



## Policy and Resources Committee

**Date:** THURSDAY, 11 APRIL 2024  
**Time:** 1.45 pm  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:**

|   |   |
|---|---|
| Deputy Christopher Hayward (Chairman)                   | Alderman Alastair King DL   |
| Deputy Keith Bottomley (Deputy Chairman)                | The Rt. Hon. The Lord Mayor Ald. Michael Mainelli (Ex-Officio Member) |
| Tijs Broeke (Vice-Chair)                                | Deputy Paul Martinelli  |
| Caroline Haines (Vice-Chair)                            | Catherine McGuinness  |
| Munsur Ali  | Deputy Andrien Meyers   |
| Deputy Randall Anderson (Ex-Officio Member)             | Deputy Brian Mooney   |
| Deputy Rehana Ameer                                     | Deputy Alastair Moss (Ex-Officio Member)                              |
| Deputy Henry Colthurst (Ex-Officio Member)              | Benjamin Murphy   |
| Mary Durcan (Ex-Officio Member)                         | Alderman Sir William Russell  |
| Helen Fentimen  | Ruby Sayed (Ex-Officio Member)  |
| Deputy Marianne Fredericks                              | Tom Sleigh  |
| Jason Groves  | Deputy Sir Michael Snyder   |
| Alderman Timothy Hailes                                 | Deputy James Thomson  |
| Deputy Ann Holmes (Chief Comm oner) (Ex-Officio Member) | James Tumbridge   |
| Deputy Shravan Joshi                                    | Philip Woodhouse  |
| Alderman Vincent Keaveny, CBE                           |   |

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**Ian Thomas CBE**  
**Town Clerk and Chief Executive**

# AGENDA

NB: Certain items presented for information have been marked \* and will be taken without discussion, unless the Committee Clerk has been informed that a Member has questions or comments prior to the start of the meeting. These for information items have been collated into a supplementary agenda pack and circulated separately.

## Part 1 - Public Agenda

### 1. APOLOGIES

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

### 3. MINUTES

To consider minutes as follows:-

- a) To agree the public minutes of the Policy and Resources Committee meeting held on 18 March 2024 (Pages 7 - 22)
- b) \* To note the public minutes of the Member Development and Standards Sub Committee meeting held on 15 December 2023
- c) \* To note the public minutes of the Communications and Corporate Affairs Sub-Committee meeting held on 28 February 2024

### 4. CITY CORPORATION ENGAGEMENT

Chairman and Chamberlain to be heard on the following items.

- a) Electoral Engagement Campaign 2025
- b) Enhanced Political and Strategic Engagement

### 5. BARBICAN STRATEGY GROUP PROPOSAL

Report of the Executive Director, Community and Children's Services.

**For Decision**  
(Pages 23 - 40)

### 6. APPOINTMENT OF POLICY LEADS / LEAD MEMBERS FOR 2024 / 25

Report of the Deputy Town Clerk.

**For Decision**  
(Pages 41 - 52)

7. **YEAR 3, QUARTER 4 UPDATE ON THE CLIMATE ACTION STRATEGY & YEAR 4 ACTION PLAN**

Report of the Executive Director of Innovation & Growth.

**For Decision**  
(Pages 53 - 80)

8. **\* IMPROVING THE CITY CORPORATION'S TRACKING OF MEMBER SKILLS AND EXPERTISE**

Report of the Deputy Town Clerk.

**For Information**

9. **\* ANTI-TERRORISM TRAFFIC REGULATION ORDER**

Report of the Executive Director, Environment.

**For Information**

10. **\* INNOVATION & GROWTH AI WORKSTREAM**

Report of the Executive Director of Innovation & Growth.

**For Information**

11. **\* INNOVATION AND GROWTH QUARTERLY REPORT**

Report of the Director of Innovation and Growth (to be read in conjunction with a non-public appendix at item 19).

**For Information**

12. **\* DESTINATION CITY - INDEPENDENT REVIEW 2024 - SUMMARY OF RECOMMENDATIONS**

Report of the Town Clerk and Chief Executive.

**For Information**

13. **\* DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**

Report of the Town Clerk.

**For Information**

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

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

16. **EXCLUSION OF THE PUBLIC**

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

**Part 2 - Non-Public Agenda**

17. **NON-PUBLIC MINUTES**

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

- a) To agree the non-public minutes of the Policy and Resources Committee meeting held on 18 March 2024 (Pages 81 - 86)
- b) \* To note the non-public minutes of the Member Development and Standards Sub Committee meeting held on 15 December 2023
- c) \* To note the non-public minutes of the Communications and Corporate Affairs Sub-Committee meeting held on 28 February 2024

18. **TASKFORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD) REPORT TO 31 MARCH 2023**

Joint report of the Chamberlain and Executive Director of Innovation & Growth.

**For Decision**  
(Pages 87 - 110)

19. **\* INNOVATION AND GROWTH QUARTERLY REPORT**

Report of the Executive Director of Innovation and Growth (non-public appendix to be read in conjunction with item 11).

**For Information**

20. **\* DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**

Report of the Town Clerk.

**For Information**

21. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
22. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED.**

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

23. **MINUTES**

- a) To agree the confidential minutes of the Policy and Resources Committee meeting held on 18 March 2024.

24. **DESTINATION CITY - INDEPENDENT REVIEW 2024 - RECOMMENDATIONS**

Report of the Town Clerk and Chief Executive.

**For Decision**

25. **MEMBER-INVOLVED RECRUITMENT - EQUALITIES DIRECTOR**

Report of the Chief Strategy Officer.

**For Decision**

## **POLICY AND RESOURCES COMMITTEE** **Monday, 18 March 2024**

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 18 March 2024 at 9.00 am

### **Present**

#### **Members:**

Deputy Christopher Hayward (Chairman)  
Deputy Keith Bottomley (Deputy Chairman)  
Tijs Broeke (Vice-Chair)  
Caroline Haines (Vice-Chair)  
Deputy Rehana Ameer  
Mary Durcan (Ex-Officio Member)  
Helen Fentimen  
Jason Groves  
Alderman Timothy Hailes  
Deputy Ann Holmes (Chief Commoner) (Ex-Officio Member)  
Deputy Shravan Joshi  
Alderman Vincent Keaveny, CBE  
Deputy Paul Martinelli  
Catherine McGuinness  
Deputy Andrien Meyers  
Alderman Sir William Russell  
Deputy James Thomson  
Philip Woodhouse

#### **In attendance (Observing Online)**

Deputy Randall Anderson  
Deputy Marianne Fredericks  
Deputy Madush Gupta  
Deputy Elizabeth King  
Deputy Edward Lord  
Benjamin Murphy  
Ruby Sayed

#### **Officers:**

|                       |  |
|-----------------------|--|
| Ian Thomas            | - Town Clerk and Chief Executive   |
| Gregory Moore         | - Deputy Town Clerk  |
| Jen Beckermann        | - Executive Director and Private Secretary to the Chairman of Policy and Resources Committee |
| Polly Dunn            | - Assistant Town Clerk and Executive Director, Governance & Member Services                  |
| Benjamin Dixon        | - Town Clerk's Department  |
| Mark Gettleson        | - Town Clerk's Department  |
| David Mendoza Wolfson | - Town Clerk's Department  |

|                     |  |
|---------------------|--|
| Chris Rumbles       | - Town Clerk's Department  |
| Kristy Sandino      | - Town Clerk's Department  |
| Emily Slatter       | - Town Clerk's Department  |
| Caroline Al-Beyerty | - Chamberlain  |
| John James          | - Chamberlain's Department   |
| Sonia Virdee        | - Chamberlain's Department   |
| Genine Whitehorn    | - Chamberlain's Department   |
| Michael Cogher      | - Comptroller and City Solicitor, Deputy Chief Executive             |
| Saira McKechnie     | - Comptroller and City Solicitor's Department                        |
| Dionne Corradine    | - Chief Strategy Officer   |
| Judith Finlay       | - Director of Community & Children's Services                        |
| David Farnsworth    | - Managing Director, City Bridge Foundation                          |
| Fiona Rawes         | - City Bridge Foundation   |
| Damian Nussbaum     | - Executive Director of Innovation & Growth                          |
| Daniel O'Byrne      | - Innovation & Growth  |
| Omkar Chana         | - Innovation & Growth  |
| Bob Roberts         | - Executive Director, Environment                                    |
| Emil Tofield        | - Executive Director of Corporate Communication and External Affairs |
| Paul Wilkinson      | - City Surveyor  |
| Robert Murphy       | - City Surveyor's Department   |
| Ola Obadara         | - City Surveyor's Department   |
| Paul Wright         | - Remembrancer   |
| Bruce Hunt          | - Remembrancer's Department  |
| Katie Foster        | - Remembrancer's Department  |

**In attendance (In Guildhall)**

Paul Martin (for item 31)

**1. APOLOGIES**

Apologies were received from The Rt Hon the Lord Mayor, Michael Mainelli, James Tumbridge, Deputy Brian Mooney, Deputy Henry Colthurst and Tom Sleigh.

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

Alderman Vincent Keaveny declared an interest in respect of all matters concerning Progress Together, as Chair.

Catherine McGuinness declared an interest in respect of all matters concerning 3Ci, as a Member of its Advisory Board.



### 3. **MINUTES**

- a) The public minutes of the Policy and Resources Committee meeting on 22 February 2024 were approved as an accurate record.
- b) The public minutes of the Capital Buildings Board meeting on 22 November 2023 were noted.
- c) The draft public minutes of the Civic Affairs Sub-Committee meeting on 29 January 2024 were noted.

### 4. **ANNUAL TERMS OF REFERENCE REPORT**

The Committee considered a report of the Town Clerk detailing proposed changes to Committee terms of reference and seeking approval of these in advance of their presentation to Court of Common Council.

The Chairman introduced the item confirming that after a few years of governance changes to City Corporation committees, there was now a return to a business-as-usual approach in the form of a regular annual review of terms of reference. The Chairman added how the vast majority of these were straightforward, but with two the Town Clerk had asked to be considered. These being:

#### **Health and Wellbeing Board (H&WB)**

It was questioned whether the Committee considered it necessary to increase the elected Membership from three to six, with this being proposed to retain a balance between City Corporation and external representatives and to alleviate potential quoracy issues. The Chairman questioned whether there was a strength of feeling on the proposal or whether it would be worthwhile trying a revised quorum initially, without increasing the City Corporation representatives.

A Member highlighted the intention being to widen experience on the Board through the addition of NHS representatives. A reduced quorum could be implemented and with a further recommendation coming back to Policy and Resources Committee if this did not resolve the issue.

A Member responded and stressed how it was important to engage Members in this important area of work and to broaden across the Court an interest in health issues. There was agreement on the importance of the issue, but with concerns raised around securing additional Members and their attendance at meetings.

The Chairman added his endorsement to the proposal to try a first step in reducing the quorum to understand if that worked and to come back to Policy and Resources Committee if the issue remained.

A Member, also Chair of Health and Wellbeing Board, confirmed they would hold the next two H&WB meetings with a reduced quorum and extra NHS Representatives to establish if that worked. Following which, a further recommendation would come back to Policy and Resources Committee if it was considered necessary.

## **Markets Board**

The Chairman confirmed that following publication of the report, Markets Board had met and discussed this further and they have acknowledged the challenges proposed, as outlined in the report, with a delegated authority have been issued to allow an opportunity to revisit the phrasing of their original decision. The Town Clerk had already met with the Chairman and Deputy Chairman to discuss this further considering how to move forward, with a Member, also Chairman of Markets Board, confirming he was content with the approach being taken.

The Chairman referred Members to the recommendations before them, with the amendment relating to Health and Wellbeing Board that had been agreed, being presented for decision.

RESOLVED; That Members: -

- 1) Considered and approved the revised terms of reference as proposed in Table 1 and appended to the report; with the exception of Health and Wellbeing Board's terms of reference and not agreeing to the addition of three elected Members to the Board at this point.
- 2) Noted that consultation on amendments to the terms of reference of the Corporate Services Committee, Natural Environment Board and Boards of Governors of the three City Independent Schools, were still ongoing.
- 3) Approved delegated authority to the Town Clerk in consultation with the Chairman and Deputy Chairman to consider and approve any subsequent changes to Committee Terms of Reference required ahead of the April 2024 Court of Common Council meeting.
- 4) Authorised the Town Clerk to make factual amendments to Terms of Reference (such as the correction of job titles, committee names etc.) required ahead of presentation to the April 2024 Court meeting.

5. **DRAFT HIGH-LEVEL BUSINESS PLAN 2024/25 - CORPORATE COMMUNICATIONS AND EXTERNAL AFFAIRS**

The Committee considered a report of the Executive Director of Corporate Communications and External Affairs presenting a high-level business plan for Corporate Communications and External Affairs Department for 2024-2025.

RESOLVED: That Members: -

- Approved the high-level Business Plan.

6. **HIGH-LEVEL BUSINESS PLAN 2024/25 - INNOVATION AND GROWTH**

The Committee considered a report of the Executive Director of Innovation and Growth presenting for approval the high-level business plan for the Innovation and Growth Department for 2024/25.

A Member remarked on this area of work being absolutely vital in supporting what the City Corporation was doing within the Financial and Professional Services Sector. The Member added how there was no reference around sanctions or economic security and suggested this was an important issue that was being discussed elsewhere, with the Chairman agreeing with this point and suggesting a more substantive reference in this area.

RESOLVED: That Members: -

- i. Noted the factors taken into consideration in compiling the Innovation & Growth Business Plan; and
- ii. Approved, subject to the incorporation of any changes sought by this Committee, Innovation & Growth's departmental Business Plan 2024/25.

#### 7. **CAPITAL FUNDING UPDATE**

The Committee considered a report of the Chamberlain providing Members with an update on the two-step funding mechanism via the annual capital bid process and seeking approval to release of funding (following gateway approvals) to allow schemes to progress.

RESOLVED: That Members: -

- (i) Reviewed the schemes summarised in Table 2 and, particularly in the context of the current financial climate, confirmed their continued essential priority for release of funding at this time and accordingly:
- (ii) Agreed the release of up to £23.3m for the schemes progressing to the next Gateway in Table 2 from City Fund £22.7m (including £3.65m for OSPR and £3.5m CIL), City Estate 0.56m and £0.05m from CBF.

#### 8. **CONCLUSION OF JOINT PHILANTHROPY STRATEGY 2018 - 2024 AND PROPOSALS FOR THE FUTURE DIRECTION OF THE WORK.**

The Committee considered a report of the Managing Director of City Bridge Foundation setting out a range of strategic and operational considerations relating to the future direction and framing of the City of London Corporation's philanthropy.

The Chairman referred to a question that had recently been raised in relation to the proposed volunteering strategy and whether this could be encompassed within the People Strategy recently agreed by Court of Common Council, rather than developing a stand-alone strategy. The Chairman added how the Chief People Officer and Managing Director of City Bridge Foundation were supportive of this approach.

RESOLVED: That Members: -

1. Noted the conclusion of the Joint Philanthropy Strategy at the end of March 2024.
2. Agreed to the proposed new name of Central Funding and Charity Management Team (CFCMT) for the Central Grants Unit reflecting the substantively expanded scope of its operational responsibilities since it was established.
3. Agreed to new description of the Unit's work as set out in Appendix 6.
4. Agreed for revised oversight arrangements for the CoLC's Volunteering activities as set out in paragraph 16.
5. Agreed that a new Volunteering Strategy should be developed for review and consideration by the Corporate Services Committee, with timing to be subject to the recruitment of a replacement Volunteering Manager to undertake the associated work.

9. **CITY OF LONDON CORPORATION'S ELECTORAL SYSTEM**

The Committee considered a joint report of the City Remembrancer and Comptroller and City Solicitor providing a high-level summary of the City's electoral franchise, legislative backdrop and seeking approval of an approach to be taken moving forward.

The Chairman referred to Deputy Brian Mooney, as being unable to attend the meeting today, and with it having been his consistency and persistence on this subject that had resulted in the paper before Members today. The Chairman added that Deputy Brian Mooney had been in contact with him making it clear that he was hoping for more radical change. The Chairman added that the report was very clear in what a major piece of work it would be to fully review the City's franchise and the substantial extra resource that would be required to do so; resource which does not currently exist.

During the discussion that followed concern was expressed over the disenfranchisement of small businesses, with it not being clear how many businesses were holding premises under licence and were not able to register or participate in elections. A system was needed where leaseholders can be checked and with introduction of rolling registration. It was important to sharpen up the integrity of the process for nominations and how they come through.

A Member referred to their previous discussions on the integrity of the process for nominations, during which it had been proposed introducing a voluntary scheme and code of conduct that people could sign up to ahead of the 2025 elections.

In response, it was clarified that all options would be reviewed including the process of nominations and with it being a huge piece of work regardless. It was stressed how the City Corporation's electoral registration process and its integrity was done within the bounds of electoral law. Electoral administration was done in the same way throughout the UK, as prescribed in law, with the City Corporation following a national position.

The Comptroller and City Solicitor explained how electoral officials had very limited ability, with introduction of the City Corporation's own system for electoral administration e.g., requesting a passport not possible.

There was an acknowledgement of the challenges and caution being expressed, but with officers asked to explore possibilities, whilst taking into account the law. A Member suggested that officers set aside their caution and explore all options.

A Member added how, in their view, a proposed voluntary scheme for electoral candidates would not require changes in legislation, with it being an entirely voluntary process that people can choose to sign up to. It was requested that a further paper be prepared for consideration in advance of the 2025 elections.

The Comptroller and City Solicitor explained how the City Corporation had no control over how a person acted as an election candidate, with this being governed by law and any breach in behaviour being reported accordingly to City of London Police. It was further clarified that administration of elections was to ensure anyone that was eligible to stand can stand, anyone able to vote and with anything outside of this being a police issue. Case law was clear that a Returning Officer cannot investigate the contents of a nomination paper, even it was done voluntarily. Members noted that Counsel's Opinion would need to be taken looking at what was possible within the law.

The Chairman thanked Members for the interesting discussion, adding that a report would be brought back setting out pros and cons for a voluntary system for electoral registration and whether this was an option in law, with this requiring Counsel's Opinion. This would come back to Policy and Resources Committee to allow introduction of any scheme to be in place in advance of the City-wide all-out elections in March 2025.

RESOLVED: That Members: -

- Agreed that officers further scope options for reform of the City's franchise insofar as current resources allow, and agree that after a General Election, when there is greater clarity on Government priorities, and engagement has taken place with Ministers and Officials, determine whether to proceed to undertake a formal end-to-end review of the franchise, subject to identifying resource to take project forward.
- Agreed to commission a ward boundary review led by the Recorder, the Common Serjeant and the Town Clerk following the next all-out elections in March 2025, subject to appropriate resource being identified. The Committee should also consider, at that point, the most appropriate mechanism for gathering Member views as part of that process.
- Noted that there were a number of areas of change relating to electoral integrity and processes that could be considered in the context of any wider reform of the franchise being undertaken.
- Noted the voter and candidacy changes in the Elections Act 2022 as a result of EU Exit that are being brought into force on 7 May 2024, and

agree that an outline of these changes should be sent out to all elected members.

**10. ELECTION ENGAGEMENT CAMPAIGN 2025**

The Committee considered a report of the Executive Director of Corporate Communications and External Affairs providing an update on an approach to the 2025 City of London elections.

The Chairman introduced the item stressing how there was no challenge over the importance of the area of work or what was being proposed. The Chairman challenged a proposal that Policy Initiatives Fund be used to support this piece of work with it being an area of work that should be built into core budgeting. The Chairman asked the Executive Director of Corporate Communications and External Affairs to review funding options further, working with the Chamberlain to see what might be adjusted to accommodate this piece of work and presenting additional funding options for Members to consider.

Members were unanimous in their agreement on the importance of this area of work, but with it being stressed that it should be built in to become business as usual. It was suggested looking at where the City Corporation was spending in other areas that were not as important and taking a corporate view on funding.

A Member commented on the importance of including residents as part of any election engagement, with a need for any resourcing requirements for elections to cover residents and businesses.

The Director of Corporate Communications and External Affairs confirmed that she would be happy to undertake a review looking at potential funding options for an election engagement campaign, working with the Chamberlain and looking to move this area of work into core funding moving forward. Caution was urged with a deadline for electoral registration being by 30 September 2024 and a request to consider approving £95k today for recruitment of a Campaign Manager to support this piece of work and allow it to progress without delay.

The Chairman responded confirming it appeared a reasonable compromise to agree £95k today to allow recruitment of a Campaign Manager without delay.

Members were supportive of this proposed course of action, thereby allowing an opportunity for further conversation with the Chamberlain and considering all funding options to accommodate this work moving forward.

The Chamberlain added how any reference to reprioritisation of funding was to be welcomed, with there being an expectation that funding for core areas of work should come out of an agreed budget. Where there was additionality on what was already being done it would be reasonable to call on contingency funding.

**RESOLVED:** That Members:

- Agreed a budget of £95,000 for a Campaign Manager, to be met from the 2024/25 Policy Initiatives Fund.

**11. ENHANCED POLITICAL AND STRATEGIC ENGAGEMENT**

The Committee considered a report of the Executive Director of Corporate Communications and External Affairs setting out the City Corporation's proposals to significantly increase strategic planning and engagement with key partners and stakeholders in 2024/2025 due to the certainty of a General Election taking place before January 2025.

Concern was raised over Policy Initiatives Fund being proposed as the source of funding for this piece of work, with a request that it be considered further looking at alternative funding options and a with report coming back next month for Members to consider. A Member stressed that it was important to begin this work at the earliest opportunity, with the Chairman responding confirming that he did not consider the work to be of such a critical nature that any lost work would be impacted by a one-month delay.

The Chairman added how work was already ongoing in this important area and suggested that there would be no blockage as a result of a delay in a decision today. The Director of Corporate Communications and External Affairs confirmed that work was already underway and that there would be no blockage through delaying a decision until next month.

The Chairman stressed the importance of this work, with there being no question over whether it needed to be done and the only question being its funding source. Enough comfort had been given to Members today that planning can continue as intended whilst allowing for exploration of funding options in advance of a report being brought at the next meeting for further consideration.

The Chairman proposed that no decision be taken today; that a report be brought back to Policy and Resources Committee once funding options had been explored, with this proposal being seconded by Deputy Shravan Joshi.

RESOLVED: That Members: -

- Agreed that a report be brought back to Policy and Resources Committee, allowing for alternative funding options to be explored and presented for consideration.

**12. CITY CORPORATION EQUALITY OBJECTIVES 2024 - 2029**

The Committee considered a report of the Chief Strategy Officer seeking approval to publish updated corporate Equality Objectives to meet responsibilities under the Public Sector Equality Duty.

A Member welcomed the report, adding how they would welcome seeing something around this for Members e.g., training, support and expectations. In response, the Town Clerk confirmed that work was already underway in looking at building this into planning for Members and including it as part of their

induction. The Chairman remarked on the new Member induction as part of the all-out City-wide elections being excellent, but with the new Member inductions lacking when a Member was elected outside of this cycle and with the Chief Commoner currently reviewing this.

RESOLVED: That Members: -

- Endorsed and approved the revised Equality Objectives to enable their publication (on our website and intranet) in March 2024, thereby fulfilling our responsibility under the Public Sector Equality Duty, subject to the review and endorsement by the Equality, Diversity, & Inclusion Sub-Committee on 21<sup>st</sup> March 2024.
- Agreed to delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman of Policy & Resources Committee, to make any subsequent changes to the Equality Objectives recommended by the Equality, Diversity, & Inclusion Sub-Committee at its meeting on 21<sup>st</sup> March 2024, in order to meet the target publication date.
- Noted the Equality Objectives (2024-2029) will cover a five-year period to coincide with the Corporate Plan and People Strategy. However, there would be a review in 2028 to comply with the duty of publishing every four years.
- Noted that activity to develop relevant equity, equality, diversity and inclusion (EEDI) datasets for the Objectives was required to develop robust performance metrics.

### 13. **POLICY AND RESOURCES CONTINGENCY/DISCRETIONARY FUNDS**

The Committee considered a report of the Chamberlain providing the schedule of projects and activities which have received funding from the Policy Initiatives Fund and the Policy and Resources Committee's Contingency Fund for 2023/24 and future years with details of expenditure in 2023/24.

RESOLVED: That Members:

- Noted the report and contents of the schedules.
- Approved the 2023/24 unallocated balances on your Committee's PIF and Contingency Funds being carried forward into 2024/25.
- Approve Departments request in carrying forward unspent allocations into 2024/25.

### 14. **MEMBERSHIPS AND SUBSCRIPTIONS**

The Committee received a joint report of the Executive Director of Communications and External Affairs and Executive Director of Innovation & Growth providing an update on the City of London Corporation's external engagement strategy on strategic areas of interest and a number of memberships held across various team in support of this.

The Chairman remarked on it not appearing to be a complete list with all City Corporation memberships and subscriptions included. A Member referred to



this point being referenced at Corporate Communications and Corporate Affairs Sub-Committee, when it was noted that once there was a full picture it would be possible to look the funding of each area.

RESOLVED:

- Noted the current memberships and subscriptions.

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

The Committee received a report of the Town Clerk detailing action taken by the Town Clerk outside of the Committee's meeting schedule, in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order Nos. 41(a) and 41(b).

RESOLVED: That Members receive the report and note its content.

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

The Chairman confirmed that Deputy Brian Mooney, in absentia, had given notice of a question relating to the decision taken at March Court of Common Council regarding the imposition of a higher rate of Council Tax on second homes.

**Higher rate of Council Tax on second homes – Deputy Brian Mooney**

People own second homes in the City of London primarily for operational reasons. They need to be close to their workplaces. These second homes are not luxury pads – they are often very modest *pieds à terre*.

By charging double rates on these properties, were we not in danger of making a mockery of our ambitions to be a destination City and a City open for business?

The Chairman responded confirming that looking at the position across London, a recent survey indicates that 25 out of 32 London boroughs have included the option to implement such a higher rate on second homes from April 25 so we the City Corporation were by no means an outlier.

As the Finance Chairman said in the Budget debate, this was one of very few items where we were able to raise revenue and as much as none of us like doing so, the financial position of the organisation was such that we have had to make these tough decisions, just as we did on raising regular Council Tax and the Business Rate supplement. This was work in progress.

A Member sought clarification within Standing Orders for a Member to ask a question in absentia, with Members noting that standing orders were explicit in allowing the Town Clerk to ask a question on behalf of a Member. The Deputy Chairman suggested that where a Member was not in attendance at a meeting that they should be issued with a written answer outside of the meeting in future, with Members agreeing to this approach.

A Member questioned it was known how many people have a second homes in the City and funds received as a result, with the Chamberlain confirming this information was held and that it would be circulated to Members following the meeting.

**Planning consent on the HSBC (St Paul's building)**

Alderman Timothy Hailes referred to a number of colleagues and residents having raised with him the issue of an apparent material variation in the planning consent through a decision being taken under delegation and confirmed that he would welcome an explanation of the process that was followed, why it necessitated a decision between meetings and to reassure those who have raised their concerns around democratic oversight when it has been through a committee process that there was a change in what was permitted.

The Chairman responded confirming the application was a planning application determined under Delegated Authority under paragraph 167 of the Scheme of Delegations agreed by Court of Common Council.

It was dealt with via delegated authority because it effectively comprised of amendments to a previously consented scheme and was in compliance with local plan policies. The Planning Director discussed the number of objections with the Chairman of Planning and Transportation, of which there were 3; below the threshold of 9. There was also a discussion on policy compliance and it was agreed there was not a broader interest and the matter could be dealt with by officers under the Scheme of Delegations.

All members were sent a weekly list of planning applications received. This scheme was included on the weekly list. In terms of the omission of the elevated public terrace, this was a nice to have. We were all disappointed that it fell away and the planning team share that disappointment.

It was not a breach of planning policy and there were still considerable benefits from the financial contribution voluntarily offered by the applicant.

A Member, also Chairman of Planning and Transportation Committee, stressed how there was no heritage harm aspect in the new application and no wider impacting requiring it be brought back to Committee. A voluntary contribution from the developer had been negotiated with local people in the area, with agreement to embed this within S106. A roof terrace may have been lost but a lot more had been gained that would not otherwise have been had. The Member added how these extra pieces that had provided and embedded more than compensated.

A Member expressed their surprise at the question having been asked without it have been discussed with ward colleagues, with the Member adding how it was a massively important development where they had worked with the developer and ward Members having been fully engaged.

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

The Town Clerk confirmed one additional item of urgent item of business as follows:

a) **Appointment of Additional Internal Members to Competitiveness Advisory Board (CAB)**

The Committee considered a report of the Executive Director of Innovation & Growth seeking agreement to the appointment of new internal Members to the Competitiveness Advisory Board.

RESOLVED: That Members: -

- Agreed to appoint the 4 new Members to the Competitiveness Advisory Board from 29<sup>th</sup> May 2024 subject to annual confirmation listed in Para 21.

18. **EXCLUSION OF THE PUBLIC**

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

19. **NON-PUBLIC MINUTES**

- a) The non-public minutes of the Policy and Resources Committee meeting on 22 February 2024 were approved as an accurate record.
- b) The public minutes of the Capital Buildings Board meeting on 22 November 2023 were noted.
- c) The non-public minutes of the Civic Affairs Sub-Committee meeting on 29 January 2024 were noted.

20. **PARTNERSHIP ORGANISATIONS**

The Committee considered a report of the Executive Director of Innovation and Growth presenting an update on a portfolio view of Partnership Organisations.

21. **ESTABLISHING A LEGAL ENTITY IN THE USA**

The Committee considered a joint report of the Executive Director of Innovation & Growth, Comptroller and City Solicitor and Chamberlain relating to establishing a legal entity in the USA.

22. **CITY HOSTED EVENTS – APPROACH TO MEMBER NON ATTENDANCE AND THE INCLUSION OF MEMBERS’ CHILDREN AT CERTAIN CITY HOSTED OCCASIONS**

The Committee considered a report of the City Remembrancer relating to an approach to Member not attendance and the inclusion of Members’ children at City hosted occasions.

23. **CYCLICAL WORKS PROGRAMME (CWP) AND ADDITIONAL RESOURCES FOR CITY FUND PROPERTIES (ARCFP) REQUEST FOR FUNDING FOR 2024/2025**

The Committee received a report of the City Surveyor relating to Cyclical Works Programme and Additional Resources for City Fund Properties request for funding for 2024/2025.

24. **CENTRAL CRIMINAL COURT - CELL AREA DUCTING AND EXTRACT SYSTEM BALANCING**

The Committee considered a report of the City Surveyor relating to a project at Central Criminal Court for a cell area ducting and extract system balancing.

25. **MEMBERSHIP AND SUBSCRIPTIONS**

The Committee received a non-public annex to be read in conjunction with item 14.

26. **CITY'S ESTATE: 2024 INVESTMENT PROPERTY STRATEGY**

The Committee received a report of the City Surveyor providing an annual update report on the City's Estate 2024 Investment Property Strategy.

27. **CITY FUND: 2024 INVESTMENT PROPERTY STRATEGY**

The Committee received a report of the City Surveyor providing an annual update report on the City Fund 2024 Investment Property Strategy.

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

There were none.

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

There were no additional items of business.

30. **MINUTES**

- a) The confidential minutes of the Policy and Resources Committee meeting on 22 February 2024 were approved as an accurate record.

31. **UPDATE ON THE DESTINATION CITY - INDEPENDENT REVIEW 2024**

The Committee considered a report of the Executive Director of Innovation & Growth providing an update on the Destination City Independent Review 2024.

**The meeting ended at 11.30am.**

-----  
Chairman

**Contact Officer: Polly Dunn**  
**[polly.dunn@cityoflondon.gov.uk](mailto:polly.dunn@cityoflondon.gov.uk)**

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# Agenda Item 5

|   |                                |
|---|--------------------------------|
| <b>Committee:</b><br>Policy and Resources   | <b>Dated:</b><br>11 April 2024 |
| <b>Subject:</b> Barbican Strategy Group proposal  | <b>Public</b>                  |
| <b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b> | 12                             |
| <b>Does this proposal require extra revenue and/or capital spending?</b>                                  | <b>N</b>                       |
| <b>If so, how much?</b>   |                                |
| <b>What is the source of Funding?</b>   |                                |
| <b>Has this Funding Source been agreed with the Chamberlain's Department?</b>                             |                                |
| <b>Report of:</b> Judith Finlay, Executive Director – Community and Children's Services                   | <b>For Decision</b>            |
| <b>Report author:</b> Simon Cribbens – Community and Children's Services                                  |                                |

## Summary

In response to a resolution from the Barbican Residential Committee (BRC) to create a Barbican Strategy Group, Policy and Resources Committee tasked officers to consult with all relevant stakeholders and come back with a proposal and a draft Terms of Reference.

The proposal for Barbican Strategy Group originates from a request of residents, to bring together all stakeholders to enable a joined-up approach to the asset management and maintenance of the Barbican Complex.

Following stakeholder consultation, a review of current working groups, Member led Committees, and representational groups, this report sets out three options:

- do nothing
- secure the outcomes desired or most deliverable through existing structures
- create a new Barbican strategic body

The report notes the challenges and complexity of creating a new strategic body. It recommends that a joined-up approach to the Barbican Complex is secured through the existing Barbican Area Advisory Group. It is proposed this includes twice yearly engagement with the Barbican Association and the Barbican and Golden Lane Neighbourhood Forum.

## Recommendations

Members are asked to:

- Note the report
- Approve the proposals to strengthen the Barbican Area Advisory Group

## Main Report

### Background

1. A resolution from the Barbican Residential Committee (BRC) received by the Policy and Resources Committee (Appendix 1) proposed a 'Barbican Strategy Group' be considered 'comprising all stakeholders, to facilitate a joined-up approach to the future of the Grade II listed the Barbican Estate'. In this context 'estate' refers to the whole Barbican Complex (the Complex).
2. The Committee resolved that a report should come back, based on consultation with all relevant stakeholders, that detailed the composition, purpose, terms of reference and resourcing implications of such a group.
3. The Complex comprises four major constituent parts – the Arts Centre, Barbican residential estate, the Guildhall School of Music and Drama, and City of London School for Girls. Each is supported by a governing Committee or Board and a plethora of subcommittees. Policy and Resources acts as the walkway authority for the purposes of promoting works to the Barbican Podium.
4. The Complex is architecturally cohesive with common and shared elements.
5. The City Corporation is – through both funding and its status as freeholder – the unifying and over-arching body.
6. The BRC resolution proposes a 'Barbican Strategy Group.' It draws on the ambitions of the Barbican Association (the recognised association representing residents on the estate) for a body they describe as the 'Barbican Estate Strategic Authority' (Appendix 2).
7. The driver for such an approach is the reported decline in the physical fabric of the complex. The Barbican Association cites the complexity of existing governance – with 'separate and compartmentalised interests' – as leading to a failure to view the complex as an integrated entity.
8. Stakeholders consulted with (see Appendix 3) supported the aim for better co-ordination and oversight, and the opportunity for collaboration in relation to major works. Elements such as the podium walkways, lighting, climate change mitigation, concrete repairs and signage were identified as lending themselves to a cross complex approach.
9. Whilst conceptionally logical and straightforward, there are complexities of funding sources, responsibility and governance. These are not insurmountable issues but have implications for the short-term impact of any changes and the need to identify and navigate proposals across governance.
10. It was also noted that many projects are at an advanced stage, and action that may result in delay could add further cost to the project through inflation or lead to worsening condition.



## **Current Position**

### Governance

11. The current structure of governance supporting the constituent parts, and that within the Corporation overseeing major projects, is complex. They include the core governing Committees and Boards, and the Corporation's decision-making Committees relevant to major projects. There are numerous sub-committees. Policy and Resources Committee (and the Court of Common Council) provides the opportunity for the holistic oversight of the Complex.
12. The creation of a Barbican Strategy Group - as envisaged - would either need to replace elements of this governance or secure an approach to which all the relevant governing bodies would need to agree. It may risk compounding the reported complexity and would have additional resourcing implications to address the legal, governance and logistical issues that would need to be addressed.
13. The challenge of governance reform is complex, and subject to wider debate and process that is beyond the remit of this report.

### Strategy

14. The strategic landscape in which the Complex operates is crowded with players and strategic plans: various Barbican Committees and Boards; Culture Mile BID; Smithfield East; Museum of London; Destination City; resident reset; cultural strategy; and the recently developed Neighbourhood Forum.
15. In this context it would seem a further broad strategy is unlikely to make others redundant, and therefore may not offer significant value to the wider strategic vision. However, there is an opportunity to address the absence of a single overarching strategic plan to deliver major works and maintenance to the common areas of the complex.

### Co-ordination and delivery

16. Many stakeholders expressed concerns about the potential for a new or additional group in terms of duplication or adding to the substantial number of bodies that already exist. Such a group could serve to delay and complicate projects, or act to frustrate the ambition of the individual entities if its remit was not clearly and tightly defined.
17. Strong support exists for a more joined up approach. There is common feeling of benefit from, and desire for, a more co-ordinated and unified approach to the planning, implementation and project management of key (and common) infrastructure issues. For most stakeholders this was not about strategic direction, but an issue of project development, delivery and co-ordination among the different actors on the Complex. A more joined up approach could result in programme and cost efficiencies

18. Some stakeholders highlighted examples of positive collaboration and co-ordination that could be built upon. Stakeholders who are members of it, pointed to the Barbican Area Advisory Group (BAAG), and the opportunity it presents to meet the objectives of the resolution. Its terms of reference (Appendix 4) describe it as existing 'to streamline, focus and create links and efficiencies between the projects underway and proposed for the area, led by the City Corporation and its partners'.

## **Options**

19. Following stakeholder consultation, a review of current working groups, Member led Committees, and representational groups, this report sets out three options:

- A. do nothing
- B. secure the outcomes desired or most deliverable through an existing structure, or
- C. create a new overarching strategic group.

### Option A: do nothing

20. The reported disconnect between various projects tackling the shared or aligned infrastructure plans for the complex, suggests that there is a valid case to scrutinise existing mechanisms and either make changes or reinforce the opportunities for co-ordination. Consolidation and co-ordination of some projects does currently take place (e.g. Barbican Podium works) and does yield efficiencies and economies. However, to do nothing could be a lost opportunity.

21. This is not recommended.

### Option B: secure the outcomes desired or most deliverable through existing structures

22. The ambition for a more joined up approach could be met through the strengthening of the Barbican Area Advisory Group (see proposals below).

23. This option would avoid duplication and the further complication/expansion of governance. This body already exists and therefore its operation is met within existing resource.

24. It is proposed the membership and format is reviewed to widen representation and engagement with stakeholders on the Barbican complex, including the opportunity to meet twice yearly with the Barbican Association and the Barbican and Golden Lane Neighbourhood Forum.

25. This is recommended.

### Option C: create a new Barbican strategic body

26. The creation of a new overarching body would require radical and fundamental change to the governance of the institutions that make up the Barbican complex.

This would require significant resource of the Governance and Member Services Team in the short-term and would likely require an ongoing staffing resource. No budget has been identified for this.

27. Such a body already exists through the remit of the Policy and Resources Committee, which sets strategic direction where multiple service areas are affected and allocates appropriate resources via the reports of the various sub-committees that represent the main stakeholders within the Complex.

28. This is not recommended.

## **Proposals**

29. For the reasons set out above, the Barbican Association's proposal for a Barbican Estate Strategic Authority – with a breadth of governance, strategic, management and financial responsibilities – is not recommended. It is proposed that the focus of ambition should be securing a 'joined-up approach' to common projects of infrastructure – delivered through a unified strategic plan.

30. To meet this aspiration, it is proposed that the BAAG delivers and is accountable for improved project development, consolidated project planning and overall co-ordination. The focus would be on delivering a unified approach to asset management and future major interventions across the common parts of the complex.

31. To achieve this, the BAAG would need to bring forward unified proposals and plans to enable Policy and Resources to fulfil its remit for cross-cutting decision making for the complex.

32. The BAAG is not formally accountable to a Board or Committee. To strengthen its accountability it is proposed that the BAAG report annually to this Committee (or its nominated Committee) to report the progress and impact of its work.

33. This proposal avoids the risk of duplication or the creation of additional bureaucracy, complexity or resource burden.

34. It is proposed that its Membership is expanded to include City of London School for Girls to ensure all the constituent institutions are represented. Membership should be at a senior level.

35. The BAAG's terms of reference already set out an outcome to identify the "interests and concerns of residents and other stakeholders" through "proactive and effective engagement". To better achieve this it is proposed that the BAAG meet twice yearly with the Barbican Association and the Neighbourhood Forum.

36. To ensure this does not increase the need for resourcing, it will be proposed to those bodies that these two meetings substitute for two existing engagement meetings.

37. Given the focus on co-ordination and the promotion of a joined-up approach to assets and communications, it may be necessary to commission new work that plugs any identified gaps. Where this is the case, budget will need to be identified.

38. As an officer led group, the remit and role of the BAAG is within the delegations and responsibility of the relevant chief officers. Therefore, it is anticipated that this development should be achievable without the need for approval from every governing body or Committee, although clearly it will be important to share the approach for information.

## **Corporate & Strategic Implications**

### Strategic implications

39. The proposals of this plan support the delivery of the Corporate Plan objective that the 'Our spaces are secure, resilient and well-maintained'.

### Financial implications

40. Within current resources

### Resource implications

41. As noted above.

### Legal implications

42. The recommended Option B does not give rise to any legal implications. If Members were minded to pursue Option C then, to the extent that this might impinge upon the responsibilities of existing Committees or Boards, it would require a careful consideration of their terms of reference, governing documents, etc. especially where the Corporation is acting in different capacities. There would also be issues regarding any potential pooling of funds between different institutions, particularly where some are charitable, and some are not.

### Risk implications

43. None.

### Equalities implications

44. None.

### Climate implications

45. None.

### Security implications

46. None.

## **Conclusion**

47. The proposed role for the BAAG provides an opportunity for an economic, efficient and effective mechanism to secure greater consistency and co-ordination of works to the Barbican Complex infrastructure.

## **Appendices**

- Appendix 1 - Resolution to Policy and Resources
- Appendix 2 - Barbican Association Proposal
- Appendix 3 – Consultees
- Appendix 4 – Barbican Area Advisory Group – terms of reference

## **Simon Cribbens**

Assistant Director – Commissioning and Partnerships  
Department of Community and Children’s Services

E: [simon.cribbens@cityoflondon.gov.uk](mailto:simon.cribbens@cityoflondon.gov.uk)

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## **Appendix 1**

### **Barbican Strategy Group - Resolution to Policy and Resources Committee**

TO: POLICY AND RESOURCES COMMITTEE

23rd February 2023 / 20th April 2023

FROM: BARBICAN RESIDENTIAL COMMITTEE

9th December 2022

#### POSSIBLE BARBICAN STRATEGY GROUP

### **11. VERBAL UPDATES**

The Head of Major Works and Interim Head of Barbican Estates were heard in respect of the following:

#### **11.1 Stock Condition Survey**

Members noted that Savills would be delivering a presentation on 16th December, which would also be available on the residents' bulletin. The Head of Major Works advised that the initial plans presented to the Asset Maintenance Working Party (AMWP) had included costs per annum, over the next 30 years, broken down into various elements. A short internal review would follow in respect of patterns, trends, repair histories, the capital programme and consultation with residents. This would also provide an opportunity to review resources; looking at where projects could be combined, any lessons learnt, and where legislation might have an impact in future years. Officers always looked to modern, sustainable equivalents, wherever possible and within Listed Building Guidelines.

Members felt that the City Corporation was reaching an important point in the Barbican's legacy and suggested the Arup Survey, Savills' Survey, Climate Change Strategy and Barbican Renewal be considered holistically across the 30-year timeframe. The Chair reminded Members that some of these projects might be beyond the remit of the BRC. The Head of Major Works advised that the Programme would be subject to periodic reviews and more granular details would emerge. The Assistant Director stressed that officers did not work in silos on projects of this nature, quoting the 'Podium Water Proofing Programme Group' as an exemplar of cross working in the City Corporation.

Members felt that in considering the implementation of these reports over a thirty-year period there was a need for the programme to be drawn up holistically with discussions on how best to deliver the programme on a timely and integrated basis.

In the meantime and within the context of the City's post Lisvane light touch review it was Proposed by Mark Bostock, Seconded by Ruby Sayed and RESOLVED unanimously, that the Policy and Resources Committee be asked to consider setting up a Barbican Strategy Group, comprising all stakeholders, to facilitate a joined up approach to the future of the Grade II listed the Barbican Estate.

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## Appendix 2

### **Barbican Strategy Group – Barbican Association proposal**

#### Outline for Barbican Umbrella Group

The Barbican is an entity, a brand. When people ask me where I live, I say the Barbican, not the Barbican Residential Estate. When people come to the theatre here, they come to the Barbican, not the Barbican Arts Centre. Of course, the architecture is a vital contributor to the place, but there is more than that. There is a vibrancy which results from the people who inhabit this space both as residents, as students and as visitors.

We are facing massive change in the way the City of London positions itself in the world. The reliance on business as the major driver of the City has proved to be a fatal weakness, and whilst we can be sure that people will return to the Barbican, it is not clear that the City's business community will ever return to "the good old days". Now is the time to refocus the City on the Arts, Education and the creative industries and the Barbican is the centre of this refocussing. Together with visitors and City workers residents are the guardians of this place.

**The Barbican is a Masterpiece, a gem**, a world-famous example of 20<sup>th</sup> Century architecture in the heart of the City of London (CoL).

The purpose of this paper is to emphasise to the CoL that their gem is worth looking after as a whole. The way it has been managed over the past decades has focused on specific aspects and not the integrated entity. The problem derives directly from the responsibility for the estate being split across many different organisations and departments. The CoL has

- 6 committees,
- 14 sub-committees and
- one consultative committee

all with separate, compartmentalised interests in the goings on in the Barbican Estate with financing of various aspects coming from several sources within the CoL.

Let us be in no doubt that the physical fabric of the wider estate is in decline. We refer to the Barbican & Golden Lane Area Strategy published by the CoL in August 2015 and reproduce the following

*Summary of key findings:*

#### **10 INCONSISTENCY IN CONDITION AND UPKEEP OF HARD SPACES WITHIN THE ESTATES**

*Great care from residents and cultural institutions is evident in both the Barbican and Golden Lane estates. However, some of the hard spaces within are in poor condition. This is the case in both Golden Lane and, to a lesser extent, the Barbican estate. Engagement responses, notably those from residents, cited that some spaces within each estate are considered poorly maintained or in need of repair. It was felt that this is out of keeping with each*

*estate's listing and of detriment to their heritage value, particularly in the case of Golden Lane. Within the Barbican estate, locations highlighted included Defoe Place, Lauderdale Place and Frobisher Court.*

Today, little has changed.

- the same concerns are apparent in the residential community. In September 2019 a resolution was passed by the RCC on maintenance of public realm but still no funds have been released for adequate maintenance of the estate.
- There are leaks in the roof of the Barbican Centre
- The lakes, which are an important feature of the overall architectural design, have been in a sorry state for some years. Some recent improvements were made to brick and tile embankments which was most welcome but the fountains have been out of commission for over a year due to repeated leaks into the pump systems. The Barbican Centre, in whose remit the lakes fall, admits that it has insufficient money and resources to anything other than patch-up. Failure to carry out proper maintenance over the years means that Barbican residents who contribute to the upkeep of the lakes will now being forced to contribute to the major works needed.
- The exhibition halls cannot be used on account of their leaking roofs
- The CLSG has also suffered from issues of inadequate maintenance.

Though similar problems have been encountered in the residential blocks. Most of these have been or are being addressed as the CoL has been able to reclaim the costs through the residents' service charge.

Notwithstanding the above, and having just reached its 50<sup>th</sup> anniversary, it is still a marvellous place in which people wish to live and to visit. It cannot stand another decade of neglect.

This is why we have suggested a new approach to management of the estate with the setting up of a Barbican Estate Strategic Authority (BESA) to take an holistic view and marshal the resources to resolve the current difficulties and take the Barbican forward for the next 50 years.

Scope for this 'umbrella' organisation would need to be defined in consultation with all stakeholders. Residents envisage the following:

- Custodian of the Grand Strategy for the Barbican
- Champion of conservation and listed status
- Reduction in Carbon emissions across the estate
- Securing and allocating funds necessary to keep the estate world-class and fit for purpose
- Preserving the mix of residential, cultural and educational uses
- Maintenance of the fabric.
- Security across the estate
- Management of public realm
- Control of the general public.

We believe that all stakeholders working under the umbrella of the BESA would develop a full understanding of what is required for the Barbican to resolve its current

problems and to prevent any new ones that emerge from being ignored. We in the Barbican Association would look forward to helping in this endeavour. We have many residents whose skill set is well matched to the needs of the umbrella organisation and who are keen to contribute.

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## **Appendix 3**

### **Barbican Strategy Group – Stakeholder consultees**

Mark Wheatley, CC - (Chairman) Barbican Residential Committee

Anne Corbett, CC - (Deputy Chairman) Barbican Residential Committee

Mark Bostock, CC - Barbican Residential Committee

Adam Hogg - (Chair) Barbican Association

Ted Reilly - (Deputy Chair) Barbican Association

Sandra Jenner - (Chair) Barbican Residents Consultation Committee

Peter Jenkinson - Barbican Neighbourhood Forum

Shelagh Wright - Barbican Neighbourhood Forum

Claire Spencer- (Chief Executive) Barbican Arts Centre

Will Gompertz - (Former Artistic Director) Barbican Arts Centre

Simon Johnson - (Programme Director, London Wall West & Barbican Renewal) Barbican Arts Centre

Tom Sleight, CC - (Chairman) Barbican Centre Board

Jenny Brown - (Headmistress) City of London School for Girls

John Hall - (Bursar) City of London School for Girls

Robert Howard, Alderman - (Chair) Board of Governors of the City of London School for Girls

Peter Bennett - Board of Governors of the City of London School for Girls

Jonathan Vaughan - (Principal) Guildhall School of Music and Drama

Keith Bottomley, Deputy - (Deputy Chairman) Policy and Resources Committee

Ruby Sayed – (Chairman) Community and Children’s Services

Helen Fentimen (Deputy Chairman) Community and Children’s Services

Ian Thomas – (Town Clerk) City of London Corporation

Paul Murtagh – (Assistant Director – Barbican and Housing) City of London Corporation

Paul Wilkinson – (City Surveyor) City of London Corporation

Ian Hughes – (City Operations Director) City of London Corporation

Greg Moore - (Assistant Town Clerk) Town Clerk’s Department City of London Corporation

John Cater (Head of Major Programmes Office) City of London Corporation

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## Appendix 4

**Barbican Area Advisory Group - Terms of Reference**

January 2023

**Attendees**

|    | <b>Person/Role</b>   | <b>Area</b>                         |
|----|--|-------------------------------------|
| 1  | Culture Mile Manager (Chair)                               | Innovation & Growth / Culture Mile  |
| 2  | Strategic Project Lead, Barbican Renewal                   | Barbican Centre                     |
| 3  | Head of Barbican Estates                                   | Community & Children's Services     |
| 4  | Head of Corporate Property Projects                        | Surveyors and Property Services     |
| 5  | Group Manager, Major Programmes and Projects               | Environment                         |
| 6  | Artistic Director  | Barbican Centre                     |
| 7  | Vice Principal and Director of Innovation & Engagement     | Guildhall School of Music and Drama |
| 8  | Head of Services   | Community & Children's Services     |
| 9  | Programme Director, London Wall West & Barbican Renewal    | Barbican Centre                     |
| 10 | Group Accountant   | Financial Services                  |
| 11 | Director of Operations & Buildings                         | Barbican Centre                     |
| 12 | Principal Projects Manager – Major Projects and Programmes | Environment                         |
| 13 | Principal  | Guildhall School of Music and Drama |
| 14 | City Surveyor  | City Surveyors                      |
| 15 | Head of Major Programmes Office                            | COO                                 |
| 16 | Major Programmes Analyst (Secretariat)                     | COO                                 |

If Members are unable to attend a meeting, a delegate should be sent.

Individuals may be co-opted onto a meeting, or invited to attend meetings as necessary.

**Timescales**

The Barbican Area Advisory Group will meet every 2 months; ad hoc if necessary.

**Objectives**

The Barbican Area Advisory Group exists to streamline, focus and create links and efficiencies between the projects underway and proposed for the area, led by the City Corporation and its partners. These projects include the transformation of Beech Street, the works to be conducted on the Barbican Estate podium level, the enabling works proposed to bring the Barbican Centre's Exhibition Halls back into use in the

longer term, and the coordination of the transportation and public realm offer around the 'eastern entrance' to Culture Mile (Ropemaker Street, Moorfields and Moorgate).

### **Financial Authority**

The Advisory Group does not have any formal financial authority. Major financial decisions will go up through the governance channels.

### **Inputs**

- Strategy and policy decisions regarding the Barbican area are brought to this Group for advice and to endorse recommendations for onward governance approval
- Strategic milestones for the major projects– including procurement outcomes, designs, programmes, budget reports/issues and how they relate to major project dependencies
- Stakeholder engagement plans, and where required integrated logistics and comms plans for overlapping projects that are produced and monitored by the Group
- General progress reports from the identified projects
- Public communication programmes and details of external days/events

### **Outputs**

- A common vision for the area is understood internally and externally
- Different project dependencies are properly aligned and communicated
- The success of the area is built on, ensuring that it becomes part of a world-class cultural and learning destination
- The City is seen as joined up regarding policies and outputs in this Area of Change
- Relevant materials are consolidated to support the securement of the optimal occupancy outcomes for the area's major schemes
- Interests and concerns of residents and other stakeholders are identified, and proactively and effectively engaged with
- Public realm spaces in the area are connected, vibrant and 'culture ready'
- Where systemic issues cannot be resolved, specific recommendations are made to appropriate upstream governance.



|   |  |
|---|--|
| <b>Committee(s):</b><br>Policy & Resources Committee  | <b>Dated:</b><br>11 <sup>th</sup> April 2024   |
| <b>Subject: Appointment of Policy Leads/Lead Members for 2024/25</b>                                      | <b>Public</b>  |
| <b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b> | Diverse Engaged Communities<br>Dynamic Economic Growth<br>Vibrant Thriving Destination |
| <b>Does this proposal require extra revenue and/or capital spending?</b>                                  | <b>N</b>   |
| <b>If so, how much?</b>   | <b>N/A</b>   |
| <b>What is the source of Funding?</b>   | <b>N/A</b>   |
| <b>Has this Funding Source been agreed with the Chamberlain's Department?</b>                             | <b>N/A</b>   |
| <b>Report of: Deputy Town Clerk</b>   | <b>For Decision</b>  |
| <b>Report author: Benjamin Dixon, Office of the Policy Chairman</b>                                       |  |

## Summary

This report asks for agreement to renew the Policy Lead/Member Lead subject areas for 2024/25 and sets out the process for Members to apply to fill the roles.

The report also recommends adjusting the topic areas that Lead Members focus on and providing more specific and succinct job descriptions and focus areas.

## Recommendation(s)

Members are asked to:

- Agree to invite all Members to make an Expression of Interest for the following five Lead Members for 2024/25:
  - International markets, Innovation & Technology, SMEs, Sports Engagement and Resident Engagement.

## Main Report

### Background

1. One of the outcomes of the Governance Review was endorsement for the principle of greater use of Lead Members (or 'rapporteurs') to complement the work of the Policy Chairman, making best use of the talent available across the Court of Common Council.
2. In October 2022, the Policy & Resources Committee appointed 6 Policy Leads for the following subject areas: Advanced Markets, High Growth Markets, SMEs, Innovation in Technology, Sustainability and Sports Engagement.
3. In December 2023, a Sustainable Finance Lead and a Climate Action Lead were appointed in place of the existing Sustainability Lead role.

4. The Policy Leads have no legal executive or decision-making power. Rather, the roles are intended to act in an advisory and facilitative capacity, strengthening collaboration between Members and Officers.

### **Current Position**

5. The Policy Lead roles have provided additional senior political capacity allowing the City Corporation to increase its impact through:
  - a. Formal representation with partners including Innovate Finance, Centre for Finance, Innovation & Technology, 3cl, Green Finance Institute and the City of London Chamber of Commerce.
  - b. Ad hoc representation through speaking engagements, on panels, seminars and articles.
6. The Sports Engagement and SME Lead roles have brought together officers, Members and partners to develop the City Corporation's new Sports Strategy and draft SME Delivery Plan.
7. The Policy Leads have also convened Members to provide input on specific items of policy development.

### **Proposals**

8. It is proposed to adjust to the name *Lead Member*, reflecting that the roles are primarily focussed on supporting delivery of policies and strategies which have already been agreed.
9. The Sustainable Finance and Climate Action roles are not due to come up for renewal until April 2025 as agreed by Members at Committee on 14 December 2023. As with the recommendation above, the role names will change from *Policy Lead* to *Lead Member* to standardise the language, reflecting the broader title change.
10. It is proposed that five Lead Member roles are advertised to the whole Court:

#### New or altered roles

- a. International Markets (merging the existing High Growth Markets and Advanced Markets roles).
- b. Resident Engagement

#### Continuing roles

- c. Innovation & Technology
- d. SMEs
- e. Sports Engagement

11. Lead Members will be asked to support the Policy Leadership Team with specific tasks within their respective portfolios. These are set out at Appendix 1.
12. New specific job descriptions for each role have been created at Appendix 2.

13. Existing Policy Lead/Lead Members will be required to reapply, should they wish to continue in post.
14. Those interested in the roles will be asked to provide a short Expression of Interest (maximum 250 words) demonstrating suitability for the roles.
15. The applications process will be as follows:
  - a. The role will be advertised to the Court.
  - b. Those wishing to apply are asked to submit expressions of interest, setting out relevant experience / skills against the relevant criteria.
  - c. Applications are reviewed by an assessment panel (comprised of the Chairman, Deputy Chairman, and Vice Chairs) supported with advice from officers, based on the job specification at appendix 2 and the criteria specification at Appendix 3 to identify a shortlist and optimal candidate.
  - d. The panel's recommendations for the roles are submitted to the Committee for endorsement.

### **Corporate & Strategic Implications**

Strategic implications – The roles provide additional senior political representation to progress the City Corporation's Corporate Plan and strategies, particularly the Competitiveness Strategy.

Financial implications - None

Resource implications - None

Legal implications - None

Risk implications - There is always an inherent risk that, despite the individual Lead Member's best intentions, their interpretation of the Committee's wishes might not reflect accurately the majority view. However, the absence of any executive decision-making powers and the requirement for any and all Member decisions to continue to come to Committee in the usual way will mitigate against this risk and provide no greater risk than officers operating with lesser Member guidance or advice.

Equalities implications – Under the Equality Act 2010, all public bodies have a duty to ensure that when exercising their functions they have due regard to the need to advance equality of opportunity between people who share a protected characteristic and to take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people and encourage people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low. The proposals contained in this report do not have any potential negative impact on a particular group of people based on their protected characteristics and *could further improve the diversity of Members in external-facing roles.*

Climate implications - The proposals included in this paper would support the delivery of the Climate Action and Sustainability programme, by keeping those Lead Member roles, through additional strategic support and focus helping to drive positive outcomes.

Security implications - None

### **Conclusion**

16. Members are asked to approve advertising for the 5 Lead Member roles as set out in the report, enabling appointments to be made at the May meeting of the Committee.

**Appendices**

Appendix 1 – Lead Member focus areas.

Appendix 2 – Lead Member job descriptions

**Benjamin Dixon**

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**Appendix 1 — Lead Member Focus Areas: 2024/25**

|                                    | <b>Strategic Link</b>  | <b>Priority 1</b>  | <b>Priority 2</b>  |
|------------------------------------|--|--|--|
| <b>International Markets</b>       | <a href="#">Competitiveness Strategy</a>                       | Raising investment levels  | Sustainable infrastructure                                       |
| <b>Innovation &amp; Technology</b> | <a href="#">Competitiveness Strategy</a>                       | Artificial Intelligence  | Partnership Organisations  |
| <b>Sustainable Finance</b>         | <a href="#">Competitiveness Strategy</a>                       | Transition Finance   | Nature Finance   |
| <b>Climate Action</b>              | <a href="#">Climate Action Strategy</a>                        | Buildings: Housing delivery plan cyclical works and investment properties                                    | Square Mile engagement on net zero                               |
| <b>SMEs</b>                        | [Draft] SME Delivery Plan                                      | Support implementation of SME Delivery Plan (when agreed)  | Support development of new strategic relationships with partners |
| <b>Resident Engagement</b>         | <a href="#">Delivering the Residential Reset</a>               | Support development of a streamlined, central approach to residential engagement across the City Corporation | Support development of a centrally-defined resident “offer”      |
| <b>Sports Engagement</b>           | <a href="#">Sports Strategy: Global City of Sports 2023-30</a> | Paris 2024 Olympic & Paralympic Engagement   | Sport Facility Investment Options Appraisal                      |

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## **Appendix 2 – Lead Member role descriptions**

### **All Lead Members**

Lead Members are appointed annually by the Policy & Resources Committee.

The purpose is to support the Policy Leadership Team with the delivery of agreed City Corporation and Committee strategy by:

- Providing additional senior, external political representation on a the respective issue area, with partner organisations by formally joining external boards on behalf of the Policy Chairman and informally, in response to requests for input on panels, events and similar.
- Providing informal advice to officers in the formulation of new policy in advance of reports being brought to Committee by convening fellow Members as appropriate and collating their insight and expertise.
- Supporting officers and the Policy Chairman on the delivery of two priority areas as identified in Appendix 1.

**NB – these posts have no decision-making responsibility or powers and are purely advisory; post holders are expected to operate within the boundaries of the Member / Officer Protocol at all times and not be unduly involved in the operational aspects or delivery of the policy areas**

|   |  |
|---|--|
|   | <b>International Markets Lead</b>  |
| Headline role description:                                      | Supporting the Policy Chairman to promote the UK FPS and maximise the UK's global reach in line with the City Corporation's Competitiveness Strategy and Vision for Economic Growth.   |
| Supporting Corporation Strategic Goals:                         | <p><u>Competitiveness Strategy</u></p> <ul style="list-style-type: none"> <li>To <b>Attract</b> capital, firms, talents and exports by pitching the competitive strengths of the UK globally and to <b>Retain</b> FPS activity.</li> <li>To <b>Attract</b> and increase uptake of sustainable/ green finance and professional services from the UK to High-Growth Markets</li> </ul> <p><u>Vision for Economic Growth</u></p> <ul style="list-style-type: none"> <li>Pursue world-class promotion and interconnectivity</li> <li><b>Big Move #8</b> Showcase the UK's financial and professional services on the international stage like never before.</li> <li><b>Big Move #6 and #7</b> Create the conditions to scale and accelerate finance for the transition; scale new, high-integrity markets and be at the forefront of new investment opportunities.</li> </ul>   |
| Main roles and responsibilities:                                | <ul style="list-style-type: none"> <li>Liaison with Policy Chairman, OPC and relevant officers working on Trade &amp; Investment Advanced and High Growth Market strategy and projects.</li> <li>Key priorities include promoting the flow of capital professional services and knowledge transfer to high growth markets to fuel their net zero ambitions, attracting FDI capital and trade in banking FPS technology and asset management as well as promoting the Insurance sector.</li> <li>Member point of contact for regular updates with Trade and Investment Director on Advanced and High Growth Markets.</li> <li>FPS T&amp;I Advanced and High Growth Markets external representation in panels, seminars, speeches and other invited engagements, as agreed through OPC.</li> <li>Acting as sounding board for officers on T&amp;I Advanced and High Growth Markets, providing expert input, including on new proposals.</li> <li>External stakeholder engagement in pursuit of Open and Global and Sustainable Finance related goals of Competitiveness Strategy and Vision for Economic Growth as agreed with OPC.</li> <li>Other activities arising as agreed with Policy Chairman.</li> </ul> |
| Formal external representation on behalf of the Policy Chairman | None   |



|   |   |
|---|---|
|   | <b>Innovation &amp; Technology Lead</b>   |
| Headline role description:  | Supporting the Policy Chairman in promotion and communication of the UK's strengths in FPS innovation and technology adoption.  |
| Supporting Corporation Strategic Goals:                                 | <p><u>Competitiveness Strategy</u></p> <ul style="list-style-type: none"> <li>• Nurture innovation by supporting potential high growth FPS-tech solutions to scale.</li> <li>• Accelerate technology adoption by FPS firms.</li> </ul> <p><u>Vision for Economic Growth</u></p> <ul style="list-style-type: none"> <li>• Turn the UK into a digital-first economy.</li> <li>• Ensure the UK is internationally competitive in terms of its approach to data, for example by exploring options around advancing digital verification and machine-readable regulation.</li> <li>• Invest in driving an innovation and growth mindset, working with government, regulators and industry to ensure that the UK keeps pace with competing jurisdictions.</li> </ul>  |
| Main roles and responsibilities:  | <ul style="list-style-type: none"> <li>• Liaison with Policy Chairman, OPC and relevant officers working on FPS Innovation &amp; Technology.</li> <li>• Member point of contact for regular updates with Policy &amp; Innovation Director on FPS Innovation &amp; Technology.</li> <li>• FPS Innovation &amp; Technology external spokesperson in panels, seminars, speeches and other invited engagements, as agreed through OPC.</li> <li>• Acting as sounding board for officers on Innovation &amp; Technology, providing expert input, including on new proposals.</li> <li>• External stakeholder engagement in pursuit of Innovation &amp; Technology goals of Competitiveness Strategy and Vision for Economic Growth as agreed with OPC.</li> <li>• Primary point of contact for all Member enquiries on FPS Innovation and Technology.</li> <li>• Other activities arising as agreed with Policy Chairman.</li> </ul> |
| Example formal external representation on behalf of the Policy Chairman | <ul style="list-style-type: none"> <li>• City of London Corporation representative on Centre for Finance, Innovation &amp; Technology Board.</li> <li>• Board Adviser to Innovate Finance Board alongside the Policy Chairman.</li> <li>• Board Adviser to the National Cyber Resilience Centre Group.</li> </ul>   |

|   |  |
|---|--|
|   | <b>SME Lead</b>  |
| Headline role description:                                      | Supporting the Policy Chairman to renew the City Corporation's offer to small businesses and enhance engagement with key partners.   |
| Supporting Corporation Strategic Goals:                         | <p>Corporate Plan priorities:</p> <ul style="list-style-type: none"> <li>• Vibrant Destination</li> <li>• Dynamic Economic Growth</li> </ul> <p>Strategic Link:</p> <ul style="list-style-type: none"> <li>• SME Delivery Plan (subject to agreement)</li> </ul>   |
| Main roles and responsibilities:                                | <ul style="list-style-type: none"> <li>• Liaison with Policy Chairman, OPC and relevant officers working on SMEs.</li> <li>• Supporting implementation of the SME Delivery Strategy (subject to agreement) including: <ul style="list-style-type: none"> <li>○ Consolidating and coordinating the City Corporation's offer to small business.</li> <li>○ Development and agreement of agreements with partners on joint working.</li> <li>○ Supporting and advising on the development of a targeted, proactive support offer for growing businesses in specified sectors.</li> </ul> </li> <li>• Member point of contact for regular updates for SMEs</li> <li>• External facing role in panels, seminars, speeches and other invited engagements, as agreed through OPC.</li> <li>• Acting as sounding board for officers on SMEs, providing expert input, including on new proposals.</li> <li>• Primary point of contact for all Member enquiries on FPS Innovation and Technology.</li> <li>• Other activities arising as agreed with Policy Chairman.</li> </ul> |
| Formal external representation on behalf of the Policy Chairman | Heart of the City  |

|   | <b>Resident Engagement Lead</b>  |
|---|--|
| Headline role description:              | Supporting the Policy Chairman to improve and enhance the City Corporation's relations with its residents both within the Square Mile.   |
| Supporting Corporation Strategic Goals: | Corporate Plan outcomes: <ul style="list-style-type: none"> <li>• Excellent Public Services</li> <li>• Diverse Engaged Communities.</li> </ul>   |
| Main roles and responsibilities:        | <p>To support the Policy Chairman with residential engagement activities.</p> <p>Acting as sounding board for officers, providing expert input, including on new proposals on resident facing activities. This would include <u>Residential Reset</u> activities agreed by Policy &amp; Resources in February 2023, and supporting engagement with City of London residents.</p> <p>Aims:</p> <ul style="list-style-type: none"> <li>• Ensuring a joined-up approach to all City Corporation engagement with residents, including communications, consultation and service delivery across departments.</li> <li>• Ensure concerns and priorities of residents on our three managed estates within the Square Mile are fed back into the wider organisation and political leadership.</li> <li>• Helping to develop better engagement among City residents outside of our managed estates.</li> <li>• Ensuring a clear offer to residents is developed and articulated to enable all residents to feel the full benefit of living in the Square Mile.</li> <li>• Work with elected Members with substantial residential communities in their wards to ensure there is sufficient support in place to support their engagement with residents.</li> <li>• Ensure that resident engagement initiatives, such as City Question Time, ward meetings and the Destination City Resident Envoy are fully coordinated.</li> <li>• Helping to improve ties between the residential and business City – and with other community organisations and institutions.</li> <li>• Primary point of contact for all Member enquiries on resident engagement.</li> <li>• Other activities arising as agreed with Policy Chairman.</li> </ul> |

|   | <b>Sports Engagement Lead</b>  |
|---|--|
| Headline role description:                                      | Supporting the Policy Chairman in the delivery, promotion and communication of the City Corporation's new Sport Strategy for the Square Mile   |
| Supporting Corporation Strategic Goals:                         | <u>Sport Strategy for the Square Mile (2023-2030)</u> <ul style="list-style-type: none"> <li>• Invest in our sport and leisure facilities</li> <li>• Activate our streets and public spaces</li> <li>• Celebrate the impact of sport</li> <li>• Attract more high quality sport events</li> <li>• Support local community sport</li> </ul>   |
| Main roles and responsibilities:                                | <ul style="list-style-type: none"> <li>• Chair quarterly meeting of the Sport Sounding Board (overseeing progress of new sport strategy)</li> <li>• Member point of contact on all sport related issues, including upcoming decisions on sport and leisure provision in the Square Mile</li> <li>• Oversight and support for the City Corporation's engagement during the Paris 2024 Olympic and Paralympic Games</li> <li>• Oversight and support for the City Corporation's overall sport engagement programme, including representation at sport related meetings and events with external partners</li> <li>• Provide guidance and facilitation in moving to Phase 2 of the new sport strategy, helping to determine long term funding and the positioning of sport within the City Corporation</li> <li>• Attendance and representation at external functions and events relating to sport</li> <li>• Other activities arising as agreed with Policy Chairman.</li> </ul> |
| Formal external representation on behalf of the Policy Chairman | London Youth Games   |

|  |   |
|--|---|
| <b>Committee</b>   | <b>Date</b>   |
| Policy and Resources Committee   | 11 April 2024   |
| <b>Subject:</b> Year 3, quarter 4 update on the Climate Action Strategy & Year 4 Action Plan   | <b>Public</b>   |
| Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?   | 1,5,7,10,11,12  |
| <b>Does this proposal require extra revenue and/or capital spending?</b>   | <b>No</b>   |
| <b>If so, how much?</b>  | <b>N/A</b>  |
| <b>What is the source of Funding?</b>  | <i>Original budget envelope for CAS approved by Court upon adoption. The YEAR 3 portion approved under CAS by the Policy and Resources Committee on 20<sup>th</sup> of April 2023 and by the CBF Board on 15<sup>th</sup> May 2023. The YEAR 4 spend relating to CBF will be presented to their board on May 16<sup>th</sup>.</i> |
| <b>Has this Funding Source been agreed with the Chamberlain's Department?</b>  | <b>Yes</b>  |
| <b>Report of:</b><br>Damian Nussbaum, Executive Director Innovation and Growth   | <b>For Decision</b>   |
| <b>Report authors:</b><br>Simi Shah, Interim Programme Director, Climate Action<br>Stuart Wright, Advisor, Climate Action<br>Karin Ballasch, Stakeholder Engagement Lead, Climate Action<br>Michaela Dhas, Programme Manager, Climate Action |   |

## Summary

In October 2020, the Court of Common Council approved an ambitious Climate Action Strategy. A transformative programme for the City of London Corporation to reach net zero carbon emissions, build resilience and champion sustainable growth. This paper reports the results of the planned quarter 4 activities of the third year of the programme. It includes a description of progress made as well as potential risks for the programme. The paper also includes a summary of the plans for the fourth year of the programme.

## Recommendations

The Policy & Resources Committee is recommended to:

- i. Note the progress, risks and issues arising between January and March 2024 of Year 3 of implementing the Climate Action Strategy.

- ii. Approve the drawdown of funds for implementation of the Climate Action Strategy in FY24-25 as set out in Table 2 from that original budget envelope. This represents portions for City Fund (£14.09m) and City's Estate (£6.01m).
- iii. Note the potential risks to the 2027 target.
- iv. Note that the achievement of our targets for Scope 3 and the Square Mile needs continuous and focused attention but creating no additional resources beyond the original budget envelope.

## **Main Report**

### **Background**

1. In November 2019 the City Corporation set out on a fast-paced, cross-corporation journey to develop an ambitious Climate Action Strategy (CAS). The Strategy was adopted at the Court of Common Council on 8 October 2020.
2. The CAS marked the start of a new and transformative programme of action. It sets out three interlinked primary objectives for the City Corporation and the Square Mile:
  - to support the achievement of net zero emissions,
  - to build climate resilience, and
  - to champion sustainable growth.
3. The Court approved an original funding envelope of £68m to deliver the Strategy up to 2027. The Policy and Resource Committee approves annual budget drawdown against the original envelope for City's Estate and City Fund. Relevant Service Committees and the Policy and Resources Committee also receive quarterly updates on progress and corresponding expenditure.
4. The Year 3 programme of work and associated budget was approved by this committee on 20 April 2023 for the City Fund and City's Estate. Expenditure related to City Bridge Foundation (CBF) was approved by the CBF Board in May 2023. Across the funds, a total Year 3 budget for both projects and revenue of £19.54m was approved as the allocation required under the original budget envelope.
5. The annual programme of work is based on detailed plans for 13 projects across six different departments; each of which reports to their relevant Service Committee. These detailed plans are approved by Project Boards at the operational level and relevant Service Committees at the Member level. These are reported into the Policy and Resource Committee as a summary delivery programme as shown in [Appendix 3](#).
6. CBF funds are approved by the CBF Board but are shown here for illustrative purposes and for demonstrating combined commitment between CBF and the City Corporation. The decisions relevant to CBF will be taken through their

independent governance arrangements.

7. For the initial years, City's Estate and City Fund drawdowns are from central reserves. In later years the annual budgets will be partly funded by savings from the energy bill. A revolving mechanism to capture financial savings from the corporate energy bill has been designed (deposits will be made to the Build Back Better Fund), capturing savings from the capital interventions under CAS and the Public Sector Decarbonisation Scheme project. It is expected that realisable savings will come online in the financial year 2024/25 (see [Appendix 5](#)).
8. In July 2021, this committee approved delegated authority powers in relation to project delivery to the Senior Responsible Officer of CAS. This authority continues to bring the desired momentum to the programme.

### **Progress against targets**

9. The focus in Q3 was preparing and publishing our [second annual progress report](#), reporting our emissions reductions in financial year 2022/23. Alongside the progress report, the [Climate Action Performance Dashboard](#) was also annually updated with the latest data pertaining to both our progress against our targets and KPIs relating to the 12 different climate action projects.
10. The focus in Q4 has been on preparing the Year 4 project plans for all 13 CAS projects. Quarterly data collection is currently underway, and the Dashboard will be updated next on the 10<sup>th</sup> April 2024.
11. The carbon footprinting exercise for 2022/23 indicated that CoLC are on track to achieve our ambitions of being:
  - Net zero in our own operations by 2027 (Scopes 1 and 2).
  - Net zero across the City Corporation's full value chain (Scopes 1-3, including emissions from our procured products & services, investments and capital works) by 2040.
  - Net zero in the Square Mile by 2040.
  - Climate resilient in our buildings, public spaces and infrastructure.
12. We have reduced Scopes 1 and 2 gross emissions by 37% since the baseline, against an interim target of a 38% decrease. Including carbon removals from our Open Spaces, our net emissions reduction target was 68% and we reduced net emissions by 66%. Despite an increase in summer cooling demand and a return of higher building occupancy levels, we remain on track to the goal of net zero in operations by 2027.
13. The first interim target adopted by this Committee for Scope 3 emissions and the Square Mile is in 2024/25. However, we included these emissions in our recent footprint to assess our progress against:
  - Net zero in our value chain by 2040

- Net zero in the Square Mile by 2040
14. Emissions in our full value chain (Scopes 1-3) have decreased by 18% since our baseline year. This was due to a reduction in the carbon intensity of our investment properties, better data on emissions performance from our purchased goods and services (suppliers) and lower absolute emissions in our financial investment portfolio.
  15. Emissions from financial investments (which comprise circa 50% of Scope 3 emissions) have reduced by 18.6% since the baseline. In comparison to the previous financial year (2021/22), all our funds show clear emission reductions, with the Pension Fund taking the lead with a 30% decrease, followed by City's Estate at 23%, and City Bridge Foundation at 18%. An impressive, combined 71% emission reduction was achieved by Hampstead Heath and Charities Pool compared to FY 2021/22. Decreases across all funds can be attributed to divestment from funds, portfolio diversification and fund managers setting their own net-zero targets through the Net-Zero Asset Managers Initiative (NZAM).
  16. 90% of the Square Mile's emissions come from buildings (75%) and transport (15%). In the latest available emissions data for the City (2020), overall emissions had reduced by 40% since 2017. Buildings reduced by 34% and transport related emissions reduced by 62%. Whilst these data put the City Corporation on track to meet its first interim target of 60% by 2025, it should be noted that progress is blurred by the impact of the COVID-19 pandemic that greatly impacted City activities in 2020.
  17. All progress against targets can be monitored through the [Climate Action Dashboard](#). The dashboard tracks 41 management and 23 reporting KPIs. Our footprint is expressed in tonnes of CO<sub>2</sub>e (Carbon Dioxide Equivalent). This dashboard is used as the basis for progress reporting to Committees.
  18. Future focus:
    - In FY 2022/23, Scopes 1&2 net emissions achieved a substantial 66% reduction from the baseline year 2018/19, nearing the 68% interim target. The subsequent interim net emissions target for FY 2023/24 is set to an ambitious 84%.
    - Full value chain emissions (Scopes 1, 2 and 3) have seen an 18% reduction compared to the 2018/19 baseline. Looking ahead to FY 2024/25, our interim target is a 26% reduction.
    - Square Mile emissions exhibited a notable 40% reduction in 2020 compared to the baseline year 2017, with our interim target for 2025 being 60% in emission reduction (see [Appendix 6](#)).
  19. As part of our Year 4 plan, we intend to repeat a comprehensive emission accounting exercise across all three Scopes and the Square Mile. Additionally, we will re-evaluate our current progress against our net zero



targets trajectories while auditing our Scopes 1, 2 and 3 emissions.

### Progress against delivery plans

20. The following chart summarises the delivery status of the 13 projects delivering Climate Action against the original Year 3 plans:

| Project                                      | Status (Q3) | Status (Q4) |
|--|-------------|-------------|
| Strategic Implementation Support             | Green       | Green       |
| Buildings - Corporate Properties and Housing | Amber       | Amber       |
| Buildings - Investment Properties            | Amber       | Red*        |
| Buildings - Capital Projects (Standards)     | Green       | Green       |
| Buildings - Resilience                       | Amber       | Red*        |
| Purchased Goods and Services                 | Green       | Green       |
| Square Mile                                  | Amber       | Amber       |
| Cool Streets and Greening                    | Amber       | Amber       |
| Mainstreaming Resilience                     | Green       | Green       |
| Heart of the City and SME Engagement         | Green       | Green       |
| Financial Investments                        | Amber       | Amber       |
| Carbon Removals and Land Management          | Red         | Green       |
| Transport                                    | Amber       | Amber       |

- Green-rated projects are all on track in terms of actions originally planned for Year 3.
- Those marked amber are those where there are one or more actions which will happen later in the programme than anticipated.
- Those marked red have actions that were meant to be initiated in Year 3 and have not yet started.

21. The red, amber and green ratings in the above table denote progress to planned activities made at the start of the financial year. It does not denote progress to CAS goals and targets.

22. Projects that are marked as amber or red receive heightened monitoring at the operational level. Service areas are being supported to increase momentum with a special emphasis on actions relating to 2027 targets.

23. As outlined in the table above, there are currently two projects marked red:

- **Carbon Removals and Land Management:** The Project has been undergoing a major rescoping by Arcadis consultants together with Natural Environment staff and so rated red in Q3. The rescope was approved in January 2024 by P&R and the works on the sites should start soon, and so this is now rated green.

- **Buildings - Investment Properties Group and Resilient Buildings:**  
The progression of capital works for these projects is currently impeded due to lack of certainty with regard to redevelopment and disposal strategies, which are currently under review. Furthermore, all but two of the City Fund assets are tenanted, and therefore access to undertake works requires negotiation.

24. There are several reported delays to what was set out in project plans. Projects suffering delays are marked either Amber or Red. Those projects will receive more regular progress reviews at officer and member level, as appropriate, until expected delivery pace has been achieved. These are summarised in [Appendix 4](#).

### **Change Control**

25. No changes in timing, scope, or budget are required for Member decision at this time.

26. Owing to project delivery challenges caused by both internal and external factors, and the need to maintain focus on delivery, certain projects must undergo extensions beyond their initially scheduled timelines. These extensions, will be financed in accordance with their original budget allocations, thereby eliminating the need for any supplementary funds. These projects are:

- Investment Properties – extended to March 2027
- Cool Streets & Greening – extended to March 2026
- Mainstreaming Resilience – extended to March 2026
- Square Mile – extended to March 2026
- Financial Investments – extended to March 2027
- Strategy Implementation Support – extended to March 2027

### **Financial Update**

27. The tables below summarises the financial position of the revenue and capital elements of the programme as at 27 February 2024 for Year 3 and proposed draw down for Year 4.

28. The differences between the budget envelope requested and the amount drawn in Year 3 are due to several reasons. For revenue, these are:

- 1) unrealised or delayed actions which will now take place in Year 4;
- 2) reassessment of plans based on continuous learning;
- 3) incomplete financial year spend data.

For capital, this is largely due to:

- 1) delays in the production of portfolio-level management plans;
- 2) delays in procuring expertise;
- 3) delays in procuring contractors;
- 4) delays due to development and disposal strategies being developed.

29. This means that some of the capital spend intended for Year 3 is now reflected in Year 4 projections.

30. Due to significant budget underspends of some of the projects, project leads were required to redesign their yearly spending and resulting actions for the financial year 2024/25. This resulted in some of the budgets being reassigned to Year 4. Table 1 (below) compares the original budget allocation including revenue and capital per fund to actual Year 3 spend. Table 2 (below) sets out estimated spend per CAS project in Year 4.

**Table 1 – 2023/2024 Budget Position**

| Year 3  | Original Budget (£k) |              |               |               | Actual Spend (£k)* |              |              |              |
|---|----------------------|--------------|---------------|---------------|--------------------|--------------|--------------|--------------|
| Fund  | CBF                  | CE           | CF            | Total         | CBF                | CE           | CF           | Total        |
| <b>Capital + Supplementary Revenue Projects (SRP)</b> | 745                  | 3,435        | 9,864         | 14,043        | 0                  | 312          | 3,665        | 3,978        |
| <b>Revenue</b>  | 368                  | 1,492        | 3,640         | 5,500         | 180                | 847          | 1,970        | 2,998        |
| <b>Grand Total</b>                                    | <b>1,113</b>         | <b>4,926</b> | <b>13,504</b> | <b>19,543</b> | <b>180</b>         | <b>1,159</b> | <b>5,635</b> | <b>6,975</b> |

\*as of 27/02/2024

**Table 2 – 2024/2025 Budget Allocation Per Fund**

| Project Name                               | Funds Allocation (Year 4) | CBF               | CE                | CF                 |
|--|---------------------------|-------------------|-------------------|--------------------|
| <b>Strategy Implementation Support</b>     | £919,500                  | £55,170           | £248,265          | £616,065           |
| <b>Corporate Property Group Buildings</b>  | £7,056,995                | £0                | £2,117,099        | £4,939,897         |
| <b>Investment Property Group Buildings</b> | £2,824,880                | £1,780,700        | £584,741          | £459,439           |
| <b>Design Standards</b>                    | £310,000                  | £55,800           | £142,600          | £111,600           |
| <b>Resilient Buildings</b>                 | £3,374,800                | £514,800          | £1,601,600        | £1,258,400         |
| <b>Carbon Removals</b>                     | £1,147,791                | £0                | £1,147,791        | £0                 |
| <b>Cool Streets and Greening</b>           | £2,380,000                | £0                | £0                | £2,380,000         |
| <b>Financial Investments</b>               | £120,900                  | £39,897           | £39,897           | £41,106            |
| <b>Heart of the City &amp; SMEs</b>        | £200,000                  | £0                | £0                | £200,000           |
| <b>Mainstreaming Climate Resilience</b>    | £270,000                  | £0                | £0                | £270,000           |
| <b>Purchased goods and Services</b>        | £291,000                  | £14,550           | £130,950          | £145,500           |
| <b>Square Mile</b>                         | £525,000                  | £0                | £0                | £525,000           |
| <b>Transport</b>                           | £3,150,000                | £0                | £0                | £3,150,000         |
| <b>TOTAL</b>                               | <b>£22,570,866</b>        | <b>£2,460,917</b> | <b>£6,012,942</b> | <b>£14,097,007</b> |

## Risk

31. The City Corporate Climate Action Risk Register describes our organisational response to climate change and focuses on areas within our control and their mitigations. These risks were last reviewed by the Executive Leadership Board on 18 October 2023.
32. A programme-level risk log is also kept. All risks marked high this quarter and last are represented in Appendix 1. A summary of the most pressing delivery risks are summarised below. Two are internal and therefore easier to mitigate and three are exogenous.
33. The two internal risks are:
  - a. Underfunded cyclical works in our corporate estate which relate to energy. A paper went to OPPSC (now dissolved with responsibilities going to RASC) on 17<sup>th</sup> April 2023 clearly identified £18.5m worth of projects which are to be completed before 2027 and will have a positive impact on building energy consumption. The £18.5m was approved by RASC but is awaiting further approval by Court. A total of £5.9m of this is backlog or deferred maintenance. The remainder is in year projects. Both are needed to improve and reinforce climate action interventions for overall emissions reduction across the estate. It is imperative to accelerate climate-related cyclical works by March 2026 to ensure CoLC achieves its net zero targets.
  - b. Decision timelines on planned stock changes continues to be a potential risk for the programme. Major projects such as the Guildhall Master Plan, Barbican Arts Centre and Markets Co-location must now be considered inside the portfolio for purposes of planning to achieve the 2027 target. Furthermore, a lack of visible and well understood investment portfolio disposal and acquisition strategies does limit the ability to have certainty over the 2040 target. It also hampers effective CAS delivery planning.
34. The three external risks are:
  - a. Talent acquisition and retention in a buoyant market for sustainability. This is complicated by our internal recruitment processes and response times.
  - b. Volatility in energy prices still presents high risk although Power Purchase Agreement (PPA) and softening Energy Markets reduced pressure on energy budgets.
  - c. The cost of capital works due to inflation presents a significant risk to CAS target delivery.

## Corporate and strategic implications

35. Strategic implications - The Strategy fully aligns with the new Corporate Plan (2024-29) and builds upon existing strategies and policies, including: The Responsible Business Strategy 2018-23, the Responsible Investment Policy, the City Procurement Strategy 2020-24, the Local Plan 2015, the draft City

Plan 2036, the Transport Strategy 2018-43, the Air Quality Strategy 2015-20, the Climate Mitigation Strategy, the Local Flood Risk Management Strategy 2021-27, the Transition to a Zero Emission Fleet Policy, the Renewable Electricity Policy & Sourcing Strategy and related campaigns, such as Plastic Free City. It is aligned with ongoing reviews of our financial and property investment portfolio.

36. Resource Implications – No new resourcing implications have arisen.
37. Risk Implications – To manage risk effectively in the programme, all projects have a risk register and the overall risks are controlled through a corporation-level risk CR30 – Climate Action Strategy. No new corporate-level risks have been added since the last Policy and Resources CAS update on 16 November 2023.
38. Equalities Implications – A Test of Relevance was undertaken on the Climate Action Strategy and several positive impacts were identified for people in at least one of the following five protected groups - age, disability, race, pregnancy/maternity and gender. These include a reduction in air pollution, physical public realm improvements and increased indoor comfort levels and a reduction of fuel poverty. No negative impacts were identified. A review of the findings from the initial Test of Relevance was conducted at half year and they remain the same. Impacts will be investigated and assessed on an ongoing basis in conjunction with the delivery of the CAS programme of work. Project leads for all CAS projects have been briefed and encouraged to conduct equality assessments whenever project deliverables affect individuals. The depth of the assessment corresponds to the projects have considerable large-scale impacts on people. These assessments will be reviewed quarterly, and Project Leads must indicate their completion as part of Status Report.
39. No new legal, security or climate implications arise from the recommendations in this report.

## **Conclusion**

40. In conclusion, CoLC remains on track to deliver Scopes 1 and 2 net zero and resilience targets. However, this is noted to be reliant on the timely delivery of climate-relevant cyclical works and decisions on major stock changes. The upcoming year is critical to delivery and mitigation of internal risks. Scope 3 emissions and those for the Square Mile require more focused attention but have robust plans in place to ensure we meet our goals.

## **Appendices**

- Appendix 1 - CAS Programme Risk Register
- Appendix 2 - Achievements Q4 (FY23-24, Year 3)
- Appendix 3 - CAS Year 4 Programme Highlights
- Appendix 4 - CAS Delayed Projects
- Appendix 5 - Build Back Better Fund Savings Profile

- Appendix 6 - Net Zero Target Trajectories

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## Appendix 1 – CAS Programme Risk Register

| Project   | PMO Team: Risk Category  | Risk Rating (Q2) | Risk Rating (Q4) | CAS Target                           | Risk response   |
|---|--|------------------|------------------|--------------------------------------|---|
| Carbon Removals and Land Management                         | Delay in resourcing planned posts impacting delivery targets   | High             | High             | 2027 Corporation                     | Recruit contractor(s) if recruitment unsuccessful. Recruitment for the Project Manager position started.  |
| Strategy Implementation Support                             | Failure to implement CAS performance targets due to new or existing assets allocation  | High             | High             | ALL                                  | Mitigation in place: Officers to prepare scenarios for decision making on interventions highlighting Guildhall following the receipt of the surveys of top emitters in Corporate Estate.  |
| Buildings – Corporate Properties & Housing (landlord areas) | Insufficient financial resources are allocated to long term delivery of CAS targets  | High             | High             | 2027 Corporation                     | Regularly review with the programme team and Chamberlains the impact of inflationary pressure on capital delivery. Wherever possible lever in Government grant funding to support initiatives. The option of ring-fencing cost savings to fund future interventions to be explored. |
| Corporate Risk  | Construction inflation, labour and material shortages are contributing to additional costs and delays. This is a corporate wide issue not limited to CAS interventions but will of course impact several CAS workstreams | High             | High             | 2027 Corporation<br>2040 Corporation | Options to mitigate the impact are under review, such as early purchase of equipment and contract amendments.   |
| Buildings – Investment Properties                           | Failure to monitor target delivery due to data quality, robustness of analysis or future data collection analysis  | High             | Medium           | 2040 Corporation                     | Energy metering strategy to be implemented alongside development of new programmatic data governance processes and procedures.  |
| Corporate Risk  | Insufficient financial resources are allocated to long term delivery of CAS targets (spike in energy prices)   | High             | High             | 2027 Corporation                     | Introducing Behavioral management programme in buildings and look to advance quick wins. Improving Existing PPA (Power Purchase Agreement). Looking into new PPA  |
| Strategy Implementation Support                             | Delivery delay due to project complexity   | High             | High             | 2027 Corporation                     | Mitigation in place: Regular communication of delays to Chief Officers and weekly monitoring of progress for projects at higher risk of delays.   |

|   |   |          |        |                  |   |
|---|---|----------|--------|------------------|---|
| Strategy Implementation Support   | Delivery delay due to key stakeholder groups not being sufficiently engaged and/or supportive of climate action measures. | High     | High   | 2027 Corporation | Mitigation in place: The Housing Delivery Plan included in the Buildings – CPG and Housing Year Four project plan will engage and consult with residents as appropriate on the interventions planned and proposed.  |
| Buildings - all   | Insufficient financial resources are allocated to long term delivery of CAS targets                                       | High     | High   | 2040 Corporation | Ongoing risk management approach to be incorporated in delivery. The impact of slippage to planned stock changes to be modelled in order to understand the potential impact. Delivery Approach needs to consider how gap funding requirements will be addressed.        |
| Buildings – Corporate Properties & Housing (landlord areas)                           | Failure to implement CAS performance targets due to new or existing assets allocation                                     | High     | High   | 2027 Corporation | Tasks identified in the plan are expected to overdeliver on the reduction target. Ongoing risk management approach to be incorporated in Delivery Approach. The impact of slippage to planned stock changes to be modelled in order to understand the potential impact. |
| Buildings - all   | Funding gaps in cyclical works programme  | High     | High   | 2040 Corporation | Delivery Approach to consider how cyclical works funding requirements will be addressed.  |
| Buildings –Corporate Properties & Housing (landlord areas)                            | Grid decarbonisation does not occur at rate predicted in original CAS models  | High     | High   | 2040 Corporation | Grid decarbonisation to be tracked by Energy Team. Ongoing risk management approach to be incorporated into Delivery Approach.  |
| Carbon Removals and Land Management   | Delivery delay due to project complexity connected to establishment of supplier contracts for land management works.      | High     | High   | 2027 Corporation | Setting up tight contract controls and seek information on continuity of service from contractors at tender stage   |
| Buildings - Corporate Properties & Housing (landlord areas) and Investment Properties | Delivery delay due to delays during mobilisation stage of the projects  | High     | Medium | ALL              | Project Schedule developed through Year 3 project plans outlining the framework against which interventions will be delivered and presented as a whole programme. Programme Management Approach to be considered.   |
| Square Mile   | Insufficient commitment from Square Mile businesses to participate in the Multi-Offtake PPA                               | High     | High   | 2040 Corporation | Staff are continuing to hold one-to-one discussions with businesses which have expressed an interest to attempt to address any concerns and promote the opportunity.  |
| Strategy Implementation Support   | Loss of governance and cross-departmental coordination post 2027  | New Risk | High   | 2040 Corporation | Implementing a revised CAS governance approach in response to feedback from senior officers, aligning with the opportunity of standardisation of CAS to Corporation BAU   |



## Appendix 2 - Achievements Q4 (FY23-24, Year 3)

1. Advancing interventions in corporate housing and investment properties continue to be the biggest focus. The ability to accelerate actions under these workstreams remains our biggest risk and biggest opportunity.

### Corporate Properties Group & Housing

- Successful grant application to the Heat Network Efficiency Scheme (HNES) of £466,033.32 to fund energy efficiency improvements to the communal heating system at Isleden House.
- The Housing Delivery Plan has finalized internal consultation and will go to committee for final approval in the coming months.
  - Barbican Arts Centre (BAC) & Guildhall School for Music & Drama Electronically Commutated (EC) Fans and BAC Lighting – work underway and due for completion June 24.

### Investment Property Group

- All Minimum Energy Efficiency Standard (MEES) reports issued.
- National Australian Built Environment Rating System (NABERS) survey reports of 10 assets (1-7 Whittington, 85 London Wall, Glen House, 200-208 Tottenham Court Road, 21 Garlic Hill) completed and received.
- Leadenhall Market net zero survey completed.

### Resilience

- Resilience Action Plan and Implementation programme developed and ready for full roll out from Year 4 (FY24/25). Sites (Electra House, Central Criminal Court, Barbican Estate, Barbican Centre, Guildhall Complex, New Broad Street, City of London School, City of London School for Girls, Blackfriars Bridge) have been shortlisted as suitable pilot projects to progress intervention measures.

### Design Standards (Capital projects)

- Working with the PMO to incorporate consideration of the Design Standard into the Project Procedure and revised Gateways, this will support embedding sustainability in how we design, construct and operate our buildings.

2. We continue to work with a diverse set of stakeholders to learn, influence and act. A sample of engagements this quarter includes:

- Following a successful BID from the City of London School for Girls to the City Premium Grant to scale their climate course to City-based schools, the CAS has agreed to match-fund this with £49k to support climate literacy in City Schools.
  - Our partner Heart of the City delivered four information / education events to support recruitment activities. SMEs learnt about various net zero topics and got an insight into the type of support offered on the full climate ready program. Currently there are 179 SMEs signed up for the climate course.
  - Our Sustainable Supply Chain Manager was a keynote speaker in Action Sustainability's webinar "How to become a leading organisation within sustainable procurement".
  - Launch of sub-regional Local Area Energy Planning with GLA and other boroughs.
3. We are committed to embedding CAS across the City Corporation's activities. A sample of engagements includes:
- Delivered staff and Member briefing sessions in January 2024 on the Net Zero Design Standard and the Resilient Buildings project, including a demonstration of the Resilience Asset Tool.
  - On the 21<sup>st</sup> of February, we launched the "Climate Champions" at Mansion House. This is an organization-wide initiative including all CoLC's institutions to increase climate awareness and literacy for all interested staff members.
  - Climate action commitments have been included in over 100 contracts (outside construction).
  - Deliver Guildhall basement clear-out with high reuse. Wood donated to charity for new planters and stage, waste electrical and electronic equipment donated to inmates and furniture to charities.
  - Supplier Addison Lee (taxi's) transition to an all-electric fleet.
  - Supplier Thomas Franks have removed all single use packaging from their food displays.
  - CAS project leads have been meeting with our Public Health partners at Hackney to discuss how climate risks and adaptations can be integrated into the Health Protection going forward. The team took a presentation about this to the Children and Community Service department DLT in March 2024.
4. We are investing in the public realm and Open Spaces. And are working with others to protect and prepare them for the future.
- Throughout the Square Mile, the Environmental Resilience

Team have installed a series of temperature, air pressure, soil moisture, and drainage gully sensors at various locations. The purpose of this work is to enable the City Corporation to monitor the impacts of climate change and climate resilience interventions within the Square Mile.

- Completion of replanting sites including Whittington Gardens, St Dunstan's Hill, Angel Lane, Queen Street Place and Rood Lane. This refers to replacing existing plants with resilient plants to test different ones to see how they cope in our conditions.
  - Completion of rain gardens at Bank Junction improvements.
  - Successful bid to the GLA's Local Energy Accelerator programme for 2 heat network studies.
  - The lessons learned from the Historic Buildings Challenge (delivered in 2023) have been consolidated in a Heritage Buildings toolkit, approved by the City Corporation's Planning & Transportation Committee on the 5<sup>th</sup> of March 2024. The launch event of the Heritage Buildings Toolkit took place on the 21<sup>st</sup> of March at the Merchant's Livery Hall.
5. We are committed to ongoing and transparent reporting. A sample of reports in this past quarter include:
- We received the results from last year's submission to the United Nations Principles for Responsible Investment received the following scoring:
    1. Policy, Governance and Strategy – 67/100 (4 stars)
    2. Listed Equity – 54/100 (3 stars)
    3. Fixed Income – 58/100 (3 stars)
    4. Confidence Building Measures – 80/100 (4 stars)
      - The City Corporation's second Climate-related Financial Disclosures has been drafted and will be published in late April 2024.
      - Following our first climate disclosure submission to the Carbon Disclosure Project (CDP), the City of London an 'A' rating for taking outstanding climate action (November 2023).
      - The City Corporation was ranked within the top 20 single tier councils taking climate action in the UK in Climate Emergency UK's annual council scorecards (October 2023)

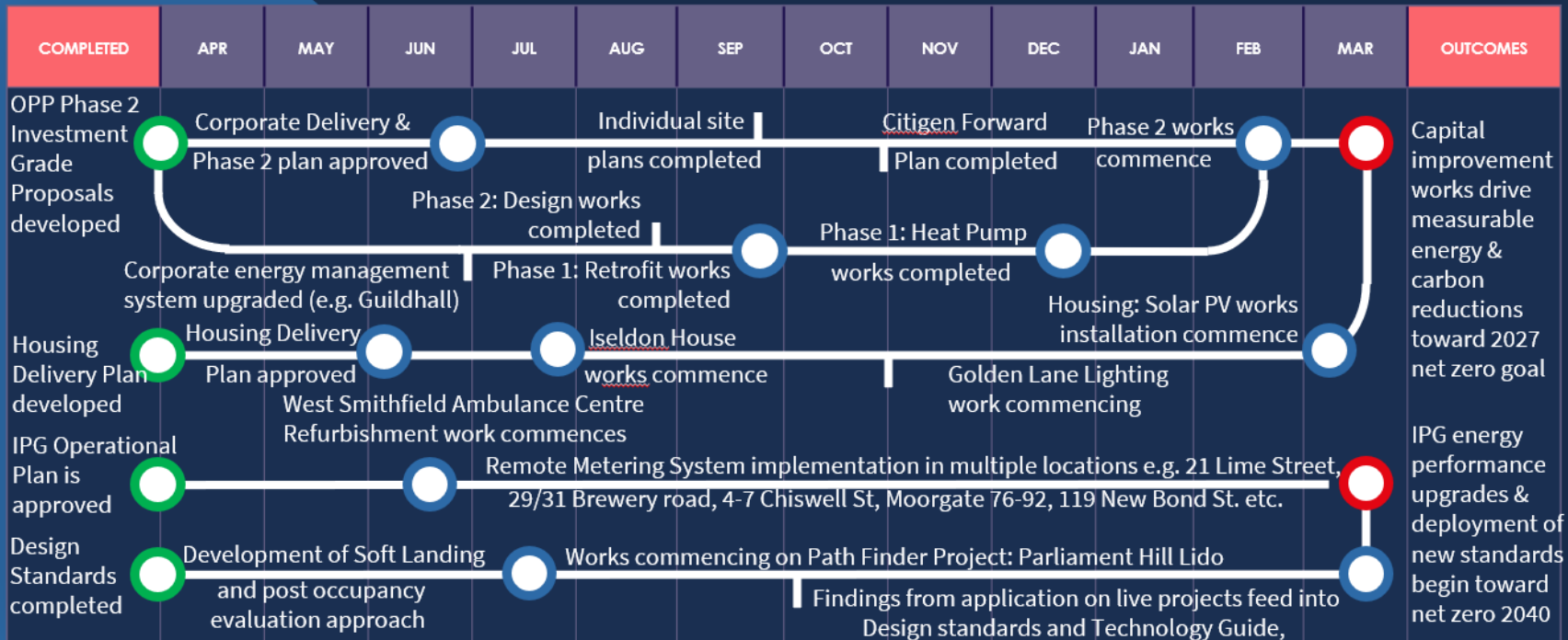
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Appendix 3 – Year 4 CAS Programme Highlights

# Buildings

FY 2024/25

— ACTIVITIES    ● COMPLETED WORK    ● OUTPUTS    ● OUTCOMES

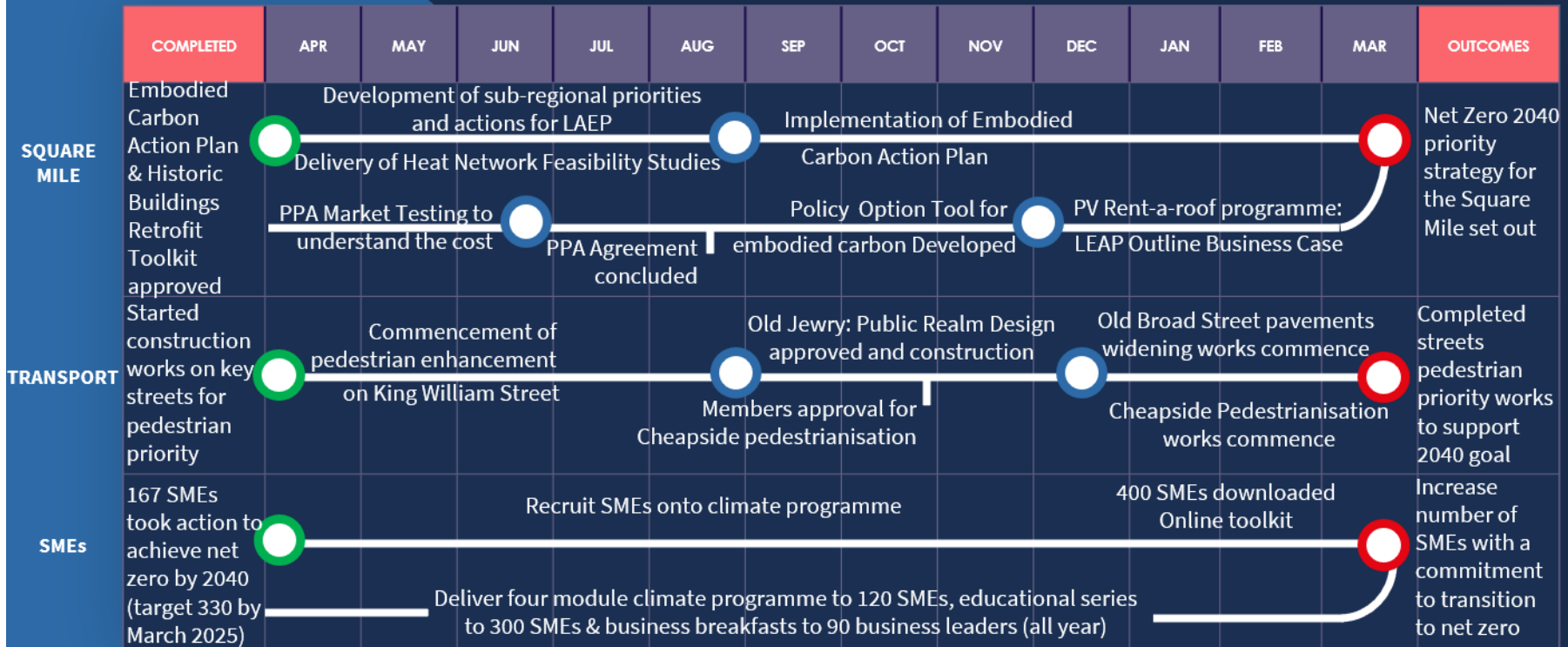


**BUILDINGS (NET ZERO)**

# Square Mile, Transport, SMEs

FY 2024/25

— ACTIVITIES    ● COMPLETED WORK    ● OUTPUTS    ● OUTCOMES



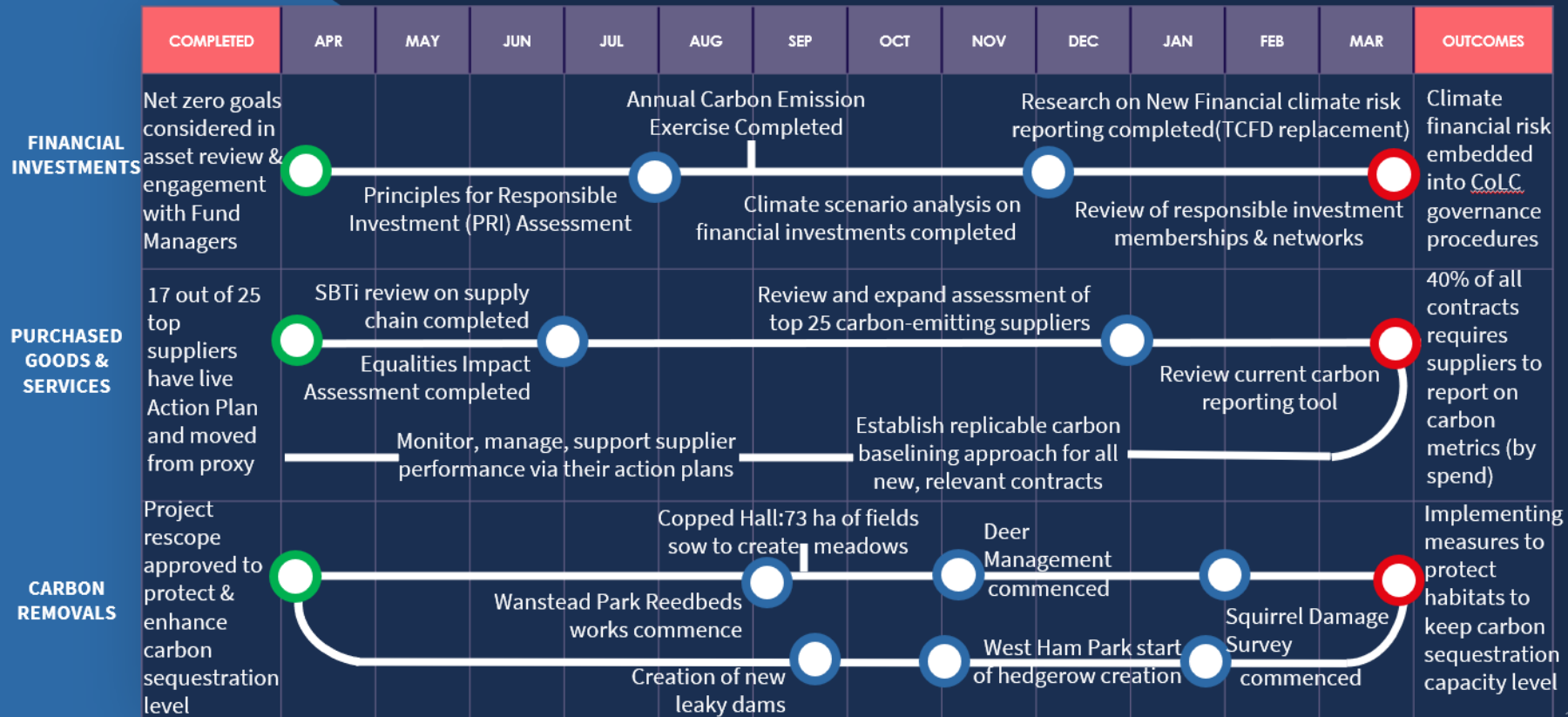
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# Financial Investments, Purchased Goods & Services, Carbon Removals

FY 2024/25

— ACTIVITIES    ● COMPLETED WORK    ● OUTPUTS    ● OUTCOMES



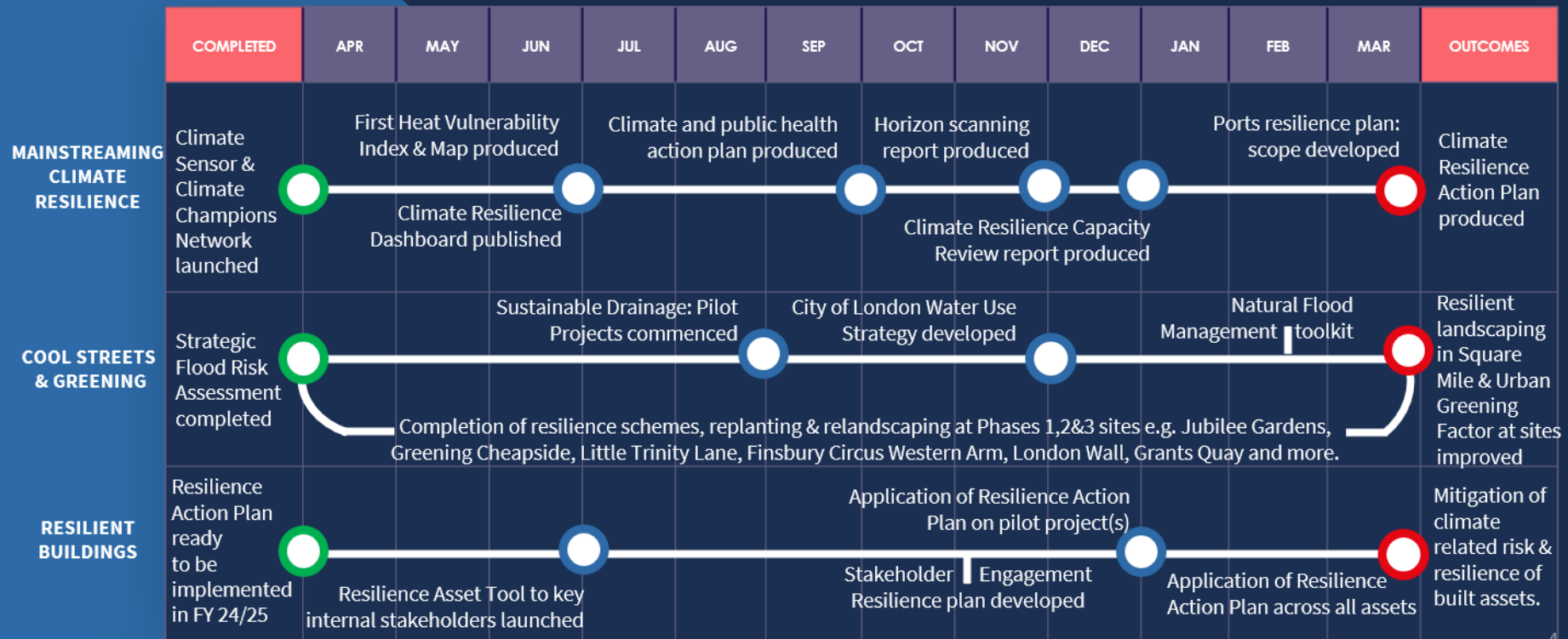
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# Mainstreaming Climate Resilience, Cool Streets & Greening & Resilient Buildings

FY 2024/25

ACTIVITIES ● COMPLETED WORK ● OUTPUTS ● OUTCOMES



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## Appendix 4 - CAS Delayed Projects

| Project                                  | Workstream  | Original Start Date | Original Completion Date | Delayed Completion Date |
|--|---|---------------------|--------------------------|-------------------------|
| Corporate Properties and Housing         | Capital Programme: Receiving approval of Housing Delivery Plan Phase 1 Project Development approval                                 | 04/23               | 08/23                    | 02/24                   |
| Corporate Properties and Housing         | Phase 2 Project Development approval  | 06/23               | 11/23                    | 02/24                   |
| Buildings – Capital Projects (Standards) | Circular Construction / low embodied emissions pathfinder project: Refurbishment of a historic building (low carbon interventions). | 04/23               | 03/24                    | 04/25                   |
| Buildings - Investment Properties        | Identify and agree environmental due diligence standards for new acquisitions   | 04/23               | 09/23                    | 03/24                   |
| Mainstreaming Climate Resilience         | Refine and adopt Climate Action Plan for Markets  | 04/23               | 09/23                    | 03/24                   |
| Mainstreaming Climate Resilience         | Develop Climate Risk Assessments for Ports  | 10/23               | 03/24                    | 07/25                   |
| Purchased Goods and Services             | Complete specific carbon foot printing for goods suppliers  | 06/23               | 09/23                    | 07/24                   |
| Purchased Goods and Services             | Complete Lifecycle analysis / cradle to cradle assessment for top products  | 10/23               | 03/24                    | 03/25                   |
| Square Mile                              | Delays around actions delivering Multi-offtake PPA  | 06/23               | 04/24                    | 09/24                   |
| Square Mile                              | Embodied Carbon Action Plan agreed  | 10/23               | 12/23                    | 03/24                   |
| Cool Streets and Greening                | Begin sustainable drainage schemes at up to 10 locations  | 12/23               | 04/24                    | 09/24                   |
| Cool Streets and Greening                | Works and completion of Phase 1 schemes (e.g. Vine Street, Cheapside Sunken Garden, Jubilee Gardens etc.)                           | 04/23               | 09/23                    | 11/24                   |
| Cool Streets and Greening                | Works and completion of Phase 2 schemes: e.g. Bank, Crescent, Moor Lane, Barbican Podium etc.)                                      | 03/23               | 04/24                    | 03/25                   |
| Transport                                | Old Jewry: traffic order, public realm design and onsite construction   | 04/23               | 02/24                    | 09/24                   |

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## Appendix 5 - CAS Build Back Better Fund Savings Profile

| Tasks  | Year (£k)              |               |               |               |               |
|--|------------------------|---------------|---------------|---------------|---------------|
|  | 22/23                  | 23/24         | 24/25         | 25/26         | 26/27         |
| 1. Development of Capital Programme - Corporate                            | <i>Enabling action</i> |               |               |               |               |
| 2. Delivery of Capital Programme – Corporate                               | £125                   | £564          | £1,316        | £2,401        | £3,786        |
| 3. Development of Capital Programme - Housing                              | <i>Enabling action</i> |               |               |               |               |
| 4. Delivery of Capital Programme – Housing                                 | £0                     | £0            | TBC           | TBC           | TBC           |
| 5. Decarbonisation plans for sites and portfolios - Corporate Properties   | <i>Enabling action</i> |               |               |               |               |
| 6. Decarbonisation plans for sites and portfolios - Housing Properties     | <i>Enabling action</i> |               |               |               |               |
| 7. CoLC plan for Citigen   | <i>Enabling action</i> |               |               |               |               |
| 8. Optimisation for sites connected to Citigen                             | <i>Enabling action</i> |               |               |               |               |
| 9. Building controls management strategy and increased delivery capability | £250                   | £350          | £450          | £500          | £550          |
| 10. Monitoring and targeting programme and increased delivery capability   | £150                   | £200          | £200          | £200          | £200          |
| 11. Staff Resources  | <i>Enabling action</i> |               |               |               |               |
| <b>Total<sup>1</sup></b>   | <b>£525</b>            | <b>£1,114</b> | <b>£1,966</b> | <b>£3,101</b> | <b>£4,536</b> |
| <b>Realisable cost savings<sup>2</sup></b>                                 | <b>£184</b>            | <b>£390</b>   | <b>£688</b>   | <b>£1,085</b> | <b>£1,588</b> |

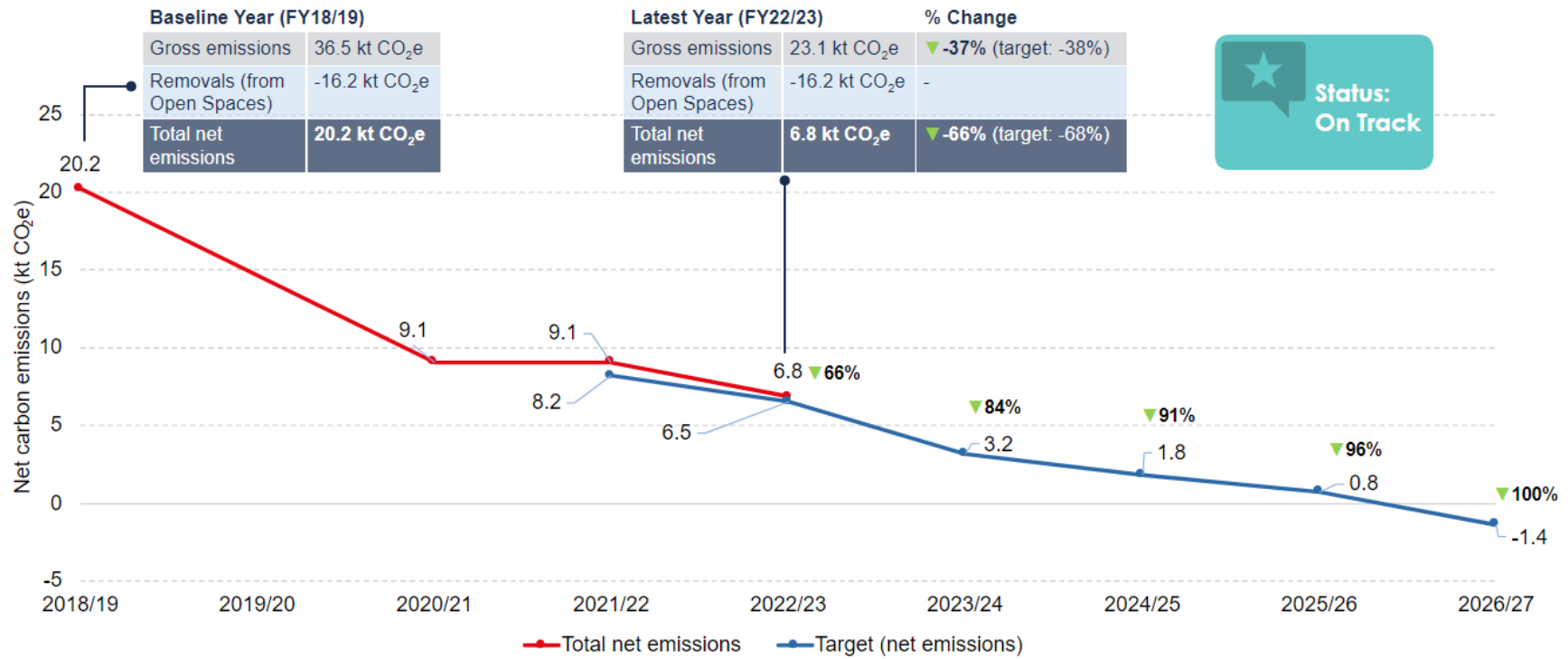
<sup>1</sup>Total includes savings passed onto tenants.

<sup>2</sup>Realisable savings are those that will be returned to Build Back Better Fund.

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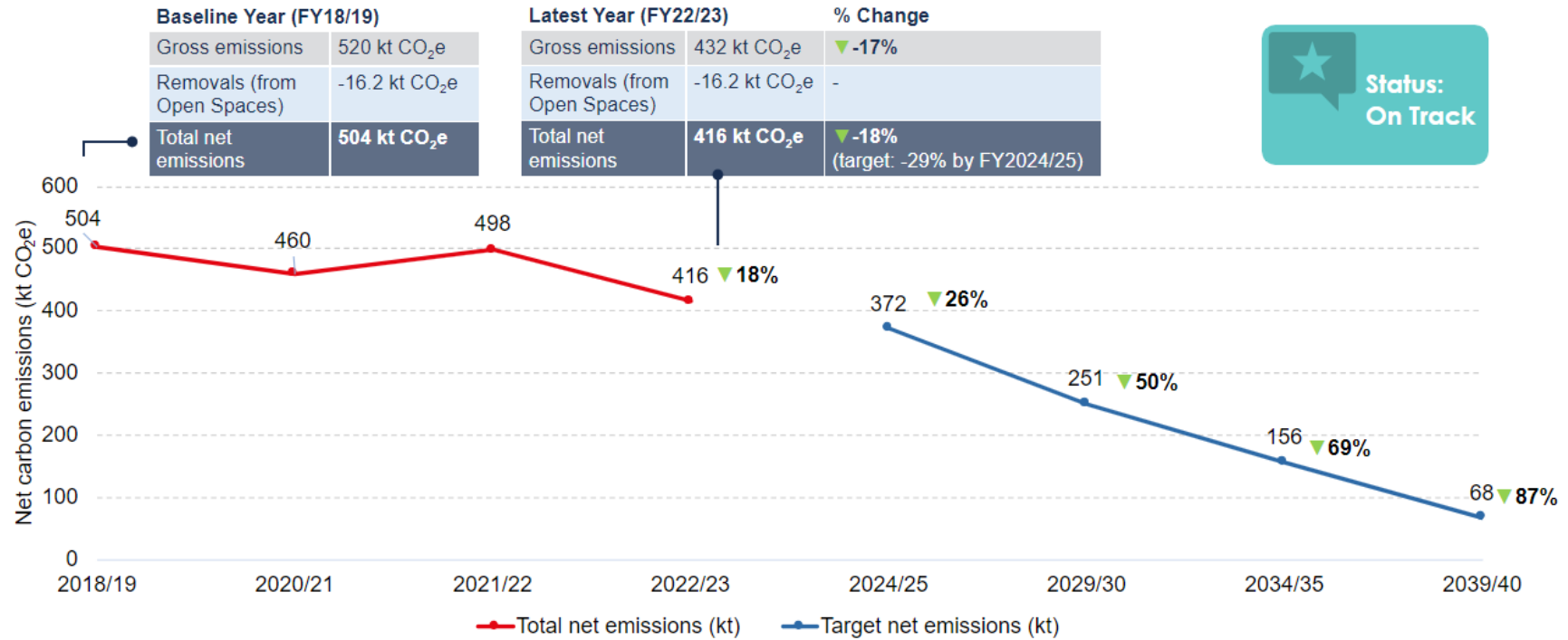
# Net zero in own operations by 2027

Emissions from our operational estate (scope 1 & 2) are on track to reach net zero by 2027



# Net zero across the CoLC's value chain by 2040

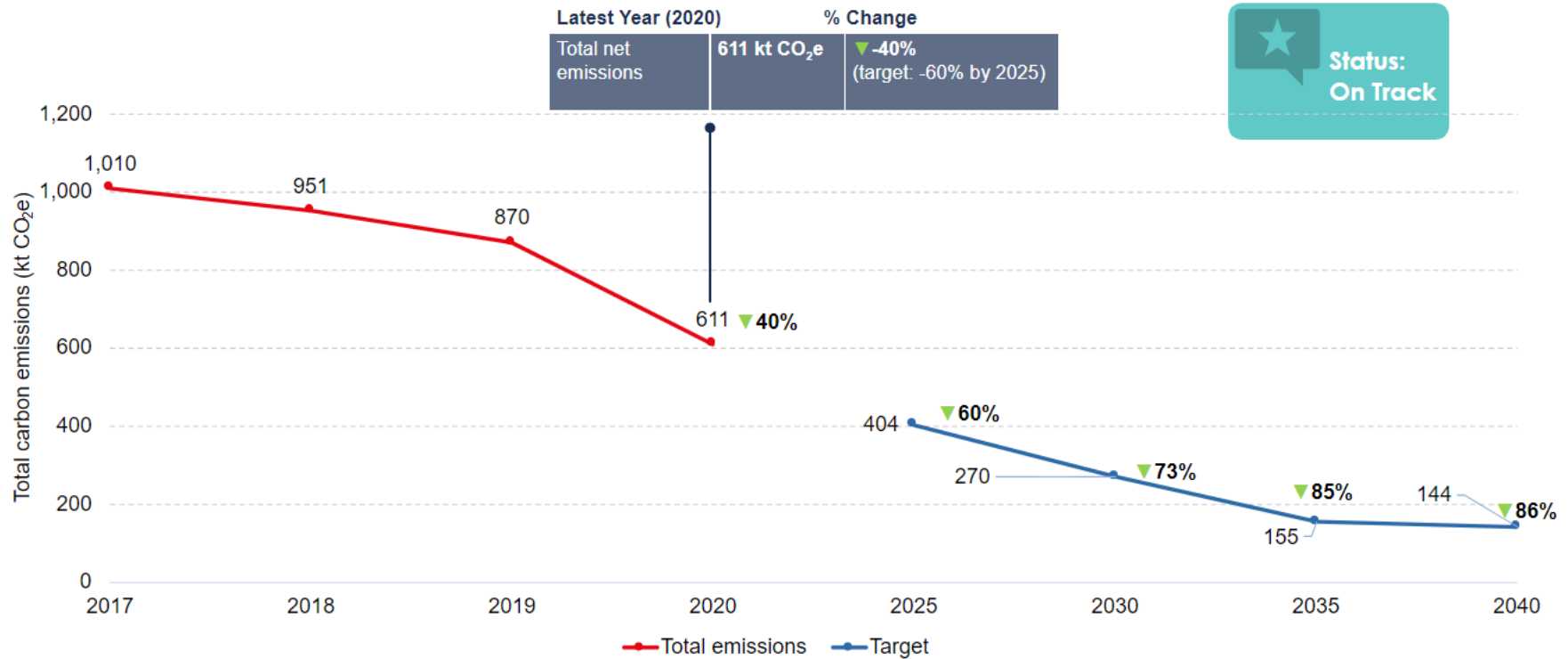
Emissions from across our value chain (including what we buy, sell & invest in, scopes 1-3) are on track to reach net zero by 2040



N.B. Baseline (FY18/19) of 504 ktCO<sub>2</sub>e has been revised from 502ktCO<sub>2</sub>e due to methodological improvements

# Net zero by 2040 in the Square Mile

The Square Mile is on track to reach net zero by 2040 – though data availability post-pandemic is a challenge



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