



Policy and Resources Committee

Date: THURSDAY, 16 SEPTEMBER 2021

Time: 1.45 pm

Venue: VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)
(<https://www.youtube.com/watch?v=7Vy2XmUkzDM>)

Members:

Deputy Catherine McGuinness (Chair)	Alderman Vincent Keaveny
Sheriff Christopher Hayward (Deputy Chairman)	Alderman Ian Luder
Deputy Keith Bottomley (Vice-Chairman)	Jeremy Mayhew
Deputy Tom Sleigh (Vice-Chair)	Andrew McMurtrie
Rehana Ameer	Wendy Mead
Nicholas Bensted-Smith (Ex-Officio Member)	Deputy Andrien Meyers
Tijs Broeke	Deputy Brian Mooney (Chief Commoner) (Ex-Officio Member)
Karina Dostalova	Deputy Alastair Moss (Ex-Officio Member)
Anne Fairweather	The Rt Hon. the Lord Mayor, Alderman William Russell (Ex-Officio Member)
Marianne Fredericks	Ruby Sayed (Ex-Officio Member)
Tracey Graham (Ex-Officio Member)	Alderman Baroness Scotland (Ex-Officio Member)
Alderman Timothy Hailes	Sir Michael Snyder
Caroline Haines	Deputy James Thomson (Ex-Officio Member)
Deputy Wendy Hyde (Ex-Officio Member)	Mark Wheatley
Deputy Jamie Ingham Clark	Deputy Philip Woodhouse
Shravan Joshi	Alderman Sir David Wootton
Deputy Edward Lord	

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Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:
<https://www.youtube.com/watch?v=7Vy2XmUkzDM>

Any views reached by the Committee today will have to be considered by the Town Clerk after the meeting in accordance with the Court of Common Council's Covid Approval Procedure who will make a formal decision having considered all relevant matters. This process reflects the current position in respect of the holding of formal Local Authority meetings and the Court of Common

Council's decision of 15th April 2021 to continue with virtual meetings and take formal decisions through a delegation to the Town Clerk and other officers nominated by him after the informal meeting has taken place and the will of the Committee is known in open session. Details of all decisions taken under the Covid Approval Procedure will be available online via the City Corporation's webpages.

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. APOLOGIES

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

3. MINUTES

To consider minutes as follows:-

- a) To agree the public minutes of the Policy and Resources Committee meeting held on 8 July 2021.

For Decision
(Pages 7 - 18)

- b) To note the draft public minutes of the Resource Allocation Sub-committee meeting on 29 June 2021.

For Information
(Pages 19 - 22)

- c) To note the public minutes of the Projects Sub-Committee meeting held on 23 June 2021.

For Information
(Pages 23 - 28)

- d) To note the draft public minutes of the Projects Sub-Committee meeting held on 23 July 2021.

For Information
(Pages 29 - 40)

- e) To note the public summary of the Innovation and Growth Advisory Board meeting held on 5 July 2021.

For Information
(Pages 41 - 42)

4. EXTERNAL CLIMATE ACTION COMMITMENTS AND MEMBERSHIPS

Joint report of the Deputy Town Clerk & Chief Executive and the Director of Innovation & Growth.

For Decision
(Pages 43 - 54)

5. INNOVATION & GROWTH BOARD ADVISORY BOARD (IAGB): BOARD NOMINATIONS AND NAME CHANGE

Report of the Director of Innovation & Growth.

For Decision
(Pages 55 - 60)

6. **DESTINATION CITY: STRATEGIC REVIEW - PROGRAMME OVERVIEW AND GOVERNANCE PROPOSALS**
Report of the Director of Innovation & Growth.
For Decision
(Pages 61 - 70)
7. **APPOINTMENT OF ASSISTANT TOWN CLERK AND EXECUTIVE DIRECTOR OF GOVERNANCE AND MEMBERS SERVICES**
Report of the Deputy Town Clerk & Chief Executive.
For Decision
(Pages 71 - 76)
8. **PRE-ELECTION PERIOD - COMMITTEE TIMETABLE**
Report of the Town Clerk.
For Decision
(Pages 77 - 82)
9. **LONDON COUNCILS NOMINATION TO THE BOARD OF GOVERNORS OF THE MUSEUM OF LONDON**
Report of the Town Clerk.
For Decision
(Pages 83 - 84)
10. **ANNUAL REPORT FOR THE 'SOCIAL' STRATEGIES: RESPONSIBLE BUSINESS, SOCIAL MOBILITY, DIGITAL SKILLS AND CLIMATE ACTION STRATEGIES FOR 2020-21**
Joint report of the Chamberlain, Managing Director of Bridge House Estates, Director of Innovation & Growth and Director of Community & Children's Services.
For Information
(Pages 85 - 120)
11. **REVENUE OUTTURN 2020/21**
Joint report of the Town Clerk, Chamberlain and Remembrancer.
For Information
(Pages 121 - 126)
12. **POLICY AND RESOURCES CONTINGENCY/DISCRETIONARY FUNDS**
Report of the Chamberlain.
For Information
(Pages 127 - 152)
13. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**
Report of the Town Clerk.
For Information
(Pages 153 - 156)
14. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
15. **ANY OTHER BUSINESS THAT THE CHAIR 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.

For Decision

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 8 July 2021.

For Decision
(Pages 157 - 160)

- b) To note the draft non-public minutes of the Resource Allocation Sub-committee meeting on 29 June 2021.

For Information
(Pages 161 - 164)

- c) To note the non-public minutes of the Projects Sub-Committee meeting held on 23 June 2021.

For Information
(Pages 165 - 170)

- d) To note the draft non-public minutes of the Projects Sub-Committee meeting held on 23 July 2021.

For Information
(Pages 171 - 178)

18. **MARKETS CO-LOCATION PROGRAMME**

Joint report of the Remembrancer and City Surveyor (TO FOLLOW).

For Decision

19. **MUSEUM OF LONDON: UPDATE ON RELOCATION TO WEST SMITHFIELD**

Report of the Town Clerk.

For Decision
(Pages 179 - 212)

20. **SUICIDE PREVENTION IN THE CITY OF LONDON**

Report of the Deputy Town Clerk & Chief Executive, to be read in conjunction with a resolution of the Health & Wellbeing Board.

For Decision
(Pages 213 - 232)

21. **SECURE CITY PROGRAMME (SCP) - VULNERABLE PEOPLE WORKSTREAM**
Joint report of the Director of the Environment and the Commissioner, City of London Police.
For Decision
(Pages 233 - 258)
22. **GREEN HORIZON SUMMIT AT COP26 (GHS@COP26)**
Report of the Director of Innovation & Growth.
For Information
(Pages 259 - 268)
23. **NON-PUBLIC DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR
URGENCY POWERS**
Report of the Town Clerk.
For Information
(Pages 269 - 272)
24. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
25. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH
THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE
EXCLUDED.**

POLICY AND RESOURCES COMMITTEE **Thursday, 8 July 2021**

Minutes of the informal meeting of the Policy and Resources Committee held via Microsoft Teams and livestreamed at <https://www.youtube.com/watch?v=j6dGEIqhSIE> on Thursday, 8 July 2021 at 1.45 pm

N.B. This meeting was held as an informal one, with the views reached by the approved formally by the Town Clerk after the meeting, in accordance with the Court of Common Council's Covid Approval Procedure. This process reflects the current position in respect of the holding of formal Local Authority meetings and the Court's decision of 15 April 2021 to continue with virtual meetings, with formal confirmation of decisions provided through a delegation to the Town Clerk after the informal meeting has taken place and the will of the Committee is known.

Present

Members:

Deputy Catherine McGuinness (Chair)
Sheriff Christopher Hayward (Deputy Chairman)
Deputy Keith Bottomley (Vice-Chairman)
Deputy Tom Sleigh (Vice-Chair)
Rehana Ameer
Tijs Broeke
Marianne Fredericks
Tracey Graham (Ex-Officio Member)
Alderman Timothy Hailes
Caroline Haines
Deputy Wendy Hyde (Ex-Officio Member)
Deputy Jamie Ingham Clark
Shravan Joshi
Deputy Edward Lord
Alderman Vincent Keaveny
Alderman Ian Luder
Jeremy Mayhew
Andrew McMurtrie
Wendy Mead
Deputy Andrien Meyers
Deputy Brian Mooney (Chief Commoner) (Ex-Officio Member)
Deputy Alastair Moss (Ex-Officio Member)
Ruby Sayed (Ex-Officio Member)
Sir Michael Snyder
Deputy James Thomson (Ex-Officio Member)
Mark Wheatley
Alderman Sir David Wootton

In attendance:

John Chapman
Helen Fentimen
Graeme Harrower
Ann Holmes
Graham Packham

Oliver Sells

Officers:

John Barradell	- Town Clerk and Chief Executive
Douglas Trainer	- Deputy Town Clerk and Chief Executive
Caroline Al-Beyerty	- The Chamberlain
Paul Double	- City Remembrancer
Michael Cogher	- Comptroller and City Solicitor
Emma Moore	- Chief Operating Officer
Damian Nussbaum	- Director of Innovation & Growth
Bob Roberts	- Director of Communications
Peter Lisley	- Assistant Town Clerk
Angela Roach	- Assistant Town Clerk
Nicholas Gill	- Investment Property Director
Nick Bodger	- Innovation & Growth
Simi Shah	- Innovation & Growth
Lisa Moore	- Chamberlain's Department
James Rooke	- City Surveyor's Department
Mick Bagnall	- Communications
Eugenie de Naurois	- Communications
Sam Hutchings	- Communications
Sanja Odedra	- Communications
Jeremy Blackburn	- Mansion House
Adam Rout	- Mansion House
Emma Cunningham	- Town Clerk's Department
Mark Gettleston	- Town Clerk's Department
Simon Latham	- Town Clerk's Department
Greg Moore	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Nicholas Bensted-Smith, Anne Fairweather, Deputy Philip Woodhouse, and the Rt Hon The Lord Mayor Alderman William Russell

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

Prior to consideration of Item 24, Shravan Joshi declared a potential pecuniary interest and abstained from participation.

3. MINUTES

- a) The public minutes of the Policy and Resources Committee meeting held on 3 June 2021 were approved.
- b) The public minutes of the Projects Sub-Committee meeting held on 17 May 2021 were noted.

- c) The public minutes of the Resource Allocation Sub-committee meeting held on 26 May 2021 were noted.

4. **PARLIAMENTARY BOUNDARY REVIEW**

The Committee considered a joint report of the Town Clerk and Remembrancer outlining the effect of proposed changes to parliamentary constituencies published by the Boundary Commission.

In considering the report, the following observations were made:-

- Members expressed robust support for the continued link with the City of Westminster, agreeing that this should be advocated for as comprehensively as possible.
- It was cautioned that, in responding to the proposals, the City would need to be mindful of the parameters within which the Review was being undertaken and not respond too simplistically; rather, it would need to articulate alternatives that complied with the requirements to reduce the total number of central London constituencies.
- Several Members commented on the need to advance the strong links between the City and many other boroughs across London, whether through education, charitable, employment or many other routes.
- Members observed the many synergies between the City and Westminster, whether in terms of the nature of the businesses and economic outputs in the areas, the residential make-up, night-time economy, or cultural and historical setting, observing that there was significantly less in common with Islington across all these areas.
- The clear desire of residents to remain paired with Westminster, rather than Islington, was emphasised.
- The economic case for keeping the two Cities together was highlighted as a particularly strong one given the need to recover quickly from the effects of COVID, with Members observing the significant contribution of both Cities in terms of the percentage of the national business rates pool.

RESOLVED: That support be expressed for the continued advocacy for the link between the City of London and the City of Westminster and that authority be delegated to the Town Clerk, in consultation with the Chair and Deputy Chairman, to finalise the City Corporation's response to the proposals.

5. **CLIMATE ACTION QUARTER 1 UPDATE 2021 & REQUEST FOR DELEGATED AUTHORITY**

The Committee considered a joint report of the Director of Innovation & Growth and Deputy Town Clerk & Chief Executive providing an update on the Climate Action Strategy for the first quarter of year one and seeking delegated authority to act in respect of a number of project approvals.

The Chair advised the Committee of the recent establishment of the UK Cities Climate Investment Commission, to address investment opportunities in net zero. Deputy Keith Bottomley served on the Commission, which was seeking to

leverage City networks to mobilise finance and drive investment into low and net-zero carbon projects across all of the UK's largest cities.

A Member took the opportunity to highlight that the report presented did not cover the totality of work in relation to Climate Action, observing that there was no reference to the significant grant for Public Sector Decarbonisation activities which were detailed more in a non-public report later on today's agenda. Whilst this was perhaps adjacent to, rather than a component part of, the Corporation's own Climate Action Strategy (CAS), it had nevertheless relieved pressures on the Climate Action budget and allowed for other important measures within the CAS to be delivered.

In response to a specific question around capability and the Centre of Excellence referred to in paragraph 20 of the report, the City Surveyor confirmed that this was being treated as a key priority.

RESOLVED: That:-

1. The progress made across the programme during the first quarter of year 1 be noted.
2. Authority be granted to the Senior Responsible Officer to mitigate the risk of delays impacting the Net Zero 2027 target.

6. **ADOPTION OF COMPETITIVENESS STRATEGY**

The Committee considered a report of the Director of Innovation & Growth setting out a proposed Competitiveness Strategy for adoption and confirming the external Membership of the Innovation and Growth Advisory Board (IGAB) and its proposed terms of reference.

Members reflected on the high calibre of individuals willing to serve on the Board and endorsed their appointment as set out within the report. Members also noted and endorsed the proposals at paragraph 15 of the report concerning representation on Innovate Finance and Bloomberg's Climate Finance Leadership Initiative.

With reference to a specific query concerning two further individuals to be recommended for appointment, it was clarified that the names were not yet in a position to be made public due to ongoing processes with relevant employers as to prospective participation.

During discussion, Members commented on the need to ensure that competitiveness was understood globally within the context of the strategy, so as to help define what differentiated the City and how success would be defined and measured as a result. The importance of developing rigorous key performance indicators was stressed in particular, together with the need to integrate the strategy more closely with other top-level Corporation strategies. Members also highlighted the evolving nature of the asset management market and the potential opportunities for engagement with developing markets.

RESOLVED: That:-

1. The adoption of the Competitiveness Strategy proposed within the report, to guide activity on the agenda for the Corporation between 2021-2025, be approved.
2. The various external appointments to IGAB set out within the report be approved, together with its terms of reference.
3. The appointments set out at paragraph 15 of the report be endorsed.
4. The development of an Assets Under Management Campaign be noted, with an allocation of £120,000 from Policy Initiatives Funding to support its activities also approved.

7. **CULTURE AND COMMERCE TASKFORCE: FUELLING CREATIVE RENEWAL - CITY CORPORATION ACTION PLAN AND PROGRAMME OUTLINE**

The Committee considered a report of the Director of Innovation & Growth presenting the City Corporation's action plan for its Culture and Commerce Taskforce's *Fuelling Creative Renewal programme* and seeking £20,000 from the Policy Initiatives Fund (PIF) in support of the delivering five City-Corporation-led projects.

RESOLVED: That Members: -

1. Approve the City Corporation's *Fuelling Creative Renewal* action plan as detailed within the report, noting that five projects identified as appropriate for the City Corporation to lead will have significant involvement and/or leadership from across the City Corporation departments and teams, and the five projects that will not be pursued by the City Corporation.
2. Approve £20,000 in support of incubator funding to initiate the deliver and evaluation of the five City-Corporation-led projects, to be taken from your PIF in the 2021/22 financial year categorised as 'Promoting the City' and charged to City's Cash.

8. **GOVERNANCE REVIEW: PLANNING ARRANGEMENTS**

The Committee considered a resolution of the Planning and Transportation Committee which outlined proposal relating to Panel arrangements for the consideration of future planning applications.

Noting the request made by the Planning & Transportation Committee, which was opposed to the notion of geographic panels and had asked for the reconsideration of alternative Panel arrangements, the Committee agreed that it would be prudent to explore alternatives, particularly given the strength of feeling expressed in some quarters.

During discussion, there was a suggestion that panels with some sort of fixed membership could be explored, as this would ensure those serving could develop greater knowledge of the areas in which they were making decisions. Another Member urged caution in relation to any geographic basis for panels, given the views expressed by Planning & Transportation, whilst another suggested that the adoption of panels in any form would be perceived, in some

areas, to constitute a diminution of accountability and representation and would be damaging to the Corporation's engagement with residents.

RESOLVED: That Officers be asked to revisit proposals relating to Planning Panels, noting the opposition to them being drawn on a geographical basis, and that a paper be brought forward presenting alternative options to consider for the creation of Planning Panels and how these might work.

9. TARGET OPERATING MODEL (TOM) CITY OF LONDON SCHOOL PILOT: PROCUREMENT EMPOWERMENT AND CHOICE

The Committee considered a report of the Chamberlain seeking approval of a pilot proposal offering increased procurement empowerment for City of London School and looking at devolving the right to choose the method and provider of core school services.

RESOLVED: That the proposals set out within the report be noted and that approval be granted for City Corporation procurement policies (such as Responsible Procurement, London Living Wage, Diversity, Climate Action) to continue to be applied to the School's procurement processes despite its empowerment to choose the service and supplier.

10. MODERN SLAVERY STATEMENT UPDATE FOR 2020/21

The Committee considered a report of the Chamberlain seeking approval of an update to the City Corporation's Modern Slavery Statement for onward approval by Court of Common Council.

RESOLVED: That the proposed policy update to the City Corporation's Modern Slavery Statement be endorsed for onward approval by the Court of Common Council.

11. CAPITAL FUNDING

The Committee considered a report of the Chamberlain concerning bids for capital funding.

RESOLVED: That:-

1. The reallocation of £1.433m be approved, to provide top-up funding for the Guildhall chiller plant replacement project by applying the 'one-in, one-out' approach (as summarised in Table 1 of the report).
2. The schemes summarised in Table 2 of the report be confirmed as being of continued essential priority for release of funding at this time.
3. The release of up to £2.245m be approved for the schemes set out in Table 2 of the report, from the reserves of City Fund, City's Cash, and Bridge House Estates as appropriate, subject to the required gateway approvals.
4. It be noted that, in order to maintain sound financial discipline, a review of unallocated central project funding provisions would be presented in due course.

12. SPORTS ENGAGEMENT UPDATE

The Committee considered a report of the Director of Communications providing an update on the City Corporation's sports engagement programme and seeking approval to reallocation of £40,000 from the Policy Initiatives Fund to other sport engagement events and initiatives taking place this financial year.

The Chair took the opportunity to inform the Committee that early consideration was being given to potential opportunities around the upcoming Test Series with India later in the Summer. It was also noted that opportunities might arise associated with the England football team, depending on the outcomes of the ongoing European Championships.

RESOLVED: That Members note the progress being made on the City's Sport Engagement programme and agree to the reallocation of £40,000 from the Policy Initiatives Fund (previously allocated to Tokyo 2020 engagement) to other sport engagement events and initiatives taking place this financial year.

13. FILM TEAM LIBRARY LOCATION

The Committee considered a report of the Director of Communications concerning proposals for the promotion of filming at City Corporation assets, and in the City more generally.

RESOLVED: That approval be granted in respect of the City Corporation joining the pan-London Location Library for the purposes of marketing its assets for filming purposes.

14. ELECTION ENGAGEMENT CAMPAIGN UPDATE

The Committee received a report of the Director of Communications providing a brief update on the progress made in election engagement since the approval of an election engagement plan for the City Corporation's March 2022 elections.

During discussion the following points arose:

- Assurances were obtained that this activity constituted a corporate priority, with the full engagement of all chief officers and departments where required.
- In response to a specific query concerning electronic voting, it was clarified that to introduce this would require primary legislation and so this was not within the immediate power of the City Corporation.
- The potential for confusion as to registration eligibility caused by hybrid or partial home working was highlighted, with it suggested that clear guidance needed to be issued so that voters and candidates were fully informed.
- Members highlighted concerns around the accuracy of the existing Wardmote Book, noting that this had not been updated for some time. It was suggested that a thorough review was necessary to provide clear guidance on all matters. The Comptroller & City Solicitor confirmed that such a review was underway and would be presented to Members for consideration in the autumn.

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

15. **THINK TANK REVIEW AND MEMBERSHIP, 2021-22**

The Committee received a report of the Director of Communications updating on the City Corporation's political engagement programme with Think Tanks in its efforts at ensuring it was engaging with the most influential organisations.

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

16. **RECOVERY TASKFORCE UPDATE**

The Committee received a report of the Director of Innovation & Growth updating Members on implementation of the recommendations of the Recovery Taskforce report, Square Miles: Future City.

RESOLVED, That the report be received and its content noted.

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

The Committee received a report of the Chamberlain detailing those projects and activities which had received funding from the Policy Initiatives Fund, Policy and Resources Committee's Contingency Fund, Committee's Project Reserve and COVID19 Contingency Fund for 2021/22 and beyond.

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

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

The Committee received a report of the Town Clerk advising them of decisions taken under urgency of delegated authority powers since the last meeting.

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

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

There were two questions:

Use of Private Email Accounts

Given recent media coverage of the alleged use of private email addresses by several Government Ministers for conducting official business, a Member asked whether there were any lessons for the City Corporation which could usefully be drawn.

Responding, the Chair reminded the Committee of its previous approval of a Corporate Email Policy for Member and Officer communications, which stipulated the use of Corporation email accounts for Corporation business, with an exception for diary invitations. She recognised the difficulties and inconveniences of managing multiple personal and professional devices and accounts but highlighted the importance of doing so, adding that the IT Team had a range of solutions and could support Members experiencing challenges.

Members made a number of comments during discussion of this matter:

- Although official Corporation business should be undertaken via City Corporation email accounts, it was observed that political emails (related to campaigning and so on) should not be, so Members would need to be mindful of using the right devices for the right activities.
- Whilst cognisant of the need to treat information securely and comply with GDPR requirements, a Member observed that there was a fundamental difference on multiple levels between a Minister of the Crown and a Common Councillor and the sorts of exchanges and information in question. A pragmatic approach should be taken to at least permit low-level simple conversations via private email, as the current system felt tyrannical.
- Other Members echoed this comment, remarking on the need for a more user-friendly approach and suggesting that some clear and practical pragmatic guidance would be welcome. Another Member commented on their experiences elsewhere, where requirements around private email usage were more permissive, arguing that this must therefore be possible.
- The Comptroller & City Solicitor reminded Members of the original report establishing the policy and Counsel's advice on this matter, clarifying that it was not the case that all uses under discussion were unlawful, but that the view of Counsel had been that a permissive policy with various exceptions would be so complicated as to be impractical, which was why Members had opted for a one-size fits all approach as an easier alternative. There was the legal ability to have exceptions to the current policy, should Members so wish, but the development of a mechanism for managing them would be needed and this might be a complicated piece.
- Whilst hearing several Members' call for the existing policy to be explored, the Chair observed that the Government was undertaking a review of the relevant legislation currently and so pursuing any change at this time might, therefore, be unnecessary or premature. She suggested that the current policy and guidance be circulated and, if needs be, this could then be revisited at a future meeting.

Housing Revenue Account (HRA) Properties Maintenance and Repairs

A Member made reference to recent correspondence circulated in relation to the maintenance arrangements of certain HRA properties. It was observed that housing matters generally were not in the direct remit of the Policy & Resources Committee but that, if the Community & Children's Services Committee wished to submit a resolution requesting additional resources, then it was able to do so and this would be considered in the correct way. The Chair added that she would, in any event, also be replying to the email circulated in due course.

20. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

There was one urgent item:

July meeting of the Court of Common Council

The Chair drew Members' attention to an email circulated to the Court the day prior, which followed the Government's announcement of the end of social distancing restrictions and work from home guidance. This would have the

effect that current restrictions in place were lifted from 19 July which, in turn, provided the possibility of holding a formal Court of Common Council meeting on 22 July. The view of the Policy & Resources Committee as to whether to revert to an in-person meeting was, therefore, required in order to make a recommendation to the Court (under urgency procedures), in advance of the publication of the agenda next week.

During discussion, the following comments were made:-

- Should a physical meeting be pursued, it was urged that Members be reminded of the importance of taking Lateral Flow Tests prior to coming to Guildhall.
- In response to suggestions of a hybrid meeting, it was observed that this would automatically preclude the possibility of the meeting being a formal decision-making one, as there had been no change to the laws around virtual participation. Various practical difficulties associated with hybrid arrangements for Court were also highlighted, particularly in relation to voting and managing contributions.
- Several Members expressed strong support for physical meetings and, in particular, a physical Court meeting in July, reflecting on the need to align with Government guidance around returning to the workplace and, further, to show leadership in encouraging this return. The importance of having a formal, decision-making Court meeting after such a long period was also emphasised.
- Other Members, while supportive of a return to physical meetings in principle, challenged whether now was the right time for physical meetings given the relatively short notice, the fact many would not yet have had their second vaccination, and the current infection rates potentially deterring people from attending. They argued that it would be more prudent to wait until after the summer recess and that requiring physical attendance at this stage could, potentially, run the risk of disenfranchising a large number of Members.
- Reflecting on the importance of flexibility, Members felt that the current arrangements for committees should be retained at the current time, with the Court meeting treated as a separate one-off arrangement. There would then be an opportunity over the recess period to consider and make an informed decision as to arrangements for the Autumn, depending on the situation.
- It was also urged that efforts be continued in respect of lobbying Government to change the legislation around virtual participation and hybrid meetings for local authority business.
- In response to questions, the Town Clerk commented that a physical meeting would send an important signal to staff around the safe return to Guildhall. He also advised that seating arrangements would be altered to allow for greater distance between Members. Public attendance would also be facilitated but reduced, with the meeting streamed over YouTube in the interests of greater transparency.

- It was agreed that the proposal for a physical Court meeting only in July should be communicated to Members to provide an opportunity for feedback, prior to submission under Court urgency procedures for consideration.

On the wider subject of encouraging the return of workers to the City, the Chair highlighted concerns expressed to her by businesses and trade associations, particularly in relation to employees' reservations over the use of public transport. Members debated whether the Corporation should take a stance around the mandatory use of facemasks on transport and elsewhere but, on balance, felt that this was not an issue in which the Corporation should be drawn, particularly without the benefit of a full paper and more considered discussions.

RESOLVED: That it be recommended to the Court of Common Council that its meeting on 22 July (and that meeting only, for the time being) proceed on a physical basis, as a formal meeting.

FURTHER RESOLVED: That, pursuant to Standing Order No.40, the meeting be extended.

21. EXCLUSION OF THE PUBLIC

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

22. NON-PUBLIC MINUTES

- a) The non-public minutes of the Policy and Resources Committee meeting held on 3 June 2021 were agreed.
- b) The non-public minutes of the Projects Sub-Committee meeting held on 17 May 2021 were noted.
- c) The non-public minutes of the Culture Mile Working Party meeting held on 9 June 2021 were noted.
- d) The draft non-public minutes of the Hospitality Working Party meeting held on 18 May 2021 were noted.

23. COP26

The Committee considered a report of the Director of Innovation & Growth updating on future plans for COP26.

24. SPONSORING A GLOBAL GOVERNANCE BODY FOR VOLUNTARY CARBON MARKETS

The Committee considered a report of the Director of Innovation & Growth relating to sponsorship of a global governance body for voluntary carbon markets.

25. **PUBLIC SECTOR DE-CARBONISATION SCHEME**

The Committee considered a report of the City Surveyor setting out proposals relating to Public Sector De-Carbonisation Scheme project.

26. **SECURITY ENHANCEMENTS/SECURITY CROSS CUTTING - GUILDHALL, BARBICAN CENTRE, CENTRAL CRIMINAL COURT & MANSION HOUSE**

The Committee considered a report of the City Surveyor providing a Gateway 6 Outcome report relating to a Security Enhancements / Security Cross Cutting – Guildhall, Barbican Centre, Central Criminal Court & Mansion House project.

27. **NON-PUBLIC DECISIONS TAKEN UNDER DELEGATED OR URGENCY POWERS**

The Committee received a report of the Town Clerk advising them of decisions taken under urgency of delegated authority powers since the last meeting.

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

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

There was one question, concerning security and safety arrangements on the City's bridges.

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

There was one item of urgent business, whereby delegated authority was sought and granted to consider settlement arrangements and project proposals relating to Finsbury Circus Gardens.

Confidential Agenda

30. **INNOVATION & GROWTH**

The Committee considered and approved a report of the Director of Innovation & Growth concerning staffing matters.

The meeting ended at 4.15pm

Chairman

Contact Officer: Gregory Moore
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RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Tuesday, 29 June 2021

Minutes of the virtual meeting of the Resource Allocation Sub (Policy and Resources) Committee held on Tuesday, 29 June 2021 at 3.00 pm

Present

Members:

Deputy Catherine McGuinness (Chair)
Deputy Jamie Ingham Clark (Deputy Chairman)
Deputy Keith Bottomley
Tijs Broeke
Karina Dostalova
Anne Fairweather
Sheriff Christopher Hayward
Shravan Joshi
Alderman Vincent Keaveny
Jeremy Mayhew
Alderman Sir David Wootton

Also in attendance:

Marianne Fredericks
Deputy Barbara Newman

Officers:

Caroline Al-Beyerty	- The Chamberlain
Michael Cogher	- Comptroller and City Solicitor
Bob Roberts	- Director of Communications
Angela Roach	- Assistant Town Clerk
Greg Moore	- Town Clerk's Department
Polly Dunn	- Town Clerk's Department
Joseph Anstee	- Town Clerk's Department
Jack Joslin	- Head of Central Grants Unit
James Lee	- City Bridge Trust
Charlie Pearce	- Chamberlain's Department
Douglas Trainer	- Deputy Town Clerk & Chief Executive
Peter Young	- City Surveyor's Department

At the outset of the meeting, the Chair welcomed all those in attendance as well as Members of the public watching the meeting. The Chair then formally welcomed the Deputy Town Clerk & Chief Executive, on his first meeting of the Sub Committee.

1. APOLOGIES

Apologies for absence were received from Tracey Graham.

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

There were no declarations.

3. **MINUTES**

RESOLVED – That the public minutes and non-public summary of the meeting held on 26 May 2021 be agreed as a correct record.

4. **COMMUNITY INFRASTRUCTURE LEVY NEIGHBOURHOOD FUND (CILNF) - APPLICATIONS FOR APPROVAL**

The Sub Committee considered a report of the Managing Director of Bridge House Estates and Chief Charities Officer seeking approval for two Community Infrastructure Levy Neighbourhood Fund (CILNF) grants, recommended for consideration at a meetings of the CILNF Officer Panel in April and May 2021.

The Head of Central Grants Unit (CGU) introduced the report and outlined the two applications for consideration. The Sub Committee noted that Barbican Centre Trust Limited was an independent charity connected to the Barbican Centre. The Head of CGU advised that officers wished to propose an amendment to the recommendation in respect of the grant to Barbican Centre Trust Limited. Due to the substantial size of the grant, it was proposed that the Sub Committee approve an initial grant of £191,067 as the first part of a three-year grant proposal, with funding for years 2 and 3 of the project to be agreed based on the outcome of an annual review by the CGU, and subsequent approval by the Resource Allocation Sub Committee. This would ensure maximum benefit from the grant and continued Member oversight.

In response to a question from a Member, the Head of CGU advised that the terms of the annual review would be made clear to the recipient, and that the remaining tranches could be withheld if Members agreed that they were not justified upon consideration of the annual review. The Head of CGU added that scrutiny of the use of funds would be handled by the CGU, with this scrutiny included within the annual review report for Members' consideration.

RESOLVED – That the Resource Allocation Sub Committee:

1. Approve the recommended grant of £198,633 over two years to Globe Studios Limited at a meeting of the CILNF Officer Panel in April 2021; and
2. Approve an initial grant of £191,067 to the Barbican Centre Trust Limited at a meeting of the CILNF Officer Panel in May 2021, as the first part of a three-year grant proposal of £737,807. Funding for years 2 and 3 of the project will be agreed based on the outcome of an annual review by the CGU and subsequent approval by the Resource Allocation Sub Committee.

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

There were no questions.

6. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

There was no other business.

The Chair then thanked Members of the public watching via YouTube for joining the meeting.

7. **EXCLUSION OF THE PUBLIC**

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

Item No.	Paragraph No
8	3
9 - 10	-
11	3

8. **CITY OF LONDON OPERATIONAL TENANTS - RENTAL SUPPORT REPAYMENT PLANS FROM JUNE 2021**

The Sub Committee received a report of the City Surveyor.

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

There was one question.

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

There was one item of other business.

The Chair then thanked Members and officers for their attendance and contributions before closing the meeting.

11. **TARGET OPERATING MODEL: INSTITUTIONS**

The item was withdrawn.

The meeting ended at 3.30 pm

Chair

Contact Officer: Joseph Anstee
joseph.anstee@cityoflondon.gov.uk

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PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Wednesday, 23 June 2021

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

Present

Members:

Deputy Keith Bottomley (Chairman)	Andrew McMurtrie
Deputy Jamie Ingham Clark (Deputy Chairman)	Susan Pearson
Randall Anderson	John Petrie
Caroline Haines	James de Sausmarez

Officers:

Joseph Anstee	- Town Clerk's Department
Sarah Baker	- Town Clerk's Department
Ben Dunleavy	- Town Clerk's Department
Jayne Moore	- Town Clerk's Department
Kerry Nicholls	- Town Clerk's Department
Rohit Paul	- Town Clerk's Department
Gary Burks	- Open Spaces Department
Matthew Porpiglia	- Town Clerk's Department
Leah Coburn	- Department of the Built Environment
Gillian Howard	- Department of the Built Environment
James Gibson	- Chamberlain's Department
Paul Wilkinson	- City Surveyor
Julian Kverndal	- City Surveyor's Department
Tom Leathart	- City Surveyor's Department
Fiona McKeith	- City Surveyor's Department
James Murray	- City Surveyor's Department
Ola Obadara	- City Surveyor's Department
Phil Pettit	- Chamberlain's Department
Nicholas Richmond-Smith	- Chamberlain's Department
Sonia Virdee	- Chamberlain's Department
Kevin Kilburn	- City of London Police
Martin O'Regan	- City of London Police
Sarah Williams	- City of London Police

1. APOLOGIES

Apologies for absence were received from Deputy Catherine McGuinness.

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

There were no declarations.

3. **GATEWAY APPROVAL PROCESS**

RESOLVED – That the Gateway Approval Process be received.

4. **MINUTES**

RESOLVED – That the public minutes and non-public summary of the meeting held on 17 May 2021 are approved as an accurate record.

5. **PUBLIC ACTIONS**

The Sub Committee received a report of the Town Clerk regarding public actions.

RESOLVED - That the public actions list be received.

6. **GATEWAY 4C ISSUE - BANK JUNCTION IMPROVEMENTS PROJECT: ALL CHANGE AT BANK**

The Sub Committee considered a Gateway 4c Issue report of the Director of the Built Environment regarding the Bank Junction Improvements project. The Chairman introduced the item before the Director of the Built Environment introduced the report, outlining the issues and their impact on the programme. The Director of the Built Environment then drew Members' attention to the recommendations of the report.

The Chairman stressed the importance that the project be completed correctly and commented that circumstances had changed significantly since the start of the project. The Chairman added that the consultation was crucial to the project and it was important that the results were comprehensive and informative. A Member commented that it was positive that so many results had been received, and that proper consideration of the results was vital for progressing the project.

RESOLVED – That the Projects Sub Committee:

1. That an additional budget of £151,323 is approved to reach the next Gateway as explained in section 3; and that this be funded from the already approved Central funding (total approved budget of £2,074,733);
2. That a revised Costed Risk Provision of £93,000, (previously £95,000) is approved (to be drawn down via delegation to Chief Officer);
3. Agree the approach set out in section 4 to delay the consultation findings report until September 2021 to provide additional time to analyse and consider the responses fully; and
4. Note the delay to the programme, which will mean that if approved, construction work for this project would not start until at least January 2022.

7. **GATEWAY 2 ISSUE - GUILDHALL CHILLING PLANT REPLACEMENT & STEAM HUMIDIFICATION PLANT REPLACEMENT**

The Sub Committee considered a Gateway 2 Issue report of the City Surveyor regarding the Guildhall Chiller Plant Replacement & Steam Humidification Plant Replacement project. The City Surveyor introduced the item and drew Members' attention to the key points, including the request for the repurposing of funds following successful bids for Climate Action Strategy work.

RESOLVED – That the Projects Sub Committee:

- 1) As the essential areas of the Guildhall complex are being addressed through the government grant funded PSDS project, agree that the Humidification Plant replacement project is closed;
- 2) Agree the reallocation of the Energy Reduction Programme – Phase 1 funds (£233,000) to fund the chiller plant replacement project, as these works are now being undertaken through the PSDS Project; and
- 3) As the essential areas will be addressed via the PSDS Project, as recommended by the Chamberlain, agree the reallocation of the Humidification plant replacement funds (£1.2m) to support the chiller plant replacement project.

8. **GATEWAY 4 - TOWER BRIDGE HV SYSTEM REPLACEMENT AND INCREASING RESILIENCE**

The Sub Committee considered a Gateway 4 report of the City Surveyor seeking delegated authority for the Gateway 5 approval on the Tower Bridge HV System Replacement project. The Chairman introduced the item before the City Surveyor outlined the reasons for the request.

RESOLVED – That the Projects Sub Committee agree that authority for the GW5 sign off (due end of June 2021) be delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman of Projects Sub, noting that the GW5 will be submitted under urgency to the BHE Board as there is no decision-making committee scheduled for June to seek delegated authority.

9. **GATEWAY 6 - CREMATOR REPLACEMENT PROJECT**

The Sub Committee considered a Gateway 6 report of the Director of Open Spaces regarding the City of London Crematorium cremator replacement project. The Director of Open Spaces introduced the report and drew Members' attention to the key points. The Sub Committee welcomed the effective use of Costed Risk Provision and encouraged officers to explore ways to capture lessons learned for transmission to a wider group, both internally and externally. The Director of Open Spaces confirmed that lessons learned on the project had been shared with others. The Town Clerk added that a central repository for logging lessons learned was under consideration.

RESOLVED – That the Projects Sub Committee approve and sign-off the successful completion of the Cremator Replacement project at the city of London Cemetery and note the lessons learned.

10. **MEMBER GOVERNANCE OF THE ERP PROJECT DELIVERY**

The Sub Committee considered a report of the Chamberlain regarding Member governance of the ERP project delivery. The Chairman introduced the item, advising that the proposals had been approved by the Finance Committee and the Police Authority Board. The Chamberlain the introduced the report and drew Members' attention to the key points.

RESOLVED – That the Projects Sub Committee approve the governance approach of the ERP Solution.

11. **REPORT OF ACTION TAKEN**

The Sub Committee received a report of the Town Clerk advising Members of action taken by the Town Clerk since the last meeting of the Sub-Committee, in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order Nos. 41(a) and (b).

RESOLVED – That the report be noted.

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

In response to a question from a Member regarding the Project Management Academy and the number of project managers at the City of London Corporation, the Town Clerk advised that he would consult with HR for information on staffing numbers. The Town Clerk further advised that a skills analysis would be undertaken to identify additional officers that might benefit from undertaking Project Management Academy training. The Chairman added that expanding the offer and reach of the Project Management Academy was a priority.

A Member then advised that the COLPAS Galleywall Primary Academy, a project which had recently been closed, had reported a leaking roof, and asked what action could be taken, given the project had been closed. The City Surveyor responded that this was likely to be the contractor's responsibility, and that action would depend on the severity of the leak. The City Surveyor undertook to investigate the matter and advise Members accordingly.

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

There was no other business.

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 item(s) on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Item No.

Paragraph No

15 - 31	3
32 - 33	-
34	3

15. **NON-PUBLIC MINUTES**
RESOLVED – That the non-public minutes of the meeting held on 17 May 2021 be agreed as a correct record.
16. **NON-PUBLIC ACTIONS**
The Sub Committee received a list of non-public outstanding actions.
17. **PROPERTY PROJECTS GROUP - COVID-19 UPDATE**
The City Surveyor provided an COVID-19 update regarding the Property Projects Group (PPG).
18. **GATEWAY 2 - BISHOPSGATE ARMOURY PROJECT**
The Sub Committee considered a Gateway 2 report of the Commissioner of the City of London Police.
19. **GATEWAY 2 - BARBICAN AIRWAVE COVERAGE**
The Sub Committee considered a Gateway 2 report of the Commissioner of the City of London Police.
20. **GATEWAY 3/4 - GUILDHALL - GREAT HALL INTERNAL HEALTH AND SAFETY AND RESTORATION WORKS**
The Sub Committee considered a Gateway 3/4 report of the City Surveyor.
21. **GATEWAY 2 - DIGITAL ASSET MANAGEMENT SYSTEM PROJECT (CITY OF LONDON POLICE)**
The Sub Committee considered a Gateway 2 report of the Commissioner of the City of London Police.
22. **GATEWAY 2 - DIGITAL SOCIAL MEDIA PROJECT (CITY OF LONDON POLICE)**
The Sub Committee considered a Gateway 2 report of the Commissioner of the City of London Police.
23. **GATEWAY 2 - AZURE POINT TO SITE VPN**
The Sub Committee considered a Gateway 2 report of the Chamberlain.
24. **GATEWAY 1-5 - COVERT VIDEO TRANSMISSION SYSTEM**
The Sub Committee considered a Gateway 1-5 report of the Commissioner of the City of London Police.
25. **GATEWAY 3/4 - BODY WORN VIDEO REFRESH**
The Sub Committee considered a Gateway 3/4 report of the Commissioner of the City of London Police.
26. **GATEWAY 1-4 - BRIDGE HOUSE ESTATES (CHARITY NO. 1035628) 23 FINSBURY CIRCUS, LONDON EC3 - MAJOR REFURBISHMENT**

The Sub Committee considered a Gateway 1-4 report of the City Surveyor.

27. **GATEWAY 5 OPN REPLACEMENT**

The Sub Committee considered a Gateway 5 report of the City Surveyor.

28. **PORTFOLIO OVERVIEW**

The Sub Committee received a report of the Town Clerk.

a) **Red Report: Ring of Steel Compliance (iMS-DRS) Video Management System**

The Sub Committee received a report of the Commissioner of the City of London Police.

b) **Red Report: New Bond Street**

The Sub Committee received a report of the City Surveyor.

29. **NON-PUBLIC REPORT OF ACTION TAKEN**

The Sub Committee received a report of the Town Clerk.

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

There were no questions.

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

There was no other business.

32. **TARGET OPERATING MODEL PROPOSAL - CITY SURVEYOR'S DEPARTMENT**

The Sub Committee considered a report of the City Surveyor.

The meeting closed at 12.50 pm

Chairman

Contact Officer: Joseph Anstee
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PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Friday, 23 July 2021

Minutes of the virtual meeting of the Projects Sub (Policy and Resources) Committee
held on Friday, 23 July 2021 at 9.00 am

Present

Members:

Deputy Keith Bottomley (Chairman)
Deputy Jamie Ingham Clark (Deputy Chairman)
Rehana Ameer
Randall Anderson
Caroline Haines
Sheriff Christopher Hayward
Andrew McMurtrie
Susan Pearson

Officers:

Peter Lisley	- Assistant Town Clerk
Rohit Paul	- Town Clerk's Department
Dianne Merrifield	- Chamberlain's Department
Nicholas Gill	- City Surveyor's Department
Simon Glynn	- Department of the Built Environment
Sarah Baker	- Town Clerk's Department
Clarisse Tavin	- Department of the Built Environment
Sonia Virdee	- Chamberlain's Department
Richard Chamberlain	- City Surveyor's Department
Trina DeSilva	- Department of the Built Environment
David Downing	- Community & Children's Services Dept.
Maria Herrera	- Department of the Built Environment
Gillian Howard	- Department of the Built Environment
Dorian Price	- City Surveyor's Department
Graeme Quarrington-Page	- Chamberlain's Department
Richard Steele	- Department of the Built Environment
Tony Macklin	- Department of the Built Environment
Leah Coburn	- Department of the Built Environment
Clive Whittle	- Department of the Built Environment

1. APOLOGIES

Apologies for absence were received from Deputy Catherine McGuinness, James de Sausmarez and John Petrie.

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

There were no declarations of interests.

3. **GATEWAY APPROVAL PROCESS**

RESOLVED – That the Gateway Approval Process be received.

4. **MINUTES**

RESOLVED – That the public minutes and non-public summary of the meeting held on 23rd June 2021 are approved as an accurate record.

5. **PUBLIC ACTIONS**

The Sub Committee received a report of the Town Clerk regarding public actions and noted that an update on the Bank Junction Improvement project would be brought to the September meeting of the Sub Committee.

RESOLVED - That the public actions list be received.

6. **GATEWAY 4 ISSUE - WALBROOK WHARF ROOF REPLACEMENT**

The Sub Committee considered a Gateway 4 Issue report of the City Surveyor, which sought to provide a solution to the water ingress problems on Walbrook Wharf roof following unsuccessful patch repairs. The City Surveyor introduced the report and advised that the project would refurbish the roof as part of the medium-term strategy for Walbrook Wharf through to 2027.

RESOLVED, that:

1. Drawdown of £85,000 (from previously approved funding of £920k from the Additional Capital Funds for City Fund Properties) be approved for staff costs, fees, survey costs and pest control, to reach Gateway 5.
2. The repair solution be approved: i.e. - application of a liquid overlay roofing system with guarantee to overcoat the roof; minimising the risk caused by roof coverings, and thereby retaining the operational status of the facility until 2027.
3. The revised total estimated cost of the project at £920,000 be noted.
4. A Costed Risk Provision of £182,700 be noted. *NB. Further information is available in the Risk Register (Appendix 2 to the report).*
5. Delegated Authority be granted to the City Surveyor to Approve A Gateway 5 Report, conditional on total estimated project costs remaining within the budget envelope of £920,000;
6. The revised completion date of July 2022 be noted.

7. **GATEWAY 3/4 - DOMINANT HOUSE FOOTBRIDGE FUTURE OPTIONS**

The Sub Committee considered a Gateway 3-4 report of the Director of the Built Environment in respect of a fault on the City Walkway footbridge over the highway, which has led to spalling on the footbridge support. The Director of the Built Environment introduced the report and advised Members of the footbridge's precise location, in Queenhithe ward. The Chairman commented

that the option proposed demonstrated consideration of value for money and a useful focus on project finances.

RESOLVED, that:

1. Option 2 in respect of concrete and joint repairs, as set out in the report, be approved.
2. The revised total estimated cost of the project at £340,864 be approved; and
3. A budget of £180,000 to move to the next Gateway be approved.

8. **GATEWAY 3 ISSUE - GREENING CHEAPSIDE: SUNKEN GARDEN (PHASE 1B)**

The Sub Committee considered a Gateway 3 Issue report of the Director of the Built Environment in respect of the Greening Cheapside project, which has been identified as a high priority in the Cheapside and Guildhall Area Enhancement Strategy. The Chairman introduced the item and congratulated officers on securing the additional external funding required to progress the project.

RESOLVED, that:

1. The additional external funding secured from Cheapside Business Alliance of £50,000 be approved;
2. The additional funding from City's Climate Action 'Cool Streets and Greening Programme' be approved, subject to approval of a specification allocation to the Greening Cheapside Project sought in the Cool Streets and Greening Programme Gateway 3 report;
3. Members approve the revised total project cost range of £358,000-£530,000; and
4. Officers be authorised to progress the "silver" design option, as set out in Option 2 of the report, and note that the next stage will be Gateway 4/5, to be approved under Delegated Authority, as the project is on the "regular" route of the Corporate Projects Procedure.

9. **GATEWAY 3/4 - CLIMATE ACTION STRATEGY - COOL STREETS AND GREENING PROGRAMME**

The Sub Committee considered a Gateway 3-4 report of the Director of the Built Environment in respect of the 'Cool Streets and Greening' Climate Action Strategy Programme, which will pilot climate resilient streets and open spaces in the Square Mile. The Chairman introduced the item and advised that existing projects would be redesigned with a focus on climate resilience. The Director of the Built Environment then introduced the report and drew Members' attention to the key points.

In response to a question from a Member, the Director of the Built Environment gave the Sub Committee further details on monitoring and the sustainability of the project. The Chairman noted that a 'test and learn' approach would be applied to the measures.

RESOLVED, that:

1. Option 1: 'Redesign of 6 existing projects to include climate resilience measures - to be implemented in year 1' be approved. *NB. Individual Gateway 5 reports will be prepared for each project;*
2. A budget of £660K be approved in principle, for design & installation of climate resilience measures on Year 1 projects, to enable re-designs to be progressed;
3. The Revenue costs of £114K, associated with additional maintenance and monitoring be noted; to be funded from the Climate Action Strategy (CAS) revenue budget;
4. The revised project budget for Year 1 of £980K (excluding risk) be noted, comprising £320K for evaluation and programme development, which was approved at Gateway1/2, and £660K for design and implementation. *NB. In addition, revenue budgets of 114K over a period of 5 years, for maintenance and monitoring of Year 1 projects, are required;*
5. It be noted that progress has been made on other elements of the Cool Streets and Greening programme since the Gateway 2 approval in April, and that costs will be incurred during the remainder of 2021; and
6. The total estimated cost of the project at £6.8M (excluding risk) be noted.

10. **GATEWAY 3/4 - MOORGATE CROSSRAIL STATION LINKS**

The Sub Committee considered a Gateway 3-4 report of the Director of the Built Environment, which will develop designs for the public realm across the wider Moorgate area. The project complements and builds on the works completed around the station entrances under the Crossrail Phase 1 project. The Director of the Built Environment introduced the report and drew Members' attention to the key points. The Sub Committee noted some amendments and delay to the project as a result of the impact of COVID-19.

In response to a question from a Member, the Director of the Built Environment advised that it was intended to relocate the dragon figures marking the City of London boundary in the area, but undertook to clarify this and report back to Members following the meeting.

RESOLVED, that:

1. Further scheme development at the Moorgate/Ropemaker Street junction be approved, to progress design work and traffic modelling.
2. Further substantive scheme development at the Moorgate/London Wall junction and on the Moorgate, corridor be paused, until there is more certainty on the progress of interdependent projects and post-COVID traffic flows; and
3. The project budgets and funding allocations detailed in Appendix 2 of the report be approved.

11. GATEWAY 5 ISSUE - CITY STREETS: TRANSPORTATION RESPONSE TO SUPPORT COVID-19 RECOVERY - PHASE 3 - ISSUES REPORT

The Sub Committee considered a Gateway 5 Issue report of the Director of the Built Environment, in respect of the transportation response to support COVID-19 recovery. The Chairman introduced the item and drew Members' attention to the proposed measures and funding sources for the project.

The Sub Committee then discussed the proposals. Members expressed their support in principle for the project, particularly in respect of increased greening, but sought assurances that implementation of the project would retain an appropriate balance between modes of transport and satisfactory access for traffic. The Director of the Built Environment advised that the proposed measures were temporary and all would be re-evaluated following a period of assessment which included stakeholder engagement, safety audit and equality impact assessment, with medium-term options to be brought to the October meeting of the Sub Committee.

Members then raised points relating to safety concerns and feedback from constituents in respect of road closures and their impact on deliveries. The Chairman commented that balance was important, and advised that whilst implementation of the schemes was an issue for the Streets & Walkways Sub Committee to consider, the Sub Committee could agree to communicate concerns on the basis of project management considerations in the form of a resolution. A Member added that the implementation of projects had potential cost considerations, as issues such as access could lead to legal challenges, which often led to an increase in project costs. Members noted that they could also make individual representations on the matter.

The Director of the Built Environment assured the Sub Committee that assessing access needs and equality impact on each measure within the scheme would form part of the monitoring and analysis of the project, and was essential to the task and process approach to the project. The Director of the Built Environment added that ten sites had been installed which had been successful as greening measures, and up to six more would be considered, making a maximum total of sixteen sites across the Square Mile.

The Chairman, with regard to the Sub Committee's terms of reference, proposed that the Sub Committee could legitimately and constructively put forward its desire to understand the strategic alignment behind the measures

within the scheme, and the value for money represented by the scheme. A Member suggested that the Sub Committee also ask that access and equality issues were given full consideration in agreeing the implementation of the scheme, and that this be recorded for reference.

The Director of the Built Environment then advised that the legal challenge in respect of the Beech Street project had not been on the basis on equalities impact. However, this had been the driving factor in judicial reviews made in respect of projects elsewhere. The Director of the Built Environment accepted that there had been numerous changes to the local environment recently, and this carried a degree of uncertainty during its initial stages, but assured the Sub Committee that officers were committed to following correct process and that all matters would be given proper consideration in developing and implementing the scheme.

The Chairman then proposed that it be resolved to advise the Streets & Walkways Sub Committee that the Sub Committee wished to seek assurance that the scheme and its composite measures were strategically aligned with other COVID-19 recovery work, such as promotion of returning to the City, as well as the existing Transport Strategy. The Sub Committee also sought further detail on assessing the value for money considerations of the scheme, given the temporary nature of the interventions, and to promote the importance of equalities impact assessment in respect of the project, given the risk of challenge to the project if this were not given due regard.

The Chairman then drew Members' attention to the recommendations, noting that the Sub Committee's views would be communicated to the Streets & Walkways Sub Committee following the summer recess, ahead of further approvals in respect of the project.

RESOLVED, that:

1. The progress to date on the implementation of the Covid-19 street recovery project (Phase 3) be noted.
2. The delivery of additional seating and greening measures, as described in the report, be approved.
3. The budget adjustment and increase as set out in Section 3 - table 2 of the report be approved, at a total project cost of £580,500, to continue the management and delivery of the project.
4. Approval be given in principle of the 'asphalt art' initiative from the Culture, Heritage and Libraries Committee on 14th June, for up to 5 sites, subject to funding and the required highway approvals overseen by this Sub-Committee;
5. The addition of the 'asphalt art' initiative within this Covid-19 Recovery Phase 3 project be approved, to be progressed with a separate Gateway

5 report, submitted under delegated authority. *NB. The delivery of the asphalt art is externally funded at a cost of £220,000; and*

6. That a resolution be put to the Streets & Walkways Sub Committee, advising of the Sub Committee's discussion and communicating the concerns raised by Members in respect of strategic alignment, value for money considerations and equalities impact assessment.

12. GATEWAY 2 - LEADENHALL STREET TRAFFIC MANAGEMENT - EASTERN CITY CLUSTER

The Sub Committee considered a Gateway 2 report of the Director of the Built Environment in respect of the delivery of traffic management changes to Leadenhall Street, in order to deliver the aspirations of the adopted Eastern City Cluster vision, and the outcomes of the Transport Strategy and Climate Action Strategy.

RESOLVED, that:

1. A budget of £218,000 be approved to reach the next Gateway for Leadenhall Street (Phase 1);
2. The total estimated cost of the project between £480-£550K be noted; and
3. The funding strategy included at Appendix 3 to the report be approved, including the allocation of S106 funding from 40 Leadenhall Street development.

13. GATEWAY 2 - 40 LEADENHALL STREET SECTION 278 HIGHWAY WORKS

The Sub Committee considered a Gateway 2 report of the Director of the Built Environment in respect of the delivery of Section 278 Highway Works to 40 Leadenhall Street.

RESOLVED, that:

1. A budget of £100,000 be approved for detailed design, engagement with stakeholders and survey work to reach the next Gateway, subject to receipt of funds.
2. Officers be authorised to enter into a Section 278 Agreement with the developer of 40 Leadenhall Street.
3. The estimated cost of the project at £800,000 - £2m (excluding risk) be noted; and
4. Authority be delegated to the Town Clerk, in consultation with the Chair and Deputy Chair of Streets & Walkways Sub Committee, to approve a Gateway 2 report on this basis, with the next Gateway 3-4 report considered by the full meeting of the Streets & Walkways Sub Committee.

14. GATEWAY 2 - DENTON PIER AND PONTOON OVERHAUL WORKS

The Sub Committee considered a Gateway 2 report of the City Surveyor in respect of the extensive inspection and refurbishment of the Denton Pier and Pontoon. The Chairman introduced the item before inviting the City Surveyor to introduce the report and give the Sub Committee some further detail on the project options, particularly with regard to value for money considerations.

In response to a question from a Member, the City Surveyor advised that the use of neighbouring piers, as had been agreed as an interim measure during the project period, on a longer-term basis, could be considered if this could be agreed with the Port of London Authority. The Chairman asked that this be explored and included in the options appraisal at the next Gateway.

RESOLVED, that:

1. A budget of £50,000 for a condition survey and options appraisal be approved in order to reach the next Gateway.
2. The total estimated cost of the project at £850,000 (excluding risk) be noted.
3. The estimated costed risk of £150,000 be noted.

15. GATEWAY 6 - CITY CYCLEWAYS PROGRAMME - PHASE 1 (Q11 UPGRADE AND OTHER QUICK WINS)

The Sub Committee considered a Gateway 6 report of the Director of the Built Environment in respect of the delivery of a programme of pedal cycle projects, as proposed in the City's adopted Transport Strategy.

RESOLVED, that – the contents of this report be noted, and Phase 1 of the project be closed.

16. GATEWAY 6 - COMMUNAL REPAIRS & REDECORATION PROGRAMME FOR THE BARBICAN ESTATE (2015-2020)

The Committee considered a Gateway 6 report of the Director of Community and Children's Services in respect of the communal repairs and redecoration programme for the Barbican Estate

RESOLVED, that – the contents of this report and lessons learn be noted and the project be closed.

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

There were no questions.

18. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no items of urgent business.

19. **EXCLUSION OF THE PUBLIC**

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

Item No.	Paragraph No
20 – 31	3
32 – 33	-
34	3

20. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 23rd June 2021 be approved as an accurate record.

21. **NON-PUBLIC ACTIONS**

The Sub Committee received a report of the Town Clerk regarding non-public actions.

22. **CITY FUND, CITY'S ESTATE AND BRIDGE HOUSE ESTATES - SCHEME OF DELEGATIONS AND GATEWAYS**

The Sub Committee considered and approved a report of the City Surveyor

23. **GATEWAY 2 - BARBICAN FIRE SAFETY PROJECTS (MULTIPLE) BARBICAN CONFINED SPACES PROJECT**

24. **GATEWAY 5 - UPGRADE OF CITY OF LONDON POLICE CUSTODY CCTV AND CONTRIBUTION TO FORCE WIDE VIDEO MANAGEMENT SOLUTION**

The Sub Committee considered and approved a Gateway 5 report of the Commissioner, City of London Police.

25. **GATEWAY 5 - PLANNING & REGULATORY SERVICES CASEWORK MANAGEMENT SYSTEM (PRSCMS) PROJECT**

The Sub Committee considered and approved a Gateway 5 report of the Director of the Built Environment and the Director of Markets and Consumer Protection

26. **GATEWAY 1-5 - YORK WAY ESTATE - COLD WATER DISTRIBUTION SYSTEM REPLACEMENT**

The Sub Committee considered and approved a Gateway 5 report of the Director of Community and Children's Service.

27. **GATEWAY 1-5 - MIDDLESEX STREET ESTATE - COLD WATER DISTRIBUTION SYSTEM REPLACEMENT**

The Sub Committee considered and approved a Gateway 5 report of the Director of Community and Children's Service.

28. **GATEWAY 2 - SOFTWARE DEFINED WIDE AREA NETWORK (SD WAN) UPGRADE**

The Sub Committee considered and approved a Gateway 2 report of the Chamberlain.

29. **GATEWAY 6 - SECURITY ENHANCEMENTS/SECURITY CROSS CUTTING - GUILDHALL, BARBICAN CENTRE, CENTRAL CRIMINAL COURT & MANSION HOUSE**

The Sub Committee considered and approved a Gateway 6 report of the City Surveyor.

30. **DELEGATED AUTHORITY REQUESTS**

The Sub Committee considered 3 reports of the City Surveyor seeking approval to delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Projects Sub Committee during the Summer recess period, in respect of the following projects:

- a) City Fund - Refurbishment/Extension of 6 Broad Street Place, EC2M.
- b) Refurbishment of Tower Chambers, 74 Moorgate, EC2 - Bridge House Estates - Gateway 5.
- c) Refurbishment of Electra House, 84 Moorgate, EC2 - Bridge House Estates - Gateway 5

31. **PORTFOLIO OVERVIEW**

The Sub Committee received three reports of the City Surveyor, providing portfolio overviews in respect of the following 3 red status projects:

- a) City of London Primary Academy Islington (COLPAI)
- b) City of London Freeman's School Main House Refurbishment
- c) BHE - Candlewick House, 116-126 Cannon Street, London, EC4

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

There were no questions.

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

There were no items of urgent business.

34. **CONFIDENTIAL MINUTES**

RESOLVED, that – the confidential minutes of the meeting held on 17th May 2021 be approved as an accurate record

The meeting ended at 10.22 am

Chairman

Contact Officer: Joseph Anstee
joseph.anstee@cityoflondon.gov.uk

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Innovation and Growth Advisory Board

A public summary of the Innovation and Growth Advisory Board meeting held on 5 July 2021.

The Innovation and Growth Advisory Board held its first meeting with external members in attendance on the 5th of July 2021 which focused on obtaining views from these external members on the Competitiveness Strategy and Assets Under Management (AUM) campaign.

The Board received a report from the Executive Director of Innovation and Growth regarding the Competitiveness Strategy and the heard views of the external Board Members on this Strategy. The following subjects were discussed in relation to the Competitiveness agenda:

- Critical review of the current UK FPS offering
- Attraction and retention of talent
- Improvement of digital infrastructure including global connectivity
- Nurturing of an innovation and collaboration ecosystem
- Rate of change in the UK FPS sector

Noting these comments, the Board agreed that the Competitiveness Strategy represented a sensible structure for the City of London Corporation in support of the UK financial and professional services sector.

The Board discussed an update from the Executive Director of Innovation and Growth on the COLC's assets under management (AUM) which focussed on a deep dive into the ATTRACT strategy. The Board agreed with an AUM promotional campaign that has appropriately clear ambitious targets.

The Board will meet again in October.

For any enquiries to the Innovation and Growth Advisory Board, please contact Richard.Holt@cityoflondon.gov.uk

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Committee(s): Policy and Resources Committee	Dated: 16 September 2021
Subject: External Climate Action Commitments and Memberships	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	5 - Businesses are trusted and socially and environmentally responsible
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£NA
What is the source of Funding?	Fees for memberships will be covered from existing budgets under CAS
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Deputy Town Clerk & Chief Executive and Director of Innovation & Growth	For Decision
Report author: Julia Makin, Climate Stakeholder Engagement Lead, Innovation and Growth	

Summary

This paper presents 2 new externally facing commitments for consideration. These will facilitate outcomes for the Corporation's Climate Action Strategy (CAS) in its inaugural year:

- United Nations Cities Race to Zero – Pledge
- UK100 - Pledge

These commitments have been proposed for potential for impact. They are endorsed by the Communications Office, the Corporate Treasurer and Innovation and Growth for their potential for impact. Members are provided with the detail of each commitment and their alignment with CAS outcomes. The pledges involve the recognition of a global climate emergency. These decisions are being brought to Committee given the previous corporate decision not to declare a climate emergency in the Square Mile.

Recommendation(s)

The Policy and Resources Committee is asked to:

- Approve pledges to Cities Race to Zero and UK100 and the proposed senior level sponsors.

Main Report

Background

1. In January 2020, the City Corporation set out on a fast-paced, cross-Corporation journey to develop an ambitious Climate Action Strategy (CAS). The resulting Climate Action Strategy was adopted at Court of Common Council on the 8th October 2020.
2. The CAS marked the start of a new and transformative programme of action. It set out three interlinked primary objectives for the City Corporation and the Square Mile:
 - to support the achievement of net-zero emissions,
 - to build resilience, and
 - to champion sustainable growth.
3. The Climate Action Strategy also set out 4 targets for the City Corporation and Square Mile:
 - Net zero by 2027 in the City Corporation's operations
 - Net zero by 2040 across the City Corporation's full value chain
 - Net zero by 2040 in the Square Mile
 - Climate resilience in our buildings, public spaces and infrastructure

Current Position

4. To date, the CAS Programme benefits from a wider range of memberships and commitments. These include:
 - Better Buildings Partnership, UK Green Buildings Council, RE100 and New London Architecture
 - Principles of Responsible Investment (PRI)
 - Town and County Planning Association and Royal Town Planning Association
 - Arboriculture Association, London Environment Directors Network, and the Institute of Environmental Management & Assessment (IEMA)
5. Reviewing new commitments was a planned action within the Y1 CAS stakeholder engagement plan. Several new commitments have been identified to signal the Corporation's ambition and collaborative stance. They are platforms where we can exchange learning and amplify our work. Engagement will also strengthen external communications in the lead up to COP26. For instance, the Corporation will also formally become a supporter of the Taskforce on Climate Related Financial Disclosures (TCFD). This is ahead of submitting first TCFD disclosure later this year. Becoming a public TCFD supporter is a clear statement of support for HMG ahead of COP26. Similarly, BHE became a signatory in July 2021 of the Association of Charitable Foundations (ACF) hosted Funder Commitment on Climate Change (FC).
6. Any additional decisions will be reviewed and actioned on an operational level but there are two which have arisen with policy implications.

Proposals

Join and endorse key campaigns ahead of COP26

7. United Nations Cities Race to Zero is the cities track of a global campaign run by the COP26 Presidency. Race to Zero aims to rally leadership and support from businesses, cities, regions and investors.
 - Due diligence has been conducted on the ability to adhere to the pledge criteria and a full list of Race to Zero pledge criteria is included at Appendix 1.
 - The sponsor is C40 Cities who are credible and authoritatively engaged in the issues. The City Corporation has also been in close dialogue with HM Government, who are supportive of the City Corporation becoming a formal signatory of the Race to Zero scheme. Subject to Committee approval, there is an opportunity to announce this commitment during Green Horizon Perspectives on 21 September 2021.
 - Race to Zero also has a business track and establishing signatories in the Square Mile will be leverage in achieving the Corporation's net zero target for the Square Mile.
8. UK100 is a network for UK locally elected leaders who have pledged to play their part in addressing climate change. They work with residents and businesses to bring wider communities' emissions in line with Net Zero as soon as possible (and by 2045 at the latest).
 - A full list of UK100 pledge criteria are included as Appendix 2. They have been checked to ensure for alignment to CAS. The commitment would also see the Corporation engage with UK100 to advocate for more powers, funding and resources for local government to tackle the climate emergency
9. Both UK100 and Cities Race to Zero require a senior level sponsor. It is recommended that the Chair of Policy and Resources and the Vice Chair of Policy and Resources, Deputy Keith Bottomley, serve as sponsors.
10. The language of 'climate emergency' is used in the defining principles of both the Cities Race to Zero and UK100 pledges. To join Cities Race to Zero, the Corporation is asked to 'recognise the global climate emergency'. For UK100, the Corporation is asked to pledge responsibility to 'tackle the global climate emergency'. Neither pledge makes declaring a climate emergency a condition of joining.

11. When the CAS was adopted at the Court of Common Council on the 8th October 2020, a Motion to declare a climate emergency was debated and defeated. The public minutes record arguments that declaring an emergency only in October 2020 following an earlier trend by local authorities gave the impression that the City Corporation had been slow to act. This was thought to trivialise the significant leadership role of the City Corporation in finding tangible and practical ways to mobilise investment into climate action.
12. The value of declaring a climate emergency was also queried when it was understood that only half of the councils who had declared had published action plans. Fewer still had committed any associated funding. There was a majority desire not to be associated with this trend. A decision was made to focus on the proposed strategy and its funded action plan based on science- based targets.
13. It is therefore concluded that joining these two organisations is not in contravention of the previous decision. Nor does it require the Corporation to declare a climate emergency. It is recommended that we join UK 100 and Race to Zero with immediate effect.

Corporate & Strategic Implications

14. Strategic implications This proposal aligns principally with Corporate Plan Outcome 5 - Businesses are trusted and socially and environmentally responsible. By publicly committing to both UK and international campaigns, the Corporation is demonstrating its credibility on taking climate action.
15. Financial implications No new implications. Costs for membership covered by existing CAS budget levels.
16. Resource implications Officer time to undertake due diligence, collect evidence and submit pledges.
17. Legal implications None. All evidence submitted to campaigns is already in the public domain.
18. Risk implications The Corporation has committed to transparent annual reporting under CAS. The reporting cycles of the Race to Zero and UK100 align with this commitment.
19. Equalities implications – None. Cities Race to Zero and UK100 position equity, justice and inclusive climate action at the centre of all urban decision-making, to create thriving and equitable communities for everyone. Alignment with these campaigns amplifies the Corporation's commitment under CAS to ensuring no-one gets left behind in tackling climate change.
20. Climate implications None. All external commitments outlined in this paper serve and amplify the delivery of the Corporation's commitments under CAS.

21. Security implications None.

Conclusion

22. Making these new commitments strengthen the execution of the Corporation's Climate Action Strategy. They will increase the visibility of the work and give access to new networks and platforms. Joining will help to shape best practice with a wider set of collaborators.

Appendices

Appendix 1 – CAS External Commitments – Cities Race to Zero Criteria

Appendix 2 – CAS External Commitments – UK100 Criteria

Julia Makin

Climate Action Stakeholder Engagement Lead, Innovation and Growth

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Appendix 1 – CAS External Commitments – Cities Race to Zero

United Nations Cities Race to Zero.

Committing to Cities Race to Zero involves pledging – via an online form – to:

Publicly endorse the following Principles:

- We recognise the global climate emergency.
- We are committed to keeping global heating below the 1.5°Celsius goal of the Paris Agreement.
- We are committed to putting inclusive climate action at the center of all urban decision-making, to create thriving and equitable communities for everyone.
- We invite our partners – political leaders, CEOs, trade unions, investors, and civil society – to join us in recognising the global climate emergency and help us deliver on science-based action to overcome it.

Pledge to reach (net)-zero in the 2040s or sooner, or by mid-century at the latest, in line with global efforts to limit warming to 1.5°Celsius.

In advance of COP26, explain what steps will be taken toward achieving net zero, especially in the short- to medium-term. Set an interim target to achieve in the next decade, which reflects a fair share of the 50% global reduction in CO₂ by 2030 identified in the IPCC Special Report on Global Warming of 1.5°Celsius.

Immediately proceed to planning at least one inclusive and equitable climate action as listed on www.citiesracetozero.org that will help to place your city on a resilient pathway consistent with the 1.5°Celsius objective of the Paris Agreement and begin implementation no later than 2022.

Report progress annually, beginning no later than 2022 to your usual or the recommended reporting platform. Your 1.5°Celsius target and action commitment(s) should be shared through your regular channels of reporting. If you have not reported before, you will be contacted by partners for support.

List of inclusive and equitable climate action as listed on www.citiesracetozero.org

CREATE A MORE INCLUSIVE SOCIETY

Collect information on the needs of frontline communities (including children, workers in transitioning industries, women, refugees, etc) with respect to climate planning and/or implementation.

Collect spatial or disaggregated data to inform the design and/or monitor the implementation of climate actions

Demonstrate how actions contribute to delivering social and economic benefits, to reducing inequality and to driving a just transition for workers, through carrying out a wider benefits or equity assessments for at least 2 priority city-wide transformative climate actions.

Take action to develop 15- or 30-minute neighborhoods (also known as complete neighborhoods) all throughout the city, where residents are able to meet most of their needs within a short walk or bicycle ride from their homes.

CREATE GREEN AND HEALTHY STREETS

Pilot test and procure, with partners as necessary, zero emissions buses by 2025.

Expand and improve walking, cycling and integrated transit access and identify potential areas for future zero emission zones by 2025.

Procure, with our partners, only zero emission buses from 2025.

Implement pilot measures that restrict internal combustion engines in parts of the city by 2025 and ensure that a major area of our city is zero emission by 2030.

REDUCE AIR POLLUTION & ENSURE CLEAN AIR

Establish baseline levels and set ambitious reduction targets for air pollutants that meet or exceed national commitments. These targets will put us on a path towards meeting World Health Organisation Air Quality Guidelines for particulate matter, nitrogen dioxide, ozone, and sulphur dioxide.

Develop plan by 2025 to achieve pollution reductions from major sources of pollution within city/under city control and implementing at least one new substantive policy and programme to reduce pollution from top source.

Before 2025, implement new substantive policies and programmes to address the top causes of air pollution emissions within our city and under our control by 2025.

DEVELOP ZERO-CARBON BUILDINGS

Develop a roadmap to achieve net zero carbon new buildings from 2030.

Implement pilot efficiency programmes and incentives for building energy efficiency with tools in place that facilitate data access and data analysis (benchmarking) of building energy use by 2025.

Develop a roadmap to achieve net zero carbon municipal buildings by 2030 and policy approval by 2025 to deliver a commitment to own, occupy and develop net zero carbon municipal assets by 2030.

Enact regulations and/or planning policy to ensure NEW buildings operate at net zero carbon by 2030.

Benchmark building energy use in existing buildings and implementing citywide efficiency programmes with an approved roadmap to achieve all net zero carbon buildings by 2050.

Enact regulations and/or planning policy to ensure ALL buildings operate at net zero carbon by 2050, with a roadmap and interim emissions goals in place in 2025.

MOVE TOWARDS RESILIENT & SUSTAINABLE ENERGY SYSTEMS

Develop a roadmap to achieve 100% clean renewable electricity by 2030 and expand this to 100% renewable energy by 2050.

Lead by example with municipal renewable energy projects maximising the potential of municipal assets for onsite generation with the aim to cover municipal electricity demand by 100% renewables by 2025.

Make sure your policies follow the rule of “energy-efficiency” first so take all actions to increase the efficiency of end-use sectors.

Develop financial support programs to incentivize deployment of building-scale renewables and mandate the use of renewables through building codes, while engaging residents and other stakeholders in the process.

Incentivize large scale clean energy generation by using your purchasing power and support community energy projects.

Promote the use of clean energy sources for heating and cooling buildings.

ADVANCE TOWARDS ZERO WASTE

Progressively phase out organics disposal to landfill and incinerators, ie at least 25% by 2025.

Ensure all operating and closed landfills have landfill gas capture and at least flaring (ideally local landfill gas utilization for power generation) by 2025.

Ensure all waste generated in the city is being collected and residual waste is disposed of adequately in at least an engineered sanitary landfill.

Reduce the municipal solid waste generation per capita achieving at least 8% reduction in 2025, with actions like restricting single use materials, and volume based collection fees/incentives like “Pay as you throw”, enroute to 15% reduction by 2030.

Reduce the amount of municipal solid waste disposed to landfill and incineration by at least 50% compared to 2015 by 2030; and increase the diversion rate away from landfill and incineration to at least 70% by 2030, with actions like scaling up citywide collection with 3-stream segregate waste collection including food/recyclables/residual by 2025.

CREATE SUSTAINABLE FOOD SYSTEMS

Pilot school feeding programs that align to locally relevant Planetary Health Diet by 2025.

Implement policies/incentives/taxes/bans that halt or prevent the nutrition transition by 2025.

Regulate or activate programs for food businesses to minimize food related carbon emissions.

Expand access for all citizens to affordable, plant-based food by 2025.

Create a food council/board with local stakeholders by 2025.

Align our food procurement (eg school feeding programs) to planetary health diet by 2030, with at least 50% of procurement expenditure aligned to the planetary health diet by 2025.

Reduce food loss and waste by 50% from a 2015 baseline by 2030, achieving at least a 25% reduction in food loss and waste by 2025.

Support an overall increase of healthy plant-based food consumption in our cities by shifting away from unsustainable, unhealthy diets by 2030.

DIVEST FROM FOSSIL FUELS & INVEST IN A SUSTAINABLE FUTURE

Advocate for fossil-free and sustainable finance by other investors and all levels of government, including by promoting the importance of strong, long-term climate policies and demanding greater transparency.

Call on our pension funds to divest from fossil fuel companies and increase financial investments in climate solutions to help promote decent jobs and a just and green economy.

Take all possible steps to divest our city assets from fossil fuel companies and increase our financial investments in climate solutions to help promote decent jobs and a just and green economy.

MOVE TOWARDS RESILIENT & SUSTAINABLE CONSTRUCTION SYSTEMS

Develop a roadmap with local stakeholders to halve embodied emissions in all infrastructure projects by 2030, including new build and major retrofits, and achieve zero emission construction sites by 2030.

Make sure your policies and actions follow the rule of “existing assets” first to optimize, repurpose and retrofit existing buildings and infrastructure before building new ones.

Lead by example by specifying low carbon materials and zero emission construction machinery in municipal procurement.

Reward resource efficient and circular design, use of low carbon materials, and low to zero waste construction sites for all new projects and major retrofit in municipal procurement, planning permissions, policies and processes and building codes.

Stimulate data transparency and accountability by asking for/requiring Life Cycle Assessments (LCAs) in planning permissions and embedding them into planning policies, processes and building codes.

Approve net zero emission (operational and embodied) flagship project(s) by 2025 and advocate for regional, national government and/or intergovernmental action on sources outside city control.

Assess the impact that the choice of materials and construction design will have on your city’s overall resilience to climate impacts (i.e. increasing urban heat island, impermeable surface increasing the risk of flooding, etc.).

Appendix 2 – CAS External Commitments – UK100

Committing to UK100 involves pledging – via an online form – to:

As local leaders across the UK, we see the challenges our communities face. We recognise our responsibility to tackle the climate emergency and protect our environment to secure the future for them and for people around the world.

In 2019, the UK Parliament passed legislation to bring all greenhouse gas emissions to Net Zero by 2050. This was to keep in line with international commitment in the Paris Agreement to limit global warming to 1.5 degrees. But science tells us we need to start now and make rapid reductions much sooner.

We will do everything within our power and influence to rapidly reduce our greenhouse gas emissions. We will bring our council emissions to Net Zero by 2030* and we will work with our residents and businesses to bring our wider communities' emissions in line with Net Zero as soon as possible (and by 2045* at the latest).

We will continue to lead the UK's response to Net Zero, going ahead of the government goal and taking the first steps with urgency. We will make substantial progress within the next decade to deliver Net Zero. With greater powers, we would go further, faster.

We will be bold and brave, carrying out strong climate action now and building prosperous, secure and more resilient communities that are healthier, cleaner and safer, in ways that follow the science and are practical and achievable.

We pledge to assess our largest impacts on climate change, prioritise where action needs to be taken and measure and monitor progress towards targets. We will reduce our emissions at source and limit the use of carbon offsets as part of the global effort to avoid the worst impacts of climate change.

As local leaders, we are uniquely placed to help tackle the climate emergency. We are closer to the people who live and work in our communities, so we have a better understanding of their needs. This means we can collaborate with them to build consensus for the solutions we need to transition to a Net Zero society that delivers multiple benefits and is fair, just and works for everyone.

We have come together from local authorities across the UK to share knowledge and collaborate with each other, with businesses and our residents to deliver action now. And we will also use our experience of our ability and achievements to advocate to the UK government in order to accelerate the transition to a Net Zero society.

As a nation, we have demonstrated throughout our history that we are able and willing to lead on finding solutions to the challenges the world faces. The success and prosperity of our nation has largely rested on our ability to harness the power of dirty fossil fuels. It is now our shared responsibility to turn this ingenuity to solving the climate emergency in a way that has a positive impact on our communities. We need to ensure our future is better than our past.

UK100 Net Zero Pledge – guidance and clarifications

- Net Zero target date: council operations/estate by 2030*, whole area by 2045* at the latest.

- * Countryside counties can have a Net Zero target date of 2050 for their area-wide emissions, with the aim of moving towards an earlier Net Zero target date as soon as possible. The different date for countryside counties is because of the specific challenges they face due to their rural geography, scale powers and responsibilities. We will engage with these countryside counties via our Countryside Climate Network to identify specific challenges they face in setting an earlier Net Zero date, to advocate to national government for policy change that will enable them to move to an earlier Net Zero target date as soon as possible.
- * Combined authorities and city regions should have set a Net Zero target date before 2045 for both their council emissions and their areawide emissions, to reflect their strategic scale and wide-ranging responsibilities.
- Offsets: The use of offsets should be limited and used only as a last resort when reducing emissions to Net Zero at source is not possible. Offsets should aim to be as local as possible.
- Reporting: Reporting should be annual, from 2022 onwards.
- Scopes: At least scopes 1 and 2 for council emissions and area wide emissions.
- Baseline of emissions: from 1990 levels, in line with IPCC. For councils that have been established after that, this needs to be clarified on an individual basis.
- Those pledging should set interim targets, focusing on early actions and prioritising sectors that will contribute to rapid reductions in GHG emissions.
- The focus of the pledge is mitigation, which is UK100's focus on work. The ecological emergency, biodiversity and adaptation are important related issues but not specific targets of this pledge.
- The pledge is designed to demonstrate the ambition and ability of democratically elected local leaders to deliver on Net Zero.
- It is also intended to create the conditions for stronger climate action at national level to help local authorities reach Net Zero faster.

Committee(s) Policy & Resources for Decision General Purposes Committee of Alderman for Information	Dated: 16 September 2021 14 September 2021
Subject: Innovation & Growth Board Advisory Board (IAGB): Board Nominations and Name Change	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	5,6, 7, 8
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£0
What is the source of Funding?	NA
Has this Funding Source been agreed with the Chamberlain's Department?	NA
Report of: Damian Nussbaum, Executive Director Innovation & Growth	For Decision
Report author: Simi Shah, Project Director, Innovation and Growth	

Summary

This paper presents the final two external Members for confirmation. It also sets out a proposed name change for the Innovation and Growth Advisory Board.

Recommendation(s)

It is recommended that the Policy & Resources Committee (P&R):

- i. Confirm the final two external Members of the Board for the 2021-2022 term.
- ii. Adopt a new name for the IGAB Board of Competitiveness Advisory Board that better reflects its remit.

Main Report

Background

1. Sir Simon Fraser first reported on the effectiveness of the Corporation in developing policy and promoting the City in late 2015. In January 2020, Flint completed a light-touch review of the progress made. The 2020 review focused on what more needs to be done to improve the Corporation's work on strengthening and promoting the UK as a global centre for financial and professional services (FPS).
2. The Fraser Review concluded that in order to effectively play a unique and impactful part the Corporation needed to deepen its collective clarity of purpose focused on competitiveness. This should be achieved through institutional effectiveness, strong leadership and governance and effective external relationships. If taken forward at pace, these actions could enhance the Corporation's role in representing the UK FPS.

3. On 18 February 2021 P&R adopted the recommendations of the Fraser 2.0 report. This included the development of a competitiveness strategy and the creation of the Innovation and Growth Advisory Board (IGAB). Members agreed that IGAB would have an advisory role on the strategy. Decision-making responsibility would continue to rest with P&R.
4. On 8 April 2021, P&R approved the Terms of Reference for the Board, confirmed the criteria for Membership and internal appointments as well as an approach to selecting external Membership.
5. On 8 July 2021, P&R approved the first six of eight external Board Members. It was proposed at this meeting to change the name of the Board.
6. IGAB is now operational and has conducted its first meeting with external Members in July 2021. A copy of the terms of reference and a full list of Members can be found in the Appendix.

Proposals

7. It is proposed that the final two Members of the Board be confirmed. Due to internal processes at their host organisations, they could not be included in the previous confirmation list. As per the original confirmations, they are suggested based on the original criteria endorsed by this Committee. These are:
 - a. Marisa Drew, Chief Sustainability Officer for Credit Suisse and the Global Head of the Sustainability Strategy, Advisory & Finance Group
 - b. Laura Mason, CEO, Legal & General Retirement Institutional
8. It is proposed to change the name of the Innovation and Growth Advisory Board (IGAB) to the Competitiveness Advisory Board (CAB). This is for the following reasons:
 - a. The name is more reflective of a cross-Corporation strategy which the Board will advise on, rather than solely identifying with one department.
 - b. The acronym IGAB is proving in practice to be less acoustically attractive.

Corporate & Strategic Implications

9. The Strategy, of which the Board advises, supports the commitments set out in the Corporate Plan, 2018-23, and the strategy itself is being designed to impact upon the following outcomes and high-level actions:

Outcome 5: Businesses are trusted and socially and environmentally responsible

- Champion the ease, reliability and cost-effectiveness of doing business here.
- Model new ways of delivering inclusive and sustainable growth.
- Support, celebrate and advocate responsible practices and investments.

Outcome 6: We have the best legal and regulatory framework and access to global markets.

- Promote regulatory confidence founded on the rule of law.
- Influence UK and global policy and regulation and international agreements to protect and grow the UK economy.
- Attract and retain investment and promote exports of goods and services across multiple global markets.

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

- Support organisations in pioneering preparing for a responding to changes in regulations, markets, products and ways of working.
- Promote London for its creative energy and competitive strengths

Outcome 8: We have access to the skills and talent we need.

- Promote the City, London and the UK as attractive places to live, learn, work and visit.
- Champion access to global talent
- Identify future skills needs shortages and saturations

10. No new legal, security, financial implications arise from the recommendations in this report.

11. Climate Implications: The activities described in the strategy the Board oversees mutually reinforce the Climate Action Strategy; particularly the tenet of the championing sustainable growth.

Conclusion

12. It is within the Corporation's core purpose to steward UK FPS through current and future challenges and opportunities. Access to advisory support and expertise is a key element in fulfilling this important role.

Appendices

1. IGAB/CAB Terms of Reference and List of Members

Contact:

Simi Shah

Project Director, Innovation & Growth

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Innovation and Growth Advisory Board Terms of Reference 2021-22

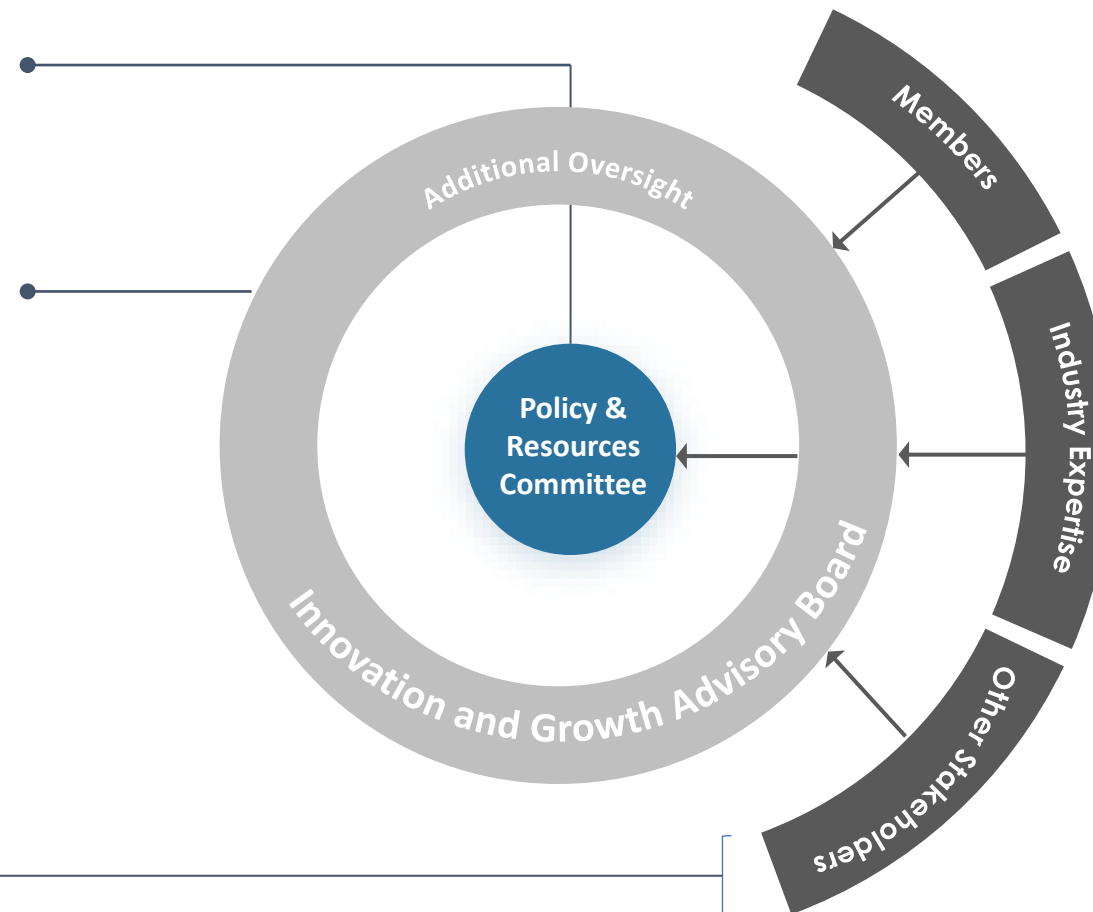
Innovation and Growth directorate to serve as the single centre for policy work on competitiveness. The agenda is delivered at a cross Corporation level with support mainly drawn from the Offices of the Lord Mayor and Leader of the Council, Remembrancers, Corporate Affairs and Communications.

Member oversight for the evolution and implementation of Competitiveness Strategy is provided by the Policy and Resources Committee (P&R).

Additional guidance is provided by the Innovation and Growth Advisory Board (IGAB). The Board is led by a Steering Committee of Members and external stakeholders with industry expertise. It will deploy ad hoc expert groups on sectoral or market issues as and when needed.

The purpose of the Board is:

- To provide expertise and insight to officers and Policy & Resources acting as an internal forum for the testing of ideas and prioritisation for the strategy
- To provide informal guidance on the implementation of the strategy
- To offer additional support to the Lord Mayor and Chair of Policy and Resources as Ambassadors on the Innovation and Growth agenda.
- To provide advice on the strategic deployment of hospitality as required



The composition of the Steering Committee is as follows:

- 4 Core Members (CPR, Deputy CPR, Chair of GPC, Deputy of GPC)
- 4 Members from the Court Appointed by
- 8 external Members
- CPR as Chair and Chair of GPC as Deputy

Meetings: Quarterly

Service: Annual confirmation

Requirements: Declarations of Interest and NDA.

Innovation and Growth Advisory Board (IGAB) Membership

Anna Anthony, Partner/Acting Chair of UK Board, UK Managing Partner, EY, Financial Services

Edward Braham, Partner at Freshfields, and Chair of TCUK's International Trade & Investment Group (ITIG)

Dominic Christian, Common Councillor, City of London Corporation and Global Chairman of Reinsurance Solutions, Aon

David Craig, Senior Adviser to London Stock Exchange Group (LSEG)

Marisa Drew, Chief Sustainability Officer for Credit Suisse and the Global Head of the Sustainability Strategy, Advisory & Finance Group

Anna Dunn, CFO EMEA, JP Morgan

Christopher Hayward, Sheriff of the City of London Corporation, Deputy Chairman of the Policy & Resources Committee

Shravan Joshi, Common Councillor, City of London Corporation and Director, SM Ventures

Sue Langley, Alderwoman, City of London Corporation and Independent NED – Gallagher UK and HMG Home Office

Nicholas Lyons, Alderman, City of London Corporation and Chairman, Phoenix Group

Laura Mason, CEO, Legal & General Retirement Institutional

Darragh McCarthy, Founder and CEO of FinTrU

Catherine McGuinness, Common Councillor, City of London Corporation and Chair of Policy and Resources Committee, **Chair of IGAB**

The Right Hon The Lord Mayor Alderman William Russell, City of London Corporation, Deputy Chairman of General Purposes Committee

Ruth Wandhofer, Independent NED, Chair of Payment System Regulator (PSR)

Sir David Wootton, Alderman, City of London Corporation, Chair of General Purposes Committee, **Deputy Chair of IGAB**

Committee(s)	Dated:
Policy and Resources – For Decision	16 September 2021
Culture, Heritage and Libraries – For Decision	22 September 2021
Subject: Destination City: Strategic Review – programme overview and governance proposals	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	2, 3, 4, 7-10
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: Damian Nussbaum, Director of Innovation & Growth	For Decision
Report author: Nick Bodger, Cultural and Visitor Development Director	

Summary

This report provides Members with an overview of *Destination City - Strategic Review*, a programme of work which sets out a renewed vision for the Square Mile to become the world’s most attractive destination for workers, residents and visitors.

Included in the report are proposals for governance of the project, identifying the formal committees and informal consultative groups that will be engaged throughout.

Stakeholders across the City will be consulted during the review to gather evidence, test proposals and embed a shared vision for growth. The governance proposal aims to facilitate a fast-paced and agile project that can best equip the Corporation to swiftly develop an ambitious and long-term plan.

Recommendation(s)

Members of Policy and Resources and Culture, Heritage and Libraries are asked to:

- Agree the approach to the strategic review and approve the governance arrangements, noting that they will be formally submitted to Court of Common Council for ratification at its October 2021 meeting.

Main Report

Background

1. The pandemic continues to create a rapidly changing socioeconomic and cultural landscape. Over the coming years, destinations will need to be even more compelling places to visit, work and invest. The City therefore needs to build on its strengths, but also challenge itself to be more innovative, inclusive and sustainable.
2. The Recovery Taskforce's report *Square Mile: Future City* provided a blueprint for medium-term recovery from COVID-19. One focus was on creating a vibrant offer, and included a commitment to a strategic review of the City's offer.
3. This will build on key existing strategies including the Visitor Strategy 2019-23 and Cultural Strategy 2018-22, as well as the Transport Strategy and the Climate Action Plan.

Current Position

4. The *Destination City - Strategic Review* aims to assess and benchmark the City's current offer as a destination for workers, visitors and residents. Setting out the vision for the City's future offer, the key output from this work will be a set of specific, detailed and evidence-based recommendations to deliver this. A summary overview document is provided in Appendix 1.
5. The review will provide findings and conclusions for Members to consider, focusing on three key deliverables:
 - a. **A new vision for the City as a destination:** ambitious and wide-ranging, this will provide a touchstone for prioritising activities and embedding a shared vision for growth, covering both internal stakeholders and external partners.
 - b. **Recommendations for developing the City's offer as a destination:** improving the City's offer and appeal, this will identify specific activities and actions that will boost the City's draw as a destination with a range of audiences, immediately and over the next five years.
 - c. **Recommendations for promoting the City's offer as a destination:** this will set out recommendations and strategies for showcasing the City's appeal to a range of new and existing target groups.

6. The review will span all the elements that make for an attractive destination, engaging with numerous sectors including retail, hospitality, culture and heritage, and the night-time economy.
7. Numerous business areas across the City Corporation will be consulted to gather evidence and co-create a shared vision, while testing the feasibility and implications of proposed activities.
8. External engagement and relationship building will also be an integral pillar of the programme. Interviews and workshops with stakeholders will identify the City's strengths, as well as new activities for development. This work will be underpinned by research exploring innovations in other global destinations.
9. The review will be led by Danny Lopez, founding head of London & Partners and former Consul General in New York. Danny will be working on a pro bono basis. A summary CV is provided in Appendix 2. He will be supported by Kate Keating who has extensive experience in marketing.
10. A final report outlining the findings of the review (detailed in paragraph 4) will be presented to committees in December for approval.

Governance Arrangements

11. It is proposed that the two primary Committees with responsibility for the strategic review are:
 - a. Policy & Resources Committee (noting its responsibility for the City Corporation's overall policies, strategic priorities, and resource allocation); and
 - b. Culture, Heritage and Libraries Committee (noting its responsibility for the City Corporation's current culture and visitor strategies).
12. Where there are implications for other Committees, it is suggested that their perspectives are reflected by their Chairs serving in an ex-officio capacity on Policy & Resources and Culture Heritage and Libraries. Wider engagement with other relevant Chairs will be provided during the programme to ensure that their Committees' interests are considered against the emerging proposals. In addition, the final recommendations will be taken to Court for approval.
13. The Chairs and Deputy Chairs of Policy & Resources and Culture Heritage and Libraries will ensure there is oversight as the Review progresses.
14. The review will establish short and medium term actions that can be deployed from early 2022. By delivering the project at pace, it will equip the City with an

offer that reflects the evolving needs of City businesses and their consumers in a radically changed economic and social landscape. It is hoped that governance arrangements would provide the maximum opportunity to facilitate Member engagement, whilst also enabling swift and impactful project delivery.

15. It is therefore requested that this committee approves the governance arrangements outlined above so that they can be presented to the Court of Common Council at their October meeting for ratification.

Corporate & Strategic Implications

- **Strategic implications:** this goes to the heart of the Corporate Plan in underpinning the aim of having a vibrant and thriving City. The outputs are also likely to provide an update and assess the existing 2018-22 Cultural Strategy and 2019-23 Visitor Strategy which were both created prior to the pandemic.
- **Resource and financial implications:** funding has already been agreed for the delivery of the project. The outcomes of the project will inform a subsequent review of resources across Cultural and Visitor Development. This will be sent to Culture, Heritage and Libraries Committee at a later stage.
- **Legal implications:** no legal implications have been identified at this stage. This will be kept under review.
- **Risk implications:** At this stage in the project, no significant risks have been identified. This will be kept under review.
- **Equalities implications:** underpinning the review will be diversity and inclusion. At this stage in the project, no negative equalities implications have been identified. This will be kept under review and equalities analysis will be carried out if necessary, to ensure negative impacts can be mitigated and opportunities for positive impacts exploited.
- **Climate implications:** this will be fully in line with the Climate Action Strategy and will look to drive the implementation of the actions that Members have agreed.
- **Security implications:** there are no security implications which have been identified at this stage in the project. This will be kept under review.

Conclusion

16. The City is unique, combining a rich history with a huge capacity for re-invention. It has faced countless challenges in the past and has always emerged as a global destination of choice. These unprecedented times have

reshaped what our audiences want and the City needs to act fast to remain competitive.

Appendices

Appendix 1: Destination City – Scope

Appendix 2: Summary CV - Danny Lopez

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Appendix 1: Destination City: Outline Scope

Project purpose and scope

To assess the City of London's offer and promotion as a destination and develop a set of recommendations, to ensure it is:

- One of the world's most attractive destinations for workers, residents and visitors – both business and leisure, domestic and international.
- A globally desirable location destination of choice for businesses, across financial and professional services, creative industries, and the leisure sector.

In the context of the post-pandemic environment, and longer term adaptation to new ways of working, this project will aim to identify what destinations need to offer to stand out as compelling places to visit, work and locate in. Within that context, we seek to outline what existing strengths the City needs to build on and what new offers need to be developed.

This project will assess and benchmark the City's existing offer and current strengths, as well as its distinctive characteristics. Looking to the future, this piece of work will outline new activities for development and set out an overarching ambitious and achievable vision. From this vision, the project will set out the steps needed to roll out a successful implementation, with clear goals and clarity on the resources required.

Encompassing both the City's offer and its promotion to different audiences, the scope of this project will span all the elements that make for an attractive offer, including retail and hospitality; attractions and culture; heritage and architecture; and leisure.

Aligned with destination purpose, the work will need to review and segment target groups within the recommendations. It is important that this project can outline an implementation strategy that will deliver tangible results. An example is the delivery of increased footfall and spend, including during evenings and weekend. Another is supporting the return of workers to City offices as businesses adjust to new ways of working. And cutting across all of the project's recommendations will be a need to improve the attractiveness and perception of the City as destination of choice.

Partnership working will be key to developing the City's offer as a destination. Building on existing collaborations and developing new ones with stakeholders across business, leisure, retail and culture.

Deliverables

Setting out the vision for the City's future offer as a destination, the key output from this work will be a set of specific, detailed and evidence-based recommendations that set out a clear roadmap of activities.

- **The vision for the City as a destination:** Ambitious and wide-ranging, this will provide a touchstone for prioritising activities and unifying internal stakeholders and external partners. Drawing on the City's rich and exciting past, and inspiring its dynamic future. It will draw out the City as innovative, inclusive and sustainable. The evidence-base underpinning this will need to assess the City current offer, benchmark against comparator areas in London, the UK and internationally, while learning from others. The project will look at the contribution made both

directly and indirectly by the destination economy – and set ambitious but achievable goals for what this could become in the future.

- **Recommendations for developing the City's offer as a destination:** Improving the City's offer and appeal in the immediate and medium term, this work will identify specific activities and actions that will boost the City's draw as a destination. It will build on existing strengths such as the distinct nature of the City. However, we need to be creative and have an appetite for change which is why we want to develop new types of products targeted at key groups (eg young workers, international visitors etc) while supporting and enabling creative and leisure providers.

- **Recommendations for promoting the City's offer as a destination:** Effective promotion of the City's offer will be key. This work will set out recommendations and strategies for showcasing the City's appeal to target groups. This will include value propositions for each and how to reach these groups. These recommendations will need to be fully specified in terms of how they can be delivered and resourced. This will include targeted actions for the City of London Corporation – and, critically, how we can work in partnership to amplify reach and impact. Consultation with stakeholders and partners will be crucial across the project delivery, to ensure we have shared common goals and joint initiatives in place to deliver. Finally, it will be important to set out how best all recommendations can be monitored and evaluated in the short, medium and long term.

The City is unique. It combines a rich history spanning centuries with a unique capacity for re-invention. It has faced countless challenges in the past and has always emerged as a global destination of choice. Now, more than ever, as a post-Covid world and an un-precedented digital transformation reshape what our key audiences want, the City needs to act, and act fast.

This project will deliver an ambitious vision and set out a series of recommendations that will have a long-lasting impact on the City's future. The City of London Corporation recognises the importance of this work and looks forward to supporting the process throughout.

Appendix 2: Danny Lopez – Summary CV

Present:

- **Glasswall Solutions – CEO:**

A British cyber security software company employing 50 people (45 in the UK / 5 in the US). Glasswall's clients include defence and intelligence agencies, as well as commercial organisations on both sides of the Atlantic. Chaired by former ICAP founder Michael Spencer, now Lord Spencer.

The company successfully raised a £18M Series A in December 2020

- **Innovate Finance – Board Member**

Innovate Finance is the independent not-for-profit industry body representing the UK's global FinTech community.

- **FinTech Collective - Advisory Role**

A highly successful US-based venture capital firm specialising in early stage fintech investments, which includes London companies. Their three funds to date total circa \$400M.

Previous:

- **British Consul-General to New York (2011-2016)**

Hosted the official launch for the GREAT campaign in 2012, as well as numerous events promoting the visitor, culture and investment economy.

- **London & Partners - CEO – (2009-2011)**

Launched London & Partners and became its first CEO at a crucial time, pre-Olympics.

- **Public Diplomacy Board - Member (2007-2009)**

Represented UK Trade and Investment alongside the CEO of the British Council, the Chair of Visit Britain and senior Foreign and Commonwealth Office staff.

- **UK Trade and Investment – Managing Director of Marketing (2006-2009)**

Responsible for the development and roll-out of the two largest trade and investment global campaigns prior to the GREAT campaign, 'Hit the world running' and 'Take it to the World'. Both were adopted throughout the global Foreign and Commonwealth Office network.

- **Barclays – Head of Inward Investment Unit (2004-2005)**

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Committees: Establishment Committee – For Decision Policy and Resources Committee – For Decision	Dated: 8 September 2021 16 September 2021
Subject: Appointment of Assistant Town Clerk and Executive Director of Governance and Members Services	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3
Does this proposal require extra revenue and/or capital spending?	N – but there will be some recruitment costs occurred
If so, how much?	Not known
What is the source of Funding?	Local risk budget
Has this Funding Source been agreed with the Chamberlain's Department?	N
Report of: Douglas Trainer, Deputy Town Clerk and Chief Executive	For Decision
Report author: Douglas Trainer, Deputy Town Clerk and Chief Executive	

Summary

The current Assistant Town Clerk and Executive Director of Governance and Members Services has provided the appropriate notice of her resignation, with her last day of service as 31 December 2021.

In accordance with the policy for the recruitment of Senior Officers agreed by the Court of Common Council at its meeting in April, the recruitment of a successor is a Member led appointment. Approval is therefore being sought to start the process with the establishment of a recruitment panel.

Recommendations

Members are asked to:

- Note that the Chair of Establishment Committee and the Chair of Policy and Resources Committee are to agree who will chair the Recruitment Panel;
- Agree that the seven members of the Recruitment Panel for the new Assistant Town Clerk and Executive Director of Governance and Members Services, are as follows:-
 - Chair of the Establishment Committee
 - Deputy Chair of the Establishment Committee
 - Chair of the Policy and Resources Committee
 - Deputy Chairman of the Policy and Resources Committee
 - Town Clerk and Chief Executive
 - Deputy Town Clerk and Chief Executive

- Another member of either Policy and Resources or Establishment Committee if required
- Agree the principle that all recruitment panel members will have undertaken the City of London Corporation's recruitment and selection training in the past 12 months;
- Authorise the recruitment panel, in conjunction with the Deputy Town Clerk and Chief Executive, to make the necessary arrangements for the appointment to the role.

Main Report

Background

1. In April 2021 the Court of Common Council approved a report which outlined which Members could be involved in the recruitment process for Senior Officers and proposed the interim position for recruiting to Tier 1 and Tier 2 level roles.
2. The post of Assistant Town Clerk and Executive Director of Governance and Members Services is a Senior Management Group post which falls under the Chief Officer Appointment process and is therefore a Member led appointment.
3. The current Assistant Town Clerk and Executive Director of Governance and Members Services (Assistant Town Clerk) has given notice of her resignation. The post will become vacant at the end of December 2021.

Proposals

4. The Chief Officer Appointment process for Member led appointments agreed by the Establishment Committee in 2016 states that the Recruitment Panel should consist of:-
 - Chair and Deputy Chair of the employing Committee
 - Chief Officer of the Department; and
 - Chair and Deputy Chair of other relevant Committees.
5. In addition, the Town Clerk and Chief Executive will be a member of the Recruitment Panel. A further panel member may be appointed making the maximum total number seven panel members.
6. A schedule of committees involved in the recruitment of senior officers was subsequently agreed by the Court in April 2021. The Policy and Resources and Establishment Committees are listed as the committees overseeing the recruitment of the Assistant Town Clerk. Other parts of the 2016 policy for the recruitment of senior officers remain unchanged.
7. The proposed panel should therefore comprise the following:-

- Chair of the Establishment Committee
- Deputy Chair of the Establishment Committee
- Chair of the Policy and Resources Committee
- Deputy Chairman of the Policy and Resources Committee
- Town Clerk and Chief Executive
- Deputy Town Clerk and Chief Executive
- Another member of either Policy and Resources or Establishment Committee

In finalising the membership of the panel it is recommended the Chair of Establishment Committee and Chair of the Policy and Resources Committee agree who should chair the panel and we ensure that the panel is diverse.

8. As this post has only recently been considered under the Senior Structure for the Target Operating Model, a new job description and personal specification is being drafted for the Panel to agree before the recruitment is launched.
9. All panel members will have an equal part in the selection decision.
10. As this is a niche role it is not proposed to use Executive Search consultants.
11. As part of the Tier 1 recruitment process it was agreed that all recruitment panel members should have undertaken recruitment and selection training within the last 12 months, and it is recommended that this principle is applied for this recruitment process.
12. It is anticipated that the recruitment of the Assistant Town Clerk's successor will take approximately 3 months to appoint the successful candidate. An indicative timetable is shown below.

Date	Governance
8 & 16 September 2021	Recruitment Panel agreed by the lead Committee in conjunction with the Deputy Town Clerk
17 – 30 September	Drafting of campaign materials, in consultation with the Recruitment Panel
w/c 4 October	3 week recruitment campaign launched
w/c 25 October	Shortlisting of candidates
w/c 1 November / w/c 8 November	Assessment Centre and Final Panel Interviews

13. Once membership of the Recruitment Panel has been agreed, a draft application pack will be agreed by the Chair of the Recruitment Panel and Deputy Town Clerk

and Chief Executive, with advice by Corporate HR, and then circulated to the Recruitment Panel.

14. The post will be publicly advertised and subject to an open recruitment process, complying with the City Corporation's Equalities and Inclusion policies.
15. Decisions about the possible format of the assessment centre and interview process will be agreed with the Recruitment Panel, following advice from Corporate HR.

Strategic Financial and Other Implications

16. The recruitment of a new Assistant Town Clerk and Executive Director of Governance and Members Services will help meet the aspiration in the City Corporation's Corporate Plan by ensuring that the organisation has access to the skills and talent that it needs to oversee its governance activities.
17. It is estimated that the cost of recruitment will be up to £10,000 and this will be met from the Town Clerk's department local risk budget.
18. The Public Sector Equality Duty 2010 requires that we have due regard to s149 of the Equality Act 2010 to:-
 - Eliminate discrimination, harassment, victimisation and any other conduct prohibited by or under the Act.
 - Advance quality of opportunity between persons who share a relevant characteristic and persons who do not share it
 - Foster good relations between person who share a protected characteristic and persons who do not share it.
19. The recruitment advert will include reference to flexible working opportunities to encourage applications from a wider pool of candidates. Advice will also be sought from TMP, the City of London Corporations recruitment advertising partner, to identify the appropriate media and organisations.

Conclusion

20. The current Assistant Town Clerk and Executive Director of Governance and Members Services has provided the appropriate notice of her resignation, with her last day of service as 31 December 2021. It is estimated that it will approximately 4 months to recruit a successor and therefore the recruitment exercise needs to start as soon as possible to mitigate the impact of any possible hiatus in process. In accordance with the policy for the recruitment of Senior Officers agreed by the Establishment Committee in 2016 and subsequently by the Court of Common Council this year, the recruitment of a new Assistant Town Clerk is a Member-led appointment. Approval is now being sought to start the recruitment process with the establishment of a recruitment panel.

Appendices

None

Background Papers

Court of Common Council – Recruitment Panels for Tier 1 and Tier 2 Positions (April 2021)

Contact:

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Committee(s): Policy & Resources Committee – For decision	Date: 16 September 2021
Subject: Pre-election Period – Committee timetable	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	3, 8, 10
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: Town Clerk	For Decision
Report author: Greg Moore	

Summary

Since the introduction of quadrennial elections for the Common Council, it has been the practice of the City Corporation to seek to minimise the number of committee meetings in the weeks immediately preceding said elections. This aligns with the practice elsewhere whereby formal “pre-election periods” are observed which include restrictions on the types of activity that can take place.

Following the deferral of the 2021 City-wide elections until March 2022, Members are asked to consider whether the same principle as adopted for previous all-out elections – i.e., the minimisation of committee meetings wherever practicable – should be applied for a period of several weeks prior to these elections. In the interests of clarity and to assist with future date-setting arrangements, Members are also asked to endorse the adoption of this practice on a permanent basis for the future City-wide elections.

Recommendation(s)

Members are asked to:

1. Support the principle of committee meetings being minimised in the period 22 February to 24 March 2022 and agree to the implementation of such arrangements.
2. Consider the various steps to mitigate the impact of the reduction in meetings, as outlined in paragraphs 15 to 19.
3. Endorse the adoption of this principle for all future City-wide elections.

Main Report

Background

1. On 23 and 24 March 2022, all-out elections will take place to elect 100 Common Councillors across the City's 25 Wards. These City-wide elections were originally scheduled to take place in 2021 but, as a consequence of the COVID-19 pandemic, the Court of Common Council took the decision to defer them by one year.
2. It has been the established practice of the Court, since the introduction of quadrennial elections in 2009, that the principle be adopted of minimising the number of committee meetings in the run-up to the City-wide elections.
3. Indeed, for both 2009 and 2013, Members indicated that they would prefer to have no committee meetings (if possible) in the period between the publication of the Notice of Election and the Wardmotes. This quiet, internal recess is common practice elsewhere.
4. For various logistical or legal reasons, a complete bar on meetings is impracticable for the City Corporation. For instance, there are a number of areas where statutory requirements (such as the consideration of appeals relating to licensing applications, if submitted) mean that meetings cannot be avoided; similarly, there will be time-critical decisions on projects, strategic matters, or financial allocations which it would be neither desirable nor appropriate to delegate to officers, nor would it be in the interests of the City or the City Corporation to defer.
5. Consequently, this practice has evolved into an in-principle agreement to minimise meetings or, where possible, reschedule them, such as to decrease the number of meetings in the period.

Current Position

6. The Notice of Election will be issued for the forthcoming elections on 22 February 2022. The Wardmotes will then be held on 23 March, with the Poll and the Adjourned Wardmotes (where required) taking place on 24 March.
7. If a similar approach was supported for pre-election arrangements as in previous years, a reduced number of meetings in the period from 22 February to 24 March 2022 would be diarised.
8. As mentioned above, it would not be practicable to seek to prevent committee meetings taking place altogether, for various statutory or logistical reasons. This comes at a time when the City is striving to recover from the impact of the COVID-19 pandemic and is seeking to deliver on a number of major projects with critical interdependencies, whilst also having already experienced a prolonged period of disruption to its normal activities and meeting arrangements (as a consequence of the pandemic).
9. It should be noted that, due to the way in which Easter falls, together with associated requirements around Member induction and legal formalities,

committee appointments processes, and paper publication requirements, the earliest date which meetings could be resumed following the elections is late April.

10. It should also be noted that, in 2022, the April Court of Common Council (21 April) as currently scheduled falls just within the Easter recess period; however, Members may wish to permit the exception on this occasion, due to the time which will have elapsed between Court meetings and the desire for meetings to begin as quickly as possible post-elections.
11. Nevertheless, it should be cautioned that there is a significant degree of activity required between the election and the first Court meeting, particularly in relation to the on-boarding of newly elected Members. Your Committee may feel, therefore, that deferring the Court meeting until 28 April is desirable so as to provide a greater period of time for new Members to be inducted and not potentially be at a disadvantage at the first Court meeting of the year. Alternatively, you may wish to consider permitting induction activity to also take place during the Easter recess period, and / or accepting that induction activities may, out of necessity, need to continue in earnest following the Court meeting.
12. In any event, as a result of the potentially lengthy period covering both the pre- and post-election window, a pragmatic approach, as was adopted in 2017, is proposed, whereby the principle of minimising meetings is adopted, with discretion exercised by individual Chairs to determine whether or not meetings should proceed, based on the urgency of decisions required and business before the committee.

Options and Proposal

13. It is proposed (consistent with all previous quadrennial elections and established Corporation practice) that the number of meetings is minimised during the election period for the coming all out elections in March 2022.
14. Several options to mitigate the impact of reduced meetings exist, which are recommended for adoption as detailed below.
15. Firstly, as with previous elections, officers should be instructed to seek to adjust project planning arrangements (where there is no detrimental impact) such as to minimise the volume of work coming before committees and requiring a decision within that window. This has previously meant that, where committees are still required to meet, the agendas are much lighter and focused on essential decisions, with lesser matters deferred to later meetings or brought forward.
16. Similarly, a more effective use of delegated authority arrangements has been employed previously, whereby committees are informed of the various items which may require a decision during the period but which do not necessarily warrant the summoning of a formal meeting. Authority is granted for such items to be considered under delegated arrangements and, when ready, reports are circulated to the full committee for comments within a designated time period (e.g. 5 working days), so as to inform the final decision taken under delegation. This ensures the entire committee is involved in decision-making, rather than

simply the Chair and Deputy Chair; decisions can also be published online immediately in the interests of transparency.

17. Where appropriate, efforts should also be made to reschedule existing meetings outside of the pre-election period, where the effect of doing so would not be detrimental to the efficient conduct of business.
18. If, notwithstanding the above measures, it is still felt that the meeting is required to proceed, it shall be for the Chair of the Committee, in consultation with their Deputy Chair, to make a determination (consistent with the provisions of Standing Order 29(1)(e).
19. In applying the above, the proximity to the election date should also be borne in mind as a key factor in coming to any determination.
20. To avoid repetitious reports ahead of each future City-wide election and allow for clarity in date-setting, it is also suggested that the principle of minimising meetings in the pre-election period for all-out elections be adopted as a standing practice.

Court of Common Council and Policy & Resources Dates

21. Of particular note to this Committee are the dates of the Policy & Resources Committee meeting and the Court of Common Council meeting in March, which fall within the window outlined.
22. The timing of the Court meeting is determined largely by the requirements of Section 30(6) of the Local Government Finance Act 1992, which specifies that a budget must be approved by the Court before 11 March. In keeping with this and the Court's practice of meeting on Thursdays, the date is usually determined as the Thursday immediately preceding the 11 March, so as to provide the maximum facility for the Chamberlain and the Finance Committee to make any final adjustments and submit a budget for consideration.
23. For 2022, this would fall on 10 March, and the Court is currently set for that date as a consequence.
24. A suggestion had been made that it might be preferable to move the meeting back by one week, to 3 March 2022, so as to allow for a greater period of time between the full Court being required to meet and the elections taking place. However, whilst the timing of Finance Committee meeting in February is scheduled such that the budget submission could technically be made within these timescales, this could cause potential difficulties, as there would be limited time in which to correct any omissions or errors spotted either at or following the Finance meeting. Additional complications arise relating to the scheduling of the Spital Sermon, which would be problematic. Consequently, such a rescheduling is not proposed.
25. Similarly, the Policy & Resources Committee is scheduled to meet on 17 March 2022. In the lead-up to the 2017 elections, it was determined that a late meeting of the Committee was desirable to be retained in the diary, to allow for any

emerging items of major corporate significance to be considered by this senior committee (rather than under urgency procedures) but with the agenda otherwise kept to a minimum. Members' views on this, or the potential rescheduling of the Committee to an earlier date within the month, are also sought.

Corporate & Strategic Implications

- Strategic implications – ensuring that there are arrangements which will allow for the efficient conduct of business, whilst also respecting the pre-electoral period, will support the Corporation's delivery of its objectives across various priorities.
- Financial implications – none.
- Resource implications – none directly, although it should be noted that a heavy schedule of committee meetings could risk limit the ability of the Member Services team to deliver the induction programme for new Members effectively.
- Legal implications – none.
- Equalities implications – none.
- Climate implications – none.
- Security implications – none.

Conclusion

26. The adoption of a pre-election period, in which official business is minimised, is considered best practice both externally and within the City Corporation, and has been utilised by the City for many years. In view of the City's unique arrangements, it is proposed that the principle of such a period, minimising committee meetings where practicable but exercising pragmatism as required, be endorsed.

Greg Moore

Town Clerk's Department

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Committee(s)	Dated:
Policy and Resources Committee	16 September 2021
Subject: London Councils Nomination to the Board of Governors of the Museum of London	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3; 4a-b; 10d
Does this proposal require extra revenue and/or capital spending?	No
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: Town Clerk	For Decision
Report author: Kerry Nicholls, Town Clerk's Department	

Summary

This report sets out the background to the appointment of external candidates to the Board of Governors of the Museum of London and recommends a London Councils' nominee, Councillor Kaya Comer-Schwartz (London Borough of Islington), for appointment as a City of London Corporation Governor of the Museum.

Recommendation

The Policy and Resources Committee is asked to confirm the appointment of Councillor Kaya Comer-Schwartz as a City of London Corporation Governor of the Museum of London for a four-year term concluding 15 September 2025.

Main Report

Background

1. Under the provisions of the Greater London Authority Act 2007, the Greater London Authority and the City of London Corporation each appoints nine Governors to the Board of Governors of the Museum of London. Of the City of London Corporation's nine appointments, six are elected by the Court of Common Council and three are external appointments, one of which is made available to London Councils to make a nomination.
2. The Court of Common Council has delegated authority to the Policy and Resources Committee to appoint external candidates to the Board of Governors of the Museum of London. External candidates appointed to the Board of Governors by the City of London Corporation are typically granted terms of four years.

Current Position

3. A vacancy has arisen on the Board of Governors of the Museum of London as a result of the London Councils' nominee, Councillor Richard Watts, completing his

appointed term. London Councils has since advised that they wish to nominate Councillor Kaya Comer-Schwartz in the room of Councillor Richard Watts.

4. Councillor Kaya Comer-Schwartz is the Leader of the London Borough of Islington and serves on the London Councils Leaders' Committee. She was first elected to the London Borough of Islington in 2013 and has served on the Council's Executive for six years, most recently as Executive Member for Children, Young People and prior to that, as Executive Member for Community Development, before being appointed Leader of the Council on 20 May 2021. Before joining the London Borough of Islington's Executive, Councillor Comer-Schwartz worked in the charity sector including roles at the Centre for Mental Health, Shelter and The Women's Library.
5. The Town Clerk has consulted with the Chair of the Board of Governors of the Museum of London, the Director of the Museum of London and the Strategic Lead for Enterprise, Economy and Skills at London Councils regarding the current vacancy for a London Councils' nominated City Corporation-appointed Governor.

Corporate & Strategic Implications

6. Strategic implications – None.
Financial implications – None.
Resource implications – None.
Legal implications – None.
Risk implications – None.
Equalities implications – None.
Climate implications – None.
Security implications – None.

Conclusion

7. A vacancy has arisen on the Board of Governors of the Museum of London for a City of London Corporation Governor. It is recommended that Councillor Kaya Comer-Schwartz be appointed for a four-year term concluding 15 September 2025 following her nomination by London Councils.

Appendices

- None.

Kerry Nicholls

Town Clerk's Department

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Committee(s) Establishment Committee Education Board Policy and Resources Committee	Dated: 8 September 2021 9 September 2021 16 September 2021
Subject: Joint Annual Report for the ‘Social’ Strategies: Responsible Business, Social Mobility, Digital Skills and Climate Action Strategies for 2020-21	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	3, 5, 8, 9
Does this proposal require extra revenue and/or capital spending?	No
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: Caroline Al-Beyerty, Chamberlain and Chief Financial Officer David Farnsworth, Managing Director, Bridge House Estates Damian Nussbaum, Director of Innovation and Growth Andrew Carter, Director of Community & Children’s Services	For Information
Report author: Chris Oldham, Corporate Strategy & Performance Officer	

Summary

This report presents a combined annual report of the Responsible Business, Social Mobility, Digital Skills and Climate Action Strategies for 2020-21.

Recommendations

Members are asked to:

- i) Note the progress made in the delivery across the four strategies in 2020-21.

Main Report

Background

1. The [Responsible Business Strategy 2018-23](#) was approved at Establishment Committee in May 2018. The [Social Mobility Strategy 2018-28](#) and the [Digital Skills Strategy 2018-23](#) were both approved by Policy and Resources Committee in September 2018. The [Climate Action Strategy 2020-27](#) was approved at Policy and Resources Committee in September 2020.
2. The annual reporting of these strategies is not a statutory commitment but, in previous years, Members have come to expect a formal report on the delivery of

these strategies to evidence the City of London Corporation's continued commitment to social inclusion and responsible business.

Current Position

3. Last year, a combined Annual Report was presented for the Social Mobility and Digital Skills Strategies, recognising the strategic alignment between the two strategies and the integrated nature of digital and social inclusion. As Members were content with this approach of annual strategy reporting, it was decided that the Responsible Business Strategy 2018-23 and the Climate Action Strategy 2020-27 could also be amalgamated in the annual report for 2020-21.
4. These four strategies are being looked at together in one combined annual report as they cover the 'Social' element of the Environmental, Social, and Corporate Governance (ESG) measures for judging the sustainability and societal impact of the City of London Corporation. This also reflects the direct strategic alignment in promoting social mobility as a key outcome from the Responsible Business Strategy, and that attaining a good level of digital skills is an important determiner to improve an individual's social mobility.
5. As well as aligning with the Social Mobility and Digital Skills Strategies, the Responsible Business Strategy also covers the corporate commitment to ensure the health of the planet, directly correlating with the Climate Action Strategy's aim of achieving Net Zero carbon emissions by 2040 in the Square Mile. Similarly, the effects of severe climate change, were the City Corporation to fail in its mission of achieving Net Zero by 2040, would have a disproportionately negative impact upon the social mobility of disadvantaged groups.
6. The annual report will be distributed in digital form only and will be a public document available to the City Corporation's external audiences via the internet site. The intention is that the annual report will demonstrate the City Corporation's continued commitment to champion social and digital inclusion and responsible business.

Proposals

2020-21 Annual Report for the Social Strategies

7. The combined Annual Report for the Responsible Business, Social Mobility, Digital Skills and the Climate Action 'Social' Strategies shares the key highlights, case studies, performance data and partnerships that are involved for each of the Responsible Business Strategy's two outcomes, the Social Mobility Strategy's four outcomes, the Digital Skills Strategy's three priorities, and the Climate Action Strategy's Year One Project Plan. It recognises the achievements for the year September 2020 to September 2021, the learnings from the COVID-19 recovery mission and reaffirms the City Corporation's commitment to the Responsible Business Strategy 2018-23, the Social Mobility Strategy 2018-28, the Digital Skills Strategy 2018-23 and the Climate Action Strategy 2020-27. It can be found at **Appendix 1**.

Options

N/A

Key Data

See Appendix 1 for KPIs.

Corporate & Strategic Implications

8. Strategic implications – The Annual Report provides an overview of the delivery on the Responsible Business, Social Mobility, Digital Skills and Climate Action Strategies. Furthermore, the Annual Report delivers on the following Corporate Plan outcomes: 3: People have equal opportunities to enrich their lives and reach their full potential; 5: Businesses are trusted and socially and environmentally responsible; 8: We have access to the skills and talent we need; 9: We are digitally and physically well-connected and responsive.
9. Financial implications – There are no financial implications relating to the proposal set out in this report.
10. Resource implications - Combining the officer level governance and reporting for the Responsible Business, Social Mobility, Digital Skills and Climate Action Strategies has reduced the resource requirement. This has meant that the joint report could be delivered despite reduced resources in the Corporate Strategy and Performance Team due to Covid-related secondments and savings requirements.
11. Legal implications - There are no legal implications relating to the proposals set out in this report.
12. Risk implications - There are no risk implications relating to the proposals set out in this report.
13. Equalities implications - The Social Mobility Strategy includes strategic aims to overcome barriers for people with protected characteristics and socioeconomic disadvantage, and will promote equality of opportunity.
14. Climate implications - The strategic focus on green jobs and investment reflects the commitments and aims of the Climate Action Strategy.
15. Security implications - There are no security implications relating to the proposals set out in this report.

Conclusion

16. This report presents work in support of the Responsible Business, Social Mobility, Digital Skills and Climate Action Strategies. The Joint Annual Report reflects the achievements and progress made in 2019-20 towards the delivery of the Responsible Business, Social Mobility, Digital Skills and Climate Action Strategies.

Appendices

Appendix 1: 2020-21 Annual Report for the 'Social' Strategies: Responsible Business, Social Mobility, Digital Skills and Climate Action Strategies

Chris Oldham

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Social Strategies: Responsible Business, Social Mobility and Digital Skills Strategies, and featuring the Climate Action Strategy Annual Report 2020-21

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Foreword

Welcome to this combined 2020-21 annual report on our ‘Social’ corporate strategies: Social Mobility Strategy 2018-28, Responsible Business Strategy 2018-23, Digital Skills Strategy 2018-23, and Climate Action Strategy 2020-27. This report presents highlights from all four strategies and an overview of progress towards their strategic aims.

These four strategies are being looked at together in one combined annual report to draw together the ‘Social’ element of the Environmental, Social, and Corporate Governance (ESG) goals which we have set ourselves for the sustainability and societal impact of the City of London Corporation. Their aims are in direct alignment. Promoting social mobility is a key outcome from the Responsible Business Strategy and attaining a good level of digital skills is an important determiner to improve an individual’s social mobility. As well as aligning with the Social Mobility and Digital Skills Strategies, the Responsible Business Strategy covers the corporate commitment to ensure the health of the planet, directly correlating with the Climate Action Strategy’s aim of achieving Net Zero carbon emissions by 2040 in the Square Mile. Similarly, the effects on the City of severe climate change would undoubtedly have a very negative impact upon social mobility both in the Square Mile and the rest of London as disadvantaged groups will be particularly hard hit¹.

Combining our annual report on these four strategies reflects the increasing need for strategic coordination given the new challenge of recovery from the COVID-19 epidemic, as well as growing political and social pressure to respond to the global climate. These multi-faceted issues demand a coordinated response from the City Corporation’s corporate strategies, which is reflected in the new approach to joint annual reporting. With a more coordinated approach we can preserve and redirect resources to the COVID-19 recovery effort, promote more streamlined ways of working, encourage strategic synergy with our Corporate Plan., and have more impact on these important issues.

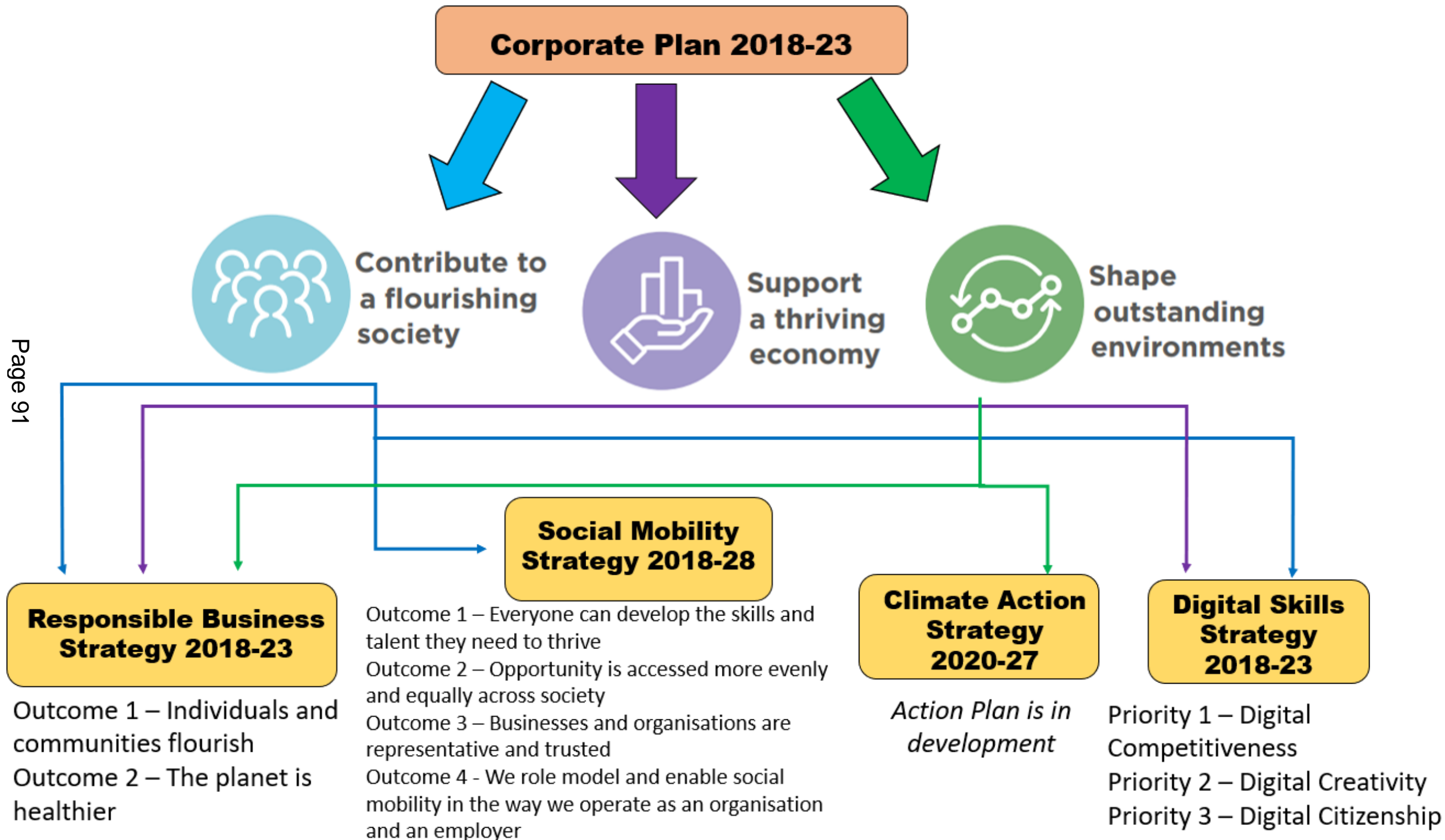
2020 and 2021 has seen numerous successes in the efforts to prevent the COVID-19 epidemic from hindering our aims to promote responsible business, social mobility and digital inclusion. Across the Square Mile, significant work has been done to supply reconditioned digital devices and training to get more people online, thereby providing better access to services and opportunities. Furthermore, online working has had a benefit of removing some of the physical barriers to working and accessing skills. Across London, the City Corporation and other local authorities and voluntary and community organisations have been gaining better insight of who is in need of support, and we have developed more effective ways of reaching people using digital means instead of relying on face-to-face interactions, spurred on with amazing levels of community action. It is also critical to recognise where the current and upcoming strategic challenges now lie so that the City Corporation can respond appropriately. The COVID-19 epidemic has had disproportionate health and economic impacts on certain groups, including Afro-Caribbean people, people from some Asian backgrounds, with health impacts for older people and people with underlying health conditions, and economic impacts for younger people. In many cases, the pandemic has exacerbated health and economic inequalities which existed before the onset of the pandemic, adding further complications.

The City Corporation’s Social Strategies are aimed at fighting social inequality. The aftershocks of the COVID-19 pandemic, and the implications of the climate challenge, will require an even closer degree of coordination across our ‘Social’ corporate strategies to present a robust response to protect the Square Mile’s residents, workers, students and visitors.

¹ Climate Change and Social Inequality, UN Department of Economic & Social Affairs (2017)



Annual Report 2020-21 Alignment with the Corporate Plan 2018-23





Annual Report 2020-21

Executive Summary

What do we mean by Social Mobility, Responsible Business, Digital Skills and Climate Action?

Social mobility is the ability and opportunity for individuals, families or groups to progress within a society to reach their full potential – in terms of income, education, employment, perceived social status, housing and place/postcode.

Digital skills are the set of skills, attitudes and values which will enable people to thrive and flourish in current and future digital environments.

Responsible Business reflects our commitment to creating a sustainable future through our own business and by influencing others. It means that businesses are trusted and socially and environmentally responsible, creating a Square Mile where individuals and communities flourish, and the planet is healthier.

The Climate Action Strategy aims to ensure that the Square Mile and City Corporation make a positive contribution in tackling climate change, addressing the resilience risks it poses, and seizing the opportunities presented by the transition to a net zero economy.

Why this needs highlighting

Social background is not currently a protected characteristic under the definitions set out in the Equalities Act 2010. Organisations can appear to be diverse and may be able to demonstrate that they comply with the Equalities Act 2010 without giving people with similar potential but from different socio-economic backgrounds equal chances to succeed.

Household income is the key determinant of whether a person has access to the internet and the opportunity to develop the digital skills that are needed to be included and thrive in 21st century society.

As with the characteristics protected in the Equalities Act 2010, we see differences in how people progress and need to delve into personal experiences, organisational processes and data to gain insight into why and how this happens in order to work out how to change it.

The City Corporation as an enterprise has both a moral and business need to promote responsible business, using its influence to drive social inclusion and fight the climate emergency which has the potential to worsen existing social inequalities.

What this report covers

This report shares the key highlights, case studies, performance data and partnerships that are involved for each of the City of London Corporation's (the 'City Corporation') the Responsible Business Strategy's two outcomes, the Social Mobility Strategy's four outcomes, the Digital Skills Strategy's three priorities and the Climate Action Strategy's three strategic Actions. It recognises our achievements for the year September 2020 to September 2021, the learnings from the COVID-19 crisis and reaffirms our commitment to the Responsible Business Strategy 2018-2023, the Social Mobility Strategy 2018-28 and the Digital Skills Strategy 2018-2028. This report combines the annual reporting for the Responsible Business Strategy, Social Mobility and Digital Skills and Climate Action Strategies, reflecting the strong links between the strategies and using our resources more efficiently.

Given the period covered, the aftershocks of the COVID-19 pandemic are still being felt, with some groups being disproportionately negatively impacted.

Responsible Business – at a glance

Promotion of mental and physical wellbeing has been a key objective, including the CityWell programme and the 'From Stress to Destress' campaign, with our mental health first aiders playing a crucial role.

In pursuit of a more circular economy, we have been improving our internal practices to become more sustainable where possible. This has included reducing our use of single-use plastics and training our staff to become Circular Economy Ambassadors so they are equipped to identify additional areas for improvement.

In collaboration with our other corporate strategies, we have been working with the Local Plan Review to include a new policy on Urban Greening but our buildings and public realms.

Other recent victories included delivering an online workshop for facilities managers on how to reduce emissions, and the arrival of our new fleet of electric refuse vehicles which are now operational.

233 out of the **266 actions** in the action plan were either completed or were ongoing actions that were being delivered to schedule.



Annual Report 2020-21

Executive Summary continued

Social Mobility Strategy – at a glance

To equip our communities with the skills and talent they need to thrive, we have expanded the functionality of our Find Fusion platform to include work experience opportunities around the City and wider London, opening up opportunities for advancement to people without the connections to find these placements. Similarly, our Evolve Programme pilot has promoted careers in the film industry to young people from backgrounds that are underrepresented in the film sector. Recognising the affect that mental health can have on a person’s ability to reach their potential, we have delivered the City and Hackney Mental Health Transformation Plan and have worked with MIND to improve mental health outcomes for residents and workers.

To ensure more equal and even access to opportunity, the Tackling Racism Taskforce has used our cultural and creative institutions to celebrate creatives from underrepresented backgrounds, such as the ‘Celebrating City Women - Hidden Histories’ film, and the Ensemble exhibition which shines a spotlight on the career opportunities available to BAME people in the videogaming industry. We have also been upskilling our staff via the Equally Yours training to promote a culture that makes access to opportunity more equal.

Linking in closely with our work in the Responsible Business Strategy, we have been ensuring that businesses and organisations are representative and trusted by engaging with the Financial Inclusion Alliance and their aim to focus Covid recovery around improving outcomes for young people, and also by establishing the Financial and Professional Services Socio-economic Diversity Taskforce. The Taskforce will play a leading role nationwide in championing socio-economic diversity at senior levels across the financial and professional services sector.

As an organisation, the City Corporation has been striving to role model social mobility by expanding our Employee Volunteering Programme and donating over £30.7m across Greater London, via 277 grants, to philanthropic causes through the City Bridge Trust, tackling issues such as poverty, loneliness, mental health and unemployment that play a key role in improving social mobility for Londoners. Furthermore, the City Corporation’s various workstreams to improve social mobility were recognised by our improved listing of 50th place in the Social Mobility Commission’s Social Mobility Employer Index 2020.

Overall, we **delivered 62 out of the 67 actions** set out in our action plan against our four outcomes, with **48 of these actions which were delivered on schedule**.

Digital Skills Strategy - at a glance

In pursuit of our Digital Competitiveness priority, we have made getting people online a key focus, working with AbilityNet, Age UK, our social housing estates teams and our library service to deliver expert training on how to effectively use their digital devices. This support has been invaluable during the Covid-19 period when so many essential services and interactions with loved ones has been shifted to online provision. As an organisation, we have upskilled our own staff with the ‘Improve Your Digital Skills’ campaign and by recruiting more digital apprentices.

Digital Creativity is another key priority for the Digital Skills Strategy and we have been upskilling our staff with digital apprenticeships and digital skills training via the new ‘Improve Your Digital Skills’ campaign.

The Digital Citizenship priority has been delivered primarily by our Culture and Commerce Taskforce’s Digital programmes which has brought together leading professionals from across London to support the cultural and creative industries recovery from Covid-19 and long-term prosperity. The Taskforce is delivering two new programmes to support digital creativity and digital skills, led by Tech London Partners, the CreaTech Project and the Creative Digital Acceleration Programme. The London Careers Festival has once again been delivered virtually to engage with a wider range of students from across the London boroughs, providing engaging sessions with businesses on potential careers that they could embark on and demystifying the careers pathways, many of which were with the tech sector, financial services and other industries employing high level digital skills.

27 out of the 29 actions in the action plan were delivered, with **23** of these actions delivered on schedule.

Climate Action Strategy - at a glance

In order to meet our Net Zero emissions and climate resilience targets set out in the Climate Action Strategy, we have begun engaging with City residents to outline our plan to reduce emissions across our portfolio of housing, as well as inviting residents to share their views on the proposals. The next stage in this exercise will be the development of a new Action Plan which detailed steps on how we will decarbonise our housing. The more detailed Year One project plan for the Climate Action Strategy was published in April 2021; the progress of the plan is reported on a quarterly basis to Policy & Resources Committee.

Responsible Business 233 out of 266 actions delivered	Social Mobility 62 out of 67 actions delivered	Digital Skills 27 out of 29 actions delivered
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Social Mobility and Digital Skills Strategies Annual Report 2020-21

Annual action plan

In developing the strategies, we created annual action plans to ensure that our visions for Responsible Business, Social Mobility and Digital Skills are converted into concrete, attainable and measurable steps. We review progress to drive efficiency and accountability within the organisation and to share ideas, opportunities and learning. The City Corporation's actions are designed to be long-term, methodical, interventions that deliver the most impact possible. *See Appendix A for an explanation of each strategy's annual action plans.*

COVID-19 context

Our activities during the second year of the COVID-19 period sought to progress our existing work in the field of social and digital inclusion, and responsible business. Our focus has shifted to align with the work of the City Corporation's Recovery Taskforce which has been championing an innovative, inclusive and sustainable business ecosystem in the Square Mile, as the City's businesses and communities recover from the immediate impacts of the COVID-19 pandemic. We continued to refine our virtual service delivery, while adapting back to in-person interactions with our audiences within the constraints of social distancing.

The COVID-19 pandemic has acted as a catalyst in the role digital plays in our life and has heightened the issue of the digital divide and the social isolation which can occur if individuals are unable to get online and lack sufficient digital skills to access services and the workforce.

It is difficult to overstate the disruption to service delivery which the pandemic has caused, despite the best efforts of the City Corporation's Officers and Members. This is reflected in the Performance section in the report, which has illustrated the challenges in delivering the strategy action plans while significant resources have been redeployed to support the immediate City Recovery efforts. Overcoming these challenges, we have focused on key activities such as the Barbican Library's remote digital skills training offer and our promotion of mental and physical wellbeing via the 'From Stress to Destress' campaign to progress these strategies within the context of the current challenges.



Covid-19 cost London Boroughs **£1.8 billion in
2020/21**

- **£700 million** in extra spending
- **£1.1 billion** in lost taxes and other income.

£1.8 billion is almost **£200 for every adult
and child** in London.

The impact of Covid-19 on London Boroughs
(Source: [Covid-19: The Impact on London Boroughs, London Councils](#))

Strategic Priorities/Outcomes

- Responsible Business

Responsible Business Strategy: Strategic focus

Outcome 1 – Individuals and communities flourish

- **Wellbeing and mental health** – A crucial area of work to support Outcome 1 has been around the promotion of wellbeing and mental health.
- The 'Pass the Cup and Move' campaign was designed to encourage staff to exercise and get away from their desk. With the collaboration of wellbeing ambassadors, a video was filmed and two training sessions were delivered on how staff can set up their laptop at home.
- To mark World Mental Health Day, a colleague from Spitalfields shared his "This is Me story". We also organised a virtual event "My lockdown experience: talk to us" .
- The CityWell January Challenge was a monthly challenge in which staff undertook five challenges related to the five ways to wellbeing. Virtual sessions were then delivered to build in these new healthy habits to mark the New Year. These sessions in the CityWell series were: Part 1: Healthy Habits; Part 2: Healthy Mind and Part 3: Learn Happiness. Feedback on the virtual sessions from the attendees was very positive.
- A new Display Screen Equipment Agile system is now in place which was implemented by the Health, Safety and Wellbeing Team, with the help of HR, who have invested in an enhanced solution to future-proof the City Corporation's needs.
- On International Happiness Day an awareness raising session on authentic and lasting fulfilment was delivered to mark this event, which included self kindness, gratefulness and connecting with others.

The Mental Health Foundation suggests that **74% of UK adults** have felt so **stressed** at some point over 2020 that they felt **overwhelmed or unable to cope**.

Our 'From Stress to De-Stress campaign' engaged with:

76 staff on the Health Assured webinar

46 staff on the Good Thinking webinar

60 staff on the Dealing with Stress virtual event

100 Mental Health First Aiders across the City Corporation

- Our corporate 'From Stress to De-Stress' campaign marked the National Stress Awareness Month through a series of events, workshops, and training delivered in April 2021. This was a collaborative campaign with the staff diversity networks, the City of London Staff Sports & Activities Club, the Learning and Organisational Development Team and Occupational Health. This was delivered as a virtual campaign with a high level of participation from staff, such as a webinar with Health Assured attended by 76 people and a webinar on Good Thinking which 46 staff attended.
- Since September 2020, the corporate Mental Health First Aiders and the Wellbeing Ambassadors have met on three occasions to plan their interventions and they are continuing to be closely supported by HR colleagues. Similarly, the training for Mental Health First Aiders has been delivered online since April 2021 to continue our provision throughout the Lockdown period. Training for managers was also held in May 2021 to empower our managers across the City Corporation to support their departmental Mental Health First Aiders.
- The new corporate policy on home and remote working was introduced in May to provide clarity for staff on working arrangements during Lockdown.



Above: As part of the CityWell January Challenge, staff took part in a range of wellbeing activities

Strategic Priorities/Outcomes

- Responsible Business

Responsible Business Strategy: Strategic focus

Outcome 2 – The planet is healthier

- **Sustainable practices** – We have been changing City Corporation internal practices to become more sustainable where possible. This has included issuing advice on reducing waste, increasing recycling, and how to dispose of bulky items for reuse. City staff are also advised to no longer buy any single-use plastic items, with guidance and support in place to advise on alternative routes.
- Bins and signage have been updated at City of London sites to promote correct separation of waste.
- City of London staff were invited to a Clean Air Day webinar and Textile Repair, Low Waste Living, Sustainable Cleaning workshops. In addition, 10 staff completed Circular Economy Ambassador training and are now taking a leading role in promoting sustainable practices.
- The Clean City Awards Scheme has recently been revamped to streamline the application process, which now includes additional categories such as Air Quality and Climate Action, as well as for Circular Economy.
- **Air quality** – A London-wide advertising campaign was delivered against engine idling in February 2021 by Idling Action, a project co-led by the City Corporation's Air Quality team & Camden Council.
- The first of the new fleet of electric refuse vehicles have also arrived and are now in service.
- We ran an online workshop for facilities managers on how to reduce pollution emissions from plant in October 2020 and another workshop on reducing emissions from generators for local authorities in July 2021.

The City manages **over 11,000 acres of green space** across London to improve air quality



Above: The new electric refuse vehicles will reduce the City's emissions

Below: The City Corporation is committed to lowering emissions across the Square Mile



Strategic Priorities/Outcomes

- Responsible Business

Responsible Business Strategy: Strategic focus

Outcome 2 – The planet is healthier continued



The latest audit identifies a total area of **33.66 hectares of open space** in the City, a **slight increase** on the total area of **32.8 hectares revealed in the 2019** audit report.

- **Increasing biodiversity value of open spaces –**
 - Regular monitoring and reporting on this action is undertaken in the form of open spaces and recreation audits. These assess the total area of open spaces, their spatial distribution and typology, along with the public accessibility of open spaces and their biodiversity value.
 - The latest audit was published in December 2020 and the audit included summary data regarding biodiversity, including details of the existing designated Sites of Importance for Nature Conservation and the distribution of trees across the City.
- **Updated policy on biodiversity, requiring developments to include measures to enhance biodiversity –**
 - The Proposed Submission Draft of the Local Plan review (City Plan 2036) was published for consultation between March and May 2021
 - The latest version of the City Plan includes additional policy and guidance in the supporting text regarding biodiversity enhancement, including a new requirement that development should aim to secure net gains for biodiversity where possible.
 - The City Plan 2036 is expected to be adopted in 2022.
- **Local Plan Review –** We are preparing a Local Plan Review which will include new policy on Urban Greening, requiring greening (including our operational developments within the City) to be integral to the design and layout of buildings and public realm (*see table below*)
 - The City Plan includes changes and clarifications to the policy on City Greening, but it remains a core feature of the new policy that greening should be integral to the design and layout of buildings and the public realm. Although this is still a draft policy, developers are already submitting ‘Urban Greening Factor’ calculations to support planning applications for major developments in the City.

Policy DM19.2 Biodiversity and urban greening

Developments should promote biodiversity and contribute to urban greening by incorporating:

- green roofs and walls, soft landscaping and trees;
- features for wildlife, such as nesting boxes and beehives;
- a planting mix which encourages biodiversity;
- planting which will be resilient to a range of climate conditions;
- maintenance of habitats within Sites of Importance for Nature Conservation.



Strategic Priorities/Outcomes

Social Mobility Strategy: Outcomes

Outcome 1 – Everyone can develop the skills and talent they need to thrive

- **Apprentices** – In the last year, we have transferred £35,000 of our unspent levy fund to support small businesses via the London Progression Collaboration which funded the training of 5 new apprentices' training costs.
- **Find Fusion** – [Find Fusion](#) has been developed to support schools and industry partners to collaborate and share opportunities for work-related learning, careers resources and work experience opportunities. The new work experience content category on Find Fusion enables teachers, parents and students to find world of work opportunities from across the Square Mile in one place.
- **Libraries** – After closures during Lockdown, the Barbican and Community libraries reopened to the public in April 2021. In addition to their remote IT training which has been available since the first Lockdown, the Libraries now deliver the Read to Succeed and the Summer Reading Challenge to boost residents' reading skills.
- **ASES Traineeship programme** – ASES have launched a new programme for engaging with young people aged between 19-24 who need support in upskilling so that they are ready for employment. Through their partnership with the British Print Industry Foundation, ASES are delivering a traineeship programme which covers employability skills, a work placement and Maths and English training. The aim is to prepare the young people for apprenticeships, employment or further education and the target is to bring in a cohort of 100 young people by 2022. Other external business partners will be brought on to deliver traineeships in the future as ASES expands its catchment of support for young people.
- **ASES Skills courses** – ASES have commissioned a training partner to deliver a suite of Health and Social Care courses, incorporating short courses as well as work-based courses within the sector to attract a greater range of people to gain the qualifications to work in the health and social care sector. There is also a Functional Skills contract which has a target audience of people without any formal qualifications in Maths and English. The training partner has strong links with the City's Nepalese community and aims to recruit from this community to enhance their functional skills.



Our **target** is to hire
100 trainees
by the end of **2022**.



97129 digital downloads at our libraries – an increase of **168%** on **2019**

24 virtual events for adults every week, including the Reading Friends scheme
24 virtual events for children and families every week

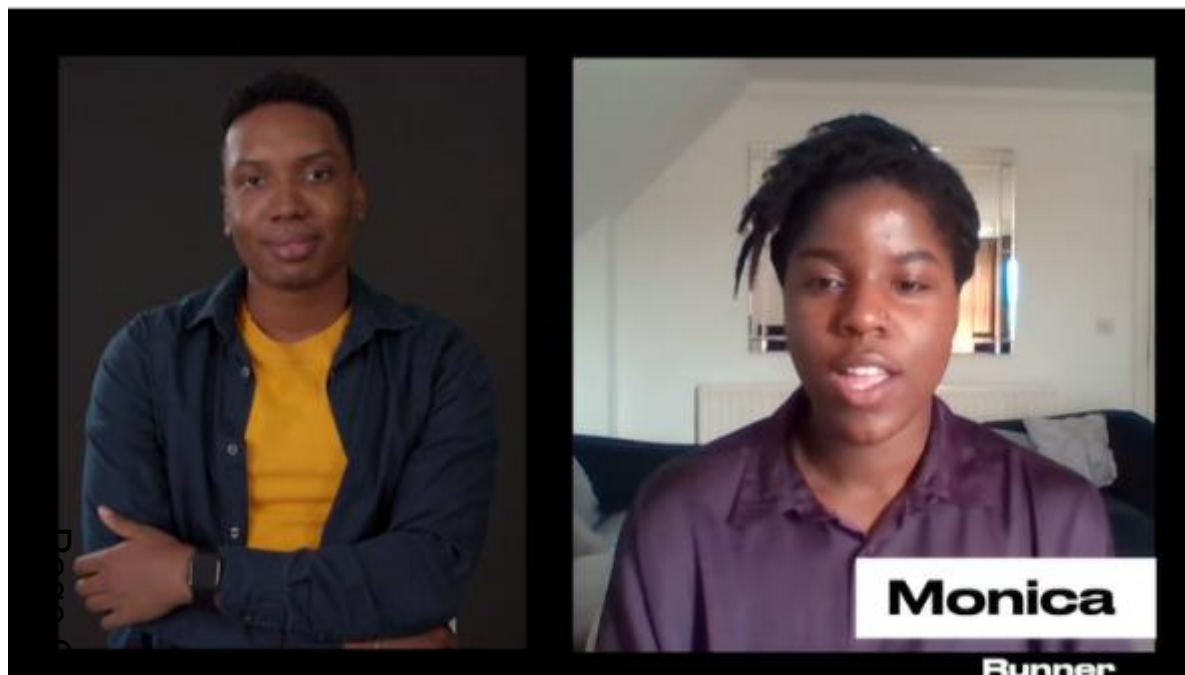
- **Adult Community Learning (ACL)** – as part of our ACL offer for the 2020/21 curriculum, we delivered a series of digital courses including First Steps into Computing, Word & Excel and Using Moodle. We introduced a laptop loan scheme to assist learners who lacked the appropriate digital devices. These courses were open to the whole community to support residents seeking work or looking to attend accredited courses. We are currently expanding the employability courses we offer to help the City's community back into work post-Covid, including Skills for Life: Preparation for Work, Customer Service, Business Administration, Food Hygiene and Accountancy courses as part of our offer from September 2021.
- **Guildhall Young Artists North London Centre** – The Guildhall School of Music & Drama is collaborating with the City of London Academy Trust to host a new Saturday centre for young people, offering transformative learning in music, drama, and production arts, with pathways to the creative industries via employment and higher education.



Strategic Priorities/Outcomes

Social Mobility Strategy: Outcomes

Outcome 1 – Everyone can develop the skills and talent they need to thrive continued



Above: The Evolve Programme promotes careers in the film industry to young people.

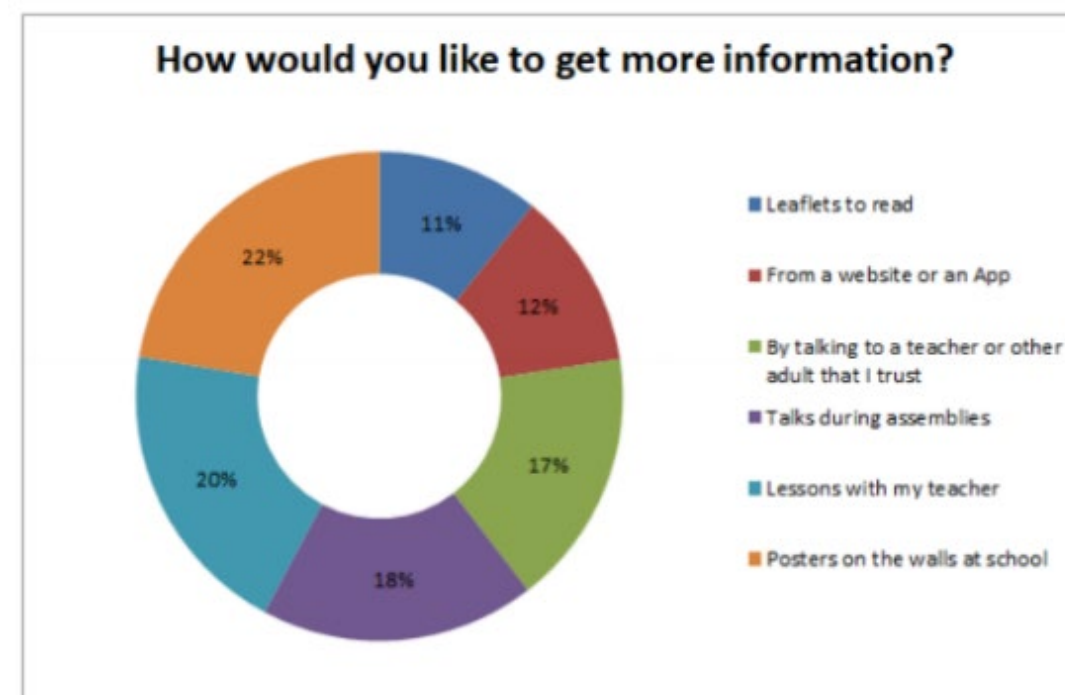
- **The Evolve Programme** – The City Corporation collaborated with the London Boroughs of Westminster and Lewisham to create a new promotional video aimed at Year 7-9 pupils. The video was released in June 2021 and promoted backstage careers in the film industry. This was a small-scale project for students in Lewisham but we are currently planning to use this project as a pilot for more videos exhibiting a wider range of creative careers.

- **Promotion of mental health** – We have been busy delivering the City and Hackney Mental Health Strategy 2019-2023 this year. The strategy's five priorities have identified prevention, access to support and services, neighbourhoods, personalization and co-production, and recovery.

- Due to Covid-19's significant impact on mental health, our provider MIND has adapted their model of service delivery to offer greater online support, and prioritisation of groups with the highest need for face-to-face support. Also, a Covid Welfare helpline has taken an holistic approach to supporting the community with challenges they may have faced during the pandemic. This support has included: accessing food, befriending services, debt and money advice, public health guidance relating to the pandemic, and support with education, skills and job searching.



- The City and Hackney Mental Health Transformation Plan has delivered a new neighbourhoods model of support for people with moderate-serious mental illness, and complex emotional needs. Following pilot sites in Hackney, this is being rolled out to all neighbourhoods. Support is provided through a blended team of voluntary sector, mental health and primary care staff to connect better into a range of activities in their neighbourhoods to support their well-being.



Above: The City and Hackney Mental Health Transformation Plan asked young people how they would like to receive information on mental wellbeing support.

Strategic Priorities/Outcomes

Social Mobility Strategy: Outcomes

Outcome 2 – Opportunity is accessed more evenly and equally across society

- **Equality & Inclusion training** – Our new online Equality, diversity and inclusion programme was recently launched, as well as the roll out of the virtual Equally Yours training and reverse mentoring programme to promote greater equality across the City Corporation.
- **Cultural and creative experience provisions** – In order to broaden young peoples' horizons, we have been promoting an increase in the number of creative experiences with three providers by tracking the current usage and statistics around schools with high levels of Pupil Premium children. We will then be using some of the lessons learnt from our Social Mobility Employer Index 2020 report to enhance their internal and external practices to help our cultural and creative learning institutions improve their outcomes for service users.
- **Tackling Racism Taskforce** – The work of the Tackling Racism Taskforce has included a range of inclusivity events and activities:
 - Black History / Slave Trade: Research into the City's story of the Transatlantic slave trade, Black City dwellers and workers, important sites, and existing representation of subjects within the City's public realm has been undertaken by the Cultural and Visitor Development Team. This delivers a databank of subjects the City Corporation may consider worthy of celebration and memorialisation and those we may wish to consider removing.
 - Ensemble: An on-street photography exhibition of portraits of leading black videogamers was delivered, in collaboration with Games London and supporting work to encourage greater diversity within London's creative industries by inspiring BAME communities about videogaming as a viable career path.
 - Celebrating City Women - Hidden Histories: A short film developed in partnership with Premier, Guildhall Art Gallery and the London Metropolitan Archive, celebrating the role of women in shaping the City's past and present through new historical research and Guildhall's inaugural Artist-in-Residence, Hannah Starkey.
 - Bishopsgate Institute: A series of live-streamed concerts to which a diverse range of artists were invited to deliver performances that responded to the Institute's archives, including those on East London history, LGBTQ+ history, Black British history, and women's history. This was funded by the City Corporation's Inspiring London Through Culture Grant.

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Left: photos from the Ensemble exhibition attached. Photography by Joshua Fray.

Our Baseline:

14.1% in secondary schools pupils are in receipt of Free School Meals (FSM)

- **Young Barbican**
 - 1,390 visits in 2019
 - 47.1% average FSM in 2019:
- **The School Visits Fund**
 - 104 visits were made between April 2019-2020
 - 47.63% average FSM in 2019-20
- **11 by 11 Partnership with Islington**
 - 12,682 pupil experiences in 2019-20
 - 36% average FSM in January 2020



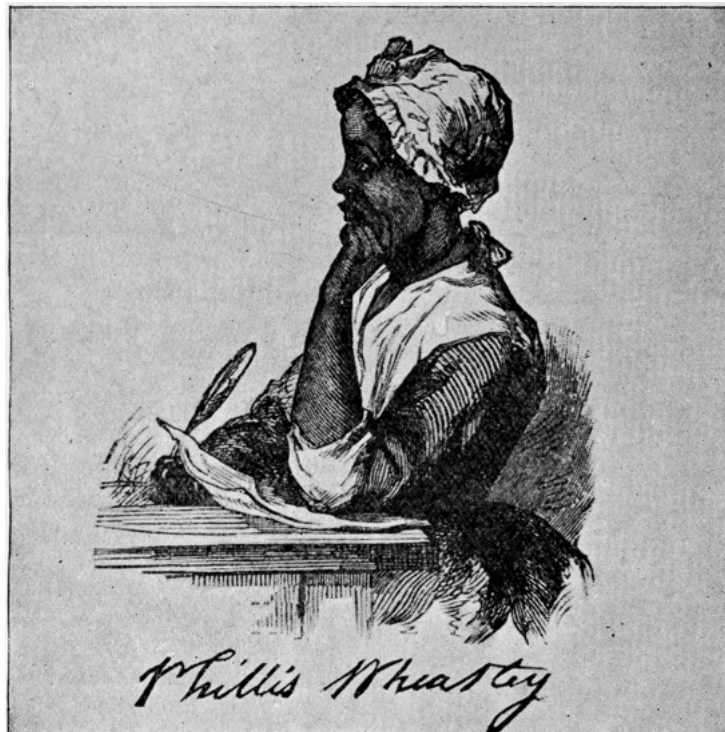
Strategic Priorities/Outcomes

Social Mobility Strategy: Outcomes

Outcome 2 – Opportunity is accessed more evenly and equally across society continued

- **The Guildhall Art Gallery's promotion of diversity and inclusion** – The Guildhall Art Gallery contains a collection of 3,962 works in the collection; 3,560 of which are digitised items. This year, the Gallery has acquired artworks by BAME and women artist including Jiro Osuga, Ferha Farooqui, Fiona Banner, and Catherine Yass. Over Lockdown, numerous online events to promote diversity and inclusion were held including Drag Queen Storytime, Roman Women, Suffragette bomb, designing the City of London Police woman's uniform and more. Some of the post-Lockdown face-to-face events included 'Noel Coward: Art & Style' which brought many new insights into Coward's life and work, from his championing of women and artists of colour to his navigation of his gay identity, and 'Wampum: Stories from the Shells of Native America' which explored Wampanoag life in America today, their cultural history and the impact of the colonial past, as well as creative inspirations for the future.

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Left and right: images from the 'Celebrating City Women – Hidden Histories' exhibition (copyright Hannah Starkey)



The Guildhall Art Gallery contains a collection of
3,962 works
in the collection;
3,560 of which
are digitised items

23 inclusivity cultural and creative events
planned for 2020/21 as a result of the City Corporation's **Tackling Racism Taskforce**, including a **'Mela in the City' Bengali celebration event**



Strategic Priorities/Outcomes

Social Mobility Strategy: Outcomes

Outcome 3 – Businesses and organisations are representative and trusted

- **Financial Inclusion Alliance Roundtable** – Building upon the previous joint Financial Inclusion summit in 2020, we participated in the Financial Inclusion Alliance’s ‘Can Business Help to Address A Crisis of Economic Inclusion facing Young People?’ Roundtable in May 2021. The Roundtable aimed to bring together professionals from a spectrum of industries to agree on how we can put young people at the heart of our plans to recover from the Covid-19 pandemic and to build back better in the UK, providing a powerful and coherent way for business to demonstrate how it is making a difference to the economic inclusion agenda.
- **Financial and Professional Services Socio-economic Diversity Taskforce** – A new taskforce was launched to improve socio-economic diversity at senior levels in financial and professional services across the UK. The independent taskforce was commissioned by HM Treasury and BEIS and is being run by the City Corporation, and will focus particularly on boosting representation at the top of these sectors. To tackle the lack of socio-economic diversity at all levels, the taskforce will: lead an industry consultation on how government, regulators and sector bodies can incentivise firms to take action to improve socio-economic diversity; create a membership body for financial services, where employers can benchmark against each other and share best practice on delivering socio-economic diversity at senior levels; produce a productivity analysis, to build the business case for increasing socio-economic diversity at senior levels in financial and professional services.
- **City Giving Day** – This is an initiative of the Lord Mayor’s Appeal to celebrate and amplify the scale and breadth of Corporate Giving and volunteering across the capital is providing the blueprint for equivalent celebrations in other cities across the UK.
- **London Community Response Fund** – As part of the wider London Community Response (‘LCR’) – a collaboration comprising 67 funders and led by London Funders in response to Covid 19 – we established the London Community Response Fund (‘LCRF’) as a restricted fund. To date, £16.7m has been received in external donations to LCRF whilst the Bridge House Estate has committed £15.250m to the LCRF, and separately £990,369 in aligned funding. More than £27m has been distributed via 1,500 grants awarded through the LCRF since March 2020, contributing to a total of over £42m distributed through the wider LCR.



Research recently showed that **89%** of senior roles in financial services were occupied by people from **professional backgrounds** – nearly three times the UK working population, with those from **lower socio-economic backgrounds** taking **25% longer to progress**.

The **30 senior members** of the **Financial and Professional Services Socio-economic Diversity Taskforce** are committed to **tackling this inequality**.



Strategic Priorities/Outcomes

Social Mobility Strategy: Outcomes



In 2020, the City Corporation was rated **50th** out of **119 employers**, who employ over **1.1 million people** in the UK across **18 different sectors**, on social mobility in the **Social Mobility Foundation's Social Mobility Employer Index**, an improvement on the **2019 rating of 56th place**



Left: Sandrine Pluviaux and Vince Digham are two of our volunteers in the Employee Volunteering Programme

Outcome 4 - We role model and enable social mobility in the way we operate as an organisation and an employer

- **Employee Volunteering Programme** – The City Corporation has launched its new employee volunteering programme called LEAP, making volunteering more flexible in terms of time, location and cause. Based on staff feedback on the previous volunteering provision, LEAP now makes it easier for staff to find a volunteering activity that matches their skills and interests via the Thrive CSR Volunteering Platform. In addition to volunteering within the Square Mile and London, staff can now also volunteer with eligible organisations across the UK.
- **Social Mobility Employer Index 2020** – The Social Mobility Employer Index is run annually by the Social Mobility Foundation. It is an important bench-marking initiative that ranks Britain's employers on the actions they are being taken to ensure that they are open to accessing and progressing talent from all backgrounds. The Index now includes 172 employers across 18 different sectors, collectively representing 1.5 million employees in the UK. The City Corporation has been rated in 50th place for social mobility, an improvement on its previous rating of 56th in the 2019 Index. Based on feedback from the 2020 Index, we have entered the 2021 Index with an aim to improve further on our previous rating.
- **Philanthropy through the City Bridge Trust** – City Bridge Trust has been a long-term funder of London's Giving which supports the development of place-based giving schemes in each of London's 32 boroughs and associated peer support, learning networks and resources to enable a sustainable future for place-based giving in London. By taking an assets-based approach, the London's Giving Model brings together the voluntary, private and statutory sectors and builds on the notion that everyone has something to give – be this time, skills or money. It is breaking new ground in understanding how communities can come together from the grassroots to tackle issues such as poverty, loneliness, mental health and unemployment. One of City Bridge Trust's programmes is Bridge to Work programme which supports young disabled Londoners into work, and there were 269 beneficiaries in 2020.
- **Diversity within the City Corporation's democracy** – The Members Financial Assistance Working Party has recommended the introduction of a Members Financial Support Scheme to the Policy and Resources Committee at its meeting in June 2021. It is felt that the introduction of more comprehensive support will also have a positive impact on enhancing diversity within the Court of Common Council and address its desire that prospective candidates for election to the Court are not deterred from standing for election for any reason, including any prohibitive cost. It is a view shared by the Members Diversity Working Party and by the Tackling Racism Taskforce.

Strategic Priorities/Outcomes

- Digital Skills

Digital Skills Strategy: Priorities

Priority 1 – Digital Competitiveness



- **Cyber Resilience Centre** – The SME and micro business community is particularly vulnerable to cybercrime due to the cost of cyber security, often due to the lack of technical understanding of how to protect their business and knowing where to get help and support in the first place. Policing is creating new partnerships with the Cyber Resilience Centre network bringing together the knowledge and experience from the private sector, academia and the police to combat cybercrime, protect business and provide a better service to support business needs. This is delivered by providing consistent cyber security advice, guidance and products, a range of free to paid memberships and innovative service delivery using students to provide affordable cyber security services to the SME community via their Student Services Programme.

Priority 2 – Digital Creativity

- **Digital skills provision** – The City Corporation’s City Bridge Trust has funded a project by AbilityNet that mobilises and manages volunteers to help elderly residents with free support on how to use their new or existing digital devices during the COVID 19 pandemic. We also commissioned Age UK to provide face-to-face digital skills classes in May and June 2021 which took place on the Barbican Estate. Also, under the terms of our contract with Civica, the Corporation’s new Housing Management System, they have been providing digital skills workshops on our social housing estates to improve digital literacy. The City Corporation’s Library Service provided free sessions of digital support to City residents, with some residents accessing the service more than once.
- **Digital apprenticeships** – The City Corporation’s digital apprenticeship continues to be successful with 16 digital apprentices in 2020-21, and the offer was marketed during National Apprenticeship Week in February 2021 and at all staff events and training courses.
- **Digital upskilling for City Corporation staff** – The ‘Improve Your Digital Skills’ campaign was launched in 2021, encouraging staff to include digital skills training in their personal development plan, making use of the IT virtual course, IT workshops, training videos and guides. Staff can also make use of the Tech Tips Blog which is updated weekly to provide the latest information about new features in Teams and Office 365 apps.
- **future.now** – future.now is the successor to former Lord Mayor Peter Estlin’s Shaping Tomorrow’s Cities Today. future.now aims to ‘motivate people and businesses to boost their digital skills’. During the Covid-19 period, future.now have delivered their online FutureDotNow Playbook which helps people identify and address digital skills gaps, and their Essential Digital Skills framework.
- **Cyber security** – Several planned activities have been used to promote London as a cyber secure destination including strengthening a collaborative action plan with the London office for Rapid Cyber Security Advancement which makes fledgling start-ups market-ready.

9 Cyber Resilience Centres nationwide, at least one in every region in England and Wales

Student Services programme – students onboarded and student services delivered across **30 universities**

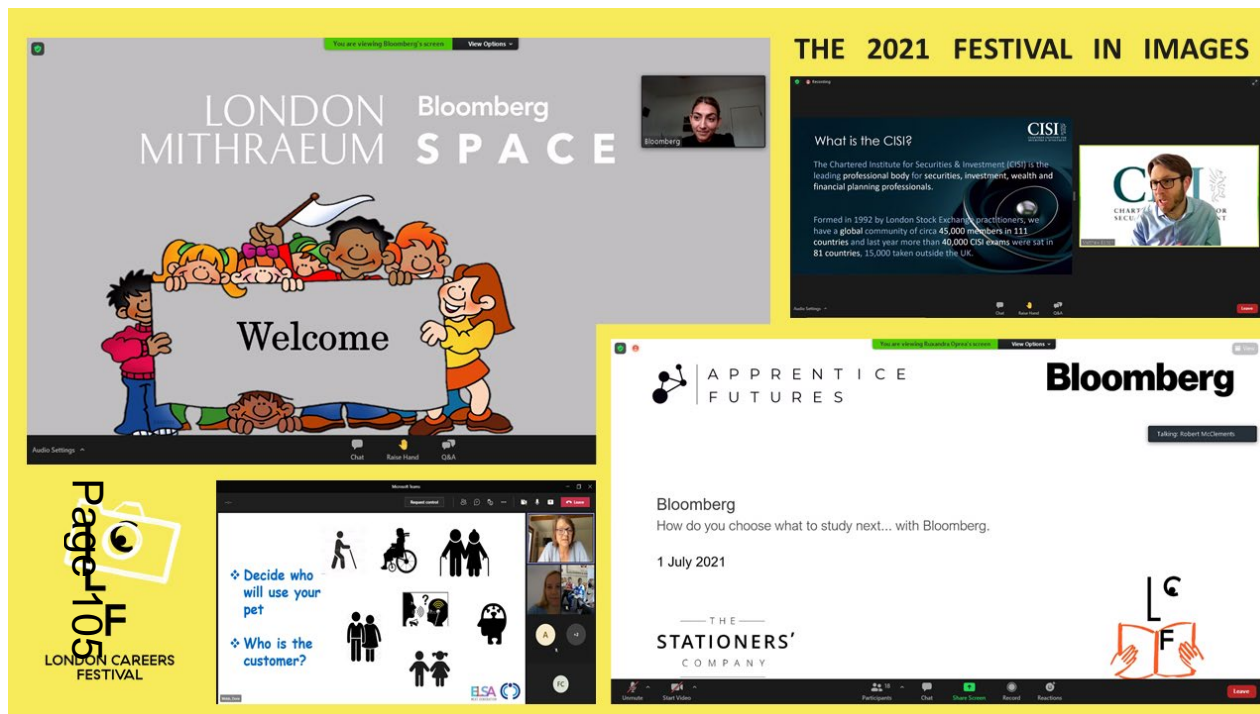
NEBRC Winner of Outstanding Cyber Security Initiative 2021 - UK Outstanding Security Performance Awards

Strategic Priorities/Outcomes

- Digital Skills

Digital Skills Strategy: Priorities

Priority 1 – Digital Competitiveness



Above: The London Careers Festival provides a range of careers experiences for young people across London to broaden their horizons.

- **Creative response of the City of London Family of Schools to adapt to the Covid-19 pandemic** – Schools reopened following Spring Term closures, during which they successfully built on learnings from the 2020 closures, demonstrated by an average 85% of pupils in secondary schools and 90% of pupils in primary schools who had regular attendance while learning remotely, higher than during the first Lockdown. Forum engagement from the Family of Schools remained high and schools were closely supported by Culture Mile Learning and the Education Strategy Unit in their response.
- **London Careers Festival** – The annual London Careers Festival connects learners to the world of work with a mixture of skills fairs, workshops, business fairs and experiences of workplaces, with a strong digital element. The London Careers Festival was delivered virtually in 2021, with 45% of the scheduled sessions including creativity as a core skill. Over 14,000 pupils were booked to attend and 5 careers sessions were specifically focused on jobs in tech industries.

Priority 2 – Digital Creativity

- **Culture and Commerce Taskforce's Digital programmes** – Chaired by the Lord Mayor in partnership with the City Corporation and Culture Mile, the new Culture and Commerce Taskforce assembles leading figures from across the capital to address the substantial challenges faced by the cultural and creative industries in the City, and London more widely, through better connecting the cultural and commercial sectors. The Taskforce is delivering two new programmes to support digital creativity and digital skills, led by Tech London Partners:
 - **The CreaTech Project:** This programme draws on the City as a 'test bed' for the creative sector, building a purpose-built environment for entrepreneurs and innovators in the creative industries to grow and test new technology. Currently, 5G technology is seen as the basis to unleash these creative tech experiences. For example, improved connectivity will be crucial to unlocking new revenue streams such as remote events, or the use of next generation immersive and interactive applications in the videogaming and entertainment spaces. The project involved gathering insights from best practice in existing testbeds to learn what has been achieved in particular locations and other sectors, and then developing a test site in the City, sourcing potential tech, businesses, and projects to support the new site.
 - **The Creative Digital Acceleration Programme:** This is a skills and capacity building programme which supports creative organisations to take a whole-organisational approach to embedding digital transformation and expertise at the heart of their business and use digital to accelerate growth. This could mean increasing organisations' level of advanced digital skills such as the use of complex marketing software – attribution, AI, application developments. Other support may include training in the use of tools in the area of search engine optimisation, social media, digital content creation and web analytics.



Strategic Priorities/Outcomes

- Digital Skills

Digital Skills Strategy: Priorities continued

- **The TLA Createch group** – The TLA Createch group was formed to engage tech entrepreneurs in opportunities within the digital creative markets which encompasses marketing, advertising, design, media (mobile, social, TV & radio, games, film), music and fashion. Its purpose is to showcase and support emerging CreativeTech startups/scaleups via pitchcamps, mentoring and promotion to demonstrate the dynamism and momentum of the sector. Currently, the group supports the following skills related initiatives:
 - **Digital Boost:** Its mission is to help charities and small businesses to gain the essential digital skills they need to grow their revenues and be more productive. Digital Boost matches organisations who need to upskill with digital experts for free one-to-one mentoring, as well as personalised recommendations for courses, workshops and resources.
 - **ScreenSkills:** ScreenSkills is the industry-led skills body for the screen industries – film, television, VFX, animation and games. It supports economic recovery and future innovation and growth across the nations and regions by investing in the skilled and inclusive workforce who are critical to the UK screen industries' global success. ScreenSkills provides insight, career development and other opportunities to help people get into the industry and progress within it.
 - **Innovate UK:** Innovate UK is part of UK Research and Innovation, a non-departmental public body funded by a grant-in-aid from the UK government. It drives productivity and economic growth by supporting businesses to develop and realise the potential of new ideas, including those from the UK's world-class research base.



Priority 3 – Digital Citizenship

- **She Can Be** – The Lord Mayor's Appeal continued its annual She Can Be event to encourage the next generation of young women to consider roles in the City. The event was attended by over 350 women and highlighted the skills of confidence, communication, problem solving, and initiative. The young women worked to find a solution to the problem of why women living in rural areas choose to save instead of invest their money.
- **The City of London's Adult Skills Service (ASES)** – ASES are currently delivering a range of Digital Skills and IT courses through the community-based Skills and Learning Programme. Since the end of March 2020, the service has delivered 95% of all its Adult Learning courses online.



Strategic Priorities/Outcomes

- Digital Skills

Digital Skills Strategy: Priorities continued

- **Digital devices** – The social enterprise Mer-IT have received a £10,000 Community Grant from the City Corporation to tackle digital inclusion within the City. With this grant, they are distributing refurbished laptops and computers to those who do not currently have access to a device. Our Children's and Adult's Social Care services can refer their clients to Mer-IT if they need a device. Mer-IT recently allocated 30 devices to City of London Academies Trust schools, with plans to allocate 30 more for the City's benefit. In parallel to the Mer-IT initiative and following on from successfully run events in 2019 and 2020, we have commissioned the charity Tech Takeback to run a pop-up event for City businesses to donate their old tech which will be refurbished and given to people in need as well as delivering digital skills training. Additionally, the Department for Education (DfE) has provided the City Corporation with 30 laptops distributed to disadvantaged families, children and young people who do not currently have access to them through their schools.



Above: Mer-IT provide people with refurbished digital devices and the training to make best use of their new devices.

Priority 3 – Digital Citizenship

- **Internet access** – The City Corporation provided low-income residents who receive a council tax reduction with a one off pre-loaded data allowance via a portable device, which allowed residents to connect to the internet if they had their own device. The City Corporation also provided 15GB of 4G data which allowed residents who were home schooling greater access to online learning. The Corporation used this opportunity to identify low-income residents who do not have access to a device for potential referral. There were 21 applications which were supported through this project.
- **Legal Innovation Programme with KPMG** – In November 2020, the City Corporation piloted a Legal Innovation Programme with KPMG as a 4-week virtual programme aimed at increasing innovation and tech adoption across the legal sector and arming a cohort of digital ambassadors with the skills and awareness that they need to drive innovation within their firms. The course welcomed 55 participants selected from over 80 applications. There was a total of 51 organisations represented overall, including mentors, judges and lawtechs that all engaged with the programme.



- **60 digital devices** donated to students and residents via Mer-IT
- **95%** of all Adult Learning courses delivered online
- **21 low-income residents** supplied with 4G data
- **350 young women** logged on for SheCanBe

Strategic Priorities/Outcomes

- Climate Action

Climate Action Strategy: Strategic actions

Action 1 – To support the achievement of net zero

- **Net Zero interim targets** – A key part of mobilisation has been to profile interim targets for Net Zero. This involved identifying targets for the end of year one, coinciding with our first comprehensive baseline since the initial study on 2018 emissions. We also set interim targets across the lifespan of the 2027 and 2040 Net Zero dates. 8. We anticipate that the Year 1 programme will reduce carbon emissions to:

- 23 ktCO₂e in our own operations by end of 2022 through energy reductions (from a baseline of 36 ktCO₂e)
- 1,027 ktCO₂e in our value chain by the end of 2022 (from a baseline of 1,014 ktCO₂e)
- 965 ktCO₂e in the Square Mile by the end of 2022 (from a baseline of 1,392 ktCO₂e)

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Climate actions

At the City Corporation we will do this through major investment in:

- 1 Improving **energy efficiency** in investment and corporate properties
- 2 Aligning our **investment portfolio** with the Paris Agreement
- 3 Enhancing carbon removal in our **open spaces**
- 4 Protection of **our shared natural resources**
- 5 Driving net zero through our **supply chain**
- 6 Integrating **climate considerations** into all our decisions.

2 major workshops to consult with residents on the direction of the *Climate Action Strategy* in the Barbican, Golden Lane, Middlesex Street and Southwark Estates

Taking a leadership approach

What sets us apart



Climate resilience: assessing our physical risks and preparing for some unavoidable change



Science-based, full value chain greenhouse gas accounting: employment of best practice in measurement & action planning



Carbon sequestration: Assessing the potential for Open Spaces to accelerate direct CO₂ removal



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Action 2 – To build climate resilience

- **Development of the Climate Action Strategy** – In January 2020, the City Corporation set out on a fast-paced, cross-corporation journey to develop an ambitious Climate Action Strategy. At that stage, the City Corporation needed to assess the carbon footprint across both its own varied holdings, and across the Square Mile, as well as developing a plan to achieve Net Zero. We undertook an in-depth organisational and Square Mile carbon foot-printing assessment to create our pathway. Alongside this, we conducted an analysis of the climate resilience in the Square Mile across buildings, public realm and infrastructure. The pathway and analysis formed the basis of the Climate Action Strategy which was adopted at the Court of Common Council on the 8 October 2020. Since then, fifteen costed project delivery areas have been consolidated into ten project plans. An extensive mobilisation effort was undertaken across 10 workstreams and 6 departments, for when the programme was officially launched in April 2021.



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Strategic Priorities/Outcomes

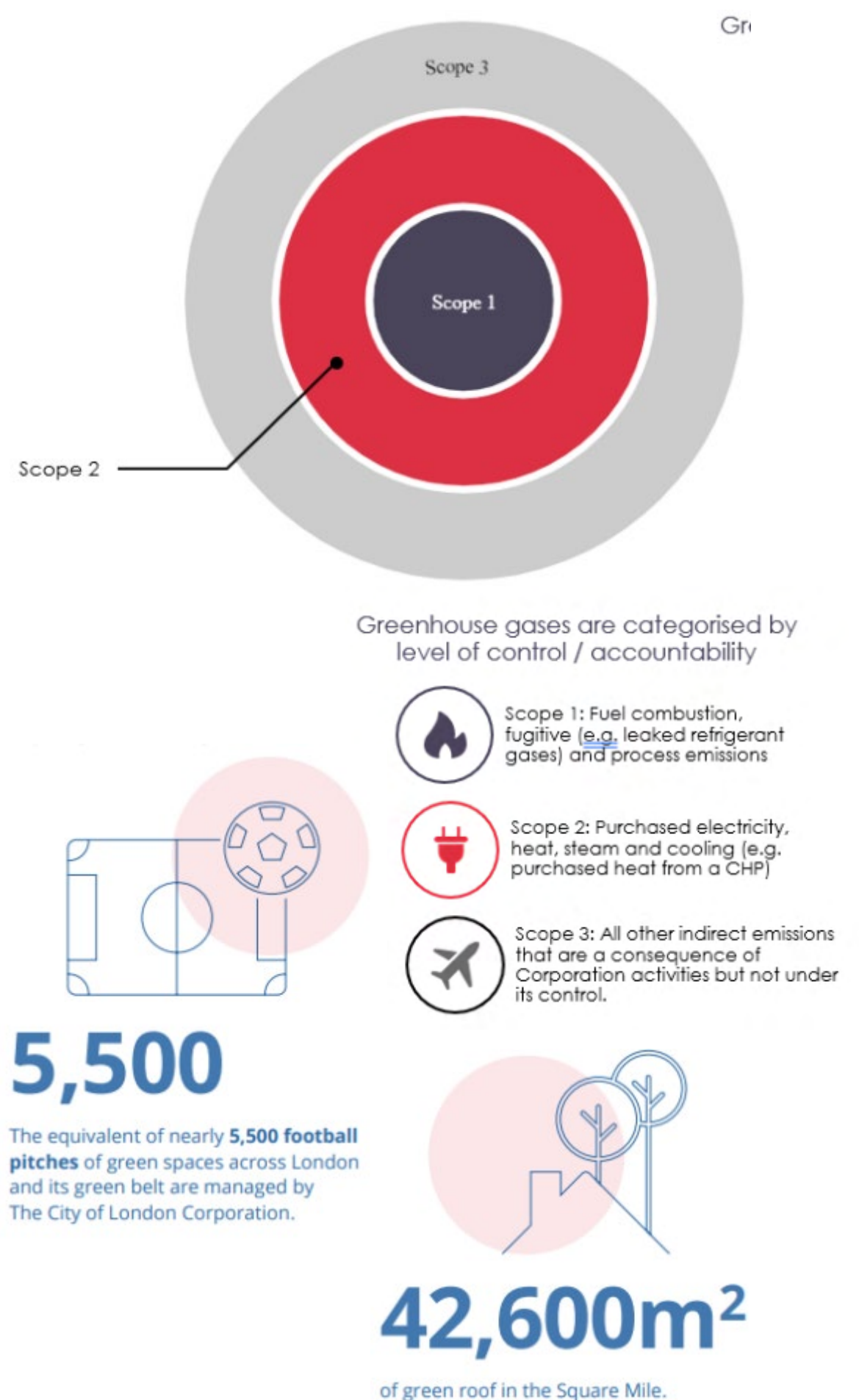
- Climate Action

Action 3 – To champion sustainable growth

- Engagement with City residents** – Preliminary engagement meetings were held with Members and residents between December 2020 and February 2021 at the Barbican and Golden Lane Estates and across the Portsoken, Aldgate and Tower Wards. These meetings provided residents with an overview of the City Corporation's Climate Action Strategy and its plans for housing. It also gathered examples of climate action initiatives led by residents and suggestions for reaching all residents. This consultation was followed by an estate-wide energy audit across the whole of our Housing Revenue Account Housing Portfolio. A detailed action plan will be produced which will enable the City Corporation to decarbonise its Housing Portfolio. The development of this action plan will provide an opportunity for the City Surveyor's Department and appointed consultants to engage with residents about site-specific proposals at an early stage.



We still need to **prepare for hotter drier summers, warmer wetter winters, stronger winds, more frequent extreme weather events and rising sea levels.**



Performance

This is the first year for collecting key performance indicator (KPI), data for the Social Mobility and Digital Skills Strategies. This data will be used as baseline data which will be used to compare the delivery of the actions in 2021-22 for both strategies. It is important to note that the Covid-19 pandemic has had a significant impact upon service delivery for several departments and institutions in the City Corporation. For this reason, it has not been possible for some of the action owners to collect data. Of the 67 actions in the Social Mobility Action Plan, it has been possible to capture data on 50 actions with KPIs assigned, despite the restrictions of the pandemic. For the Digital Skills Strategy, data was captured on 19 of the 21 actions with KPIs assigned. Nevertheless, it is of note that, even for those actions where service delivery has still been possible despite the pandemic, action owners have reported that the pandemic has, in many cases, made service delivery more challenging and that this data is not reflective of performance during normal service delivery. In 2021-22, it will be useful to compare the action plan performance data during a period of more normal service delivery and determine what some realistic and ambitious targets could be for 2022-23. This would then provide an overview of which actions have met their assigned targets.

Of the 67 actions in the Social Mobility Strategy, 48 were deemed to be on track and 19 actions were delayed. In the Digital Skills Strategy, 23 actions were on track and 6 action were delayed.

Corporate Performance Framework

The Corporate Performance Framework (CPF) will set out all of the KPIs which the City Corporation wants to measure as an organisation, in line with our Corporate Plan, so that it knows what to strive to achieve and how we can tell if we are succeeding. The KPIs in the CPF will outline what we will report on quantitatively throughout the organisation and they will be driven by data that is being collected departmentally.

The CPF will be populated with a selection of outcome and output-based indicators drawn from existing strategies and business plans and supplemented by broader impact measures from national data-sets. The aspiration is that the CPF can be used to evaluate the performance of the Social Strategies in future years.

The CPF will provide around 150 high quality KPIs that City Corporation departments will be encouraged to select from when deciding how to implement our corporate strategies and business plans.

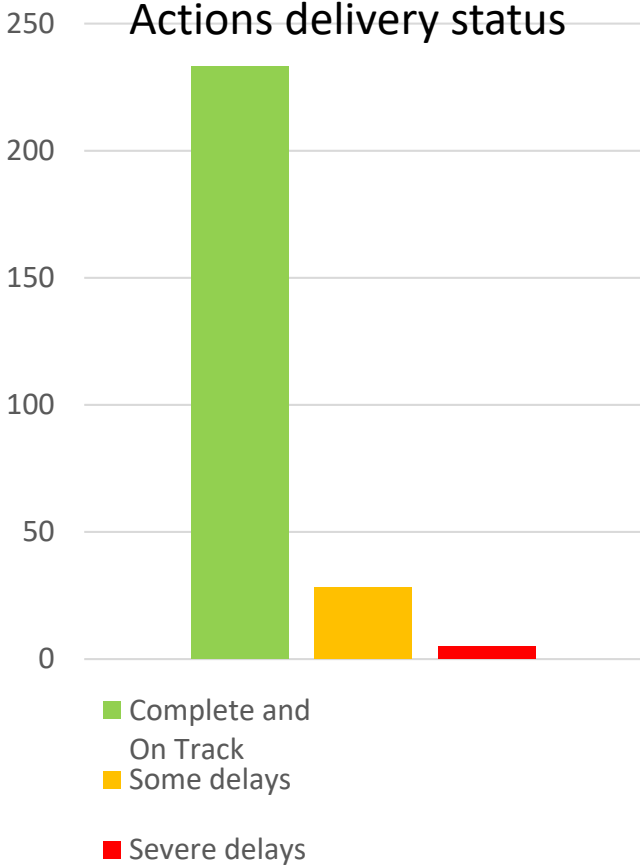
Climate Action Strategy

The Climate Action Strategy does not currently have an Action Plan although this document is currently under consultation. When the Action Plan is finalised, we will be able to begin measuring the performance of the Climate Action Strategy against its strategic aims.

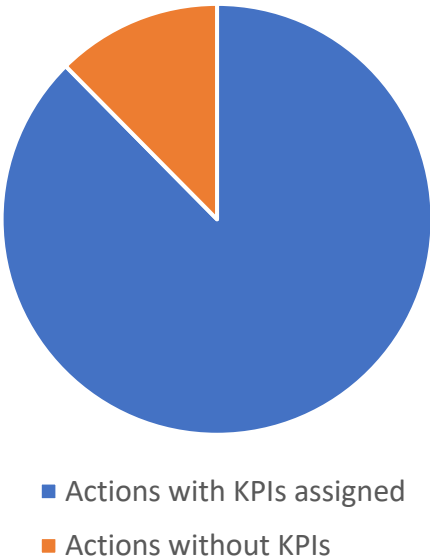
Responsible Business Strategy

We are committed to measuring the effectiveness and impact of our work against KPIs, aligned to our two strategic aims. Overall, we collected data on 266 actions covering the following strategic areas: Wellbeing, Air Quality, Climate Action, Plastics, Waste, Equal Opportunities, Diversity, and Biodiversity. KPIs were set for 230 of the actions and, of the 266 actions, 233 actions were classed as either complete or ongoing and on track.

Responsible Business Strategy
Actions delivery status



Responsible Business Strategy
Actions with KPIs

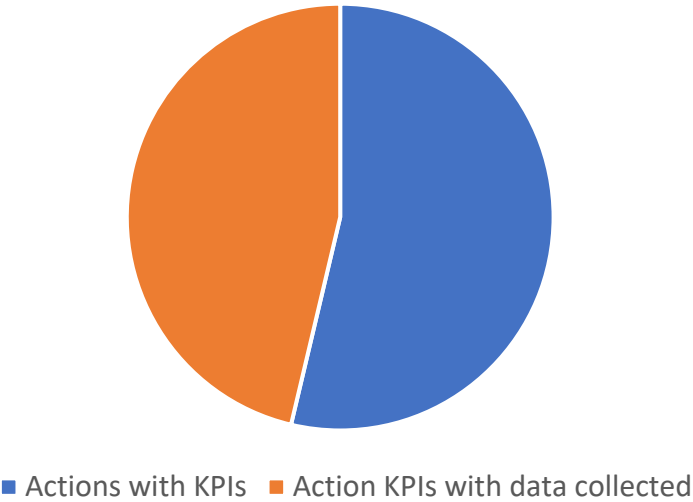


Performance continued.

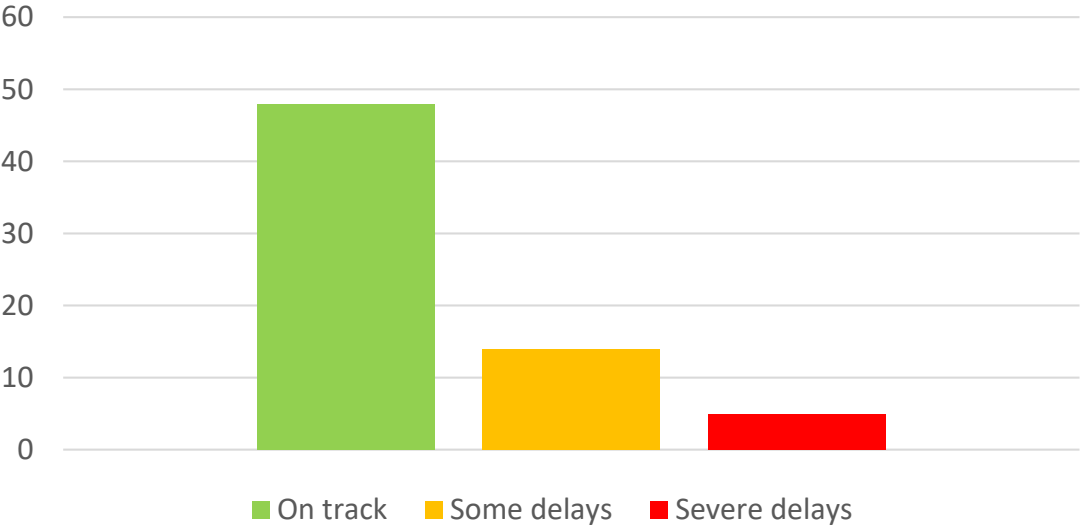
Social Mobility Strategy

We are committed to measuring the effectiveness and impact of our work against KPIs, aligned to our four outcome areas. We will continue to build on our performance framework and our journey to collecting baseline and benchmarking data, with an ambition for future reports to provide baseline and benchmark data for all 37 KPIs and our targets.

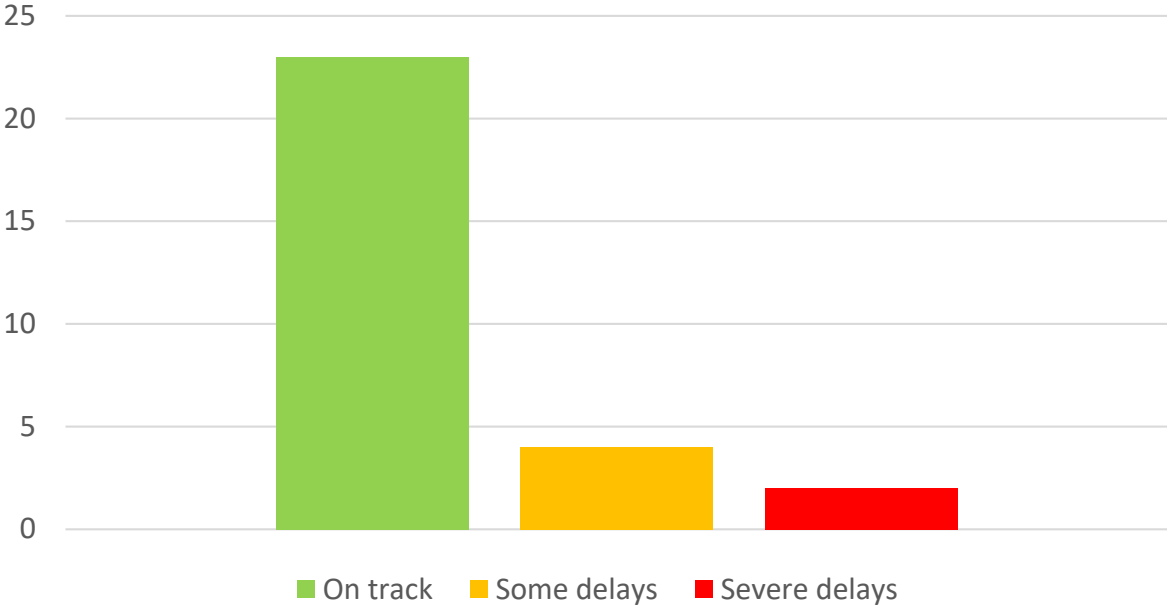
Social Mobility Strategy
baseline KPI data



Social Mobility Actions delivery status



Digital Skills Actions delivery status

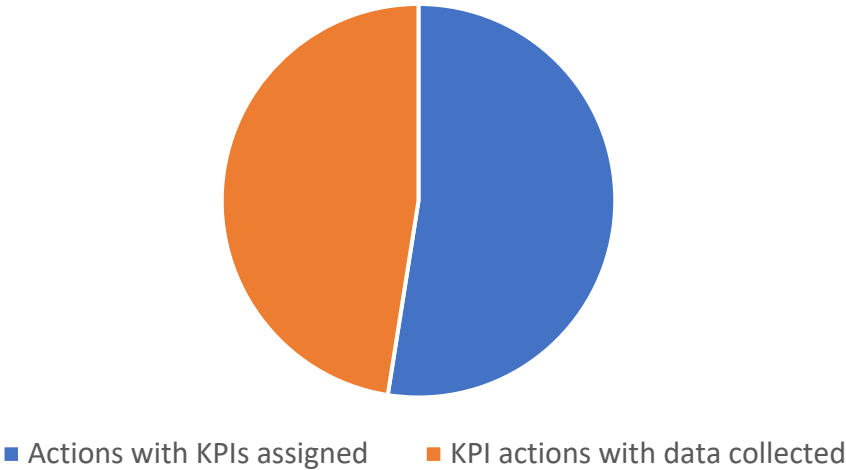


Digital Skills Strategy

Last year, we designed a performance framework that committed us to measuring the effectiveness and impact of our work against KPIs in our draft Corporate Performance Framework and also the KPIs of the Financial Services Skills Commission. The Digital Skills Strategy performance framework also enables us to clearly demonstrate our impact against our Corporate Plan for 2018-23 with 21 actions that have assigned KPIs.

The key measure of success is that our residents and workers will have the digital skills they need in order to thrive in a digital economy and society.

Digital Skills Strategy - Baseline KPI data



Future Delivery

Future Delivery

Responsible Business Strategy

The primary focus for 2022 will be the successful implementation of the Government-commissioned taskforce to boost socio-economic diversity at senior levels in the UK's financial and professional services, by encouraging employers to collect data on their workforce's socio-economic diversity. This can then be used to inform an industry consultation, the development of a peer network, and a productivity analysis.

The City and Hackney are developing the Joint Health and Wellbeing Strategy which will focus on prevention and reducing health inequality in the Square Mile. The development of the strategy will assess the impact of the four pillars: our health behaviours and lifestyle, the wider determinants of health, integrated health and social care and the communities and places we live in. Under the pillar 'the wider determinants of health', research will be conducted to understand the City's 'hidden workforce,' those in unstable work and low-income employment - often zero contract hours and agency workers. Work is already underway to gain a better insight into the east of the City where there are higher levels of deprivation. A set of health equality indicators will be established by which our Health and Wellbeing Board can measure the progress being made in the Square Mile.

Digital Skills Strategy

Our ambition in 2022 will continue to involve exploring a series of digital skills workshops for residents, and other measures that will support residents' financial and digital inclusion, with an aim of helping residents to move towards a greater use of digital services, and to support confidence accessing these services and to also access financial services.

We will ensure a compliant and effective Adult Skills and Education Service (ASES) Digital Learning Strategy, focused on enhancing the digital skills of learners and tutors, with staff and students having safe online access and effective use of IT in teaching, learning and assessment. In addition, ASES will deliver a high quality Digital Functional Skills Qualification, as well continuing to deliver the Essential Digital Skills Qualification for adult learners.

Climate Action Strategy

The next stage for the Climate Action Strategy will be to construct a strategic Action Plan, based on the learnings and feedback from the extensive stakeholder consultation exercise which has been running through 2021. This Action Plan will determine the necessary steps to ensure that the City Corporation delivers on its pledges to achieve Net Zero in 2027 and 2040.

The more detailed [Year One project plan](#) was published in April 2021; the progress of the plan is reported on a quarterly basis to Policy & Resources Committee.

The City Corporation's Skills Team will also be focusing on the development of a green skills initiative aimed at boosting skills on City construction sites, working towards the Net Zero targets outlined in the City of London Corporation's Climate Action Strategy.

Social Mobility Strategy

For our work with students, we will establish an education-to-business 'hub' to deliver a coordinated programme of work placements for pupils and teachers in the Family of Schools, using labour market information and industry research to target partnerships in areas of need.

Much of our efforts to promote social mobility in 2022 will also involve promoting the Fusion Skills, which are the interconnected communication, thinking, organisation and creative skills needed to succeed in education, training and employment. We will enhance, amplify and communicate learning opportunities which develop pupils' academic and Fusion Skills, including maintaining and growing the Find Fusion platform to include more work experience opportunities across London. To support our adult learners, we are developing a Fusion Skills programme for apprentices. Furthermore, we will participate in and lead national and international projects and research so that the City Corporation is known for leading innovative work around the Fusion Skills agenda.

Promotion of high quality work experience placements for pupils in the Family of Schools will be delivered through collaboration with HR, internal and external partners, the Livery Companies and using Find Fusion as the showcase platform.

Our aim to ensure that ASES provides an outstanding adult education, training and apprenticeships offer. This will be enhanced with a drive to celebrate equality of opportunity through a proactive approach to promoting social mobility and inclusion, with the number is BAME learners to increase to 20% and by remaining above 95% for apprenticeship completion rates.



Appendices

- Appendix A – Strategy overviews
- Appendix B – Annual Action Plans
- Appendix C – Oversight & Responsibility





Executive Summary

We are in an era when organisations are asked to look beyond their economic impact and consider the way in which they create social and environmental value. As an organisation with private, public and charitable and community sector responsibilities, and significant capabilities and commitments, we are well placed to role-model responsible business practices internally across all of our activities and externally across other organisations.

The strategy set out here states our commitment to responsible business and how we will fulfil it, set within the framework of our Corporate Plan 2018-23. We will embed responsible practices throughout the City Corporation's work to take us towards a sustainable future.

We know that we are on a journey to becoming a more responsible business and will need to build on our strengths and learn from others along the way. We will champion what we are currently doing well and celebrate, for example, our role in conservation, philanthropy and responsible procurement. Implementing this strategy provides us with further stories of change and impact to share with our wide range of partners. By openly sharing our progress, impact and learning we aspire to be a responsible business role model to other similar organisations.

Our commitment	We are committed to creating positive impact and reducing negative impact across all our activities and decisions because it is the right thing to do and will help ensure a sustainable future.	
We will achieve this by...	<p>Focusing our efforts on:</p> <ul style="list-style-type: none"> ➤ Impact achieved in pursuit of our core purpose, how we deliver our operations and how we procure our resources. ➤ Impact achieved through our advocacy and role-modelling to others. <p>Using responsible business practices through our every day work and decision making to ensure that we conduct ourselves in the most ethical and responsible ways possible.</p> <ul style="list-style-type: none"> ➤ Engaging our employees ➤ Using our convening power ➤ Connecting our communities ➤ Ensuring transparency ➤ Championing responsible investment ➤ Leading responsible procurement ➤ Preventing bribery, fraud and corruption ➤ Promoting human rights 	
To create a future where...	<p>Individuals and communities flourish</p> <p>Create and champion equal opportunities, diversity and inclusion across our organisation, and networks; and safeguard people and communities from social issues impacting London.</p> <ul style="list-style-type: none"> ➤ People's wellbeing ➤ Equal opportunities ➤ Diverse organisations 	<p>The planet is healthier</p> <p>Reduce our environmental impact across all our operations while increasing our positive impact through cleaning, greening, advocacy and influencing.</p> <ul style="list-style-type: none"> ➤ Air quality ➤ Waste ➤ Plastics and packaging ➤ Climate change ➤ Loss of biodiversity
Resulting in...	<p>An organisation that makes the right decisions</p> <p>An organisation that works collaboratively and innovatively to achieve positive impact</p> <p>An organisation that is trustworthy</p> <p>An organisation that leads the way in responsible business</p>	
Corporate Plan 2018-23 links	This strategy is one of the main mechanisms for delivering Outcome 5: Businesses are trusted and socially and environmentally responsible. It also directly supports the achievement of Outcomes 1, 2, 3, 4, 8, 11 and 12.	

Social Mobility Strategy, 2018 – 28: Potential today, success tomorrow

Executive Summary

Our definition of social mobility

The ability and opportunity for individuals, families or groups to progress within a society to reach their full potential – in terms of income, education, employment, perceived social status, housing and place/postcode.

Why us

The City of London Corporation is committed to championing social mobility throughout our work internally and with our unique combination of stakeholders spanning the private, public, charitable and community sectors across the Square Mile, the City, London, the UK and beyond. Social mobility is a key organisational priority outlined in our Corporate Plan (CP) for 2018-23, which will help to deliver our aims to contribute to a flourishing society and support a thriving economy.

Who we will work with

Our resident and worker population, businesses in the City, the charities and good causes we support through our charitable giving, our learners across our family of schools and cultural institutions, government and policy makers.

Our Vision

People enjoy a society where individuals from all socio-economic backgrounds can flourish and reach their full potential.

Our Aim

To bridge and reduce the social and economic divides that may be experienced by people during their lifetime, by maximising and promoting social mobility within businesses, organisations, central and local government and educational and cultural institutions.

Our Outcomes

Everyone can develop the skills and talent they need to thrive.

Links to CP Outcome 3

Opportunity is accessed more evenly and equally across society.

Links to CP Outcome 3

Businesses and organisations are representative and trusted.

Links to CP Outcome 8

We role model and enable social mobility in the way we operate as an organisation and employer.
Links to CP Outcome 5

Our Activities

- Prepare our learners for the jobs of the future.
- Raise educational and employment aspiration and attainment.

- Remove barriers, overcome gaps and improve access and participation in order to improve attainment.
- Support and deliver social action, social integration, networking and understand the impact of conscious and unconscious biases.

- Promote and encourage the need for and benefits of social mobility across business and government.
- Support organisations, government and policy makers to improve their own practices and leadership to facilitate social mobility.

- Identify and address barriers to employment and progression inclusively.
- Review our organisational working practices to ensure that these do not act as barriers to social mobility.
- Champion equality, diversity and inclusion.

Our Success Measures

Over the next 10 years, we will be a valued advocate and thought leader for social mobility, committing to collaboration, partnership work, innovation and longitudinal evaluation, to ensure equality of opportunity for all and the removal of structural inequalities and barriers within our own organisation and beyond. We won't just work to level the playing field, we will make it fairer too.

EXECUTIVE SUMMARY: Digital Skills Strategy at the City of London Corporation, 2018 – 23

Shaping tomorrow's City today

About us:

The City Corporation's reach extends far beyond the boundaries of the Square Mile and the City, across the private, public, charitable and community sectors. Our digital skills strategy supports the aims set out in our Corporate Plan for 2018-23 to contribute to a flourishing society, support a thriving economy and shape outstanding environments.

Our Vision:

People and businesses, across the City, London and beyond, are equipped to take full advantage of digital technologies and innovations to help themselves and their economies thrive.

Our Outcomes:

1. The City, London and the UK have the skills, talent and digital expertise they need to drive digital productivity and competitiveness.
2. People and businesses have the digital skills they need to thrive in all aspects of their lives.

Who will we work with:

- The residents, learners and workers we work with directly.
 - The businesses we support in the City, London and beyond and local, regional, central and global governments.
- The communities we support through our charitable giving, distributed mainly via City Bridge Trust.

Our priorities:

Digital Competitiveness

Digital Creativity

Digital Citizenship

Our activities:

Working with businesses we will explore the ways in which we can:

- Support digital innovation and enterprise.
- Fill the digital skills gaps and shortages that businesses identify.
- Prevent and safeguard against cyber-attacks and cyber terrorism.

[Links to Corporate Plan Outcomes 5, 6, 7, 8.](#)

Working with businesses, educators and civil society, we will consider how we can:

- Raise educational aspiration and attainment in terms of digital skills.
- Prepare our learners, for the jobs of the future, in terms of the necessary digital skills, behaviours, attitudes and competencies.

[Links to Corporate Plan Outcomes 3, 8, 10.](#)

Working with individuals and communities, we will consider how we can:

- Use digital skills to address barriers and gaps to improve access and participation.
- Use digital skills to connect the capital, enable positive transitions and provide advice and support.
- Improve cyber, digital and financial inclusion and safety.

[Links to Corporate Plan Outcomes 1, 2, 3, 4.](#)

Implementing this strategy:

We will embed collaboration, thought leadership and innovation across all aspects of our digital skills work, in order to deliver the vision, priorities, outcomes and activities set out in this strategy, developing responses and interventions to the issues and opportunities that digital skills present society and the economy. We will promote and share our learning, championing the DQ™ digital intelligence framework as part of this. We will look outwards to identify where we want to intervene and track our impact.

Definition of digital skills:

Digital skills are the set of skills, attitudes and values which will enable people to thrive and flourish in current and future digital environments.

The City of London Corporation's Climate Action Strategy 2020-2027



THROUGH THIS STRATEGY THE CITY CORPORATION COMMITS TO ACHIEVING:

- ✓ Net zero by 2027 in the City Corporation's operations
- ✓ Net zero by 2040 across the City Corporation's full value chain
- ✓ Net zero by 2040 in the Square Mile
- ✓ Climate resilience in our buildings, public spaces and infrastructure



ACROSS THE SQUARE MILE WE WILL:

- ✓ Work with all stakeholder groups to accelerate the transition to net zero
- ✓ Support SMEs to reach net zero
- ✓ Invest in making the Square Mile more resilient to extreme weather and flooding



AT THE CITY CORPORATION WE WILL DO THIS THROUGH MAJOR INVESTMENT IN:

- ✓ Improving energy efficiency at our investment and corporate properties
- ✓ Aligning our investment portfolio with the Paris Agreement
- ✓ Enhancing carbon removal in our open spaces
- ✓ Protecting our shared natural resources
- ✓ Driving net zero through our supply chain
- ✓ Integrating climate considerations into all our decisions

OUR VISION

The City of London is **Responsible, Sustainable and Competitive**

OUR AIMS



To **support** the **achievement** of **net zero**



To **build** **climate** **resilience**



To champion **sustainable** **growth**

Appendix B – Annual Action Plans

Annual action plans

In developing the strategies, we created annual action plans to ensure our visions for Responsible Business, Social Mobility and Digital Skills are converted into concrete, attainable and measurable steps. We review progress to drive efficiency and accountability within the organisation and to share ideas, opportunities and learning. The City Corporation's actions are designed to be long-term, methodical, interventions that deliver the most impact possible.

The actions for the Responsible Business Strategy are set in the context of our commitment to create a sustainable future, based upon two pillars where we can make positive social and environmental Impact.

The actions for the Social Mobility Strategy are set in the context of our daily efforts to work towards our vision of 'People enjoy a society where individuals from all socio-economic backgrounds can flourish and reach their full potential' but also our broader commitments to supporting a diverse and sustainable London within a globally-successful UK.

The actions for the Digital Skills Strategy we take are set in the context of our daily efforts to work towards our vision of 'People and businesses, across the City, London and beyond, are equipped to take advantage of digital technologies and innovations to help themselves and their economies thrive' but also our broader commitments to promoting London as a global leader with a flourishing society.

The Climate Action Strategy's actions have not yet been defined as creating the Action Plan will be the primary output from the current stakeholder engagement exercise with City residents.

Appendix C - Oversight & Responsibility

Oversight and responsibility

Social Mobility Strategy

David Farnsworth, Managing Director, Bridge House Estates, is the senior responsible officer for this strategy.

Digital Skills Strategy

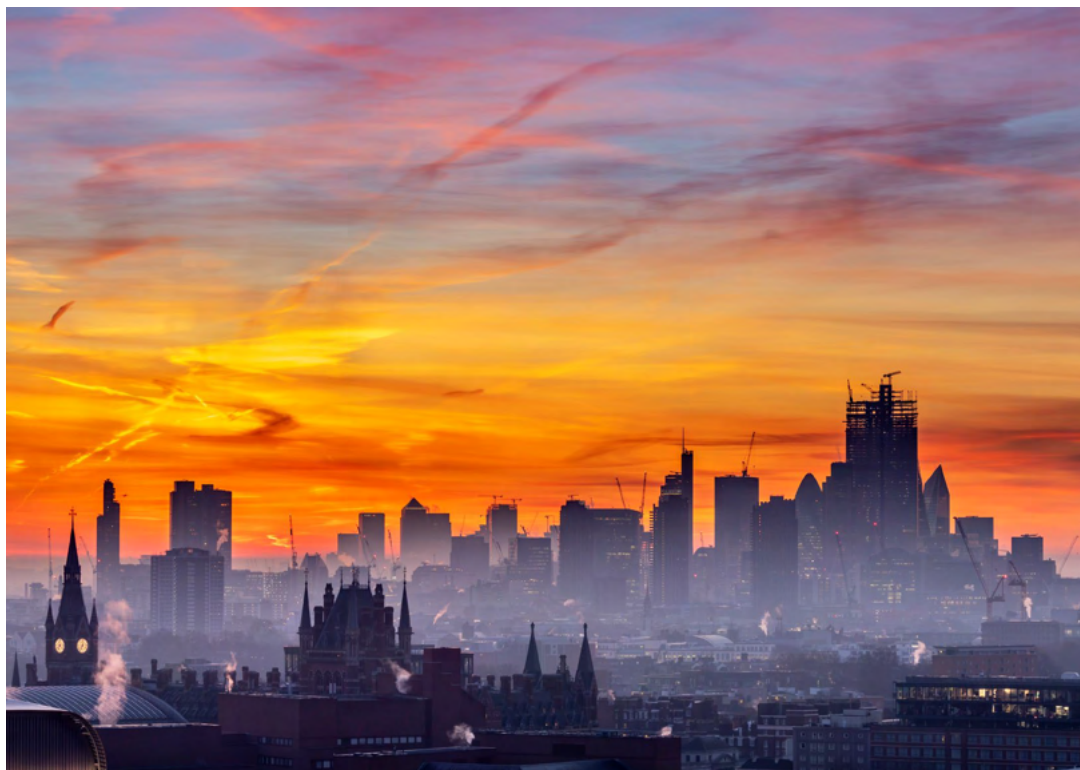
Andrew Carter, Director of the Department for Community and Children's Services, and Damian Nussbaum, Director of Innovation and Growth, are the chairs for this strategy.

Responsible Business Strategy

Caroline Al-Beyerty, the Chamberlain, and David Farnsworth, Managing Director, Bridge House Estates, are the chairs for this strategy.

Climate Action Strategy

Damian Nussbaum, Director of Innovation and Growth, is the chair for this strategy.



Oversight and responsibility

Social Cross-Corporation Working Group

David Farnsworth, Andrew Carter and Damian Nussbaum are supported in the delivery of both strategies by the Social Cross-Corporation Working Group (SCCWG), which meets on a six-weekly basis and also incorporates delivery of [the Responsible Business Strategy](#).

The SCCWG was established to replace the previous separate Implementation Groups for the Social Mobility and Digital Skills Strategies, in response to the COVID-19 epidemic and also with a view to producing a single annual report for our corporate strategies.

The SCCWG is chaired by Chris Oldham and is made up of officers from the following teams:

- Corporate Strategy and Performance
- Corporate Philanthropy and Volunteering
- City Bridge Trust
- Community and Children's Services
- Strategic Education, Skills and Culture Unit
- Innovation and Growth
- Human Resources
- Town Clerk and Chief Executive's Office.
- The Lord Mayor's Appeal
- Culture Mile Learning
- The City of London Police

Climate Action Chief Officer Group

Damian Nussbaum is supported in the delivery of the Climate Action Strategy by the newly-created Climate Action Chief Officer Group, which will meet on a six-weekly basis.

The group is made up of Chief Officers from those departments which will play a key role in delivery of the strategy.

Agenda Item 11

Committee:	Date:
Policy and Resources Committee	16 th September 2021
Subject: Revenue Outturn 2020/21	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	N/A
Does this proposal require extra revenue and/or capital spending?	No
Report of: The Town Clerk, the Chamberlain, the Remembrancer	For Information
Report Author: Laura Tuckey, Chamberlain's Department	

Summary

This report compares the revenue outturn for the services overseen by your Committee in 2020/21 with the final budget for the year. Overall, total net expenditure during the year was £24.488m, against the budget of £27.976m representing an underspend of £3.488m (12% on revised budget), as summarised in the table below.

By Division of Service	Original Budget £000	Final Budget £000	Revenue Outturn £000	Variations Better/(Worse) against Final Budget £000
Community, Safety and Resilience	798	627	525	102
Communications	2,172	2,449	2,346	103
Innovation and Growth	6,259	6,871	6,862	9
Grants and Contingencies	6,015	7,437	5,185	2,252
Charities	164	222	160	62
Remembrancer	2,694	2,806	2,036	770
City Surveyors	0	600	497	103
Culture Mile	(52)	956	913	43
Support Costs	5,933	6,008	5,964	44
Division of Service Totals	23,983	27,976	24,488	3,488

The most significant of the reduced requirements were within Grants and Contingencies and related to; underspends on unused provisions and agreed carry forward contingency balances (£2.222m) and underspends on events that have been cancelled due to COVID within Remembrancers (£770k).

Your Committee has carry forwards of £2.431m which are mainly in relation to your Committees unspent/committed Contingency funds that the Chamberlain in consultation with the Chair and Deputy Chair of the Resource Allocation Sub Committee have approved as detailed in paragraph 10.

Recommendations

It is recommended that this revenue outturn report for 2020/21 and the budgets carried forward to 2021/22 are noted.

Main Report

Budget Position for 2020/21

1. The 2020/21 original budget for the services overseen by your Committee was £23.983m as endorsed by the Court of Common Council in March 2020. This was subsequently increased to a final budget of £27.976m. An analysis of the increase of £3.993m is provided in Appendix 1.

Revenue Outturn for 2020/21

2. The 2020/21 actual net expenditure for the services being reported to your Committee totalled £24.488m, an underspend of £3.488m compared to the budget of £27.976m. A comparison with the final budget for the year is set out in Appendix 2. The most significant variations were:
3. Reduced net expenditure on Grants and Contingencies £2,252k primarily due to:
 -
 - Unspent central risk provisions within the COVID Contingency Fund (£480k), Policy Initiatives Fund (£1,005k), Committee Contingency (£384k), and the Project Reserve (£353k) which have been agreed to be carried forward. These underspends are mainly due to cancelled or delayed events due to the COVID pandemic which will be returned to the respective fund or reorganised for when they are able to take place.
4. Decreased net expenditure for the Remembrancer's Department of £770k largely in respect of: -
 - Underspends due to the inability to hold physical hospitality events during the year due to COVID restrictions.
5. Reduced net expenditure on City Surveyors Major Projects of £103k mainly due to: -
 - Underspends on salaries due to challenges in filling posts during the COVID pandemic.
6. Reduced net expenditure on Communications activities of £103k mainly as a result of: -
 - Underspends due to COVID of £76k due to cancellations of attendance of events as well as catering costs for events hosted by CoL. There have been additional savings due to COVID of £14k that relate to savings made on printing services.

7. Reduced net expenditure on Community, Safety and Resilience activities of £102k mainly as a result of: -
- £35k of salary underspends due to vacancies arising throughout the year and being held due to the recruitment moratorium.
 - Unspent Security Initiatives Contingency of £24k; and
 - Underspends due to COVID of £28k relating to travel, in house printing costs, catering and consultant fees.

Budgets Carried Forward to 2020/21

8. Chief Officers can request local risk underspends of up to 10% or £500,000 whichever is the lesser, to be carried forward, so long as the underspend is not clearly fortuitous, and the resources are required for a planned purpose. These thresholds apply to Chief Officer's total local risk budgets and many Chief Officers manage services overseen by a number of committees. Consequently, the outturn on services overseen by one committee may not represent the total position for a Chief Officer. Requests for carry forwards are considered by the Chamberlain in consultation with the Chair and Deputy Chair of the Resource Allocation Sub Committee.
9. Overspending is carried forward and recovered through reductions in 2021/22 budgets. There has been no local risk overspends this financial year.
10. The Chamberlain in consultation with the Chair and Deputy Chair of the Resource Allocation Sub Committee have agreed to carry forward £2,431k central risk underspend (Contingency balances £2,223k, Culture Mile £139k and Promoting the City activities £45k). Details of the use of the carry forwards are set out in Appendix 3. These budgets will be increased accordingly.

Appendices

- Appendix 1 – Analysis of movements from the 2020/21 Original Budget to 2020/21 Final Budget
- Appendix 2 – Comparison of 2020/21 Revenue Outturn against Final Budget
- Appendix 3 – Carry forward requests

Contact Officers:

Laura Tuckey - Chamberlain's Department
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Sarah Scherer - Town Clerk's Department
sarah.scherer@cityoflondon.gov.uk

Bruce Hunt- Remembrancer's Office
bruce.hunt@cityoflondon.gov.uk

Analysis of movements 2020/21 Original Budget to Final Budget	£000
Original Local Risk Budget (Town Clerk)	9,398
Local Risk carry forward from Town Clerk's underspend in 2019/20	298
Net other movements including Contribution Pay & Redundancy/Early Retirement Costs	65
Transfer of Community Safety team to Community and Children's services	(226)
Transfer from COVID Contingency to cover approved COVID bids	218
Transfers from P&R Contingency to cover approved Contingency bids	200
Transfers from Policy Initiative Fund to cover approved PIF bids	100
Final Local Risk Budget (Town Clerk)	10,053
Original Local Risk Budget (Remembrancer)	1,375
Net other movements including Contribution Pay & Redundancy/Early Retirement Costs	9
Final Local Risk Budget (Remembrancer)	1,384
Original Central Risk Budget (Town Clerk)	6,010
COVID Contingency Fund carry forward from 2019/20	1,500
Policy Initiatives Fund carry forward from 2019/20	719
Brexit Contingency Fund carry forward from 2019/20	413
Committee Contingency carry forward from 2019/20	310
Project Reserve carry forward from 2019/20	15
Central Risk carry forward from Town Clerk's underspend in 2019/20	100
Priority Investment Pot Bids carry forward from 2019/20	86
Net other movements including Contribution Pay & Redundancy/Early Retirement Costs	20
Transfer of COVID Contingency budgets to cover department spend on approved COVID bids	(1,490)
Transfer of Policy Initiative Fund budgets to cover department spend on approved PIF bids	(430)
Transfer of P&R Contingency budgets to cover department spend on approved Contingency bids	(200)
Increase of SRP Capital budgets (website costs)	85
Increase relating to CIL budgets	265
Heart of the City budget uplift	202
Transfer of Community Safety team to Community and Children's services	(78)
Pension strain cost budget uplift	26
Final Central Risk Budget (Town Clerk)	7,553
Original Central Risk Budget (Remembrancer)	1,319
Increase of Capital budgets	103
Final Central Risk Budget (Remembrancer)	1,422
Original Central Risk Budget (City Surveyors)	0
Budget creation	600
Final Central Risk Budget (City Surveyors)	600
Original Central Risk Budget (Culture Mile)	(52)
Agreed 1 year budget funding	1,000
Net other movements including Contribution Pay & Redundancy/Early Retirement Costs	2
Budget transfer from City Carers Community	6
Final Central Risk Budget (Culture Mile)	956
Original Support Services and Capital Charges Budget	5,933
Net movements	75
Final Support Services and Capital Charges Budget	6,008
Total Original Budget	23,983
Total increase	3,993
Total Final Budget	27,976

APPENDIX 2

Comparison of 2020/21 Revenue Outturn with Final Budget				
By Chief Officer	Original Budget £000	Final Budget £000	Revenue Outturn £000	Variations Better/ (Worse) £000
Local Risk				
The Town Clerk	9,398	10,053	9,743	310
The Remembrancer	1,375	1,384	1,281	103
City Surveyors	0	0	0	0
Culture Mile	0	0	0	0
Total Local Risk	10,773	11,437	11,024	413
Central Risk				
The Town Clerk	6,010	7,553	5,335	2,218
The Remembrancer	1,319	1,422	755	667
City Surveyors	0	600	497	103
Culture Mile	(52)	956	913	43
Total Central Risk	7,277	10,531	7,500	3,031
Support Services & Capital Charges	5,933	6,008	5,964	44
Committee Totals	23,983	27,976	24,488	3,488
By Division of Service				
Community, Safety and Resilience	798	627	525	102
Communications	2,172	2,449	2,346	103
Innovation and Growth	6,259	6,871	6,862	9
Grants and Contingencies	6,015	7,437	5,185	2,252
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Remembrancer	2,694	2,806	2,036	770
City Surveyors	0	600	497	103
Culture Mile	(52)	956	913	43
Support Costs	5,933	6,008	5,964	44
Division of Service Totals	23,983	27,976	24,488	3,488

Carry forwards By Chief Officer	£000
Central Risk	
<u>Grants and Contingencies</u>	
Policy Initiative Fund: - This carry forward is due to agreed bids which have not been fully spent and completed in 2020/21 and any uncommitted balances which have been rolled forwards.	1,005
COVID Contingency Fund: - This carry forward is due to agreed bids which have not been fully spent and completed in 2020/21 and any uncommitted balances which have been rolled forwards.	480
Policy and Resources Contingency Fund: - This carry forward is due to agreed bids which have not been fully spent and completed in 2020/21 and any uncommitted balances which have been rolled forwards.	384
Policy and Resources Project Reserve: - This carry forward is due to agreed bids which have not been fully spent and completed in 2020/21 and any uncommitted balances which have been rolled forwards.	354
Institute for Government Green Recovery Roundtable and Panel Event - We held initial discussions with the Institute for Government about a partnership to hold a private roundtable and a public panel event back in May 2020 with a view to holding the events in that financial year. However, due to a variety of delays caused in part by the COVID pandemic we were not able to finalise the agreement on the events until March 2021. The roundtable is taking place in April. The subject matter for this has been agreed and invitations have been sent out. The panel event will be taking place in the summer.	19
Centre for Policy Studies roundtable An influential American academic and political strategist was due to be coming to the UK in March 2021 to work with the Centre for Policy Studies, and CPR had requested we explore the possibility of holding a roundtable with him on US politics as part of his visit. A discussion was held with CPS about this in November 2020. Unfortunately the increase in COVID cases in late 2020 and the reintroduction of restrictions has meant that he delayed his visit to the UK and the roundtable was not able to take place at the planned time. He is now due to come to the UK shortly and discussions are being held about holding this event in the coming weeks.	15
Onward Levelling Up Event - This event is part of a series of virtual events being held in the first half of 2021 on the subject of Levelling Up. We agreed in principle in December 2020 to be the sponsor of one of the events on the assumption that it would take place in that financial year. However, the event was delayed because the announcement of the roadmap out of lockdown offered more opportunities for engagement with Government Ministers and other key figures.	11
<u>Culture Mile</u>	
To support the transition of Culture Mile to a mixed economy business model, principally through convening a new business partnership and campaigning for a Business Improvement District, in 21/22. Carry forward proposals from the previous year's Outdoor Arts budget and the Culture Mile core revenue budget were approved by Policy & Resources Committee on Jan 21st 2021.	139
<u>Community, Safety and Resilience</u>	
Priority Investment Pot - Improving the Response to Anti-Social Behaviour	24
Total Town Clerk	2,431

Committee(s): Policy and Resources Committee	Dated: 16/09/2021
Subject: Policy and Resources Contingency/Discretionary Funds	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	All
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£0
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Chamberlain	For Information
Report Author: Laura Tuckey - Chamberlain	

Summary

This report provides the schedule of projects and activities which have received funding from the Policy Initiatives Fund (PIF), the Policy and Resources Committee's Contingency Fund, Committee's Project Reserve and COVID19 Contingency Fund for 2021/22 and future years with details of expenditure in 2021/22. The balances remaining for these Funds for 2021/22 and beyond are shown in the Table below report.

Fund	2021/22 Balance Remaining after Approved Bids £	2022/23 Balance Remaining after Approved Bids £	2023/24 Balance Remaining after Approved Bids £	2024/25 Balance Remaining after Approved Bids £
Policy Initiative Fund	447,307	687,000	717,000	1,200,000
Policy and Resources Contingency	282,719	285,000	285,000	285,000
Policy & Resources Project Reserve	343,000	0	0	0
COVID19 Contingency	1,046,546	0	0	0

Recommendation(s)

Members are asked to:

- Note the report and contents of the schedules.

Main Report

Background

1. The purpose of the Policy Initiatives Fund (PIF) is to allow the Committee to respond swiftly and effectively with funding for projects and initiatives identified during the year which support the City Corporation's overall aims and objectives.
2. The current process for identifying which items should sit within the PIF are if they fall under the below criteria:
 - Items that relate to a specific initiative i.e. research.
 - Sponsorship/funding for bodies which have initiatives that support the City's overall objectives; and
 - Membership of high-profile national think tanks.
3. To restrict the depletion of funds in future years, a two-year time limit is in place on multiyear PIF bids, with three years being an option by exception. To ensure prioritisation within the multiyear bids, the PIF from the financial year 2019/20 and onwards has £600k of its total budget put aside for multiyear bids with the rest set aside (£650k) for one off allocations, with the option to 'top up' the multiyear allocation from the balance if members agree to do so. This will ensure that there should always be enough in the PIF to fund emerging one-off opportunities as they come up.
4. PIF bids need to include a measurable success/benefits criterion in the report so that the successful bids can then be reviewed to see what the outcomes are and if the works/activities meet the objectives of the PIF. These measures will be used to review PIF bids on a six-monthly basis. This review will aide members in evaluating the effectiveness/benefits of PIF bids supported works/activities which can be taken into consideration when approving similar works/activities in the future and are attached as Appendices 5 to 8.
5. When a PIF bid has been approved there should be a reasonable amount of progress/spend on the works/activities within 18 months of approval which allows for slippage and delays. If there has not been enough spend/activity within this timeframe, members will be asked to approve that the remaining allocation be returned to the Fund where it can be utilised for other works/activities. If the Department requires funding for the same works/activities again at a later date, it is suggested that they re-bid for the funding. If there is a legitimate reason, out of the Department's control, which has caused delays, it is recommended that these are reviewed by Committee as needed.
6. The Committee Contingency Fund is used to fund unforeseen items of expenditure when no specific provision exists within the Policy Committee's budget such as hosting one-off events.
7. The Committee's Project Reserve is a limited reserve which has been established from funds moved from the Projects Sub Committee Contingency Fund as approved in May 2019's Policy and Resources Committee. The initial amount

transferred to this reserve totalled £450,000 from the Project Sub Committee, this is not an annual Contingency but a one-off sum. It is suggested that this reserve is used for project type spend.

8. The COVID19 Contingency Fund is a time limited fund established to meet any unforeseen items of expenditure due to the COVID19 virus such as; to enact contingency planning arrangements, support unforeseen expenditure required to support service community which cannot be met from local budgets and to support/implement guidance issued by the government where there is no other compensating source of funding. The Town Clerk and Chamberlain have delegated authority to approve bids to this fund that are under £250,000.

Current Position

9. Appendices 1 to 3 list committed projects and activities approved by this Committee for the current and future financial years with the remaining balances available for the PIF (Appendix 1), your Committee's Contingency (Appendix 2), and the Policy & Resources Project Reserve (Appendix 3). Bids against the COVID19 Contingency Fund (Appendix 4) has either been approved by the Town Clerk and Chamberlain under delegated authority or by this Committee.
10. The balances that are currently available in the Policy Initiatives Fund, Committee Contingency Fund, Committee's Project Reserve and COVID Contingency for 2021/22 are shown in the Table below.

Fund	2021/22 Opening Balance £	2021/22 Approved Bids £	2021/22 Balance Remainin g after 2021/22 Approved Bids £	2021/22 Pending Bids £	2021/22 Balance Remaining after 2021/22 Pending Bids £
Policy Initiative Fund	2,004,555	(1,557,248)	447,307	0	447,307
Policy and Resources Contingency	684,214	(401,495)	282,719	0	282,719
Policy and Resources Project Reserve	353,578	(10,578)	343,000	0	343,000
COVID19 Contingency	1,579,546	(533,000)	1,046,546	0	1,046,546

11. The remaining multiyear allocation is shown in the Table below with details, as shown in Appendix 1, prior to any allowances being made for any other proposals on today's agenda.

	2021/22	2022/23	2023/24
Balance remaining of Multiyear PIF allocation	£0	£87,000	£117,000

12. Committee members are asked to note Appendices 5, 6, 7 and 8 which provide an update of progress/outcomes from spend resulting from the PIF (Appendix 5), Committee Contingency Fund (Appendix 6), Policy & Resources Project Reserve (Appendix 7) and COVID19 Contingency (Appendix 8).

Corporate & Strategic Implications

13. Strategic implications – Although each PIF application has to be judged on its merits, it can be assumed that they may be helping towards contributing to a flourishing society, supporting a thriving economy and shaping outstanding environments as per the corporate plan.
14. Financial implications – Each PIF application should be approved on a case by case basis and Departments should look to local budgets first before seeking PIF approval, with PIF requests only being submitted if there is no funding within local budgets available
15. Resource implications – None
16. Legal implications – None
17. Risk implications – None
18. Equalities implications – None
19. Climate implications – None
20. Security implications – None

Appendices

- Appendix 1 – PIF 2021/22 and Future Years
- Appendix 2 – P&R Contingency 2021/22 and Future Years
- Appendix 3 – P&R Project Reserve 2021/22
- Appendix 4 – COVID19 Contingency 2021/22
- Appendix 5 – PIF Progress/Outcomes
- Appendix 6 – P&R Contingency Progress/Outcomes
- Appendix 7 – P&R Project Reserves Progress/Outcomes
- Appendix 8 – COVID19 Contingency Progress/Outcomes

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Policy and Resources Committee - Policy Initiative Fund 2021/22 to 2023/24

Budget	2021/22	2022/23	2023/24
Initial budget	£ 1,200,000	£ 1,200,000	£ 1,200,000
Uncommitted balance brought forward from 2020/21	£ 527,082	£ -	£ -
Unspent balances deferred from 2020/21	£ 447,113	£ -	£ -
Unspent balances in 2020/21 returned to Fund	£ 30,360	£ -	£ -
Transferring Budget to Covid Contingency - (Agreed by P&R Cttee: 06 May21)	-£ 200,000	£ -	£ -
Revised Budget	£ 2,004,555	£ 1,200,000	£ 1,200,000

Date	Name	2021/22 Bid	2021/22 Actual	2022/23 Bid	2023/24 Bid
07/07/16	London Councils Summit	£ 16,000	£ 15,563		
16/11/17	Proposed Grant to retain the Centre for the Study of Financial Innovation (CSFI)	£ 6,635	£ -		
22/02/18	Sponsorship of Wincott Awards	£ 4,000	£ -		
03/05/18	Saudi Arabia Vision 2030, Public Investment Fund and Financial Services	£ 27,487	£ -		
07/06/18	City of London Corporation - Engagement with Strategy World Economic Forum (WEF)	£ 76,339	£ -		
05/07/18	Events Partnership with The Strand Group, King's College London	£ 35,787	£ -		
21/02/19	London and Partners: domestic promotion of London	£ 75,000	£ 49,951		
17/10/19	City Week 2020 Event Sponsorship	£ 25,000	£ -		
20/02/20	Future.Now - Application for Funding	£ 17,000	£ -		
20/02/20	Tokyo 2020 Games	£ 40,000	£ 3,934		
19/03/20	London Messaging Research	£ 40,000	£ -		
11/06/20	British Foreign Policy Group	£ 35,000	£ -		
24/09/20	Commitment to UN Sustainable Development Goals	£ 20,000	£ 550	£ 10,000	
21/01/21	Support for Innovate Finance	£ 250,000	£ -	£ 250,000	£ 250,000
21/01/21	Green Horizon Summit Evaluation & COP26 Preparations	£ 100,000	£ -		
18/02/21	Commonwealth Enterprise and Investment Council: Renewal of Strategic Partnership	£ 20,000	£ 10,000	£ 20,000	
Urgency	AIIB Membership	£ 184,000	£ -	£ 183,000	£ 183,000
08/04/21	Standing International Forum of Commercial Courts	£ 50,000	£ 50,000	£ 50,000	£ 50,000
08/04/21	COVID Recovery Campaign	£ 300,000	£ -		
Urgency	London Tourism Recovery Marketing	£ 50,000	£ 50,000		
06/05/21	Options to Promote Supplier Diversity	£ 30,000	£ 12,000		
08/07/21	Culture & Commerce Taskforce: Fuelling Creative Renewal - City Corporation Action Plan & Programme Outline	£ 20,000	£ 500		
08/07/21	Voluntary Carbon Markets	£ 15,000			
08/07/21	Adoption of Competitiveness Strategy - Development of an 'Asset Under Management' Campaign	£ 120,000			
	Total Allocations	£ 1,557,248	£ 192,497	£ 513,000	£ 483,000
	Balance Remaining	£ 447,307		£ 687,000	£ 717,000

Bids for Committee's Approval: 16 September 2021

Total Balance if pending bids are approved

£ 447,307	£ 687,000	£ 717,000
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Multi Year PIF Bids		2021/22 Bid	2022/23 Bid	2023/24 Bid
Multi Year PIF Allocation		£ 610,635	£ 600,000	£ 600,000
16/11/17	Proposed Grant to retain the Centre for the Study of Financial Innovation	£ 6,635		
16/04/20	Sheltered Employment Programme - Corporate Catering at Guildhall Offices	£ 90,000		
24/09/20	Commitment to UN Sustainable Development Goals	£ 10,000	£ 10,000	
21/01/21	Support for Innovate Finance	£ 250,000	£ 250,000	£ 250,000
18/02/21	Commonwealth Enterprise and Investment Council - Renew of Partnership	£ 20,000	£ 20,000	
Urgency	AIIB Membership	£ 184,000	£ 183,000	£ 183,000
08/04/21	Standing International Forum of Commercial Courts	£ 50,000	£ 50,000	£ 50,000
	Total Multi Year Allocations	£ 610,635	£ 513,000	£ 483,000
	Multi Year PIF Allocation Balance	£ -	£ 87,000	£ 117,000

Bids for Committee's Approval: 16 September 2021

Total Balance if pending bids are approved

£ -	£ 87,000	£ 117,000
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Policy and Resources Committee - Contingency 2021/22 to 2023/24

Budget	2021/22		2022/23	2023/24	2024/25
Initial Budget	£ 300,000		£ 300,000	£ 300,000	£ 300,000
Uncommitted balance brought forward from 2020/21	£ 719		£ -	£ -	£ -
Unspent balances deferred from 2020/21	£ 383,495		£ -	£ -	£ -
Unspent balances in 2020/21 returned to Fund	£ -		£ -	£ -	£ -
Revised Budget	£ 684,214		£ 300,000	£ 300,000	£ 300,000

Date	Name	2021/22 Bid	2021/22 Actual	2022/23 Bid	2023/24 Bid	2023/24 Bid
08/05/14	City of London Scholarship - Anglo-Irish Literature	£ 19,850	£ -	£ -	£ -	£ -
17/11/16	Police Arboretum Memorial Fundraising Dinner	£ 30,000	£ -	£ -	£ -	£ -
20/02/20	Common Council Elections in March 2021 - funding a high-profile advertising campaign	£ 126,645	£ -	£ -	£ -	£ -
19/11/20	Census 2021	£ 18,000	£ -	£ -	£ -	£ -
10/12/20	Electoral Registration Campaign Manager	£ 150,000	£ 68,581	£ -	£ -	£ -
Urgency	Smithfield Negotiations - Mediation Fees	£ 57,000	£ -	£ -	£ -	£ -
Urgency	Lord Mayor's Show Arrangements	£ -	£ -	£ 15,000	£ 15,000	£ 15,000
	Total Allocations	£ 401,495	£ 68,581	£ 15,000	£ 15,000	£ 15,000
	Balance Remaining	£ 282,719		£ 285,000	£ 285,000	£ 285,000

Bids for Committee's Approval: **16 September 2021**

-	-	-	-	-
-	-	-	-	-
Total Balance if pending bids are approved	£ 282,719	£ 285,000	£ 285,000	£ 285,000

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Policy and Resources Committee Project Reserve: 2021/22

Budget	2021/22
Initial Budget	£ 450,000
Less: 2019/20 spend	-£ 30,000
Less: 2020/21 spend	-£ 66,422
Revised Budget	£ 353,578

Date	Name	2021/22 Bid	2021/22 Actual
30/07/20	Project Management Academy	£ 10,578	£ -
	Total Allocations	£ 10,578	£ -
	Balance Remaining	£ 343,000	

Bids for Committee's Approval: **16 September 2021**

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Total Balance if pending bids are approved

£ 343,000

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Policy & Resources Committee - COVID Contingency 2020/21 - 2021/22

Budget	2020/21	2021/22
Initial Budget	£ 1,500,000	
Funding moved from Brexit funding - City Fund	£ 239,270	
Funding moved from Brexit Funding - City's Cash	£ 413,276	
Uncommitted funding carried forward from 2020/21 - City Fund		£ 85,000
Uncommitted funding carried forward from 2020/21 - City's Cash		£ 394,546
Additional allocation ringfenced for GSMD subject to CCC approval		£ 600,000
Funding transferred from PIF & Finance Contingency		£ 500,000
Revised Budget	£ 2,152,546	£ 1,579,546

Date	Name	2020/21 Bids	2021/22 Bids
03/04/20	SMTA Rates Bill	£ 67,000	
21/04/20	COLPAI - CCTV	£ 41,000	
17/04/20	Support the Mortality Management Group	£ 27,000	
24/04/20	Direct Access Server Replacement + Additional Server	£ 37,000	
06/05/20	PPE Purchasing	£ 4,000	
11/05/20	CoLP IT Resilience	£ 263,000	
28/05/20	Open Spaces PPE and HSE	£ 65,000	
09/06/20	Using Public Transport and Social Distancing - Face Coverings	£ 25,000	
24/06/20	CoL IT - Remote Working upgrades and expenses	£ 81,000	
09/07/20	City of London Academies Trust Funding Request for Summer Provision 2020/21	£ 70,000	
08/07/20	Everyone In - Rough Sleeping Response	£ 261,000	
27/07/20	Brakespear Mortuary	£ 32,000	£ 12,000
05/10/20	Public Health Communications Officer	£ 50,000	
19/11/20	Communications with Residents	£ 28,000	
10/12/20	Dedicated City Corporation News Hub on City AM	£ 45,000	
21/12/20	Dedicated strategic support on social care to the Chief Executive of Ealing	£ 9,000	
22/01/21	Letter drops to City residents	£ 24,000	
10/02/21	Public Health Communications Officer extended		£ 40,000
18/03/21	Dedicated City Corporation News Hub on City AM		£ 45,000
11/03/21	Recovery Promotional Campaign		£ 250,000
19/03/21	Covering the cost of Hands-Face-Space COVID19 Campaign Materials	£ 13,000	
26/03/21	Contributions towards Pan London Mortality Wace 1 Costs	£ 16,000	
31/03/21	Mental Health & Well Being support to Academies	£ 320,000	
31/03/21	Laptops required for new starters and replacing broken devices	£ 195,000	
13/04/21	Temporary Communication sLead		£ 40,000
13/04/21	Letter drops to Residents: May & June		£ 16,000
08/06/21	Committee Meeting Live Streaming		£ 68,000
01/07/21	Return to work costs		£ 14,000
07/07/21	Mailing to city residents		£ 8,000
05/08/21	Public Health Comms Officer		£ 40,000
	Total Allocations	£ 1,673,000	£ 533,000
	Non ringfenced balance (City's Cash)		£ 446,546
	Non ringfenced balance (City Fund)		£ -
	GSMD ringfenced balance (City's Cash)		£ 600,000
	Total Balance Remaining		£ 1,046,546

Bids pending Town Clerks Approval: **16 September 2021**

Total Balance if pending bids are approved

£ 1,046,546

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Report Name	Responsible Officer	Allocation	Spend	Balance	Progress/Outcomes from Bid
London Councils' London Summit	DIG	£16,000	£15,563	£348	This event is planned to take place on Saturday 20 November 2021. Invitations to the Court of Common Councils will be issued in September.
Sponsorship of Wincott Foundation's 'Wincott Awards'	DOC	£4,000	£0	£4,000	This lunch was postponed from May 2021 due to ongoing COVID 19 event restrictions. Therefore we plan to ask to carry forward to 2022-23 in order to hold the annual awards lunch in May 2022 (to align with the awards cycle).
Events Partnership with the Strand Group, Kings College London	DOC	£35,787	£0	£35,787	Due to the pandemic the events and partnerships to be organised were not progressed. They aim to take place during this financial year with the unlocking of Covid-related restrictions.
City Week 2020 Events Sponsorship	DIG	£25,000	£0	£25,000	This event is now postponed until June 2022 – the 2021 conference took place online. It is proposed to use the budget for external stakeholder engagement, for example ambassadorial roundtables or a trade association reception. The Policy Chair and indeed senior representatives and stakeholders have expressed interest in resuming some physical engagement.
Future.now	TC	£17,000	£0	£17,000	This is money that was previously agreed by P&R to allow future.now to host two events. This is due to Covid restrictions, the funding was rolled over to 2021/2022 but will need to be rolled over to 2022/2023 as future.now want to wait until they have booking space for their desired months and some security that social distancing will not affect their attendee numbers.
Green Horizon Summit Evaluation & COP26 Preparations	DIG	£100,000	£0	£100,000	This amount was an agreed underwrite. We are currently updating our budget and resource planning following a project gateway review.

Report Name	Responsible Officer	Allocation	Spend	Balance	Progress/Outcomes from Bid
Saudi Arabia: Vision 2030	DIG	£27,487	£0	£27,487	Activities on ESG Project with Saudi Arabia Public Investment Fund and the LM/CoLC representation at Saudi FFI Conference or visit is planned for October 2021 and onward.
City of London Corporation - Engagement with Strategy World Economic Forum	DIG	£76,339	£0	£76,339	The Lord Mayor had very good strategic engagement virtually across the last year. The main platform – WEF Annual Meeting, Singapore, August 2021 – has been postponed for a second time and will resume the normal cycle for Davos, January 2022. We anticipate spend to therefore occur during the last quarter.
London & Partners: Domestic Promotion of London	DOC	£75,000	£49,951	£25,049	<p>App - The app is in design phase - expecting a launch date following the Primera Steering Group at the end of July.</p> <p>Radio ad campaign - Two ads went out on Magic and KissFM, with an impact of just over 24 million</p> <p>Poster campaign - Poster campaign with JC Decaux ran for 2 weeks from 31 May with 180 sites across zones 2-6. 16 sites remained in place for 2 extra weeks. In total received over 18 million impressions.</p> <p>Central London Alliance - After 10 weeks, the London Love Affair campaign has reached 31 million impressions across the UK, including social, billboards and digital ads. This represents an increase of 11.3 million in June, with 8.99% of total media budget spent. The City of London's total share of voice is 34% (mainly Google Display and media adverts).</p>
Tokyo 2020 Games	DOC	£40,000	£3,934	£36,066	Expenditure so far has been on sponsoring a SportAccord conference held online in May. Policy and Resources Committee agreed (08/07/2021) that the remaining amount can be used for any sport

Report Name	Responsible Officer	Allocation	Spend	Balance	Progress/Outcomes from Bid
					engagement initiatives being developed over this financial year i.e. not just Tokyo related
Commitment to UN Sustainable Development Goals:	CHB	£20,000	£550	£19,450	We originally thought it was £10,000 p.a. membership fee, however, this has now been reduced. As a result of the reduced membership fees, we will be looking to bringing in a consultant to set up how progress is measured against the UN SDGs, as the fixed term contract for the Responsible Business Officer has ended and that resource is no longer in house.
Support for Innovate Finance	DIG	£250,000	£0	£250,000	<p>The City Corporation has provided financial support to Innovate Finance since its inception. This has generally been in the form of 3-year membership agreements with an additional emergency funding agreement that was entered into in 2020 as a result of the pandemic. In early 2021 the Policy & Resources Committee agreed to provide a further £750,000 over a 3-year period with £350,000 in the first year, £250,000 in the second year and £150,000 in the third. Innovate Finance have confirmed that they do not intend to draw down funding in this financial year and so no funds have been advanced.</p> <p>In any event, we continue to work very closely with Innovate Finance. We have two observer status Board seats which are currently held by the Deputy Chair of Policy & Resources and the Director of External Affairs. This provides us with an opportunity to feed into strategy and other senior level conversations within Innovate Finance. We work closely with them in relation to the implementation of the Kalifa Review recommendations and on a number of other projects including the Digital Sandbox and our international trade promotion. The City Corporation benefits from their networks amongst the fintech community as well as their input on certain policy areas with which</p>

Report Name	Responsible Officer	Allocation	Spend	Balance	Progress/Outcomes from Bid
					they are involved. It is a relationship that we look forward to continuing to grow and evolve over coming years.
Renewal of CWEIC's Strategic Partnership	REM	£20,000	£10,000	£10,000	The funding has allowed the City Corporation to maintain its status as a Strategic Partner of CWEIC. Through this partnership, the City Corporation has joined with CWEIC for events such as the High Commissioners' Banquet and webinars (held virtually during Covid restrictions). The remaining balance is to cover CWEIC's accommodation costs at Guildhall.
AIIB Membership	DIG	£184,000	£0	£184,000	A report update from AIIB on the opening of the London office is due at the end of Q3. Spend is expected in Q4
Standing International Forum of Commercial Courts	DIG	£50,000	£50,000	£0	<p>The Standing International Forum of Commercial Courts (SIFoCC) is a judicial initiative to support the rule of law and promote international legal services. The assistance given by the City Corporation helps to support SIFoCC's secretariat based at the Rolls Building in the City of London.</p> <p>As examples of SIFoCC's current work, the second edition of the Multilateral Memorandum on Enforcement of Commercial Judgments for Money has been published; in partnership with the Commonwealth Lawyers Association, it delivered a seminar in April 2021 exploring the relationship between commercial courts in the Commonwealth and their users; and it has continued to offer opportunities to courts around the world to share best practice including about the role of technology in meeting the challenges arising from the Covid pandemic.</p>

Report Name	Responsible Officer	Allocation	Spend	Balance	Progress/Outcomes from Bid
COVID Recovery Campaign	DIG / DOC / MH	£300,000	£0	£300,000	<p>Pre-campaign qualitative research among a sample of 20 Square Mile workers has now been completed and the final report is being prepared for completion on 21 July.</p> <p>Following an open tender, AF Oliver have been selected as the integrated agency for the campaign. They are tasked to deliver a campaign strategy (utilising the above insights); creative concept and subsequent production of all creative assets; earned media planning and delivery; paid media planning and buying; and evaluation.</p> <p>The campaign launch is planned for September</p>
London Tourism Recovery Marketing	DIG	£50,000	£50,000	£0	<p>Funds are supporting the delivery of the Let's Do London campaign, marketing activity led by London + Partners which is helping to drive footfall to Central London and supporting the full and safe re-opening of London's economy.</p> <p>Following the launch of the campaign in May, performance reports on the programme have been positive:</p> <p><u>Impact:</u> Audiences who recall the campaign are (compared to those who don't recall the campaign)</p> <ul style="list-style-type: none"> ▪ Almost three times as likely to have visited London than those who cannot recall it ▪ Almost twice as likely to intend to visit London in the next 3 months <p><u>Reach:</u> 1 in 5 people outside London recall seeing the campaign 1 in 3 Londoners recall seeing the campaign</p>

Report Name	Responsible Officer	Allocation	Spend	Balance	Progress/Outcomes from Bid
					<p><u>Note</u> that economic impact data will be available over the coming months.</p> <p>City assets and product have been featured in Let's Do London promotional material: Poster campaign which shows the City skyline showing Tower Bridge and St Paul's Cathedral; a national TV ad which included footage of Tower Bridge; and Content continues to be included on social media (incl. St Dunstan's in the East, Tower Bridge)</p> <p>The Let's Do London Family Fun season was launched by the Mayor last month and focuses on activities for young people and children. We are hosting activations in the City. More programme announcements are scheduled for autumn and we will continue to support the marketing and promotion of these, consolidating a cross-borough recovery effort for London's visitor economy.</p>
Centre for Study of Financial Innovation (CSFI)	DOC	£6,635	£0	£6,635	This is the grant approved by the P&R Committee to be provided to the CSFI over a period of five years, to support them in their continued occupancy of 73 Leadenhall, allowing the think tank to remain in The City. This will be paid before the year end.
British Foreign Policy Group (BFPG)	REM	£35,000	£0	£35,000	The Corporation continues to support the work of the British Foreign Policy Group, which aims to strengthen and coordinate the contribution of institutions such as the City Corporation to the UK's soft power. As a result of additional third party financing becoming available, the contribution by the Corporation will be less than forecast, being £2,000 towards the Group's administrative costs. The Group decided not to produce a report on London as a global gateway after Coronavirus, and so the £15,000 grant for that purpose is no longer needed

Report Name	Responsible Officer	Allocation	Spend	Balance	Progress/Outcomes from Bid
Options to Promote Supplier Diversity	CHB	£30,000	£12,000	£18,000	The Responsible Procurement Manager has undertaken a desktop research exercise which has identified certain categories of focus. A specification is being drafted and a quote process for a more in-depth look at those categories will go out shortly. This will likely reduce the money required for that piece of consultancy and options to use remaining funds for diverse supplier development are being explored.
London Messaging Research	DOC	£40,000	£0	£40,000	This piece of work was cancelled due to the pandemic but could be revived over the course of the year as we emerge from the pandemic.
Culture & Commerce Taskforce: Fuelling Creative Renewal – City Corporation Action Plan & Programme Outline		£20,000	£0	£20,000	Report approved in July 2021's Committee
Voluntary Carbon Markets	DIG	£15,000	£0	£15,000	Report approved in July 2021's Committee
Adoption of Competitiveness Strategy – Development of an 'Asset Under Management' Campaign	DIG	£120,000	£0	£120,000	Report approved in July 2021's Committee

Key Responsible Officer:

DIG Director of Innovation & Growth
 TC Town Clerk
 MH Mansion House

DOC Director of Communications
 CS City Surveyor

CHB Chamberlain
 REM Remembrancers

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Report Name	Responsible Officer	Allocation	Spend	Balance	Progress/Outcomes from Bid
City of London Scholarship - Anglo-Irish Literature	TC	£19,850	£0	£19,850	The Remembrancer has been in discussions with the Policy Chair over using the remainder of this funding to sponsor an award for Anglo-Irish Literature. The impact of the Covid-19 pandemic has meant this has been delayed but Remembrancer's intend to put a report to Committee to this effect
Police Arboretum Memorial Fundraising Dinner	DIG	£30,000	£0	£30,000	<p>This dinner was due to take place at Guildhall on 15 July – on 21 June, the Govt extended Covid-19 lockdown restrictions which then limited the benefits of holding the reception and dinner at Guildhall.</p> <p>Therefore a decision was made to postpone the dinner to early September 2021. We are awaiting confirmation of this new date from the Home Office. All guests and senior representatives involved have been kept up to date with this approach.</p>
Census 2021	TC	£18,000	£0	£18,000	This payment relates to the City Corporation's subscription to the Census Information Scheme 2021. An order was made to the GLA the body co-ordinating the Scheme in March 2021, but as yet the City Corporation has not been invoiced.
Electoral Registration Campaign Manager	TC	£150,000	£68,581	£81,419	<p>Creation of new online campaign portal, "Speak for the City", due to go live in late July/early August – created by one of the world's leading digital campaigns and elections agencies – to provide a single source of information and engagement with our elections.</p> <p>Move to CRM-based email communications, allowing for continuous tracking and improvement of our email list.</p>

Report Name	Responsible Officer	Allocation	Spend	Balance	Progress/Outcomes from Bid
Common Council Elections in March 2021	TC	£126,645	£0	£126,645	<p>This funding was agreed to cover promotional and other activities in the lead up to the March 2021 Ward Election. As a result of the pandemic, the date of the election was changed to March 2022 and this funding was subsequently transferred from 2020/21 Policy Committee contingency to 2021/22. An Elections Engagement Manager (EEM) was appointed earlier this year to manage and drive this area of work.</p> <p>Consequently with the exception of £48,000 which was earmarked to employ two additional (temporary) members of staff in electoral services to cover the canvass and election period, the remaining £79,000 of this allocation is now being managed by the EEM. Arrangements are currently underway to recruit the two temporary employees with the intention of having them in place by early August 2021</p>
Smithfield Negotiation – Mediation Fees	TC	£57,000	£0	£57,000	A day's mediation was held on 23 June 2021

Key Responsible Officer:

DIG Director of Innovation and Growth

TC Town Clerk

Report Name	Responsible Officer	Allocation	Spend	Balance	Progress/Outcomes from Bid
Project Management Academy	CS	£10,578	£0	£10,578	<p>The PMA has provided:</p> <ul style="list-style-type: none"> • Bespoke designed lecture / workshop material, which is tuned and honed to the City's specific needs, ways of working, governance and culture. • Quality training material that is consistent, aligns with industry standard/best practice, reflects the technical nature of the discipline and is based on City specific project case studies. • A clear and sustainable strategy for Project Management Training in the City going forward. • A scalable project management training methodology that can be adopted by all departments in the City. <p>Achievements:</p> <ul style="list-style-type: none"> • Course is now accredited by the Association for Project Management (APM), the chartered body for the project profession. • Approximately 35 delegates have received certification. • Approximately 70 training licenses have been allocated to officers across departments (this relates to officers who may have participated in training but not pursued certification yet). • Officers now working in closer alignment with industry standards. • Bespoke L&D offer to reflect the City's commitment to investment in professional development. • Transition to having accredited officers managing larger/more complex projects.

Key Responsible Officer:

CS City Surveyor

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Report Name	Responsible Officer	Allocation	Spend	Balance	Progress/Outcomes from Bid
Brakespear Mortuary	TC	£12,000	£12,000	£0	Balance of COL's sinking fund contribution to LB Camden Council for pan London authority Wave 2 Mortality Management services for 2021-22
Public Health Communications Officer extended	TC	£40,000	£13,274	£26,726	Officer in post delivering a range of public health communications on COVID 19 including: Hands Face Space campaign, Vaccinations and Testing
Dedication City Corporation News Hub on City AM until September 21	TC	£45,000	£45,000	£0	Ongoing in absence of print edition – continuing to offer a vital information channel to City worker audience on role and work of City Corporation and in particular City recovery moves post pandemic
Temporary Communication Lead	TC	£40,000	£9,337	£30,663	Officer in post delivering a range of communications on the cultural element of the City Corporation's reopening and recovery campaigns
Letter drops to Residents: May & June	TC	£16,000	£15,573	£427	Completed to schedule – supplementing letter inclusion in City Matters newspaper and ensuring residents audience is aware of COVID health messages, support available and end to restrictions
Recovery Promotional Campaign	TC	£250,000	£7,638	£242,362	<p>Works for Vibrant Offer Workers Research and Campaign solution services including campaign strategy; creative concept and subsequent production of creative assets; earned media planning and delivery; paid media planning and buying; and evaluation.</p> <p>A Consultant providing Marketing / Project Manager for Recovery Taskforce Vibrant Offer Campaign has been engaged with additional cost towards staff costs; hosting media and digital tools, platforms and measurement</p>

Report Name	Responsible Officer	Allocation	Spend	Balance	Progress/Outcomes from Bid
Committee Meeting Live Streaming	CHB	£68,000	£26,664	£41,336	Working in close collaboration, the Committee and Member Services Team and the Technology Support Team have implemented a highly effective solution for virtual Committee Meetings, using Microsoft Teams as the video conferencing platform. A feed of the meeting is then encoded using software called 'Open Broadcaster Software' and streamed to the Corporation's YouTube Channel. Video Playlists and settings are prepared in advanced of the meetings using the Committee Meeting Schedule, and all meeting recordings are now stored on the YouTube for up to one year.

Key Responsible Officer:

TC Town Clerk

CHB Chamberlain

Committee: Policy & Resources Committee	Date: 16 September 2021
Subject: Decisions taken under delegated authority or urgency powers	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	See Background Reports
Does this proposal require extra revenue and/or capital spending?	See Background Reports
If so, how much?	See Background Reports
What is the source of Funding?	See Background Reports
Has this Funding Source been agreed with the Chamberlain's Department?	See Background Reports
Report of: Town Clerk	For Information
Report author: Chris Rumbles, Town Clerk's Department	

Summary

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

Recommendation

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

Main Report

1. Since the last meeting of the Committee, approval has been given under urgency procedures or delegated authority arrangements, pursuant to Standing Order No. 41, as follows: -

Urgent Action: LOCAL IMPLEMENTATION PLAN FUNDED SCHEMES 2021

Under Section 159 of the Greater London Authority Act 1999, Transport for London (TfL) is empowered to provide grants to London boroughs and the City for the provision of safe, efficient and economically viable transportation facilities and (or) services to, from or within Greater London. In May 2019 the 3-year Local Implementation Plan for the City was submitted to TfL and approved.

In April 2020 Transport for London were required to pause all 2020/21 funding, in order to prioritise spend on emergency Covid-19 response measures. Funding for financial year 2021/22 would usually be approved by TfL in January 2021 and an Annual Spending Submission was submitted in November 2020. Owing to the ongoing funding uncertainty for TfL the November Annual Spending Submission was not approved for this financial year.

TfL funding has been severely constrained over the last and current financial years, and funding has been released on short timescales. TfL have acknowledged the difficulty of planning and programming to short timescales. TfL funding is ringfenced to projects and schemes agreed in the LIP. Given the short timescale from TfL in April and the small amount of funding the decision was made at Director level to allocate to projects in progress already in the LIP programme, otherwise funding would have been lost.

In April TfL released funding for 6 weeks to the end of May 2021. This was allocated to:

- Puddle Dock pedestrian scheme - £41,000
- Healthy Streets minor schemes - £38,000
- Lunchtime Streets/Reopening activities - £9,995

In June 2021 TfL invited requests for the 6 months to December 2021. In line with TfL guidance on their priorities we have submitted additional requests against the following programmes:

- Streetspace Schemes (covid-19 response) temporary to permanent - £47,000
- Corridors and Neighbourhoods - £302,300
- Liveable Neighbourhoods programme - £651,000
- Central London Cycling Grid programme - £60,000

Additional funding includes the Mayor's Air Quality Fund (MAQF) which has been confirmed as available for 2021/22 and funding requested for Principal Road Renewal.

These projects will help deliver the City Corporation's Transport Strategy. Further funding may become available for the LIP programmes later in 2021/22 and will be dependent of TfL financial position.

Approval was therefore sought and granted by the Town Clerk, in consultation with the Chair and Deputy Chairman of the Policy & Resources Committee to: -

- Approve the allocations up to the maximum set out in table 1 of the report, for the year 2021/22.
- Delegate authority to the Director of the Built Environment in consultation with the Chair and Deputy Chairman of the Planning & Transportation Committee and the Chairman and Deputy Chairman of the Streets & Walkways Sub Committee to allocate any additional funds which are made available by TfL in 2021/22 financial year.
- Delegate authority to the Director of the Built Environment to reallocate the TfL grant between the approved LIP schemes should that be necessary during 2021/22 up to a maximum of £150,000.

Urgent Action: 9 September 2021 meeting of the Court of Common Council – physical / formal arrangements

In April 2021, the Court of Common Council resolved that all of its local and police authority meetings should be conducted on an informal basis for the coming period, in view of the ongoing Covid-19 related restrictions. This decision was taken bearing in

mind the prohibitions on remote / virtual participation in formal meetings under relevant legislation and the impracticalities of holding formal meetings (particularly of the Court itself, given its size), with the Court also resolving to allow for virtual participation in non-local or police authority business more generally. These arrangements expire in October.

On 5 July 2021, HM Government announced that all Covid-related work from home guidance and social distancing restrictions were anticipated to come to an end as of 19 July 2021. The decision was, therefore, taken (on the recommendation of the Policy & Resources Committee) to hold the next meeting of Court of Common Council on 22 July as a formal, in-person meeting, but with committees and sub-committees continuing to operate on an informal basis, thereby facilitating virtual / remote participation for those meetings. The Covid-related situation could then be monitored over the summer recess, with a view to taking a longer-term decision in September.

The 22 July 2021 meeting of the Court subsequently proceeded on a physical basis and was held successfully, utilising various mitigations to help alleviate any concerns associated with Covid (such as an outdoor lunch, spaced seating, reduced public attendance, and so on). At that meeting, in response to a query around the format of the September Court meeting, hope was expressed that the Corporation would be in a position to repeat the arrangements but that there would need to be a “wait and see” approach over the coming weeks, depending on the situation with Covid and any subsequent response by the Government.

During the intervening period an urgent decision was required in order to ensure that both Members and relevant officers were provided with sufficient notice to make any requisite arrangements ahead of an in-person September meeting of Court of Common Council.

Consequently (and in keeping with the previous decisions and undertakings made to the Court), an urgent decision was sought regarding arrangements for the September meeting of Court of Common Council. This allowed for arrangements to be communicated to Members in good time and for the agenda to be published in accordance with statutory requirements.

Urgent approval was therefore sought and granted by the Town Clerk, in consultation with the Chair and Deputy Chairman of the Policy & Resources Committee to the Court of Common meeting in September 2021 proceeding on a physical basis, as a formal meeting, live-streamed on YouTube for the benefit of the public and with steps taken to alter the layout of the Great Hall to enable a greater degree of space between seats and allowing for Covid mitigation measures so far as is practical, notwithstanding the removal of restrictions generally.

Delegated Action: Parliamentary Boundary Review – Response to Boundary Commission Consultation

At its July 2021 meeting, the Policy & Resources Committee considered a joint report of the Town Clerk and Remembrancer which outlined the effect of proposed changes to parliamentary constituencies published by the Boundary Commission for England on 8 June 2021 (intended to take effect from 2023). Of direct relevance to the City was a suggestion to break the link between the City of London and the City

of Westminster by placing the Square Mile in a new constituency with the southern part of the London Borough of Islington.

On considering the report, the Committee expressed its firm support for advocating for the link between the City of London and the City of Westminster to remain, articulating a number of practical and historic reasons why this should be the case and was in the best interests of constituents and businesses in both areas. Noting the deadline for submissions to the Boundary Commission was 2 August, the Committee agreed to delegated authority to the Town Clerk, in consultation with the Chair and Deputy Chairman, to finalise a suitable response to the proposals on behalf of the City Corporation and to submit accordingly.

Approval was therefore sought and granted by the Town Clerk, in consultation with the Chair and Deputy Chairman of the Policy & Resources Committee to:-

- A submission of the City Corporation's formal response to the Boundary Commission's Parliamentary Boundary Review consultation.
- 2. In accordance with Standing Order 41 (a) and 41 (b), Members are asked to note the recent decisions taken by the Town Clerk in consultation with the Chairman and Deputy Chairman.
- 3. Copies of background papers concerning this decision are available from Chris Rumbles on request.

Contact:

Chris Rumbles

Tel 020 7332 1405

Christopher.rumbles@cityoflondon.gov.uk

POLICY AND RESOURCES COMMITTEE

THURSDAY, 8 JULY 2021

NOT FOR PUBLICATION

By virtue of paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972.

22. NON-PUBLIC MINUTES

- a) The non-public minutes of the Policy and Resources Committee meeting held on 3 June 2021 were approved.

Matters Arising

Aldermanic Eligibility – Noting that the Legal Opinion on this matter had now been produced and circulated, a Member expressed their concerns as to the content thereof and advanced the view that it had been unfair to ask the Corporation's Law Officers to consider this issue, given the potentially invidious position this placed them in. The Member suggested that further Opinions should be sought from experts in constitutional law.

Following discussion, Members felt that revisiting the subject of this particular Opinion was not desirable. However, it was clear that some of the current documentation and guidance around elections was insufficient and a thorough review of the Wardmote Book was needed, together with a further discussion as to what the Aldermanic Eligibility criteria should be moving forwards. As referenced earlier in the meeting, the Comptroller & City Solicitor advised that a report would be submitted concerning a review of the Wardmote Book as soon as possible.

Guildhall Security – With reference to the question asked at the prior meeting, it was suggested that a number of Guildhall Security posts were being held vacant at present, with the rationale for this queried. The City Surveyor undertook to explore the matter and respond to the Member following the meeting.

- b) The non-public minutes of the Projects Sub-Committee meeting held on 17 May 2021 were noted.
- c) The non-public minutes of the Culture Mile Working Party meeting held on 9 June 2021 were noted.
- d) The draft non-public minutes of the Hospitality Working Party meeting held on 18 May 2021 were noted.

23. COP26

The Committee considered a report of the Director of Innovation & Growth updating on plans for COP26 and seeking approval the City Corporation,

together with the Green Finance Institute, to deliver a Green Horizon Summit (GHS@COP26).

RESOLVED: That Members:-

1. Endorse the overall ambition and structure of GHS@COP26.
2. Note the budget, staffing and commercial partners.
3. Approve the Steering Board arrangements, as set out in the Appendix to the report, for clear governance of the programme.
4. Agree to review the future of the Green Horizon programme through a paper to the October meeting of the Committee.
5. Note the high expectations to deliver, and the need to re-focus resource.

24. SPONSORING A GLOBAL GOVERNANCE BODY FOR VOLUNTARY CARBON MARKETS

Shravan Joshi declared a pecuniary interest in this item and did not participate in its consideration.

The Committee considered a report of the Director of Innovation & Growth setting out proposals for the City Corporation to become a Founding Sponsor of a new global governance body for voluntary carbon markets.

Members expressed strong support for this proposal, observing that it represented a watershed moment for the City in demonstrating support for an important nascent market which would bring significant investment and employment opportunities to London. Parallels were drawn with the steps taken to establish the City as the key hub for Renminbi trading.

In response to a question concerning funding source, it was confirmed that financial contribution would be met via the Policy Initiatives Fund.

RESOLVED: That Members:-

1. Agree to the City Corporation bidding to become a Founding Sponsor of the new global governance body for voluntary carbon markets.
2. Approve a one-off contribution of £15,000 from the Policy Initiatives Fund (PIF) for promotional activities following the submission of the bid and to support the work of the UK Voluntary Carbon Markets Forum (UK VCM Forum).
3. Approve in principle the City of London's support for this initiative of strategic importance for the future of UK-based financial and professional services. Based on initial conversations with colleagues in City Surveyors indicate this will amount to roughly £200,000 (per year for three years from 2022). This would either be sourced from PIF or provided as an in-kind donation from our own property portfolio (supplemented by reduced funding from PIF for maintenance cost/potential remodelling, etc.).

4. Delegate authority to the Town Clerk, in consultation with the Chair and Deputy Chairman of Policy and Resources, to sign off the final nature of the support (outlined at recommendation 3) once finalised.

25. **PUBLIC SECTOR DE-CARBONISATION SCHEME**

The Committee considered a report of the City Surveyor concerning the Public Sector Decarbonisation Scheme (PSDS) and arrangements relating to specific large-scale project under the PSDS Programme, the Retrofit Accelerator Project.

RESOLVED: That:-

1. It be recommended to the Court of Common Council that the City Surveyor be authorised, in consultation with the existing PSDS Project Board and the concurrence of Building Chief Officers Group for matters of spend, to enter into contract for the £7.2m Retrofit Accelerator project when the design is complete.
2. The projects included in the Retrofit Accelerator project be noted, as outlined in the *RA-W Projects* (Appendix 1).
3. The detail relating to the wider programme governance arrangements be noted, as approved by the Committee previously (see Appendices 2 and 3).

26. **SECURITY ENHANCEMENTS/SECURITY CROSS CUTTING - GUILDHALL, BARBICAN CENTRE, CENTRAL CRIMINAL COURT & MANSION HOUSE**

The Committee considered a report of the City Surveyor presenting a Gateway 6 Outcome report for a programme of security enhancement works and seeking approval for the closure of this project.

RESOLVED: That:-

1. The lessons learnt from the project be noted, as set out in the report.
2. Approval be granted to close the project, subject to the satisfactory verification of the final account by the Chamberlain and noting that the final outturn cost would be reported back in the event of a significant variation over the estimate of £13,877,741.

27. **NON-PUBLIC DECISIONS TAKEN UNDER DELEGATED OR URGENCY POWERS**

The Committee received a report of the Town Clerk advising of non-public decisions taken under delegated authority or urgency powers since the last meeting.

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

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

There was one question:

City Bridges and Suicide Prevention

A Member expressed their significant concerns in relation to suicide attempts on the City bridges and inadequate security and safety arrangements to prevent this, adding that the issue should surely feature on the corporate risk register. During discussion it was noted that the corporate risk register was the responsibility of the Audit & Risk Management Committee; however, in terms of addressing the issue, as this matter was a complicated one which fell across several different areas of responsibility, the Town Clerk was asked to consider an appropriate mechanism by which this could be taken forward.

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

Delegated Authority Request: Finsbury Circus – Crossrail Compensation

The Committee was reminded of a previously approved project to reinstate the gardens at Finsbury Circus, where Crossrail's tunnelling works had resulted in damage. A report was due to be submitted to the Open Spaces & City Gardens Committee which outlined Crossrail's settlement offer and the proposed use of said funds for reinstatement purposes and, given the summer recess, it was asked that authority be delegated to consider this report over the period.

RESOLVED: That authority be delegated to the Town Clerk, in consultation with the Chair and Deputy Chairman, to consider proposals relating to the reinstatement of Finsbury Circus gardens and Crossrail's settlement offer.

30. INNOVATION & GROWTH

The Committee considered a report of the Director of Innovation & Growth concerning the future structure of that department.

RESOLVED: That the proposals outlined in the report be endorsed, for further to approval by the Establishment Committee.

The meeting ended at 4.15pm.

Chairman

Contact Officer: Gregory Moore
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RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

TUESDAY, 29 JUNE 2021

NOT FOR PUBLICATION

By virtue of paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972.

8. CITY OF LONDON OPERATIONAL TENANTS - RENTAL SUPPORT REPAYMENT PLANS FROM JUNE 2021

The Sub Committee received a report of the City Surveyor regarding rental support repayment plans from June 2021 for City of London Operational Tenants. The City Surveyor introduced the report and drew Members' attention to the key points. The Sub Committee noted that since the publication of the report, the Government had announced that it would be extending protective measures for commercial tenants. The City Surveyor advised that it was not expected that this should change the previously agreed strategy. The recommended way forward was for no further support in terms of further deferrals or rent-free periods, with further analysis and repayment plan support on a case by case basis. The City Surveyor added that some tenants would be less likely to engage under continuing protections, but officers were keen to work with all tenants and recover funds where possible.

The Sub Committee then proceeded to discuss the report. Members recognised that sensitivity and balance with all tenants was important to the approach, but that as restrictions were lifted, repayment plans should also be focussed on recovering as much as possible given the circumstances. However, whilst taking reasonable steps to ensure that tenants, particularly SMEs, survive where they have the potential to do so, Members agreed that support should not extend so far as to prop up unsustainable businesses.

A Member commented that there were currently a number of empty premises at Leadenhall Market, and that an excessive number of empty premises once footfall had increased would be problematic. The Chair added that whilst there were still uncertainties, there was an expectation that there would still be plenty of office working following the pandemic, although not at pre-COVID levels. The Chair added that applying a careful and reasonable balance would be key to the approach.

The City Surveyor responded that the balance was difficult, and that a case-by-case strategy was right given the variety of experiences amongst the tenants. The City Surveyor advised that Leadenhall Market premises fell under investment property tenants, rather than operational tenants, and were therefore not affected by the plans set out in the report. The City Surveyor added that businesses may fail even with the City of London Corporation's support.

A Member commented that the total outstanding net debt could be separated into categories, one of which being debt arising from support provided to businesses that would not repay it, and queried how much of the total net debt was of this type. The Chamberlain advised that whilst a precise figure was not known, a sum was being held as a bad debt provision. The City Surveyor added that there was a strong risk that not all outstanding debt would be recovered.

The City Surveyor advised that the Government had announced a requirement to ringfence debts where they could not be paid due to closure, and this would form part of the working with tenants on longer-term planning, as tenants had closed to varying degrees over the course of the last 18 months. The foremost risk was tenants refusing to engage due to protections, which were likely to run until at least the end of 2022, as this meant no action would be possible. A clearer picture of the situation would be reported to Members following engagement with tenants. The Chair asked that a wider update be included with this report as it would be beneficial for the Sub Committee.

The Deputy Chairman commented that the risk of bad debt had increased as a result of the latest announcements, and this provision would be considered carefully. The Deputy Chairman added that a personal approach towards engaging with tenants had received full support previously and was useful for understanding individual businesses.

The Chair thanked Members for their comments and asked that these be considered in taking the matter forward.

RESOLVED – That the report be noted.

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

In response to a question from a Member regarding the Museum of London Relocation project, the Chair advised that following recent mediation between the relevant parties in respect of Smithfield Market, an agreement had not yet been reached but all parties were open to further discussions.

10. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

The Chair advised that Item 11 – Target Operating Model: Institutions had been withdrawn by the Town Clerk and deferred for discussion at the Resource Allocation Sub Committee's Away Day, and therefore the Sub Committee would not need to move into confidential session.

The Chair then thanked Members and officers for their attendance and contributions before closing the meeting.

11. TARGET OPERATING MODEL: INSTITUTIONS

The item was withdrawn.

The meeting ended at 3.30 pm

Chairman

Contact Officer: Joseph Anstee
joseph.anstee@cityoflondon.gov.uk

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PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Wednesday, 23 June 2021

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

Present

Members:

Deputy Keith Bottomley (Chairman)	Andrew McMurtrie
Deputy Jamie Ingham Clark (Deputy Chairman)	Susan Pearson
Randall Anderson	John Petrie
Caroline Haines	James de Sausmarez

Officers:

Joseph Anstee	- Town Clerk's Department
Sarah Baker	- Town Clerk's Department
Ben Dunleavy	- Town Clerk's Department
Jayne Moore	- Town Clerk's Department
Kerry Nicholls	- Town Clerk's Department
Rohit Paul	- Town Clerk's Department
Gary Burks	- Open Spaces Department
Matthew Porpiglia	- Town Clerk's Department
Leah Coburn	- Department of the Built Environment
Gillian Howard	- Department of the Built Environment
James Gibson	- Chamberlain's Department
Paul Wilkinson	- City Surveyor
Julian Kverndal	- City Surveyor's Department
Tom Leathart	- City Surveyor's Department
Fiona McKeith	- City Surveyor's Department
James Murray	- City Surveyor's Department
Ola Obadara	- City Surveyor's Department
Phil Pettit	- Chamberlain's Department
Nicholas Richmond-Smith	- Chamberlain's Department
Sonia Virdee	- Chamberlain's Department
Kevin Kilburn	- City of London Police
Martin O'Regan	- City of London Police
Sarah Williams	- City of London Police

1. APOLOGIES

Apologies for absence were received from Deputy Catherine McGuinness.

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

There were no declarations.

3. **GATEWAY APPROVAL PROCESS**

RESOLVED – That the Gateway Approval Process be received.

4. **MINUTES**

RESOLVED – That the public minutes and non-public summary of the meeting held on 17 May 2021 are approved as an accurate record.

5. **PUBLIC ACTIONS**

The Sub Committee received a report of the Town Clerk regarding public actions.

RESOLVED - That the public actions list be received.

6. **GATEWAY 4C ISSUE - BANK JUNCTION IMPROVEMENTS PROJECT: ALL CHANGE AT BANK**

The Sub Committee considered a Gateway 4c Issue report of the Director of the Built Environment regarding the Bank Junction Improvements project. The Chairman introduced the item before the Director of the Built Environment introduced the report, outlining the issues and their impact on the programme. The Director of the Built Environment then drew Members' attention to the recommendations of the report.

The Chairman stressed the importance that the project be completed correctly and commented that circumstances had changed significantly since the start of the project. The Chairman added that the consultation was crucial to the project and it was important that the results were comprehensive and informative. A Member commented that it was positive that so many results had been received, and that proper consideration of the results was vital for progressing the project.

RESOLVED – That the Projects Sub Committee:

1. That an additional budget of £151,323 is approved to reach the next Gateway as explained in section 3; and that this be funded from the already approved Central funding (total approved budget of £2,074,733);
2. That a revised Costed Risk Provision of £93,000, (previously £95,000) is approved (to be drawn down via delegation to Chief Officer);
3. Agree the approach set out in section 4 to delay the consultation findings report until September 2021 to provide additional time to analyse and consider the responses fully; and
4. Note the delay to the programme, which will mean that if approved, construction work for this project would not start until at least January 2022.

7. **GATEWAY 2 ISSUE - GUILDHALL CHILLING PLANT REPLACEMENT & STEAM HUMIDIFICATION PLANT REPLACEMENT**

The Sub Committee considered a Gateway 2 Issue report of the City Surveyor regarding the Guildhall Chiller Plant Replacement & Steam Humidification Plant Replacement project. The City Surveyor introduced the item and drew Members' attention to the key points, including the request for the repurposing of funds following successful bids for Climate Action Strategy work.

RESOLVED – That the Projects Sub Committee:

- 1) As the essential areas of the Guildhall complex are being addressed through the government grant funded PSDS project, agree that the Humidification Plant replacement project is closed;
- 2) Agree the reallocation of the Energy Reduction Programme – Phase 1 funds (£233,000) to fund the chiller plant replacement project, as these works are now being undertaken through the PSDS Project; and
- 3) As the essential areas will be addressed via the PSDS Project, as recommended by the Chamberlain, agree the reallocation of the Humidification plant replacement funds (£1.2m) to support the chiller plant replacement project.

8. **GATEWAY 4 - TOWER BRIDGE HV SYSTEM REPLACEMENT AND INCREASING RESILIENCE**

The Sub Committee considered a Gateway 4 report of the City Surveyor seeking delegated authority for the Gateway 5 approval on the Tower Bridge HV System Replacement project. The Chairman introduced the item before the City Surveyor outlined the reasons for the request.

RESOLVED – That the Projects Sub Committee agree that authority for the GW5 sign off (due end of June 2021) be delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman of Projects Sub, noting that the GW5 will be submitted under urgency to the BHE Board as there is no decision-making committee scheduled for June to seek delegated authority.

9. **GATEWAY 6 - CREMATOR REPLACEMENT PROJECT**

The Sub Committee considered a Gateway 6 report of the Director of Open Spaces regarding the City of London Crematorium cremator replacement project. The Director of Open Spaces introduced the report and drew Members' attention to the key points. The Sub Committee welcomed the effective use of Costed Risk Provision and encouraged officers to explore ways to capture lessons learned for transmission to a wider group, both internally and externally. The Director of Open Spaces confirmed that lessons learned on the project had been shared with others. The Town Clerk added that a central repository for logging lessons learned was under consideration.

RESOLVED – That the Projects Sub Committee approve and sign-off the successful completion of the Cremator Replacement project at the city of London Cemetery and note the lessons learned.

10. **MEMBER GOVERNANCE OF THE ERP PROJECT DELIVERY**

The Sub Committee considered a report of the Chamberlain regarding Member governance of the ERP project delivery. The Chairman introduced the item, advising that the proposals had been approved by the Finance Committee and the Police Authority Board. The Chamberlain the introduced the report and drew Members' attention to the key points.

RESOLVED – That the Projects Sub Committee approve the governance approach of the ERP Solution.

11. **REPORT OF ACTION TAKEN**

The Sub Committee received a report of the Town Clerk advising Members of action taken by the Town Clerk since the last meeting of the Sub-Committee, in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order Nos. 41(a) and (b).

RESOLVED – That the report be noted.

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

In response to a question from a Member regarding the Project Management Academy and the number of project managers at the City of London Corporation, the Town Clerk advised that he would consult with HR for information on staffing numbers. The Town Clerk further advised that a skills analysis would be undertaken to identify additional officers that might benefit from undertaking Project Management Academy training. The Chairman added that expanding the offer and reach of the Project Management Academy was a priority.

A Member then advised that the COLPAS Galleywall Primary Academy, a project which had recently been closed, had reported a leaking roof, and asked what action could be taken, given the project had been closed. The City Surveyor responded that this was likely to be the contractor's responsibility, and that action would depend on the severity of the leak. The City Surveyor undertook to investigate the matter and advise Members accordingly.

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

There was no other business.

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 item(s) on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Item No.

Paragraph No

15 - 31	3
32 - 33	-
34	3

15. **NON-PUBLIC MINUTES**
RESOLVED – That the non-public minutes of the meeting held on 17 May 2021 be agreed as a correct record.
16. **NON-PUBLIC ACTIONS**
The Sub Committee received a list of non-public outstanding actions.
17. **PROPERTY PROJECTS GROUP - COVID-19 UPDATE**
The City Surveyor provided an COVID-19 update regarding the Property Projects Group (PPG).
18. **GATEWAY 2 - BISHOPSGATE ARMOURY PROJECT**
The Sub Committee considered a Gateway 2 report of the Commissioner of the City of London Police.
19. **GATEWAY 2 - BARBICAN AIRWAVE COVERAGE**
The Sub Committee considered a Gateway 2 report of the Commissioner of the City of London Police.
20. **GATEWAY 3/4 - GUILDHALL - GREAT HALL INTERNAL HEALTH AND SAFETY AND RESTORATION WORKS**
The Sub Committee considered a Gateway 3/4 report of the City Surveyor.
21. **GATEWAY 2 - DIGITAL ASSET MANAGEMENT SYSTEM PROJECT (CITY OF LONDON POLICE)**
The Sub Committee considered a Gateway 2 report of the Commissioner of the City of London Police.
22. **GATEWAY 2 - DIGITAL SOCIAL MEDIA PROJECT (CITY OF LONDON POLICE)**
The Sub Committee considered a Gateway 2 report of the Commissioner of the City of London Police.
23. **GATEWAY 2 - AZURE POINT TO SITE VPN**
The Sub Committee considered a Gateway 2 report of the Chamberlain.
24. **GATEWAY 1-5 - COVERT VIDEO TRANSMISSION SYSTEM**
The Sub Committee considered a Gateway 1-5 report of the Commissioner of the City of London Police.
25. **GATEWAY 3/4 - BODY WORN VIDEO REFRESH**
The Sub Committee considered a Gateway 3/4 report of the Commissioner of the City of London Police.
26. **GATEWAY 1-4 - BRIDGE HOUSE ESTATES (CHARITY NO. 1035628) 23 FINSBURY CIRCUS, LONDON EC3 - MAJOR REFURBISHMENT**

The Sub Committee considered a Gateway 1-4 report of the City Surveyor.

27. GATEWAY 5 OPN REPLACEMENT

The Sub Committee considered a Gateway 5 report of the City Surveyor.

28. PORTFOLIO OVERVIEW

The Sub Committee received a report of the Town Clerk.

a) Red Report: Ring of Steel Compliance (iMS-DRS) Video Management System

The Sub Committee received a report of the Commissioner of the City of London Police.

b) Red Report: New Bond Street

The Sub Committee received a report of the City Surveyor.

29. NON-PUBLIC REPORT OF ACTION TAKEN

The Sub Committee received a report of the Town Clerk.

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

There were no questions.

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

There was no other business.

32. TARGET OPERATING MODEL PROPOSAL - CITY SURVEYOR'S DEPARTMENT

The Sub Committee considered a report of the City Surveyor.

The meeting closed at 12.50 pm

Chairman

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PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

FRIDAY, 23 JULY 2021

NOT FOR PUBLICATION

By virtue of paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972.

20. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 23rd June 2021 be approved as an accurate record.

21. **NON-PUBLIC ACTIONS**

The Sub Committee received a report of the Town Clerk regarding non-public actions. The Chairman advised that the Gateway 6 report in respect of Action Know Fraud was now expected to be submitted to the September meeting of the Sub Committee.

RESOLVED - That the non-public actions list be received.

22. **CITY FUND, CITY'S ESTATE AND BRIDGE HOUSE ESTATES - SCHEME OF DELEGATIONS AND GATEWAYS**

The Sub Committee considered a report of the City Surveyor recommending amendments to the Scheme of Delegations and Gateway process in respect of investment property projects. The City Surveyor introduced the report and outlined the proposed amendments, and their effect in the context of the Sub Committee's work. The Sub Committee noted that further approval would be sought from the Court of Common Council.

RESOLVED – That the Projects Sub Committee agree that:

1. The proposed amendments to the Scheme of Delegations relating to thresholds for Property Management issues and associated documents relating to the Scheme of Delegations;
2. Note that no change is being proposed to the current thresholds whereby a financial appraisal by the Chamberlain is required of a proposed/ existing tenant or guarantor;
3. For the City's investment property projects, Project Gateway Issues reports are exempt from review by the Corporate Projects Board (an Officer group), and instead authority be delegated to the City Surveyor in conjunction with the Chamberlain;
4. For the City's investment property projects, Project Gateway Issues reports will only be subject to review by Property Investment Board and Projects Sub Committee for City Fund and City's Estate, and Bridge House Estates Board for Bridge House Estates, if the project is no

longer achieving the target metrics agreed by the responsible Committee (reported at Gateway 3/4 for projects above £4.6m) or where they require an increase in the costed risk provision with authority delegated to the City Surveyor in conjunction with the Chamberlain where target metrics (reported at Gateway 3/4 for projects above £4.6m) and there is no increase in the costed risk provision;

5. Note that the updated procedures, once agreed, should apply to all investment property projects current going through the Project Gateway process and not just new projects;
6. Note that appropriate amendments would be made to the Project Procedure by the Town Clerk's Corporate Programme Office if the above proposals are approved;
7. Note that as a result of these proposed Project Procedure changes, provided that the project remains within the target metrics, any change in scope or risk will not be seen by Members by dealt with under the delegated procedures for these schemes. The only exception will be a request to change the costed risk provision which will remain outside the delegations proposed; and
8. Note that the property maintenance and Project Gateway proposals outlined in this report relate to Investment Property only and therefore not Corporate (operational or functional) property.

23. **GATEWAY 2 - BARBICAN FIRE SAFETY PROJECTS (MULTIPLE) BARBICAN CONFINED SPACES PROJECT**

The Committee considered a Gateway 2 report of the City Surveyor in respect of projects relating to aspects of fire safety at the Barbican Arts Complex and confined spaces at the Barbican Arts Complex and the Guildhall School of Music and Drama.

The Chairman introduced the item before asking the Chamberlain to provide further detail on the project finances, as the project was only part funded. The Chamberlain advised that there were aspects of the project with funding still to be agreed, adding that as the project was in respect of fire safety, this would be prioritised as essential work. The Chairman also commented that no project coversheet had been submitted as part of the reporting, which made referencing difficult, particularly as it appeared that there had been amendments to the timescale of the project.

The City Surveyor then introduced the report and gave the Sub Committee further detail on the report, which sought to combine five existing projects into one fire safety project, which would also be combined with the existing Confined Spaces project. This would generate efficiencies and allow the project to move at pace, and the combined project would be brought back to Committee at Gateway 3, with the scope and project finance considerations calculated as appropriate. In response to a question from the Chairman, the

City Surveyor advised that the Gateway 3 would be submitted before the end of the year, with works to be completed in a phased approach by August 2023.

The Chairman then asked that a project coversheet be included along with further detail to address the points raised by Members at the next Gateway, before drawing the Sub Committee's attention to the recommendations.

RESOLVED, that – Approval be given to :

1. Combining the individual fire safety projects into one project.
2. Combining the Fire Safety Project with the Confined Spaces Project. This project will then be reported as one through the GW process and the budgets combined. This project will then be known as 'Barbican Fire Safety and Barbican/GSMD Confined Spaces'.
3. Including the three projects currently not within the 'Additional Resources for City Fund Properties*' funding scope within the overall Fire Safety Project; the existing approved fee allocation will be used to progress all schemes to the next Gateway.
4. Drawing down £72,500 against the provision for the Barbican Fire Safety Project for further surveys to reach the next stage of the project; and
5. It be noted that the estimated cost of the projects is £5,209,700, a combined costed risk of £2,212,076 is proposed, and that this is an early stage estimate based on limited information.

24. GATEWAY 5 - UPGRADE OF CITY OF LONDON POLICE CUSTODY CCTV AND CONTRIBUTION TO FORCE WIDE VIDEO MANAGEMENT SOLUTION

The Sub Committee considered a Gateway 5 report of the Commissioner, City of London Police, in respect of the update of the City of London Police Custody CCTV and its contribution to a force wide video management solution.

RESOLVED, that:

1. A budget of £23,000 be approved for purchase and installation of CCTV cameras and associated peripherals to complete the project and reach the next Gateway;
2. Note the revised project budget of £165,797 (excluding risk) be noted;
3. The estimated cost of the project of £165,797 (increased from £142,797) (excluding risk) be noted; and
4. Option 1 be approved for the budget of £23,000 for the purchase and installation of CCTV cameras and associated peripherals, to complete the project and reach the next Gateway.

25. **GATEWAY 5 - PLANNING & REGULATORY SERVICES CASEWORK MANAGEMENT SYSTEM (PRSCMS) PROJECT**

The Sub Committee considered a Gateway 5 report of the Director of the Built Environment in respect of the procurement of a Planning and Regulatory Services Casework Management System. The Chairman introduced the item and asked the Chamberlain to provide clarification on the project financing. The Chamberlain confirmed that the project had central funding, with drawdown having been agreed by the Resource Allocation Sub Committee. The Director of the Built Environment then introduced the report, also explaining the proposed change to the project cost calculation methodology and the implications of this change.

Members felt that the risk factors of the project were relevant to the work of the Digital Services Sub Committee, particularly in respect of the Application Programming Interface (API). The Chairman requested that the report be referred to the Digital Services Sub Committee, with delegated authority requested if necessary, and that the recommendations could be agreed on this basis.

RESOLVED, that :

1. The change in the project cost calculation methodology between 2018 and 2021 be noted, to include the full cost of servers and their management and the corresponding increase in revenue costs attributable to projects;
2. A capital budget of £240,410 be approved;
3. Authority be delegated to the Chief Officer to adjust the approved capital budget as necessary to deliver the project;
4. An increase in the total estimated cost of the project from £1.3M to £1.42M be approved;
5. It be noted that the revised project cost assumes that the revenue costs are fixed for 5 years, and are then subject to renegotiation, but in the absence of better information, it is assumed that the renegotiated revenue costs for Years 6-10 are the same as years 1-5. NB. On this basis the total (10 year) revenue cost is £1.18M;
6. CRP of £38,250 be authorised, to be funded from capital and the Chief Officer to be able to authorise draw down should the event occur; and
7. That the report be referred to the Digital Services Sub Committee for approval.

26. **GATEWAY 1-5 - YORK WAY ESTATE - COLD WATER DISTRIBUTION SYSTEM REPLACEMENT**

The Committee considered a report of the Director of Community and Children's Services in respect of a replacement cold water distribution system for 3 of the 4 Blocks on the York Way Estate.

RESOLVED, that:

1. A budget of £349,700 be approved for works, fees and staff costs to reach the next Gateway;
2. The project budget of £349,700 (excluding risk) be noted;
3. The total estimated cost of the project at £349,700(excluding risk) be noted;
4. TSG Ltd be approved to undertake the necessary works;
5. It be noted that a no Costed Risk Provision is required; and
6. Option One, as set out in the report, to replace the cold water distribution system, be approved.

27. **GATEWAY 1-5 - MIDDLESEX STREET ESTATE - COLD WATER DISTRIBUTION SYSTEM REPLACEMENT**

The Committee considered a report of the Director of Community and Children's Services in respect of cold water distribution systems for both of the blocks at the Middlesex Street Estate, which are in need of replacement.

RESOLVED, that :

1. A budget of £468,600 be approved for works, fees and staff costs to reach the next Gateway;
2. The project budget of £468,600 (excluding risk) be noted;
3. The total estimated cost of the project at £468,600(excluding risk) be noted;
4. TSG Ltd be approved to undertake the necessary works;
5. It be noted that a no Costed Risk Provision is required; and
6. Option One in the report, to replace the cold water distribution system, is approved

28. **GATEWAY 2 - SOFTWARE DEFINED WIDE AREA NETWORK (SD WAN) UPGRADE**

The Sub Committee considered a Gateway 2 report of the Chamberlain in respect of the Software Defined Wide Area Network Upgrade.

RESOLVED, that:

1. That budget of £50,000 is approved for Discovery, High level design and development of Business case to reach the next Gateway; and
2. The total estimated cost of the project at £500,000 (excluding risk) be noted.

29. **GATEWAY 6 - SECURITY ENHANCEMENTS/SECURITY CROSS CUTTING - GUILDHALL, BARBICAN CENTRE, CENTRAL CRIMINAL COURT & MANSION HOUSE**

The Sub Committee considered a Gateway 6 report of the City Surveyor in respect of the provision of a range of security enhancements (Hostile Vehicle Mitigation, Bomb Blast Mitigation and CCTV) at the Guildhall Complex, Mansion House, Central Criminal Court and the Barbican Centre. The Deputy Chairman suggested that the project could be used as a case study in Project Management Academy training modules, with measures taken to make this appropriate such as anonymising locations.

RESOLVED, That:

1. The content of the report and lessons learnt be noted; and
2. The project be closed, subject to the satisfactory verification of the final account by the Chamberlain and noting that the final outturn cost will be reported back in the event of a significant variation over the estimate of £13,877,741.

30. **DELEGATED AUTHORITY REQUESTS**

a) **City Fund – Refurbishment/Extension of 6 Broad Street Place, EC2M**

The Sub Committee considered a report of the City Surveyor requesting delegated authority for a project concerning the refurbishment/extension of 6 Broad Street Place, EC2M.

RESOLVED – That the Projects Sub Committee grant delegated Authority of Gateway 3 for the continued development of the design to RIBA Stage 2 and 3 and submission of a planning application in advance of a Gateway 4 report, subject to the scheme being in accordance with the City's Metrics Report.

b) **Delegated Authority Request: Refurbishment of Tower Chambers, 74 Moorgate, EC2 - Bridge House Estates – Gateway 5**

The Sub Committee considered a report of the City Surveyor requesting delegated authority for a project concerning the refurbishment of Tower Chambers, 74 Moorgate, EC2.

RESOLVED – That authority will be delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Project Investment Board, Projects Sub Committee and Bridge House Estates Board to consider a

Gateway 5 report for 74 Moorgate.

c) **Delegated Authority Request: Refurbishment of Electra House, 84 Moorgate, EC2 - Bridge House Estates – Gateway 5**

The Sub Committee considered a report of the City Surveyor requesting delegated authority for a project concerning the refurbishment of Electra House, 84 Moorgate, EC2.

RESOLVED - That authority will be delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Project Investment Board, Projects Sub Committee and Bridge House Estates Board to consider a Gateway 5 report for 84 Moorgate.

31. **PORTFOLIO OVERVIEW**

a) **Red Report: City of London Primary Academy Islington (COLPAI)**

The Sub Committee received a report of the City Surveyor in respect of the COLPAI project. In response to a question from a Member, the City Surveyor confirmed that the project was on schedule for the school to open in September 2021.

RESOLVED – That the report be noted.

b) **Red Report: City of London Freeman's School Main House Refurbishment**

The Sub Committee received a report of the City Surveyor regarding the Main House refurbishment at the City of London Freeman's School. The City Surveyor confirmed that the project was expected to remain within budget, but was now expected to complete in early August due to a delay to final deliveries.

RESOLVED – That the report be noted.

c) **Red Report: Bridge House Estates – Candlewick House, 116-126 Cannon Street, London, EC4**

The Sub Committee received a report of the City Surveyor regarding the project in respect of Candlewick House, 116-126 Cannon Street, London, EC4. The City Surveyor confirmed that a claims consultant had been employed to assist with challenges from the contractor.

RESOLVED – That the report be noted.

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

There were no questions.

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

The Sub Committee agreed to extend the delegated authority requests granted for the Town Clerk, in consultation with the Chairman and Deputy Chairman, to

consider Gateway reports in respect of the Law Enforcement Community Network (LECN) and Covert Video Transmission Systems projects respectively.

RESOLVED – That delegated authority be granted for the Town Clerk, in consultation with the Chairman and Deputy Chairman, to consider Gateway reports in respect of the Law Enforcement Community Network (LECN) and Covert Video Transmission Systems projects respectively.

34. **CONFIDENTIAL MINUTES**

RESOLVED – That the confidential minutes of the meeting held on 23 June 2021 be agreed as a correct record.

The meeting ended at 10.22 am

Chairman

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