



Policy and Resources Committee (Supplementary – For Information Pack)

Date: THURSDAY, 20 APRIL 2023
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

3. MINUTES

- b) * To note the public minutes of Communications and Corporate Affairs Sub-Committee meeting on 14 February 2023 (Pages 3 - 8)
- c) * To note the public minutes of the Operational Property and Projects Sub-Committee meeting on 6 March 2023 (Pages 9 - 14)

12. * POLICY LEADS QUARTERLY REPORT OF ACTIVITIES

For Information
(Pages 15 - 20)

16. NON-PUBLIC MINUTES

- b) * To note the non-public minutes of the Operational Property and Projects Sub-Committee meeting on 6 March 2023 (Pages 21 - 24)

20. * DESTINATION CITY - 2023 BARTHOLOMEW FAIR

For Information
(Pages 25 - 26)

21. * MAJOR PROJECTS - HIGH LEVEL FORECAST AND CASHFLOW

For Information
(Pages 27 - 34)

22. * MAJOR PROGRAMMES OFFICE - DASHBOARD REPORT

For Information
(Pages 35 - 48)

Ian Thomas
Town Clerk and Chief Executive

COMMUNICATIONS & CORPORATE AFFAIRS (POLICY & RESOURCES) **COMMITTEE**

Tuesday, 14 February 2023

Minutes of the meeting of the Communications & Corporate Affairs (Policy & Resources) Committee held at the Guildhall EC2 at 2.00 pm

Present

Members:

Deputy Keith Bottomley (Chairman)	Deputy Edward Lord
Emily Benn	Catherine McGuinness
Deputy Henry Colthurst	Ruby Sayed
Mary Durcan	Ian Seaton
Alderman Prem Goyal	Alderman Professor Michael Mainelli
Deputy Shravan Joshi	Alderman Sir William Russell

Officers:

	- Remembrancer
	- Remembrancer's Department
Bob Roberts	- Deputy Town Clerk
Philip Saunders	- Deputy Town Clerk's Department
Kristy Sandino	- Deputy Town Clerk's Department
Sanjay Odedra	- Deputy Town Clerk's Department
John Park	- Deputy Town Clerk's Department
Mark Gettleson	- Deputy Town Clerk's Department
Yassar Abbas	- Deputy Town Clerk's Department
Polly Dunn	- Deputy Town Clerk's Department
David Mendoza-Wolfson	- Office of the Executive Director and Private Secretary to the Chairman of Policy & Resources Committee
Dylan McKay	- Office of the Executive Director and Private Secretary to the Chairman of Policy & Resources Committee

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Deputy Christopher Hayward, Deputy Henry Colthurst, Tijs Broeke, Deborah Oliver and Tom Sleigh.

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

There were no declarations of interest.

3. MINUTES

It was noted that Deputy Henry Colthurst was not present at the last meeting and had issued apologies.

RESOLVED – That subject to the correction in attendance, the public minutes and summary of the meeting held on 12 December 2022, be approved as an accurate record.

4. **OUTSTANDING ACTIONS**

RESOLVED, that the report be noted.

5. **RESULTS OF SURVEY OF CITY RESIDENTS AND WORKERS**

Members received a report of the Deputy Town Clerk regarding the results of the City Residents and Workers Survey. The following matters were raised:

- The Deputy Town Clerk wished for the outcome of this survey should inform all of the work of the City Corporation.
- Members encouraged some consideration on the regularity of this survey and whether in future Members could be used given the links they have to their electorate.
- A query was raised as to why there were more negative reflections from older generations. It was suggested that this may have been because of perceived changes to the City Corporation's offer over time.
- It was proposed that a briefing be organised to socialise the results with the wider Court membership. This included a request to submit the report for information to a forthcoming Community and Children's Services Committee meeting. It was also suggested that some form of extract may usefully be shared to the livery via the Livery Committee.
- A query was raised as to why Sky was not involved, and the Deputy Town Clerk committed to following this up with the polling company.
- In response to a question regarding next steps, the Deputy Town Clerk confirmed that it would be presented to all Chief Officers at the Executive Leadership Board.

RESOLVED, that the report be noted.

6. **DELIVERING THE RESIDENTIAL RESET**

Members received a report of the Deputy Town Clerk regarding resetting residential engagement.

There was a brief discussion on the nature of the posts proposed. It was also noted that there were already too many databases at the City Corporation and so this exercise should seek to pool on existing data across departments.

RESOLVED, that Members support proposals to deliver the Residential Reset as set out in the report, for onward approval by the Policy & Resources Committee.

7. **WORKER ENGAGEMENT: THE CITY BELONGING PROJECT**

Members considered a report of the Deputy Town Clerk regarding worker engagement and the City Belonging Project.

A concern was raised on accessibility, and it was suggested that should the physical Ward Newsletters be stopped, a limited number of hard copy communications be made available in central locations such as libraries.

It was suggested that hard copy communications, used in a more targeted way, may still be useful.

There was a brief debate on how limited the reach of the Ward Newsletters was and how the repurposing of cost could potentially help improve electoral registration.

Pursuant to Standing Order 38, upon putting the recommendations to a vote, Deputy Charles Edward Lord wished to note their dissent from the majority decision.

RESOLVED, that Members:-

- Note the report; and
- Recommend to the Policy & Resources Committee, the suspension of the existing physical Ward Newsletters for a period of two years to provide up to £80,000 in additional funding for the above activities.

8. **UPDATE ON PLANS FOR A COMMUNICATIONS CAMPAIGN ENCOURAGING CITY BUILDINGS TO SWITCH OFF THEIR LIGHTS WHEN UNOCCUPIED**

Members received a report of the Deputy Town Clerk regarding a campaign to encourage those managing buildings within the City, to turn lights off when unoccupied, to help reduce light pollution and energy wasting in the City.

Members noted that it was crucial that the City's operational properties were adhering to the campaign.

It was suggested that work be done to promote the campaign with other councils to see if there could be broader national take-up.

RESOLVED, that the report be noted.

9. **MEDIA UPDATE**

Members received a report of the Deputy Town Clerk regarding an update of the City Corporation's media activities.

Members thanked officers for the swift movement in response to the Turkish-Syrian earthquake.

RESOLVED, that the report be noted.

10. **CORPORATE AFFAIRS UPDATE**

Members received a report of the Deputy Town Clerk regarding an update of the City Corporation's Corporate Affairs activities.

RESOLVED, that the report be noted.

11. **PARLIAMENTARY TEAM UPDATE**

Members received a report of the Remembrancer regarding an update on the Parliamentary Team's activities.

RESOLVED, that the report be noted.

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

There were no questions.

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

There were no urgent items.

14. **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.

15. **NON-PUBLIC MINUTES**

Under matters arising, Members received a verbal update of action taken to improve political equity, including information on various upcoming events.

RESOLVED, that the non-public minutes of the meeting held on 12 December, be approved as an accurate record.

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

There were no questions.

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

There was one item of urgent business regarding the recruitment of the Director of Communications. Members were informed that a verbal offer had been made and accepted by the preferred candidate.

The meeting closed at 2.47 pm

Chairman

Contact Officer: Polly Dunn
polly.dunn@cityoflondon.gov.uk

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OPERATIONAL PROPERTY AND PROJECTS SUB COMMITTEE

Monday, 6 March 2023

Minutes of the meeting of the Operational Property and Projects Sub Committee held at Committee Rooms, West Wing, Guildhall on Monday, 6 March 2023 at 1.45 pm

Present

Members:

Deputy Randall Anderson
Deputy Michael Cassidy
Deputy Shravan Joshi
Deputy Edward Lord
Paul Martinelli
Anett Rideg

Officers:

Sarah Baker	- Chief Operating Officer's Department
Sonia Virdee	- Chamberlain's Department
Peter Young	- City Surveyor's Department
Fiona McKeith	- City Surveyor's Department
John Galvin	- City Surveyor's Department
Graeme Low	- City Surveyor's Department
George Wright	- Environment Department
Mark Bailey	- Environment Department
Philippe Greaves	- Environment Department
Kristian Turner	- Environment Department
Polly Dunn	- Town Clerk's Department
Matthew Stickley	- Town Clerk's Department

1. **APOLOGIES**

In the absence of the Chair and Deputy Chair, the Clerk opened the meeting and invited members to nominate a member from among their number to preside for the duration of the meeting. Deputy Michael John Cassidy moved that Deputy Charles Edward Lord be elected as Chair for the duration of the meeting. This was seconded by Deputy Shравan Jashvantri Joshi and agreed by the Sub Committee.

The Chair advised the Sub Committee that the agenda would be reordered such that item 6 would be taken in non-public session, and that item 19 had been withdrawn.

Apologies for absence were received from Alderman Timothy Hailes, Deputy Rehana Ameer, and Deputy Christopher Hayward.

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

There were no declarations of interest.

3. **MINUTES**

RESOLVED - That the minutes and non-public summary of the meeting held on 13 February 2023 be agreed as an accurate record.

4. **GW3 ISSUES: MOORGATE CROSSRAIL STATION LINKS**

The Sub Committee considered a report of the Executive Director, Environment, regarding public realm works around Moorgate Crossrail Station.

RESOLVED, that the Sub Committee:

1. Note the progress made on the various elements of the project.
2. Note the revised timescales for Ropemaker Street junction improvements.
3. Approve the drawdown of £256,375 from the already agreed and secured funding allocation of £1,819,795 to continue the design development and assessment of each element of the project.
4. Approve a revised current project budget of £569,327 (including risk) as set out in appendix 2, table 2.
5. Approve the risk register in appendix 3 with the requested costed risk provision of £48,500, which is to be drawn down via delegation to Executive Director Environment.
6. Note the revised cost estimate of £430,022 for the 101 Moorgate Section 278 works, increasing the overall budget estimate by £30,022.
7. Note the intention to make further funding requests of an estimated £3.2 million to either the OSPR or CIL to progress elements of the work outlined below and that this is reliant on further detailed work regarding feasibility.

5. **GW3-4 ISSUES: LONDON WALL CAR PARK JOINTS AND WATERPROOFING**

The Sub Committee considered a report of the Executive Director, Environment, regarding London Wall Car Park Joints and Waterproofing.

The Sub Committee noted that the costs of delay to the project consisted of a small increase in staffing costs.

RESOLVED, that the Sub Committee:

1. Approve an additional budget of £129,000 at Gateway 3/4 for staff costs, fees, and investigations, as Table 1 below, in order to reach the next Gateway.
2. Note the revised project budget at Gateway 3/4 of £ 141,000 (excluding risk) up to Gateway 5, including for costs expended prior to Gateway 3/4.
3. Approve a Costed Risk Provision of £25,000 at this stage (up to Gateway 5) to cover unforeseen conditions during further investigations, to be drawn down via delegation to the Assistant Director Engineering.
4. Approve Option 3 (implementation of waterproofing, expansion joint replacement and internal structural concrete repairs)
5. Note the total estimated cost of the project at £2,384,000 (excluding risk).
6. Delegate authority to Chief Officer to appoint the successful contractor at Gateway 5 and to instruct the Comptroller and City Solicitor to enter into contract, subject to tendered works costs remaining within the £2,200,000 estimate provided by this report (or to instruct under the new highways term contract subject to satisfactory agreement of costs and the same proviso).
7. Approve a total Costed Risk Provision of £240,000 for use following Gateway 5, subject to tender costs remaining within budget, for expenditure against identified sums from the project risk registers against specified risks at the construction stage and to be drawn down to the Assistant Director Engineering.

6. GW5: PEDESTRIAN PRIORITIES STREETS PROGRAMME - PHASE 1

The Sub Committee considered a report of the Executive Director, Environment, regarding phase one of the Pedestrian Priorities Streets Programme.

The Sub Committee discussed the budget for the programme and related works, noting that staffing costs indicated the salaries of staff whose working week consisted of a portion of time spent working on the programme. In response to questions, officers clarified that a lack of project work would lead to the deletion of posts or reallocation of staff but that the staffing costs were shared with the Sub Committee to illustrate the true costs of programmes.

RESOLVED, that the Sub Committee:

1. Approve the adjustment of the existing Phase 1 budget of £2,402,628 (including Costed Risk as detailed in Section 3, below), to progress the detailed design of three locations and the development of the remaining schemes in the Phase 1 programme.
2. Approve the drawdown of the Costed Risk provision of £56,000 as outlined in paragraph 6.
3. Approve the costed risk register in Appendix 9 and delegate authority to the Executive Director Environment to draw down funds from this.
4. Delegate authority to the Executive Director Environment, in consultation with the Chamberlain, to make any further adjustments (above existing authority within the project procedures) between elements of the budget.

7. *22/23 ENERGY & DECARBONISATION PERFORMANCE Q3 UPDATE FOR THE OPERATIONAL PORTFOLIO

The Sub Committee received a report of the City Surveyor regarding the Energy and Decarbonisation Performance Q3 Update for the Operational Portfolio.

RESOLVED – That the report be noted.

8. ***CARBON ACTION STRATEGY (CAS) NZ1, NZ3 AND RS3 WORKSTREAM UPDATE FOR THE OPERATIONAL PORTFOLIO**

The Sub Committee received a report of the City Surveyor regarding the Carbon Action Strategy.

In response to a question regarding the developer of the London Wall site, it was confirmed that the City of London Corporation was the developer rather than an external organisation.

RESOLVED – That the report be noted.

9. ***CITY SURVEYOR'S BUSINESS PLAN 2022-27 QUARTER 3 2022/23 UPDATE**

The Sub Committee received a report of the City Surveyor regarding a third quarter update of the departmental business plan.

In response to a question regarding the Corporation's response to market trends, officers clarified that the organisation's strategic response as property owner was considered by the Property Investment Board and that the broader strategy in relation to use of the Square Mile was a matter for Policy and Resources Committee.

RESOLVED – That the report be noted.

10. ***THE CITY SURVEYOR'S DEPARTMENTAL RISK REGISTER - FEBRUARY 2023 UPDATE**

The Sub Committee received a report of the City Surveyor regarding the departmental risk register.

RESOLVED – That the report be noted.

11. ***HERITAGE AT RISK REGISTER (HARR) REPORT 2022**

The Sub Committee received a report of the City Surveyor regarding the heritage at risk register.

RESOLVED – That the report be noted.

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

In relation to Item 7 - Pedestrian Priorities Streets Programme, a question was asked regarding the staffing costs for the Pedestrian Priorities Streets Programme. In response, officers confirmed that the staffing costs were met by the budget for the specific project; and that the cost of time spent by an officer

on a specific project was recharged to the project which allowed for the true cost of a project to be illustrated.

In relation to Item 9 – Carbon Action Strategy Update, a question was asked regarding the developer of the London Wall. In response, officers confirmed that the City of London Corporation would be the developer of this site.

In relation to Item 10, City Surveyor’s Business Plan Update, a question was asked regarding any strategy the Corporation may have to address the reduction of physical space utilisation of office spaces and the subsequent loss of revenue this had caused. In response, officers confirmed that the matter was within the remit of the Property Investment Board and Policy and Resources Committee.

13. **ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT**

There was no urgent business.

14. **EXCLUSION OF THE PUBLIC**

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

15. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 13 February 2023 be agreed as an accurate record.

16. **GW5: INSTALLATION OF SPRINKLERS IN SOCIAL HOUSING TOWER BLOCKS - PETTICOAT TOWER - MIDDLESEX STREET ESTATE**

The Chair reordered the agenda such that the item would be heard in non-public session.

17. **GETTING THE BEST VALUE FROM OUR LOW VALUE SPEND**

The Sub Committee considered a report from the Chief Operating Officer regarding a procurement strategy for low value spend.

18. **UNIFORM MANAGED SERVICE FOR CITY OF LONDON POLICE VIA THE NATIONAL UNIFORM MANAGED SERVICE - CONTRACT EXTENSION**

The Sub Committee considered a report from the Commissioner and Chief Operating Officer of the City of London Police.

19. **GW5: DOMINANT HOUSE FOOTBRIDGE FUTURE OPTIONS**

The item was withdrawn as the recommendations of this report were able to be determined under existing delegations to officers.

20. ***GW5 PROGRESS: YORK WAY ESTATE PROVISION OF SOCIAL HOUSING**

The Sub Committee received a report from the Director of Community and Children’s Services regarding the provision of social housing at York Way estate.

21. ***THE CITY OF LONDON HERITAGE ESTATE 2023 UPDATE**
The Sub Committee received a report from the City Surveyor regarding the City of London Heritage Estate.
22. ***CITIGEN UPDATE**
The Sub Committee received a report from the City Surveyor regarding an update on Citigen.
23. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
There were no questions.
24. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was no urgent business.

Prior to the close of the meeting, the Chair noted the Sub Committee's thanks to Rohit Paul, who had recently left the Corporation and his post of Corporate Programme Manager.

The meeting ended at 2.23 pm

Chairman

Contact Officer: Matthew Stickley
Matthew.Stickley@cityoflondon.gov.uk

Committee(s): Policy & Resources Committee – For Information	Dated: 20 th April 2023
Subject: Policy Leads quarterly report of activities	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	5, 6, 7, 9, 11
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Bob Roberts, Deputy Town Clerk	For Information
Report author: Benjamin Dixon, Office of the Policy Chairman	

Summary

This is the quarterly report provided to the Policy & Resources Committee setting out the activities undertaken by Policy Leads during the previous quarter.

Recommendation(s)

Members are asked to:

- Note the quarterly activities of the Policy Leads.

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. 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.
4. The table below sets out the activities that have been undertaken by the Policy Leads in the previous quarter.

Policy Lead	Overarching Goal	Corporation Strategic Link	Member engagement	External Engagement	Other focus this quarter
Deputy Shravan Joshi <i>High Growth Markets</i>	Promote UK FPS. Maximise UK's global reach & increase FPS trade.	Competitiveness Strategy	Informal member sounding board held 1/2	Panel participation on 'Green Mobility and Sustainable Financing' on 9/2 in London. Event organised by the High Commission of India. Shaped and input into the Climate Finance Leadership Initiative meeting on 'Green Hydrogen Workshop' on 1/3. (see appendix 1 for details). Meeting with CME Group on 28/3, post CFLI Green Hydrogen Workshop	
Alderwoman Sue Langley <i>Advanced Markets</i>			Update email to members on insurance project concept note.	Planning and hosting of the insurance roundtable on 26 April Regular conversation with London Market Group (LMG) on potential partnership and insurance sector promotional strategy	Strategic input into City's engagement strategy with commercial speciality (re)insurance sector. US Embassy Roundtable with Deputy US Trade Representative (USTR) in March.
Madush Gupta <i>Innovation & Tech</i>	UK as first choice location for FPS Tech firms, backed by globally pioneering digital regulations	Competitiveness Strategy	Member consultation on Cyber Innovation Challenge	Launch of Innovate Finance (IF) Landscape Report 24/1 Tech dinner 27/3. Centre for Finance, Innovation & Technology (CFIT) launched 28/2 in Leeds and 2/3 in London. Big Tech Conference – 22/3	Support for 23-24 Business Planning Served on Recruitment Panel for CFIT CEO Served as Board proxy for Innovate Finance

Deputy Keith Bottomley <i>Sustainability</i>	Net zero across the square mile. UK as go-to partner for countries and companies looking for capital and expertise to meet climate goals.	Competitiveness Strategy Climate Action Strategy	Committee Chairs Meetings – Jan 2023 Attended Epping Forest and Planning and Transport Away Days	3ci Dinner – 15/3 Meeting with Energy Team CAS Director and Barbican Residents on CAS interventions on estate. Agreed to do Webinar with Resident Association.	Support for Y3 CAS Planning Support for CAS Director Recruitment
Paul Singh <i>SMEs</i>	Develop a new strategic approach for the organisation on SMEs	Drafting underway on new SME Strategy. Intention is to present interim report to P&R in June/July and go out to public consultation.	62 Members engaged as of end Feb. Update email to all Members in March.	New advice leaflet to all Business Rate payers distributed in Feb. External policy lead engagements including with Chamber of Commerce, FSB, Livery companies and others.	Pilot of face-to-face SME engagement. Small Business Research Enterprise Centre premises move.
Deputy Edward Lord <i>Sports Engagement</i>	Develop a new Sports Strategy for the Square Mile	Progressing towards new Sports Strategy. Expectation of report to P&R by June. Strong link with Destination City.	5 Sports sounding board meetings since October 2022	CoL hosted UK Sports International Relations Seminar 20/3 CoL hosted London Sports Awards 23/3	Considering options for Paris 2024 engagement.

Corporate & Strategic Implications

Strategic implications – The work of the policy leads aligns with outcomes 5, 6, 7, 9, 11 of the Corporate Plan. The work of four of the Policy Leads aligns with existing Corporation Strategies: Namely the Climate Action Plan and Competitiveness Strategy.

Financial implications – None arising from this report

Resource implications – None arising from this report

Legal implications – None arising from this report

Risk implications – None arising from this report

Equalities implications – None arising from this report

Climate implications – None arising from this report

Security implications – None arising from this report

Conclusion

The committee is asked to note the activities undertaken by the Policy Leads during the preceding quarter.

Appendices

Additional note on Climate Finance Leadership Initiative – High Growth Markets Policy Lead.

Benjamin Dixon

Head of the Policy Unit, Office of the Policy Chairman

E: benjamin.dixon@cityoflondon.gov.uk

Appendix 1 – Additional note on Climate Finance Leadership Initiative (CFLI)

- CFLI, set up by Mike Bloomberg in 2019 under the direction of the UN Secretary General in 2019, is a private led initiative, solely focused on scaling finance into green projects in emerging markets. It convenes a group of globally leading investors in sustainability.
- India is the first pilot project for CFLI launched as part of the 11th UK – India Economic and Financial Dialogue in September 2021. The City Corporation is a key partner from the initiation of CFLI's country pilot and helped build the development of CFLI India along with the Secretariat (Bloomberg, Pollination, BEIS and Global Infrastructure Facility).
- The group aims to mobilise finance into India – building catalytic financing proposals targeted at the sectors helping India in meeting its climate goals and Nationally Determined Contributions (NCDs).
- CFLI's private sector members have developed specific projects that fall under each of the four main workstreams namely; Enabling Infrastructure for Renewables, Scaling Electric Mobility and Charging Infrastructure, Investing in a Circular Economy, Decarbonizing Hard-to-Abate Industries.
- Work on electric vehicles is the most advanced with workstreams on charging infrastructure, financing for vehicle production and for EV leasing.
- CoLC has been engaged on the Green Hydrogen/Ammonia workstream. The focus (led respectively by Macquarie (Member - CFLI)/GIC (Member - CFLI) /Greenko (Not a member but a contributor in the Green Hydrogen workshop) has been on feasibility studies on hubs for production and mobilising private capital. CFLI works closely with the Indian Ministry of New and Renewable Energy who have been engaged to narrow the focus and a workshop was held on 21 March 2023 which CoLC helped curate.
- Where the Indian government has clear policy objectives (such as on EV and potentially the Green Hydrogen Mission) these concepts have a greater chance of success in the shorter term.
- Collaboration with Multilateral Development Banks has been sought to help develop test cases and address risk-based finance concerns.

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