



## Policy and Resources Committee

**Date:** THURSDAY, 20 JANUARY 2022

**Time:** 1.45 pm

**Venue:** INFORMAL HYBRID PUBLIC MEETING (ACCESSIBLE REMOTELY)

**Members:**

|  |   |
|--|---|
| Deputy Catherine McGuinness (Chair)        | The Rt Hon. The Lord Mayor Vincent Thomas Keaveny (Ex-Officio Member) |
| Christopher Hayward (Deputy Chairman)      | Alderman Ian Luder  |
| Deputy Keith Bottomley (Vice-Chairman)     | Alderman & Sheriff Nicholas Lyons                                     |
| Deputy Tom Sleigh (Vice-Chair)             | Jeremy Mayhew   |
| Rehana Ameer                               | Andrew McMurtrie  |
| Nicholas Bensted-Smith (Ex-Officio Member) | Wendy Mead  |
| Tijs Broeke                                | Deputy Andrien Meyers   |
| Mary Durcan                                | Deputy Brian Mooney (Chief Commoner) (Ex-Officio Member)              |
| Anne Fairweather                           | Deputy Alastair Moss (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 public meeting at the below link:

<https://youtu.be/PozKEgEwtKg>

This meeting will be a hybrid meeting with participation virtually and from a physical location. 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 16<sup>th</sup> December 2021, to recommence hybrid 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 16 December 2021 (Pages 9 - 20)
- b) To note the draft public minutes of the Resource Allocation Sub-Committee meeting held on 17 December 2021 (Pages 21 - 24)

4. **CAPITAL FUNDING – PRIORITISATION OF 2022/23 ANNUAL CAPITAL BIDS – STAGE 2 FINAL PROPOSALS**

Report of the Chamberlain.

**For Decision**  
(Pages 25 - 38)

5. **DEPARTMENTAL 2021/22 BUDGET ESTIMATES**

Report of the Chamberlain.

**For Decision**  
(Pages 39 - 54)

6. **DRAFT TOWN CLERK'S CORPORATE & MEMBERS SERVICES BUSINESS PLAN FOR 2022/23**

Report of the Town Clerk.

**For Decision**  
(Pages 55 - 64)

7. **DRAFT COMMUNICATIONS TEAM BUSINESS PLAN FOR 2022/23**

Report of the Director of Communications.

**For Decision**  
(Pages 65 - 72)

8. **DRAFT INNOVATION & GROWTH BUSINESS PLAN 2022/23**  
Report of the Director of Innovation & Growth.  
**For Decision**  
(Pages 73 - 80)
9. **DRAFT REMEMBRANCER'S OFFICE BUSINESS PLAN FOR 2022/23**  
Report of the Remembrancer.  
**For Decision**  
(Pages 81 - 88)
10. **QUARTER 3 UPDATE ON CLIMATE ACTION**  
Report of the Town Clerk.  
**For Decision**  
(Pages 89 - 100)
11. **PIF BID - SUMMIT ON IMPACT INVESTING**  
Report of the Director of Innovation & Growth.  
**For Decision**  
(Pages 101 - 104)
12. **SPONSORSHIP FOR THINK TANK REPORT ON 'LEVELLING UP'**  
Report of the Director of Communications.  
**For Decision**  
(Pages 105 - 108)
13. **LONDON COUNCILS GRANTS SCHEME**  
Report of the Town Clerk.  
**For Decision**  
(Pages 109 - 114)
14. **ELECTORAL ENGAGEMENT UPDATE**  
Report of the Chief Operating Officer and Acting Deputy Town Clerk.  
**For Information**  
(Pages 115 - 124)
15. **COP26 UPDATE**  
Report of the Director of Innovation & Growth.  
**For Information**  
(Pages 125 - 134)

16. **FRASER IMPLEMENTATION INTERIM UPDATE**

Report of the Director of Innovation & Growth.

**For Information**  
(Pages 135 - 142)

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

Report of the Chamberlain.

**For Information**  
(Pages 143 - 154)

18. **HOUSING REVENUE ACCOUNT - REVIEW OF 5 YEAR PLAN**

Joint report the Chamberlain and Director of Community and Children's Services (To be read in conjunction with a non-public report at item 25 on the agenda).

**For Information**  
(Pages 155 - 166)

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

Report of the Town Clerk.

**For Information**  
(Pages 167 - 168)

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

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

22. **EXCLUSION OF THE PUBLIC**

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

**Part 2 - Non-Public Agenda**

23. **NON-PUBLIC MINUTES**

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

- a) To agree the non-public minutes of the meeting held on 16 December 2021 (Pages 169 - 174)
- b) To note the draft non-public minutes of the Resource Allocation Sub-Committee meeting held on 17 December 2021 (Pages 175 - 176)
- c) To note the draft non public minutes of the Hospitality Working Party meeting held on 23 November 2021 (Pages 177 - 182)

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

Report of the Chamberlain.

**For Decision**  
(Pages 183 - 208)

25. **WATER CHARGE REFUNDS FOR SECURE TENANTS**

Report of the Director of Community and Children's Services (item to be read in conjunction with public report at item 18 on the agenda).

**For Decision**  
(Pages 209 - 228)

26. **GUILDHALL COMPLEX - REFURBISHMENT OPTIONS FOR THE NORTH AND WEST WINGS**

Report of the City Surveyor.

**For Decision**  
(Pages 229 - 254)

27. **CITY FUND - LEADENHALL MARKET COVID 19 FUND BID**

Report of the City Surveyor.

**For Decision**  
(Pages 255 - 260)

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

Report of the Town Clerk.

**For Information**  
(Pages 261 - 264)

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

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

### **Part 3 Confidential Agenda**

31. **CONFIDENTIAL MINUTES**

To agree the confidential minutes of the meeting held on 16 December 2021.

**For Decision**

32. **MARKETS CO-LOCATION PROGRAMME - PROGRESS REPORT AND BUDGET REQUEST**

Joint report of the City Surveyor, Project Governance Director, Chief Operating Officer, Markets Director and Chamberlain.

**For Decision**

33. **TARGET OPERATING MODEL PROPOSAL - CITY SURVEYOR'S DEPARTMENT (CENTRAL CRIMINAL COURT & ENABLING SERVICES)**

Report of the City Surveyor.

**For Decision**

34. **TOM & GOVERNANCE REVIEW: GUILDHALL SCHOOL OF MUSIC & DRAMA**

Report of the interim Principal of Guildhall School of Music and Drama.

**For Decision**

35. **TOM & GOVERNANCE REVIEW: BARBICAN CENTRE**

Report of joint Interim Managing Directors of the Barbican Centre

**For Information**

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## **POLICY AND RESOURCES COMMITTEE** **Thursday, 16 December 2021**

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall (<https://youtu.be/k-VPCzDIzLk>) on Thursday, 16 December 2021 at 1.45 pm

### **Present**

#### **Members:**

Deputy Catherine McGuinness (Chair)  
Christopher Hayward (Deputy Chairman)  
Deputy Keith Bottomley (Vice-Chairman)  
Rehana Ameer  
Marianne Fredericks  
Alderman Timothy Hailes  
Caroline Haines  
Deputy Jamie Ingham Clark  
Shravan Joshi  
Deputy Edward Lord  
Alderman Ian Luder  
Jeremy Mayhew  
Wendy Mead  
Deputy Brian Mooney (Chief Commoner) (Ex-Officio Member)  
Sir Michael Snyder  
Deputy Philip Woodhouse  
Alderman Sir David Wootton

#### **Officers:**

|                     |   |
|---------------------|---|
| John Barradell      | - Town Clerk and Chief Executive  |
| Michael Cogher      | - Comptroller and City Solicitor  |
| Eugenie de Naurois  | - Corporate Affairs   |
| Paul Double         | - Remembrancer  |
| Caroline Al-Beyerty | - Chamberlain   |
| Damian Nussbaum     | - Director of Innovation & Growth   |
| Bob Roberts         | - Director of Communications  |
| Angela Roach        | - Assistant Town Clerk  |
| Gregory Moore       | - Assistant Town Clerk  |
| Dionne Corradine    | - Chief Strategy Officer  |
| Aaron Downey        | - Executive Director & Private Secretary to the Chair of the Policy & Resources Committee |
| Charles Griffiths   | - Bursar, City of London School   |
| Mark Jarvis         | - Chamberlain's Department  |
| Emma Moore          | - Chief Operating Officer and Acting Deputy Town Clerk                                    |
| Gerald Mehrtens     | - Community & Children's Services Department  |
| Dianne Merrifield   | - Chamberlain's Department  |
| Ian Simpson         | - Human Resources   |
| Christopher Rumbles | - Town Clerk's Department   |
| Paul Wright         | - Deputy Remembrancer   |

The Chair welcomed Members to the meeting, remarking on it taking place at a sombre time given the current circumstances with the Covid pandemic. The Chair acknowledged that the meeting was quorate, whilst also remarking on there clearly being a less than ideal situation given the current circumstances around Covid. It was noted that several Member had dialled in to view the meeting as they were understandably unable to attend in person owing to Covid-related illness, isolation requirements, or related concerns.

The Chair referred to an item later on today's agenda that would consider how to deal with meetings moving forward and whether the City Corporation should look at re-introduce its Covid-19 approval process to allow for virtual participation in meetings. Until such a decision was taken, under present rules, those dialled in to the meeting were not permitted to join the discussion, but the Chair stressed she was keen to hear their voice.

The Chair proposed that, if the Committee were content, in order to facilitate remote participation in today's meeting, the formal meeting should now be adjourned. Members, including those joining remotely, could then proceed to discuss the items on the agenda on an informal basis, whilst continuing to allow for Members of the public to view the meeting in the interests of transparency. Once Members had discussed all items informally, the formal meeting would be reopened formal approval sought from the quorate Committee in session, which it was hoped would reflect the views expressed during the informal discussions. Members were reminded that this process had been utilised at the very outset of the Covid outbreak in March 2020.

The Chair suggested that, in the circumstances, this approach seemed the most transparent and equitable way of running the meeting. Members agreed and RESOLVED to adjourn the formal meeting at this point. The Chair thanked Members and confirmed the formal meeting would now be adjourned and that it would re-convene following informal debate to run through all items in an abbreviated way so to seek formal approval of the decisions.

The Town Clerk confirmed the meeting would now proceed on an informal basis. The minutes below reflect the content of the informal discussions and their summary during the formal session, together with the resolutions passed by the Committee during formal session.

#### 1. **APOLOGIES**

Apologies were received from Nicholas Bensted-Smith, Tijs Broeke, Anne Fairweather, Tracey Graham, Alderman and Sherriff Nick Lyons, Andrew McMurtrie, Ruby Sayed, Deputy Tom Sleigh, Mark Wheatley, and the Rt Hon The Lord Mayor.

The Chair welcomed Mary Durcan to her first meeting and congratulated her on her election to the Committee. The Chair added that, although he was not present, this was also Sheriff Lyons' first meeting, and she took the opportunity to also welcome him to the Committee.

The Chair also took the opportunity to thank Angela Roach, the retiring Assistant Town Clerk, noting that today would be Angela's last day after 33 years at the City Corporation. On behalf of the Committee, and indeed the

Corporation, the Chair also expressed gratitude to Angela for her enormous contributions and hard work over the three and half decades.

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

The Chair declared an interest in item 20 in view of her roles on the Boards of TheCityUK and the Green Finance Institute. She subsequently withdrew from discussion during consideration of that item, with the Deputy Chairman taking the Chair.

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At this point in the meeting, it was agreed that Item 14 (“Any other business which the Chair considers urgent”) should be taken now, given the evolving situation with respect to Covid-19.

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

**Urgent item – City Corporation Response to Covid and virtual meetings**

The Chair commented on calls from a number of Members to facilitate virtual participation in local or police authority meetings once more, given the spread of the virus and the impact of guidance on limiting travel. She observed that this would entail a return to informal meetings and re-implementing the Covid-19 approval protocols, which had previously been in place up until October 2021. Should it be minded to pursue this, the Committee would also need to make attendant decisions relating to the time period for which the process should be re-introduced and the question of flexibility in respect of those who wished to continue attending meetings physically.

A Member suggested there was a simple solution and proposed that the Covid-19 Approval Protocol be re-introduced but with no fixed term being agreed and any decision on its end date being a decision delegated to the Town Clerk, in consultation with the Chair and Deputy Chairman, bearing in mind the Covid-related situation and how it progressed. The Committee supported this proposal as being pragmatic in the circumstances, particularly acknowledging this was a fast-changing situation and that it was important to ensure the City Corporation was able to carry on with its business.

With reference to the question of physical attendance, it was agreed that flexibility should be sought to allow those Members who wished to attend to continue to do so. However, Members were clear that there should be no expectation of physical attendance from officers, particularly given the unknown natures of individuals’ health situations.

It was further agreed that this should be implemented with immediate effect, given the meetings of the Resource Allocation Sub and Community and Children’s Services Committees due to be held the next day. The Committee therefore resolved that the endorsement of the Court of Common Council being sought through urgency procedures immediately following the meeting.

**RESOLVED:** That Members agree that: -

1. Formal local and police authority business be dealt with via the “Covid” ratification process, on the same basis as approved by the Court in April

2021 (i.e., by holding an informal virtual meeting in the first instance to ascertain the general view of the Court of its committees, with the public being given access to the informal meeting to maintain transparency via live streaming and recording). A formal decision, which accurately reflects the mood of the informal meeting, can then be taken by the Town Clerk, or other officer nominated by him, who is hereby given delegated authority to formally approve such decisions pursuant to s.101(1) of the Local Government Act 1972.)

2. Arrangements being implemented with effect from 00.01am on 17 December 2021 with a Court of Common Council decision being sought under urgency procedures to allow this.
3. Authority being delegated to the Town Clerk, in consultation with the Chair and Deputy Chairman, to take decision as to a suitable end-point (bearing in mind the Covid-related situation and how it progresses)
4. The Town Clerk being authorised to make such amendments to Standing Orders and related corporate governance documentation as is required to give effect to the above decisions.

#### **Urgent Item – City Corporation Covid Support for Businesses**

The Chair emphasised the gravity of the current COVID-related situation, particularly for those City businesses which depended on footfall, and sought Members' endorsement to press for all support possible from Government in helping those business that needed it. She acknowledged that it might be too early at this stage to determine specific matters, until such time as the Government had provided greater clarity on the proposed measures and assistance it was intending to offer businesses but stressed that it was important for the City Corporation, both individually and in concert with others, to press the Chancellor of the Exchequer and others to bring in appropriate support.

The Chair noted the agreement round the table to this proposal and confirmed that she would be writing immediately following the meeting to the Chancellor. She would also indicate to Central London Forward, London Councils, and the London Covid Business Forum that the City Corporation would be supporting them in their efforts and looking at what other opportunities there may be.

During discussion, it was suggested that the current restrictions would add significant pressure to the hospitality sector at a time when it had already been under real strain for the last 18 months. The challenges faced by Transport for London and the potential impacts of service reductions on City businesses were also referenced. Reference was made to the City Corporation's Covid Recovery Fund and the possibility of re-opening the scheme for further applications, with it suggested that this might represent a potential opportunity to assist businesses once more at a time of great need. However, given that the details of any possible Government support for businesses and how long restrictions would last were still unknown, it was felt to be precipitate to take any firm decisions now, with it was agreed that it would be prudent to learn what Government support would be offered before the City Corporation took any decision relating to implementation of the Covid Recovery Fund.

Given the possible need to move quickly, it was proposed that the Committee grant delegated authority to the Town Clerk, in consultation with the Members'

Sounding Board (which had previously been established to provide guidance on the Covid Recovery Fund), to agree the arrangements associated with any prospective re-opening of the Scheme. During further debate, whilst concurring with the need to support for businesses a Member suggested it would be desirable for the Resource Allocation Sub-Committee, as a formal sub-committee, to be consulted in respect of any decision-making in this particular instance, or in the exercise of any delegated authority to provide for greater Member input and scrutiny. The Committee supported this proposal.

RESOLVED: That delegated authority be granted to the Town Clerk, in consultation with Resource Allocation Sub-Committee, to consider any further allocation of the remaining balance of the Covid Recovery Fund, as well as changes to the conditions and criteria for application to the Fund.

### 3. **MINUTES**

- a) The public minutes of the Policy and Resources Committee meeting held on 18 November 2021 were approved.

#### **Matters Arising**

**Governance Review** - The Chair thanked Members for their support in progressing this item at the Court of Common Council meeting the week prior. She noted that one of the next steps would be to commence a review of Standing Orders to pick up on the various issues raised and took the opportunity to reflect on a particular issue at last week's meeting, where there had been much angst caused by use of the referral mechanism to send a planning application to the Court. The Chair reflected on the Court's view that it was not designed to consider such things and this should, therefore, be borne in mind when undertaking the review so as to avoid the sort of unhelpful procedural confusions and difficulties experienced. The Committee expressed its support for this approach. One Member expressed their dissatisfaction with the process at Court and the shock that would have been caused to those outside the City Corporation watching the proceedings to see the item dismissed. The Chair remarked on the clarity of the Court's position and the importance of delegating decision-making to appropriate bodies with relevant training and expertise for issues of this type.

- b) The draft public minutes of the Resource Allocation Sub-Committee meeting held on 19 November 2021 were noted.
- c) The draft public minutes of the Projects Sub-Committee meeting held on 17 November 2021 were noted.

### 4. **ACT OF COMMON COUNCIL - NATIONALITY REQUIREMENT FOR ALDERMEN AND PRESIDING OFFICER AT WARDMOTE**

The Committee considered a joint report of the Comptroller and Town Clerk presenting a revised Bill for an Act of Common Council which sought to remove the erroneous reference in Acts of Common Council to a pre-existing requirement for Aldermen to be British subjects; it was also intended to bring in more flexibility into arrangements for presiding at a wardmote by allowing a Lord Mayor's Representative to preside where none of the traditional presiding offers were available.

The Chair noted that the two issues the report touched upon were distinct and advised that, on the nationality question, it had been brought to her attention that there was still a matter to clarify before progressing this further. However, it was highlighted that the Lord Mayor's Aldermanic Representative issue was rather more time critical, as well as comparatively straightforward, as it would help manage the City-wide elections taking place in March 2022. Consequently, she proposed withdrawing those aspects relating to the nationality issue for now and asking the Comptroller to revert in due course with a report once the relevant clarification had been sought.

The support of Members to progress those aspects relating to Aldermen Presiding at Wardmotes was sought and obtained, with delegated authority being granted to the Town Clerk in the usual way to work up revised wording for a Bill reflecting that to be submitted to Court of Common Council in January 2022.

RESOLVED: That authority be delegated to the Town Clerk, in consultation with the Chair and Deputy Chairman, to agree revised wording to a Bill for Act of Common Council for submission to Court of Common Council in January 2022 that reflected the changes outlined in the report concerning Presiding Officers at Wardmotes.

**5. REVIEW OF FUNDING TO THE GUILDHALL SCHOOL OF MUSIC & DRAMA FOR SCHOLARSHIPS**

The Committee considered a report of the Principal, Guildhall School of Music and Drama, relating to the City Corporation's payment of £30,000 per annum to the School for scholarships and seeking agreement to continue this annual payment for the financial years 2022/23 and 2023/24.

RESOLVED: That Members: -

1. Approve as satisfactory the submission of the School's impact report on the use of the £30,000 grant in 2021/22.
2. Approve the grant continuation to 2022/23 and 2023/24 on the basis of this satisfactory submission.

**6. 2022/23 PAY POLICY STATEMENT**

The Committee considered a report of the Director of Human Resources setting out the legislative requirements under which pay policy statements were produced and seeking agreement to the City Corporation's Pay Policy Statement for 2022/23 for onward submission to Court of Common Council.

RESOLVED: That the Pay Policy Statement for 2022/23 be approved for recommendation to the Court of Common Council.

**7. CITY JUNIOR SCHOOL GOVERNANCE STRUCTURE**

The Committee considered a joint report of the Heads of the City of London School and City of London School for Girls seeking agreement to the creation of a new sub-committee to undertake the duties of the Board of Governors of the City Junior School and its draft terms of reference.

It was noted that the proposals and draft Terms of Reference had been agreed in principle by the Boards of Governors, subject to the below outlined

amendment to the Sub-Committee's constitution to attract the widest possible body of talent and expertise by not ruling out City Corporation representatives:

*"up to 3 ~~external~~ additional Members as ~~co-opted non-City of London Corporation~~ Governors with experience relevant to the Board".*

The Committee also endorsed this change.

RESOLVED: That Members:-

1. Agree in principle to the creation of a sub-committee to undertake the duties of the Board of Governors of the City Junior School.
2. Agree to the draft Terms of Reference as detailed in Appendix 3, subject to an amendment of the relevant portion relating to composition such that it states "up to 3 additional members as Governors with experience relevant to the Board.
3. Agree the respective revised Terms of Reference of the Board of Governors of the City of London School and Board of Governors of the City of London School for Girls, which includes the oversight of the City Junior School.

#### 8. **CAPITAL FUNDING - PRIORITISATION OF 2022//23 ANNUAL CAPITAL BIDS - INITIAL REVIEW**

The Committee considered a report as part of third annual capital bid round presenting 47 live bids amounting to £61.9m, offering an assessment of the bids based on a RAG rating approach, resulting in £24.3m green, £29.3m amber and £8.4m red.

It was noted that the report had been considered by the Resource Allocation Sub-Committee and the views expressed by the Sub-Committee were set out within the revised report.

RESOLVED: That Members: -

1. Note the total value of City Fund and City's Cash bids amounting to £61.9m against a target upper limit of £30m (excluding BHE).
2. Review the initial RAG rating of £24.3m green, £29.3m amber and £8.4m red contained in the appendices (determined in consultation with senior officers).
3. Agree that funding for the green bids be incorporated into the medium-term financial plans, providing they remain within the £30m overall limits for City Fund and City's Cash and remain at a similar modest level for Bridge House.
4. Agree in-principle that bids with a final RAG rating of amber and red be deferred, subject to further consideration of reduced funding options for the three schemes highlighted in the appended RASC draft minute.
5. Agree that amber-rated bids be placed on a reserve list to be progressed in the event that funding headroom is identified.
6. Note that the final decision on the green-rated bids for inclusion in the 2022/23 draft budgets will be confirmed at the joint meeting of RASC and the ser

## 9. **ELECTORAL REGISTRATION**

The Committee considered a joint report of the Comptroller, Remembrancer and Town Clerk to determine whether the unofficial policy of not nominating workers to vote in the Ward Elections in which the City Corporation has premises was maintained or reversed. During the discussion that followed the following points were raised:

- It was suggested allowing Members of staff to vote had the potential to create conflicts in a number of ways. Consequently, a change of policy – particularly at this point in time when the potential implications were unclear – was not thought a good idea.
- It was questioned how the City Corporation differed from other Local Authorities in relation to voting eligibility for workers, with it suggested that the City Corporation was not unique in this regard and Local Authorities elsewhere would have people working for them that also had a vote in their elections.
- However, it was countered that there was a significant difference between the City Corporation and Local Authorities in this instance as the nature of the vote was different; voters in other areas required residential status and, indeed, those who lived in the City would already have the right to vote in City elections, so there was no distinction from other Local Authorities there.
- It was questioned how any change would fit with the Member / Officer protocol agreed at the last meeting and the potential for additional pressure that might be placed on staff if they were being lobbied for votes.
- Several Members intimated that they would not in-principle rule out a change of policy permanently, but agreed with comments that it would require careful thought and reflection before taking any action. There was certainly a case to be examined but not in haste on an urgent report the day of the deadline, with it further detailed discussions would be necessary in due course.

Closing the debate, the Chair reflected that the majority position was to continue the policy decision that the City Corporation does not enfranchise its employees.

Alderman Tim Hailes and Deputy Edward Lord asked that their dissent be recorded.

RESOLVED: That Members agree to the existing policy of the City Corporation not nominating workers to vote in Ward Elections in which the Corporation has premises being maintained.

## 10. **POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY**

The Committee received a report of the Chamberlain providing the schedule of projects and activities which had received funding from Policy Initiatives Fund, the Policy and Resources Committee's Contingency Fund, Committee's Project Reserve and COVID19 Contingency Fund.

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

## 11. **DISCHARGE OF SEWAGE INTO THE RIVER THAMES**

The Committee received a resolution of Port Health and Environmental Services Committee urging representations to be made in respect of discharge of sewage into the River Thames.

The Chair noted the resolution and confirmed she would take this forward with officers.

RECEIVED.

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

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

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

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

**Electoral Registration**

The Chair asked for an update on Electoral Registration for this year in headline terms. The Election Engagement Manager updated Members and confirmed today was the day of the registration deadline, noting that the numbers on the Ward List, which had dipped to 13748 during the pandemic, had now increased to above 18000. It was further noted that 1000 occupiers had vacated the City or were no longer occupying premises. The Chair welcomed these headline figures and thanked the team for all their efforts in achieving this.

The importance of encouraging electors to take up postal votes in the current situation was noted.

A Member questioned if it was possible for adjourned wardmotes to be reconvened at Guildhall in such a way as to facilitate a single central counting station, following the City-wide elections. The Member suggested this might be worth investigating given it would be difficult to know the number of staff available owing to Covid-related issues. The Chair suggested this point be taken away to consider by relevant officers.

With reference to the 1000 thousand businesses that had left the City, it was suggested that it would be helpful a survey be undertaken to understand the reasons for departure.

It was confirmed that a further update report was planned for the next meeting of the Policy and Resources Committee.

**Museum of London**

A Member advised that the Museum of London had confirmed that the Prince of Wales had graciously agreed to be a Patron and the Committee recorded its congratulations.

### **Markets Relocation**

Members referred to ongoing discussions with traders about the future of Smithfield market and questioned what could be done to speed up negotiations. The Chair advised that a paper was being prepared updating on the current position that would allow an opportunity for discussion at the next meeting.

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At this point in the meeting, the formal meeting was reconvened and the Committee summarised the views expressed through informal engagement, before resolving as indicated above.

#### **15. 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.

#### **16. NON-PUBLIC MINUTES**

- a) The non-public minutes of the meeting of Policy and Resources Committee held on 18 November 2021 were approved.
- b) The draft non-public minutes of the Resource Allocation Sub-Committee meeting held on 19 November 2021 were noted.
- c) The draft non-public minutes of the Projects Sub-Committee meeting held on 17 November 2021 were noted.
- d) The non-public minutes of the Tackling Racism Taskforce meeting held on 17 September 2021 were noted.
- e) The draft non-public minutes of the Culture Mile Working Party meeting held on 25 October 2021 were noted.

#### **17. ALLOCATION OF THREE INDEPENDENT SCHOOLS FUNDING WITH THE SCHOOLS FUNDING MODEL**

The Committee considered a report of the Chamberlain relating to allocation of three Independent Schools Funding within the schools funding model.

#### **18. TOM AND GOVERNANCE REVIEW: COL INDEPENDENT SCHOOLS**

The Committee considered a joint report of the Heads of the City of London Freeman's School, City of London School, City of London School for Girls and Town Clerk updating on the TOM and Governance Review.

#### **19. CITY OF LONDON PRIMARY ACADEMY ISLINGTON - CAPITAL FUNDING AND TEMPORARY ACCOMMODATION COSTS**

The Committee considered a report of the Director of Community and Children's Services relating to City of London Primary Academy Islington – Capital Funding and Temporary Accommodation costs.

20. **CITY OF LONDON'S SUPPORT FOR KEY PARTNERS**

The Committee considered a report of the Director of Innovation and Growth seeking City of London Support for Key Partners.

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

The Committee received a report of the Town Clerk providing information on non-public decision taken under delegated authority or urgency powers between meetings.

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

A Member raised a question relating to the Museum of London.

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

There were no additional items of business.

24. **CONFIDENTIAL MINUTES**

The confidential minutes of the Policy and Resources Committee meeting on 18 November 2021 were approved.

25. **DESTINATION CITY - INDEPENDENT REVIEW**

The Committee considered a report of the Director of Innovation and Growth relating to Destination City.

26. **PROPOSALS FOR THE ORGANISATIONAL DESIGN OF PROJECT GOVERNANCE AND THE ROLE OF THE HEAD OF PROFESSION FOR PROJECT GOVERNANCE AND PROGRAMME MANAGEMENT**

The Committee considered a report of the Chief Operating Officer relating to proposals for the organisational design of project governance and programme management.

**The meeting ended at 4.27pm.**

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Chairman

**Contact Officer: Christopher Rumbles**  
**christopher.rumbles@cityoflondon.gov.uk**

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## RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Friday, 17 December 2021

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources)  
Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Friday, 17  
December 2021 at 2.30 pm

### Present

#### Members:

Deputy Catherine McGuinness (Chair)  
Deputy Jamie Ingham Clark (Deputy  
Chairman)  
Deputy Keith Bottomley  
Anne Fairweather

Christopher Hayward  
Deputy Edward Lord  
Jeremy Mayhew  
Alderman & Sheriff Nicholas Lyons

### In Attendance

#### Officers:

|                     |                                  |
|---------------------|----------------------------------|
| John Barradell      | - Town Clerk and Chief Executive |
| Michael Cogher      | - Comptroller and City Solicitor |
| Caroline Al-Beyerty | - Chamberlain                    |
| Dianne Merrifield   | - Chamberlain's Department       |
| Sonia Virdee        | - Chamberlain's Department       |
| Phil Black          | - Chamberlain's Department       |
| Gregory Moore       | - Town Clerk's Department        |
| Polly Dunn          | - Town Clerk's Department        |
| Paul Friend         | - City Surveyor's Department     |

### Observing

Randall Anderson

#### 1. APOLOGIES

The Town Clerk informed Members and any members of the public who are observing s the meeting on-line, that following an urgent decision taken by the Court of Common Council the previous evening, the meeting would now be informal. Any views reached by the Committee would have to be considered by the Town Clerk after the meeting in accordance with the Court of Common Council's Covid Approval Procedure who would make a formal decision having considered all relevant matters. This process reflected the current position in respect of the holding of formal Local Authority meetings and the Court of Common Council's decision of 16 December 2021 to recommence hybrid 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.

Apologies were received from Alderman Sir David Wootton, Shravan Joshi and Deputy James Thomson.

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

Both Sheriff Nicholas Lyons and Christopher Hayward declared a non-pecuniary interest at item 5 on the agenda. Both Members were patrons of the Temple Bar Trust and would consequently not speak to that particular application.

3. **MINUTES**

**RESOLVED**, that the public minutes and non-public summary of the meeting held on 19 November 2021, be approved.

4. **CAPITAL FUNDING UPDATE**

Members considered a report of the Chamberlain regarding the Capital Funding update. The following matters were raised:

**RESOLVED**, that Members

- i) Agree to apply the 'one-in, one-out' approach to reallocate £229k from the central reserves of City Fund and City's Cash from the savings on the Energy Reduction Programme to provide top-up funding for the BEMS Phase 1 scheme.
- ii) Note the net savings of £246k on the Energy Reduction Programme Phase 1 as summarised in Table 1, of which £209k relates to City's Cash.
- iii) Have reviewed the schemes summarised in Table 2 and, particularly in the context of the current financial climate, and confirm their continued essential priority for release of funding at this time; and accordingly
- iv) Agree the release of up to £518k for the schemes in Table 2 from the reserves of City Fund and City's Cash as appropriate, subject to the required gateway approvals.
- v) Note that in order to maintain sound financial discipline a review of unallocated central project funding provisions will be brought to Members following discussions taking place at the bi-lateral meetings.

5. **COMMUNITY INFRASTRUCTURE LEVY NEIGHBOURHOOD FUND APPLICATIONS**

Members considered a report of the Managing Director of the Bridge House Estate and Chief Charities Officer regarding Community Infrastructure Levy Neighbourhood Fund – Applications for Approval.

**RESOLVED**, that Members

- i) Approve the grant recommended to 'The World Reimagined Limited' at a meeting of the CILNF Officer Panel in October 2021 (**Appendix 1**)
- ii) Approve the grant recommended to 'Temple Bar Trust' at a meeting of the CILNF Officer Panel in October 2021 (**Appendix 1**).
- iii) Note the current position of the CILNF with respect to funds available and upcoming reporting.

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

There were no questions.

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

There was one item of urgent business.

a) **Walbrook Wharf Feasibility Study - 2027 & beyond**

Members considered a Joint report of the City Surveyor and Director of Environment regarding the Walbrook Wharf feasibility study – 2027 & beyond.

The request at this stage was for a discrete amount of funding to be made available for the feasibility study. Subsequent to the completion of these works, further approvals would be sought as per the projects gateway approvals procedure.

It was noted that as a 1960s build, irrespective of the integrated freight proposals, there would be significant ongoing maintenance and repair works needed.

The Chair requested that officers tie in these proposals with the thinking on use of the River for freight more generally, including Markets Consolidation programme.

**RESOLVED**, that Members approve the fund request of £150,000 to support the initial stage of the Walbrook Wharf feasibility project and allocate to the green list of recommended projects.

8. **EXCLUSION OF THE PUBLIC**

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

9. **NON-PUBLIC MINUTES**

**RESOLVED**, that the non-public minutes of the meeting held on 19 November 2021, be approved as an accurate record.

10. **CITY OF LONDON OPERATIONAL TENANTS - ARREARS UPDATE AND RENTAL SUPPORT**

Members considered a joint report of the Chamberlain and City Surveyor regarding the City of London operational tenants – arrears update and rental support.

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

There was one question.

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

There was no other business.

**The meeting ended at 2.56 pm**

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Chairman

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

# Agenda Item 4

|   |  |
|---|--|
| <b>Committee(s)</b>   | <b>Dated:</b>  |
| Joint Resource Allocation Sub Committee and Efficiency and Performance Sub Committee with Service Committee Chairmen – For Decision<br>Policy and Resource Committee – For Decision<br>Finance Committee – For Decision | 14 January 2022<br>20 January 2022<br>25 January 2022  |
| <b>Subject:</b><br>Capital Funding – Prioritisation of 2022/23 Annual Capital Bids – Stage 2 Final Proposals  | <b>Public</b>  |
| <b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>   | These capital bids span all 12 outcomes of the Corporate Plan to some degree   |
| <b>Does this proposal require extra revenue and/or capital spending?</b>  | Yes  |
| <b>If so, how much?</b>   | £26.166m   |
| <b>What is the source of Funding?</b>   | City Fund Various Reserves £17.007m<br>City's Cash General Reserves £9.044m<br>BHE Unrestricted Income £0.115m (previously agreed) |
| <b>Has this Funding Source been agreed with the Chamberlain's Department?</b>   |  |
| <b>Report of:</b> The Chamberlain   | <b>For Decision</b>  |
| <b>Report author:</b> Dianne Merrifield, Group Accountant (Capital)   |  |

## Summary

In November and December at Stage 1 of this third annual capital bid round, 47 live bids amounting to £61.9m were considered. The initial assessment of how essential these schemes appeared from a corporate perspective was undertaken using a RAG rating approach - resulting in £24.3m green, £29.3m amber and £8.3m red.

During consideration by Members, two amber bids and one red bid were highlighted for further review and Chief Officers submitted revised bids, two of which have subsequently been agreed by Resource Allocation Sub Committee and one (re the St Paul's Gyrotory project) is still under discussion at the time of writing this report. Assuming, for the time being, that all three revised bids are approved, the 47 live bids now amount to **£45.6m** of which £26.2m are rated as green, £12.6m amber and £6.8m red.

To ensure that the level of bids is sustainable and affordable, the following upper funding limits for new bids were proposed for City Fund and City's Cash at the Resource Allocation Sub Committee Away-day:

- £20m for City Fund (incorporating bids to be funded from the On-Street Parking Reserve, Community Infrastructure Levy and central capital/revenue reserves)
- £10m for City's Cash from general reserves.

This level of funding is broadly in line with the average value of centrally funded schemes over previous years.

Taking on board the three revised bids the proposed £26.2m of green bids (of which £0.1m relates to Bridge House Estates), remains within these limits. It is therefore proposed that funding for the revised list of green bids be approved in principle, with provisions to be incorporated into the medium-term financial plans and draft budgets for 2022/23. As previously agreed, amber and red bids will not be funded in this annual round, but amber bids are to be placed on a reserve list to be progressed if savings are later identified from the provisions for the green bids.

For Bridge House Estates, the total share of corporate schemes rated as green (within the £26.2m) amounts to £0.1m, which can be accommodated from the balances on the unrestricted income fund. This provision was approved by the BHE Board in November 2021.

Financial disciplines currently in place are proposed to be continued, including that funding will be withdrawn for centrally funded schemes that slip by more than one year in all but exceptional cases and the ongoing operation of the 'one-in, one-out' approach to funding bids outside of the annual process. A review of progress on centrally funded schemes is currently being undertaken, facilitated via the bilateral meetings.

Approval to the continuation of the loan facilities for the Police and HRA is also sought. Of the original agreed £37m provision, £9.3m has so far been allocated for Police, with the remainder still required for future HRA and Police schemes. Approval to carry over the remainder of this provision is therefore sought.

## **Recommendations**

Members are asked to:

- Note the revised total value of 2022/23 bids of £45.6m (subject to final confirmation).
- Agree that the revised bids relating to three schemes detailed in paragraph 6 be rated as green, subject to final approval of the amount for the St Paul's Gyratory revised bid.
- Confirm the proposed final RAG rating of £26.2m green, £12.6m amber and £6.8m red (detailed in the appendices).
- Agree that funding for the green bids of £26.1m be agreed in principle and incorporated into the medium-term financial plans of City Fund and City's Cash (noting that the balance of £0.1m has already been agreed by the BHE Board).
- Note that amber and red bids will be deferred with amber-rated bids to be placed on a reserve list to be progressed if savings are later identified from the provisions for green bids.
- Agree that the financial disciplines currently in place be continued, whereby

- central funding will be withdrawn for schemes that slip by more than one year; and
- the 'one-in, one-out' approach to funding of bids outside of the annual process be operated.
- Agree to the carry- over of the unallocated provision of £27.7m of loan facilities previously agreed for the Police and HRA.

## **Main Report**

### **Background**

1. Members have agreed the necessity for effective prioritisation of capital and SRP projects, with central funding allocated in a measured way via the annual capital bid process by applying prioritisation criteria to ensure that corporate objectives are met and schemes are affordable.
2. The following criteria against which capital and supplementary revenue projects are assessed have been agreed:
  - i. Must be an essential scheme (Health and Safety or Statutory Compliance, Fully/substantially reimbursable, Major Renewal of Income Generating Asset, Spend to Save with a payback period < 5 years.)
  - ii. Must address a risk on the Corporate Risk register; or the following items that would otherwise be escalated to the corporate risk register:
    - a. Replacement of critical end of life components for core services;
    - b. Schemes required to deliver high priority policies; and
    - c. Schemes with a high reputational impact.
  - iii. Must have a sound business case, clearly demonstrating the negative impact of the scheme not going ahead, i.e. penalty costs or loss of income, where these are material.

In addition, bids in support of the Climate Action Strategy are to be allowed a degree of priority, subject to affordability.

3. The scope of schemes subject to this prioritisation relates only to those funded from central sources, which include the On-Street Parking Reserve, Community Infrastructure Levy, flexible external contributions and allocations from the general reserves of City Fund or City's Cash. This means that projects funded from most ring-fenced funds, such as the Housing Revenue Account, Designated Sales Pools and Cyclical Works Programmes are excluded, together with schemes wholly funded from external grants, and tenant/developer contributions e.g., under S278 agreements and most S106 deposits.
4. In view of the various current financial pressures arising from the pandemic and other high priority initiatives, Chief Officers were requested to submit bids for only the most critical and essential schemes for the 2022/23 bid round.

### **Current Position**

5. At the time of the initial review there were 47 live bids amounting to £61.9m, most of which were classified as essential and identified against one of the agreed prioritisation criteria. Based on the narrative supporting the bids, an assessment of how essential these schemes appear from a corporate perspective was undertaken using a RAG rating approach where:

Green = demonstrates the essential criteria

Amber = essential criteria less clear

Red = does not demonstrate essential criteria/not essential to do now.

This initial review resulted in £24.3m rated as green, £29.3m amber and £8.3m red.

6. During consideration by Members, two amber bids and one red bid were highlighted for further review:

- Walbrook Wharf Feasibility–2027 and beyond. Initially rated as amber, the need for immediate research into waste management, river freight and net zero targets to inform the strategic direction was highlighted and a revised bid for 2022/23 of £150k (reduced from £350k) was subsequently agreed by RASC in December.
- St Paul's Gyratory. A bid for this £17m scheme was rated as amber due to uncertainties in the scope of works to be funded by external developers. To allow progression of the scheme, officers were requested to resubmit a revised bid for a minimal allocation to fund investigations to inform the future central funding requirement. A reduced 2022/23 bid of £556k has been submitted which is still under discussion at the time of writing this report and is therefore subject to final approval under delegated authority.
- St Paul's Cathedral External Lighting. This scheme was initiated some years ago on the basis of full external funding. However, with only £0.5m identified of the £2m in external funding required to replace the lighting, and the works becoming increasingly urgent, a central funding bid for the £1.5m shortfall was submitted. This was initially rated as red due to lack of clarity about the City's responsibility for this building and the potential for other sources of funding. In view of the local and national significance and benefits to tourism of the Cathedral that is still struggling from the ongoing loss of donations post pandemic, Members were sympathetic to a reduced capital bid, taking account of possible S106 and other external contributions and providing clarity about future City obligations. A subsequent report identifying additional S106 and other external funding, together with confirmation that the Cathedral would take on future responsibility for the new lighting system, has resulted in a revised bid of £1.16m which was agreed under delegated authority.

These three revised bids are now proposed to be rated as green.

7. Assuming, for the time being, that the St Paul's Gyratory revised bid is approved, the 47 live bids now amount to £45.6m of which £26.2m are rated as green, £12.6m amber and £6.8m red.

|  |  |       | Green  | Amber  | Red   | Total  |
|--|--|-------|--------|--------|-------|--------|
|  |  |       | £m     | £m     | £m    | £m     |
|  | Critical End of Life Replacement       |       | 5.280  | 10.030 | 3.065 | 18.375 |
|  | Health and Safety/Statutory Compliance |       | 7.784  | -      | 2.774 | 10.558 |
|  | High Priority/Reputational             |       | 13.102 | 2.450  | -     | 15.552 |
|  |  | Other | -      | 0.100  | 1.000 | 1.100  |
|  |  |       | 26.166 | 12.580 | 6.839 | 45.585 |

Listings of the projects within each of the green, amber and red categories are attached in the appendices, together with a brief commentary on each to inform the red/amber/green rating.

## Affordability

8. To set these bids in to some context, £89m of capital bids were approved in principle via the 2020/21 annual capital bid process and £83.5m via the 2021/22 bid round. However, bids of this magnitude were considered to be exceptional and unsustainable on an ongoing basis alongside the other current financial priorities and pressures such as the major projects and balancing of the revenue budgets.
9. Accordingly, through discussions at Resource Allocation Sub Committee Awayday, the following upper limits of funding for new bids was proposed:
  - £20m for City Fund (incorporating bids to be funded from the On-Street Parking Reserve (OSPR), Community Infrastructure Levy (CIL) and central capital/revenue reserves)
  - £10m for City's Cash from general reserves.
10. In order to confirm affordability, bids have been identified against the relevant funding source as summarised below:

|  |                    | Green  | Amber  | Red   | Total  |
|--|--------------------|--------|--------|-------|--------|
|  |                    | £000   | £000   | £000  | £000   |
|  | City Fund:         |        |        |       |        |
|  | -OSPR              | 4,006  | 2,000  | 1,000 | 7,006  |
|  | -CIL               | 7,533  | -      | -     | 7,533  |
|  | -Capital           | 3,371  | 8,670  | 2,327 | 14,368 |
|  | -Revenue           | 2,097  | 131    | -     | 2,228  |
|  | <b>City Fund</b>   | 17,007 | 10,801 | 3,327 | 31,135 |
|  | <b>City's Cash</b> | 9,044  | 1,689  | 3,487 | 14,220 |
|  | <b>BHE</b>         | 115    | 90     | 25    | 230    |
|  | <b>Total</b>       | 26,166 | 12,580 | 6,839 | 45,585 |

11. The following analysis shows the level of green bids against the upper funding limits:

|  |                    | Upper Limits | Green Bids | Headroom |
|--|--------------------|--------------|------------|----------|
|  |                    | £m           | £m         | £m       |
|  | <b>City Fund</b>   | 20.000       | 17.007     | 2.993    |
|  | <b>City's Cash</b> | 10.000       | 9.044      | 0.956    |
|  | BHE                | N/A          | 0.115      | N/A      |
|  |                    | 30.000       | 26.166     | 3.949    |

Therefore, with the final proposed green bids remaining within the upper funding limits it is proposed that they be approved in principle.

12. As previously agreed, bids with a final RAG rating of amber and red will not be funded at this time, although amber schemes will be placed on a reserve list, to be progressed if savings are later identified from the provisions for the green bids.
13. Bridge House Estates funding towards these centrally funded schemes is limited to the appropriate share of corporate IT and Guildhall office-related projects and therefore the amounts involved are modest. The total share of such corporate, green-rated bids amounts to £0.1m, which can be accommodated from the balances on the unrestricted income fund and have previously been approved by Bridge House Estates Board.
14. It should be noted that whilst these schemes are to be started during 2022/23, costs are anticipated to be incurred over the medium term as the lead-in time for projects mean that they routinely span across more than one financial year.

### Next Steps

15. Financial provisions for the green bids will be incorporated into the medium-term financial plans to be used as a basis for the 2022/23 budgets for approval by Finance Committee and the Court of Common Council.
16. In accordance with the new bids process, draw-down against these provisions will be subject to the further approval of the Resource Allocation Sub Committee following progression of the schemes through the gateway process.

### Reinforcing Financial Discipline

17. As previously reported, it is evident from annual capital outcome reports that the capital programme regularly experiences significant slippage. Although service committees have the ambition to embark on capital schemes there have been project management capacity and capability issues which have caused delays and over time priorities sometimes change. Various initiatives to improve project and programme management have commenced and whilst the Project Management Academy is now in place the recruitment freeze has continued to constrain capacity during 2021. To sit alongside initiatives to improve skills, the following financial disciplines are also in place:
  - Where projects slip by more than one-year, central funding for schemes will be withdrawn unless an exceptional case is agreed by the Resource Allocation Sub Committee. A review of progress on centrally funded schemes is currently being undertaken, facilitated via the bilateral

meetings. This will ensure that funding is available to re-direct to the highest priority areas and may alleviate the additional financial pressures arising from the escalation in construction inflation.

- The 'one-in, one-out' approach will be adopted when considering additional central funding requests arising outside of the annual bid process.

18. In December 2019 Members agreed in principle to provide loan funding to the Police and HRA up to the limit of how much each can afford to pay in accordance with the City Fund Minimum Revenue Provision Policy, providing that the schemes financed through the loans meet the prioritisation criteria. Approval to a loan funding provision of up to £37m across the medium term was agreed as part of the 2020/21 bids. Some £9.3m of this provision has already been identified for Police priority schemes and the remainder still required for future HRA and Police schemes. Approval to carry over the balance of this provision is therefore sought.

**Report author**

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Group Accountant, Capital

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**T:** contact via Teams whilst working from home

**Appendices:** Final Proposals: Green/Amber/Red Bids

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## 2022/23 Annual Bids - Initial Assessment Amber

| Project Name  | City Fund<br>£'m | City's Cash<br>£'m | BHE<br>£'m   | Total Funding Allocation<br>£'m | Commentary /why is this Amber  |
|---|------------------|--------------------|--------------|---------------------------------|--|
| <b>Critical end of life replacement:</b>  |                  |                    |              |                                 |  |
| Central Criminal Court - Lighting to South Wing Courts  | 2.000            | -                  | -            | 2.000                           | This was rated as amber in 2021/22 bid round -no significant change since last year. Replacement lighting will be LED - information regarding possible climate action benefits are not currently available.  |
| Barbican Centre - Repairs to roof, expansion joint repairs and drainage and water systems                                 | 5.000            | -                  | -            | 5.000                           | A holistic approach is required to resolve the long-standing issues with the highwalks, Barbican Centre and Guildhall School. Query re exclusion from Barbican Renewal scope.  |
| Barbican and Golden Lane Healthy Streets and Zero Emissions Zone  | 2.000            | -                  | -            | 2.000                           | The aim is to extend the benefits of the Beech Street air quality etc improvements to the surrounding area encompassing the wider Barbican and Golden Lane area. Need to see the Beech Street benefits delivered before committing additional central funding.                   |
| Guildhall Humidification Plant replacement - remaining areas  | 0.470            | 0.490              | 0.020        | 0.980                           | The essential areas of the Guildhall are covered by the PSDS grant - the remaining areas were deemed non-essential. Need clarity on Guildhall Masterplan before progression.   |
| DCCS - Library Management System  | 0.050            | -                  | -            | 0.050                           | This bid includes £30k of existing staff costs which results in a net bid for £20k of central funding. Such a sum should be accommodated within existing local risk budgets.   |
| <b>High Priority Policy:</b>  |                  |                    |              |                                 |  |
| IT - Robotic automation: funding to undertake scoping exercise to drive process design to support Robotics and automation | 0.032            | 0.015              | 0.004        | 0.050                           | Whilst this bid appears complementary to the ERP project the essential need is not clear.  |
| IT - Data Repository/Warehouse  | 0.192            | 0.087              | 0.021        | 0.300                           | The aim is to fulfil an organisation need for infrastructure to clean and contain data that can be easily accessed and used to make better decisions and may offer opportunities to commercialise data. Amber as the essential need unclear.                                     |
| Guildhall Complex Post Covid New Ways of Working - Stage 2 works and furniture  | 1.008            | 1.050              | 0.042        | 2.100                           | Whilst new ways of working are a high priority, the model has yet to be agreed alongside the Guildhall Masterplan and therefore this bid appears premature.  |
| <b>Other:</b>   |                  |                    |              |                                 |  |
| IT - Application rationalisation funding to undertake scoping exercise to eliminate duplicate software applications       | 0.032            | 0.015              | 0.004        | 0.050                           | Whilst this is a sensible forward thinking suggestion, it is not a good fit with the current essential prioritisation criteria. The request is for funding to consider the art of the possible.  |
| IT - CRM development for Markets  | 0.017            | 0.033              | 0.000        | 0.050                           | Business need for a cross-market customer relationship management system to manage stakeholder/customer contacts, with the potential to generate income from the product with other wholesale markets in the UK. Not a good fit with current essential prioritisation criteria . |
| <b>Total Amber Funding Bids</b>   | <b>10.801</b>    | <b>1.689</b>       | <b>0.090</b> | <b>12.580</b>                   |  |
| Total 10 (of 47)  |                  |                    |              |                                 |  |

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## 2022/23 Annual Bids - Initial Assessment Green

| Project Name   | City Fund<br>£'m | City's Cash<br>£'m | BHE<br>£'m   | Total Funding<br>Allocation<br>£'m |
|--|------------------|--------------------|--------------|------------------------------------|
| <b>Critical end of life replacement:</b>   |                  |                    |              |                                    |
| BEMS Upgrade Phase 2 - Heathrow Animal Reception Centre and various OS sites at Epping   | 0.150            | 0.100              | -            | 0.250                              |
| IT - Members IT refresh (to align with new personal device roll-out for staff)   | 0.192            | 0.087              | 0.021        | 0.300                              |
| IT - Managed Service re-provisioning (one-off costs due to end of current contract)  | 0.320            | 0.145              | 0.035        | 0.500                              |
| IT - Corporate Managed Print Service (one-off costs due to end of current contract)  | 0.032            | 0.015              | 0.004        | 0.050                              |
| IT - Server Upgrade/replacement  | 0.064            | 0.029              | 0.007        | 0.100                              |
| Mansion House - essential roof repairs   | -                | 0.330              | -            | 0.330                              |
| OS Hampstead Heath - Parliament Hill Athletics Track Resurfacing   | -                | 2.000              | -            | 2.000                              |
| Guildhall School - Repairs to roof, expansion joint repairs and drainage and water systems (subject to holistic approach for highwalks, Barbican and School)                 | -                | 1.750              | -            | 1.750                              |
| <b>Health and Safety/Statutory Compliance:</b>   |                  |                    |              |                                    |
| Fire Safety - Guildhall Complex Fire Stopping all basement and plant areas   | 0.202            | 0.210              | 0.008        | 0.420                              |
| Fire Safety - Baynard House Car Park Sprinklers Replacement (remaining floors)   | 0.250            | -                  | -            | 0.250                              |
| Central Criminal Court: Cells Ventilation - Top-Up bid to meet full scope of statutory requirements. (£1m bid agreed in principle as part of the 2021/22 capital bid round.) | 1.000            | -                  | -            | 1.000                              |
| OS Epping Forest - COVID-19 Path Restoration Project   | -                | 0.250              | -            | 0.250                              |
| OS Queen's Park Play Area and Sandpit replacement of equipment   | -                | 0.055              | -            | 0.055                              |
| Barbican Centre - Replacement of Central Battery Units for Emergency Lighting system   | 0.280            | -                  | -            | 0.280                              |
| Guildhall School - Rigging infrastructures in Milton Court Concert Hall  | -                | 0.460              | -            | 0.460                              |
| Guildhall School - Safe technical access and working at height - Silk Street Theatre   | -                | 0.345              | -            | 0.345                              |
| Smithfield Market - Glass Canopy Overhaul  | -                | 0.300              | -            | 0.300                              |
| Smithfield Market - East Poultry Avenue Canopy Repairs and Remedial Works  | -                | 0.600              | -            | 0.600                              |
| Smithfield Car Park - Ceiling Coating and Damp Works   |                  | 1.050              |              | 1.050                              |
| Beech Street Transportation and Public Realm project top-up to deliver permanent air quality and associated public realm improvements following successful experiment.       | 2.500            | -                  | -            | 2.500                              |
| DCCS - Social Care Case Management System  | 0.144            | -                  | -            | 0.144                              |
| IT - Building Management System Wired Network to maximise efficiencies of new BEMS systems   | 0.083            | 0.038              | 0.009        | 0.130                              |
| <b>High Priority Policy:</b>   |                  |                    |              |                                    |
| Secure City Programme - Year 3   | 8.936            | -                  | -            | 8.936                              |
| IT Security  | 0.128            | 0.058              | 0.014        | 0.200                              |
| Guildhall Complex Masterplan - Redevelopment of North and West Wing Offices (top-up)   |                  | 1.150              |              | 1.150                              |
| Bank Junction Improvements: All Change at Bank - top-up to cover inflation risk of delivering the minimal scheme   | 0.700            | -                  | -            | 0.700                              |
| IT - HR System Portal required in advance of the new ERP system delivery   | 0.160            | 0.073              | 0.017        | 0.250                              |
| Walbrook Wharf Feasibility - 2027 and beyond   | 0.150            | -                  | -            | 0.150                              |
| St Paul's Gyratory - Design Development  | 0.556            | -                  | -            | 0.556                              |
| St Paul's Cathedral External Re-lighting   | 1.160            | -                  | -            | 1.160                              |
| <b>Total Green Funding Bids</b>  | <b>17.007</b>    | <b>9.044</b>       | <b>0.115</b> | <b>26.166</b>                      |

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## 2022/23 Annual Bids - Initial Assessment Red

| Project Name   | City Fund<br>£'m | City's Cash<br>£'m | BHE<br>£'m   | Total Funding Allocation<br>£'m | Commentary /why is this Red   |
|--|------------------|--------------------|--------------|---------------------------------|---|
| <b>Critical End of Life Replacement</b>  |                  |                    |              |                                 |   |
| Heating Replacement – Mayors and City of London Court  | -                | 1.350              | -            | 1.350                           | This court is due to move to the new court at Fleet Street and a capital receipt is included in the Salisbury Square funding Strategy. We need to develop the disposal strategy in order to determine whether a new heating system represents sound VFM.  |
| Walbrook Wharf Full Replacement of Phase 2 Heating & Cooling System                                      | 0.735            | -                  | -            | 0.735                           | An appropriate asset management strategy needs to be in place which depends on plans for the future of Walbrook Wharf.  |
| IT - Libraries IT Refresh ( top-up bid)  | 0.280            | -                  | -            | 0.280                           | This is a request for top-up on the £220k agreed in principle as part of the 2021/22 bids. Feedback is that the increases in scope/cost are in the nature of 'nice to haves' rather than essentials.  |
| Barbican Centre - Replace live streaming infrastructure  | 0.700            | -                  | -            | 0.700                           | There is a strong likelihood of securing external funding for this work, negating the essential need for central funding.   |
| <b>Health and Safety</b>   |                  |                    |              |                                 |   |
| 65 Basinghall - Switch Room - Asbestos and Live Electrical Equipment Removal, and Water Ingress Solution | 0.612            | 0.637              | 0.025        | 1.274                           | These works were proposed to unused areas in 65 Basinghall Street on the assumption that it is required for the JCCR - this has not been confirmed. Options for the Guildhall Masterplan may overtake the need to undertake these works in isolation.   |
| Hampstead Heath Pergola Oak Structures repair and replacement  | -                | 1.500              | -            | 1.500                           | This scheme is to be used as a pilot for raising external funding to deliver improvements on the Open Spaces, negating the need for central funding.  |
| <b>Other</b>   |                  |                    |              |                                 |   |
| Healthy Streets Minor Schemes Programme  | 1.000            | -                  | -            | 1.000                           | This request is for a general provision to undertake numerous ad-hoc minor improvements (<£50k) on-street, to address road safety etc issues, many of which previously would have been funded through TfL programmes or local risk. Should be looking to external funding (£278 etc) and local risk budgets for such minor schemes. |
| <b>Total Red Funding Bids</b>  | <b>3.327</b>     | <b>3.487</b>       | <b>0.025</b> | <b>6.839</b>                    |   |

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|   |                          |
|---|--------------------------|
| <b>Committee:</b>   | <b>Date:</b>             |
| Policy and Resources  | <b>20th January 2022</b> |
| <b>Subject:</b><br>Departmental 2022/23 Budget Estimates - Policy and Resources Committee   | <b>Public</b>            |
| <b>Report of:</b><br>Town Clerk, Remembrancer, City Surveyor, Executive Director of Innovation Growth and Chamberlains                                  | <b>For Approval</b>      |
| <b>Report author:</b><br>Steve Reynolds – Chamberlain’s Department<br>Sarah Scherer – Town Clerk’s Department<br>Bruce Hunt – Remembrancer’s Department |                          |

## Summary

This report presents the revised revenue budget for 2021/22 and the proposed revenue budget for 2022/23 in relation to the services directly overseen by this Committee. The estimates presented in this report are for the services detailed in Appendix 1 by Chief Officer, which are summarised below:

- i) **Deputy Town Clerk** – Resilience, Communications, Town Clerk’s Charities, Grants and Contingencies (including grants to outside organisations and control of the Policy Initiative Fund and Contingency budgets).
- ii) **Executive Director of Innovation Growth** – Innovation Growth and Culture Mile Project.
- iii) **Remembrancer** – Parliamentary and Ceremonial functions including the hosting of hospitality events.
- iv) **City Surveyor** – the Major Programmes Office.

In accordance with the new TOM - Innovation and Growth has been transferred from the Deputy Town Clerk (Grants and Contingencies) to the Executive Director of Innovation Growth (shown in the budget transfers column in tables 1 and 2).

The revised budget for 2021/22 totals net expenditure of £25.064m as shown in the following table, representing a net increase of £3.358m (15.5%) compared to the original 2021/22 budget of £21.706m, which is largely due to carry forward of 2020/21 underspends (£2.407m), an increase to the covid contingency (£0.300m), fundamental review funding (£0.200m) and an increase in the admin buildings recharge (£0.293m). Paragraph 8 provides explanation of all movements.

The proposed revenue budget for 2022/23 totals net expenditure of £21.505m as shown in the table, representing a net decrease of £0.201m (0.9%) compared to the original budget for 2021/22 of £21.706m, comprising several relatively small movements as explained in paragraph 9.

| <b>Table 1</b><br><b>Summary Revenue Budgets 2021/22 and 2022/23 - by Chief Officer and Division of Service</b> | <b>Original Budget 2021/22 £m</b> | <b>Latest Budget 2021/22 £m</b> | <b>Budget Transfers 2021/22 Original to 2021/22 Latest £'m</b> | <b>Other Movement 2021/22 Original to 2021/22 Latest £'m</b> | <b>Proposed Budget 2022/23 £m</b> | <b>Budget Transfers 2021/22 Original to 2022/23 Original £'m</b> | <b>Other Movement 2021/22 Original to 2022/23 Original £'m</b> |
|---|-----------------------------------|---------------------------------|--|--|-----------------------------------|--|--|
| <b>Deputy Town Clerk</b>  |                                   |                                 |  |  |                                   |  |  |
| Resilience  | (0.608)                           | (0.628)                         |  | (0.020)  | (0.601)                           |  | 0.007  |
| Communications  | (0.875)                           | (0.945)                         |  | (0.070)  | (0.733)                           |  | 0.142  |
| Grants and Contingencies  | (10.412)                          | (5.762)                         | 6.802  | (2.152)  | (2.970)                           | 6.802  | 0.640  |
| Town Clerks   | (0.160)                           | (0.215)                         |  | (0.055)  | (0.160)                           |  | -  |
| Charites  |                                   |                                 |  |  |                                   |  |  |
| <b>Executive Director of Innovation Growth</b>  |                                   |                                 |  |  |                                   |  |  |
| Innovation Growth   | (2.089)                           | (9.259)                         | (6.802)  | (0.368)  | (8.979)                           | (6.802)  | (0.088)  |
| Culture Mile Project  | (0.002)                           | (0.278)                         |  | (0.276)  | (0.285)                           |  | (0.283)  |
| <b>Remembrancer</b>   |                                   |                                 |  |  |                                   |  |  |
| Ceremonial (inc. HWP)   | (6.960)                           | (7.274)                         |  | (0.314)  | (7.177)                           |  | (0.217)  |
| <b>City Surveyor</b>  |                                   |                                 |  |  |                                   |  |  |
| Major Programmes Office   | (0.600)                           | (0.703)                         |  | (0.103)  | (0.600)                           |  | -  |
| <b>Total Net Expenditure</b>  | <b>(21.706)</b>                   | <b>(25.064)</b>                 | <b>0</b>   | <b>(3.358)</b>   | <b>(21.505)</b>                   | <b>0</b>   | <b>0.201</b>   |

Note: figures in brackets indicate expenditure, increases in expenditure, or decreases in income.

## Recommendations

Members are asked to:

- i) review and approve the Deputy Town Clerk's, Remembrancer's, Executive Director of Innovation Growth's and City Surveyor's proposed revenue budgets for 2022/23 for submission to the Finance Committee;
- ii) review and approve the Deputy Town Clerk and Remembrancer Department's proposed capital and supplementary revenue projects budgets for 2022/23 for submission to Finance Committee;
- iii) authorise the Chamberlain, in consultation with the Deputy Town Clerk, Remembrancer, Executive Director of Innovation Growth and the City Surveyor to revise these budgets to allow for any further implications arising from Corporate Projects, Target Operating Model (TOM) savings, other reviews and changes to the Cyclical Works Programme; and
- iv) agree that minor amendments for 2021/22 and 2022/23 budgets arising during budget setting be delegated to the Chamberlain.

## Main Report

1. This report presents the Policy and Resources Committee's revised budget estimates for 2021/22 for information and its proposed original budget estimates for 2022/23 for approval. The overall budget is summarised by Chief Officer in Table 2 below, with Table 3 showing the movement between the original 2021/22 and proposed budget for 2022/23.
2. The proposed 2022/23 budget includes a 2% savings target based on the original 2021/22 net local risk budget as agreed by Finance Committee and the Court of Common Council; however, this is offset by a 2% inflationary increase of the same amounts.
3. The estimates presented in this report are for the services detailed in Appendix 1 by Chief Officer, which are summarised below:
  - i) **Deputy Town Clerk** – Resilience, Communications, Town Clerk's Charities, Grants and Contingencies (including grants to outside organisations and control of the Policy Initiative Fund and Contingency budgets).
  - ii) **Executive Director of Innovation Growth** – Innovation Growth and Culture Mile Project.
  - iii) **Remembrancer** – Parliamentary and Ceremonial functions including the hosting of hospitality events.
  - iv) **City Surveyor** – the Major Programmes Office.
4. In accordance with the new TOM - Innovation and Growth has been transferred from the Deputy Town Clerk (Grants and Contingencies) to the Executive Director of Innovation Growth (shown in the budget transfers column in table 2).
5. The revised budget for 2021/22 totals net expenditure of £25.064m, representing a net increase of £3.358m (15.5%) compared to the original 2021/22 budget of £21.706m, which is largely due to carry forward of 2020/21 underspends (£2.407m), an increase to the covid contingency (£0.300m), fundamental review funding (£0.200m) and an increase in the admin buildings recharge (£0.293m). Paragraph 8 provides explanation of all movements.
6. The proposed revenue budget for 2022/23 totals net expenditure of £21.505m, representing a net decrease of £0.201m (0.9%) compared to the original budget for 2021/22 of £21.706m, comprising several relatively small movements as explained in paragraph 9.

| <b>Table 2</b><br><b>Summary</b><br><b>Revenue Budgets</b><br><b>2021/22 and</b><br><b>2022/23 - by Chief</b><br><b>Officer and</b><br><b>Division of</b><br><b>Service</b> | <b>Original</b><br><b>Budget</b><br><b>2021/22</b><br><b>£m</b> | <b>Latest</b><br><b>Budget</b><br><b>2021/22</b><br><b>£m</b> | <b>Budget</b><br><b>Transfers</b><br><b>2021/22</b><br><b>Original</b><br><b>to</b><br><b>2021/22</b><br><b>Latest</b><br><b>£'m</b> | <b>Other</b><br><b>Movement</b><br><b>2021/22</b><br><b>Original</b><br><b>to 2021/22</b><br><b>Latest</b><br><b>£'m</b> | <b>Proposed</b><br><b>Budget</b><br><b>2022/23</b><br><b>£m</b> | <b>Budget</b><br><b>Transfers</b><br><b>2021/22</b><br><b>Original</b><br><b>to</b><br><b>2022/23</b><br><b>Original</b><br><b>£'m</b> | <b>Other</b><br><b>Movement</b><br><b>2021/22</b><br><b>Original</b><br><b>to 2022/23</b><br><b>Original</b><br><b>£'m</b> |
|---|---|---|--|--|---|--|--|
| <b>Deputy Town Clerk</b>  |   |   |  |  |   |  |  |
| Resilience  | (0.608)   | (0.628)   |  | (0.020)  | (0.601)   |  | 0.007  |
| Communications  | (0.875)   | (0.945)   |  | (0.070)  | (0.733)   |  | 0.142  |
| Grants and Contingencies  | (10.412)  | (5.762)   | 6.802  | (2.152)  | (2.970)   | 6.802  | 0.640  |
| Town Clerks Charites  | (0.160)   | (0.215)   |  | (0.055)  | (0.160)   |  | -  |
| <b>Executive Director of Innovation Growth</b>  |   |   |  |  |   |  |  |
| Innovation Growth   | (2.089)   | (9.259)   | (6.802)  | (0.368)  | (8.979)   | (6.802)  | (0.088)  |
| Culture Mile Project  | (0.002)   | (0.278)   |  | (0.276)  | (0.285)   |  | (0.283)  |
| <b>Remembrancer</b>   |   |   |  |  |   |  |  |
| Ceremonial (inc. HWP)   | (6.960)   | (7.274)   |  | (0.314)  | (7.177)   |  | (0.217)  |
| <b>City Surveyor</b>  |   |   |  |  |   |  |  |
| Major Programmes Office   | (0.600)   | (0.703)   |  | (0.103)  | (0.600)   |  | -  |
| <b>Total Net Expenditure</b>  | <b>(21.706)</b>   | <b>(25.064)</b>   | <b>0</b>   | <b>(3.358)</b>   | <b>(21.505)</b>   | <b>0</b>   | <b>0.201</b>   |

Note: figures in brackets indicate expenditure, increases in expenditure, or decreases in income.

| <b>Table 3 - Budget Summary Movements 2021/22 to 2022/23</b>  |                 |
|---|-----------------|
|   | <b>£m</b>       |
| <b>Original Budget 2021/22</b>                                | <b>(21.706)</b> |
| Carry forwards from 2020/21                                   | (2.565)         |
| Fundamental Review savings                                    | (0.200)         |
| Allocations from contingency                                  | (0.177)         |
| Base increase to Culture Mile                                 | (0.139)         |
| Pay award grades A-C  | (0.005)         |
| Covid Heroes payments   | (0.011)         |
| Change in capital charges                                     | (0.020)         |
| Change in recharges   | (0.354)         |
| Transfer of City Occupiers Database                           | 0.113           |
| <b>Latest Budget 2021/22</b>                                  | <b>(25.064)</b> |
| Removal of one-off adjustments in 2021/22                     | 2.753           |
| Covid Contingency ringfenced for GSMD                         | 0.600           |
| Net movement in funding for Green Finance Institute           | 0.167           |
| Additional base increase to Culture Mile                      | (0.146)         |
| Increase in National Insurance contributions                  | (0.079)         |
| Net movement in pay award to grade A-C and apprentice funding | (0.007)         |
| Net movement in recharges and capital charges                 | 0.242           |
| Net other movements   | 0.29            |
| <b>Proposed budget 2022/23</b>                                | <b>(21.505)</b> |

Appendix 3 shows the above movements broken down by Chief Officer and service area.

### **Latest revenue budget for 2021/22**

7. The Policy and Resource Committee's Summary Budget, which will be published as part of the City of London Corporations Budget Book, can be found in Appendix 2.
8. The latest approved budget for 2021/22 totals net expenditure of £25.064m which is an increase of £3.358m (15.5%) compared with the original budget of £21.706m. The main reasons for this increase are:
  - i) **Grants and Contingencies £4.650m movement:**  
**Budget transfers out £6.802m**
    - £6.802m of budgets moved to Innovation Growth (IG staff £1.685m, Green Finance £0.667m, City UK £0.500m, Dragon Awards £0.101m and central recharges £3.849m).

**Increase in net expenditure £2.152m**

- Approved carry forwards from 2020/21 of £2.268m; and
- An increase to the Covid contingency budget of £0.300m; partly offset by
- £0.407m allocated from the Policy Initiatives Fund to other Corporation departments.

**ii) Innovation Growth £7.170m movement:**

**Budget transfers in £6.802m**

- £6.802m budgets moved from Grants and Contingencies (IG staff £1.685m, Green Finance £0.667m, City UK £0.5m, Dragon Awards £0.101m and central recharges £3.849m).

**Increase in net expenditure £0.368m**

- Fundamental Review funding £0.200m;
- Allocations from contingency of £0.120m; and
- An increase in central recharges of £0.044m.

**iii) Culture Mile Project £0.276m increase in net expenditure**

- £0.139m continuation funding provided from Policy and Resources contingency; and
- An approved carry forward from 2020/21 of £0.139m.

**iv) Ceremonial £0.314m increase in net expenditure**

- Increase in admin building recharge of £0.293m; and
- An increase in capital charges of £0.020m.

**v) Major Programmes Office £0.103m increase in net expenditure**

- Approved carry forward from 2020/21 of £0.103m.

**Proposed revenue budget for 2022/23**

9. The 2022/23 proposed budget totals £21.505m, a decrease of £0.201m (0.9%) compared with the original 2021/22 budget. The main reasons for this decrease are.

**i) Communications £0.142m decrease in net expenditure**

- The budget of £0.113m for the City Occupiers Database transferring to Establishment Committee; and
- The removal of £0.040m for 3-year development funding of the City of London website which is now complete.

**ii) Grants and Contingencies £7.442m movement:**

**Budget transfers out £6.802m**

- £6.802m budgets moved to IG.

**Decrease in net expenditure £0.640m**

- £0.600m Covid Contingency allocated to GSMD for one year.

iii) **Innovation Growth £6.890m movement:**

**Budget transfers in £6.802m**

- £6.802m budgets moved from Grants and Contingencies.

**Increase in net expenditure £0.088m**

- Fundamental Review funding £0.200m and other small net increases of £0.055m; partly offset by:
- £0.167m decrease in Green Finance Institute funding in 2022/23 (from £0.667m in 2021/22 to £0.500m in 2022/23).

iv) **Culture Mile Project £0.283m increase in net expenditure**

- A base budget funding increase of £0.285m agreed by Policy and Resources Committee.

v) **Remembrancer £0.217m increase in net expenditure**

- £0.184m increase in admin building recharge; and
- An increase of £0.021m in capital charges.

## Staffing Statement

10. A summary of the employee related costs and FTEs by department are shown in the table below.

| Table 4<br>Staffing Statement              | Latest Budget<br>2021-22            |                         | Proposed Budget<br>2022-23          |                         |
|--|-------------------------------------|-------------------------|-------------------------------------|-------------------------|
|  | Staffing<br>Full-time<br>equivalent | Estimated<br>cost<br>£m | Staffing<br>Full-time<br>equivalent | Estimated<br>cost<br>£m |
| Deputy Town Clerk                          | 39.5                                | 3.389                   | 39.5                                | 2.953                   |
| Executive Director of<br>Innovation Growth | 77.0                                | 5.789                   | 74.8                                | 5.611                   |
| Remembrancer                               | 16.5                                | 1.236                   | 16.5                                | 1.247                   |
| City Surveyor                              | 8.0                                 | 0.703                   | 8.0                                 | 0.600                   |
| <b>Grand Total</b>                         | <b>141.0</b>                        | <b>11.117</b>           | <b>138.8</b>                        | <b>10.411</b>           |

11. Staffing levels are largely unchanged between 2021/22 and 2022/23. Departments will continue to work through proposals to meet the TOM and the 12% savings targets throughout the year ahead.

12. A breakdown of staffing costs and FTE's by division of service can be found in Appendix 5.

## Capital and Supplementary Revenue Project Costs for 2022/23

13. The latest estimated costs for the Committee's current capital and supplementary revenue projects are summarised in Appendix 6.

14. It should be noted that the figures in the table in Appendix 6 exclude:

- forecast expenditure on the major programmes (Salisbury Square Development at Fleet Street, Museum Relocation and Markets Co-location Programmes) which are subject to separate governance and consideration as part of the medium-term financial plans.

15. The Public Sector Decarbonisation Schemes (PSDS) under this committee are funded from a total £9.4m government grant to the City of London.

16. The latest Capital and Supplementary Revenue Project forecast expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2022.

### **Security Implications**

17. There are currently no security implications identified as a result of the business plans and budgets.

### **Financial Implications**

18. The proposed 2022/23 budget includes a 2% savings target based on the original 2021/22 net local risk budget as agreed by Finance Committee and the Court of Common Council; however, this is offset by a 2% inflationary increase of the same amounts.

19. The budgets overseen by this Committee of the Deputy Town Clerk, Executive Director of Innovation & Growth, Remembrancer and City Surveyor have been prepared in accordance with corporate guidelines.

### **Public sector equality duty**

20. There are currently no public sector equality duty implications identified.

### **Resourcing implications**

21. There are currently net unidentified savings within the Deputy Town Clerk's budgets of £0.080m which will be addressed as part of moving to the new TOM. Otherwise, the budgets presented in this report are within their available resource base. As a result, there are currently no resourcing implications identified.

### **Culture Mile Project Update**

22. The establishment of a new Business Improvement District (BID) in the cultural district is central to Culture Mile's critical path and sustainability beyond 2023.

23. Encouraging progress has been made, with 12 business leaders so far coming together in a 2-year partnership.

24. Culture Mile is forecast to attract £160,000 of income from external sources over the year to develop activities that consolidate the achievements of the Culture and Commerce Taskforce led by the previous Lord Mayor.
25. Other activities have included a central London poster campaign promoting the 20,000 Culture Mile Play Packs distributed since March 2020 to families without regular internet access, and partnering on Gaia's Garden, a temporary green space on Holborn Viaduct that provided creative participation opportunities for over 200 young people, and which won Time Out London's Best Green Space award for 2021.

## **Conclusion**

26. This report presents budgets overseen by this Committee for 2022/23 for the Deputy Town Clerk, Executive Director of Innovation & Growth, Remembrancer and City Surveyor for Members to consider and approve.
- Appendix 1 – Summary of Services by Chief Officer
  - Appendix 2 – Analysis of 2021/22 latest budget and 2022/23 original budget estimates summary
  - Appendix 3 – Analysis of budget movements by Chief Officer
  - Appendix 4 – Summary Budget – analysis by risk
  - Appendix 5 – Staffing Statement by Division of Service
  - Appendix 6 – Capital and Supplementary Revenue Projects

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## **Summary of Services by Chief Officer**

### **Deputy Town Clerk**

#### **Resilience**

The Resilience team has a number of functions, all focused on making the City a safe and pleasant environment in which to work, live and visit. The team provides services internally and for the wider City community, in two main areas: Emergency and Contingency Planning and Security.

#### **Communications**

The Communications team consists of separate units which are:

- Media
- Internal Communications and Publishing
- Corporate Affairs
- Film Team

These teams work to achieve the communications and media objectives of the City which are to support and promote the City's strategic aims and policy priorities; to increase the understanding and awareness of the City's work; and to enhance the favourable perceptions of the City. The team aim to create and deliver, clear and confident media messages.

#### **Grants and Contingencies**

- City's Cash - this covers certain central risk grants payable from City's Cash to outside organisations including Central London Forward and funding towards The CityUK, the Policy Initiatives Fund and the Committee's City's Cash contingency.
- City Fund - this mainly relates to central risk grants payable from the City Fund to outside organisations and grants under the control of IG which cannot be paid under Innovation and Growth powers.

#### **Town Clerk's Charities**

This is the budget given to the Central Grants Unit to enable it to finish carrying out the Corporate Charity Review of the charities that City of London Corporation is a Trustee.

### **Executive Director of Innovation Growth**

#### **Innovation Growth (IG)**

IG's principal objective is to strengthen the City's competitiveness as the world's leading financial and professional services centre for the long-term, so that the City continues to drive prosperity across London and the UK through its offices in Guildhall, Brussels, China and India. Staff in Central London Forward and Heart of the City are not included in the Policy & Resources Service Overview as, although accommodation is provided for them within Innovation and Growth, they have external funding sources and separate business plans.

## **Culture Mile Project**

The Culture Mile Project is a fixed term project to create “The City of London’s Cultural District”, stretching from Farringdon to Moorgate. The five founding partners are City of London Corporation, Barbican, Guildhall School of Music & Drama, London Symphony Orchestra and Museum of London. They together, with the local community are creating a vibrant, creative area in the north-west corner of the Square Mile aimed at giving visitors the best destination experience.

Culture Mile amplifies the creativity embedded within the area and uses it to create lasting change. Alongside animating the whole district with imaginative collaborations and events, Culture Mile delivers major enhancements to the streets and improve directions.

[Culture Mile | City of London's cultural district](#) – is their website.

## **Remembrancer**

### **Parliamentary**

The Remembrancer is charged with safeguarding the constitutional position of the City of London Corporation and supports its contribution to society, the economy and the environment. The Office holder is one of the City's four Law Officers. The Remembrancer is the City's Parliamentary Agent and the Parliamentary Agent for the Honourable the Irish Society, and the City's Chief of Protocol.

The Office is the official level channel of communication between Parliament and the City. In the contemporary context, this means day to day examination of Parliamentary business including examination of and briefing on proposed legislation and amendments to it, regular liaison with the Select Committees of both Houses and contact with officials in Government departments dealing with Parliamentary Bills. The work also includes briefings of members of both Houses for debates in which the City Corporation or City stakeholders have an interest, general liaison and intelligence gathering. The Office monitors the activities of the GLA and its associated bodies and their effect on the City and the work of the devolved administrations.

### **State, Diplomatic and Ceremonial functions**

These include the arrangements for events and related hospitality, the budget for which enables the Remembrancer’s Office to facilitate such activities on behalf of the Lord Mayor and the City, or at the request of The Queen, in liaison with Her Majesty’s Government and organisations and individuals with connections to the City. These include Royal and National occasions, state banquets, other hospitality, related events for visiting Heads of State and Government, distinguished organisations, and individuals. The budget also includes the cost of the Remembrancer’s staff who manage these functions.

Functions are held in the Guildhall, Mansion House and other City venues such as Livery Halls, depending on the nature of the event. The Remembrancer’s Office also has responsibility for the Lord Mayor’s Banquet and elements of the Lord Mayor’s Day at Guildhall and the Royal Courts of Justice.

## **City Surveyor**

### **Major Programmes Office**

The multi-disciplinary team is funded through central risk and made up from a combination of project professionals, finance, procurement, and communications resources. The team works cross-departmentally to ensure effective and efficient decision making for the Major Programmes.

### Policy and Resources Committee Summary Budget

This appendix shows a high-level summary of Policy and Resources Committee budgets. Further details are shown in Appendices 3 to 5.

| <b>Summary Revenue Budgets<br/>2021/22 and 2022/23 - by Chief Officer</b> | <b>Original<br/>Budget<br/>2021-22<br/>£m</b> | <b>Latest<br/>Budget<br/>2021-22<br/>£m</b> | <b>Proposed<br/>Budget<br/>2022-23<br/>£m</b> |
|---|---|---|---|
| <b>Local Risk</b>   |   |   |   |
| The Deputy Town Clerk   | (2.578)                                       | (2.696)                                     | (2.443)                                       |
| Executive Director of Innovation Growth                                   | (5.508)                                       | (5.831)                                     | (5.749)                                       |
| The Remembrancer  | (1.367)                                       | (1.368)                                     | (1.379)                                       |
| The City Surveyor   | -   | -   | -   |
| <b>Total Local Risk</b>   | <b>(9.453)</b>                                | <b>(9.895)</b>                              | <b>(9.571)</b>                                |
| <b>Central Risk</b>   |   |   |   |
| The Deputy Town Clerk   | (6.130)                                       | (5.338)                                     | (2.591)                                       |
| Executive Director of Innovation Growth                                   | -   | (3.321)                                     | (3.088)                                       |
| The Remembrancer  | (1.265)                                       | (1.285)                                     | (1.286)                                       |
| The City Surveyor   | (0.600)                                       | (0.703)                                     | (0.600)                                       |
| <b>Total Central Risk</b>   | <b>(7.995)</b>                                | <b>(10.557)</b>                             | <b>(7.565)</b>                                |
| <b>Capital and Support Services</b>                                       | <b>(4.258)</b>                                | <b>(4.612)</b>                              | <b>(4.369)</b>                                |
| <b>Committee Total</b>  | <b>(21.706)</b>                               | <b>(25.064)</b>                             | <b>(21.505)</b>                               |

# APPENDIX 3

## Policy and Resources Committee Analysis of budget movements by Chief Officer

|  | Deputy Town Clerk |                |                   |                 | Exec. Dir. IG  |                 | SVY                      | REM             | TOTAL           |
|--|-------------------|----------------|-------------------|-----------------|----------------|-----------------|--------------------------|-----------------|-----------------|
|  | Resil -<br>ience  | Comms          | Grants<br>& Cont. | TC<br>Charities | IG             | Culture<br>Mile | Major<br>Prog.<br>Office | Cerem<br>-onial |                 |
|  | £m                | £m             | £m                | £m              | £m             | £m              | £m                       | £m              | £m              |
| <b>Original Budget 2021/22</b>                         | <b>(0.608)</b>    | <b>(0.875)</b> | <b>(10.412)</b>   | <b>(0.160)</b>  | <b>(2.089)</b> | <b>(0.002)</b>  | <b>(0.600)</b>           | <b>(6.960)</b>  | <b>(21.706)</b> |
| 202/21 Carry forw'ds                                   | -                 | -              | (2.268)           | (0.055)         | -              | (0.139)         | (0.103)                  | -               | (2.565)         |
| Budget transfers                                       | -                 | -              | 6.802             |                 | (6.802)        | -               | -                        | -               | -               |
| Fundamental Review                                     | -                 | -              | -                 | -               | (0.200)        | -               | -                        | -               | (0.200)         |
| Contingency funding                                    | (0.012)           | (0.152)        | 0.107             | -               | (0.120)        | -               | -                        | -               | (0.177)         |
| Base increase  | -                 | -              | -                 | -               | -              | (0.139)         | -                        | -               | (0.139)         |
| Pay award grades A-C                                   | -                 | (0.001)        | -                 | -               | (0.003)        | -               | -                        | (0.001)         | (0.005)         |
| Covid Heroes pay                                       | (0.004)           | (0.007)        | -                 | -               | -              | -               | -                        | -               | (0.011)         |
| Capital charges  | -                 | -              | -                 | -               | -              | -               | -                        | (0.020)         | (0.020)         |
| Change in recharges                                    | (0.004)           | (0.023)        | 0.009             | -               | (0.045)        | 0.002           | -                        | (0.293)         | (0.354)         |
| Transfer of City Occupiers Database                    | -                 | 0.113          | -                 | -               | -              | -               | -                        | -               | 0.113           |
| <b>Latest Budget 2021/22</b>                           | <b>(0.628)</b>    | <b>(0.945)</b> | <b>(5.762)</b>    | <b>(0.215)</b>  | <b>(9.259)</b> | <b>(0.278)</b>  | <b>(0.703)</b>           | <b>(7.274)</b>  | <b>(25.064)</b> |
| Removal of one-off adjustments in 2021/22              | 0.016             | 0.159          | 2.161             | 0.055           | 0.120          | 0.139           | 0.103                    | -               | 2.753           |
| Covid Contingency ringfenced for GSMD                  | -                 | -              | 0.600             | -               | -              | -               | -                        | -               | 0.600           |
| Green Finance Institute funding ending 2021/22         | -                 | -              | -                 | -               | 0.667          | -               | -                        | -               | -               |
| Green Finance Institute new funding 2022/23            | -                 | -              | -                 | -               | (0.500)        | -               | -                        | -               | 0.167           |
| Base increase  | -                 | -              | -                 | -               | -              | (0.146)         | -                        | -               | (0.146)         |
| Increase in NI   | (0.003)           | (0.013)        | (0.002)           | -               | (0.051)        | -               | -                        | (0.010)         | (0.079)         |
| Pay award to grade A-C and apprentice funding          | -                 | (0.001)        | (0.001)           | -               | (0.004)        | -               | -                        | (0.001)         | (0.007)         |
| Net movement in recharges and capital charges          | 0.014             | 0.027          | 0.045             | -               | 0.048          | -               | -                        | 0.108           | 0.242           |
| Removal of website development funding as now complete | -                 | 0.040          | -                 | -               | -              | -               | -                        | -               | 0.040           |
| Transfer of Sports & Social Assoc. budget              | -                 | -              | (0.011)           | -               | -              | -               | -                        | -               | (0.011)         |
| <b>Proposed budget 2022/23</b>                         | <b>(0.601)</b>    | <b>(0.733)</b> | <b>(2.970)</b>    | <b>(0.160)</b>  | <b>(8.979)</b> | <b>(0.285)</b>  | <b>(0.600)</b>           | <b>(7.177)</b>  | <b>(21.505)</b> |

## APPENDIX 4

### Policy and Resources Committee Summary Budget by Risk

| <b>SUMMARY BY RISK</b>   |                                  |   |                                  |  |
|--|----------------------------------|---|----------------------------------|--|
| Analysis of Service Expenditure by Risk  | Original Budget<br>2021-22<br>£m | Latest Approved Budget<br>2021-22<br>£m | Proposed Budget<br>2022-23<br>£m | Movement<br>2021-22 ORI<br>to<br>2022-23 ORI<br>£m |
| <b>LOCAL RISK</b> ( <i>budgets largely within direct control of Chief Officer</i> )  |                                  |   |                                  |  |
| <b>EXPENDITURE</b>   |                                  |   |                                  |  |
| Employees  | (7.966)                          | (8.085)                                 | (7.601)                          | 0.365  |
| Premises Related Expenses  | (0.146)                          | (0.171)                                 | (0.171)                          | (0.025)  |
| Transport Related Expenses   | (0.059)                          | (0.045)                                 | (0.052)                          | 0.007  |
| Supplies & Services  | (2.767)                          | (2.866)                                 | (2.777)                          | (0.010)  |
| Savings to be Applied  | 0.270                            | 0.080                                   | -                                | (0.270)  |
| <b>Total Expenditure</b>   | (10.668)                         | (11.087)                                | (10.601)                         | 0.067  |
| <b>INCOME</b>  |                                  |   |                                  |  |
| Charges for specific services  | 1.215                            | 1.192                                   | 1.030                            | (0.185)  |
| <b>Total Income</b>  | 1.215                            | 1.192                                   | 1.030                            | (0.185)  |
| <b>TOTAL LOCAL RISK</b>  | (9.453)                          | (9.895)                                 | (9.571)                          | (0.118)  |
| <b>CENTRAL RISK</b> ( <i>managed by Chief Officer but outturn can be strongly influenced by factors outside his/her control or are budgets of a corporate nature</i> ) |                                  |   |                                  |  |
| <b>EXPENDITURE</b>   |                                  |   |                                  |  |
| Employees  | (3.019)                          | (3.032)                                 | (2.810)                          | 0.209  |
| Transport Related Expenses   | (0.004)                          | (0.004)                                 | (0.004)                          | -  |
| Supplies & Services  | (2.673)                          | (4.973)                                 | (2.751)                          | (0.078)  |
| Capital Charges  | (0.714)                          | (0.734)                                 | (0.735)                          | (0.021)  |
| Contingency  | (2.150)                          | (2.092)                                 | (1.550)                          | 0.600  |
| <b>Total Expenditure</b>   | (8.560)                          | (10.835)                                | (7.850)                          | 0.710  |
| <b>INCOME</b>  |                                  |   |                                  |  |
| Charges for specific services (printing & stationery income)   | 0.565                            | 0.278                                   | 0.285                            | (0.280)  |
| <b>Total Income</b>  | 0.565                            | 0.278                                   | 0.285                            | (0.280)  |
| <b>TOTAL CENTRAL RISK</b>  | (7.995)                          | (10.557)                                | (7.565)                          | 0.430  |
| <b>TOTAL EXPENDITURE BEFORE SUPPORT SERVICES AND CAPITAL CHARGES</b>   | (17.448)                         | (20.452)                                | (17.136)                         | 0.312  |
| <b>SUPPORT SERVICES AND CAPITAL CHARGES</b>  |                                  |   |                                  |  |
| Central Recharges  | (6.127)                          | (6.480)                                 | (6.226)                          | (0.099)  |
| Capital Charges  | (0.143)                          | (0.144)                                 | (0.155)                          | (0.012)  |
| Recharges Within Fund  | 0.384                            | 0.384                                   | 0.384                            | -  |
| Recharges Across Funds   | 1.628                            | 1.628                                   | 1.628                            | -  |
| <b>Total Support Services and Capital Charges</b>  | (4.258)                          | (4.612)                                 | (4.369)                          | (0.111)  |
| <b>TOTAL NET EXPENDITURE</b>   | (21.706)                         | (25.064)                                | (21.505)                         | 0.201  |

**Policy and Resources Committee  
Staffing Statement**

| Staffing Statement                                       | Latest Budget<br>2021-22            |                         | Proposed Budget<br>2022-23          |                         |
|--|-------------------------------------|-------------------------|-------------------------------------|-------------------------|
|  | Staffing<br>Full-time<br>equivalent | Estimated<br>cost<br>£m | Staffing<br>Full-time<br>equivalent | Estimated<br>cost<br>£m |
| Resilience   | 9.0                                 | 1.049                   | 9.0                                 | 0.827                   |
| Communications   | 23.5                                | 1.889                   | 23.5                                | 1.764                   |
| Grants and Contingencies                                 | 6.0                                 | 0.356                   | 6.0                                 | 0.267                   |
| Town Clerk's Charities                                   | 1.0                                 | 0.095                   | 1.0                                 | 0.095                   |
| <b>Total Deputy Town Clerk</b>                           | <b>39.5</b>                         | <b>3.389</b>            | <b>39.5</b>                         | <b>2.953</b>            |
| Innovation & Growth                                      | 71.1                                | 5.517                   | 71.1                                | 5.385                   |
| Culture Mile Project                                     | 5.9                                 | 0.272                   | 3.7                                 | 0.226                   |
| <b>Total Executive Director of<br/>Innovation Growth</b> | <b>77.0</b>                         | <b>5.789</b>            | <b>74.8</b>                         | <b>5.611</b>            |
| Ceremonial   | 16.5                                | 1.236                   | 16.5                                | 1.247                   |
| <b>Total Remembrancer</b>                                | <b>16.5</b>                         | <b>1.236</b>            | <b>16.5</b>                         | <b>1.247</b>            |
| Major Programmes Office                                  | 8.0                                 | 0.703                   | 8.0                                 | 0.600                   |
| <b>Total City Surveyor</b>                               | <b>8.0</b>                          | <b>0.703</b>            | <b>8.0</b>                          | <b>0.600</b>            |
| <b>Grand Total</b>                                       | <b>141.0</b>                        | <b>11.117</b>           | <b>138.8</b>                        | <b>10.411</b>           |

## APPENDIX 6

### Capital and Supplementary Revenue Projects

|                                     | Project   | Exp. Pre<br>01/04/21<br>£'000 | 2021/22<br>£'000 | 2022/23<br>£'000 | 2023/24<br>£'000 | Later<br>Years<br>£'000 | Total<br>£'000 |
|-------------------------------------|---|-------------------------------|------------------|------------------|------------------|-------------------------|----------------|
| <b><u>City's Cash</u></b>           |   |                               |                  |                  |                  |                         |                |
| Security                            | Operational Buildings Security Enhancements (residual fees) | 359                           | 207              | -                | -                | -                       | 566            |
| Other schemes                       | Crossrail Art Foundation                                    | 3,122                         | 378              | -                | -                | -                       | 3,500          |
| Other schemes                       | Design for New Website                                      | 291                           | 23               | -                | -                | -                       | 314            |
| Other schemes                       | St Lawrence Jewry Church                                    | 450                           | 1,927            | 1,794            | -                | -                       | 4,171          |
| <b><u>City Fund</u></b>             |   |                               |                  |                  |                  |                         |                |
| Other schemes                       | Public Sector Decarbonisation Schemes (PSDS)                | -                             | 1,139            | -                | -                | -                       | 1,139          |
| <b>TOTAL POLICY &amp; RESOURCES</b> |   | <b>4,222</b>                  | <b>3,674</b>     | <b>1,794</b>     | <b>-</b>         | <b>-</b>                | <b>9,690</b>   |

|   |                          |
|---|--------------------------|
| <b>Committee:</b>   | <b>Date:</b>             |
| Policy & Resources Committee<br>Establishment Committee   | 20/01/2022<br>19/01/2022 |
| <b>Subject:</b><br>Draft Town Clerk's Corporate & Members Services<br>Business Plan for 2022/23           | <b>Public</b>            |
| <b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b> | <b>All</b>               |
| <b>Does this proposal require extra revenue and/or capital spending?</b>                                  | <b>No</b>                |
| <b>If so, how much?</b>   | <b>N/A</b>               |
| <b>What is the source of Funding?</b>   | <b>N/A</b>               |
| <b>Has this Funding Source been agreed with the Chamberlain's Department?</b>                             | <b>Y/N</b>               |
| <b>Report of:</b><br>The Town Clerk & Chief Executive   | <b>For Approval</b>      |
| <b>Report author:</b><br>Sarah Scherer Head of Business Support   |                          |

## Summary

This report presents for approval the Business Plan for the Town Clerk's Corporate and Members Services for 2022/23.

## Recommendation

The committee is recommended to:

- i) Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan for Town Clerk's Corporate and Members Services for 2022/23 (or the elements therein that fall within this committee's Terms of Reference).

## Main Report

## Background

1. Business Plans for 2022/23 are being presented based on current departmental structures. These will be adjusted, alongside budgets, when any changes to these structures are implemented.
2. Business Planning will be reviewed as part of the Target Operating Model. Any proposed changes will be shared and agreed prior to implementation in future planning cycles. For 2022-2023 Business Plans, we have adopted the same templates and approach from 2020-2021.

### **Current Position**

3. Business Plans are aligned to departments, so all financial information presented within the Business Plan reflects the departmental budget rather than the Committee budget.
4. Establishment Committee funds all elements of the Business Plan presented, except for Resilience and Mansion House, which are funded from Policy & Resources Committee's budget; General Purposes of Aldermen Committee and Finance Committee. Members are asked to scrutinise the elements of the plan that are relevant to the committee they are representing at the meeting

### **Proposal**

5. The draft high-level summary Business Plan for Town Clerk's Corporate & Members Services is presented for approval at **Appendix 1**.

### **Key Data**

6. Key data is presented at **Appendix 1**.

### **Corporate & Strategic Implications**

7. Strategic implications – Strategic priorities and commitments are expressed in **Appendix 1**.
8. Risk implications – Key risks managed by the department and their scores are included at **Appendix 1**.
9. Resource implications – Any changes to resources will be identified and delivered through the move to the Target Operating Model.
10. Equalities implications – Equalities self-assessment scores are included within the high-level summary Business Plan. The Plan presented does not represent significant changes in service provision by this department.
11. Climate Implications – The department is responsible for co-ordinating the City Corporation's Climate Action Strategy

12. Security implications – The department is responsible for co-ordinating the City Corporation's strategic security provision

## **Conclusion**

13. This report presents the draft high-level summary Business Plan for 2022/23 for Town Clerk's Corporate & Members Services. This committee is recommended to approve it in respect of the elements relevant to its Terms of Reference (listed in paragraph 4).

## **Appendices**

- Appendix 1 – Draft High-level summary Business Plan 2022/23 for Town Clerk's Corporate & Member Services

## **Sarah Scherer**

Head of Business Support

E: [Sarah.Scherer@cityoflondon.gov.uk](mailto:Sarah.Scherer@cityoflondon.gov.uk)

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## Our aims and objectives are...

To deliver democratic and executive support services, which meet the needs of elected Members and the electorate

To promote high, efficient, standards of governance throughout the organisation

To deliver the outcomes of the Governance Review and supporting the Corporate Plan

Leading on a transition to a new Policy Chair

To optimise delivery against the Corporate Plan

The Corporation and Square Mile is on track for a net zero and resilient future

Further align effective civic leadership between the Mayoralty, Shrievalty and City Leadership team to deliver better promotion of the City and its capabilities in the UK and overseas

To ensure the effective delivery of our statutory functions and to support the Police Authority Board in rigorously challenging the efficiency and effectiveness of the City of London Police

To ensure 'Protect and Prevent' strands of HMG UK Contest etc are delivered, in addition to deliver Prepare (other departments do this yet Security and Contingency Planning oversee through Senior Security Board)

To ensure that CoLC are resilient to deliver high profile safe and secure events within its estate and across the public realm

## Our major workstreams this year will be...

1. Overseeing the implementation of the service area's new Target Operating Model structure, including recruitment for Governance, Member and Electoral Services to full complement
2. Implementing the outcomes of the governance review
- Contributing to an increase in voter registration and turnout for ward and Aldermanic elections
- Delivery of induction and transition programme for new Court post City-wide elections
- Designing a function to support the Policy Chair in line with the TOM
- Resourcing and designing processes to support the Corporation and the team's work with officers to support the Policy Chair
- Promoting the City as the world leader in international, financial and professional services by leveraging international partnerships to deliver trade, innovation and cultural activities that support corporate outcomes
8. Introduction of a public dashboard reporting progress against the targets in the Climate Action Strategy
9. Conduct first corporate wide footprinting exercise in April 2022 since baseline year of 2018-2019
10. Leading Senior Security board and ensure delivery of all security initiatives through the thematic boards
11. Professionalising and streamlining the approach to strategy development and business planning to optimise cohesion, synergy, and performance to demonstrate the value the City Corporation delivers as an integrated entity, both internally and to its stakeholders, in clear, measurable, outcome-focused terms
12. Developing the Corporate Plan 2024-29, defining the rolling 5 year corporate strategy, secure agreement to it, and ensuring that Institution, Service Area and Functional strategies are aligned
13. Horizon scanning for emerging trends and risks. Conducting PESTLE analysis, and identifying opportunities and threats to inform current and future strategy making in the organisation
14. Exploring stakeholder engagement across City of London Corporation to identify stakeholder gaps and synergies, and opportunities for collaborative working and knowledge sharing
15. Developing the Corporate Performance Framework (CPF) data that enables us to monitor cross-organisation performance in delivering on agreed strategic objectives, and to optimise performance through continuous improvement and corrective action
16. Managing non-financial Corporate Risk, ensuring that risks which could materially disrupt the strategy and operations are identified, monitored and mitigated in a consistent, timely and effective manner

**We aim to impact on all Corporate Plan outcomes through the work we deliver and support**



## What's changed since last year...

Over the past 12 months, the Town Clerk's Department has been subject to numerous organisational changes arising from the TOM programme, including the creation of a new Deputy Town Clerk role. Whilst TOM changes continue to take effect, the Department has continued to coordinate corporate activity across the City Corporation, including the City's elections in 2022, the impact of the Covid pandemic, and the TOM programme itself.

### Governance, Member and Electoral Services

The target operating model restructuring proposals for the Governance, Members and Electoral Services Team have been developed and will be implemented during the incoming year. Non-local authority functioning committees can now choose whether to meet virtually or to operate on a hybrid basis. Whilst retaining the live streaming facility, committees have reverted to in person meetings. A Members Financial Support Policy is now in place, where Members are now able to claim up to £7,500 each year, payable on a quarterly basis. Like businesses, Residents are now able to register to vote online

### Police Authority

The Police Authority's main roles and responsibilities are to ensure that the City of London Police provides an efficient and effective value for money service. Following the Lisvane review, the team have further strengthened governance and introduced role profiles/Job Descriptions for Members. The Authority is also providing greater oversight and scrutiny of the Force's national lead role on economic crime and has significantly enhanced engagement with external stakeholders including the Association of Police and Crime Commissioners and the Home Office

### Resilience

Senior Security Board, updated with new chief officer team, security strategy embedded and thematic boards delivering protect of estate and events, protect of public realm, insider threat and digital security

### Corporate, Strategy and Performance

Chief Strategy Officer joined in June 2021 and led the redesign of the CSPT new structure through TOM, and new team structure recruitment commenced. The strengthened team provides an integrated, professional and insight-led approach to strategy, planning and corporate wide risk management. We cohere the Corporation's approach to Business Planning, providing strategic oversight and challenge so that departmental outcomes included in Business Plans align to our corporate commitments, are demonstrably measurable and interdependencies and risks are identified and managed. We project manage the City wide residents meeting (held virtually during the pandemic) which will be held-in-person in May 2022. We will develop and consult stakeholders on the Corporate Plan 2024-29, defining and agreeing our narrative and the outcomes that will be achieved. Corporate Plan 2024-29 will be a tool that better enables prioritisation, and through the Corporate Performance Framework, provides a mechanism for performance against the actions that will bring the most value to be measured and realised. We manage the Executive Leadership Board programme supporting their consideration of cross cutting issues, our shared purposed, and corporate performance and risk. We lead on the Annual Governance Statement providing assurance of our governance arrangements and the non-financial performance input to the City Fund annual report. EDI and Social Mobility responsibilities have transferred to the Chief Operating Officer

## Our strategic commitments

### Governance Review

The delivery of good governance and electoral services –it remains a high-level priority for the City Corporation and it has not changed since the last Business Plan was considered.

### Corporate Plan 2024-29

Developing a shared purpose and narrative, aligned to our mission and values, that embodies our corporate strategy and describes the strategic outcomes that will result from considered, cohesive, targeted action

### Officer Governance

Advice to Officers advisory groups and departmental boards on navigating corporate and Member governance. Ensuring strategic workstreams are considered by relevant corporate decision-making governance

### Annual Governance Statement

Providing assurance of our governance arrangements and the non-financial performance input to the City Fund annual report

### Corporate Performance Framework

Maintain, evaluate and provide in-depth analysis to measure corporate outcomes. Ensure performance indicators are relevant to the ambitions of the organisation, are measurable and trackable

### Business Intelligence

Develop and maintain a shared Business Intelligence and analytical capability, identifying opportunities for innovation and collaboration. Identify, track and realise the benefits of the BI capability

### Zero-base budget 2023/24 exercise

Prepare guidance and support departments to assess their purpose and how it is aligned with the organisation's strategic objectives, to assess what they do and to determine the resources this requires, to be resourced effectively to achieve

### Business planning

Provide guidance and strategic oversight. Ensure Business Plans contain the organisation's key priorities so they can be appropriately resourced

### Corporate Risk Management

Promote consistent use of risk management, ensuring risk ownership is taken all levels (corporate, operational, programme and project) with the City Corporation

### Social Mobility Strategy

Support EDI lead's delivery of action plan and annual performance report by aligning inputs with strategies that focus on skills, responsible business and access to services



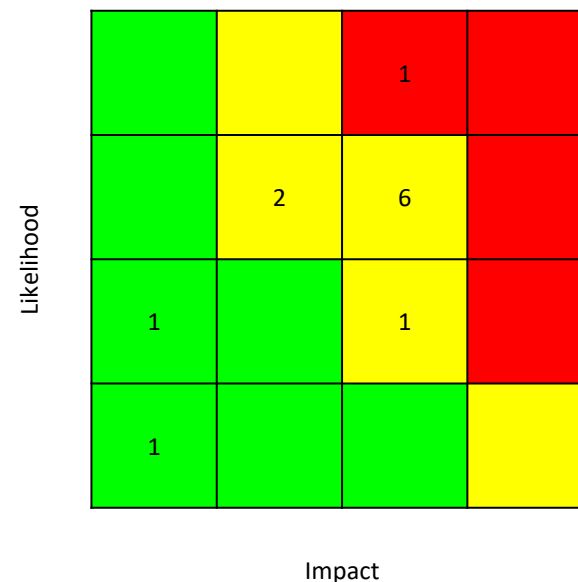
## Plans under consideration

| Plan  | Time Scale    |
|---|---------------|
| Comprehensive review of Standing Orders following the outcome of the Governance Review.   | Summer 2022   |
| Pursuing the ability of Committees with local authority functions to take decisions virtually (i.e hybrid meetings)   | Ongoing       |
| To consider the introduction of special responsibility allowances for Members   | December 2022 |
| Strategy, Planning Performance and Intelligence Profession framework including minimum standards; career path; engagement; shared learning & development offer and link to other organisational networks/forums | 2023          |

| KPI  | Current Performance   | Direction of Travel/ Target   |
|--|---|---|
| Production of Standing Orders which are easy to understand and fit for purpose | N/A   | Will follow on from Governance Review   |
| Social Mobility Employer Index score   | 40 (improved 10 places)   | Positive improvement  |
| Total carbon emissions of the Corporation and the Square Mile                  | 2019 Baseline:<br>1,557 ktCO <sub>2</sub> e (Corp)<br>4,980 ktCO <sub>2</sub> e (SM)<br>Next footprint due in April 2022 as above | Met or exceed 2022 interim targets of the Climate Action strategy in terms of percentage of carbon reduction (37%) and positive trajectory on resilience KPIs (Various) |



| Key Risks   |       |
|---|-------|
| Risk Title  | Score |
| CR30 Climate Action (CSPT)  | 12    |
| TC TCO 008 (formerly CVD19 SGPS 02) Public meetings (C&MS)                | 6     |
| TC TCO 009 (formerly CVD19 SGPS 03) FOI related requests (C&MS)           | 1     |
| TC TCO 007 (formerly CVD19 SGPS 01) 2020 Aldermanic Appraisals (C&MS)     | 6     |
| TC TCO 010 (formerly CVD19 SGPS 04) Virtual support (C&MS)                | 2     |
| TC TCO 016 (formerly CVD19 SGPS 16) Democratic governance/ oversight C&MS | 8     |
| CR34 COVID 19   | 8     |
| TC PA 01 – Police funding   | 16    |
| TC PA 03 - Maintaining effective working relationships                    | 12    |
| TC PA 04 - Changes to Police Authority Governance                         | 12    |
| TC PA 05 – Transform  | 12    |
| CR01 - Resilience   | 12    |

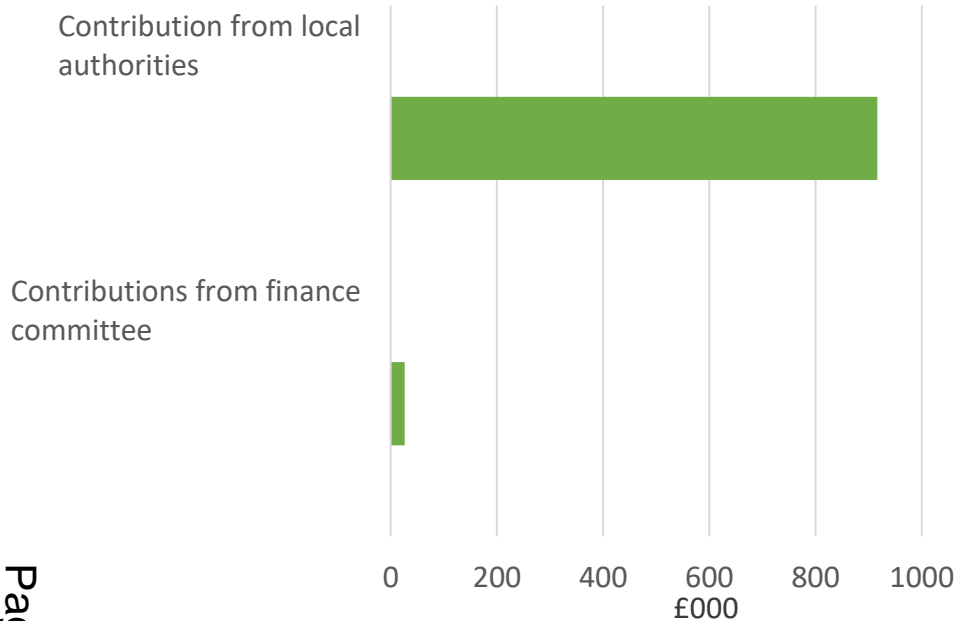


## Equalities, Diversity & Inclusion

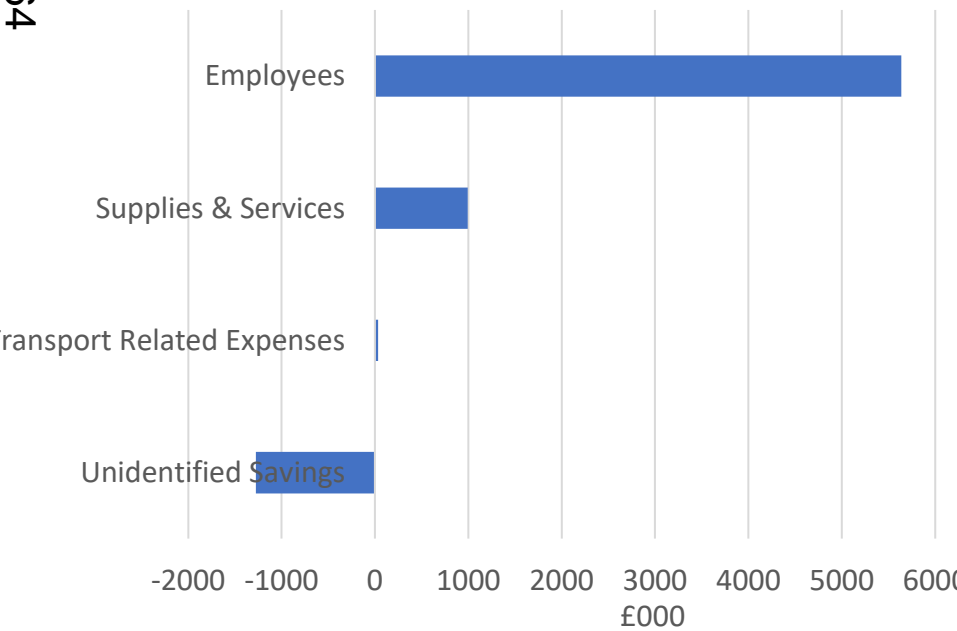
| Our E, D & I self assessment score (out of 4)   | GME | CSPT |
|---|-----|------|
| Monitoring and use of data and information  | 2   | 2    |
| Completing Equality Analysis (EQIA) and tackling discrimination and barriers to inclusion | 3   | 2    |
| Target setting and mainstreaming equalities into performance systems                      | N/A | 2    |
| Using procurement and commissioning to achieve equality and cohesion targets              | 1   | 2    |
| Engagement & partnership  | 2   | 4    |
| Employment & Training   | 1   | 3    |



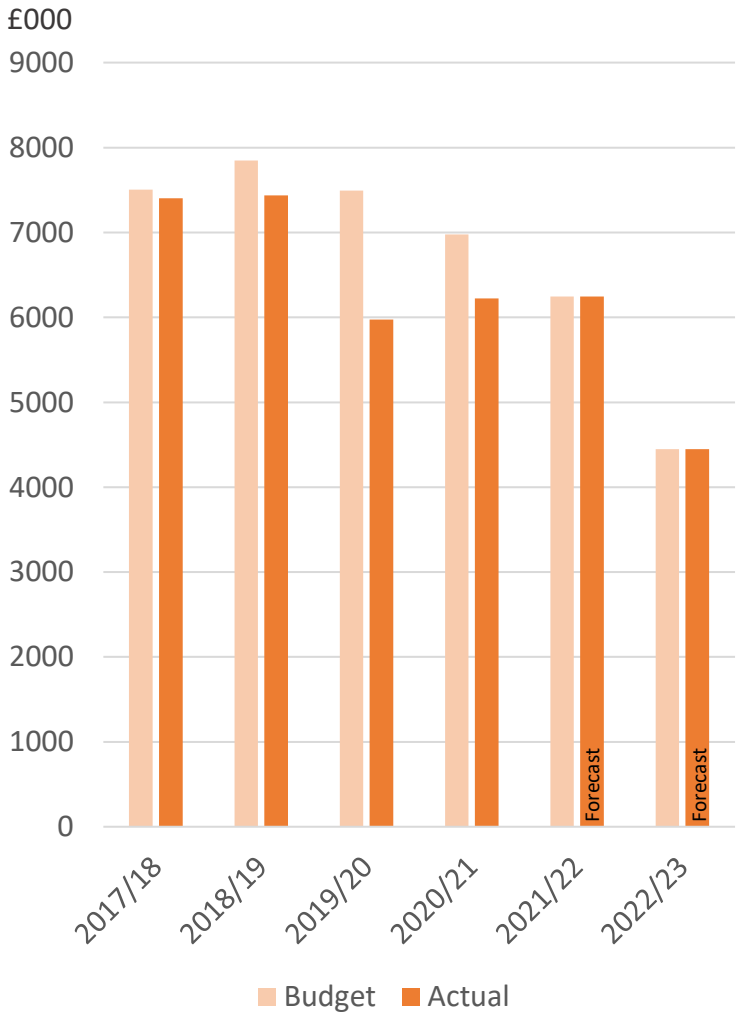
# Expected Income from External Sources



# Budgeted Expenditure Breakdown



# Budget vs Actual



|   |   |
|---|---|
| <b>Committee:</b>   | <b>Date:</b>  |
| Policy & Resources Committee  | 20/01/2022  |
| <b>Subject:</b><br>Draft Communications Team Business Plan for 2022/23                                    | <b>Public</b>   |
| <b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b> | <b>The Communications Team business plan supports all 12 outcomes of the corporate plan</b> |
| <b>Does this proposal require extra revenue and/or capital spending?</b>                                  | <b>N</b>  |
| <b>If so, how much?</b>   | <b>N/A</b>  |
| <b>What is the source of Funding?</b>   | <b>N/A</b>  |
| <b>Has this Funding Source been agreed with the Chamberlain's Department?</b>                             | <b>N/A</b>  |
| <b>Report of:</b><br>Director of Communications Bob Roberts   | <b>For Decision</b>   |
| <b>Report author:</b><br>Director of Communications Bob Roberts   |   |

## Summary

This report presents for approval the Business Plan for the Communications Team for 2022/23.

## Recommendation

The committee is recommended to:

- i) Approve, subject to the incorporation of any changes sought by this Committee, the business plan for the Communications Team for 2022/23

## **Main Report**

### **Background**

1. Business plans for 2022/23 are being presented based on current departmental structures. These will be adjusted, alongside budgets, when any changes to these structures are implemented.

### **Current Position**

2. Business plans are aligned to departments, so all financial information presented within the business plan reflects the departmental budget rather than the committee budget.
3. Policy & Resources Committee funds all elements of the business plan presented.

### **Proposal**

4. The draft high-level summary Business Plan for the Communications Team is presented at **Appendix 1**.

### **Key Data**

5. Key data is presented within the draft high-level summary Business Plan for the Communications Team is presented at **Appendix 1**.

### **Corporate & Strategic Implications**

6. Strategic implications – Strategic priorities and commitments are expressed in **Appendix 1**.
7. Risk implications – Key risks managed by the department and their flightpaths are included in the draft high-level summary Business Plan at **Appendix 1**.
8. Resource implications – Any changes to resources will be identified and delivered through the move to the Target Operating Model.
9. Equalities implications – Equalities self-assessment scores are included within the high-level summary business plan.
10. Climate Implications –The Communications Team not only promotes the Climate Action Strategy but encourages and promotes the whole of the organisation and external stakeholders to meet their responsibilities.
11. Security implications –The Communications Team has responsibility to communicate key messages and encourage behaviour change both internally and externally to mitigate potential hostile intentions.

## **Conclusion**

12. This report presents the draft high-level summary Business Plan for 2022/2023 for the Communications Team. This committee is recommended to approve.

## **Appendices**

- Appendix 1 – Draft High-level summary Business Plan 2022/23 for Communications

### **Bob Roberts**

Director of Communications

E: [Bob.roberts@cityoflondon.gov.uk](mailto:Bob.roberts@cityoflondon.gov.uk)

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## Our aims and objectives are...

We aim to oversee and coordinate all print, broadcast, and digital communications of the City Corporation so our communications support the corporate plan.

This means:

Delivering positive media coverage to enhance the City Corporation's reputation

Publishing a wide range of print and digital material to inform audiences about our services

Delivering effective and coordinated political engagement

Acting as a point of contact for filming in the City.

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## Our major workstreams this year will be...

1. Continuing to promote positive media coverage and digital content
2. Maintaining and developing effective political relationships
3. Promoting filming in both the City and on our assets.
4. Using communications to support the post pandemic recovery
5. Supporting political engagement on the Climate Action Strategy, levelling-up, UK-EU relations and financial services post Brexit.
6. Supporting work to induct new Members following City elections

## What's changed since last year...

Focus of messaging has shifted from crisis communications in response to the COVID-19 pandemic to driving forward the Square Mile's recovery by encouraging the return of workers and visitors.

Demand for internal communications has increased to cover impact of TOM and COVID-19.

Establishment of a new private office for the Policy Chair is allowing corporate affairs to become more outwardly focused.

Budgets implications have shifted focus from print to digital output for some audiences.

Process has begun to enable our assets to market themselves as filming locations through a location library, providing an opportunity to increase filming revenue

## Plans under consideration

| Plan  | Time Scale                |
|---|---------------------------|
| To find new ways of supporting Policy Chair's programme   | May 22 onwards            |
| To look at new ways to continue shift in in COVID-19 messaging away from crisis handling to supporting the Square Mile's recovery by encouraging the return of workers and visitors | Dependent on Omicron wave |
| To increase internal communications about new ways of working to embed TOM values of collaboration and cooperation across organisation  | April 22 onwards          |
| To set up permanent campaign to increase community engagement with the City Corporation and increase participations in elections  | April 22 onwards          |
| To provide media training and support for new chairs/chairmen and newly Members   | April 22 onwards          |

## Our strategic commitments

The communications team supports all 12 strategic outcomes of the corporate plan.

This year there will also be continued emphasis on recovery, competitiveness, climate action, the major projects and internal reform

## Key Risks

| Risk Title   | Score |
|--|-------|
| Reputational damage caused by policy decisions or behaviour                | 12    |
| Reputational damage caused by unprofessional, uncoordinated communications | 6     |
| Adverse political developments   | 4     |
| Internal dissatisfaction caused by poor communications                     | 2     |

## Key Performance Indicators

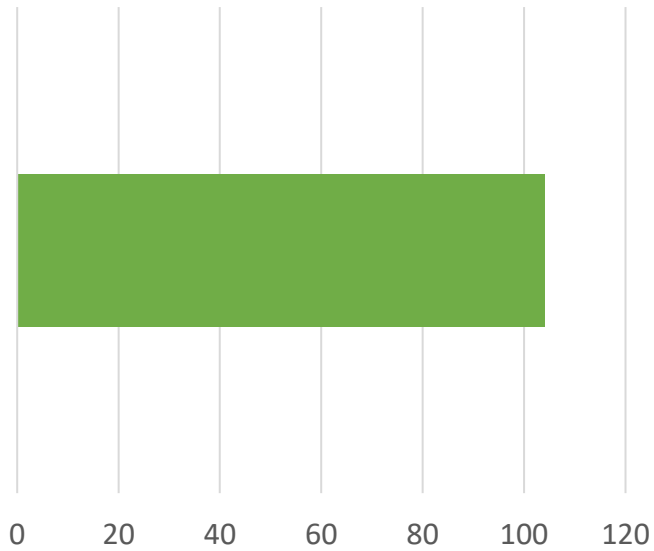
| KPI   | Current Performance  | Direction of Travel/ Target  |
|---|--|--|
| Volume of media coverage measured by advertising value equivalent | Good during pandemic recovery.   | Maintain volume at advertising value equivalent of above £10m and ensure qualitative analysis is net positive                |
| Internal communications   | Positive rating given in staff survey  | Maintain positive result in staff survey   |
| External engagement   | Positive engagement level after pandemic. For example, we have stable relations with 15-20 thinks tanks and 90 guests attended party conference dinner | Maintain relations with 15-20 think tanks and increase attendance at party conference dinners.                               |
| Amount of Filming Income  | Increase of 50% in filming income as industry return from COVID-19   | Look to return to normalised income patterns and achieve a 15% increase on pre-pandemic income from £610k to £700k per annum |

## Our E D & I self assessment score

|   |     |
|---|-----|
| Monitoring and use of data and information  | 3   |
| Completing Equality Analysis (EQIA) and tackling discrimination and barriers to inclusion | 1   |
| Target setting and mainstreaming equalities into performance systems                      | 3   |
| Using procurement and commissioning to achieve equality and cohesion targets              | N/A |
| Engagement & partnership  | 3   |
| Employment and training   | 2   |

## Expected income from External Sources

Filming Income

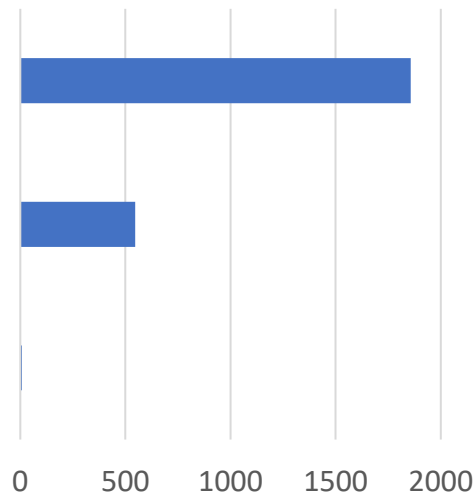


## Budgeted Expenditure Breakdown

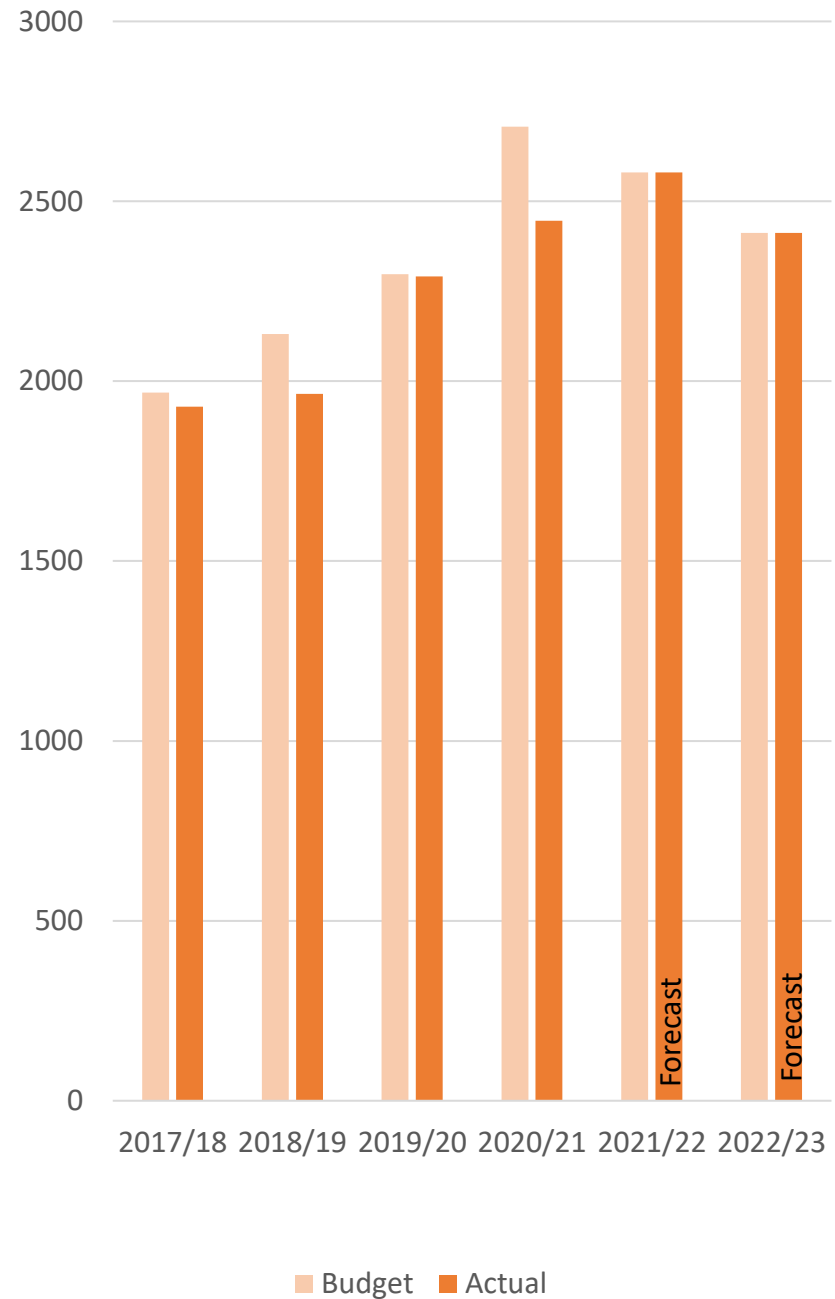
Employees

Supplies & Services

Transport Related Expenses



## Budget vs Actual £000



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|   |                                      |
|---|--------------------------------------|
| <b>Committee(s):</b><br>Policy & Resources  | <b>Dated:</b><br>2022-01-20 00:00:00 |
| <b>Subject:</b> Innovation & Growth Business Plan 2022/23   | <b>Public</b>                        |
| <b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b> | <b>5, 6, 7, 8</b>                    |
| <b>Does this proposal require extra revenue and/or capital spending?</b>                                  | <b>N</b>                             |
| <b>If so, how much?</b>   | <b>N/A</b>                           |
| <b>Has this Funding Source been agreed with the Chamberlain's Department?</b>                             | <b>N</b>                             |
| <b>Report of:</b> Damian Nussbaum, Executive Director, Innovation & Growth (IG)                           | For Decision                         |
| <b>Report author:</b> Simi Shah, Emily Bryan, Jacob Seymour & Omkar Chana, Innovation & Growth (IG)       |                                      |

## Summary

This report presents for approval the Business Plan for the Innovation & Growth for 2022/23.

## Recommendation(s)

The committee is recommended to:

- i) Note the factors taken into consideration in compiling the Innovation & Growth Business Plan; and
- ii) Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan for Innovation & Growth for 2022/23 (for the elements that fall within this committee's Terms of Reference).

## Main Report

### Background

1. Business Plans for 2022/23 are being presented based on current departmental structures. These will be adjusted, alongside budgets, if and when any changes to these structures are implemented.

### Current Position

2. Business Plans are aligned to departments, so all financial information presented within the Business Plan reflects the departmental budget rather than the Committee budget.

### Proposals

3. The draft high-level summary Business Plan for Innovation & Growth is presented at **Appendix 1**.

### **Key Data**

4. Key data is presented within the draft high-level summary Business Plan for Innovation & Growth is presented at **Appendix 1**.

### **Corporate & Strategic Implications**

5. Strategic implications – Strategic priorities and commitments are expressed in **Appendix 1**.
6. Financial implications – The draft high-level summary Business Plan at **Appendix 1** has been drawn up based on the reductions in the previous years from the Fundamental Review plus the 12% reduction as part of the TOM.
7. Risk implications – Key risks managed by the department and their flightpaths are included in the draft high-level summary Business Plan at **Appendix 1**.
8. Resource implications – Any changes to resources will be identified and delivered through the move to the Target Operating Model.
9. Equalities implications – Equalities self-assessment scores are included within the high-level summary Business Plan. This can be found on page 3 of the Plan.
10. Climate Implications – Innovation and Growth is responsible for accelerating the financial and professional services sector's ability to champion sustainable growth. The Directorate works in partnership with the Climate Action Strategy and teams to engage with this key audience.
11. Security implications – None

### **Conclusion**

12. This report presents the draft high-level summary Business Plan for 2022/23 for Innovation & Growth. This committee is recommended to approve it in respect of the elements relevant to its Terms of Reference (listed in paragraph 3).

### **Appendices**

- Appendix 1 – Draft High-level summary Business Plan 2022/23 for Innovation & Growth (IG)

### **Damian Nussbaum**

Executive Director of Innovation & Growth (IG)  
T: 0207 332 3600

E: [Damian.Nussbaum@cityoflondon.gov.uk](mailto:Damian.Nussbaum@cityoflondon.gov.uk)

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## Our aims and objectives are...

*Innovation and Growth works to strengthen the UK's competitiveness. This creates jobs and growth. Our aim is to reinforce the UK's position as the world's leading global hub for financial and professional services (FPS) and tech. We do this with colleagues across the Corporation by cultivating strong and strategic outcome-focused relationships with key stakeholders. This allows us to strengthen and promote the UK as:*

**OPEN** – the UK has a global outlook, expertise and reach

**INNOVATIVE** – the UK's financial and professional services are at the forefront of tech adoption and innovation

**SUSTAINABLE** – the partner of choice for capital and expertise on green and social impact finance

## Our priorities were chosen because....

*The domestic and global context in which the UK's Financial and Professional Services (FPS) and tech sector operates is changing rapidly and significantly. These developments present an unprecedented opportunity for the industry. Yet there are also a set of challenges and threats to its historical strengths. Our priorities are those identified in the creation of the Competitiveness Strategy.*

## The Corporate Plan outcomes we have a direct impact on are...

5 - Businesses are trusted and socially and environmentally responsible

6 - We have the world's best legal and regulatory framework and access to global markets

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

8 - We have access to the skills and talent we need

## What's changed since last year...

- **Adoption of the Competitiveness Strategy** has provided a renewed focus on shared outcomes for competitiveness
- Adoption and launch of the **multi year campaign to increase the Global Share of UK Assets under Management** will shape the promotional programme for priority markets in 22-23 and beyond.
- Launch of the **Socio-Economic Diversity Taskforce** will contribute towards a world class business environment, through increasing access to skills and maximising productivity.
- Momentum created in **mobilising private finance** at the Green Horizon Summit at COP26 will require sustained effort throughout the COP Presidency.
- HMG Adoption of the FinTech Strategic Review (**Kalifa Review**) gives urgency to the support of the technology sector.
- Launch of 2<sup>nd</sup> annual **Benchmarking** In January 2022 sets out the UK's comparative position.
- Refreshed vision with the publication (1) of 'A new chapter for financial services' alongside the Chancellor's Mansion House speech, (2) Future Regulatory Framework and (3) Wholesale Markets Review.

## Some of our delivery partners are...



## Our major priorities this year

### 1. Nurturing an Innovative Ecosystem

Integrate technology across UK FPS

Support tech to scale

Greater availability of green and impact finance and services from the UK

### 2. Attract and Retain Firms' Talent Capital and Export Proposition

Increase UK share of global AUM

Drive cross UK growth for Tech

Increase inclusion in the FPS and tech sector

### 3. Retain a World-Class Business Environment

Increase access to talent

Strengthen international competitiveness of UK FPS policy and regulation

Protect and increase access to key jurisdictions with a particular focus on digital trade

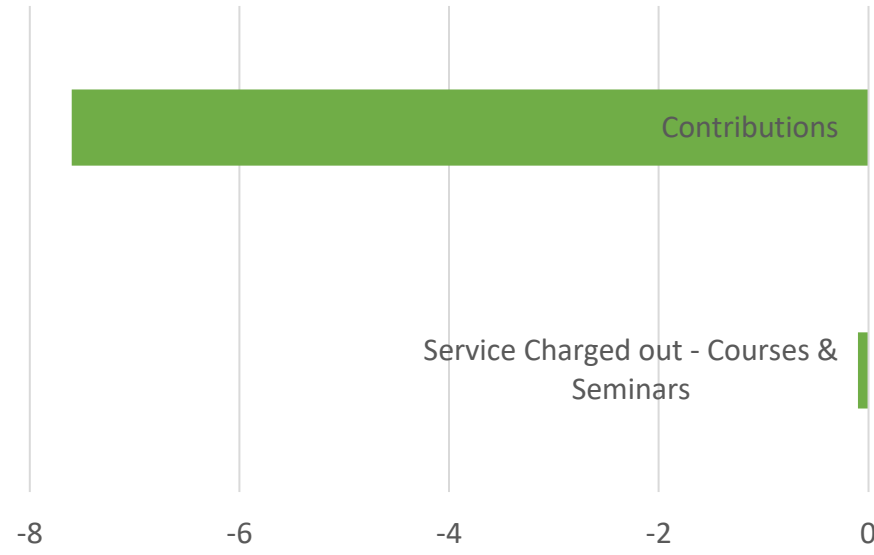
## Key risks

| Risk Title   | Score | Target |
|--|-------|--------|
| CR02 - Loss of Business Support for the City   | 12    | 8      |
| IG02 - Impact of Brexit on the attractiveness of London for workers, businesses and visitors | 12    | 4      |
| IG03 - Long term impact of new UK-EU relationship on City of London Corporation              | 6     | 3      |

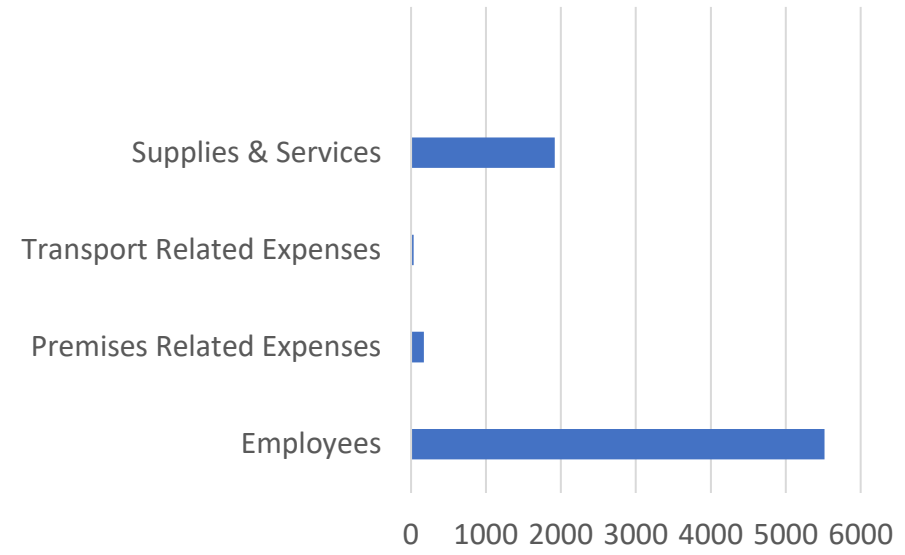
| Key Performance Indicators  | Current Position (2020)   | Direction of Travel/ Target                         |
|---|---|---|
| All. Annual Benchmarking Score Composite (Various drawn from 95 indicators)                       | 1 in rank<br>61/100; 58/100 in previous year  | Retain No 1 Position                                |
| 1/2. Mobilisation of green and impact finance from the UK (Refinitiv)                             | Sustainable Loans: £21.5bn GBP; 12% growth from previous<br><br>Size of Green Funds: £21bn GBP; 116% growth from previous<br><br>Issuance of Green and Sustainable Bonds: £12bn USD; 52% growth from previous | Positive trajectory in relation with other centres  |
| 1/2.Global share of AUM (Willis Towers Watson)  | 7.2 %<br>18.6% increase from previous. Global average growth was 14.5%  | Rate of UK growth higher than rate of global growth |
| 1/2. Drive Investment Levels in Tech, with particular focus on FinTech, at all stages (Pitchbook) | FinTech: £5.9bn USD<br>89% decrease on previous year, every other centre down ex US 31% down. In first half of 2021 has picked up to 24.5bn.  | 10% annual increase                                 |
| 3. Access to International Talent (Institute for Management Development: yearly)                  | 4/7 position of other IFCs<br>11% increase from previous year, UK has biggest increase of peer IFCs   | UK increases faster than peer IFCs                  |
| 3. Global recognition of FPS Regulatory Regime (Duff & Phelps)                                    | 1 in rank   | Retain No 1 Position                                |



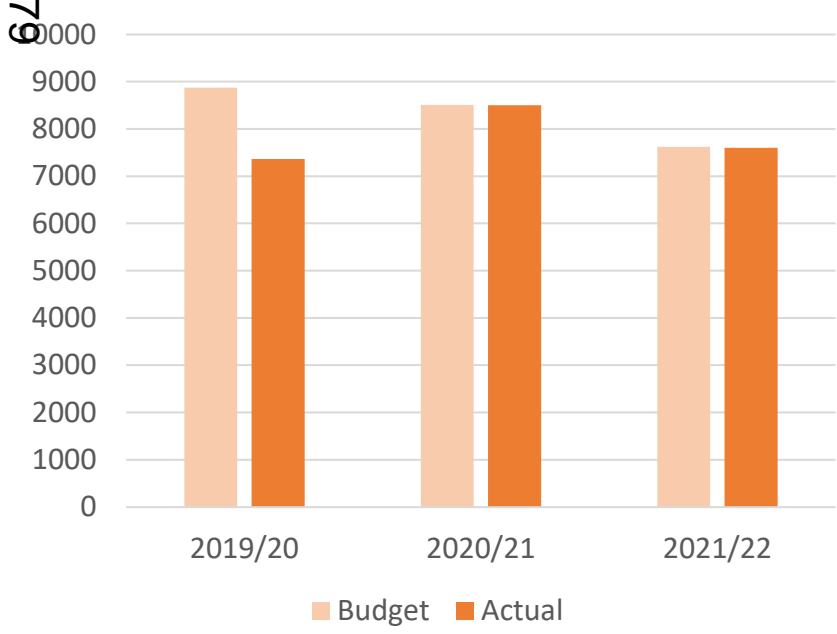
### Where our money comes from



### Where our money is spent



### Budget vs Actual



### Our E D & I self assessment score

|   |     |
|---|-----|
| Monitoring and use of data and information  | 1/3 |
| Completing Equality Analysis (EQIA) and tackling discrimination and barriers to inclusion | 2/4 |
| Target setting and mainstreaming equalities into performance systems                      | 2/2 |
| Using procurement and commissioning to achieve equality and cohesion targets              | 1/1 |
| Engagement & partnership  | 3/4 |
| Employment and training   | 2/4 |

\*IG scores are lower due to multiple targets being not applicable to our department, N/A questions have been removed from total scoring

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|   |                     |
|---|---------------------|
| <b>Committee:</b>   | <b>Date:</b>        |
| Policy & Resources Committee  | 20 January 2022     |
| <b>Subject:</b><br>Draft Remembrancer's Office Business Plan for 2022/23                                  | <b>Public</b>       |
| <b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b> | <b>6, 7, 10, 11</b> |
| <b>Does this proposal require extra revenue and/or capital spending?</b>                                  | <b>N</b>            |
| <b>Report of:</b><br>The City Remembrancer  | <b>For Approval</b> |
| <b>Report author:</b><br>Bruce Hunt, City Remembrancer's Office   |                     |

## Summary

This report presents for approval the Business Plan for the Remembrancer's Office for 2022/23.

## Recommendation

The Committee is recommended to:

- i) Note the factors taken into consideration in compiling the Remembrancer's Office Business Plan; and
- ii) Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan for the Remembrancer's Office for 2022/23.

## Main Report

### Background

1. Business Plans for 2022/23 are being presented based on current departmental structures. These will be adjusted, alongside budgets, when any changes to these structures are implemented.

### Current Position

2. Your Committee provides oversight for the work undertaken by the Office on parliamentary and political liaison, protocol and diplomatic liaison and advice, constitutional and legislative analysis, and City events and hospitality.

3. The Remembrancer's Office already works closely with, for example, IG, Mansion House and the Director of Communications, on events and stakeholder engagement. Proposals currently being developed for a Centre of Profession for events management within the Remembrancer's Office will bring further opportunities for enhanced collaboration.

## **Proposal**

4. The draft high-level summary Business Plan for City Remembrancer's Office is presented at **Appendix 1**.

## **Key Data**

5. Key data is presented within the draft high-level summary Business Plan for City Remembrancer's Office is presented at **Appendix 1**.

## **Corporate & Strategic Implications**

6. Strategic implications – The Remembrancer's Office works to maintain the constitutional integrity of the City of London and in so doing, supports all of the outcomes in the City's Corporate Plan either through its parliamentary and diplomatic activity or through its City events programme. Strategic priorities and commitments are expressed in **Appendix 1**.
7. Financial implications – The draft high-level summary Business Plan at **Appendix 1** has been drawn up on the basis of a 12% reduction in the departmental budget compared to 2020/21. This is to support the achievement of an overall budget reduction of 12%.
8. Risk implications – Key risks managed by the department are included in the draft high-level summary Business Plan at **Appendix 1**.
9. Resource implications – There are currently no resource implications deriving from the Business Plan.
10. Equalities implications – There are currently no equalities implications identified as a result of the business plans and budgets.
11. Climate Implications – There are currently no direct climate implications identified as a result of the business plans and budgets. However, the office's parliamentary activity and hospitality programme will continue to promote and support the aims of the Climate Action Strategy.
12. Security implications – There are currently no security implications identified as a result of the business plans and budgets.

## **Conclusion**

13. This report presents the draft high-level summary Business Plan for 2022/23 for the City Remembrancer's Office. This committee is recommended to approve it in respect of the elements relevant to its Terms of Reference (listed in paragraph 3).

## **Appendices**

- Appendix 1 – Draft High-level summary Business Plan 2022/23 for the City Remembrancer's Office.

### **Bruce Hunt**

City Remembrancer's Office

T: 020 7332 1196

E: [bruce.hunt@cityoflondon.gov.uk](mailto:bruce.hunt@cityoflondon.gov.uk)



## Our aims and objectives are...

- To maintain the constitutional integrity of the City of London.
- Scrutinise all government legislation, represent the City's views and provide evidence to Parliamentary and GLA Committees and promote the City's private legislation.
- Deliver events that support the interests of the City and the UK.
- Liaise with the Royal Household and the London Diplomatic Corps.
- Generate income from private use of the Guildhall.
- Provide a service for the City's elected Members including arrangements for Committee events and Common Hall.



## Our (five) major workstreams this year will be...

1. Respond to the Government's legislative programme set out in The Queen's Speech and continue to analyse measures carried over from the previous Session, such as the Elections Bill and the Online Safety Bill, providing briefings and, where necessary, amendments in respect of City interests.
2. Promotion of a Bill in Parliament in November 2022 to relocate the City's markets.
3. Respond to the Boundary Commission's proposals for the City of London parliamentary constituency and continue to make the case for the City to be paired with Westminster.
4. To implement proposals for a Centre of Profession for events in line with the Target Operating Model and deliver the City's programme of events for 2022/23.
5. To generate income from the commercial hire of event spaces at Guildhall.

## The Corporate Plan outcomes we have a direct impact on are...

- **Outcome 6** - We have the world's best legal and regulatory framework and access to global markets
- **Outcome 7** - We are a global hub for innovation in financial and professional services, commerce and culture
- **Outcome 10** - We inspire enterprise, excellence, creativity and collaboration

## What's changed since last year...



### COVID-19

- Continued public health restrictions meant commercial events in the Guildhall Complex were not possible for most of the year and ongoing uncertainty continues to impact on bookings.
- Large scale City hospitality was also not possible for most of the year requiring a number of events to be delivered virtually.
- Nevertheless, a number of high profile events were delivered safely in the Autumn including the Global Investment Summit, the High Commissioners' Banquet and the Lord Mayor's Banquet.

### Other developments

- Members took the decision not to deposit a Bill in Parliament in 2021 to provide for the relocation of Billingsgate Market. Work continues on the markets programme with a current aim of depositing a Bill to move one or more markets in November 2022
- The Office successfully completed the TOM Organisational Design process and will now turn to the implementation phase.

### Staffing

- Events staff have been in high demand as the hospitality sector recovers post-Covid. As a result, there has been a high turnover of staff in the Events Teams and vacancies are in the process of being filled.
- The Office now has two apprentices in the Events Teams.

## Plans under consideration

| Plan  | Time Scale          |
|---|---------------------|
| Deposit in Parliament of a Markets Bill   | November 2022       |
| Development of the Centre of Profession for Events  | Throughout FY 22/23 |
| Proactively respond to the Government's legislative programme set out in The Queen's Speech           | May 2022            |
| Substantial commercial income from hire of Guildhall consistently with Government health requirements | Throughout FY 22/23 |



## Our strategic commitments

### Competitiveness

- Hosting strategic City hospitality at Guildhall for inward visits.
- Ensuring City events maximise opportunities for business engagement, including by keeping guest lists refreshed and developing new events to attract starter and medium-sized businesses and emerging sectors.
- Ensure that the City’s voice is heard in Parliament through briefings for debates, Select Committee submissions, liaison with All Party Groups, roundtables with party groupings and engagement with individual influential MPs.
- Develop and maintain relations with stakeholders, the London Diplomatic Corps and other influential bodies.

### Cultural

- Use of events to highlight the City’s cultural offer and draw attention to particular cultural initiatives.
- Engage with London’s diverse communities through the events programme.

### Air Quality and Climate Action

- Progress the Emissions Reduction Bill in the House of Lords.
- Capitalise on progress made at COP26 to highlight the role the City can play in developing green finance and sustainability.

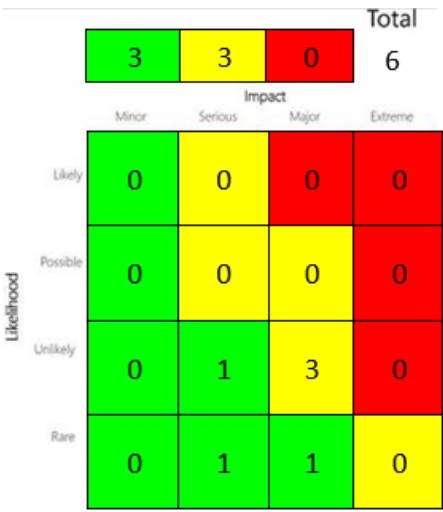
### Cross-cutting

The Office’s work in Parliament furthers the aims of a number of the City Corporation’s strategies by using briefings to MPs and submissions to Select Committees to raise awareness of initiatives.

## Our E D & I self assessment score

|   |   |
|---|---|
| Monitoring and use of data and information  | 3 |
| Completing Equality Analysis (EQIA) and tackling discrimination and barriers to inclusion | 2 |
| Target setting and mainstreaming equalities into performance systems                      | 4 |
| Using procurement and commissioning to achieve equality and cohesion targets              | 3 |
| Engagement and partnership  | 4 |
| Employment and training   | 3 |

## Key Risks

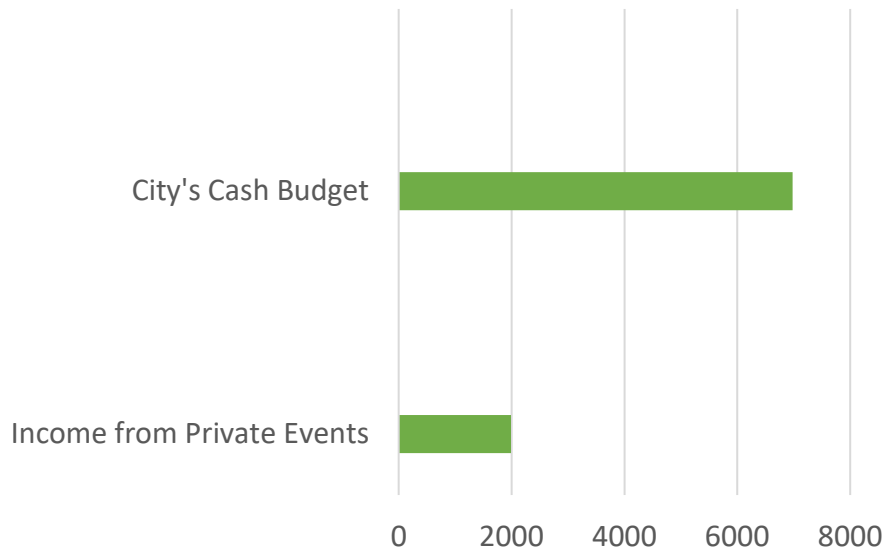


## Key Performance Indicators

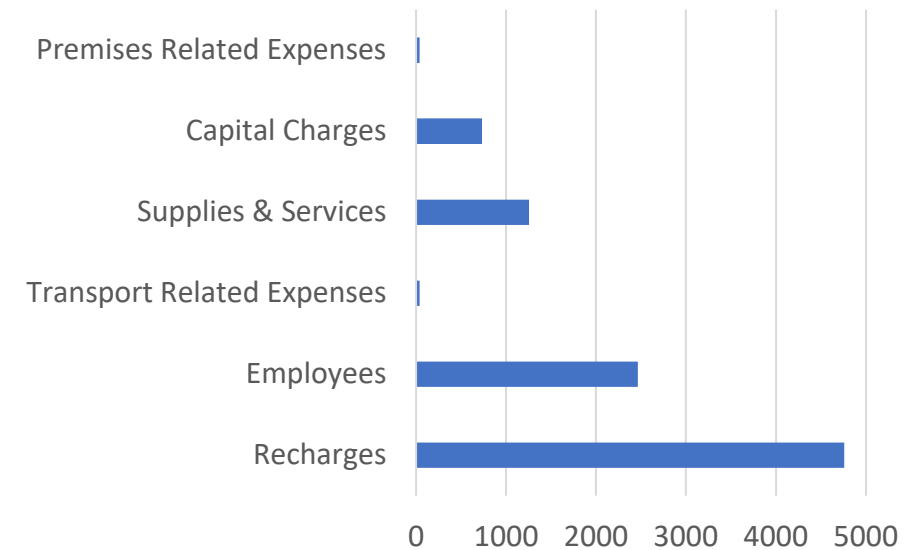
| KPI  | Current Performance | Direction of Travel/Target |
|--|---------------------|----------------------------|
| Number of submissions to Select Committee                          | 30                  | Increase                   |
| Number of MPs and Peers Briefed.                                   | 369                 | Maintain/Increase          |
| % clients likely or very likely to hold another event at Guildhall | 95%                 | Maintain                   |
| Balance of repeat/new clients hiring venue space at Guildhall.     | 60/40               | Maintain                   |
| Invoices paid within 10 days (SME's)                               | 90%                 | Increase                   |
| Invoices paid within 30 days                                       | 99%                 | Maintain                   |

| Risk Title   | Score |
|--|-------|
| REM PA 001 Impact of UK-EU Relations on the legislative and regulatory landscape | 8     |
| CR10 Adverse Political Developments  | 8     |
| REM PRE 001 Income generation  | 8     |

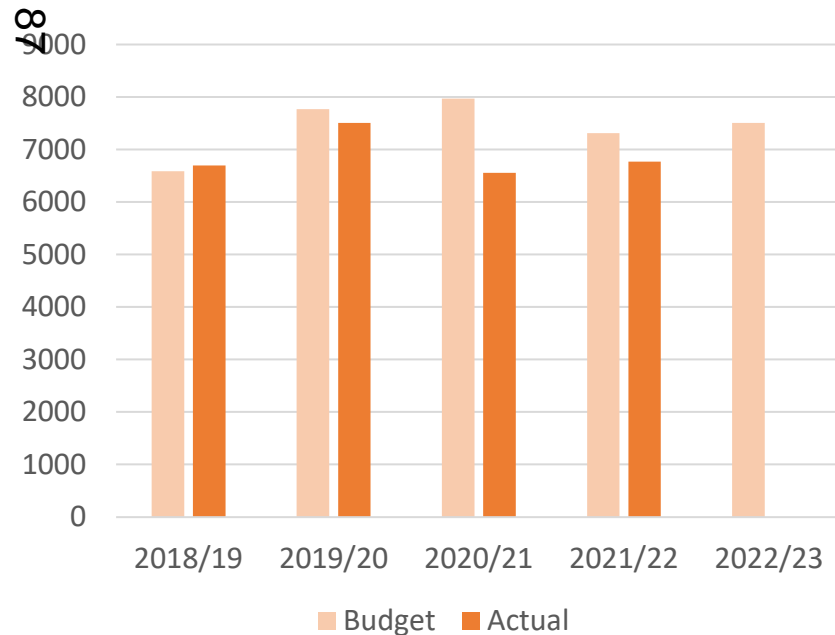
## Where our money comes from



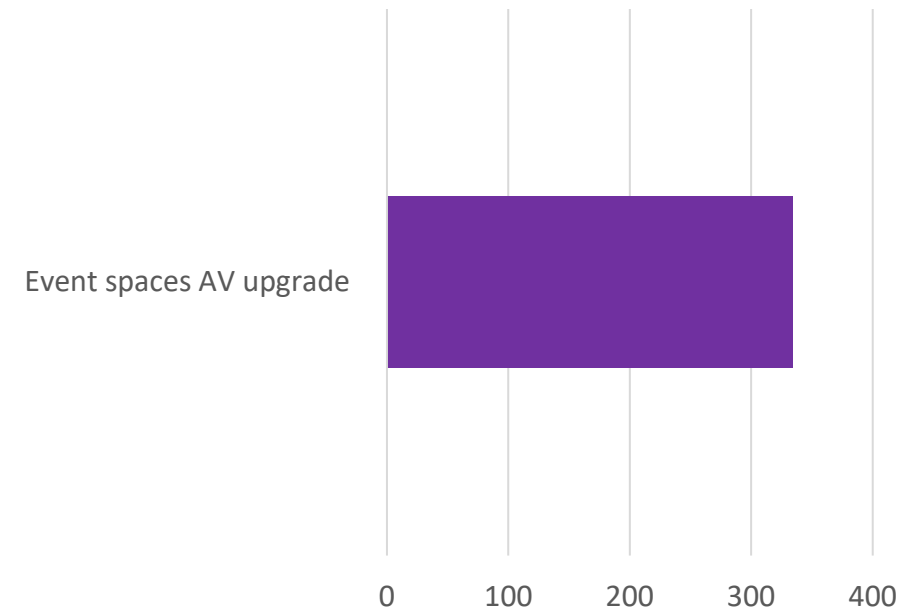
## Where our money is spent



## Budget vs Actual



## Capital Project Spend



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|   |   |
|---|---|
| <b>Committee(s):</b><br>Policy & Resources  | <b>Dated: 20 January 2022</b><br>[Meeting Date] |
| <b>Subject:</b> Quarter 3 update on Climate Action  | <b>Public</b>                                   |
| <b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>   | 1, 5, 7, 10, 11, 12                             |
| <b>Does this proposal require extra revenue and/or capital spending?</b>  | <b>No</b>                                       |
| <b>If so, how much?</b>   | <b>N/A</b>                                      |
| <b>Has this Funding Source been agreed with the Chamberlain's Department?</b>   | <b>Y</b>  |
| <b>Report of:</b> Town Clerk  | Public<br><br><b>For Decision</b>               |
| <b>Report author:</b> Simi Shah, Project Director, Climate Action<br>Grace Rawnsley, Programme Director, Climate Action<br>Stuart Wright, Climate Action Programme Manager<br>Julia Makin, Climate Action Stakeholder Engagement Lead |   |

## Summary

In October 2020, the Court of Common Council approved an ambitious Climate Action Strategy, a transformative programme for the organisation to reach net-zero carbon emissions, build resilience and champion sustainable growth. This paper reports the results of the planned quarter 3 review of the inaugural year. It includes a description of progress made as well as potential risks for the programme.

## Recommendation

The Policy & Resources Committee is recommended to:

- i. Note the progress, risks and issues arising between October to December 2021 of year 1 of implementing the Climate Action strategy.
- ii. Approve delegated authority for approval of the initial Y2 plans and budget.

## Main Report

### Background

1. In January 2020 the City of London Corporation set out on a fast-paced, cross-corporation journey to develop an ambitious Climate Action Strategy (CAS). The strategy was adopted at Court of Common Council on the 8<sup>th</sup> October 2020.
2. The CAS marked the start of a new and transformative programme of action. It sets out three interlinked primary objectives for the City Corporation and the Square Mile:
  - to support the achievement of net-zero emissions,
  - to build resilience, and

- to champion sustainable growth.
3. The Court approved an overall funding envelope of £68m to deliver the strategy up to 2027 and the Year 1 programme of work and associated budget was approved by this committee on 8<sup>th</sup> April 2021 for the City Fund and City Cash funds. Expenditure related to BHE was approved by the BHE Board on 14<sup>th</sup> July 2021. The programme of work was based on detailed plans for each of the 13 workstreams delivering on the CAS, as approved by the relevant Service Committees. Across the funds, total Y1 budget of £10.48m was approved as the first allocation required under the original commitment of funds by Court on 8<sup>th</sup> October and confirmed in the MTFP by RASC on 10<sup>th</sup> December. It was agreed that each relevant Service Committee and Policy and Resources receive a quarterly update on progress.
  4. In July 2021, this committee approved delegated authority powers in relation to project delivery for the Senior Responsible Officer of CAS. This authority continues to bring desired momentum to mobilising the programme in its inaugural year.

### **Current Position**

5. We are on target to achieve our overall ambitions of being:
  - Net Zero in our own operations by 2027
  - Net Zero in our value chain by 2040
  - Net Zero in the Square Mile by 2040
  - Climate resilient in our buildings, public spaces and infrastructure
6. Our progress against Y1 plans are also on target to achieve the interim targets adopted by this Committee against those goals across the life span of the 2027 and 2040 net zero dates.

### **Progress against targets**

7. In order to measure and report progress against our targets transparently, a Climate Action Dashboard is in final stages of development and will be live this quarter. The dashboard will allow tracking to take place across an initial 25 management KPIs as well as the main reporting KPI of our footprint as expressed in tonnes of CO<sub>2</sub>e (Carbon Dioxide Equivalent). Our teams have identified and are evaluating an additional 25 management KPIs to augment this set to further improve ours and our stakeholder's ability to evaluate overall progress to CAS targets and commitments. From April 2022-23, this dashboard will be used as the basis for progress reporting to Committees.
8. Alongside the dashboard, a set of recommendations about data governance, quality and maturity of data processes has been produced to progress our journey to transparent and reliable information on climate action.

9. The key reporting KPI of tonnes of CO<sub>2</sub>e in the overall carbon footprint is scheduled to be reassessed next in April 2022. Until then the baseline taken in 2018-19 is used.

### Progress against delivery plans

10. The following chart summarises the delivery status of the 13 workstreams delivering Climate Action against the original Y1 plans:

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

11. Green rated workstreams are all on track in terms of Y1 actions.
12. Those marked amber are those where there are one or more actions which will happen later in the year than anticipated. However, the majority are on track to be completed by end of Year 1 with a handful of exceptions that will need to be progressed within Y2.
13. Those marked red have actions that were meant to be initiated in Y1 and have not yet started.
14. While some delay is inevitable in the inaugural year of a new programme, these movements are being closely monitored with Member and officer governance. Workstreams that are marked as Amber or Red receive weekly monitoring at the operational level. Service areas are being supported to increase momentum with special emphasis on actions relating to 2027 targets.
15. At the present position, none of the delays are anticipated to compromise the 2027 or 2040 targets.
16. There were a number of items that were noted as delayed in the previous quarterly report. Updates on these items are as follows:
- Resourcing delays: at the time of writing recruitment is still underway for the Purchased Goods and Services, Buildings, and Carbon Removals workstreams. A verbal update on all will be given at Committee.

- Initiation of sequestration study in the open spaces workstream to quantify additional carbon removal capacity has now begun and is due to provide results in February 2022.

## **Change Control**

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

## **Achievements**

18. Summary of key actions for this quarter include:

### **Buildings – Corporate Properties & Housing**

- Ten (10) out of 15 top emitting buildings have had initial surveys.
- £800k Social Housing Decarbonisation Fund bid for William Blake and Southwark Estates. Focusing on heating controls, loft insulation, windows and door replacements and high efficiency lighting, supporting an existing capital works programme. Result due January 22.

### **Buildings - Investment Properties**

- The specifications for the phase 1 and 2 asset level surveys of the Investment Portfolio have been agreed. Consultants to carry out surveys have initiated work with 22/51 buildings surveyed to date. The remainder will take place before 31<sup>st</sup> March 2022.

### **Carbon Removals and Land Management**

1. Patmore's field – the wild flower meadow has been sown and site soil samples taken for carbon baseline.
2. Carbon study tendered, consultant appointed and work started.
3. Consultant appointed and started work on tree planting plan for Copped Hall and its Environmental Impact Assessment.

### **Cool Streets & Greening**

- Riverside Strategy Adoption in November 2021.
- Secured partnership funding with British Geological Survey for below ground mapping of opportunities for installation of resilience measures.

### **Financial Investments**

- Production, adoption and dissemination of the Taskforce for Climate Disclosure (TCFD) report in October 2021

### **Purchased Goods & Services**

- 84 connections were made between SMEs and contractors during the Meet the Cities event in October 2021 co-hosted with Westminster Council at the Guildhall.
- Top 25 suppliers engagement programme launched.

### **Mainstreaming Climate Resilience**

- Commissioning of markets resilience work underway.

### **Square Mile**

- Planning Advice Note drafted on expectations for Applicants for Whole Life Carbon - as preliminary step to the scheduled Supplementary Planning Document.

### **Strategic Implementation Support**

- Created and design Climate Action Performance Dashboard in Microsoft Power BI for public launch in Q4.
- Developed new financial, risk and progress monitoring system.

### **Transport**

- Initiated Consolidation Feasibility Study
- Phase 1 Pedestrian Priority Programme Gateway 3-5 report was approved

### **Heart of the City & Small/Medium Sized Enterprise Engagement**

- Supported climate-focussed Business Leader Breakfast for 60 SMEs at Mansion House organised by Heart of the City on 23rd October to encourage take-up of the Course 'Climate: 4 Steps to Action'. Further positive links being explored with IPG workstream, where commercial tenants can be signposted to Heart of the City's Climate Course.

19. Summary of engagements by key audience this quarter include:

### **Political and Global**

- Chair of Policy and Resources appeared on UK Cities Climate Investment Commission (UKCCIC) panel on the City Investment Imperative for Net Zero on 3rd November.
- Vice Chair of Policy and Resources led a panel for the launch of the CCIC report on October 21st and at subsequent Advisory Board meetings this quarter. We continue to contribute to UKCCIC through our relationship with London Councils and its political Advisory and officer-level Steering and Reference groups.
- Sherriff level participation in a COP26 Cities Day Carbon Trust panel in Glasgow on how to translate climate plans to action on 11th November.
- Shared approaches to climate action through biodiversity, greening and climate resilience at a Green Cities Briefing hosted by the Association of Horticultural Producers and the Worshipful Company of Gardeners on 7th December.
- Shared approach to engaging suppliers to deliver circular and net zero solutions at a Borough Climate Conference organised by London Councils on 15th October.
- Shared approach to Scope 3 accounting measures across London with sustained attendance at working group convened by London Councils.
- Met with residents of Collinson Court on 12th October set out ways that we could improve approach to engaging residents beyond City estates. Prompted development in partnership with CCS of a list of community contacts, and channels through which to feed climate communications.

- Attended event hosted by Golden Lane residents to 'Imagine a Net Zero Golden Lane' on 24th October. Shared a verbal update for housing and next steps, Housing FAQs and wider plans under CAS and climate web resources of interest to residents.

## **Business**

- Tightened criteria for the Air Quality and Climate Action category of the Clean City Awards Scheme (CCAS) and incorporated a special focus on reducing excess lighting from tall buildings in the City. Winners announced in March 2022.
- Presentation at a Department for Business Energy & Industrial Strategy (BEIS) online event for SMEs.

## **Young People**

- Engaged approximately 50 students from the City of London family of Schools at the Eco-schools conference in partnership with Mock-Cop26 on 8<sup>th</sup> November and delivered a climate workshop to the City Youth Forum, on October 27<sup>th</sup> with 12 forum members, to develop a social media campaign for the new year to engage more young people involved in climate issues.

## **Public and Media**

- Promoted progress for the natural environment under CAS with media releases on 20<sup>th</sup> October and 18<sup>th</sup> November respectively about 42-acre wildflower meadow planted on Epping Forest Buffer Lands in support of Carbon Removals workstream and the adoption of a new Riverside Strategy in support of our Resilience workstreams.

## **Financial update**

20. The chart below summarises the financial position of the revenue element of the programme at the time of report publication. The difference between the budget envelope and the amount needed to draw for spend is from several reasons. These are: 1) combination of operational efficiencies discovered in the inaugural year and 2) unrealised or delayed actions including delays in recruitment.

|                       | Budget Envelope | Total Projected Spend |
|-----------------------|-----------------|-----------------------|
| Revenue               | 3.427m          | 2.695m                |
| Supplementary Revenue | 1.670m          | 1.095m                |

21. Funding will be drawn down at the end of the financial year to meet the costs incurred on each fund from the funding sources agreed. A new allocation for CAS will be requested for Y2 for approval from this Committee, following review by Service Committees and the BHE Board.

22. In light of the elections, it is proposed this be dealt with under delegated authority. Detailed Y2 planning will be completed in late February and there is

not sufficient time to present at March Committee. Y2 plans will be circulated to members of this Committee and the relevant service committees prior to 1<sup>st</sup> April 2022.

23. The projected capital slippage of £1.895m<sup>1</sup> is solely from the Corporate and Investment Property workstreams in Y1 is due to two reasons.

- The majority of this money was earmarked for existing pipeline which has now fortunately been covered by the Public Decarbonisation Scheme (PSDS) monies. Receipt of public or other grant funding allows the CAS programme to better secure the 2027 target and possibly go farther and faster against our targets.
- A portion of the capital budget was to pick up early new opportunities coming from site surveys in the operational and investment property estates. Surveys have now commenced but returns are not expected until January 2022 at the earliest and resulting capital works are now projected to start in early 2022 rather than late 2021.

24. The revolving mechanism to capture financial savings from the corporate energy bill has been developed. It is set to capture the savings from the Public Sector Decarbonisation Scheme projects with immediately effect. It will capture the savings from the capital interventions under CAS when they come online from 2022-23. This means any revenue savings made through the CAS and other grant initiatives will be transferred to the Build-Back-Better fund for new policy initiatives, principally relating to the CAS. A profile of savings will be reported to this Resource Allocation Sub-Committee (RASC) and the Corporate Asset Sub Committee (CASC) with regular frequency.

## **Risk**

25. The Corporate Climate Action Risk Register describes our organisational response to climate change and focuses on areas within our control and their mitigations. These risks were last reviewed by the Executive Leadership Board on 15<sup>th</sup> September 2021. And by Members of the Audit and Risk Committee in 13<sup>th</sup> July 2021.

26. At the October RASC Away Day Members requested a programme delivery risk log to be included in future P&R updates. This is now included in Appendix 1.

27. A summary of the most pressing delivery risks include:

- As noted above, delays in resourcing for full capacity to deliver the programme is a continued trend across workstreams. A buoyant market for sustainability and internal foci on the TOM are understood to be the main causes. Resolving these gaps is a weekly operational focus.
- Decisions outstanding on major projects such as the Guildhall Master Plan, Barbican Arts Centre and Markets Co-location continue to create uncertainty in the Corporate Properties Group workstream for CAS. As

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<sup>1</sup> Against an original allocation of £5.35m in Y1

these buildings are amongst the highest emitters for the operational estate, understanding their future is essential in planning for the 2027 CAS target.

- Further delays in capital interventions could lead to a delay in recouping the savings needed to fund the future stages of the programme.
- Construction inflation, labour and material shortages are contributing to additional costs and delays. This is a corporate wide issue not limited to CAS interventions. Options to mitigate the impact are under review, such as early purchase of equipment and contract amendments.

## **Corporate and strategic implications**

28. Strategic implications: The CAS supports delivery against the following outcomes in the Corporate Plan, 2018-23:

- Outcome 1: People are safe and feel safe
- Outcome 5: Businesses are trusted and socially and environmentally responsible
- Outcome 7: We are a global hub for innovation in financial and professional services, commerce and culture
- Outcome 10: We inspire enterprise, excellence, creativity and collaboration
- Outcome 11: We have clean air, land and water and a thriving and sustainable natural environment
- Outcome 12: Our spaces are secure, resilient and well-maintained.

29. The strategy builds upon existing strategies and policies, including: The Responsible Business Strategy 2018-23, the Responsible Investment Policy, the City Procurement Strategy 2020-24, the Local Plan 2015, the draft City Plan 2036, the Transport Strategy 2018-43, the Air Quality Strategy 2015-20, the Climate Mitigation Strategy, the Local Flood Risk Management Strategy 2021-27, the Transition to a Zero Emission Fleet Policy, the Renewable Electricity Policy & Sourcing Strategy and related campaigns, such as Plastic Free City. It is aligned to ongoing reviews of our financial and property investment portfolio.

30. Resource Implications – No new resourcing implications have arisen.

31. Risk Implications – To manage risk effectively in the programme, all projects have a risk register and the overall risks are controlled through a corporation level risk CR30 – Climate Action Strategy. No new corporate level risks have been added since the last Policy and Resources CAS update.

32. Equalities Implications – A Test of Relevance was undertaken on the Climate Action Strategy and several positive impacts were identified for people in at least one of the following five protected groups - age, disability, race, pregnancy/maternity and gender. These include a reduction in air pollution, physical public realm improvements and increased indoor comfort levels and a reduction of fuel poverty. No negative impacts were identified. A review of the findings from the initial Test of Relevance was conducted at half year and they

remain the same. Impacts will be investigated and assessed on an ongoing basis in conjunction with the delivery of the CAS programme of work.

33. No new legal, security, climate implications arise from the recommendations in this report.

## **Conclusion**

34. In conclusion, the Climate Action Strategy and implementation programme continues to be an exemplar of cross-cutting working towards shared corporate outcomes. As the programme has gone from inception to full implementation, it has and will continue to be in a constant state of learning to inform the further success of the CAS.

## **Appendices**

### **Appendix 1 CAS Programme Risk Register**

**Simi Shah**

Project Director, Climate Action

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## Appendix 1 CAS Programme Risk Register

| Project                                  | Description summary  | Summarised risk rating | Target affected  | Risk response   |
|--|--|------------------------|--|---|
| Carbon Removals and Land Management      | Negotiations with respective tenants for land considered to be of benefit for the Carbon Removals Project as part of the Climate Action Strategy are yet to be concluded | High                   | 2027 Corporation   | Additional consultancy has been retained to support fair and efficient process to negotiations.   |
| Buildings – Resilience                   | Delay in resourcing planned posts impacting delivery targets   | High                   | Resilience Corporation   | A climate resilience/sustainable design expert will be sourced as part of the Centre of Excellence capacity-building work for FY21/22.  |
| Square Mile                              | Delivery of Local Energy Plan delay due to project complexity  | High                   | 2040 Square Mile   | A working group at officer level has been identified from Environment, Strategic Implementation and Surveyors to identify refreshed approach. A new Square Mile project manager is due Jan 22. This individual has expertise in developing local energy plans and will allow for a higher prioritisation. |
| Buildings – Capital Projects (Standards) | Failure to secure specific technical capacity to inform key building design and planning application decisions relating to the whole life carbon of major developments.  | High                   | 2027 Corporation<br>2040 Corporation<br>2040 Square Mile   | A consulting project has been commissioned to evaluate a representative sample of capital projects and their whole life carbon impact. In negotiations with a provider to deliver wrap around support to this workstream as part of the Centre of Excellence, which should accelerate action.             |
| Strategy Implementation Support          | Capture of financial savings to energy bill  | High                   | 2027 Corporation   | Mechanism is in place and awaiting capital interventions to come online to recoup savings.  |
| Strategy Implementation Support          | Buoyant talent market for sustainability   | High                   | 2027 Corporation<br>2040 Corporation<br>2040 Square Mile<br>Resilience Corporation<br>Resilience Square Mile | Introduce nimble recruitment procedures for select CAS positions. Weekly monitoring of open positions.  |
| Strategy Implementation Support          | Y1 inertia bleeds into Y2  | High                   | 2027 Corporation   | Regular communication of delays to Chief Officers and weekly monitoring of progress for projects at higher risk of delays.  |

|   |   |        |  |  |
|---|---|--------|--|--|
| Buildings – Corporate Properties & Housing (landlord areas) | Uncertainty over future of Major Projects   | High   | 2027 Corporation   | Officers to prepare scenarios for decision making on interventions highlighting Guildhall following the receipt of the surveys of top emitters in Corporate Estate. Implications for CAS to be integrated into decision making on other Major Projects i.e. Markets. |
| Strategy Implementation Support                             | Construction inflation, labour and material shortages are contributing to additional costs and delays. This is a corporate wide issue not limited to CAS interventions but will of course impact several CAS workstreams. | High   | 2027 Corporation<br>2040 Corporation   | Options to mitigate the impact are under review, such as early purchase of equipment and contract amendments.  |
| Strategy Implementation Support                             | Potential for delivery delays due to resident groups not being sufficiently engaged and/or supportive of climate action measures  | High   | 2027 Corporation<br>2040 Corporation   | A dedicated engagement plan for each residential community to be in place for Mar 22 alongside implementation of the Housing Action Plan to replace all resident plan.   |
| Strategy Implementation Support                             | Delivery delay due to programme complexity  | Medium | 2027 Corporation<br>2040 Corporation<br>2040 Square Mile<br>Resilience Corporation<br>Resilience Square Mile | Ongoing development of programmatic controls on risk, financial management and stakeholder engagement are being made. A CAS team coordinator joining team to support Programme Manager and new provider identified for CAS public dashboard.                         |
| Carbon Removals and Land Management                         | Delay in resourcing planned posts impacting delivery targets  | Medium | 2027 Corporation   | New post required regrading following no full responses being received. Interviews for regraded post scheduled for January 2022.   |
| Buildings – Investment Properties                           | Delay in resourcing planned posts impacting delivery targets  | Medium | 2040 Corporation   | A Sustainable Property Specialist will be sourced to support the Investment Property Group as part of the Centre of Excellence capacity-building work for FY21/22.   |

|  |  |        |                        |  |
|--|--|--------|------------------------|--|
| Buildings – Corporate Properties & Housing (landlord areas)  | Delay in resourcing planned posts impacting delivery targets   | Medium | 2027 Corporation       | New Energy Project Managers will be sourced to support the CAS operational property work as part of the Centre of Excellence capacity-building work for FY21/22.   |
| Financial Investments  | Uncertainty of the timing of strategic asset allocation for financial investments  | Medium | 2040 Corporation       | Highlight dependencies to Member and officer decision making channels  |
| Purchased Goods and Services                                 | Dependency of workstream on Top 25 supplier engagement and delay in resourcing planned posts impacting delivery targets        | Medium | 2040 Corporation       | Accelerate recruitment efforts for consultancy support of this element and data and monitoring officer   |
| Mainstreaming Climate Resilience                             | Delay in resourcing planned posts impacting delivery targets   | Low    | Resilience Square Mile | A new Environmental Resilience Officer has now been appointed, as part of planned structure of the Environmental Resilience team, part of the Environment service area. This should accelerate action.                                     |
| Financial Investments  | Delay in resourcing planned posts impacting delivery targets   | Low    | 2040 Corporation       | Mitigation in Place: Momentum towards recruitment in Q4 with post included in TOM and in place by 31 Mar.  |
| Carbon Removals and Land Management                          | Consulting study on additional sequestration beyond 2027 target levels delay due to soft market testing and project complexity | Low    | 2040 Corporation       | This study has now commenced, with a completion date of end of February 2022.  |
| Heart of the City & Small/Medium Sized Enterprise Engagement | Lack of full coverage to internal City Corporation and external audiences in relation to resources available to SMEs.          | Low    | 2040 Square Mile       | The Square Mile project board has made connections to other COLC workstreams, including those focused on green skills, to aide increasing the awareness of the climate courses and training materials that are now available through HOTC. |

|   |                                      |
|---|--------------------------------------|
| <b>Committee(s):</b><br>Policy and Resources Committee – For decision                                     | <b>Dated:</b><br>2022-01-20 00:00:00 |
| <b>Subject: PIF Bid – Summit on Impact Investing</b>  | <b>Public</b>                        |
| <b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b> | Support a thriving economy (5-8)     |
| <b>Does this proposal require extra revenue and/or capital spending?</b>                                  | <b>Yes</b>                           |
| <b>If so, how much?</b>   | <b>£100,00</b>                       |
| <b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>                             | <b>Y</b>                             |
| <b>Report of:</b> Executive Director, Innovation and Growth (IG)  | For Decision                         |
| <b>Report author:</b> Simon Burns, IG   |                                      |

## Summary

The proposed one-day Summit on Impact Innovation (“Impact Summit”) will be hosted by the Lord Mayor – who’s Mayoral Theme of “People and Purpose” chimes well with its focus - at Mansion House on July 4<sup>th</sup>, 2022. For the Summit to reach its full potential it will require sufficient financing. This will ensure content, delivery and impact maintain the high standards set at recent Green Horizon Summits wherever possible.

The Impact Summit will build the City of London’s capacity to compete and gain traction in the \$130 trillion global sustainable finance market<sup>1</sup>. The City’s COP work has strengthened our credentials on the ‘E’ of ‘ESG’, through the 2020/2021 Green Horizon Summits. The Impact Summit is the natural next step. It will highlight and drive City of London competitiveness around the ‘S’ of ‘ESG’, thus broadening the City’s competitive offer on sustainable finance.

## Recommendation

It is recommended that £100,000 be allocated from the 2021/22 PIF budget to ensure high quality delivery of the 2022 Impact Summit. This will only be drawn on if sponsor commitments do not cover the full costs of the Impact Summit.

## Main Report

## Background

1. For several years the City of London has had a demonstrated interest in supporting development of the UK impact investing market. This was illustrated

<sup>1</sup> Carney-led finance coalition has up to \$130tn funding committed to hitting net zero (Financial Times, 03/11/21)  
<https://www.ft.com/content/8f7323c8-3197-4a69-9fcd-1965f3df40a7>

most clearly by our giving multi-year financial support to the newly formed Impact Investing Institute, in 2019.

2. 2022 presents an opportunity to give the 'S' of ESG greater parity of esteem with the 'E', thus broadening the City of London's sustainable finance offering. The current Lord Mayor's "People and Purpose" theme gives us the opportunity in part. But so does the City of London's recent track record of delivering extremely high calibre events in the field of sustainable finance (as with the 2020/21 Green Horizon Summits). Both can be used to full effect to ensure 2022 becomes the year of 'S' in ESG, thus maturing the UK impact investing marketplace.

## **Current Position**

3. As of November 2021, and the COP26 Summit, there was an estimated \$130 trillion of financial assets globally committed to net zero by 2050. These assets come under the Glasgow Financial Alliance for Net Zero ("GFANZ"). The vital importance of delivering a "Just Transition"<sup>2</sup> is stressed by GFANZ if this capital is to be unlocked and used to its full potential<sup>3</sup>.
4. Unless the City can show continued and demonstrable leadership on all three elements of ESG it will struggle to compete in the rapidly scaling sustainable finance market.
5. Work on the 'S' of ESG is fully aligned with IG's Department priorities The Impact Summit's objectives line up with IG's wider aim to develop the UK 'Innovative Ecosystem'. By pursuing UK growth of (sustainable) assets under management that is greater than global growth. This in turn feeds into the wider goal of accelerating sustainable growth through FPS innovation and the use of technology. Such work ultimately supports a thriving economy as per the terms of our Corporate Plan.
6. The Impact Summit's two prospective area of focus also align well with three of the four quadrants of the Competitiveness strategy of the City of London Corporation: i) promoting social reg/policy standards ('reduce friction'); and ii) mobilisation of impact investment ('nurture innovation' and 'attract capital').
7. The Impact Summit will prioritise progress – action, not reflection - in two areas to support this:
  - i) Standards - announcing, together with HMG, how the UK plans on leading the way in developing the regulation/policy needed to underpin a vibrant impact investing market.
  - ii) Mobilisation – announcing, for example, a coalition of investors expressly committed to investing in line with the SDGs in the immediate term.

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<sup>2</sup> The International Labour Organisation defines a Just Transition as "greening the economy in a way that is as fair and inclusive as possible to everyone concerned, creating decent work opportunities and leaving no one behind" -

[https://www.ilo.org/global/topics/green-jobs/WCMS\\_824102/lang-en/index.htm](https://www.ilo.org/global/topics/green-jobs/WCMS_824102/lang-en/index.htm)

<sup>3</sup> GFANZ (2021) The Glasgow Financial Alliance for Net Zero – Our Progress and Plan towards a Net Zero Global Economy - <https://assets.bbhub.io/company/sites/63/2021/11/GFANZ-Progress-Report.pdf>

8. To meet its ambitious goals and emulate wherever possible the high quality 'look and feel' of the Green Horizon Summits the Impact Summit will require sufficient financing.

## **Options**

9. Financing can come from a range of sources:
  - Sponsorship only
  - PIF funding only
  - Combination of sponsorship/PIF funding
10. The recommendation is that sponsorship funding is pursued and PIF funding serve as backstop to be drawn on if sponsor appetite is more limited than hoped.

## **Proposals**

11. Financial market familiarity with impact investing is lighter when compared with green finance. We expect this to affect sponsor appetite to commit funding to the level required to fully cover costs.
12. It is also important to manage the number of sponsors involved in any high-profile event such as this. To ensure the delivery does not become unwieldy.
13. To give full confidence of delivering the Impact Summit to the standard required it is recommended that £100,000 of PIF funding serve as backstop to insure against limited sponsor appetite.

## **Key Data**

14. To ensure high quality delivery of the Impact Summit costs for most/all the following will need covered (cost estimates covered in brackets):
  - **Summit delivery** – online platform/project management (£40,000)
  - **Summit marketing and comms** (£30,000)
  - **Summit operations/hospitality** (£30,000)**Total: £100,000**

## **Corporate and Strategic Implications**

### **Strategic implications**

15. The City of London's engagement with the impact investing market contributes to key outcomes under the 'support a thriving economy' objective in the Corporate Plan. Specifically, outcome 7 (We have the world's best legal and regulatory framework and access to global markets) and 8 (We are a global hub for innovation in finance and professional services, commerce and culture) respectively."
16. The Impact Summit will also be a moment to showcase the work of the Impact Investing Institute to a global audience, with a view to boosting their own fundraising potential.

## **Financial implications**

17. It is proposed that the funding request of £100,000 to ensure the high-quality delivery of the 2022 Impact Summit be met from the 2021/22 Policy Initiative Fund, categorised as 'Events' and charged to City's Cash. The current uncommitted balance in the 2021/22 Policy Initiative Fund is £447,000 prior to any allowances being made for any other proposals on today's agenda.

## **Resource implications**

18. Existing team resource from IG and Mansion House will be used to prepare content for the Summit, as it aligns with Departmental Business Plan objectives

## **Legal implications**

19. None

## **Risk implications**

20. Reputational – The Lord Mayor has publicly made the Impact Summit the centre piece of his Mayoralty. To under-deliver (or be perceived to do so) would reflect poorly on our commitment to support work that aligns well with Corporate Plan objectives, IG's Business Plan and the Lord Mayor's focus.
21. Political – Government Departments (FCDO, DCMS in particular) are very keen to collaborate in delivering content for the Impact Summit. If ambition had to be scaled back because of under-funding this would damage working relationships with both Departments.

## **Climate implications**

22. This Impact Summit's work is well aligned with the City of London's Climate Action Strategy. The objective is ultimately to scale investments managed out of the UK that have a positive impact on the climate while also being socially inclusive.

## **Conclusion**

23. If Members agree to this request for PIF funding, then preparations for the Impact Summit can proceed with confidence. This will provide the best possible chance of the Summit delivering on its potential and supporting City competitiveness in regards sustainable finance.

## **Appendices**

None

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|   |  |
|---|--|
| <b>Committee(s):</b><br>Policy and Resources Committee  | <b>Dated:</b><br>2022-01-20 00:00:00         |
| <b>Subject:</b> Sponsorship for think tank report on 'levelling up'                                       | Public                                       |
| <b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b> | Corporate Pain outcomes <a href="#">2-10</a> |
| <b>Does this proposal require extra revenue and/or capital spending?</b>                                  | Yes  |
| <b>If so, how much?</b>   | £35,000                                      |
| <b>Has this Funding Source been agreed with the Chamberlain's Department?</b>                             | Yes  |
| <b>Report of:</b> Director of Communications  | For Decision                                 |
| <b>Report author:</b> Matthew Baird – Senior Corporate Affairs Officer, Corporate Affairs                 |  |

## Summary

This report asks for sponsorship of the Centre for London's report into the Government's levelling up agenda and its impact on London.

The aim is to ensure London takes full part in the levelling up debate and develops a new narrative on why London's success matters to the whole country.

## Recommendation(s)

That, Members

- i) Agree that the Policy and Resources Committee endorse the allocation of £35,000 from the 2021/22 Policy Initiatives Fund towards a research proposal on levelling-up by the Centre for London.

## Main Report

### Background

1. The Centre for London is a dedicated, London-focused think tank. The body is politically neutral and since its formation, has published over 100 policy reports and held 150 public events.
2. In their 2019 manifesto, the Conservative Party made clear that they plan to "spread opportunity across the whole United Kingdom... not just investing in our great towns and cities, as well as rural and coastal areas, but giving them far more control of how that investment is made."
3. Government has made clear that it intends to make levelling up a key policy initiative. It aims to address regional disparities across the UK including differing standards in housing costs, pay, health, education and investment, among other areas.

4. The considerations of the levelling up policy initiative identified and defined by the Centre for London (taken from their proposal) include:
  - a. Currently a rather poorly defined agenda
  - b. Conflated with anti-London resentment across the rest of the country
  - c. Failing to consider the huge socio-economic challenges that exist within London
  - d. Underplaying the important positive role the city has in the wider UK economy, and
  - e. Ignoring London's struggling recovery from the fallout from the COVID-19 pandemic.

### **Current Position**

5. The Centre for London has identified levelling up as a key policy area for the capital and that there is potential to influence Government policy. We also believe contributing to the levelling up debate should be a priority for the City of London Corporation.

### **Project Proposal**

6. The Centre for London has proposed a series of research topics to aid in the overall outcome, which include:
  - How do we best explain London's own levelling up challenges?
  - What new ways can we find to talk about London's own levelling up challenges?
  - What new takes on existing data can we use to create a fresh way of describing the enormous challenges within London?
  - What emotional as well as economic arguments work best in the debates over the importance of London to the country's economy?
7. The proposed project is subdivided into two phases:
  - A. Data collection including polling and in-depth qualitative methods such as focus groups.
    - This involves gathering evidence led socio-economic analysis, with challenges faced by the city and those who live here. It will go beyond the traditional measures of economic difference and explore how poverty, inequality and disadvantage are distributed across London.
    - This phase will seek to influence the Comprehensive Spending Review which has been identified as a key announcement.
  - B. Analysis of the contribution London can make to levelling up the rest of the country, as well as the interrelationships and interdependencies between the capital and the rest of the UK
    - Through this analysis, suitable language will be found to promote the notion that London too needs levelling up and also showcasing the role London plays in the economic growth of the UK.
    - Additionally, by challenging the anti-London sentiment, this phase will highlight the importance of London to another Government policy area – being 'Global Britain' – the Government's campaign to promote the UK on the global stage.
8. As a major sponsor, the City Corporation would play a central role in highlighting why the capital is important to the whole country, help shape the language and reputation

of London around the UK and ensure that areas of London in need of levelling up are not overlooked.

9. Benefits of sponsorship of this work include but are not limited to:

- Membership of the project advisory board, allowing the City Corporation to help shape the narrative.
- Input case studies to ensure that the City Corporation provides a direct evidence base.
- Media related speaking slots related to raise the profile of London, building an understanding of why the capital is important and in need of levelling up.
- Speaker opportunity at the launch event.

10. Possible funding partners to this project include the GLA, London boroughs, business organisations and others.

11. Monies will be spent on associated research costs, staffing and other miscellaneous expenses of the Centre for London.

### **Key Data**

12. None.

### **Corporate & Strategic Implications**

#### **Strategic implications**

13. Engaging with the Centre for London, a key London focused think tank, provides a further opportunity for the City Corporation to engage with key audiences via third party advocacy on national and local government issues and to demonstrate the City Corporation's involvement in a topical Government policy. Sponsorship would also help deliver outcomes 2 – 10 of the 2018-23 Corporate Plan.

#### **Financial implications**

14. It is proposed that the funding request of £35,000 towards a research proposal on levelling-up by the Centre for London be met from the 2021/22 Policy Initiative Fund, categorised as 'Promoting the City' and charged to City's Cash. The current uncommitted balance in the 2021/22 Policy Initiative Fund is £447,307 prior to any allowances being made for any other proposals on today's agenda

#### **Legal implications**

15. None.

#### **Implications for funding.**

16. £35,000 funding request.

#### **Risk implications**

17. None.

### **Climate implications**

18. None.

### **Security implications**

19. None.

### **Conclusion**

20. Should the Committee provide endorsement, the report will be commissioned with the aim of shifting the overall narrative that recognises London's contribution to the rest of the UK. It would additionally seek to ensure that the levelling up agenda takes account of London's need for levelling up and that London is not detrimentally affected by the levelling up policy.

### **Appendices**

21. None.

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|   |                     |
|---|---------------------|
| <b>Committee:</b>                             | <b>Date:</b>        |
| Policy and Resources                          | 20 January 2022     |
| <b>Subject:</b> London Councils Grants Scheme | <b>Public</b>       |
| <b>Report of:</b> Town Clerk                  | <b>For Decision</b> |
| <b>Report Author:</b> Greg Moore              |                     |

## Summary

1. The total expenditure to be incurred under the London Councils Grants Scheme (“the Scheme”) and the City of London Corporation’s contribution to it are considered on an annual basis. This Committee is responsible for both approvals.
2. The City Corporation is also responsible for issuing the subscription levies to all the London Local Authorities for their contributions to the Scheme’s budget. This element of the Scheme’s operation can only be approved by the Court of Common Council; however, that decision cannot be taken before 1 February 2022, the date by which the total expenditure for the Scheme must be agreed by constituent councils. The Court is therefore required to make its decision as levying body early in February as, in accordance with regulations, levies must be issued before 15 February 2022. The Court of Common Council is not due to meet within this period and, as has been past practice, its decision will be sought under urgency procedures.
3. For 2022/23 London Councils is recommending that the overall level of expenditure under the Scheme is set at £6.668m. The proposed expenditure is made up of £6.668m (the same level as that for the previous year) in contributions from London local authorities (the amount to be levied).
4. Subscriptions to the Scheme are calculated on the basis of residential population and for 2022/23 the City Corporation’s contribution will be £8,102; some £869 more than last year.

## Recommendations

5. It is recommended that: -
  - approval is given to the total amount of expenditure to be incurred in 2022/23 under the Scheme (£6.668m) and to the City Corporation’s subscription for 2022/23 (£8,102) as set out in Appendices A and B of this report; and
  - subject to the Court of Common Council’s approval (as levying body for the Scheme), the levy of £6.668m (as set out in Appendix B) be agreed. It should be noted that the Court’s approval will be sought using the urgency procedures and is subject to at least two-thirds of the constituent councils agreeing the total expenditure to be incurred before 1 February 2022.

## **Main Report**

### **Background**

#### **City Corporation Subscription and Overall Budget**

1. The Scheme operates under section 48 of the Local Government Act 1985 (“the LGA 1985”) which requires that at least two-thirds of the constituent councils (i.e. 22 out of 33 of the London local authorities) must approve the total expenditure to be incurred under the Scheme each year.
2. This approval must be given before **1 February** in the year in which that financial year begins. Where this approval is not given by that date, under the Grants to Voluntary Organisations (Specified Date) Order 1992 made under the LGA 1985, the total expenditure will be deemed to be the same as that approved in the previous year.
3. The Leaders Committee of London Councils is recommending a total expenditure of £6.668m under the Scheme for 2022/23 comprising £6.173m in grants expenditure, £435,000 in administrative expenditure and £60,000 for London Funders Membership Fees. Of the total expenditure, £6.668m will be funded from local authority subscriptions (the same level of borough contributions as the previous year).
4. The financial year 2022/23 represents the first year of the new four-year programme of commissions provided by the Grants Committee under S.48 of the Local Government Act 1985, as recommended by the Grants Committee and approved by the Leaders’ Committee in December 2019.
5. Local Authority subscriptions to the Scheme are calculated on the basis of total resident population as a proportion of the resident population of the whole of Greater London.
6. Appendix A to this report sets out details of London Councils’ Grants Committee’s Income and Expenditure Budget for 2022/23, and Appendix B sets out the subscriptions that each constituent council will be required to make. The City Corporation’s subscription for 2022/23 is £8,102 (an increase of £869 from the preceding year).

#### **Equalities Impacts arising from the City Corporation’s Subscription**

7. Under the Equality Act 2010, the City Corporation must have due regard to:
  - (a) the need to eliminate discrimination (and other prohibited conduct) on the grounds of race, age, disability, gender, sexual orientation, religion or belief, pregnancy, maternity and gender reassignment (‘the protected characteristics’);
  - (b) the need to advance equality of opportunity between persons who share a relevant protect characteristic and persons who do not share it (including to

remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic, to take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it, and to encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low); and

- (c) the need to foster good relations between persons who share a relevant protected characteristic and those who do not.
8. Having 'due regard' means that a public body must consider the impact of its decisions on protected groups and 'due regard' is regard which is appropriate in all the circumstances.
9. The Assistant Director of Community and Children's Services has considered whether there may be any adverse effects arising from the decision of the City Corporation to contribute to the Scheme as proposed and to agree the overall expenditure to be incurred under the Scheme in 2022/23. The view remains that the City Corporation's funding contribution to the Scheme is proportionally so small that it is unlikely to have any effect on a recipient organisation's ability to continue trading and will not impact upon the City Corporation's funding and support of local services. City Officers continue to work with partner boroughs and London Councils to monitor the impacts of the overall Scheme and to scrutinise its value for money.

### **Levy on the London Local Authorities**

10. The City of London Corporation has been the designated council responsible for issuing the levies to all the constituent councils for their contributions to the Scheme since 1 February 2004. The City Corporation is defined, for these purposes, as a levying body under sections 74 and 117 of the Local Government Finance Act 1988 and the Levying Bodies (General) Regulations 1992.
11. These Regulations require the City Corporation, as levying body, to issue the levies **before the 15 February of each year**. As such, the Court of Common Council is required to approve the annual levy on all the constituent councils (i.e. both the total contributions from them and the apportionment of that total between them) so that contributions can be collected from these local authorities towards the total expenditure on the Scheme.
12. The decision of the Court of Common Council as levying body cannot be taken until such time as the total expenditure under the Scheme is agreed i.e. the decision cannot be taken before 1 February. The Court is therefore required to take its decision as levying body between 1 and 15 February to enable the levies to be issued before 15 February (for the reasons noted at paragraph 10 above). As the Court of Common Council is not due to meet within that period, the decision to issue the levy will therefore be sought under urgency procedures.

**Appendices:**

- Appendix A – provides details of London Councils' Grants Committee's Income and Expenditure Budget for 2022/23
- Appendix B - sets out the subscriptions that each constituent council will be required to make.

**Background Papers:**

*London Councils Leaders' Committee Report dated 7 December 2021.*

**Greg Moore**

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**Grants Committee Income and Expenditure Budget 2022/23**

| <b>Expenditure</b>                                   | <b>Revised<br/>Budget<br/>2021/22<br/>£000</b> | <b>Developments<br/>£000</b> | <b>Inflation<br/>£000</b> | <b>Original<br/>Budget<br/>2022/23<br/>£000</b> |
|--|--|------------------------------|---------------------------|---|
| <b>Payments in respect of Grants</b>                 |  |                              |                           |   |
| London Councils Grants Programme                     | 6,173  | 0                            | 0                         | 6,173   |
| Membership Fees to London Funders (for all boroughs) | 60   | 0                            | 0                         | 60  |
| Youth Homelessness Hub                               | 300  | -300                         | 0                         | 0   |
| No recourse to public funds programme                | 327  | -327                         | 0                         | 0   |
| <b>Sub-Total</b>                                     | <b>6,860</b>                                   | <b>-627</b>                  | <b>0</b>                  | <b>6,233</b>                                    |
| <b>Operating (Non-Grants) Expenditure</b>            |  |                              |                           |   |
| <b>Contractual Commitments</b>                       |  |                              |                           |   |
| Maintenance of GIFTS Grants IT system                | 10   | 0                            | 0                         | 10  |
|  | <b>10</b>                                      | <b>0</b>                     | <b>0</b>                  | <b>10</b>                                       |
| <b>Salary Commitments</b>                            |  |                              |                           |   |
| Officers   | 218  | 5                            | 19                        | 242   |
| Members  | 19   | 0                            | 0                         | 19  |
| Maternity provision                                  | 10   | 0                            | 0                         | 10  |
|  | <b>247</b>                                     | <b>5</b>                     | <b>19</b>                 | <b>271</b>                                      |
| <b>Discretionary Expenditure</b>                     |  |                              |                           |   |
| Staff training/recruitment advertising               | 7  | 0                            | 0                         | 7   |
| Staff travel   | 2  | 0                            | 0                         | 2   |
|  | <b>9</b>                                       | <b>0</b>                     | <b>0</b>                  | <b>9</b>  |
| <b>Total Operating Expenditure</b>                   | <b>266</b>                                     | <b>5</b>                     | <b>19</b>                 | <b>290</b>                                      |
| <b>Central Recharges</b>                             | <b>169</b>                                     | <b>0</b>                     | <b>-24</b>                | <b>145</b>                                      |
| <b>Total Expenditure</b>                             | <b>7,295</b>                                   | <b>-622</b>                  | <b>-5</b>                 | <b>6,668</b>                                    |
| <b>Income</b>  |  |                              |                           |   |
| <b>Core borough subscriptions</b>                    |  |                              |                           |   |
| Contribution to grant payments                       | 6,173  | 0                            | 0                         | 6,173   |
| Contribution to non-grants expenditure               | 495  | 0                            | 0                         | 495   |
|  | <b>6,668</b>                                   | <b>0</b>                     | <b>0</b>                  | <b>6,668</b>                                    |
| <b>Transfer from Reserves</b>                        | <b>0</b>                                       | <b>0</b>                     | <b>0</b>                  | <b>0</b>  |
| <b>Central Recharges</b>                             | <b>0</b>                                       | <b>0</b>                     | <b>0</b>                  | <b>0</b>  |
| <b>Total Income</b>                                  | <b>6,668</b>                                   | <b>0</b>                     | <b>0</b>                  | <b>6,668</b>                                    |
| <b>Net Expenditure</b>                               | <b>-627</b>                                    | <b>622</b>                   | <b>5</b>                  | <b>0</b>  |

## Borough Subscriptions 2022/23

| ONS Mid-2019 Estimate of Population ('000) | %              | 2021/22 Base Borough Contribution (£) |                        | ONS Mid-2020 Estimate of Population ('000) | %              | 2022/23 Base Borough Contribution (£) | Base Difference from 2021/22 (£) |
|--|----------------|---------------------------------------|------------------------|--|----------------|---------------------------------------|----------------------------------|
| <b>Inner London</b>                        |                |                                       |                        |  |                |                                       |                                  |
| 270.03                                     | 3.01%          | 200,915                               | Camden                 | 279.52                                     | 3.10%          | 207,038                               | 6,123                            |
| 9.72                                       | 0.11%          | 7,233                                 | City of London         | 10.94                                      | 0.12%          | 8,102                                 | 869                              |
| 287.94                                     | 3.21%          | 214,243                               | Greenwich              | 289.03                                     | 3.21%          | 214,088                               | -155                             |
| 281.12                                     | 3.14%          | 209,167                               | Hackney                | 280.94                                     | 3.12%          | 208,093                               | -1,074                           |
| 185.14                                     | 2.07%          | 137,755                               | Hammersmith and Fulham | 183.54                                     | 2.04%          | 135,951                               | -1,804                           |
| 242.47                                     | 2.71%          | 180,407                               | Islington              | 248.12                                     | 2.76%          | 183,779                               | 3,372                            |
| 156.13                                     | 1.74%          | 116,168                               | Kensington and Chelsea | 156.86                                     | 1.74%          | 116,189                               | 22                               |
| 326.03                                     | 3.64%          | 242,585                               | Lambeth                | 321.81                                     | 3.57%          | 238,367                               | -4,218                           |
| 305.84                                     | 3.41%          | 227,561                               | Lewisham               | 305.31                                     | 3.39%          | 226,143                               | -1,419                           |
| 318.83                                     | 3.56%          | 237,225                               | Southwark              | 320.02                                     | 3.55%          | 237,037                               | -188                             |
| 324.75                                     | 3.62%          | 241,626                               | Tower Hamlets          | 331.97                                     | 3.69%          | 245,890                               | 4,264                            |
| 329.68                                     | 3.68%          | 245,296                               | Wandsworth             | 329.74                                     | 3.66%          | 244,235                               | -1,061                           |
| 261.32                                     | 2.92%          | 194,432                               | Westminster            | 269.85                                     | 3.00%          | 199,877                               | 5,444                            |
| <b>3,299.00</b>                            | <b>36.81%</b>  | <b>2,454,612</b>                      |                        | <b>3,327.64</b>                            | <b>36.96%</b>  | <b>2,464,789</b>                      | <b>10,176</b>                    |
| <b>Outer London</b>                        |                |                                       |                        |  |                |                                       |                                  |
| 212.91                                     | 2.38%          | 158,412                               | Barking and Dagenham   | 214.11                                     | 2.38%          | 158,589                               | 177                              |
| 395.87                                     | 4.42%          | 294,546                               | Barnet                 | 399.01                                     | 4.43%          | 295,545                               | 999                              |
| 248.29                                     | 2.77%          | 184,738                               | Bexley                 | 249.30                                     | 2.77%          | 184,658                               | -80                              |
| 329.77                                     | 3.68%          | 245,366                               | Brent                  | 327.75                                     | 3.64%          | 242,767                               | -2,599                           |
| 332.34                                     | 3.71%          | 247,274                               | Bromley                | 332.75                                     | 3.70%          | 246,470                               | -804                             |
| 386.71                                     | 4.32%          | 287,731                               | Croydon                | 388.56                                     | 4.32%          | 287,809                               | 78                               |
| 341.81                                     | 3.81%          | 254,320                               | Ealing                 | 340.34                                     | 3.78%          | 252,091                               | -2,229                           |
| 333.79                                     | 3.72%          | 248,359                               | Enfield                | 333.59                                     | 3.71%          | 247,088                               | -1,271                           |
| 268.65                                     | 3.00%          | 199,886                               | Haringey               | 266.36                                     | 2.96%          | 197,291                               | -2,595                           |
| 251.16                                     | 2.80%          | 186,875                               | Harrow                 | 252.34                                     | 2.80%          | 186,907                               | 32                               |
| 259.55                                     | 2.90%          | 193,119                               | Havering               | 260.65                                     | 2.90%          | 193,064                               | -55                              |
| 306.87                                     | 3.42%          | 228,326                               | Hillingdon             | 309.01                                     | 3.43%          | 228,887                               | 561                              |
| 271.52                                     | 3.03%          | 202,026                               | Hounslow               | 271.77                                     | 3.02%          | 201,298                               | -728                             |
| 177.51                                     | 1.98%          | 132,074                               | Kingston upon Thames   | 179.14                                     | 1.99%          | 132,691                               | 617                              |
| 206.55                                     | 2.30%          | 153,682                               | Merton                 | 206.45                                     | 2.29%          | 152,920                               | -762                             |
| 353.13                                     | 3.94%          | 262,749                               | Newham                 | 355.27                                     | 3.95%          | 263,146                               | 397                              |
| 305.22                                     | 3.41%          | 227,100                               | Redbridge              | 305.66                                     | 3.40%          | 226,401                               | -699                             |
| 198.02                                     | 2.21%          | 147,336                               | Richmond upon Thames   | 198.14                                     | 2.20%          | 146,763                               | -572                             |
| 206.35                                     | 2.30%          | 153,534                               | Sutton                 | 207.71                                     | 2.31%          | 153,849                               | 315                              |
| 276.98                                     | 3.09%          | 206,089                               | Waltham Forest         | 276.94                                     | 3.08%          | 205,130                               | -959                             |
| <b>5,662.99</b>                            | <b>63.19%</b>  | <b>4,213,540</b>                      |                        | <b>5,674.85</b>                            | <b>63.04%</b>  | <b>4,203,363</b>                      | <b>-10,176</b>                   |
| <b>8,961.99</b>                            | <b>100.00%</b> | <b>6,668,152</b>                      | <b>Totals</b>          | <b>9,002.49</b>                            | <b>100.00%</b> | <b>6,668,152</b>                      | <b>0</b>                         |

|   |                                  |
|---|----------------------------------|
| <b>Committee(s):</b><br>Policy and Resources  | <b>Dated:</b><br>20 January 2022 |
| <b>Subject:</b> Election Engagement Campaign  | <b>Public</b>                    |
| <b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b> | 3, 4, 5, 9 and 10                |
| <b>Does this proposal require extra revenue and/or capital spending?</b>                                  | <b>N</b>                         |
| <b>If so, how much?</b>   | <b>N/A</b>                       |
| <b>What is the source of Funding?</b>   | Committee Contingency            |
| <b>Has this Funding Source been agreed with the Chamberlain's Department?</b>                             | <b>N/A</b>                       |
| <b>Report of:</b> Chief Operating Officer and Acting Deputy Town Clerk                                    | <b>For Information</b>           |
| <b>Report author:</b> Mark Gettleson, Election Engagement Manager   |                                  |

## Summary

1. Following the postponement of the all-out elections for Common Councillors and Aldermen until March 2022, the Policy and Resources Committee chose to take this opportunity to improve engagement in those elections.
2. This report provides a brief update on the work undertaken prior to the Ward List registration deadline on 16 December 2021 and presents some findings to be addressed in future campaigns.

## Recommendations

3. Members are asked to:
  - Note the report.

## Main Report

### Current Position

4. Our voter registration campaign aimed to invest in a concerted multi-channel effort to encourage engagement with the election. This campaign was run against a background of a continuing pandemic, including remote working, varying legal restrictions, and an inability to conduct face-to-face engagement with most registrants over the past two years.
5. Despite this, the campaign met with significant success, with 6,148 residents and 12,860 workers registering by the deadline – giving an overall Ward List of 19,008 voters. This compares to the immediate pre-pandemic figure of

19,200 (which was the highest since 2015) and is an increase of 6,028 since last year, and is almost identical to the figure on which the last all-out election was held in 2017 (18,983). Overall, approximately 44% of eligible workplaces registered voters, the highest proportion since 2014 and an increase of 20 percentage points since last year.

6. Success was found not only in engaging organisations who registered immediately prior to the pandemic, but approximately 450 workplaces who didn't participate in 2019 registered more than 1,800 voters – including 200 workplaces, who we have no record of ever previously having done so.

## **A digital-first campaign**

1. The key feature of the report approved in the Policy & Resources April 2020 meeting was running a digital-first campaign. The new “Speak for the City” website, designed by leading digital mobilisation consultancy Tectonica, was launched at the opening of registration on 1 September, as a one-stop-shop for information and engagement with the election.
2. Digital advertising was then used to direct traffic to the site, in the hope visitors would engage with the content. While Facebook and Twitter were also used, LinkedIn advertising formed the vast majority of this due to the ability to build a “company list” of eligible City organisations, and slowly reduce the size of that list as they registered. In the final ten days, additional adverts were placed among businesses who had registered, but not used their full allocation.
3. The most significant piece of digital marketing undertaken was to use the arrival of the new Lord Mayor to introduce him to City workers, make them aware of the election and invite them to become a voter. More than 47,000 individuals at eligible organisations were sent a message from Vincent Keaveney's LinkedIn account from 22nd November to 14th December - with a 52% open rate, 7.5% of whom immediately visited our website.
4. In addition, we displayed almost 640,000 content adverts to City workers in the course of the campaign overall, resulting in over 5,000 immediate visits to our website.
5. Once on the website, over 1,400 individuals requested a vote at approximately 600 organisations through the Speak for the City website. While most of these requests triggered an automatic email to an organisation's registration contact, they could also be used to identify a potential new contact, where none existed or was dormant. At several organisations not believed to have registered in the past, including Capita and Monzo Bank, individuals requesting votes ended up organising registration at their firm.
6. Individual vote requests upend the top-down nature of voter registration, creating an upward pressure on organisations to take part in the process,

often for the first time. In conversations with these workplaces, our ask could be much more direct: not simply promoting participation - but highlighting named colleagues wishing to be registered.

## **Field campaigning**

7. An early and sustained focus on retail canvassing yielded significant dividends. Project managed by Sabrina Doshi, each non-responding retail and hospitality venue received at least one visit from a canvasser, who was given specific literature. Those still undecided about registering or where a form had been left to be completed received follow-up visits. Those registering included a huge diversity of businesses, from small independent shops and cafes to prominent retail brands. The most significant barrier to retail registration was not necessarily a lack of interest, but a view among branches of certain larger chains in particular that they required the consent of their central office to register. While some approaches were made to company's headquarters, the lack of existing relationships meant limited engagement.
8. We were able to take a similar approach with barristers chambers, visiting those which were unregistered or under-registered and passing the details of those who didn't engage to ward members, so existing relationships could be used to encourage engagement. Several of these required follow-up appointments or further contact over the phone. A very high proportion of eligible barristers ended up registered on the Ward List.
9. In-person campaigning was also used to target non-responding residential properties and larger businesses. Outside the latter, and at other busy locations, we placed a large City dragon cut-out and distributed dragon-shaped flyers to passers-by. While unconventional, it was felt this approach cut through the noise and led to a good number of expressions of interest at businesses close to these locations. On-the-street campaigning was likely held back, however, by a reticence to engage, given the ongoing pandemic.

## **Temporary Campaign Assistants**

10. Six temporary field staff were engaged over the course of the registration campaign, deployed in a variety of tasks from residential and retail canvassing to research, online outreach, phone calls and data analysis. Placing recruitment adverts on the "work for an MP" website, a jobs board popular among those looking for their first political role, meant a very high quality of knowledgeable, enthusiastic applicant. This campaign would not have met with success without the incredible efforts of Sabrina Doshi, Charlotte Gamble, Keir Logan, Zarin Mahmud, Fredrik Matre and Reece Roberts. Their flexibility and diligence was of significant assistance both to the Election Engagement Manager and the Electoral Services team, as they were able to pick up ad-hoc tasks beyond their original remit. In order to

house this team and not distract from other activities, a meeting room was booked out for several months as a registration campaign office.

### **Cross-organisation working**

11. While the Electoral Services and Election Engagement teams maintained their distinct roles - one in administering registration and the other in promoting it - an extremely strong and effective relationship was quickly developed to support each other's work. A key element of this was a continuous flow of data from the Electoral Services team to enable better targeting of registration efforts.
12. From October onwards, the Business Registration Delivery Group brought together officers from IG, CPAT, City Revenues, SBREC and D&I for a weekly meeting focused on leveraging existing relationships to promote business registration. Officers from City Solicitors and Mansion House were also engaged in registration efforts. Particular thanks go to Campaign Assistant Fredrik Matre, who project managed the BRDG work and to Rachel Smith in IG for relentless work with her team's Relationship Managers, ensuring that no opportunity was missed to contact unregistered businesses.

### **Online research and outreach**

13. Much of the information in the City Occupiers Database is static legacy data and takes little account of staff turnover. Large numbers of bounce-backs were received to initial emails and, where possible, LinkedIn and other public sources, as well as the City Corporation's SEEMs database, were used to identify a potential new contact. New contacts were not however saved to the City Occupiers Database and a means should be found of doing this in the future. Where existing contacts proved unresponsive, we also reached out to a senior leader at the organisation, attempting to spur registration. In many cases, this led to the original contact being instructed to take action.

### **Empowering members**

14. A significant proportion of the relationships between the City Corporation and potential registrants are held by members with businesses in their wards. While some ward members and teams were well-organised in introducing business contacts to members of the Election Engagement team, who were able to follow up with any queries from the firms concerned, some of this activity came too late in the day to be utilised fully. In the future, we may wish to consider devising a more thorough way of auditing member relationships to promote registration and other community engagement activities.

15. Members were empowered to support voter registration in a number of ways. They were provided target lists in their ward of larger unregistered or under-registered organisations, as well as workplaces where we lacked a registration contact. Members were also provided with campaign literature, such as specially designed registration cards and retail flyers. They were also invited for drop-in sessions in the Election Engagement office to discuss voter registration efforts in their wards.

### **Initial reflections for future campaigns**

16. We should find better ways of deducing exactly where larger organisations are in the process - and that they had taken steps to ensure their whole workforce was aware of the election and the opportunity to register. Some organisations chose to register last-minute, not using their full allocation - and such situations should be avoided in the future.
17. We need to double down on the overwhelming importance of recruiting and empowering an active and engaged registration contact at each and every workplace. The current 'survey' process is too passive and relies too much on an organisation knowing who is best-placed to arrange their registration. It is also too static and unresponsive to organisational changes: we should spend the pre-registration period systematically researching each contact, using LinkedIn and other sources
18. At larger organisations, the process of informing a workforce of their opportunity to register and collect expressions of interest can be time-consuming, especially given end-of-year pressures. While the process of appointment is a matter for each organisation, we should consider developing ways of better facilitating those efforts and reducing the workload on the registrant.
19. We should also consider that the person nominated by a workplace to carry out registration is not necessarily a person in a senior leadership role, for whom the process is a priority. We should consider asking for more than one named contact at an organisation: someone with the authority to ensure registration takes place and the person actually arranging it. This would also insulate the process from staff changes by increasing the likelihood at least one contact remained in place year-to-year.
20. While the Electoral Services team did everything they could to provide accurate and updated information to support Election Engagement work, the manual nature of this work meant a significant time lag and distraction from the core process of administering the election. This was especially true in the weeks preceding the registration deadline, with large numbers of nominations coming in on a daily basis and an urgent need to accurately identify unregistered businesses - including from members looking to do last-minute follow-ups in their wards. Urgent investment should be put into new systems that allow for truly real-time reporting of registration details that can be shared across teams without the need to be processed manually.

21. The City Corporation, through IG, has an extremely effective programme of engagement with the leadership of the largest firms in financial and professional services. Due to the nature of our registration formula, however, these organisations host disproportionately fewer potential voters than the size of the workforce suggests. Three quarters of potential voters are in workplaces of fewer than 250 staff, some of which are SMEs and retail, but as many others are City branches of larger nationwide or international organisations. Much as various departments of the City Corporation hold relationships with some of these firms, as do some members in their wards, little priority has been given to ensuring all are covered - and the lack of a central CMS used by all officers makes it extremely difficult to identify existing relationships and gaps. This can lead to accusations from some businesses, as we encountered, that they “only hear from us at election time”.
22. Additionally, at some organisations, the City Corporation has a relationship with senior staff, but not with those who actually conduct the registration - often in HR or facilities management. The same too goes for those we want to encourage to register: there is a vital need increase the relevance and value of the City Corporation for the average City worker throughout the electoral cycle. Ever since the expansion of the City franchise in 2002, each registration campaign has had to explain our role from basic principle

## **Candidates**

23. An informal reception to promote candidature was held in November with approximately 50 attendees, including a number of existing members. The event was gender-balanced and with had a high proportion of potential BAME candidates. CPR, the Head of Equality, Diversity & Inclusion and the Electoral Services Manager spoke, encouraging attendees to considering themselves forward for election. Feedback from the event was very positive, with a good number of guests following up with further questions about the process. Another, more formal, informational event for candidates is due to be held in February, with invitations to be sent out shortly.
24. 52 prospective candidates have expressed an interest in standing for election through the Speak for the City website since its launch in September, in addition to those previously on the list of interested parties. The candidates section of the website will be expanded in the coming weeks with additional information.

## **Turnout campaign**

25. The Election Engagement campaign now moves to the turnout stage, as outlined in previous reports. The Speak for the City website is in the process of being re-focused to provide more information on the voting process and

candidates, including an online candidates guide and polling station finder for each ward.

26. Due to the ongoing Covid restrictions, we will be sending mail-merged postal vote application forms to all voters on the Ward List. We will also be sending them out by email where we have addresses – as well as supplying registration contacts with information to encourage take-up.
27. In addition to Wardmotes, attendance at which may be hampered by ongoing restrictions we will also set up more informal hustings, including online.
28. Due to the discrete nature of the Ward List, blanket digital or print advertising will not be undertaken in this stage of the campaign, but direct email and email communications will be deployed among both residents and workers.

### **Corporate & Strategic Implications**

29. The work of Electoral Services and the Election Engagement campaign continues to assist the City Corporation's vision in terms of its Corporate Plan. It will help the organisation's contribution to a flourishing society, ensuring people have equal opportunities to enrich their lives through our democracy. The activities and engagement are helping to encourage residents and businesses to become more invested in engaging with democracy at a local level. It is helping to build more socially responsible businesses by engaging them in City democracy and encouraging them to promote diversity among voters and candidates. By reaching out to stakeholders and partners, we are making communities better-connected and encouraging collaboration across our organisation.

### **Financial implications**

30. None

### **Resource implications**

31. Resources from across the City Corporation will continue to be deployed to make the election a success and various teams asked to undertake work to support this activity.

### **Legal implications**

32. Electoral Services and Election Engagement continue to work closely with City Solicitors to ensure that all activity is compliant, including with the GDPR.

### **Equalities implications**

33. The aim of our Election Engagement work is to increase participation in the election and candidate diversity. Digitising both the electoral process and engagement campaigns has made it more accessible to a wider and more diverse audience and encouraged more City constituents to participate in the democratic process, including those with protected characteristics.

### **Climate implications**

34. The proposals included in this paper do not carry any significant implications for the Climate Action programme.

### **Background Papers**

Reports to the Policy and Resources Committee:-

- 20 February 2020 – Common Council Elections in March 2021
- 7 May and 9 July 2020– COVID-19 Implications – possible postponement of the City-Wide elections in March 2021
- 10 September and 8 October 2020 - Common Council Elections Change of Date from March 2021 to March 2022 – Bill for an Act of Common Council
- 19 November 2020 – Electoral Registration Update
- 10 December 2020 – Electoral Registration Campaign Manager
- 8 April 2021 – Election Engagement Campaign
- 8 July 2021 – Election Engagement Campaign Update
- 14 October 2021 – Election Engagement Campaign

### **Mark Gettleson**

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|   |   |
|---|---|
| <b>Committee(s):</b><br>Policy & Resources Committee – For Information                                    | [Meeting Date]<br>20 January 2022   |
| <b>Subject: COP26 Update</b>  | <b>For Information</b>  |
| <b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b> | <i>7. We are a global hub for innovation in finance and professional services, commerce and culture</i> |
| <b>Does this proposal require extra revenue and/or capital spending?</b>                                  | <b>No</b>   |
| <b>If so, how much?</b>   | <b>n/a</b>  |
| <b>Has this Funding Source been agreed with the Chamberlain's Department?</b>                             | <b>n/a</b>  |
| <b>Report of: Damian Nussbaum, Executive Director, Innovation &amp; Growth (IG)</b>                       | Public  |
| <b>Report author: William Elliott, COP26 Project Director, Innovation &amp; Growth (IG)</b>               |   |

## Summary

The Corporation set high ambitions for GHS@COP26, and we delivered on those ambitions. The City Corporation, in partnership with the Green Finance Institute, not only convened the FPS industry at COP26, but also led it – through setting a strong agenda, delivering a high-quality hybrid event, providing a physical hub in Glasgow and driving collaboration and alignment.

Sponsorship from 26 commercial and institutional partners provided the bulk of finance. But the staff time commitment from the City Corporation should not be under-estimated.

Momentum on green finance will be carried into 2022, with the Innovation and Growth Department (IG) leading work on several important content workstreams.

## Recommendation(s)

P&R Committee is asked to note:

- the success GHS@COP26
- the budget summary
- the green finance follow-up activity.

## Main Report

## Background

1. The Policy and Resources Committee agreed in July on the objectives of the Green Horizon Summit @COP26 (GHS@COP26). The full paper is attached as background. These objectives were to deliver a high-profile hybrid event in parallel with COP26 to:

- advance CoLC's wider strategy in green finance
  - align with HMG and the United Nations in mobilising private finance for the transition to Net Zero
  - provide a platform to highlight the scale and expertise of UK Financial and Professional Services (FPS) in green finance
  - ensure a high profile for CoLC and its seniors at COP26.
2. This was a hugely ambitious project for the Corporation. We needed to deliver it to the highest quality to meet the expectations of major partners and take advantage of the unique opportunity.

## **Current Position**

3. GHS@COP26 was a success. We brought together over 200 speakers, more than 100 of whom were live in the Glasgow venue. These included 40 CEOs/Chairs from across Financial and Professional Services (FPS) and tech. We achieved a great diversity and balance of speakers across geographies and sectors. We reached an online audience of 10,000. We partnered with Mark Carney, HMT on Finance Day, 21 global FPS firms, and five major UK trade bodies (full list at **Annex 1**).
4. Feedback from our commercial and institutional partners, the wider industry and HMG has been strongly positive. In his summing up at GHS@COP, Mark Carney, the UN Special Envoy for Climate Finance said that the event 'showed the City at its best'. Lord Stern, a veteran of every COP since 2004, said that GHS@COP was 'a force for good, making a real difference at COP26'. HMT told us that they felt that GHS@COP26 had made a real impact on HMGs ability to deliver a deal at COP.
5. The success of GHS was due to several factors:

## **A Strong Agenda**

6. The Corporation and the GFI structured GHS@COP26 around Four Big Questions for the industry as it mobilises finance for the transition to net zero. These were;
- How can we finance transition and growth?
  - How can we build a global playbook?
  - How can we price carbon and nature?
  - And how can we mobilise investment into emerging and developing economies?
7. This strong agenda helped structure the input from partners and governments to create a clear narrative for GHS@COP26 and align to wider 'real-world-economy' discussions at COP26. It enabled us to leverage serious content onto the platform and sustain debate and challenge. It nudged partner firms away from spin and PR and towards collaboration on the issues, and –

looking forward - it will also provide a framework for further content beyond COP26 into 2022.

### ***High-Quality Hybrid Delivery***

8. The hybrid format allowed us to fulfil our objectives of being flexible, diverse and low carbon. It helped focus conference sessions on 'TV studio' style keynotes, debates and panels, aimed more at the online than the physical audience. Sessions were dynamic and fast-moving, despite the pressure of delivering more than eight hours content a day for five days. The production values were very high-quality, drawing on professional AV and events contractors.
9. The hybrid model also allowed us to bring in speakers from outside Glasgow and integrate pre-recorded material, including commissioned films and interviews. We were able to link to four events at Mansion House, which brought together City stakeholders who were not able to travel to Glasgow.

### ***A Physical Hub for Finance in Glasgow***

10. The South Rotunda venue not only hosted the 'TV studio' but also provided a prestige venue for senior figures from finance - adjacent to the COP campus. It was more user-friendly than the COP 'Blue Zone' and supported both formal meetings and informal discussions. We were able to offer office and meeting space to Mark Carney and other senior figures - indeed the CEOs of several of our strategic partners made the Rotunda their base. A 'nightcap' reception on Finance Day was well attended, drawing over 200 senior participants.

### ***Collaboration and Alignment***

11. Our neutral stance allowed us to encourage collaboration between firms across sectors and geographies. We did not allow our sponsors to 'veto' their competitors from taking part. We also made space for some critical and contentious voices. This – and the focus on the four big questions – allowed us to present the FPS industry in a positive light – engaging with the issues and working together seriously for answers and solutions.
12. Our key themes aligned well with the concerns of HMG, especially the Chancellor and HMT around Finance Day. We carried 'streams' live from the Blue Zone on Finance Day and provided HMT with video content for the Blue Zone. We were able to quickly amplify core HMG content to wider FPS audiences and analyse and comment on the announcements in real time.

### ***City of London Corporation representation***

13. GHS@COP26 was led by the Lord Mayor and Policy Chair, who both gave keynote addresses, chaired sessions and hosted events. The CEO and Acting Chair of the GFI also took leading roles. SABTAC, Sheriff Gowman and the Deputy-Chair of Policy attended and chaired sessions and/or spoke for the CoLC.

14. The Lord Mayor, Policy Chair and other City seniors were also able to participate in a wide variety of other platforms and events at COP26. These included: the formal COP 'Blue Zone', especially on Finance Day, receptions hosted by the PM, the Chancellor and HRH Prince Charles, the public-facing Green Zone, the CBI business dinner and events on COP 'Cities Day' where the City of London's Climate Action Strategy was highlighted.
15. The central GHS@COP26 stage was renamed the Sir Roger Gifford Studio for the event. It was linked virtually to Mansion House for a tribute evening to Sir Roger, broadcast as part of the programme. That event launched an annual Sir Roger Gifford Lecture on green finance, to be held at Mansion House and supported by SEB and Ninety-One.
16. A detailed summary of GHS@COP26 is attached at **Annex 2**, and several summary videos can be watched at [www.greenhorizonsummit.com](http://www.greenhorizonsummit.com).

### **Resourcing and Budget**

17. GHS@COP was an ambitious - and expensive - undertaking. To deliver it successfully, we needed to hire in professional support from PR, events and AV firms, as well as several temporary staff. But thanks to strong buy-in from sponsors, the financial costs to CoLC were modest.
18. The financial costs were not the full story however. A large team within IG was diverted from other work to deliver GHS@COP26. At the close more than 10 IG staff were working full time on the project, this inevitably meant other work around IG was de-prioritised for a period as GHS@COP took centre stage. Mansion House also supported strongly with staff time, as did Comms. And the Lord Mayor, Policy Chair and other Members gave significant time to the project. Teamwork and cross-Corporation co-ordination needed to be strong, as did the partnership with the GFI.
19. The intensity of the work should also be noted on two fronts. COP26 was a moving target because of Covid, with major issues such as agenda, venues, security and access uncertain up to the last moment. Secondly GHS@COP/COP26 was a strategic moment for FPS. There was great anxiety in firms (our sponsors) to get their participation in Glasgow right. These factors fed through into intense pressure on our teams.
20. The final budget it still being reconciled, but estimates are currently:

#### **Expenditure**

**£777,000**

In order of size, the main budget lines were:

- Event and Platform management
- AV and editing
- Venue, Catering and Sets
- Additional Staffing
- PR/Comms

- Road to COP events
- Travel and Accommodation

**Income** **£777,000**

- Sponsorship £595,000
- CoLC in-year budgets £110,000
- Projected request from PIF underwrite £72,000

**The Committee is asked to note a projected PIF draw-down of £72,000 from the £100,000 underwrite agreed by PRED in January 2021.**

## Next Steps

21. GHS@COP26 was a crucial milestone, which we will use to build momentum on the CoLC key objectives in sustainable finance through 2022: These are:

- Frameworks.** Competitive domestic policy and regulatory frameworks for sustainable finance
- Innovative Products.** New investment products capable of meeting new sustainable investment demand
- Mobilisation.** City as hub for sustainable financial flows inward to the UK & outward to emerging markets
- Promotion.** Of UK's world-leading Sustainable FPS ecosystem

22. Four topics have emerged as important priorities post-COP26, aligned with priorities in our existing sustainable finance work:

- Glasgow Financial Alliance for Net Zero (GFANZ) legacy** – ensuring centre of gravity remains in London and anchoring the Secretariat here
- International Sustainability Standard Board (ISSB) delivery** – leverage UK-based FPS community to drive work and adoption
- Scaling Voluntary Carbon Markets (VCM)** – ensure London develops as a global hub for future trading activity
- Just Transition** – a greater focus on the 'S' in ESG and showcasing UK leadership

23. The CoLC will engage in a series of discussions over the next few weeks with industry and other stakeholders to evaluate success of GHS@COP and COP26 more generally. These conversations will feed into our future strategy and detailed work programme which we will be ready to present in February 2022.

## Corporate & Strategic Implications

24. Strategic implications – GHS@COP26 delivered against 7b, 7c and 7d of the Corporate Plan under the objective 'To Support a Thriving Economy'.

## **Climate Implications**

25. The activities described in the strategy mutually reinforce the Climate Action Strategy, particularly championing sustainable growth.

## **Other implications**

26. No further **legal, security, resource, financial, risk and equalities implications** arise from the information in this report. Activities to support the implementation of the follow-up strategy will be met from existing budgets and resources.

## **Conclusion**

27. COP26 offered a unique opportunity for CoLC to convene the FPS industry and work closely in support of HMG on a global stage around a key issue for FPS, wider business and the world. We built on our strong foundations, and in GHS@COP26 delivered an agile and modern event, reflecting the innovation and global reach of our sector. We managed the project successfully, adapting to the moving target of COP26, mitigating financial and resource risks. However, delivery did require us to prioritise this above other new projects, and in some cases re-sequencing projects that were already underway.

## **Appendices**

- Appendix 1 – list of GHS@COP 26 partners
- Appendix 2 – detailed summary of GHS@COP26

## **Background Papers**

- P&R paper of 8 July 2021 (Available on request)

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## Annex 1

### List of GHJS@COP26 Partners

|                                       |                            |
|---------------------------------------|----------------------------|
| <b>Strategic Partners (7)</b>         | Aon                        |
|                                       | Blackrock                  |
|                                       | EY                         |
|                                       | LSEG                       |
|                                       | NatWest                    |
|                                       | Phoenix Group              |
|                                       | Standard Chartered         |
| <b>Other Commerical Partners (14)</b> | ABRDN                      |
|                                       | Aviva                      |
|                                       | Bank of China              |
|                                       | DLA piper                  |
|                                       | CFA Institute              |
|                                       | Fidelity                   |
|                                       | Laudes Institute           |
|                                       | Macquarie Group            |
|                                       | Services                   |
|                                       | Morgan Stanley             |
|                                       | Ninety One                 |
|                                       | Prudential                 |
|                                       | Société Generale           |
| <b>Trade Association Partners (5)</b> | UBS                        |
|                                       | Vanguard                   |
|                                       | The Association of British |
|                                       | Insurers                   |
|                                       | BVCA                       |
|                                       | The Investment             |
|                                       | Association                |
|                                       | UK Finance                 |
|                                       | TCUK                       |

## **Annex 2**

### **Detailed Summary of GHS@COP26**

1. GHS@COP was a five-day hybrid conference with a physical hub in Glasgow and global online audience. Delivered at and alongside COP26 – the Finance COP.
2. It brought together private finance to consider the big issues for finance in the transition to net zero and collaborate on answers. We focused on four 'big questions' which in turn aligned with the four 'pillars' of IG's Sustainable Finance Framework, developed in spring 2021.
3. Four key questions:
  - a. How can we finance transition and growth?
  - b. How can we build a global playbook?
  - c. How can we price carbon and nature?
  - d. And how can we mobilise investment into emerging and developing economies?
4. Delivered by City of London Corporation, working with:
  - e. UN Special Envoy for Climate Finance Mark Carney
  - f. HMG (HMT and Cabinet Office)
  - g. 26 Partner organisations from across financial and professional services

### ***Participants***

5. GHS@COP featured 200+ speakers, over 100 of whom were live in Glasgow in the South Rotunda. This included over 40 CEO/Chairs from Financial and Professional Services from a large number of geographies, sectors and backgrounds.
6. So far, we have reached an online audience of 10,000.

### ***Outcomes***

7. GHS@COP contributed to and showcased strong consensus from private finance around the answers to the four key questions:
  - a. With leadership from Mark Carney, HMT and the industry, we have made strong progress on Greening Finance and towards a global green playbook. We were able to showcase that at Glasgow.
  - b. Through GFANZ we have assembled a massive £130bln committed to financing green. This will be used to fund transition while also investing in future opportunities. Much of this will go to emerging and developing economies.
  - c. The world needs a global carbon price. And nature must be the next priority for finance.
8. GHS@COP created momentum behind crucial climate finance initiatives which will make immediate real-world impacts across the global economy,
  - a. Glasgow Financial Alliance for Net Zero (GFANZ). With Mike Bloomberg we hosted GFANZ leaders in the Rotunda on the eve of Finance Day.

- b. International Sustainable Standards Board (ISSB). GHS@COP26 supported a launch event with Carmine di Sibio (Global CEO, EY).
- c. Voluntary Carbon Markets (VCM). LSE and ICE launched new market mechanisms at GHS supported by the Chancellor of the Exchequer.

***Quotes from GHS@COP26***

- 9. "It's truly been transformational and shown the City in its best light and shown the future to the City and the world. It has given us hope that we can meet this challenge... solving problems, not just managing risk. I have every confidence because of the talent in the City and dedication of the CoLC, we can move this forward." **Mark Carney**, UN Special Envoy on Climate Finance
- 10. "The money is there... we've seen incredible collaboration across all the whole finance sector – insurance, asset managers and banks - there is a huge amount of money and commitment to finance this transition." **Alison Rose**, CEO NatWest
- 11. There is a spirit of collaboration and urgency at COP26 that has been missing. We can't let this opportunity pass. **Larry Fink**, CEO Blackrock

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|   |                                      |
|---|--------------------------------------|
| <b>Committee(s):</b><br><b>Policy &amp; Resources</b>   | <b>Dated:</b><br>2022-01-20 00:00:00 |
| <b>Subject:</b> Fraser Implementation Interim Update  | <b>Public</b>                        |
| <b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b> | <b>5,6, 7, 8</b>                     |
| <b>Does this proposal require extra revenue and/or capital spending?</b>                                  | <b>N</b>                             |
| <b>If so, how much?</b>   | <b>N/A</b>                           |
| <b>Has this Funding Source been agreed with the Chamberlain's Department?</b>                             | <b>N/A</b>                           |
| <b>Report of: Damian Nussbaum, Executive Director, Innovation &amp; Growth (IG)</b>                       | For information                      |
| <b>Report author: Simi Shah, Innovation &amp; Growth (IG)</b>   |                                      |

## Summary

This paper sets out the progress against implementing the recommendations of the Fraser Review adopted by Committee in February 2021.

## Recommendation(s)

It is recommended that the Policy & Resources Committee:

- i. Note the progress against the recommendations of the Fraser Review of competitiveness.

## 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 by the City of London Corporation since then. The recent review focused on what more needs to be done to strengthen the Corporation's work linked to policy formation and promotion of the City as a global centre for tech, financial and professional services (FPS). This included an emphasis on internal organisation and procedures bearing in mind the urgency created by swiftly changing world.
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 would only 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 industry, including innovative areas of tech and business services, in a fast-moving external environment.

3. On 18 February 2021 the Policy and Resources adopted the recommendations of the Fraser 2.0 report and the creation of a strategy began which was adopted by Committee in July 2021.

### **Current Position**

4. The current position is outlined in detail in Appendix 1 against the original set of recommendations for implementation under Fraser. There has been some delay to the original schedule of implementation which has been caused primarily by the time needed to devote to the TOM.

### **Corporate & Strategic Implications**

5. The approach outlined 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

6. No legal, security, financial, implications arise from the recommendations in this report. Activities to support the implementation of the strategy will be met from existing budgets and resources.
7. The activities described in the strategy mutually reinforce the Climate Action Strategy, particularly the tenet of the championing sustainable growth.

### **Financial Implications**

8. There are no new financial implications proposed as a consequence of this update.

### **Conclusion**

9. It is within the Corporation's core purpose to steward the UK's financial centre and financial, FPS-tech and professional services sectors through current and future challenges and opportunities. Adopting and implementing the Competitiveness Strategy will facilitate the fulfilment of this important role.

### **Appendices**

1. Fraser Review Implementation Plan – December 2021 Current Status

### **Damian Nussbaum**

Executive Director  
Innovation & Growth (IG)

## Appendix 1

### Fraser Review Implementation Plan

The Implementation plan follows the four pillars outlined in the February 2020 Fraser Review. The plan will be guided by officers with regular updates to Policy and Resources Committee.

The timeline will be intentionally co-ordinated with the developments of the governance review, new target operating model and the ongoing Fundamental Review and the Medium-Term Financial Plan to ensure alignment with longer term organisational aspirations.

### *Pillar 1 - Clarity of purpose*

| Time  | Action   | Owner | Deadline   | December 2021 Update   |
|---|--|-------|--|--|
| <i>Commence upon P &amp; R Adoption of Fraser 2.0</i> | 1. Produce a new Competitiveness Strategy based on agreed policy priorities (as below) and including goals, objectives and delivery timeframes, and an ongoing monitoring mechanism at both officer and committee level. Active engagement from MH and other Corporation stakeholders, and strong comms and political engagement plan. | IG    | Structure to be submitted at April 2021 P & R and full draft to Innovation and Growth Advisory Board in April 2021 | Complete as adopted at P & R July 2021<br><br>An officer Task and Finish Group (TFG) has been established to oversee the remaining items of implementing the Fraser recommendations. |
|   | 1.1. Draw up and agree list of short- and medium-term strategic policy priorities for the promotion of UK FPS  | IG    | To be completed as the first step in developing the competitiveness strategy                                       | Complete and included in Competitiveness Strategy adopted July 2021  |
|   | 1.2. Establish parameters to measure the competitiveness of UK FPS, and benchmark  | IG    | January 2022   | Performance Framework and Dashboard under development to be aligned with 2022-   |

|     |   |   |   |  |
|-----|---|---|---|--|
|     | this against competitors annually.  |   |   | 2023 business planning cycle.  |
|     | 1.3. Map how to give systematic approach to the convening and sponsorship of events and meetings, and the governance for this, within the wider comms and political engagement plan.              | MH & REM, with IG and Comms               | To be completed as the first step in developing the engagement and communication plans  | Underway as part of the political and engagement plans to be drawn up and refined within 22-23.  |
|     | 1.4. Ensure that Business Plans reflect and implement Competitiveness Strategy.   | IG, MH, REM and Comms                     | March 2022  | In progress with TFG for March 2022. Some departments will submit plans to committee in January and others later who are going through TOM later in the year |
|     | 1.5. Ensure that Competitiveness Strategy informs and provides structure for the international activities of the LM on a multi-year basis. Also reflected in Comms and Political Engagement Plan. | IG and MH                                 | November 2021   | Completed through MVAC for 2021-22 Mayoralty with work on going for future years.  |
|     | 1.6. Develop a proactive, forward-looking communications and political engagement plan, deployed through multiple channels.   | IG and Director of Comms with MH and Rems | To be completed as the first step in onward development of the competitiveness strategy | In progress with TFG for March 2022 for 22-23 year.  |
| TBD | 2. Draw up a menu of themes for Lord Mayors to draw on when deciding the theme of their tenure, based in the competitiveness strategy   | IG with MH                                | May 2021  | Complete – drawn from the strategic priorities listed in the Competitiveness Strategy.   |

## *Pillar 2 – Institutional Effectiveness*

| Time                   | Action   | Owner                      | Original Deadline   | December 2021 Update  |
|------------------------|--|----------------------------|---|---|
| TBD                    | 3. Review job titles in and produce a clearer organogram of the City Corporation, including the title of CPR. MH should have the necessary diplomatic expertise to pursue activities that are complementary to the FPS agenda. | IG /MH                     | In good time to be agreed in conjunction with the adoption of the Competitiveness Strategy. | Underway as part of TOM process.  |
| July – August          | 4. Develop/ refresh existing collaboration structures between IG and Mansion House in light of the competitiveness strategy.   | IG & MH                    | New Playbook by September 2021 for all departments.   | Delayed due to focus on TOM for many departments. Underway with TFG targeting March 2022 for use in 22-23 year. |
| Post Strategy Adoption | 5. Review overseas resources to ensure that allocation is aligned with the new competitiveness strategy. Consider potential redistribution.  | IG & MH                    | In time for new financial April 22 in terms of office arrangements                          | To be completed by July 22.   |
| Post Strategy          | 6. Review the process for  | Shrievally, with IG and MH | Summer 2021   | Delayed due to  |

|                |  |  |  |  |
|----------------|--|--|--|--|
| gy<br>Adoption | SABTAC /<br>Shrieval<br>preparation<br>to ensure<br>that<br>interdepartm<br>ental<br>collaboration<br>is focused on<br>delivering the<br>new<br>competitiven<br>ess strategy |  |  | focus on<br>TOM for<br>MH.<br>Underway<br>with TFG<br>targeting<br>March<br>2022 for<br>use in 22-<br>23 year. |
|----------------|--|--|--|--|

### *Pillar 3 – Strong leadership and governance*

| Time     | Action  | Owner                                | Original<br>Deadline   | Dec 2021<br>Update   |
|----------|---|--------------------------------------|------------------------|--|
| TBD      | 7. Review the roles of the CPR and Lord Mayor and draw up shared objectives of respective work programmes for 21/22 and establish repeatable process for subsequent years | Chair of CPR and Lord Mayor's office | Spring and Summer 2021 | To be developed through TOM and the respective Private Offices for 22-23 through the Coordination Group (Office of Lord Mayor and Office of Policy Chair). |
| Now      | 8. CPR to review existing resources and to consider best timing to recruit additional capacity as needed.   | CPR                                  | Ongoing with TOM       | To be complete by March 22.  |
| From now | 9. Make a proposal for a new senior Competitiveness sub-Committee and present it at P & R at  | TC                                   | Complete               | Complete   |

|  |                           |  |  |  |
|--|---------------------------|--|--|--|
|  | same meeting as Strategy. |  |  |  |
|--|---------------------------|--|--|--|

### *Pillar 4 – Effective external relationships*

|                    |   |                                |   |  |
|--------------------|---|--------------------------------|---|--|
| From Now           | 10. City Corporation to meet with TCUK to discuss agendas and goals to support the new competitiveness strategy for the City. Continue to strengthen alignment of Business Plans in 21/22 and beyond.   | IG                             | Ongoing   | Complete to date   |
| From Now           | 11. Build strong relationships with government departments and the political leadership. This should be reflected in the comms strategy/political engagement plan.  | Comms and Rems, with IG and MH | To be enhanced as the first step in developing communication and political engagement plans | As part of the political engagement plan. Target March 2022 but in large part ongoing  |
| From now with TCUK | 12. Refresh/ produce individual strategies for each key external market for the City.<br><br>13. Develop an engagement map to show current lines of engagement with international bodies and conduct a prioritisation exercise based on opportunity assessment. | IG                             | To be completed in time to feed into Competitiveness Strategy                               | Performed annual next refreshed in March 22<br><br>Engagement map to be part of political engagement plan. Target March 2022 |

|   |                             |
|---|-----------------------------|
| <b>Committee(s):</b><br>Policy and Resources Committee  | <b>Dated:</b><br>20/01/2022 |
| <b>Subject:</b> Policy and Resources<br>Contingency/Discretionary Funds                                   | <b>Public</b>               |
| <b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b> | All                         |
| <b>Does this proposal require extra revenue and/or capital spending?</b>                                  | No                          |
| <b>If so, how much?</b>   | £0                          |
| <b>What is the source of Funding?</b>   | N/A                         |
| <b>Has this Funding Source been agreed with the Chamberlain's Department?</b>                             | N/A                         |
| <b>Report of:</b> Chamberlain   | <b>For Information</b>      |
| <b>Report Author:</b> Geraldine Francis - 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.

| <b>Fund</b>                        | <b>2021/22<br/>Balance<br/>Remaining<br/>after<br/>Approved<br/>Bids<br/>£</b> | <b>2022/23<br/>Balance<br/>Remaining<br/>after<br/>Approved<br/>Bids<br/>£</b> | <b>2023/24<br/>Balance<br/>Remaining<br/>after<br/>Approved<br/>Bids<br/>£</b> | <b>2024/25<br/>Balance<br/>Remaining<br/>after<br/>Approved<br/>Bids<br/>£</b> |
|------------------------------------|--|--|--|--|
| Policy Initiative Fund             | 447,307  | 687,000  | 717,000  | 1,200,000  |
| Policy and Resources Contingency   | 210,719  | 285,000  | 285,000  | 285,000  |
| Policy & Resources Project Reserve | 343,000  | 0  | 0  | 0  |
| COVID19 Contingency                | 854,546  | 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.
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<br>Opening<br>Balance<br><br>£ | 2021/22<br>Approved<br>Bids<br><br>£ | 2021/22<br>Balance<br>Remaining<br>after<br>2021/22<br>Approved<br>Bids<br><br>£ | 2021/22<br>Pending<br>Bids<br><br>£ | 2021/22<br>Balance<br>Remaining<br>after<br>2021/22<br>Pending Bids<br><br>£ |
|---|--|--------------------------------------|--|-------------------------------------|--|
| Policy Initiative Fund                  | 2,004,555                              | (1,557,248)                          | 447,307  | (135,000)                           | 312,307  |
| Policy and Resources<br>Contingency     | 684,214                                | (473,495)                            | 210,719  | 0                                   | 210,719  |
| Policy and Resources<br>Project Reserve | 353,578                                | (10,578)                             | 343,000  | 0                                   | 343,000  |
| COVID19 Contingency                     | 1,579,546                              | (725,000)                            | 854,546  | 0                                   | 854,546  |

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<br>Multiyear PIF allocation | £0      | £87,000 | £117,000 |

## **Corporate & Strategic Implications**

12. 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.
13. 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
14. Resource implications – None
15. Legal implications – None
16. Risk implications – None
17. Equalities implications – None
18. Climate implications – None
19. 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

## **Geraldine Francis**

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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         | £ -                | £ -                |
| <b>Revised Budget</b>  | <b>£ 2,004,555</b> | <b>£ 1,200,000</b> | <b>£ 1,200,000</b> |

| 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           | £ 54,663       |                  |                  |
| 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           | £ 9,764        |                  |                  |
| 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  | Investment Support 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          | £ 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           | £ 9,593        |                  |                  |
| 08/07/21 | Voluntary Carbon Markets   | £ 15,000           | £ -            |                  |                  |
| 08/07/21 | Adoption of Competitiveness Strategy - Development of an 'Asset Under Management' Campaign                 | £ 120,000          | £ -            |                  |                  |
|          |  |                    |                |                  |                  |
|          |  |                    |                |                  |                  |
|          | <b>Total Allocations</b>   | <b>£ 1,557,248</b> | <b>512,132</b> | <b>£ 513,000</b> | <b>£ 483,000</b> |
|          | <b>Balance Remaining</b>   | <b>£ 447,307</b>   |                | <b>£ 687,000</b> | <b>£ 717,000</b> |

Bids for Committee's Approval: 20 January 2022

|   |                  |                  |                  |
|---|------------------|------------------|------------------|
| - Summit on Impact Investing                          | 100,000          | -                | -                |
| - Sponsorship for Think Tank Report on 'Levelling Up' | 35,000           | -                | -                |
| <b>Total Balance if pending bids are approved</b>     | <b>£ 312,307</b> | <b>£ 687,000</b> | <b>£ 717,000</b> |

|          | Multi Year PIF Bids   | 2021/22 Bid      | 2022/23 Bid      | 2023/24 Bid      |
|----------|---|------------------|------------------|------------------|
|          | <b>Multi Year PIF Allocation</b>  | <b>£ 610,635</b> | <b>£ 600,000</b> | <b>£ 600,000</b> |
| 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  | Investment Support Membership   | £ 184,000        | £ 183,000        | £ 183,000        |
| 08/04/21 | Standing International Forum of Commercial Courts                         | £ 50,000         | £ 50,000         | £ 50,000         |
|          |   |                  |                  |                  |
|          |   |                  |                  |                  |
|          | <b>Total Multi Year Allocations</b>                                       | <b>£ 610,635</b> | <b>£ 513,000</b> | <b>£ 483,000</b> |
|          | <b>Multi Year PIF Allocation Balance</b>                                  | <b>£ -</b>       | <b>£ 87,000</b>  | <b>£ 117,000</b> |

Bids for Committee's Approval: 20 January 2022

|   |            |                 |                  |
|---|------------|-----------------|------------------|
| -   | -          | -               | -                |
| -   | -          | -               | -                |
| <b>Total Balance if pending bids are approved</b> | <b>£ -</b> | <b>£ 87,000</b> | <b>£ 117,000</b> |

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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     | £ -              |  | £ -              | £ -              | £ -              |
| <b>Revised Budget</b>                            | <b>£ 684,214</b> |  | <b>£ 300,000</b> | <b>£ 300,000</b> | <b>£ 300,000</b> |

| 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        | £ 76,361         | £ -              | £ -              | £ -              |
| 19/11/20 | Census 2021  | £ 18,000         | £ 18,000         | £ -              | £ -              | £ -              |
| 10/12/20 | Electoral Registration Campaign Manager  | £ 150,000        | £ 122,767        | £ -              | £ -              | £ -              |
| Urgency  | Smithfield Negotiations - Mediation Fees   | £ 57,000         | £ -              | £ -              | £ -              | £ -              |
| Urgency  | Lord Mayor's Show Arrangements   | £ -              | £ -              | £ 15,000         | £ 15,000         | £ 15,000         |
| 14/10/21 | Election Engagement Campaign   | £ 72,000         | £ 3,411          |                  |                  |                  |
|          |  |                  |                  |                  |                  |                  |
|          | <b>Total Allocations</b>   | <b>£ 473,495</b> | <b>£ 220,539</b> | <b>£ 15,000</b>  | <b>£ 15,000</b>  | <b>£ 15,000</b>  |
|          | <b>Balance Remaining</b>   | <b>£ 210,719</b> |                  | <b>£ 285,000</b> | <b>£ 285,000</b> | <b>£ 285,000</b> |

Bids for Committee's Approval: **20 January 2022**

|   |                  |                  |                  |                  |
|---|------------------|------------------|------------------|------------------|
| -   | -                | -                | -                | -                |
| <b>Total Balance if pending bids are approved</b> | <b>£ 210,719</b> | <b>£ 285,000</b> | <b>£ 285,000</b> | <b>£ 285,000</b> |

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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        |
| <b>Revised Budget</b> | <b>£ 353,578</b> |

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

Bids for Committee's Approval: **20 January 2022**

-  
-

-  
-

**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 Funds (Previously ringfenced for GSMD)              |                    | £ 600,000          |
| Funding transferred from PIF & Finance Contingency             |                    | £ 500,000          |
| <b>Revised Budget</b>  | <b>£ 2,152,546</b> | <b>£ 1,579,546</b> |

| 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         |
| 19/08/21 | Phone licences  |                    | £ 6,000          |
| 20/09/21 | IT costs for home working   |                    | £ 38,000         |
| 22/10/21 | Culture Communications Officer  |                    | £ 40,000         |
| 10/11/21 | 65a Basinghall use as a Covid Test Centre                                   |                    | £ 90,000         |
| 16/12/21 | City Matters Special Edition - COVID Booster Campaign                       |                    | £ 18,000         |
|          | <b>Total Allocations</b>  | <b>£ 1,673,000</b> | <b>£ 725,000</b> |
|          | Non ringfenced balance (City's Cash)  |                    | £ 854,546        |
|          | Non ringfenced balance (City Fund)  |                    | £ -              |
|          | <b>Total Balance Remaining</b>  |                    | <b>£ 854,546</b> |

Bids pending Town Clerks Approval: **20 January 2022**

**Total Balance if pending bids are approved**

**£ 854,546**

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|   |  |
|---|--|
| <b>Committee:</b>   | <b>Dated:</b>  |
| Community & Children's Services<br>Policy & Resources Committee<br>Finance Committee                            | 17 December 2021<br>20 January 2022<br>25 January 2022 |
| <b>Subject:</b>   | <b>Public</b>  |
| Housing Revenue Account - Review of 5 Year Plan   |  |
| <b>Which Outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>       | 1,2,3,4,5,8,9,10,11 & 12                               |
| <b>Does this proposal require extra revenue and/or capital spending?</b>  | No   |
| <b>If so, how much?</b>   | N/A  |
| <b>What is the source of funding?</b>   | N/A  |
| <b>Has the funding source been agreed with the Chamberlain's Department?</b>                                    | N/A  |
| <b>Report of:</b>   | <b>For Information</b>                                 |
| The Chamberlain<br>Director of Community & Children's Services  |  |
| <b>Report Author:</b>   |  |
| Mark Jarvis, Head Of Finance, Chamberlains and<br>Paul Murtagh, Assistant Director Barbican & Property Services |  |

## Summary

This report presents for information a review of the 5-year finance plan for the Housing Revenue Account (HRA), analyses income streams and forecast costs and outlines the key challenges over the period.

- A very significant investment in the existing HRA housing stock (including major works to windows, heating systems and roof replacements, installation of sprinklers and fire doors) is planned over the period.
- This investment will require planned borrowing of up to £30m to finance, as provided for in the Corporations Medium Term Financial Plan.
- Revenue reserve balances are low during the period as loan repayments and interest charges increase, and only move above £1m in the final year 2025/26.
- There is therefore little or no capacity to meet additional requests for funding for new projects and, to deal with unforeseen financial calls on the revenue account.
- Projections do not include additional back-dated payments for water beyond the period already provided for. Such a payment would mean a deficit balance for the whole of the period until 2025/26.
- Delays in the past two years to income generating new build rental housing stock has contributed to the low revenue reserves – further delays to the COLPAI, Sydenham Hill or York Way projects would put into question the viability of proceeding with major works at the pace currently planned.
- Exceptional increases in construction costs over the next year have not been factored into the major works expenditure and, if they materialise, this may result in increased borrowing and borrowing costs.

- There is a significant risk that our ability to recover costs from leaseholders for major works carried out on their homes (window replacements in particular), will have a further adverse impact on the HRA. The outcome of the Great Arthur House cladding case will have some considerable bearing on this and, it could mean further delays to the current major works programme.

### **Recommendation**

- i) Members are asked to review and note the implications of the latest 5-year financial plan for the HRA,

## **Main Report**

### **Introduction**

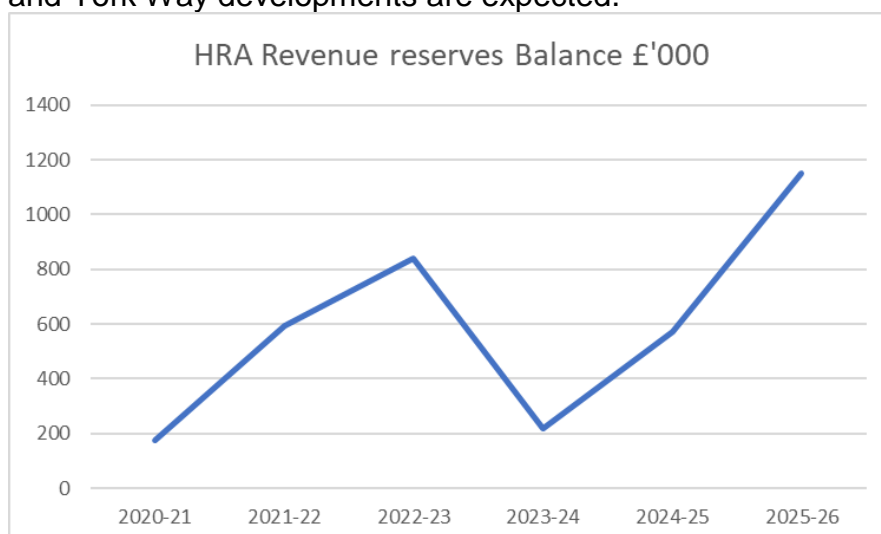
1. The HRA is ringfenced by legislation which means that the account is financially self-supporting. Although the “Capital” Account is not ringfenced by law, the respective financial positions of the HRA and the City Fund has meant that capital expenditure is financed without placing a burden on the use of City Fund resources. All HRA related capital expenditure continues to be funded from the HRA, including the Major Repairs Reserve and certain capital receipts from sales of HRA assets, with homeowners making their appropriate contributions. In practice, therefore, the capital account is also ringfenced.
2. This report sets out the latest five-year forecast of revenue and capital (major repairs reserve) positions given the latest proposed budgets for 2022/23 included in the current Budget Estimates report and the most up to date Project Manager forecasts for major works capital projects. It is important to note that it does not include any additional costs for future projects identified in the latest full stock condition survey and, works required due to future changes in legislation.
3. The report also presents detailed breakdowns of income and cost projections alongside benchmark figures from the national Housemark survey.

### **Five Year HRA Revenue Account Projections**

4. Table 1 below shows the projected 5 Year Plan for the Housing Revenue Account. The first two years are based on the latest Revenue budget Estimates. Future loan repayments and interest charges are based on the profile of expenditure estimated by the relevant capital project managers.

| TABLE 1 - HRA 5 Year Projections                   |                         | Latest          | OB              | Forecast        | Forecast        | Forecast        |
|--|-------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
|  |                         | 2021-22         | 2022-23         | 2023-24         | 2024-25         | 2025-26         |
| <b>Income</b>                                      |                         |                 |                 |                 |                 |                 |
| Rent   | Dwellings               | 10,638          | 10,992          | 11,504          | 13,019          | 13,279          |
|  | Car Parking             | 620             | 625             | 638             | 650             | 663             |
|  | Baggage Stores          | 127             | 127             | 130             | 132             | 135             |
|  | Commercial              | 1,592           | 1,667           | 1,700           | 1,734           | 1,769           |
| Community Facilities                               |                         | 69              | 99              | 101             | 103             | 105             |
| Service Charge                                     |                         | 2,451           | 2,480           | 2,530           | 2,580           | 2,632           |
| Other  |                         | 4               | 4               | 5               | 5               | 5               |
|  | <b>TOTAL Income</b>     | <b>15,501</b>   | <b>15,994</b>   | <b>16,607</b>   | <b>18,224</b>   | <b>18,588</b>   |
| <b>Expenditure</b>                                 |                         |                 |                 |                 |                 |                 |
| Repairs & Maintenance                              |                         | (2,976)         | (2,976)         | (3,100)         | (3,200)         | (3,300)         |
| Premises, support & supplementary revenue projects |                         | (791)           | (800)           | (816)           | (832)           | (849)           |
| Tech services + City Surveyor costs                |                         | (1,539)         | (1,539)         | (1,570)         | (1,601)         | (1,633)         |
| Supervision & management                           |                         | (4,218)         | (4,431)         | (4,520)         | (4,610)         | (4,702)         |
| Specialised Support Services                       |                         | (2,618)         | (2,682)         | (2,736)         | (2,790)         | (2,846)         |
|  | <b>TOTAL Exp</b>        | <b>(12,142)</b> | <b>(12,428)</b> | <b>(12,741)</b> | <b>(13,034)</b> | <b>(13,331)</b> |
| Loan Charges - Interest                            |                         | 0               | (122)           | (496)           | (560)           | (477)           |
| Capital Repayment (4% Minimum Revenue Provision)   |                         | 0               | (243)           | (993)           | (1,177)         | (1,001)         |
| Total  |                         | 0               | (365)           | (1,489)         | (1,737)         | (1,478)         |
|  | <b>TOTAL Net Income</b> | <b>3,359</b>    | <b>3,201</b>    | <b>2,377</b>    | <b>3,453</b>    | <b>3,779</b>    |
| TSFR TO MRR (Depreciation)                         |                         | (2,943)         | (2,953)         | (3,000)         | (3,100)         | (3,200)         |
| <b>Surplus/ (Deficit) In Year</b>                  |                         | <b>416</b>      | <b>248</b>      | <b>(623)</b>    | <b>353</b>      | <b>579</b>      |
| Bal b/f  |                         | 177             | 593             | 841             | 218             | 570             |
| <b>Bal c/f</b>                                     |                         | <b>593</b>      | <b>841</b>      | <b>218</b>      | <b>570</b>      | <b>1,150</b>    |

5. Revenue reserves remain below £1m for the entire five-year period until the end of 2025/26, with a dip in 2023/24 to £218k as result of the increased loan charges and principal repayments associated with the major works programme borrowing requirement coming a year before the increased revenue from the Sydenham Hill and York Way developments are expected.

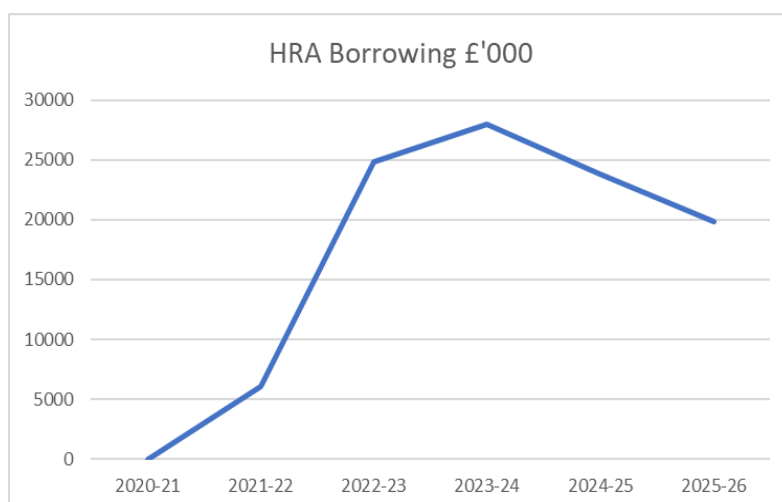


## Major Repairs Reserve & City Fund Loan

6. Table 2 below sets out the movements on the Major Repairs Reserve and the City Fund loan over the period. Borrowing is expected to peak in 2023-24 before falling in subsequent years, however this assumes that there will be no further call on the major repairs programme in those years and there are no exceptional construction inflation costs. Also, no allowance has been made for the need to pay the leaseholder element of the Great Arthur House cladding project. If the current Appeal were to fail then £4.7m of borrowing would need to be earmarked to cover this cost and as a result elements of the current major works programme would need to be re-phased to ensure overall borrowing levels remained affordable.

| <b>TABLE 2 - MAJOR REPAIRS RESERVE</b> |     | Latest       | OB            | Forecast      | Forecast      | Forecast      |
|--|-----|--------------|---------------|---------------|---------------|---------------|
|  |     | 2021-22      | 2022-23       | 2023-24       | 2024-25       | 2025-26       |
| MRR                                    | B/F | 2,036        | 250           | 251           | 299           | 399           |
| Depn/tsfr from Rev                     |     | 2,943        | 2,953         | 3,000         | 3,100         | 3,200         |
| Net Capital Financing                  |     | (10,809)     | (21,934)      | (7,145)       |               |               |
| Loan Advanced/(Repaid)                 |     | 6,080        | 18,982        | 4,193         | (3,000)       | (3,000)       |
|  |     |              |               |               |               |               |
| MRR                                    | C/F | <b>250</b>   | <b>251</b>    | <b>299</b>    | <b>399</b>    | <b>599</b>    |
|  |     |              |               |               |               |               |
| <b>CITY FUND LOAN</b>                  |     |              |               |               |               |               |
| Loan Balance                           | B/F | 0            | 6,080         | 24,819        | 28,019        | 23,842        |
| Loan Advanced/(Repaid)                 |     | 6,080        | 18,982        | 4,193         | (3,000)       | (3,000)       |
| HRA Minimum Repayments (4%)            |     | 0            | (243)         | (993)         | (1,177)       | (1,001)       |
| Loan balance                           | C/F | <b>6,080</b> | <b>24,819</b> | <b>28,019</b> | <b>23,842</b> | <b>19,841</b> |

7. The HRA is forecast to begin borrowing to fund the major repairs works at the end of this financial year. This is set to increase to £28.0m by the end of 2023/24 before falling back as loan repayments increase. This fall however assumes that no significant further works are carried out in the final two years of the planning period. Also borrowing will be higher if further construction inflation costs have to be built into the major repairs programme.



## Forecast Income

8. Existing rentals are expected to continue beyond 2022/23 with a 2% uplift. Some additional dwellings rental income streams have also been factored in as set out in Table 3 below.

| <b>TABLE 3 - Dwellings</b> |            | Latest        | OB            | Forecast      | Forecast      | Forecast      |
|----------------------------|------------|---------------|---------------|---------------|---------------|---------------|
|                            |            | 2021-22       | 2022-23       | 2023-24       | 2024-25       | 2025-26       |
| <b>Income</b>              |            |               |               |               |               |               |
| Exisitng Rent roll         |            | 10,638        | 10,837        | 11,054        | 11,275        | 11,500        |
| COLPAI                     | (66 units) | 0             | 155           | 450           | 459           | 468           |
| Sydenham Hill              |            | 0             | 0             | 0             | 785           | 801           |
| York Way                   |            | 0             | 0             | 0             | 500           | 510           |
| TOTAL                      |            | <b>10,638</b> | <b>10,992</b> | <b>11,504</b> | <b>13,019</b> | <b>13,279</b> |

- The delayed new flats at COLPAI are expected to deliver an annual rent roll of £450k and this income has been included from January 2023 (completion due in July 2022).
  - New flats at Sydenham Hill, generating income in the region of £785k annually, have again experienced long delays and are projected to come on stream by April 2024.
  - New flats at York Way are also projected to begin generating additional rental income of £500k annually (this is a cautious estimate) from April 2024.
9. The Car Parking figures do not include any projection for additional car parking income relating to Middlesex Street as we await a potential deal with City of London Police for up to £400k per annum of additional rent.

## Review of Expenditure

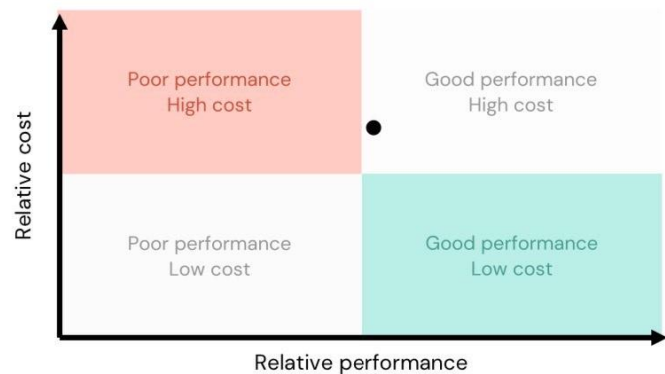
10. Existing repairs and maintenance costs are expected to continue beyond 2022/23 with a 2% uplift. A breakdown of the annual cost is shown in the Table below. It is expected that the significant planned major works investment in windows, roofs and heating systems will reduce the upcoming costs of maintenance, but for the sake of prudence no diminution has been factored into these projections.

| <b>REPAIRS, MAINTENANCE AND IMPROVEMENTS</b> | <b>2021/22<br/>£000</b> | <b>2022/23<br/>£000</b> |
|--|-------------------------|-------------------------|
| <b>BREAKDOWN AND EMERGENCY REPAIRS</b>       |                         |                         |
| Building                                     | (1,100)                 | (1,122)                 |
| Electrical                                   | (240)                   | (240)                   |
| Lifts  | (10)                    | (10)                    |
| Heating and Ventilation                      | (200)                   | (200)                   |
| Recharge and Insurance Claims                | (50)                    | (50)                    |
| <b>CONTRACT SERVICING</b>                    |                         |                         |
| Building                                     | (60)                    | (60)                    |
| Electrical                                   | (270)                   | (270)                   |
| Lifts  | (140)                   | (140)                   |
| Boilers                                      | (250)                   | (250)                   |
| Ventilation                                  | (450)                   | (450)                   |
| <b>CYCLICAL WORK AND MINOR IMPROVEMENTS</b>  | (206)                   | (184)                   |
| <b>TOTAL REPAIRS</b>                         | <b>(2,976)</b>          | <b>(2,976)</b>          |

- Repairs are broken down into various priorities in terms of the response times for completion. During the pandemic, we have continued to ensure compliance with the regulations in terms of gas and electrical safety, asbestos checks, lift maintenance, water testing and fire safety. During the various lockdowns however, we had to prioritise the repairs service, which meant that some of the higher priority (less urgent) works were put on hold. We have made good recent progress in catching up with the backlog of repairs.
- To date, we have continued to carry out all repairs to our homes in line with the respective prioritisation scheme. It may be necessary going forward, to look at prioritising repairs differently taking into account, for example, thresholds of need and vulnerability. It may be necessary, to consider, at least for a certain period of time, to hold back on less urgent or low-priority repairs to reduce the overall level of expenditure on repairs and maintenance in line with what is affordable.
- It is likely, that the current repairs and maintenance contract will be put out for tender in 2022. We will use this opportunity to review the service that we provide and, look at ways to reduce our expenditure. This will include a review of those works that tenants are required to do themselves, as set out in their tenancy agreement.
- It will be necessary going forward to increase the level of scrutiny and control of the repairs and maintenance budget to ensure that there is sufficient flexibility and resilience to respond to budget pressures, whilst still maintaining a good level of service to our residents.
- The 2021 Housemark benchmarking report found that the City was high cost in relation to other London LA's but was also in the good performance quadrant as set out below

### Asset management

Your overall maintenance performance was slightly above that of your peers, however, your front-line costs are also greater. This is based on your responsive repairs and void works cost per property of £977, your cyclical maintenance and major works cost per property of £3,373 and your average performance across four repairs and maintenance KPIs.



### 11. A breakdown of Premises, Support and Technical Services Costs are set out in the Table below

| Premises, Support & Technical Services Costs | Latest<br>2021-22 | OB<br>2022-23    | Comments   |  |  |  |  |  |  |
|--|-------------------|------------------|--|--|--|--|--|--|--|
| Supplementary Revenue Projects               | 457,000           | 671,000          | One-off project costs - mainly Southwark concrete repairs                              |  |  |  |  |  |  |
| Fees & Services                              | 644,000           | 627,000          | Professional & consultancy fees, Mgmt fees (for Horace Jones), legal charges, Security |  |  |  |  |  |  |
| Communication & Computing                    | 390,000           | 390,000          | Software & hardware costs (Orchard & replacement system), Mobiles, switchboard cost    |  |  |  |  |  |  |
| Rents  | 108,000           | 108,000          | Accommodation cost for Resident estate Officers  |  |  |  |  |  |  |
| Rates  | 277,000           | 277,000          | Business Rates (shops, car bays, etc), council tax and void payments                   |  |  |  |  |  |  |
| Service Charges                              | 44,000            | 44,000           |  |  |  |  |  |  |  |
| Water & cleaning                             | 50,000            | 41,000           |  |  |  |  |  |  |  |
| Equipment                                    | 43,000            | 39,000           |  |  |  |  |  |  |  |
| Conferences & hospitality                    | 7,000             | 7,000            |  |  |  |  |  |  |  |
| Grants & Subscriptions                       | 30,000            | 30,000           |  |  |  |  |  |  |  |
| Printing & Stationary                        | 18,000            | 17,000           |  |  |  |  |  |  |  |
| Transfer Payments                            | 17,000            | 17,000           |  |  |  |  |  |  |  |
| Transport                                    | 9,000             | 9,000            |  |  |  |  |  |  |  |
| Central Support Services recharge            | 382,000           | 359,000          |  |  |  |  |  |  |  |
| Surveyors Employee recharge                  | 90,000            | 90,000           |  |  |  |  |  |  |  |
| CLPS cost recharge                           | 139,000           | 114,000          |  |  |  |  |  |  |  |
| IS staff recharge                            | 478,000           | 364,000          |  |  |  |  |  |  |  |
| Net Insurance recharge                       | 171,000           | 171,000          |  |  |  |  |  |  |  |
| Recharged outside HRA                        | (524,000)         | (536,000)        | Mainly charges to Barbican Residential   |  |  |  |  |  |  |
| Recharged to Capital Projects                | (500,000)         | (500,000)        | Costs ascribed to specific major repairs & new build capital projects                  |  |  |  |  |  |  |
|  | <b>2,330,000</b>  | <b>2,339,000</b> |  |  |  |  |  |  |  |
| Analysed As :                                |                   |                  |  |  |  |  |  |  |  |
| Premises & Support                           | 791,000           | 800,000          |  |  |  |  |  |  |  |
| Tech Services                                | 1,539,000         | 1,539,000        |  |  |  |  |  |  |  |
|  | <b>2,330,000</b>  | <b>2,339,000</b> |  |  |  |  |  |  |  |

### 12. The five-year plan makes no allowance for further backdated water rates repayments beyond those previously agreed by Community & Children's Services Committee.

### 13. Supervision & management costs relate to salary costs as set out in the Manpower table below. As part of the TOM process, we have been reviewing areas of the housing service with a view to enhancing service levels and, wherever possible, reducing costs. There are still some areas of the housing service that still need to be reviewed and, it is expected that these reviews will generate some similar efficiency savings. It is possible, that a further review of supervision and

management costs will need to take place in the near future particularly, if the HRA is hit with further calls for essential additional funding.

| <b>Manpower statement</b>   | <b>Revised/LAB Budget 2021/22</b> |              | <b>Original Budget 2022/23</b> |              |
|-----------------------------|-----------------------------------|--------------|--------------------------------|--------------|
|                             | Manpower                          | Estimated    | Manpower                       | Estimated    |
|                             | Full-time                         | cost         | Full-time                      | cost         |
|                             | <b>equivalent</b>                 | <b>£'000</b> | <b>equivalent</b>              | <b>£'000</b> |
| Management                  | 30                                | 1,726        | 35                             | 1,930        |
| Estate Officers             | 11                                | 467          | 10                             | 452          |
| Porter/Cleaners             | 19                                | 962          | 24                             | 958          |
| Gardeners                   | 3                                 | 106          | 6                              | 200          |
| Wardens                     | 0                                 | 16           | 0                              | 16           |
| Technical Services          | 39                                | 2,515        | 40                             | 2,528        |
| <b>TOTAL SALARIES</b>       | <b>102</b>                        | <b>5,792</b> | <b>115</b>                     | <b>6,084</b> |
| <i>Analysed As</i>          |                                   |              |                                |              |
| Supervision and Management  |                                   | 4,218        |                                | 4,431        |
| Specialist Support Services |                                   | 1,574        |                                | 1,653        |
| <b>TOTAL</b>                |                                   | <b>5,792</b> |                                | <b>6,084</b> |

14. Specialised support services costs are analysed in the table below

|                                    | Latest    | OB        |
|------------------------------------|-----------|-----------|
| Specialised Support Services       | 2021-22   | 2022-23   |
| Cleaning and Domestic Supplies     | 197,000   | 194,000   |
| Clothes, Uniform and Laundry       | 8,000     | 8,000     |
| Communications and Computing       | 2,000     | 2,000     |
| Direct Employee Expenses           | 1,569,000 | 1,648,000 |
| Direct Transport Costs             | 2,000     | 2,000     |
| Energy costs                       | 493,000   | 518,000   |
| Equipment, Furniture and Materials | 37,000    | 29,000    |
| Fees and Services                  | 8,000     | 8,000     |
| Grounds Maintenance Costs          | 97,000    | 97,000    |
| Indirect Employee Expenses         | 5,000     | 5,000     |
| Rates                              | 81,000    | 74,000    |
| Rents                              | 48,000    | 25,000    |
| Support Services                   | 4,000     | 4,000     |
| Water Services                     | 67,000    | 68,000    |
|                                    |           |           |
|                                    | 2,618,000 | 2,682,000 |

The majority of these costs are recoverable via the service charge and therefore have no net effect on the Housing Revenue Account.

## Major Works Capital Programme

15. The table below summarises the various categories of projects currently underway or being planned for which provision has been made in terms of borrowing capacity, loan repayments and interest charge within the rolling five-year plan. No provision has been made for future additional projects that have been identified in the latest full, or any new stock condition survey and therefore the capital works are expected to complete by the end of 2023/24. Furthermore, no provision has been made for the effects of construction inflation across the programme.

| Summary Of Major Works Programme  | Project Manager Forecast 2021/22 | Project Manager Forecast 2022/23 | Project Manager Forecast 2023/24 | Project Manager Forecast 2024/25 | Project Manager Forecast 2025/26 |
|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
|                                   | £'000                            | £'000                            | £'000                            | £'000                            | £'000                            |
| Decent Homes                      | 334                              | 111                              | 0                                | 0                                | 0                                |
| Door Entry                        | 1                                | 0                                | 0                                | 0                                | 0                                |
| Electrical                        | 395                              | 0                                | 0                                | 0                                | 0                                |
| Heating                           | 2,568                            | 2,365                            | 1,781                            | 0                                | 0                                |
| Lifts                             | 21                               | 0                                | 0                                | 0                                | 0                                |
| Lighting                          | 0                                | 0                                | 0                                | 0                                | 0                                |
| Other (George/Eric)               | 1,060                            | 1,500                            | 1,500                            | 0                                | 0                                |
| Roofs                             | 510                              | 8,683                            | 0                                | 0                                | 0                                |
| Water                             | 28                               | 0                                | 0                                | 0                                | 0                                |
| Windows                           | 6,631                            | 12,528                           | 3,998                            | 0                                | 0                                |
| Sprinklers                        | 1,253                            | 2,350                            | 0                                | 0                                | 0                                |
| Fire Doors                        | 1,435                            | 7,678                            | 2,304                            | 0                                | 0                                |
| TOTAL COST                        | 14,235                           | 35,215                           | 9,583                            | 0                                | 0                                |
| Other funding inc. leaseholders   | (3,426)                          | (13,281)                         | (2,438)                          | 0                                | 0                                |
| NET CAPITAL FINANCING cost to MRR | 10,809                           | 21,934                           | 7,145                            | 0                                | 0                                |

## Heating Systems

16. The table below sets out future projections for the completion of current plans for work to existing Heating Systems. York Way Estate and Middlesex Street will complete as planned and within the forecasted allowances. Crescent House and Cullum Welch heating system are largely dependent on other project outcomes such as the Windows and Roof Replacement Systems.

| HEATING   |                                   |                                     |                                     |                                     |
|---|-----------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Core Project  | Project Manager<br>Forecast Total | Project Manager<br>Forecast 2021/22 | Project Manager<br>Forecast 2022/23 | Project Manager<br>Forecast 2023/24 |
| L5-Crescent House & Cullum House Heating Replacement            | 3,118,119                         | 265,815                             | 1,000,000                           | 1,780,549                           |
| L5-Heat & Hot Water Golden Lane Estate                          | 420,854                           | 50                                  | 0                                   | 0                                   |
| L5-Middlesex Street Estate - Replacement of Heating & Hot Water | 2,652,183                         | 1,277,525                           | 1,000,000                           | 0                                   |
| L5-York Way & Middlesex St Heating/Hot Water                    | 1                                 | 0                                   | 0                                   | 1                                   |
| L5-York Way Estate - Replacement of Heating & Hot Water         | 2,964,880                         | 1,025,000                           | 364,566                             | 0                                   |
|   | <b>9,156,035</b>                  | <b>2,568,390</b>                    | <b>2,364,566</b>                    | <b>1,780,550</b>                    |

### Other (inc. George & Eric Refurbishment)

17. The table below sets out future projections for the completion of current plans for work including the refurbishment of housing at George Williston & Eric Wilkins Houses. George Elliston and Eric Wilkins will pick up where the development project has left off with a full refurbishment project for the blocks and is currently under survey to build the tender specification.

| OTHER (inc George/Eric Refurbishment)                       |                                      |  |  |  |
|---|--------------------------------------|--|--|--|
| Core Project  | Project Manager<br>Forecast<br>Total | Project Manager<br>Forecast<br>2021/22 | Project Manager<br>Forecast<br>2022/23 | Project Manager<br>Forecast<br>2023/24 |
| L5-Petticoat Tower Replacement of Windows and Balcony Doors | 346,237                              | 2,800                                  | 0                                      | 0                                      |
| L5-Housing Management System Upgrade                        | 365,577                              | 91,750                                 | 0                                      | 0                                      |
| L5-Golden Lane Community Centre                             | 1,195,651                            | 0                                      | 0                                      | 0                                      |
| L5-Petticoat Tower Stairwell Panels                         | 418,007                              | 15,651                                 | 0                                      | 0                                      |
| L5-Avondale Square Play & Ball Games Areas Refurbishment    | 1,000                                | 1,000                                  | 0                                      | 0                                      |
| L5-George Elliston & Eric Wilkins Houses Refurbishment      | 3,506,203                            | 506,200                                | 1,500,000                              | 1,500,000                              |
| L5-Housing Estates Play & Ball Games Areas Refurbishment    | 237,323                              | 237,320                                | 0                                      | 3                                      |
| L5-Middlesex Street Play & Ball Games Areas Refurbishment   | 1,000                                | 1,000                                  | 0                                      | 0                                      |
| L5-Sheltered Units Refurbishment Options                    | 1                                    | 0                                      | 0                                      | 1                                      |
| L5-Windsor House Play & Ball Games Areas Refurbishment      | 1,000                                | 1,000                                  | 0                                      | 0                                      |
| L5-Blake House William Blake Estate Renew Roof Coverings    | 393,736                              | 0                                      | 0                                      | 0                                      |
| L5-Dron House - Renewal of Roof Coverings                   | 404,984                              | 5,000                                  | 0                                      | 0                                      |
| L5-Middlesex Street Estate Decant Car Park                  | 425,340                              | 0                                      | 0                                      | 0                                      |
| L5-Great Arthur House Window Cladding                       | 11,198,505                           | 198,132                                | 0                                      | 0                                      |
|   | <b>18,494,565</b>                    | <b>1,059,853</b>                       | <b>1,500,000</b>                       | <b>1,500,004</b>                       |

### Roofs

18. The table below sets out future projections for the completion of current plans for work on roofs across the estates Roofing work set to start on Golden Lane Estate as part of the Window Projects. The remaining roofing replacements will be procured separately.

| ROOFS  |                                |                                  |                                  |                                  |
|--|--------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Core Project                                       | Project Manager Forecast Total | Project Manager Forecast 2021/22 | Project Manager Forecast 2022/23 | Project Manager Forecast 2023/24 |
| L5-Roof Replacements - Various Estates             | 6,533,004                      | 200,000                          | 6,333,000                        | 4                                |
| L5-Petticoat Square Renewal of Flat Roof Coverings | 443,651                        | 10,000                           | 0                                | 0                                |
| L5-Renewal of Flat Roof Coverings - Various Blocks | 2,650,012                      | 300,000                          | 2,350,000                        | 12                               |
|  | <b>9,626,667</b>               | <b>510,000</b>                   | <b>8,683,000</b>                 | <b>16</b>                        |

## Windows

19. The table below sets out future projections for the completion of current plans for work on windows across the estates. The budget forecasts were uplifted following the competitive tender of Dron House. Resources will be in place to deliver this Window Replacements and Common Parts Redecorations over the next 18 months. The remaining estates have been tendered and are about to undergo section 20 consultation in readiness for delivery.

| WINDOWS  |                                |                                  |                                  |                                  |
|--|--------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Core Project   | Project Manager Forecast Total | Project Manager Forecast 2021/22 | Project Manager Forecast 2022/23 | Project Manager Forecast 2023/24 |
| L5-Dron House Windows Replacement                    | 1,606,916                      | 1,578,560                        | 1                                | 0                                |
| L5-Golden Lane Windows Replacement                   | 8,373,305                      | 1,053,810                        | 3,093,719                        | 3,997,573                        |
| L5-Holloway Estate Windows Replacement               | 3,197,157                      | 1,136,137                        | 2,017,173                        | 0                                |
| L5-Southwark Estate Windows Replacement              | 5,932,612                      | 752,715                          | 5,125,157                        | 0                                |
| L5-Sydenham Hill Windows Replacement                 | 875,167                        | 319,540                          | 527,589                          | 0                                |
| L5-William Blake Windows Replacement                 | 2,016,187                      | 960,046                          | 1,000,000                        | 0                                |
| L5-Windsor House Windows Replacement                 | 1,611,278                      | 824,143                          | 764,226                          | 0                                |
| L5-Avondale Square Estate Window Major Refurbishment | 439,614                        | 6,087                            | 0                                | 2                                |
|  | <b>24,052,235</b>              | <b>6,631,038</b>                 | <b>12,527,865</b>                | <b>3,997,575</b>                 |

## Sprinklers

20. The table below sets out future projections for the completion of current plans for work on installing sprinklers on designated properties across HRA estates. A contract is in place to deliver sprinklers to all three sites (5 blocks in total). Subject to Planning requirements, it is expected that the budget will be spent as forecasted.

| SPRINKLERS   |                                |                                  |                                  |                                  |
|--|--------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Core Project   | Project Manager Forecast Total | Project Manager Forecast 2021/22 | Project Manager Forecast 2022/23 | Project Manager Forecast 2023/24 |
| L5-Installation of Sprinklers - Avondale Square Estate       | 1,779,151                      | 885,700                          | 893,451                          | 0                                |
| L5-Installation of Sprinklers - Great Arthur House           | 886,263                        | 16,500                           | 869,763                          | 0                                |
| L5-Installation of Sprinklers - Petticoat Tower              | 778,697                        | 226,708                          | 551,989                          | 0                                |
| L5-Installation of Sprinklers in Social Housing Tower Blocks | 276,973                        | 123,634                          | 35,000                           | 2                                |
|  | <b>3,721,084</b>               | <b>1,252,542</b>                 | <b>2,350,203</b>                 | <b>2</b>                         |

## Fire Doors

21. The table below sets out future projections for the completion of current plans to install fire doors across HRA estates. Petticoat Tower Fire Doors are completed and Lot 1 of the main fire door contract (Holloway and York Way Estates) is due for award in readiness for the start of 2022. The direct award of the remaining estates is subject to committee approval following a request from procurement colleagues to seek further approval to continue the award via the Hyde Framework

| FIRE DOORS                                  |                                |                                  |                                  |                                  |
|---|--------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Core Project                                | Project Manager Forecast Total | Project Manager Forecast 2021/22 | Project Manager Forecast 2022/23 | Project Manager Forecast 2023/24 |
| L5-Petticoat Tower - Fire Safety Doors      | 265,184                        | 123,423                          | 0                                | 2                                |
| L5-Fire Safety Doors - Great Arthur House   | 2,147,503                      | 0                                | 2,113,464                        | 3                                |
| L5-Fire Door Replacements - Various Estates | 9,215,002                      | 1,311,252                        | 5,565,000                        | 2,304,338                        |
|   | <b>11,627,690</b>              | <b>1,434,675</b>                 | <b>7,678,464</b>                 | <b>2,304,343</b>                 |

## Conclusion

22. This report presents the five-year plan for the HRA and outlines the key risks to the low revenue reserves and borrowing headroom of any additional financial shocks.

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|   |                             |
|---|-----------------------------|
| <b>Committee(s)</b><br>Policy & Resources Committee   | <b>Dated:</b><br>20/01/2022 |
| <b>Subject:</b> Decisions taken under delegated authority or urgency powers.                              | <b>Public</b>               |
| <b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b> | See Background Report       |
| <b>Does this proposal require extra revenue and/or capital spending?</b>                                  | See Background Report       |
| <b>If so, how much?</b>   | See Background Report       |
| <b>What is the source of Funding?</b>   | See Background Report       |
| <b>Has this Funding Source been agreed with the Chamberlain's Department?</b>                             | See Background Report       |
| <b>Report of:</b> Town Clerk  | <b>For Information</b>      |
| <b>Report author:</b> Chris Rumbles, Town Clerk's Department  |                             |

## Summary

This report advises Members of actions taken by the Town Clerk in consultation with the Chair 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: -

### **Delegated Decision: Act of Common Council – Representative Lord Mayors and Presiding at Wardmotes**

#### **Background**

At the Policy and Resources Committee meeting on 16<sup>th</sup> December 2021, Members were presented with a report that looked to clarify the nationality requirement for Aldermen by removing an erroneous reference in Acts of Common Council that there is a pre-existing requirement for Aldermen to be British Subjects. The report included an additional proposal intended to introduce more flexibility into the arrangements for presiding at a wardmote by allowing a Lord Mayor's Aldermanic Representative to preside where none of the additional presiding officers are available.

On the nationality element, Members noted that there were additional legal requirements that needed considering before this item could be progressed. This

element was therefore withdrawn to allow the Comptroller to consider this further and come back with a further report in due course.

In relation to the issue of Lord Mayor's Aldermanic Representatives presiding at Wardmotes, Members noted that this was time critical given it will support effective management of the City-wide elections due to be held in March 2022. As such, Policy and Resources Committee agreed to the Bill being progressed, minus the nationality element and granted delegated authority to the Town Clerk, in consultation with the Chair and Deputy Chairman, to finalise the terms of a revised bill on this element for submission to Court of Common Council in January 2022.

Following the decision of Policy and Resources Committee, an updated version of the Bill for an Act of Common Council was drafted by the Comptroller with the nationality element removed.

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

- Agree a revised Bill for an Act of Common Council to make supplementary arrangements for the presiding officer at a wardmote.
- 2. In accordance with Standing Order 41 (a) and 41 (b), Members are asked to note the recent decision taken by the Town Clerk in consultation with the Chair and Deputy Chairman.
- 3. Copies of background papers concerning these decisions are available from Chris Rumbles on request.

**Contact:**

Chris Rumbles

[Christopher.rumbles@cityoflondon.gov.uk](mailto:Christopher.rumbles@cityoflondon.gov.uk)

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