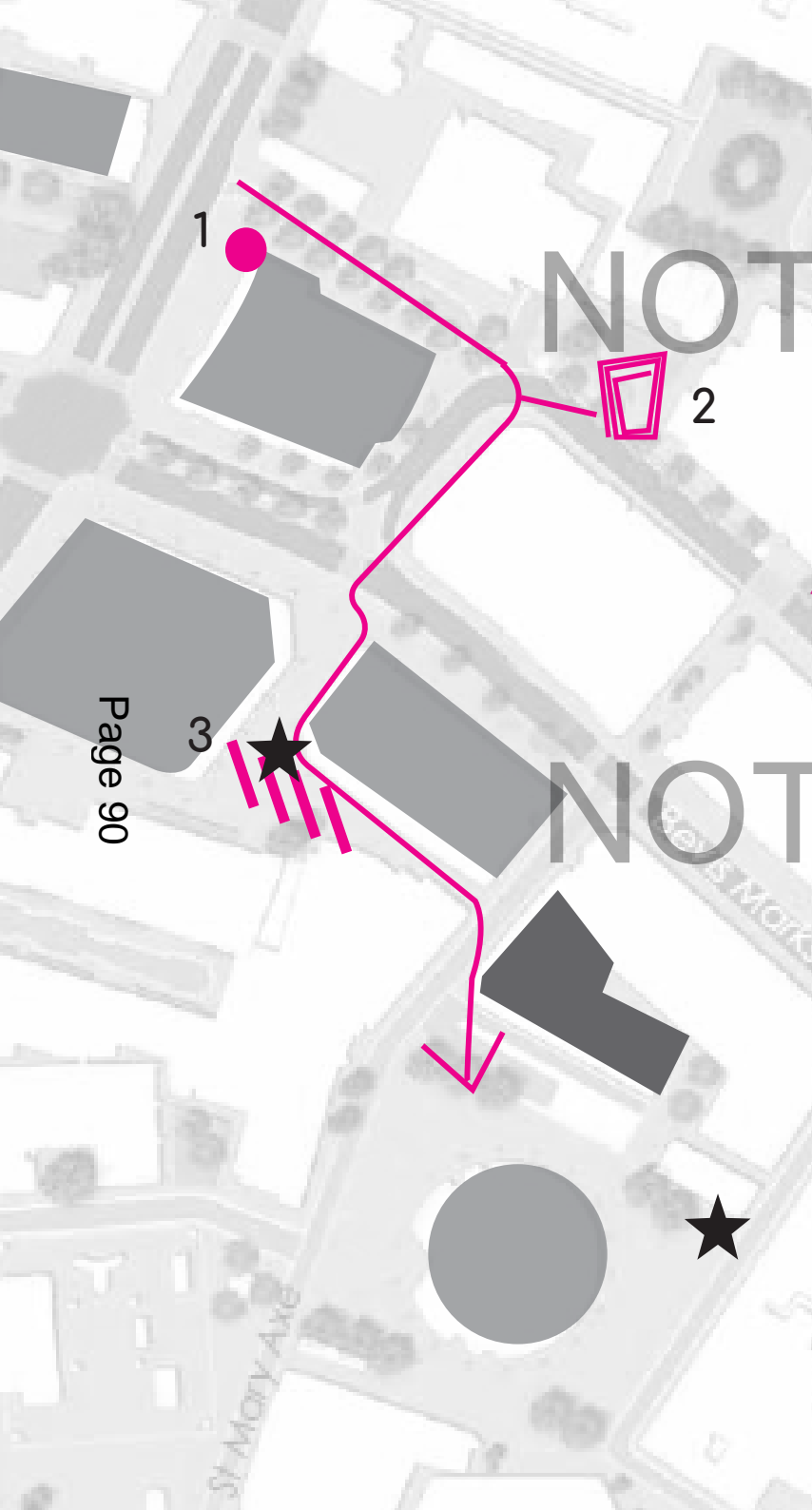
The floor manifestation
gives tips to the
pedestrian experience
the space in another
perspective.



View from the concrete sofa

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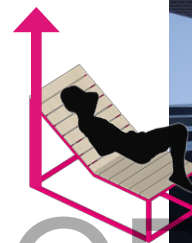
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pink route

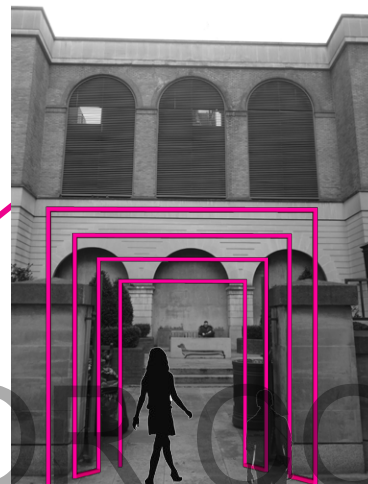
1

"Have a look to the sky" -
Lounge bench inviting people to
seat, and appreciate the view to
the high buildings and the sky.
Pink version.



View from the bench

2



2

Sculptural arch creating a graphic
perspective, enhancing the existing
entrance of the square.



Take
a photo

Floor manifestation
marking the point of
view to enjoy fully the
optical illusion created by
the arch.

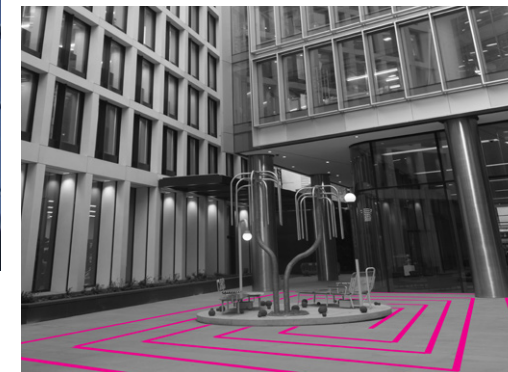


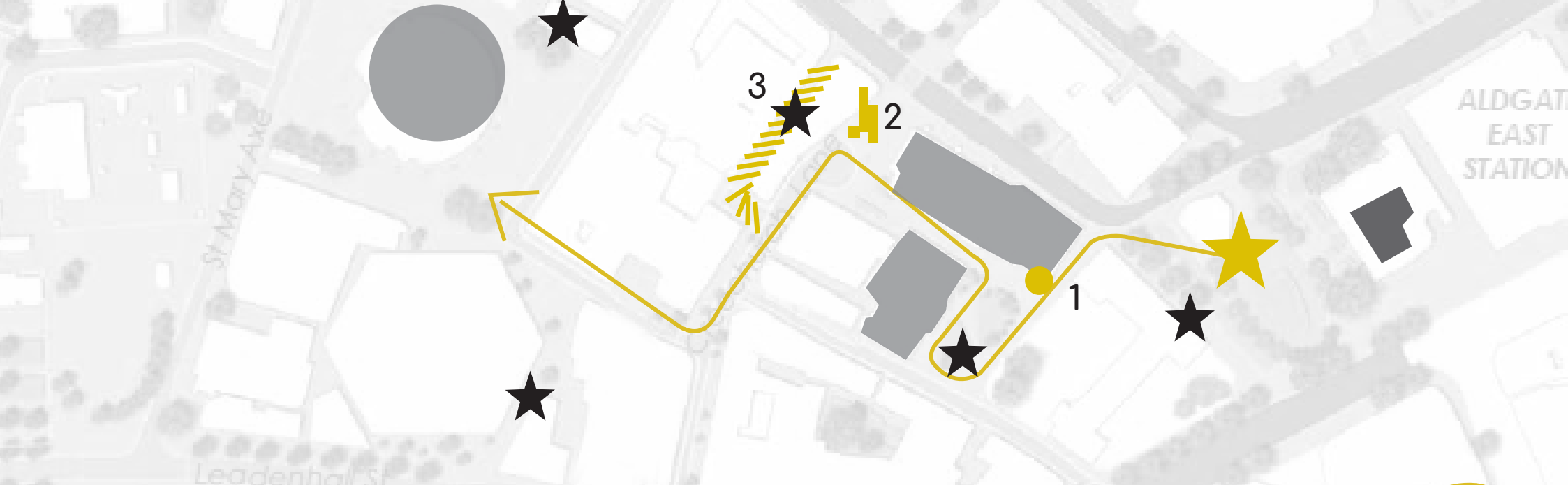
3

Floor manifestation to highlight the
existing sculpture.



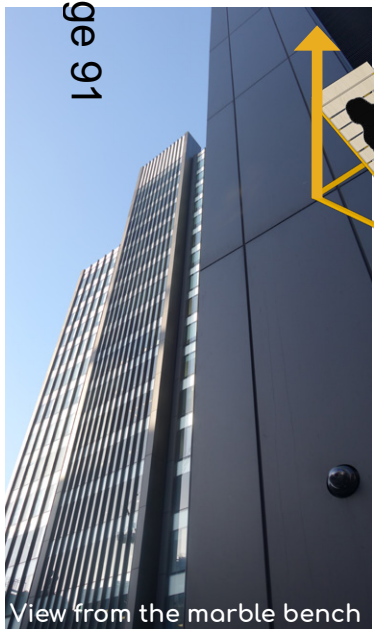
View from the marble bench





yellow route

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1

"Have a look to the sky" - Lounge bench inviting people to seat and appreciate the view to the high buildings and the sky.

Yellow version.

View from the marble bench

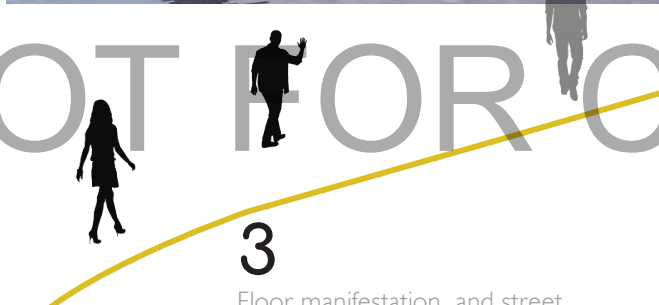


2

Bench + integrated table, planter and signage.



The elements together create a micro-atmosphere and could contain flyers, maps and information about the routes.

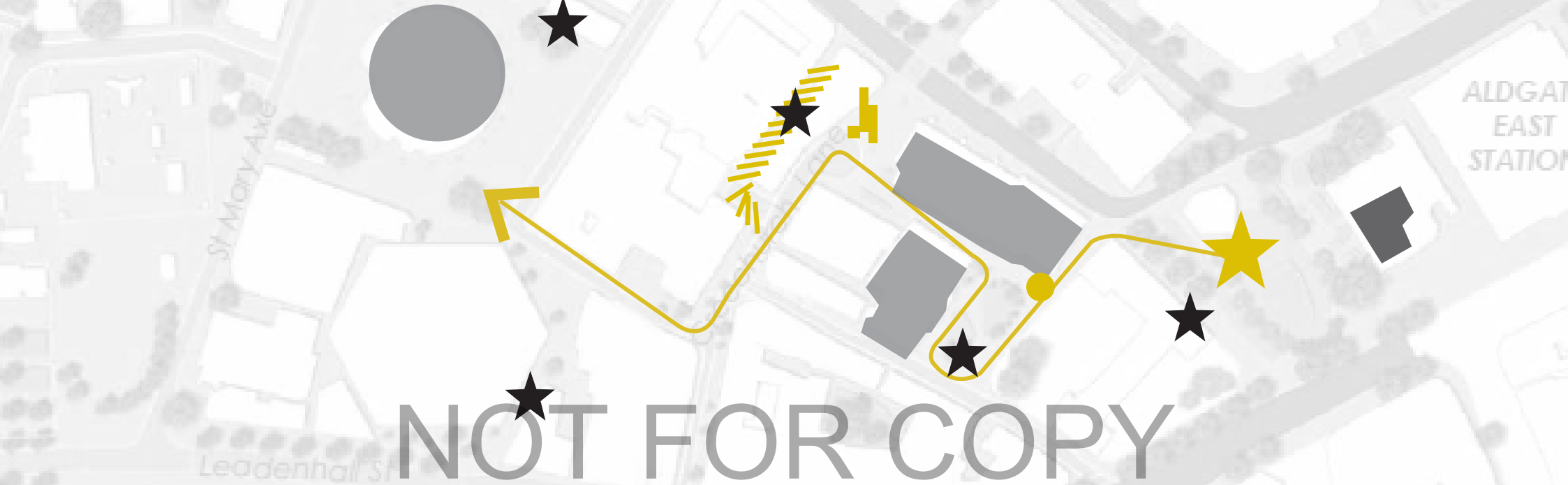


3

Floor manifestation and street lamps and bollards in yellow to highline this unused street.



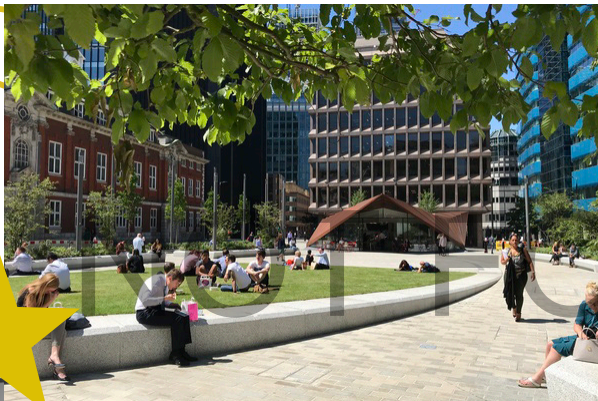
Look Up



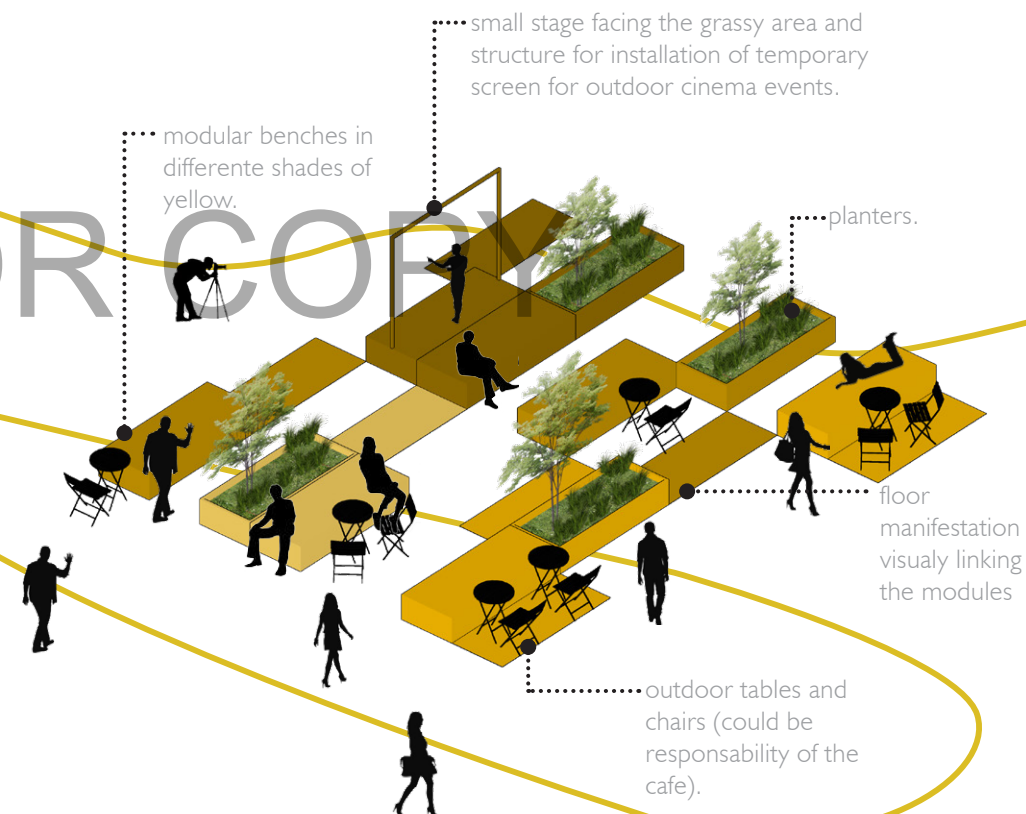
yellow route

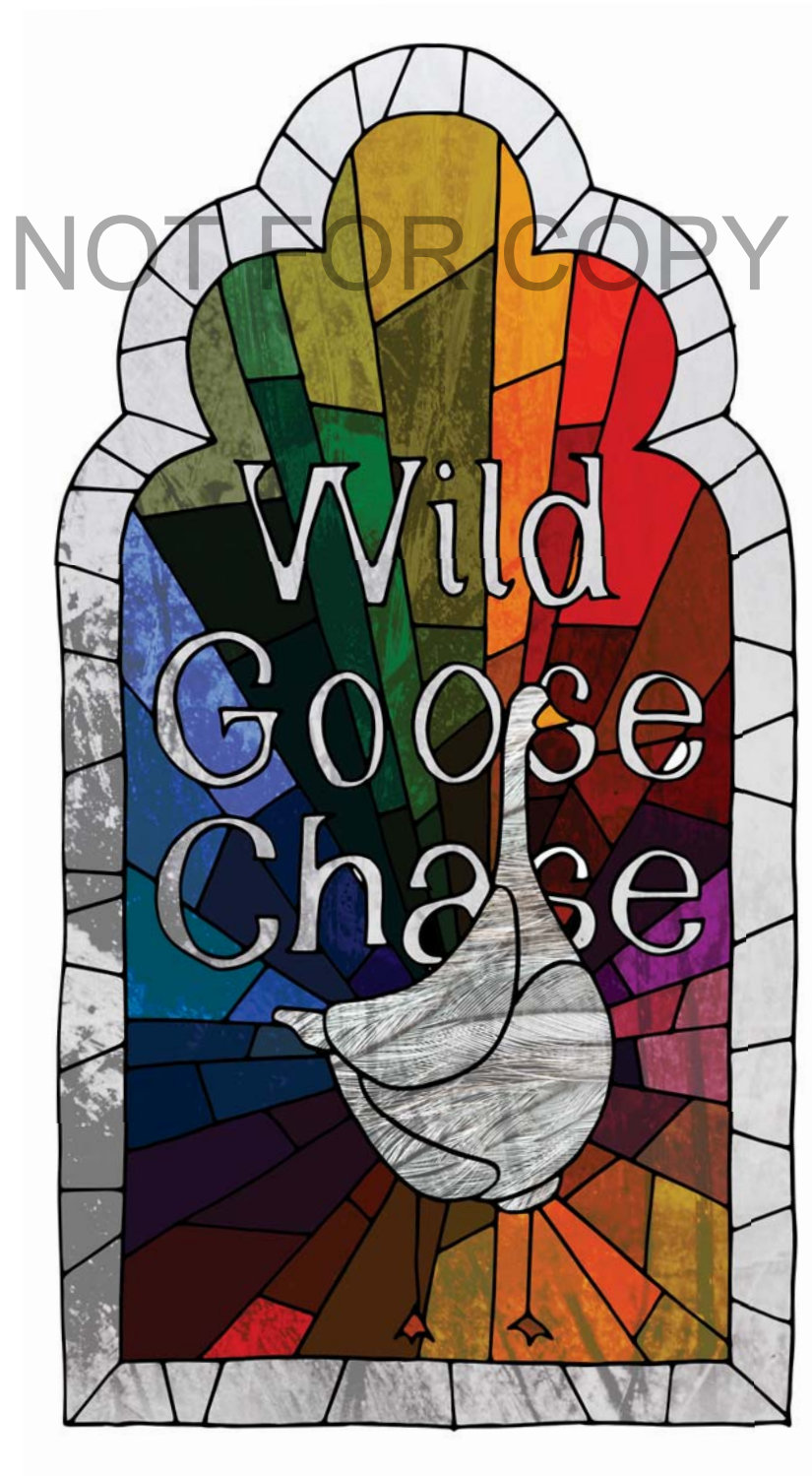
Page 92

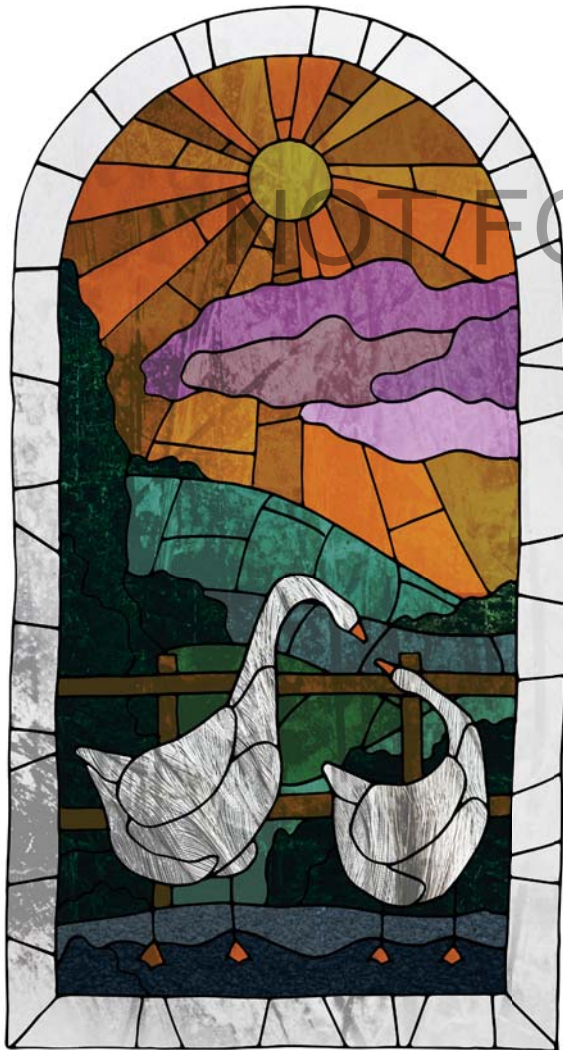
The Aldgate Square is a protagonist of the route. A wide sunny area with great accessibility.



A multifunctional installation with vegetation, seats, stage and bold visual will enhance the paved area by its graphic feature.







Goose Meets Gander

Tom the goose was hatched in Calais, France. As a young gander, he fell for a gosling but was devastated when he discovered her flock was due to fly to England.



Goose at Sea

Tom had an intense fear of flying but, upon hearing of the departure of his love, refused to be left behind and followed her on a merchant ship bound for London.



Escape from the Poulterer

After docking in London, Tom realised he and his fellow geese were due to be slaughtered in Leadenhall Market. Tom, fearing for his life, overcame his phobia and took flight from the poulterer.



Freedom of Leadenhall

Following a series of daring escapes, The Company of Poulterers granted Tom his freedom. He lived in Leadenhall Market until the age of 37 (98 in goose years), and became affectionately known to local traders as 'Old Tom'. Upon his death, he was buried beneath the market.

Proposed Route

The windows will form a trail between St Botolph's Churchyard and Leadenhall Market. Goose footprint stickers will be strategically placed on the pavement to guide passers-by along the route.

The five windows illustrated in this document have been located along the route shown below. The various churches and synagogue that inspired the shapes of the proposed stained glass windows are also highlighted in colour.

The quantity of windows along the route could be increased pending design development and a review of costs at the next stage of the competition.



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-- Route

1. Window 1: Wild Goose Chase
St Botolph's Churchyard
2. Window 2: Goose meets Gander
Creechurch Lane
3. Window 3: Goose at Sea
30 St Mary Axe
4. Window 4: Escape from the Poulterer
St Helen's Square
5. Window 5: Freedom of Leadenhall
Leadenhall Market

Gooseprint Pavement Stickers

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ST PAUL'S PLINTH

**‘Rose’-
St Paul’s Plinth 2020**

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Sculpture in the City 2020

New Works for Consideration

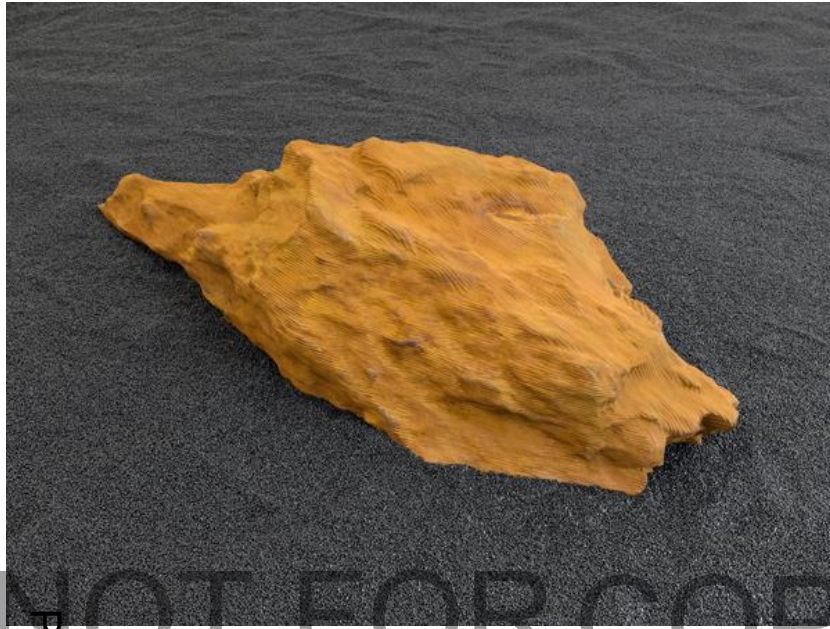
February 2020



Title	Mori Chandelier
Artist	Ai Weiwei
Date	2009
Material	55,000 pieces of crystal
Dimensions	700 x 450.1 x 225 cm
Weight	Surface weight: 850kg Crystal weight: 520kg
Location	UK

Title	Silent Agitator
Artist	Ruth Ewan
Date	2018/2019
Material	Painted steel and glass
Dimensions	2.84 x 1.37 x .5 m
Weight	75kg
Location	New York, USA





Title	Burial
Artist	Alice Channer
Date	2016
Material	Cast corten steel
Dimensions	80 x 107 x 237 cm each
Weight	243 kg each
Location	Germany



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Title	Stone Butch (Duo)
Artist	Rosanne Robertson
Date	2020
Material	Glass reinforced jesmonite (AC830 with UV stable pigments), fibreglass and steel sculpture with reinforced steel mesh central core and painted steel rod legs
Dimensions	140 x 140 x 200cm
Weight	140kg
Location	Cornwall, UK



Title	Metal Man – Deeper Together, Deep Travel Ink. NYC 2018
Artist	Laure Prouvost
Date	2018
Material	HD video and metal sculpture in two parts
Dimensions	165.5 x 185 x 121 cm

THREE QUAYS WALK



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River Thames Pevch
corten steel sculpture by Simon Probst

Scale 1:35

Committee(s)	Dated:
Streets & Walkways Sub Committee Culture, Heritage & Libraries Committee	25 February 2020 23 March 2020
Subject: Special Events on the Highway	Public
Report of: Director of the Built Environment	For Decision
Report Author: Ian Hughes, Assistant Director (Highways)	

Summary

This report outlines the major special events planned for 2020 and provides Members with an opportunity to consider & comment on the appropriateness of those events, taking into account their nature, scale, impact and benefits.

In summary, there continues to be a relative stable core of 13 regular sporting, ceremonial or celebratory events likely to take place on the City's streets in 2020. These core events are highly professional and extremely well-run, generating a range of charitable, reputational & promotional benefits to the City and delivered with the minimum of fuss or complaint.

Around that core programme is an increasing variety of one-off events that aim to support the City's Cultural and Visitor agendas, its Transport Strategy and / or the aims & objectives of key City partner organisations and community groups.

For 2020, the likely programme of additional activities includes a series of events to promote the City's cultural ambitions, a likely repeat of last year's Car Free Day and further Lunchtime Street events to help promote Road Danger Reduction as part of the City's evolving Transport Strategy.

In parallel, this report also notes the increase in authorised filming activity taking place on City streets, with the Square Mile's iconic backdrop attracting a series of major production companies using relatively new powers to request road closures.

Finally, this report also notes for Streets & Walkways Sub Committee the event-related 'benefits in kind' granted to charitable & other organisations in 2019.

Recommendation(s)

Members are recommended to:

- Agree to support the regular core events programme listed in paragraph 5 and detailed in Appendix 1.
- Agree to support the additional Cultural, Community & Transport Strategy events outlined in paragraphs 21-30, subject to the appropriate degree of due

diligence regarding safety, licencing approval, traffic orders (where required) and impact on local stakeholders.

Members of Streets & Walkways Sub Committee are recommended to:

- Note the Benefits in Kind listed in Appendix 4.

Main Report

Background

1. This report provides an update to Members on the programme of on-street special events currently planned to take place in 2020. Although some events are more commercial than others, most are organised with the intention of raising money for charitable causes or promoting specific City strategies and Mayoral initiatives. Each event aims to deliver some form of social, financial or community benefit, but the City's long-term approach has been to ensure that the impact on residents, businesses and traffic must not be disproportionate.
2. Planning for each major event takes place well in advance in order to minimise their impact on others and to co-ordinate them into the wider programme of works taking place on the City's streets. Officers from the Department of the Built Environment lead this process with the assistance of a variety of departments, including Town Clerks, Markets & Consumer Protection, Remembrancers and the City Police.
3. The Director of the Built Environment has delegated authority to write traffic orders for roads to be closed for special events, so Member approval for each major event is not required. However, there are established guidelines for officers to follow in determining the suitability of events (including the process for appropriate political oversight), enabling the provision of advice for organisers and setting out the procedure for consents & approvals.
4. Key to the process for supporting large scale events remains the Safety Advisory Group (SAG), which examines event proposals from the organiser to seek assurance that the event will be safely managed. The City's SAG is chaired by the City's Strategic Security Director, and comprises various City divisions including Highways, Environmental Health and Contingency Planning, as well as the emergency services, Transport for London and other interested parties.

Events Calendar 2020

5. The City's on-street event programme has developed a consistent rhythm, with a core programme of 13 substantial, well-run and popular events becoming established over time. Full details behind each of these events can be found in Appendix 1, but they can be separated into three distinct categories:

Sporting

- Winter Run – Sunday 9 February
- London Landmarks Half Marathon (Tommy's) – Sunday 29 March
- Adidas City Run – Sunday 5 April
- London Marathon – Sunday 26 April
- Vitality 10k Race – Bank Holiday Monday 25 May
- Great City Race – Tuesday 21 July
- London Triathlon – Sunday 9 August
- Ride London Cycling – Sat 15 & Sun 16 August
- Bloomberg Square Mile Run – Thursday 24 September
- Royal Parks Half Marathon – Sunday 11 October

Ceremonial

- Cart Marking – Mid-July (TBC)
- Lord Mayor's Show – Saturday 14 November

Celebratory

- New Year's Eve – 31 December

6. This core group of events is organised by experienced and professional event management companies with well-established routes, detailed communications plans and effective working relationships built up over time with the three key highway authorities for Central London, namely the City of London, Transport for London and Westminster City Council.
7. This core list of events has remained relatively stable for several years, with the only recent change being the end of the Nocture cycling event due to their own internal challenges in delivering a viable event, and it remains unlikely to return to the City in the foreseeable future.
8. As a group, these events generally remain popular with the public & participants, they are safely managed, and they provide the City with a range of secondary benefits, including publicity & footfall, visibility on the international stage, connections to the charitable sector and (in some cases) funding for the City's own events and programmes.
February
9. To be clear, event organisers are aware that they do not have a permanent agreement to hold their events on our streets, but permissions are typically granted on three-year cycles to allow event managers to plan ahead for publicity and commercial reasons. However, as can be seen in Appendix 3 (which sets out the established events assessment matrix), these events are typically considered 'Green' in terms of delivering a positive balance between the benefits they bring against the impact they cause.
10. In terms of the core 13 events, the key points to note for 2020 are:

- Regrettably, this year's Winter Run had to be cancelled at short notice due to the safety risk from Storm Ciara. All major events have plans to cope with a cancellation at short notice, focusing on fast-time communications with participants, support teams and the general public. This plan was triggered on the Friday beforehand once the decision was made to cancel; a decision supported by all parties involved and was proved to be correct given subsequent events;
- Keeping the Great City Race on a Tuesday (rather than a Thursday) evening continues to reduce the overall impact of the event, plus the change in route to avoid 'landlocking' Guildhall minimises complaints;
- This year's London Landmarks Half Marathon will look to add an additional 10k event using the same route and road closures but starting at roughly half distance. This is expected to enable them to increase the number of participants by including places for those who do not want to attempt the longer distance but without increasing the impact on the local community. They are also including a specific wheelchair event for the first time;
- The Saturday of August's Ride London event will include the addition of a women's international professional cycling event, which was previously confined to Westminster but will now extend slightly into the City. Although this may mean later reopening times for some roads, this high-profile event provides alternative exposure for the City in this sport, offsetting the loss of the stand-alone Nocturne event but with much less disruption.

Cart Marking

11. Members of the Committee(s) may be aware of the concerns raised in some quarters about the Cart Marking event last July. As with any major event taking place during the week, there are consequences for the streets surrounding Guildhall when the roads are closed, albeit from a wider network management perspective, the impacts are manageable as officers of DBE have worked hard with the organisers to minimise any disruption.
12. Nevertheless, following the concerns that were raised, the Carmen have been asked whether they would consider moving their event to a weekend to reduce this impact. In response, they have indicated such a move would significantly reduce the visibility and likely participation in the event, reducing the overall benefit and potentially making it unviable.
13. Your respective Committees are not required to make a formal decision on this matter as yet but I understand the Chief Commoner is reviewing the overall format of the event and I will ensure Members are kept informed as discussions progress.

Mass Participation Event Proposals

14. The success of events such as the London Marathon, the Great City Race and the London Landmarks Half-Marathon mean that the City remains an attractive location for mass participation charitable 'fun run' type events.
15. However, with eight such events now on the City calendar, adding further events could cause other issues:
 - there is inevitably a degree of diminishing returns from adding similar events;
 - there can be 'event fatigue' from residential groups given the same streets are often used for more than one event;
 - there are limited officer resources to help deliver these events;
 - there is a need to retain a priority towards business as usual activity at weekends such as utility street works, resurfacing and crane operations that can't otherwise take place during the week.
16. In the past few months, officers have received two new proposals for additional mass participation events, one from the charity Scope focusing on a fully accessible 10k run, and another from the charity Crisis for a 12k event near Christmas. Although both proposals have merit, in the context of 2020 with the major works by Cadent Gas in Cheapside, both organisers have been told the City's road network does not have the capacity to accommodate them.
17. However, should they wish to propose events for 2021, Members may wish to consider whether we should prioritise our resources towards activities that more closely align with the City's corporate objectives and Transport Strategy, such as the Lunchtime Streets initiative and Car Free Day, rather than adding more mass participation charity runs into the weekend diary.

Anti-Terrorism Traffic Regulation Order

18. Before moving onto cultural, community and other events, it should be noted that the use of the City's Anti-Terrorism Traffic Regulation Order (ATTRO) in relation to special events will be covered in more detail by a separate report to Streets & Walkways Committee. Nevertheless, it can be noted here that only one event required its use in 2019, namely the New Year's Eve celebrations as part of the wider policing operation led by the Metropolitan Police.

One-Off Events in 2020

19. Away from the core event programme outlined above, there has been a considerable degree of year-on-year fluctuation in terms of the number and extent of major one-off special events. Despite the benefits they bring, these events typically require a disproportionate resource commitment, bringing with them the potential to cause significant disruption to the lives of residents and 'business as usual' activity in the City without the benefit of previous experience or a well-structured learning curve.

20. In previous years, these sorts of events have included:

- the Tour de France (2014)
- the Royal Marines Regimental parade (2014)
- the Afghanistan Commemoration at St Paul's Cathedral (2015)
- the Great Fire of London events (2016)
- the International Association of Athletics Federations marathon (2017)
- Culture Mile light & sound installation at Beech St (2018)
- Smithfield 150 celebrations (2018)
- Commonwealth Heads of Government Visit (2018)

Transport Strategy & Air Quality Events

21. The most significant addition to last year's calendar was Car Free Day which was delivered in conjunction with the Greater London Authority and Transport for London. The event sought to promote air quality and celebrate walking & cycling, and although the logistical effort required to mobilise the event as short notice was considerable, the event itself proved popular and may well return this year. Two dates are currently being considered (either 20 or 27 September), but a final decision on the nature & scale of the event is likely to depend on funding being confirmed after the London Mayoral election in May.

22. Last year's smaller scale Lunchtime Streets initiative proved highly popular, with St Mary Axe and Chancery Lane closed to provide a traffic free environment and help promote air quality and road safety improvements. Deliveries to adjacent premises were successfully retimed to enable the event to take place, and although the 2020 programme is currently being scoped, the aim is to deliver at least three Lunchtime Streets, with Carter Lane being explored in addition to the previous two locations.

Cultural & Community Events

23. The City's aspiration to draw its cultural offer out onto the streets of the Square Mile means that its public streets and spaces will again be utilised to host a number of cultural activities. Officers continue to seek a balance between cultural benefit and the need to minimise the impact to traffic and the local community, with this year's focus remaining the Culture Mile quarter, our key iconic locations and the Aldgate Square public space. At the time of writing, these activities are likely to include:

Mela in the City (19 April, Aldgate Square)

24. Celebrating the Bengali New Year in Aldgate Square, Mela will bring to life the rich cultural diversity of the Aldgate area and showcase local, national and international Bengali arts, music and culture. Following on from the City's first Bengali New Year Mela in 2019, *Mela in the City* aims to bring different communities together for an inclusive celebration and open up the City's public spaces to its local and Greater London Bengali communities, welcoming audiences into the Square Mile.

Color of Time (13 June (TBC), Gresham St & Guildhall Yard)

25. Cie Artonik presents a stunning reinvention of the Indian traditional Holi festival with this contemporary dance-theatre event. Community participants and audience members are invited to join in the performance in a mass participatory choreography, painting the sky with coloured paint. (This event is likely to require some form of road closure.)

Euro 2020 'Spectacular' Event (14 June, Tower Bridge)

26. This global art project co-commission with the GLA for Euro 2020 will be the GLA's Euro 'Spectacular' event, taking place on Tower Bridge. A large-scale photography exhibition will be installed onto the road bridge which Londoners will be invited to participate in and view during the day. The installation celebrates diverse communities in London. (This event is likely to require a road closure authorised by Transport for London.)

London International Festival of Theatre Co-commission
(17 & 18 June, Carter Lane Gardens & Aldgate Square)

27. This co-commission with London International Festival of Theatre involves a one women street theatre show exploring ideas and challenges around race and identity.

Nocturnal Creatures (17 & 18 July, Aldgate Square)

28. This is a new commission by Whitechapel Gallery inspired by the Mayflower and will involve an outdoor installation and animation of Aldgate Square as part of the Nocturnal Creatures festival.

Trois Éléphants passent (26 September, Location TBC)

29. The headline event for this year's cultural programme will involve a largescale parade with three giant mechanical iron elephants and a squadron of metal phoenixes that make their way through the City, accompanied by the sound of bagpipes, drums and bombards played tin soldiers. Costumes, musicians and torches all add to the mix to deliver a multi-site show that explores themes of migration and identity. This event will require road closures and coordination with both the Cadent gas works (by then in Newgate Street) and the likely Car Free Day activities that may take place on the same weekend.

VE Day (8-10 May)

30. At the time of writing, we are not aware of any major events in the City linked to VE Day in May, but we have received a small number of expressions of interest in holding street parties linked to the change in the Bank Holiday. For similar national celebrations in the past, the Government has asked Highway Authorities to treat such requests proportionately (including the waiving of fees & charges as a 'benefit in kind'), but if these become firm applications we would still look to

ensure their network impact is contained to the local community and that appropriate management procedures are in place.

Road Closure Volumes (Filming & Events)

31. The table below notes the increasing number of road closure applications received from different sources over recent years. The predominance of activity to support building development and utility work in the Square Mile has been covered in the recent report to the Planning & Transportation and Streets & Walkways Committees, but as reported last year, the number of applications for filming has continued to rise.

Road Closure Application Volumes

Type / Year	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Developments	101	155	231	175	214	190
Utilities	62	67	89	95	91	125
Emergencies	26	57	68	38	35	76
CoL	40	85	89	78	93	98
Filming	N/A	N/A	N/A	N/A	59	76
Other	3	18	17	51	29	43
Total	232	382	494	437	521	608

32. In addition to the trend for more cultural activity on-street, legislative changes in 2016 made it possible for roads to be closed for filming, allowing some of the largest Hollywood and UK production companies to use the City's iconic sights and 'quiet' weekends as backdrops. This has generated a significant uplift in road closure applications which need to be co-ordinated with other activity on the network and managed in terms of minimising their impact on local residents and businesses.
33. It would appear that the City has not yet started to suffer from filming 'saturation' in the same way that some residents (such as those on Upper Thames St) can suffer event 'fatigue'. However, regular use of the same streets around iconic locations does have the potential to reduce the tolerance of residents, local stakeholders and key partners such as Transport for London.
34. Nevertheless, the benefits to the City's Cultural Strategy of retaining the Square Mile as a primary film location mean that well-managed, well-communicated filming can be a key promotional tool for the City Corporation for the foreseeable future, connecting the Square Mile to the very heart of this world-renown creative industry.

Benefits in Kind

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

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

36. The Director of the Built Environment has delegated authority to waive fees and charges on a case by case basis in accordance with the Member-approved guidance that sets out the likely circumstances where this can be done.

37. In particular, the need to ensure appropriate cost recovery to offset wider budget constraints has ensured a significant degree of challenge is applied to requests to waive fees, whilst officers are also aware they must seek to ensure parity and even-handedness in providing benefits in kind to similar types of events.

38. For some time, DBE has summarised this information for the Finance Grants & Oversight Committee, but to improve transparency of the decision making behind this process, that Committee now recommends that all current benefits in kind with no identifiable end date should be reviewed by the relevant department or Committee, and a recommendation made as to the on-going provision of each benefit.

39. Therefore, for the purposes of transparency, Members of Streets & Walkways Sub Committee (as the spending Committee for special event management) are asked to note the Benefits in Kind provided under this protocol and set out in Appendix 4. This year's total figure is somewhat distorted by the inclusion of £37k in waived parking suspension fees & charges for the City / GLA Car Free Day event, but otherwise further details on any particular benefit can be provided on request.

Conclusion

40. This report summarises the major events planned for 2020, including a series of on-street cultural and transport-strategy related activities to supplement the core established major events. The vast majority of events continue to be delivered successfully and safely, whilst City officers work with organisers to ensure the disruption they cause is minimised wherever possible.

Appendices

- Appendix 1 – Core Event Programme for 2020
- Appendix 2 – Core Event Timeline for 2020
- Appendix 3 – Summary Event Assessment for 2020
- Appendix 4 – Benefits in Kind for 2019

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

T: 020 7332 1977

E: ian.hughes@cityoflondon.gov.uk

APPENDIX 1 – Core Event Programme for 2020

EVENT	DAY & DATE	TIMES	ORGANISER	APPROVAL AUTHORITY	BENEFIT OF EVENT	NO.	EVENT HISTORY	CITY OF LONDON ROUTE
Winter Run	9 February	8 am – 2 pm	Human Race Ltd	City of London	Community event raising money for charity	16,000	6 th year	City Streets, and Westminster (WCC)
London Landmarks Half Marathon	29 March	7 am – 6 pm	Tommy's (with Human Race Ltd)	City of London & City of Westminster	Community & Charitable Event	13,000	3rd Year	Iconic sites within the City
Adidas City Run	5 April Sunday	8am-2pm	CSM Ltd	City of London	Raising money for local and national charities.	2,000	3rd year with CSM; 8th overall	St Paul's, Cannon Street, Queen Victoria Street, Bank area, Cheapside
London Marathon	24 April Sunday	7am-7pm	London Marathon Limited	Transport for London	Significant charity fund raising, plus surplus used to support specific sporting projects.	40,000	Established event of more than 20 years	Embankment & Upper / Lower Thames St

Vitality 10K Race	25 May BH Monday	10am-12.30pm	London Marathon	Westminster / City of London	Funds from this race promote sporting initiatives to the City's resident and workforce population	15,000	More than 10 years	WCC, Holborn, Holborn Viaduct, Cheapside to Bank area and back to WCC
Standard Chartered Great City Race	21 July Tuesday evening	6.30pm-8.30pm	London Marathon Ltd	City of London	Popular with City institutions & sponsored by a City company. Funds also help promote sporting initiatives to the City's resident and workforce population	6,000	More than 10 years	City Road, London Wall, Bank area & Cheapside.
Cart Marking	TBC Mid-July	7 am – 2 pm	Worshipful Company of Carmen	City of London	Historical City event to mark trade vehicles	1,000	Annual event	London Wall, Gresham St, Guildhall area
London Triathlon	9 Aug Sunday	7 am – 5 pm	Innovision	TfL, Westminster City Council	Sporting Event	15,000	Annual event	Lower route (Victoria Embankment)
Prudential RideLondon	15/16 Aug Saturday / Sunday	7am-6pm	TfL (with London Surrey Cycle Partnership & London Marathon Trust Ltd)	Transport for London, City of London & other highway authorities	Mass participation event to promote cycling, inc Mayoral initiatives.	75,000	8 th year	Central CoL & Holborn, Holborn Viaduct

Car Free Day	20 or 27 September (Sunday)	TBC	Greater London Authority	City of London & Transport for London	Promotion of air quality agenda & transport strategy	150,000	2 nd year	Central CoL, bridges & Tooley St
Bloomberg Square Mile	24 September (Thursday evening)	5 pm – 8.30 pm	Square Mile Sport	City of London	Fun Run raising money for charity	5,000	More than 10 years	Gresham Street
Royal Parks Half Marathon	11 October Sunday	9am-midday	Limelight Sport	Royal Parks and Transport for London	Charitable event for Royal Parks Foundation.	15,000	More than 10 years	Victoria Embankment west of Blackfriars.
Lord Mayor's Show & Fireworks	14 Nov Saturday	7am-7pm	City of London	City of London / Westminster and Transport for London	Procession to facilitate the Lord Mayor's obligations to the Sovereign.	6,000	Ceremonial event	City area west of Bishopsgate.
New Year's Eve Fireworks	31 December Thursday	From b/w 2-10pm until after midnight	GLA	Transport for London, Westminster & City of London	Focus of the UK's End of Year celebrations	120,000	Annual celebratory event	Blackfriars area & Westminster near London Eye

APPENDIX 2 – Core Event Timeline for 2020

2020 Timeline: Core events

Date	Event	Disruption
09/02/2020	Winter Run	-2
29/03/2020	London Landmarks Half M.	-3
05/04/2020	Adidas City Run	-2
26/04/2020	London Marathon	-3
25/05/2020	Vitality 10k Race	-2
21/07/2020	Great City Race	-5
TBC (Mid July)	Cart Marking	-3
09/08/2020	London Triathlon	-2
15&16/08/2020	RideLondon	-3
TBC (Mid Sept)	Car Free Day	-8
24/09/2020	Bloomberg Sq Mile	-1
11/10/2020	Royal Parks Marathon	-2
14/11/2020	Lord Mayor's Show	-4
31/12/2020	New Years Eve	-6

	Embankment / Thames St only (w/e)
	City (Weekend / Bank Holiday)
	City (Mon-Fri, evening)
	City (Mon-Fri, daytime)

Month	Week	Cumulative Disruption									
		1	2	3	4	5	6	7	8	9	10
Jan	1										
	2										
	3										
	4										
Feb	5										
	6	Winter Run									
	7										
	8										
Feb / Mar	9										
	10										
	11										
	12										
Apr	13	London Landmarks									
	14	Adidas Run									
	15										
	16										
May	17	London Marathon									
	18										
	19										
	20										
June	21	Vitality 10k									
	22										
	23										
	24										
July	25										
	26										
	27										
	28	Cart Marking			Gt City Race						
Aug	29										
	30										
	31										
	32	Triathlon									
Sept	33	RideLondon									
	34										
	35										
	36										
Oct	37										
	38	Car Free Day									
	39	Sq Mile									
	40										
Oct / Nov	41	Royal Parks									
	42										
	43										
	44										
Nov	45										
	46	Lord Mayor's Show									
	47										
	48										
Dec	49										
	50										
	51										
	52	New Year's Eve									

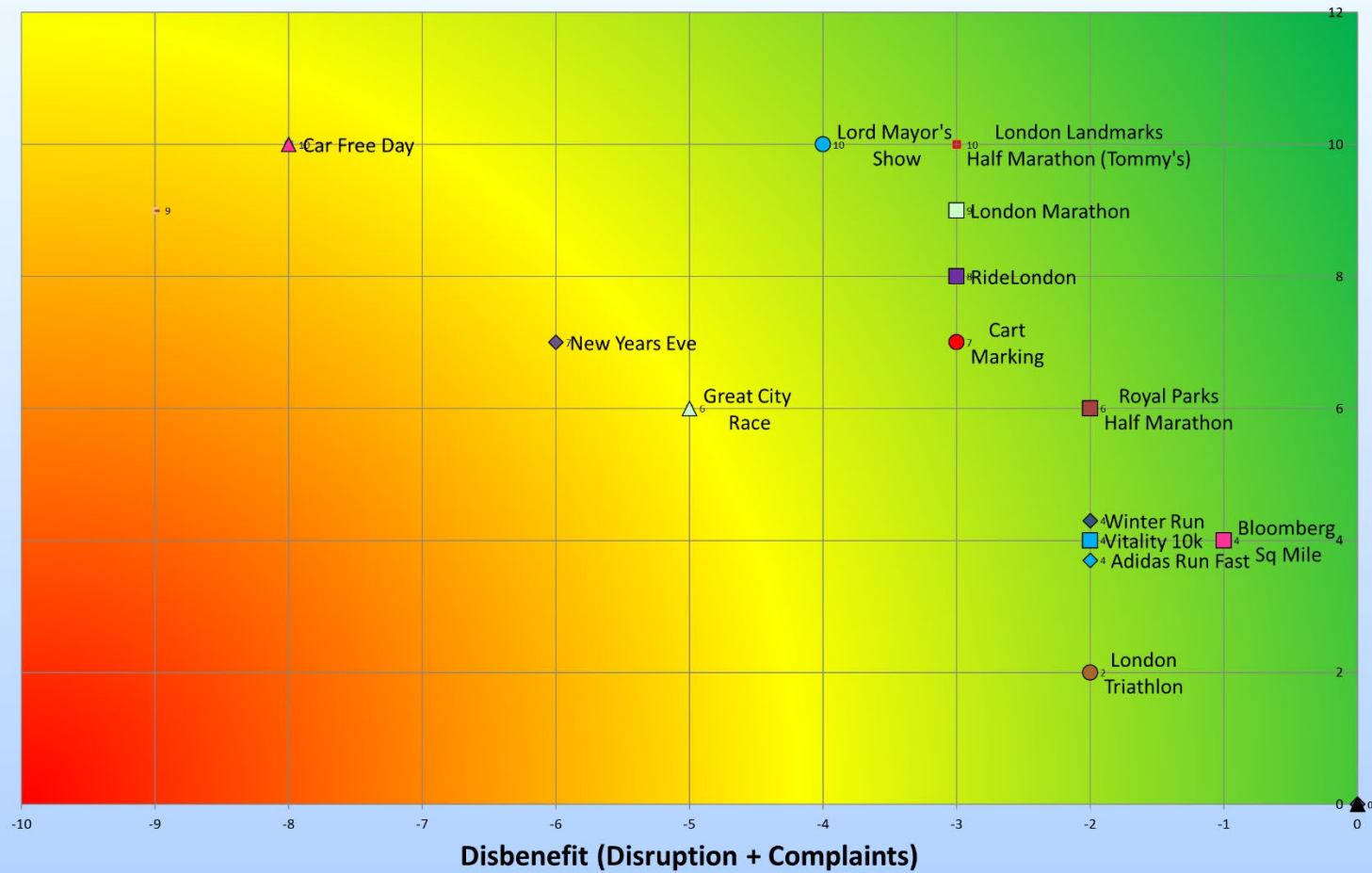
APPENDIX 3 – Summary Event Assessment for 2020

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

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

Using these criteria, the relative assessment for the planned known events in 2020 is represented on are currently as follows:

CORE EVENT ASSESSMENT (2020)



Benefit
(Policy Aim & Objective +
Charitable / Community
Benefit)

Disbenefit (Disruption + Complaints)

APPENDIX 4 – Benefits in Kind (2019)

Date	Event Name	App Fee	TTO	Hoarding L	Parking S	Total
06.02.2018	Founders Day (100 px)	£75.00	£0.00	£0.00	£0.00	£75.00
05.03 - 08.06.2019	Fearless Girl Art Installation	£0.00	£0.00	£30.00	£0.00	£30.00
10.03.2019	The Big Half	£0.00	£0.00	£0.00	£0.00	£0.00
19-28.03.2019	Lunchtime Streets	£75.00	£0.00	£0.00	£0.00	£75.00
27-28.04.2019	Romanian Easter (2000px)	£350.00	£1,200.00	£0.00	£0.00	£1,550.00
18-19.05.2019	Sound Unbound	£350.00	£1,200.00	£0.00	£0.00	£1,550.00
23.05.2019	Aldersgate Beating the Bounds	£75.00	£0.00	£0.00	£0.00	£75.00
02.06.2018	Old Comrades Association Parade	£75.00	£1,200.00	£0.00	£0.00	£1,275.00
13 -14.06.2019	Bodies in Urban Spaces (CAI Event)	£75.00	£0.00	£0.00	£0.00	£75.00
14-15.06.2019	London 12 Bridges Challenge	£75.00	£0.00	£0.00	£0.00	£75.00
18-22.06.2019	Volo:Dream of Flights	£75.00	£0.00	£120.00	£0.00	£195.00
17.07.2019	Cart Marking (150px)	£75.00	£1,200.00	£0.00	£405.00	£1,680.00
20.07.2019	Nocturnal Creatures (Sculptures in the City Events)	£75.00	£0.00	£0.00	£0.00	£75.00
21.07.2019	Asics London 10k (5,000px)	£0.00	£0.00	£0.00	£0.00	£0.00
24.07.2019	Ceremonial Event	£75.00	£1,200.00	£0.00	£550.00	£1,825.00
25.07.2019	Wild by Motionhouse (150px)	£75.00	£0.00	£0.00	£404.00	£479.00
28.07.2019	London Triathlon (200px)	£0.00	£0.00	£0.00	£0.00	£0.00
02.08.2019	Skyline Dance Performance (200 px)	£75.00	£0.00	£0.00	£0.00	£75.00
08.08.2019	Cycle to Work (popups)	£75.00	£0.00	£0.00	£0.00	£75.00
10.08.2019	Play Streets (150px)	£350.00	£1,200.00	£0.00	£0.00	£1,550.00
12-16.08.2019	Lunchtime Streets (500px)	£350.00	£1,200.00	£55.00	£0.00	£1,605.00
17.08,2019	Play Streets (150px)	£350.00	£1,200.00	£0.00	£0.00	£1,550.00
25.08.2019	Smithfield Festival (5,000px)	£350.00	£1,200.00	£0.00	£1,100.00	£2,650.00
01.09.2019	St Joseph's Great East End Walk (250px)	£75.00	£0.00	£0.00	£0.00	£75.00
06-07.09.2019	Generik Vapeur (3,000px)	£350.00	£1,200.00	£110.00	£0.00	£1,660.00
08.09.2019	Merchant Navy Day (500 px)	£350.00	£0.00	£0.00	£0.00	£350.00
11.09.2019	Forget Me Not Sing a long (max 50 px)	£75.00	£0.00	£0.00	£0.00	£75.00

16-23.09.2019	Big Fat Poo Berger (300px)	£75.00	£0.00	£0.00	£0.00	£75.00
21-22.09.2019	Open House (10000px)	£0.00	£0.00	£0.00	£0.00	£0.00
22.09.2019	Car Free day (150,000px)	£350.00	£0.00	£0.00	£37,000.00	£37,350.00
29.09.2019	The Worshipful Company of Woolmen Sheepdrive (650 px)	£425.00	£1,200.00	£30.00	£0.00	£1,655.00
14.10.2019	Kings Hope Walk	£75.00	£0.00	£0.00	£0.00	£75.00
03.11.2018	Submariners Remembrance (150 px)	£75.00	£0.00	£0.00	£0.00	£75.00
04.11.2019	Royal British Legion Garden of Remembrance Service	£75.00	£0.00	£0.00	£0.00	£75.00
08.11.2019	Service of Thanksgiving (2,000px)	£75.00	£0.00	£0.00	£0.00	£75.00
09.11.2019	Lord Mayor's Show	£0.00	£0.00	£0.00	£32,400.00	£32,400.00
10.11.2019	Remembrance Sunday (250 px)	£350.00	£1,200.00	£0.00	£0.00	£1,550.00
10.11.2019	Remembrance Sunday (250 px)	£350.00	£1,200.00	£0.00	£0.00	£1,550.00
27.11-01.12.2019	William Blake Projections (Tate Modern) (500px)	£0.00	£0.00	£0.00	£0.00	£0.00
12-13.12.2019	RAF Association fundraising	£75.00	£0.00	£30.00	£0.00	£105.00
		£5,850.00	£15,600.00	£375.00	£71,859.00	£93,684.00

px = number of approx. attendees estimated by organiser

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Committees: Corporate Projects Board <i>[for information]</i> Culture Heritage Libraries <i>[for decision]</i> Community and Children's Services <i>[for decision]</i> Projects Sub <i>[for decision]</i>		Dates: 04 February 2020 23 March 2020 06 March 2020 24 February 2020
Subject: Gateway 6 Middlesex Street Social Housing and Library Unique Project Identifier: 10750	Gateway 6: Consolidated Outcome Report Light	
Report of: City Surveyor Report Author: Mark Lowman	CS 481/19	For Decision
PUBLIC		

Summary

1. Status Update	Project Description: <p>Conversion of vacant podium shop units, community centre and void spaces into 24 No 1 and 2 bedroom social rented flats and studio apartments.</p> <p>The construction of a new two storey building within redundant space in the car park providing a Library, a Community Centre an Estate Office, a Creche and multi-use sports/ fitness rooms</p> <p>RAG Status: Green</p> <p>Risk Status: low</p> <p>Final Outturn Cost: £3,807,763</p> <p>Slippage: 0 months</p> <p>Works completed are:</p> <ul style="list-style-type: none"> • 10 studio flats (converted community centre) • 4 one bedroom flats (converted vacant shop units) • 8 one and two bedroom flats (infilling void at base of Petticoat Tower) • 2 one-bedroom flats (infilling void over existing staircase) • New build Community Centre, Estate office, Creche and library
-------------------------	---

2. Next steps and Requested decisions	Requested Decisions: That the project is closed.
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3. Budget

The approved G5 budget[s] for the works comprised:

1. Affordable Housing and Library works was carried out by the City Surveyor (main contractor - United House) and totalled £3,490,000

2. Highway Works was carried out by Department of Built Environment and totalled £115,000

3. Library fitting out and equipment which was carried out by Culture heritage and Libraries and totalled £397,583

Estimated Project Cost G5	£4,002,583	
	At Authority to Start work (G5)	Final Outturn Cost (G6)
Affordable Housing and Library Works (1.)	£3,182,786	£3,132,099
Fees and staff cost (1.)	£307,214	252,108
Sub Total	£3,490,000	£3,384,207
Highways works (2.)	£104,000	£92,352
Highways works fees and staff cost (2.)	£11,000	£9,089
Sub total	£115,000	£101,441
Library fitting out and equipment (3.)	£371,583	£281,331
Library fitting out fees and staff cost(3.)	£26,000	£25,782
Sub Total	£397,583	£307,113
Pre- evaluation fees	£24,000	£15,000

	Grand Total	£4,026,583	£3,807,763
	<p>The project was completed under budget due principally to a reduction in fees across all three works packages, a small underspend on the highways works and a significant reduction in the Library fitting out and equipment budget. This resulted in a total project underspend of £218,820.</p> <p>The Final Account for this project has been verified and paid to the main contractor, United House in the total sum of £3,132,099</p>		

4. Programme	Activity	Authority to Start work (G5) Programme	Final (G6) Programme
	Start on site	February 2012	February 2012
	Completion	July 2013	July 2013.
	<p>The project programme was phased over 7No separate start / completion dates taking account of the need to complete some phases to enable other phases to start. The overall approved project duration from commencement of enabling works (ground floor car park) to completion of the 10 studio flats was 75 weeks.</p>		
5. Key Conclusions	<ul style="list-style-type: none"> • The project was delivered within the approved G5 budget[s]. • The project was deemed a success by making excellent use of previously unusable void and redundant space to provide 24 valuable social housing units. 		

Contact

Report Author	Mark Lowman
Email Address	Mark.Lowman@cityoflondon.gov.uk
Telephone Number	0207 332 1449

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Committee: Barbican Centre Board	Date: 20 May 2020
Subject: Report of Action Taken	Public
Report of: Town Clerk	For Information
Report author: Leanne Murphy, Town Clerk's Department	

Summary

This report advises Members of action taken by the Town Clerk under urgency or delegated authority in consultation with the Chairman and Deputy Chairman since the last meeting of the Committee, in accordance with Standing Orders No. 41 (a) and (b).

Recommendation:

- That Members note the report.

Main Report

Barbican Centre Board 25 March 2020 – Decisions Arising from COVID-19-Affected meeting

Each of the following decisions were taken by the Town Clerk, in consultation with the Chairman and Deputy Chair, following an informal meeting of the Board.

Barbican Strategic Plan

1. Noted the factors taken into consideration in compiling the Barbican's Business Plan, including efficiency measures, and approved the high-level summary Business Plan for 2020/21.

Departmental High-Level Summary Business Plan 2020/21

2. Agreed to support the regular core events programme listed in paragraph 5 and detailed in Appendix 1 of the report, noting that the London Landmarks Half Marathon and the London Marathon are postponed until October, and the remainder of events may be postponed and will proceed in line with government advice in light of COVID-19;
3. Agreed to support the additional Cultural, Community & Transport Strategy events outlined in paragraphs 21-30, subject to the appropriate degree of due diligence regarding safety, licencing approval, traffic orders (where required) and impact on local stakeholders, noting that events may be postponed and will proceed in line with government advice in light of COVID-19.

Purchase of Steinway Model D for the Barbican Centre Concert Hall

4. Approved agreed budget as detailed in Option 1 within the report.

Barbican Art Gallery - Art Transportation: Request for Delegated Authority

5. Agreed to delegate authority to the Chairman and Deputy Chairman.

Leanne Murphy

Town Clerk's Department

E: leanne.murphy@cityoflondon.gov.uk

Committee: City Bridge Trust Committee	Date: 27 March 2020
Subject: Report of Action Taken	Public
Report of: Town Clerk	For Information
Report author: Joseph Anstee, Town Clerk's Department	

Summary

This report advises Members of action taken by the Town Clerk under urgency or delegated authority in consultation with the Chairman and Deputy Chairman since the last meeting of the Committee, in accordance with Standing Orders No. 41 (a) and (b).

Recommendation:

- That Members note the report.

Main Report

Urgent Authority – Decisions Arising from an Inquorate Meeting

1. With Members unable to attend physically in light of the public health implications arising from COVID-19, the 26 March 2020 meeting of the City Bridge Trust Committee could not meet in its usual, public format. In lieu of a formal meeting, Members were given the opportunity to discuss reports on the agenda via video and teleconference, as well as by email, with a view to facilitating Member oversight and scrutiny to inform any requisite decisions being taken under urgency procedures following the meeting.
2. The following items were presented for consideration under urgency procedures in the absence of a formal meeting (and with the expectation that there will be no quorate formal meeting in the coming period, in view of the ongoing COVID-19 crisis). Therefore, it was proposed to take these decisions under urgency for the time being, following consultation with Members, so that the grant awards can be progressed without delay.

Decisions Taken

That the Town Clerk, in consultation with the Chairman and Deputy Chair, agreed to:

Item 7a: Grants Recommended Between £100,001 and £250,000

Approve the recommended amounts:

1. Castlehaven Community Association

APPROVED £143,000 over three years (£46,000; £46,500; £50,500) towards the full-time salary and associated running costs of the Greenworks Co-ordinator plus project running costs. Release of funds in Year 1 is conditional on a satisfactory budget for 2020-21 being provided.

2. Council of Somali Organisations

APPROVED £145,000 over three years (£49,000; £48,000; £48,000) towards a 0.6FTE salary and associated costs of a project to support SCVOs in influencing decisions affecting Somalis in London. Release of the grant in years 2 and 3 is subject to management accounts evidencing progress in reducing the gap between free unrestricted reserves and the policy target.

3. St. Margaret's House Settlement

APPROVED £104,960 over three years (£36,340; £34,380; £34,240) towards the salary, running and project management costs of the arts programme for disabled adults.

4. St. Paul's Church West Hackney

APPROVED £105,000 over 3 years (3x35,000) towards the Posh Club Co-Ordinator's salary (3.5dpw), Kitchen Manager's salary (1dpw) and towards associated running costs to deliver 30 x 4-hour TPC events per annum for older people.

5. Young Camden Foundation

APPROVED £135,000 over three years (£50,000; £45,000; £40,000) as core funding to support the Young Camden Foundation's work for voluntary sector organisations working with children and young people.

6. Alliance for Inclusive Education

APPROVED £109,700 over two further and final years (£54,400; £55,300) towards an Inclusion Champion post (2.5 days per week), the Policy Co-ordinator (0.5 days per week) and a proportion of the Director's time (5 hours per week) and the Communications Officer (1 day per month), as well as the costs of developing the e-hub, and training and capacity building costs.

7. Aurora Foundation for People Abused in Childhood

APPROVED £28,400 made up of £18,400 over one year towards therapists' fees, clinical supervision, premises and management costs and £10,000 to develop a robust fundraising plan and develop better links with local statutory providers.

8. Generate Opportunities Ltd

APPROVED £117,500 over three years (£38,500, £39,000, £40,000) towards the salaries of two Generate Voices Co-ordinators (15HPW each, one Co-ordinator to have lived experience of a learning disability) and associated project running costs.

9. School-Home Support

APPROVED £108,500 over three years (£36,000; £36,200; £36,300) for the salary and associated costs of a School-Home Support Practitioner (37.5hpw, term time only) to support the positive transitions of young people with mental ill health in Alternative Provision. The release of funding is conditional on the provision of a finalised Job Description for the role that includes specifications relating to experience of mental health work and any relevant qualifications.

10. Spinal Injuries Association

APPROVED £248,200 over 5 years (£48,300; £49,000, £49,600, £50,300, £51,000) for a f/t Project Support Officer and associated running costs to provide support, advice and advocacy for people experiencing spinal cord injury in London.

11. Urban Partnership Group

APPROVED £150,000 over three years (3 x £50,000) for a full-time ESOL tutor; Volunteer training; a contribution to creche facilities; exam registration and project management and administration costs.

12. Age UK Merton

APPROVED £248,000 over five years (£47,600; £48,600; £49,600; £50,600; £51,600) towards the costs of a full-time advice worker, management costs and associated running costs.

Item 7b: Grants Recommended of £250,000 or Above

Approve the recommended amounts:

13. Children Ahead Ltd

APPROVED £250,000 over five years (5 x £50,000) towards the costs of psychotherapeutic and other mental health support to young people, both boys and girls. Release of year 2 of the grant is conditional on the charity having recruited at least one woman to the Board of Trustees.

14. Froglife Trust

APPROVED £244,200 over five years (£46,500; £47,400; £48,700; £50,000; £51,600) for the salary of a f/t Project Manager and running costs for the Leaping Forward for Dementia project.

15. Rushey Green Timebank (RGTB)

APPROVED £323,500 over 5 years (5 x £64,700) towards a f/t Director of Lewisham Local plus associated running costs for the development and consolidation of Lewisham Local.

16. Chinese Mental Health Association

APPROVED £260,900 over 5 years (£50,700; £51,600; £52,600; £52,500; £53,500) for a Coordinator (0.8FTE), Support Worker (0.2FTE), volunteer expenses and running costs for the Chinese Wellbeing Service.

17. Graeae Theatre Company

APPROVED £260,400 (£49,920; £50,968; £52,048; £53,159; £54,304) towards the 0.8FTE salary costs of the Training and Learning Co-ordinator and associated costs of the Rollettes, The Young Company and The Ensemble Intensive training programmes.

18. Jewish Women's Aid

APPROVED £248,700 over 5 years (£47,300; £48,500; £49,700; £51,000; £52,200) for a Domestic Abuse Worker (35 hpw) and associated costs for its London service.

19. Kids Can Achieve

APPROVED £183,600 over three years (£60,000; £61,200; £62,400) towards the salary of one f/t Family Worker; individual and family therapy sessions and a contribution to building and organisational running costs.

20. Maggie Keswick Jencks Cancer Caring Centres Trust

APPROVED £200,000 over five years (5 x £40,000) towards the salary and on costs of a Senior Welfare Rights and Benefits Worker in London.

Item 7c: Applications Ordinarily Approved Under Delegated Authority

Approve the grant recommendations:

21. Just for Kids Law

APPROVED £100,000 over three years (£45,000; £35,000; £20,000) of core support for JFKL's holistic casework in London, including rent and core expenditure.

22. Cripplegate Foundation

APPROVED £95,000 over 2 further and final years (£40,000, £55,000) towards staffing and operational costs of the Saturday Socials older persons programme delivered through Islington Giving.

23. Rushey Green Timebank (RGTB)

APPROVED £94,000 over 2 further and final years (£49,800, £44,200) towards the salary of a p/t (21 hpw) Co-ordinator and freelance sessional staff and associated costs of maintaining and developing the community green space.

24. Sound Minds

APPROVED £63,000 over five years (£15,000; £14,000; £13,000; £12,000; £9,000) for core costs to underpin the successful running of the organisation through and beyond the recruitment and hand-over of a new CEO.

25. Wac Arts

APPROVED £100,000 towards the capital costs of improved access facilities to the Old Town Hall.

Item 8a: Applications Recommended for Rejection

Reject the grant applications detailed in the accompanying schedule.

Item 18: Any Other Business that the Chairman considers urgent and which the Committee agree should be considered whilst the public are excluded

(Support for Smaller Organisations in the Wake of Covid-19 – Report of the CGO)

Agree to your officers implementing a programme of one-off unrestricted grants, equivalent to a single quarterly payment, to current grantees with turnover of less than £500,000 to ensure their resilience and to compensate for their sudden and unexpected loss of earned income. Individual grants will be approved by the Chief Grants Officer under delegated authority.

Joseph Anstee

Town Clerk's Department

E: joseph.anstee@cityoflondon.gov.uk

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Committee	Date:
Gresham (City Side) Committee	20 March 2020
Subject: Decisions made under Delegated Authority	Public
Report of: Town Clerk	For Information
Report author: Joseph Anstee, Committee and Members' Services	

Summary

This report provides details of a decision taken under delegated authority since your last meeting concerning the appointment of a Gresham Professor.

Recommendation

Members are asked to note the report.

Main Report

Background

1. At your meeting on 13 May 2005, you decided that all City-side appointments of the Gresham Professors viz Divinity, Astronomy, Music and Geometry be dealt with, as and when necessary, in accordance with Delegated Authority procedures, which involve the Town Clerk taking a decision in consultation with your Chairman and Deputy Chairman.
2. The Academic Registrar of Gresham College advised that the appointment panel appointing the Professor of Geometry, which included a representative of the City Side (Nick Bensted-Smith) has recommended that Dr Sarah Hart be appointed as the Gresham Professor of Geometry for a three-year period from 1 August 2020 to 31 July 2023, with possible renewal for an additional year. The recommendation was ratified by Gresham College Council at its meeting on 12 March 2020.

Decisions Taken under Delegated Authority

3. The following decisions have been taken under delegated authority since your last meeting:

APPOINTMENT OF GRESHAM PROFESSOR OF GEOMETRY

4. Approval was given to the appointment of Dr Sarah Hart as Professor of Geometry at Gresham College, for a three-year period from 1 August 2020 to 31 July 2023, with possible renewal for an additional year.

Joseph Anstee

Committee & Members' Services Officer

T: 020 7332 1480

E: joseph.anstee@cityoflondon.gov.uk

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Committee:	Date:
Policy & Resources Committee	-----
Subject: Decisions taken under urgency powers – COVID-19 Contingency Fund	Public
Report of: Town Clerk	For Decision
Report Author: Greg Moore	

Summary

This report advises Members of action taken by the Town Clerk in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order No. 41 since the last meeting of the Policy and Resources Committee on 19th March 2020.

Recommendation

That Members note the action taken since the last meeting of the Committee.

Main Report

Since the last meeting of the Committee, approval was given to the following matter under urgency procedures, pursuant to Standing Order No. 41, as follows:

SUBJECT: COVID-19 Contingency Fund

BACKGROUND:

The City of London Corporation is facing an unprecedented challenge due to the outbreak of the Coronavirus (COVID-19) across the globe. In order to manage through this challenging period, it is requested that a COVID-19 Contingency Fund be established to support the business continuity arrangements required to enable the City Corporation to continue its activities as best as it can during this period. The establishment of such a fund was raised at the 19 March 2020 meeting of the Policy & Resources Committee, where Members were supportive of such a proposition.

In December 2018, the Court agreed the establishment of a £2m Brexit Contingency Fund, to support the City Corporation's strategic aims during the Brexit period, as well as to manage the risks to service delivery. Given the ongoing delays to the delivery of Brexit, the majority of funds remain unspent to-date, with no foreseeable major draw-down required in this area in the coming period. It is, therefore, proposed that a portion of the funds be reallocated to meet the COVID requirements, and that £1.5m be transferred from the Brexit Contingency Fund to the COVID-19 Contingency Fund, to support contingency arrangements required during this time.

REASON FOR URGENCY:

In view of the ongoing COVID-19 crisis, a formal decision-making meeting of the Committee was expected to take place for some time and access to contingency funds

was required as soon as possible to facilitate an expeditious response to emerging issues and to take mitigating actions proactively.

DECISION TAKEN ON 26th March 2020:

That: -

- (i) the establishment of a COVID-19 Contingency Fund be approved, together with the criteria and reporting framework set out in the attached background report;
- (ii) bids for monies from the fund of up to £100k be delegated to the Town Clerk and the Head of the COVID-19 Gold Group; spend between £100k and £200k will also require agreement of the Chamberlain or Deputy Chamberlain; and spend over £200k will require approval from the Policy and Resources Committee; and
- (iii) the Court of Common Council be asked to approve the reallocation of £1.5m from the Brexit Contingency Fund to the COVID-19 Fund.

Report: *COVID 19 Contingency Fund (as below)*

Contact:

Greg Moore

gregory.moore@cityoflondon.gov.uk

Committee(s): Policy and Resources – For decision Court of Common Council – For decision	Date(s): Urgency Urgency
Subject: COVID 19 Contingency Fund	Public
Report of: Town Clerks/Chamberlain	For Decision
Report author: Neilesh Kakad – Financial Services Division	

Summary

The City of London Corporation is facing an unprecedented challenge due to the outbreak of the Coronavirus (COVID-19) across the globe. In order to manage through this challenging period, it is requested that a COVID-19 contingency fund be established to support the business continuity arrangements required to enable the City Corporation to continue its activities as best as it can during this period. It is requested that £1.5m be transferred from the Brexit contingency fund to the COVID-19 contingency fund to support contingency arrangements required during this time.

Recommendation(s)

Members are asked to:

- Endorse the establishment of a £1.5m COVID-19 contingency fund for onward approval by the Court of Common Council.
- Endorse the delegate authority as set out in paragraph 9.
- Endorse the criterion and reporting framework set out in the report for the fund.

Main Report

Background

1. Following the outbreak of Coronavirus (COVID-19) in the UK and internationally, the City of London Corporation, along with all other public and private organisations, is reviewing its operations in order to maintain its services and the health and wellbeing of its staff, service users and Members.
2. This is a rapidly moving situation, with daily updates from Government on how organisations and individuals should respond to the spread of virus, and the knock-on impact this is having on daily activities.

3. In order to respond to these changes and enact contingency plans, it is requested that a COVID-19 contingency fund be established in order help manage the current and future challenges.

Current Position

4. At the time of writing (16 March 2020) the UK has 1,543 confirmed COVID-19 cases, with the expectation that this will rise in the weeks ahead.
5. The City Corporation is managing the current situation through its COVID-19 Gold Group, which is led by the Assistant Town Clerk. As the situation evolves and new Government guidance is released, it will be necessary for the City Corporation to respond in a consistent and proportionate way, to enable its functions to continue to operate as best they can during this time.

Proposals

6. To facilitate this response, it is proposed that a COVID-19 contingency fund be established to support officers in making these changes. Whilst it is difficult to specify exactly how this fund would be used due to the unprecedented nature of the current situation, in principle the fund will aim to:
 - Enact contingency planning arrangements.
 - Support unforeseen expenditure required to support service continuity which cannot be met from a Chief Officers local risk budget.
 - Provide a central point for issue/requests to be assessed and actioned in a holistic, co-ordinate manner.
 - To support and implement guidance issued by Government where there is no other compensating source of funding.
7. Where service difficulties have arisen due to the current situation, e.g. loss of income, cancelled events, delay in non-essential service delivery etc the financial impact of such issues will be dealt with at a later date. These funds will not be used to compensate services for such losses as they are solely focused on continuity arrangement.
8. It is proposed that £1.5m from the Brexit contingency fund (current balance £1.910m after all commitments) be diverted into the COVID-19 contingency fund. This will be funded from City's Cash.
9. In order to enable the required responsiveness to the changing picture, it is requested that spend up to £100k be delegated to the Town Clerk and the head of the COVID-19 Gold Group, spend between £100k and £200k will also require agreement of the Chamberlain or Deputy Chamberlain, and spend over £200k will require approval from the Policy and Resources Committee.
10. Reporting on the new funds activity will be submitted at each Policy and Resources Committee meeting, in line with the other contingency funds held. It is

proposed that a review of the fund is conducted at the end of the calendar year to assess its continuation. Any unspent funds will revert back to the Brexit contingency fund when the fund is closed.

Corporate & Strategic Implications

11. The current situation impacts on the City Corporations ability to enact all its strategic priorities due to its impact on staff and our partners. The current proposal is to support the organisation through this challenging period.

Conclusion

12. Due to the current outbreak of COVID-19, it is requested that a COVID-19 Contingency Fund is established to help deal with the changing circumstance in which the City Corporation manages its operations. These funds will be targeted to assist with contingency planning and unforeseen expenditure required to enable the City Corporation to continue to operate in the best way possible during this time.

Appendices

- None

Neilesh Kakad

Group Accountant, Financial Service Division

T: 020 7332 1381

E: neilesh.kakad@cityoflondon.gov.uk

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Committee(s) Privileges Committee of Aldermen	Date(s): <i>To be reported to the Privileges Committee of Aldermen on a date TBC</i>
Subject: Report of Action Taken: Postponement of the 2020 Aldermanic Appraisal Process – March 2020	Public
Report of: Town Clerk	For Information
Report author: Lorraine Brook, Town Clerk's Department	

Summary

This report advises Members of action taken by the Town Clerk, in consultation with the Chairman of the Privileges Committee of Aldermen, in accordance with Standing Order No. 36 (Court of Aldermen).

Recommendation:- That Members note the decision taken in accordance with the Court of Aldermen's Standing Order No.36 to postpone the 2020 Aldermanic Appraisal process in light of the COVID-19 outbreak.

Main Report

Postponement of the 2020 Aldermanic Appraisal Process

Background

- (i) The 2020 Aldermanic Appraisal process commenced in February and was due to conclude on 12 May 2020 at a meeting of the Privileges Committee of Aldermen where progression to the Shrievalty and Mayoralty in 2021/22 would be considered. The conclusion of the annual appraisal process would normally follow the submission of statements by candidates, the submission of a composite reference report for each candidate (by a third party); and interviews with each candidate by the Shrieval and Mayoral Interview Panel. Interviews were scheduled to take place on 3 April 2020.
- (ii) In light of the situation arising from COVID-19, by 19 March 2020, when the Court of Aldermen met informally to discuss several matters, it was clear that the annual appraisal arrangements could not take place as planned. Taking into account the informal consultation that took place on 19 March 2020, the Privileges Committee of Aldermen was thereafter asked (in accordance with urgency procedures) to postpone the 2020 Aldermanic

appraisal process; for all relevant internal and external parties to be notified of and updated about the postponement; and for interview dates to be rescheduled at an appropriate time (if necessary) following further consideration about the Shrievalty and Mayoralty beyond September 2020. The Committee was also asked to note the implications for communication with the Livery about progression beyond 2020, as clarification is usually provided in June/July following the Election of Sheriffs for the next period of office (i.e. September 2020 – September 2021).

Reason for urgency

- (iii) A meeting of the Privileges Committee was not scheduled to take place until 12 May 2020 and the restrictions on public gatherings were expected to remain in place for some time. Consequently, as the appraisal process could not progress as planned due to COVID-19, approval of the recommendations set out in paragraph v were sought in accordance with Standing Order No.36.
- (iv) Standing Order 36 states that: “Where in the opinion of the Town Clerk, urgent matters arise which require a decision before the next meeting of the relevant committee or the Court, the Town Clerk shall refer the matter to the relevant Chairman, or in his/her absence the Deputy Chairman or in the Deputy Chairman’s absence the Senior Alderman, who shall decide whether it is necessary to call a special meeting or, alternatively, to authorise the officers to act.”

Action taken

- (v) In accordance with Standing Order no.36 the Town Clerk, in consultation with the Chairman of the Privileges Committee of Aldermen (on behalf of the Privileges Committee of Aldermen) approved that:-
 - (i) the 2020 Aldermanic appraisal process be postponed;
 - (ii) interviews with those candidates seeking progression to the offices of Sheriff and Lord Mayor beyond 2020 be rescheduled to take place later in the year, on a date or dates to be determined in due course, subject to the situation in respect of COVID-19;
 - (iii) all relevant internal and external parties be notified of and routinely updated about the postponement and consulted, at an appropriate time, about the rescheduling of interview dates; and
 - (iv) the implications for communication with the Livery about progression beyond 2020 be noted and the Town Clerk instructed to consult and communicate with the Livery where necessary about the 2020 appraisal process.

Conclusion

- (vi) Members are asked to note the decision taken in accordance with the Court of Aldermen’s Standing Order No.36 to approve the postponement of the 2020 Aldermanic Appraisal Process.

Contact

Lorraine Brook

Town Clerk's Department

E: lorraine.brook@cityoflondon.gov.uk

T: 020 7332 1409

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Committee(s) Privileges Committee of Aldermen Court of Aldermen	Date(s): <i>To be reported to the Privileges Committee of Aldermen on a date TBC</i>
Subject: Report of Action Taken: Shrievalty and Mayoralty in 2020/21 – 16 April 2020	Public
Report of: Town Clerk	For Information
Report author: Lorraine Brook, Town Clerk's Department	

Summary

This report advises Members of action taken by the Town Clerk, in consultation with the Chairman of the Privileges Committee of Aldermen and the Chairman of the Court of Aldermen, in accordance with the Court of Aldermen's Standing Order No. 36.

Recommendation:- That Members note the decision taken in accordance with the Court of Aldermen's Standing Order No.36 in respect of the Shrievalty and Mayoralty in 2020/21.

Main Report

The Shrievalty and Mayoralty in 2020/21

Background

- (i) In light of COVID-19 and the arising lock-down within the UK, as of 26 March 2020, the Court of Aldermen has held weekly informal virtual meetings to consider City Corporation matters and Aldermanic specific issues. At its informal meeting on 9 April 2020, Members considered the implications for the annual election of Sheriffs on 24 June 2020; and more generally, the position in respect of the Shrievalty and Mayoralty beyond September and November 2020.
- (ii) The Election of Sheriffs for 2020/21 was due to take place on 24 June 2020 and the Election of the Lord Mayor was due to take place on 29 September 2020. Both elections would signify the end of Offices for Sheriffs Mainelli and Hayward, and Lord Mayor Russell.
- (iii) The regulations passed by the Government in response to the Covid-19 crisis prohibit gatherings of more than two people in public places; and additional regulations ban elections from being held before 6 May 2021.

Whilst the ban on elections does not directly apply to the City, the City has expressed its desire to comply and this will therefore have an impact on any elections and potential by-elections within the City.

- (iv) A detailed exploration by The City Remembrancer and the Comptroller and City Solicitor of these issues and the implications for the Election of Sheriffs and the Election of Lord Mayor, noting that different Acts and Charters apply to Common Hall, took place following the COVID-19 outbreak.
- (v) At an informal meeting of the Court of Aldermen held on 9 April 2020, Members agreed unanimously that, at this unprecedented time, the Court of Aldermen (led by the Lord Mayor in collaboration with the Chair of the Policy and Resources Committee) should focus on the provision of leadership to the City and beyond; and it should seek to provide assurances about stability and continuity once the country moves into recovery. Consequently, Members were of the view that a change in the Shrieval and Mayoral Offices in 2020/21 would detract from the City's focus on responding to Covid-19.
- (vi) The Court of Aldermen was therefore minded to recommend to the Policy and Resources Committee that the current Sheriffs (Alderman Michael Mainelli and Christopher Hayward) and the current Lord Mayor (Alderman William Russell) continue to serve in those Offices for a further 12 months following what would normally be the expiry of their Offices in September 2020 and November 2020, following the relevant elections at Common Hall (June and September).
- (vii) Subject to the view of the Policy and Resources Committee, a recommendation thereon would need to be submitted to the Court of Common Council.

Reason for urgency

- (viii) As of 18 March 2020, all scheduled formal meetings of the Privileges Committee and the Court of Aldermen were cancelled in light of COVID-19, Consequently, formal approval by the Privileges Committee of Aldermen and the Court of Aldermen, of the recommendation set out in paragraph x, was sought in accordance with Standing Order No.36.
- (ix) Standing Order No. 36 states that: "Where in the opinion of the Town Clerk, urgent matters arise which require a decision before the next meeting of the relevant committee or the Court, the Town Clerk shall refer the matter to the relevant Chairman, or in his/her absence the Deputy Chairman or in the Deputy Chairman's absence the Senior Alderman, who shall decide whether it is necessary to call a special meeting or, alternatively, to authorise the officers to act."

Action taken

- (x) In accordance with Standing Order No.36, on 16 April 2020 the Town Clerk, in consultation with the Chairman of the Privileges Committee of Aldermen and the Chairman of the Court of Aldermen, approved the following:-

That –

- (a) the serving Sheriffs (Alderman Michael Mainelli and Christopher Hayward) and the serving Lord Mayor (Alderman William Russell) for 2019/20 continue in those Offices for a further twelve months with their terms of Office rolled over or extended until September and November 2021 respectively, with the appropriate provisions being made or enacted to facilitate this; and
- (a) subject to approval by and recommendation from the Policy and Resources Committee, the Court of Common Council be asked to resolve, as a matter of urgency, that the date of the Election of Sheriffs on Midsummer Day in 2020 be moved to Midsummer Day in 2021.

Conclusion

- (xi) Members are asked to note the decision taken in accordance with the Court of Aldermen's Standing Order No.36 in respect of the Shrievalty and Mayoralty in 2020/21.

Contact

Lorraine Brook

Town Clerk's Department

E: lorraine.brook@cityoflondon.gov.uk

T: 020 7332 1409

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Committee(s) General Purposes Committee of Aldermen Court of Aldermen	Date(s): <i>To be reported to the General Purposes Committee of Aldermen and the Court of Aldermen on a date TBC</i>
Subject: Report of Action Taken: Appointment of the Recorder of London – 21 March 2020	Public
Report of: Town Clerk	For Information
Report author: Lorraine Brook, Town Clerk's Department	

Summary

This report advises Members of action taken by the Town Clerk, in consultation with the Chairman of the Court of Aldermen, in accordance with Standing Order No. 36 (Court of Aldermen).

Recommendation:- That Members note the decision taken in accordance with the Court of Aldermen's Standing Order No.36 to approve the appointment of His Honour Judge Mark Lucraft as the Recorder of London.

Main Report

Appointment of the Recorder of London

Background and reason for urgency:

- (i) The position of Recorder of London has been vacant since 14 November 2019 when the previous Recorder, His Honour Judge Nicholas Richard Maybury Hilliard QC, left to take up an appointment as a High Court Judge. The General Purposes Committee of Aldermen agreed the appointment process in respect of filling the vacancy on 25 October 2019.
- (ii) Following interviews on 3 and 6 March 2020, the Appointment Panel selected a preferred candidate and it was anticipated that the Committee would consider the appointment at a special meeting on 2 April 2020. Thereafter, subject to the outcome of its deliberations, the Committee was expected to make recommendation to the Court of Aldermen in respect of the appointment of the preferred candidate.

- (iii) In light of the situation arising from COVID-19, the special meetings of the General Purposes Committee of Aldermen and the Court of Aldermen on 2 April 2020 were cancelled.
- (iv) To minimise any delay to the appointment of the Recorder, the matter was considered at an informal (virtual) meeting of the General Purposes Committee of Aldermen on 19 March 2020. At the conclusion of that informal meeting, there was unanimous agreement that the preferred candidate - His Honour Judge Mark Lucraft - should be recommended for appointment as the Recorder of London, noting that the Court of Aldermen would have to approve the recommendation and the appointment would be subject to receipt of the Royal Warrant from Her Majesty the Queen in due course.
- (v) Noting that members of the Court of Aldermen were informally consulted on 19 March 2020 about the appointment of the preferred candidate, as recommended by the Appointment Panel, the appointment of His Honour Judge Mark Lucraft as the Recorder of London was formally approved in accordance with Standing Order No. 36 on 21 March 2020.
- (vi) Standing Order 36 states that: "Where in the opinion of the Town Clerk, urgent matters arise which require a decision before the next meeting of the relevant committee or the Court, the Town Clerk shall refer the matter to the relevant Chairman, or in his/her absence the Deputy Chairman or in the Deputy Chairman's absence the Senior Alderman, who shall decide whether it is necessary to call a special meeting or, alternatively, to authorise the officers to act."

Action taken:

- (vii) In accordance with Standing Order no.36, on 21 March 2020 the Lord Mayor (on behalf of the Court of Aldermen) was consulted by the Town Clerk about the appointment of His Honour Judge mark Lucraft as the Recorder of London, subject to receipt of the Royal Warrant from Her Majesty the Queen in due course. Thereafter, on the same date, the appointment was formally approved by the Town Clerk.

Conclusion:

- (viii) Members are asked to note the decision taken in accordance with the Court of Aldermen's Standing Order No.36 to approve the appointment of His Honour Judge mark Lucraft as the Recorder of London, which was subject to receipt of the Royal Warrant from Her Majesty the Queen.
- (ix) The appointment of His Honour Judge Mark Lucraft was announced publicly on 8 April 2020, following receipt of the Royal Warrant.

Lorraine Brook

Town Clerk's Department

lorraine.brook@cityoflondon.gov.uk

Committee(s) Court of Aldermen	Date(s): <i>To be reported to the Court of Aldermen on a date TBC</i>
Subject: Report of Action Taken: Applications for Freedom of the City (in the companies named) – March 2020	Public
Report of: Town Clerk	For Information
Report author: Lorraine Brook, Town Clerk's Department	

Summary

This report advises Members of action taken by the Town Clerk, in consultation with the Chairman of the Court of Aldermen, in accordance with Standing Order No. 36 (Court of Aldermen).

Recommendation:- That Members note the decision taken in accordance with the Court of Aldermen's Standing Order No.36 to approve applications for Freedom of the City (in the companies named).

Main Report

Applications for Freedom of the City (in the companies named)

Background and reason for urgency:

- (i) In light of the situation arising from COVID-19 the scheduled meeting of the Court of Aldermen on 17 March 2020 was cancelled. At that meeting, the Court of Aldermen would have considered one hundred and fifty-six applications for Freedom of the City in the Companies named.
- (ii) As arrangements are being made for the holding of virtual Freedom ceremonies, whilst the COVID-19 outbreak continues, a deferment of consideration of the applications could result in significant inconvenience to members of the public and ultimately generate a backlog of freedom application ceremonies which would have to be managed at a later date. Thus, approval of the list of applications was sought in accordance with the Court of Aldermen's Standing Orders (36).
- (iii) Standing Order 36 states that: "Where in the opinion of the Town Clerk, urgent matters arise which require a decision before the next meeting of the relevant committee or the Court, the Town Clerk shall refer the matter to the

relevant Chairman, or in his/her absence the Deputy Chairman or in the Deputy Chairman's absence the Senior Alderman, who shall decide whether it is necessary to call a special meeting or, alternatively, to authorise the officers to act."

- (iv) The list of applications for Freedom of the City (in the Companies named) is attached. A total of one hundred and fifty-six applications are contained therein.

Action taken:

- (v) In accordance with Standing Order no.36, on 16.03.20 the Lord Mayor (on behalf of the Court of Aldermen) was consulted by the Town Clerk about the list of applications for Freedom of the City (in the companies named). Thereafter, on 17.03.20 approval was granted by the Town Clerk for the attached list of applications for Freedom of the City (in the Companies) named and for the Clerk to the Chamberlain's Court to be instructed accordingly.

Conclusion:

- (vi) Members are asked to note the decision taken in accordance with the Court of Aldermen's Standing Order No.36 to approve applications for Freedom of the City (in the companies named).

Appendices:

Appendix 1 - List of Applications for Freedom of the City (and in the Companies Named at 16.03.20).

Lorraine Brook

Town Clerk's Department

lorraine.brook@cityoflondon.gov.uk

Appendix 1

Mr. Chamberlain's list of applicants for the Freedom of the City (16.03.20)

Name	Occupation	Address	Company
Jing Jiang Aarons	a Charity Chairman	Knightsbridge	Glass Sellers
Christopher Jan Abbott	a Writer	Brent	Distillers
Robert Malcolm Aickin, TD	an Insurer	Hackney	Loriners
Phillip Martyn Alderman	an Orthopaedic Surgeon	Candwr Road, Ponthir, Monmouthshire	Haberdashers
Michael Aminzade	a Cyber Security Company Director	Barnet	Bakers
David Harold Amor	a Direct Marketing Company Director	Lacey Green, Princes Risborough, Buckinghamshire	Stationers & Newspaper Makers
Allister Frank Andrew	a Commercial Launderer	Tatsfield, Kent	Launderers
John Robert Ball	a Managing Director	Gosport, Hampshire	Goldsmiths
Andrew Alan Bandurka	a Solicitor	Putney	Solicitors
Robert William Barclay	a Banker	Essex	International Bankers
Oliver Patrick Bartrum, MBE	a Livery Company Clerk, retired	Loddon, Hook, Hampshire	Clockmakers
Mark Bernard Battles	a Chartered Accountant	Clapham South	Distillers
Mr Michael John Baunton, CBE	a Motor Components Company Director, retired	Stamford, Lincolnshire	Coachmakers & Coach Harness Makers
George Hugh Dominic Beasley	a Software Developer	Islington	Haberdashers
Anna-Maria Belli	a Surgeon, retired	Wimbledon	Gunmakers
Dr Elizabeth Anne Bevan	a General Practitioner, retired	Colchester, Essex	Apothecaries
John Maurice Bishop	an Arbitrator	Notting Hill	Arbitrators
Susan Margaret Bolton	a Safety and Compliance Consultancy Director	Ealing	Dyers
Theo Doric Alfred Bossom	a Regular Army Officer	Tidworth, Salisbury	Grocers
Michael Neil Murray Boyd, CBE	a Chartered Accountant	Pirbright, Surrey	Coachmakers & Coach Harness Makers
Michael Brendan Bawden Brett	a Barrister	Oxford, Oxfordshire	Grocers
Richard David Brown	a Laundry Equipment Supplying Co. Director	Leicestershire	Launderers
Dr. Marius-Adrian Buica	a Public Health Consultant	Watford, Hertfordshire	Plumbers
Andrew Stephen Burr	a Building Company Managing Director	Silsoe, Bedfordshire	Glass Sellers
Douglas John Gordon Campbell	a Blacksmith	Hertfordshire	Blacksmiths

Name	Occupation	Address	Company
Samantha Jane Caporn	a Wine Company Director	Forest Row, East Sussex	Vintners
Jack Colin Chaddock	a Wine Merchant	Merton	Vintners
Karl Philip Chamberlain	an Investment Banker	Sidcup, Kent	Plumbers
Mark Owen Chapman	an Information Technology Manager	Crofton Park	Plumbers
Robert Owen Clarke, OBE	an Author and Tv Presenter	Fulham	Vintners
Ann Sharon Clayton	a Counsellor	Merrival Lane, Ross-on-Wye, Herefordshire	Haberdashers
Gillian Clement	a Jeweller	Newton, Swansea, Wales	Pewterers
Julia Elizabeth Cole	a Consultant	Hampton, Middlesex	Stationers & Newspaper Makers
Susan Patricia Collins	an Interior Designer, retired	Hertford, Hertfordshire	Tin Plate Workers Alias Wire Workers
Alfie Cook	an Assay Office Assistant	Bermondsey	Goldsmiths
Hugo Gervaise Cameron Cooke	a Managing Director	Hampshire	Leathersellers
Clifford Robert Cooper	a Chartered Accountant	Hitchin, Hertfordshire	Carpenters
Lady Georgina Anne Craufurd	an Art Historian	Lymington, Hampshire	Gardeners
Gordon Oliver Curtis	a Musician	Chichester, West Sussex	Musicians
Benjamin Henry Oliver Davis	a Service Manager	Ditton, Aylesford, Kent	Plumbers
Clare Davison	a College Principal, retired	Dorset	Blacksmiths
Christopher John Devane	a Chief Executive Officer	Stratford Upon Avon, Warwickshire	Coachmakers & Coach Harness Makers
Stephen James Dix	a Financial Analyst	Stroud Green	Cutlers
Vladislav Dobrokhoto	a Chamber of Commerce Director	Espoo, Finland	Marketors
Bethanie Joanna Dove	a Pastry Chef	Lambeth	Bakers
Myles Justin Hugo Dowley	a Chartered Accountant	Wandsworth	Grocers
Madelyn Dransfield	an Interior Designer	Grove Park, Chiswick	Glass Sellers
John Patrick Duffin	a Managing Director	County Derry, Northern Ireland	Builders Merchants
Stephen Graham Duke	a Commercial Director	Doncaster, Yorkshire	Builders Merchants
Philip George Emburey	a Chartered Accountant	Chislehurst, Kent	Coachmakers & Coach Harness Makers
Karl Luke Ashley Eze	a Chief Operating Officer	Hampstead	Bakers
Ernest Fasanya	an Architect	Westminster	Chartered Architects

Name	Occupation	Address	Company
Joseph Edward Fattorini	a Head of Sales	Richmond Upon Thames	Vintners
Susan Field	a Chartered Accountant	Greenwich	Chartered Accountants
Andrzej Jozef Filarowski	a Technical Director	Leeds, Yorkshire	Dyers
Stephen Barwis Foote	a Regulatory Scientist, retired	Royston, Hertfordshire	Horners
Nicola Jane Forrest	a Managing Director	Lamberhurst, Kent	Vintners
Martin John Francis	a Stockbroker, retired	Broxbourne, Hertfordshire	Needlemakers
Theodore Elliott Frazer	an Assistant Director of Music	Wormley, Surrey	Educators
Colin William George	a Specification Sales Manager	Tenterden, Kent	Lightmongers
Emma-Jane Gilleland	a Brewing Director	Repton, Derbyshire	Brewers
Mark Jonathan Green	a Senior Fire Officer, retired	Reading, Berkshire	Air Pilots
Geoffrey Nigel Gudgion	an Author	Beaconsfield, Buckinghamshire	Poulterers
Daniel James Haddon-Gill	an Actuary	Sutton Hill, Telford, Shropshire	Haberdashers
Siri Fischer Hansen	a Personal Assistant	Portsoken, City of London	Musicians
Craig Stuart Philip Harding	an Architect	Haydon, Radstock, Somerset	Constructors
Andrew Nigel Harrison	a Solicitor	Edgbaston, Birmingham	Fruiterers
Michael Andrew Rhys Hawes	a Chief Executive	Alpraham, Cheshire	Coachmakers & Coach Harness Makers
Charlotte Isabel Haylett	a Business Development Executive	Lambeth	Vintners
Michael Joseph Healy	a Publisher	Pleasantville, New York, United States of America	Stationers & Newspaper Makers
Sophie Geraldine Maria Hetreed	an Events Manager	Barnes	Tallow Chandlers
David William Hipkin	a Professional Director	Great Dunmow, Essex	Woolmen
Amran Justin Matheo Hussain	a Director	Reading, Berkshire	Educators
Amy Rebecca Hutchinson	a Chief Executive Officer	Leyton	Stationers & Newspaper Makers
Philip Ko-Hing Innes	a Wine Merchant	Birmingham	Salterers
Faith Petra Priscilla Johnson	a Charity Chief Executive	Newham	Haberdashers
Alan Bryn Jones	a Company Director	Bishops Stortford, Hertfordshire	Carmen
Geoffrey Kehr	an Aviation Manager	Belgium	Fan Makers
Alain Kerneis	an Independent Investment Director	Bermondsey	Plasterers
Beverley Anne Kettell	a Human Resources Manager, retired	West Bergholt, Colchester, Essex	Spectacle Makers
Edmund Mervyn Bellamy King, MBE	a Librarian, retired	St Albans, Hertfordshire	Stationers & Newspaper Makers

Name	Occupation	Address	Company
Michaela Koller	an Insurance Company Director General	Brussels, Belgium	Insurers
Stefan Herbert Koschek	a Management Accountant	Woodford Green, Essex	Upholders
Julie Elizabeth Langford	a Finance and Operations Director	Overseal, Derbyshire	Builders Merchants
James Robert Lawson	a Brewing Company Director	Denby Dale, Yorkshire	Brewers
Michael John Lee	a Police Officer, retired	Chelmsford, Essex	Plasterers
Jane Elizabeth Lowe	an Actor	Pimlico	Woolmen
Nicholas Simon Lyford	a Project Director	Fleet, Hampshire	Coachmakers & Coach Harness Makers
Thomas Alexander Gordon Marcuson	an Actuary	Cricklewood	Actuaries
Jamie Christopher Martin	a Goldsmith	Huntingdon, Cambridgeshire	Goldsmiths
Dr David Deepinder Maudgil	a Medical Doctor	Ealing	Apothecaries
Dr Kieran McHugh	a Consultant	High Wycombe, Buckinghamshire	Apothecaries
David Alan Meehan	a Water Engineer, retired	Lyme Regis, Dorset	Water Conservators
Karin Ann Melling	a Solicitor	Bognor Regis, West Sussex	Solicitors
The Revd. Russell Derek Moul	a Clerk in Holy Orders	Harold Hill, Romford, Essex	Drapers
Dr Scott Gordon Mundle	an Optometrist	Winnipeg, Manitoba, Canada	Spectacle Makers
Michael John Murphy	a Sales Director	Stourport On Severn, Worcestershire	Builders Merchants
Parminder Nahl	a Solicitor	Mayfair	Leathersellers
Naomi Calantha Newton-Sherlock	a Company Director	Birmingham	Goldsmiths
Gerard Charles Holland Oates	a Chartered Accountant, retired	Horley, Surrey	Farmers
Joshua Lucas Oates	a Chief Executive Officer	Wandsworth	Plasterers
Timothy O'Malley	a Managing Director	Cambridge, Cambridgeshire	Fruiterers
Michael Andrew Osborne	a Director	Newport, Shropshire	Haberdashers
Ashok Parekh	a Banker	Camden	International Bankers
Catherine Scott Frances Pavely	a Civil Servant, retired	Godstone, Surrey	Spectacle Makers
David Harrison Pfeiffer	a Banker	Hammersmith	International Bankers
Sarah Ann Boyd Pinch	a Communications Company Director	Henleaze, Bristol	Communicators
Jerome Jean Andre Poichet	a Software Engineer	Cupertino, California, USA	Clockmakers
Amanda Jane Poole-Connor	a Public Relations Consultant	Beare Green, Surrey	Communicators
Sara Louise Prentice	a Jeweller's Creative Director	Stockbury, Sittingbourne, Kent	Goldsmiths
Richard Anthony Price	an Estate Manager	Gamlingay, Bedfordshire	Farmers

Name	Occupation	Address	Company
George David Prideaux	a Key Account Manager	Lambeth	Vintners
Lorraine Elizabeth Provost-Eames	an Agriculture Procurement Manager	Bedford, Bedfordshire	Butchers
Paul Lawson Rawlings	an Engineer	Bristol	Scientific Instrument Makers
Alice Jane Reynolds	a Student	Overton Farm, Bampton Abbots, Ross On Wye, Herefordshire	Haberdashers
Emma Mary Rice	a Winemaker	Alton, Hampshire	Vintners
Nicholas Edward Riley	a Chartered Accountant	Derbyshire	Blacksmiths
Steven Bryan Rowbotham	an Operations Director	Sileby, Loughborough, Leicestershire	Coachmakers & Coach Harness Makers
Julia Patricia Ryan	an Interior Designer	Ealing	Glass Sellers
His Honour John Edward Anthony Samuels, QC	a Circuit Judge, retired	Richmond, Surrey	Educators
Nicola Mary Urling Savage	a Communications & Marketing Director	Kingston Upon Thames	Communicators
Chris Shaun Seaton	a Solicitor	Stanton Drew, Bristol	Solicitors
Colin John Semple	an Information Technology Director	St Katharine Docks, Wapping	Information Technologists
Sumitra Shah	a Chartered Accountant	Purley	Chartered Accountants
Victoria Lee Shirvill	a Royal Navy Officer	Tetbury, Gloucestershire	Engineers
Andrew John Simpson	a Business Development Director	Whitstable, Kent	Stationers & Newspaper Makers
Stephen Philip Skelton	a Viticultural Consultant	Fulham	Vintners
Richard William Smith	a Safety Systems Company Director	Storrington, West Sussex	Painter-Stainers
Kieran Peter Smyth	an Engineer	West Sussex	Painter-Stainers
Michael Kenneth Donald Sparks	an Antique Restorer	Kings Langley, Hertfordshire	Masons
Francis Charles Spencer	a Company Chairman	Worcestershire	Gold & Silver Wyre Drawers
Lee Springthorpe	a Software Development Company Director	Chelmsford, Essex	Carmen
Michael John Stearn	an Entrepreneur	Surrey	Coachmakers & Coach Harness Makers
Katherine Pearl Streatfeild	a Teacher	Little Baddow, Chelmsford, Essex	Haberdashers
Penelope Elaine Streatfeild	a Student	Little Baddow, Chelmsford, Essex	Haberdashers
Georgina Marie Strutton	an Osteopath	Billericay, Essex	Needlemakers
Rona Lillian Tait	a Laundry Company Director	Teddington	Launderers

Name	Occupation	Address	Company
Dennis Charles Tate	a Royal Navy Officer	Fulham	Upholders
Dr Dominic William Rupert Thomas-James	a Barrister	Gower Peninsula, Wales	Pattenmakers
David George Thornley	a Consultant	West Sussex	Wheelwrights
Trevor Michael Timms	a Spectacle Maker	Wednesfield, Wolverhampton	Spectacle Makers
Edward Roman Tadeusz Franciszek Jozef Tulasiewicz	a Head of Communications	Ealing	Communicators
Dr Sarah Louise Turnbull	a Lecturer	Hampshire	Marketors
Mark Turner	a College Technician	Canterbury, Kent	Spectacle Makers
Sarah Margaret Turner	an Accountant	Richmond Upon Thames	Glass Sellers
Robert James Usher	a Company Director, retired	Wigginton, Tring, Hertfordshire	Stationers & Newspaper Makers
Karim Nurezdin Wallani	a Consultant	Golders Green	International Bankers
John Irving Warnett	a Management Services Company Director	Wakefield, West Yorkshire	Woolmen
Captain Patrick Halfdan Watson, RN	a Livery Company Clerk	Flitcham, Kings Lynn, Norfolk	Pewterers
Sharon Rosanna Watson	a Consultant	Clapham South	Wax Chandlers
Samantha Louise White	a Commercial Director	Tunbridge Wells, Kent	Bakers
Duncan Jeffrey Willcocks	an Insurance Broker	High Wycombe, Buckinghamshire	Woolmen
Anthony Vernon Williams	a Civil Engineer	Chester, Cheshire	Water Conservators
Katherine Anne Woodley	an Events Director & Producer	Surbiton, Surrey	Tobacco Pipe Makers & Tobacco Blenders
Allan Michael Dean Wright	a Managing Director	Pocklington, East Yorkshire	Builders Merchants
Dr Stephanie Ann Wright	a General Practitioner, retired	Farnborough, Hampshire	Framework Knitters

Committee Capital Buildings Committee	Date: Delegated
Subject: Plant and Asset Machinery Sales – Barking Reach Power Station, Dagenham Dock [28 March 2020]	Public
Report of: Town Clerk	Information
Report author: Alistair MacLellan, Town Clerk's Department	

Public Summary

MAIN REPORT NOT FOR PUBLICATION

This report is exempt by virtue of the paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972. Specifically, the report contains sensitive information which may be exempted under the Act, and as this cannot be presented to Members as a separate appendix this report needs to be considered in closed session. It is considered that information falling under the following paragraphs outweighs the public interest in disclosing information:

3)	Information relating to the financial or business affairs of any particular person or body (including the authority holding that information).
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Background

There is a requirement to realise the maximum return from redundant physical assets remaining at Barking Reach Power Station prior to site remediation. The report detailed possible options for sale of certain assets and potential purchasers.

Action Taken

The Town Clerk, in consultation with the Chairmen and Deputy Chair, approved the sale of various items of plant and machinery assets, instructed the Comptroller and City Solicitor to prepare the necessary sale contracts to conclude the disposals, and noted that the disposals had been agreed by the Board of Barking Power Ltd.

Alistair MacLellan

Town Clerk's Department

Alistair.maclellan@cityoflondon.gov.uk

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