



Policy and Resources Committee

Date: THURSDAY, 17 NOVEMBER 2022
Time: 2.00 pm or on the rising of Court of Common Council (whichever is later)
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Deputy Christopher Hayward (Chairman)	Deputy Andrien Meyers
Deputy Keith Bottomley (Deputy Chairman)	Deputy Brian Mooney
Tijs Broeke (Vice-Chair)	Deputy Alastair Moss (Ex-Officio Member)
Mary Durcan (Vice-Chair)	Benjamin Murphy
Munsur Ali	Alderman Sir William Russell
Deputy Randall Anderson (Ex- Officio Member)	Ruby Sayed (Ex-Officio Member)
Deputy Rehana Ameer	Tom Sleigh
Deputy Marianne Fredericks	Deputy Sir Michael Snyder
Alderman Timothy Hailes	Deputy James Thomson
Caroline Haines	James Tumbridge
Deputy Shравan Joshi	Deputy Philip Woodhouse
Deputy Edward Lord	Deputy Henry Colthurst (Ex-Officio Member)
Alderman Ian David Luder	Wendy Hyde (Ex-Officio Member)
Alderman Nicholas Lyons	Deputy Simon Duckworth (Chief Commo ner) (Ex-Officio Member)
Catherine McGuinness	The Rt Hon. The Lord Mayor Vincent Ke aveny (Ex-Officio Member)
Wendy Mead	

Enquiries: Polly Dunn
polly.dunn@cityoflondon.gov.uk

Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:
[≤ www.youtube.com/watch?v=zu1v5OCmb6k >](https://www.youtube.com/watch?v=zu1v5OCmb6k)

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic 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

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

Part 1 - Public Agenda

1. APOLOGIES

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

3. MINUTES

To consider minutes as follows:-

- a) To agree the public minutes of the Policy and Resources Committee meeting on 20th October (Pages 5 - 16)
- b) *To note the draft public minutes of the Resource Allocation Sub-Committee meeting on 4th October 2022
- c) *To note the public minutes of the Resource Allocation Sub-Committee meeting on 20th October 2022
- d) *To note the public summary of the Competitiveness Advisory Board meeting on 12th October 2022
- e) *To note the Public Minutes of the Communications and Corporate Affairs Sub Committee meeting on 31st October 2022

4. OPPORTUNITY LONDON CAMPAIGN

Joint report of the Executive Director of Environment and City Surveyor.

For Decision
(Pages 17 - 24)

5. BECKFORD & CASS STATUES INTERPRETATION PROJECT

Report of the Director of Innovation and Growth.

For Decision
(Pages 25 - 34)

6. UN SUSTAINABLE DEVELOPMENT GOALS COMMUNICATION OF PROGRESS REPORT

Report of the Chief Strategy Officer.

For Decision
(Pages 35 - 78)

7. **APPROACH AND TIMELINE TO REDEVELOPING THE JOINT PHILANTHROPY STRATEGY AND CORPORATE VOLUNTEERING STRATEGY**

Report of the Managing Director of Bridge House Estates.

For Decision
(Pages 79 - 84)

8. **PROPOSALS FOR THE IMPLEMENTATION OF DESTINATION CITY**

Report of the Executive Director of Innovation and Growth.

For Decision
(Pages 85 - 100)

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

Report of the Chamberlain.

For Information

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

Report of the Town Clerk.

For Information

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

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

13. **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

14. **NON-PUBLIC MINUTES**

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

- a) To agree the non-public minutes of the meeting held on 20th October 2022 (Pages 101 - 108)
- b) *To note the non-public minutes of the Resource Allocation Sub-Committee meeting on 4 October 2022
- c) *To note the non-public minutes of Resources Allocation Sub-Committee meeting on 20 October 2022

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

16. **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

17. **MINUTES**

To consider confidential minutes as follows:-

- a) To agree the confidential minutes of the Policy and Resources Committee meeting on 20th October 2022
- b) To agree the confidential minutes of the reconvened Policy and Resources Committee meeting on 3 November 2022

POLICY AND RESOURCES COMMITTEE **Thursday, 20 October 2022**

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 20 October 2022 at 1.45 pm and available to view at: www.youtube.com/watch?v=Jr7jo8d0hzs&t=1929s

Present

Members:

Deputy Christopher Hayward (Chairman)
Deputy Keith Bottomley (Deputy Chairman)
Tijs Broeke (Vice-Chair)
Mary Durcan (Vice-Chair)
Munsur Ali
Deputy Randall Anderson (Ex-Officio Member)
Deputy Rehana Ameer
Deputy Henry Colthurst (Ex-Officio Member)
Deputy Marianne Fredericks
Alderman Timothy Hailes
Caroline Haines
Wendy Hyde (Ex-Officio Member)
Deputy Edward Lord
Alderman Ian David Luder
Catherine McGuinness
Wendy Mead
Deputy Andrien Meyers
Deputy Brian Mooney
Deputy Alastair Moss (Ex-Officio Member)
Alderman Sir William Russell
Ruby Sayed (Ex-Officio Member)
Tom Sleigh
Deputy Sir Michael Snyder
Deputy James Thomson
Deputy Philip Woodhouse

In Attendance (In Guildhall)

Ann Holmes
Natasha Lloyd Owen
John Griffiths
Professor Michael Mainelli

In Attendance (Observing Online)

Alderman Nicholas Lyons
Benjamin Murphy
Madush Gupta

Officers:

John Barradell
Michael Cogher

- Town Clerk and Chief Executive
- Comptroller and City Solicitor and

Paul Double	Deputy Chief Executive
Paul Wilkinson	- City Remembrancer
Caroline Al-Beyerty	- City Surveyor
Damian Nussbaum	- The Chamberlain
	- Executive Director of Innovation & Growth
Bob Roberts	- Deputy Town Clerk
Peter Lisley	- City Surveyor's Department
Gregory Moore	- Assistant Town Clerk
Emma Moore	- Chief Operating Officer
Polly Dunn, Clerk	- Town Clerk's Department
Sonia Virdee	- Chamberlain's Department
Christopher Rumbles	- Town Clerk's Department
Dionne Corradine	- Chief Strategy Officer
Anna Dunne	- City Surveyor's Department
Angela McLaren	- Commissioner, City of London Police
Peter Young	- City Surveyor's Department
Simon McGinn	- Environment Department
Juliemma McLoughlin	- Executive Director Environment
Tabitha Swann	- Town Clerk's Department
Paul Wright	- Deputy Remembrancer
Andrew Smith (for item 6)	- Chair Culture Mile Partnership
Ruth Duston (for item 6)	- Executive Lead, Business Improvement District
Antony Philips (for item 25)	- Fieldfisher

1. **APOLOGIES**

Apologies were received from The Rt Hon The Lord Mayor and James Tumbridge.

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

The Chairman confirmed that Members of Policy and Resources Committee, who were also Members of Planning and Transportation Committee would be given notice at the start of item 16 on the implications of any involvement with the promotion of an application that would eventually be considered by Planning and Transportation Committee.

Tijs Broeke declared his status as a Museum of London Governor presenting him with a non-pecuniary interest in respect of item 19. Members noted this would not impact on his ability to contribute to the discussion or vote on the item.

Alistair Moss confirmed an interest in item 6 as Deputy Chairman of the Culture Mile Business Improvement District.

3. MINUTES

- a) The public minutes of the Policy and Resources Committee meeting on 4 October 2022 were approved, subject to clarification that it was plaques and not statues being referred to as moving during discussion of the Beckford and Cass Statues interpretation project item.

A Member remarked on them not having been in attendance at the meeting on 4 October, but there having been an important point they would have raised in relation to the 2022 City of London Elections. The Member stressed how they did not consider it a sustainable position moving forward unless the City looked to enlarge its electorate. The Chairman thanked the Member for raising it, noting it was a point the Member had raised on previous occasions.

- b) The inquorate minutes of the Policy and Resources Committee meeting on 15 September 2022 were noted.
- c) The draft public minutes of the Operational Property and Projects Sub-Committee meeting on 26th September 2022 were noted.

A Member, also Chair of Operational Property and Projects Sub Sub-Committee, referred to work that had taken place over the summer period in producing a list of all City Corporation operational properties, accountable Service Committees along with details of backlog of maintenance and five-year cost projection for maintenance. This was being circulated to all Service Committee Chairs given the exercise that was now needed looking at and reviewing the portfolio, and this needing to be through a partnership approach. It was important Service Committees had full sight of all properties in their area of responsibility, with there being over 940 properties in total.

The Member confirmed the same exercise had been undertaken looking at projects and with a list produced and allocated to responsible Service Committees. This had created transparency and visibility across all projects at the City Corporation; these were shared responsibilities and there was now a need to work together around ownership and accountability of these projects.

The Chairman thanked the Member, along with the Deputy Chairman of Projects Sub-Committee for all their work and the work of the Sub-Committee in overseeing this important piece of work.

4. RESOLUTION OF FINANCIAL INVESTMENT BOARD AND PROPERTY INVESTMENT BOARD

The Committee considered a joint resolution of Financial Investment Board and Property Investment Board proposing changes to their terms of reference following their first meeting and reconstitution under the new governance arrangements.

A Member, also Chairman of Property Investment Board and Financial Investment Board, talked in support of the proposed changes.

The Chairman responded and acknowledged that many Members may be sympathetic and believe the proposed changes to be reasonable, whilst also reiterating his previously stated view that the best place to consider any changes to Committees and governance arrangements would be as part of the overall light touch Governance Review due in April 2023 rather than looking at items through a piecemeal approach now.

The Chairman proposed officers take away the recommendations and capture these to make sure they were included as part of the light touch review of the Governance Review.

A Member suggested the light touch review would need to start in February 2023 to allow for any changes to be implemented and operational by the start of the new civic year, which the Chairman accepted and asked Officers to action accordingly.

It was questioned how Members could support officers with the review and to make recommendations. The Chairman responded and stated that he was giving notice and asking Members to come forward to the Town Clerk's Department with any changes they feel may be needed as part of the light touch Governance Review.

RESOLVED: That Members: -

- Note the recommendations within the resolution and agree to these being considered and addressed in detail as part of the light touch Governance Review due in April 2023.

5. **CITY OF LONDON ACADEMIES TRUST - COMPANY MEMBERSHIP**

The Town Clerk was heard and referred to a decision taken in 2016 that as a matter of policy the following persons, with their consent, would be appointed to the City of London Academies Trust as company members: –

- The Chairman and Deputy Chairman of Policy and Resources Committee;
- The Chairman and Deputy Chairman of the Education Board;
- The City of London Corporation acting through the Town Clerk ;(or his nominated Deputy).

Members noted that the City Corporation's policy on City of London Academies Trust trustee and company member appointments was updated in 2017 to permit a representative / nominee of the Chairman / Deputy Chairman of the Policy and Resources Committee and the Education Board to serve as Company Member / Trustee of the City of London Academies Trust, where the original candidate was not able to serve.

With this in mind, it was confirmed that the Chairman, Deputy Chris Hayward, and Tijs Broeke, as Deputy Keith Bottomley's nominee, would take up these two positions.

RESOLVED: That Members agreed to:

- The appointment of Chris Hayward and Tijs Broeke as Policy and Resources nominated representatives on the City of London Academies Trust as Company Members.

6. CULTURE MILE BUSINESS IMPROVEMENT DISTRICT

The Committee considered a report of the Executive Director Environment seeking approval of a Business Improvement District proposal, enabling the City Corporation and the Culture Mile Partnership to formally launch proposals in advance of a ballot in January 2023 to establish a bid in April 2023.

A Member referred to reference to consulting with residents and stressed how this would be important to residents and would need to take the form as outlined.

A Member remarked on consultation with residents on proposals relating to the Culture Mile BID proposal and of there being reference in the report to the Culture Mile BID wanting to work collaboratively with its residential community to build a stronger more resilient, more inclusive and welcoming Culture Mile to benefit residents, businesses and visitors. The Member added how a quote from residents would have been welcome given the importance of their views and they have been referred to; it was important to ensure residents were being included and were fully involved.

In response, an assurance was given that Aldgate Connect see residents as a crucial part of the eco system and they recognise the importance of including them. It was further highlighted how residents were being given an active role through their inclusion on Steering Groups that would be feeding into to the Culture Mile Board.

RESOLVED: That Members

- Agree the BID Proposal to allow progression to formal Ballot;
- In the event of a successful ballot, authorise the Executive Director Environment to appoint the Culture Mile Partnership to deal with day-to-day implementation of the BID Proposals on behalf of the City Corporation and delegate to the Executive Director Environment, in consultation with the City Solicitor, authority to agree the terms of the appointment in accordance with the principles in the report;
- In the event of a successful ballot, delegate authority for the day-to-day management of the BID Body's functions to the Executive Director Environment (subject to this being exercised in accordance with the contracted arrangements and with the BID levy receipts credited to the BID account).

7. PROJECT GOVERNANCE REVIEW

The Committee considered a report of the Chief Operating Officer setting out proposed scope and plan for a project governance review and seeking approval of an extension to the temporary delegation of £1m to (approved and trained) Officers for corporate projects.

The Chairman confirmed that approval of Policy and Resources Committee was being sought only on bullet two relating to an extension of the £1m temporary delegation to officers to sign-off on corporate projects

RESOLVED: That Members: -

- Note the proposed scope and plan for the project governance review;
- Approve the extension of the temporary delegation of £1m to (approved and trained) Officers for corporate projects;
- Note the clarification to be made to the definition of a corporate project to descope routine procurements (NB – these will remain subject to the Procurement Code and appropriate corporate governance);
- Note the intention to extend the interim resourcing arrangement for the Project Governance Director role for the duration of the review (to end of the 22/23 Financial Year) to enable review of the role and person specification required going forward.

8. **RESOURCES AND PRIORITIES REFRESH (RPR) UPDATE**

The Committee considered a report of the Chief Strategy Officer providing an update on the Resources and Priorities Refresh work following an initial briefing to the Resource Allocation Sub-Committee Away Day in June 2022 and subsequent work by officers over summer recess.

RESOLVED: That Members: -

- Note that RPR encompasses and supports existing or planned work and was being established as a programme to provide clear oversight of its objectives and those of the workstreams that fall under it;
- Agreed that updates on the RPR programme (as opposed to individual workstreams) be reported to RASC in the first instance and then up to Policy and Resources (P&R), with Finance Committee involved in any decisions relating to budget and spend.
- Agreed that to give recent changes within City of London Corporation time to settle, that a narrative covering 2024 be prepared and annexed to the Corporate Plan 2018-2023, with a new Corporate Plan 2025-2030 to follow. This annex would reflect achievements to date, outline the present context and signpost to future priorities, rather than set a new policy direction.

9. **REVIEWED AND UPDATED WARDMOTE BOOK**

The Committee received a report of the Comptroller and City Solicitor providing Members with notable amendments to the City Corporation's Wardmote Book.

RESOLVED: That Member note updates to the Wardmote Book.

10. **YEAR 2 QUARTER 1&2 UPDATE ON CLIMATE ACTION**

The Committee received a report updating on results of the planned quarter 1 and 2 activities of the second year of the Climate Action Strategy.

RESOLVED: That Members: -

- Note the progress, risks and issues arising between April 2022 to September 2022 of year 2 of implementing the Climate Action strategy.
- Note the achievement of the targets for our Scope 1&2 and resilience remain on track with no additional resources required beyond the original budget envelope.
- Note that the achievement of our targets for Scope 3 and the Square Mile need continued and focused attention but no additional resources beyond the original budget envelope.

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

The Committee received a report of the Chamberlain providing a 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 2022/23 and future years with details of expenditure in 2022/23.

RESOLVED: That Members: -

- Note the report and contents of the schedules.

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

The Town Clerk confirmed they had been given notice of one question from Deputy Edward Lord:

Recording names of how Members vote - Could officers give consideration to instituting in standing orders an alternative mechanism for recording the names of how members vote without the necessity for a formal division. Recognising a division can take up to 25 minutes, perhaps a roll call vote taking five minutes would prove easier. Also thinking about how votes can be recorded in Committee; if officers could give consideration to this also.

The Chairman welcomed the helpful suggestion and confirmed that officers would need to take this away to consider the threshold required to achieve a recorded vote and report back. A Member added that digital voting should be an option explored also, which the Chairman agreed that officers could explore further.

Beckford and Cass Statues Project - A Member referred to the ongoing issues with Beckford statues and suggested an option to consider would be removing certain statues and replacing them with statues of the late HM Queen Elizabeth II. The Chairman thanked the Member for their suggestion and

suggested that any recommendation could come back as part of the Beckford and Cass Statues Project item that was due for consideration.

A Member added how it was important that plaques remained in place, to which the Chairman agreed. A Member, also Chair of Civic Affairs Sub-Committee confirmed that they had been given an assurance from the Remembrancer that plaques would not be removed, but that they would go back asking again that these not be removed at any point.

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

The following two additional items of business were considered.

Golden Key – Destination City

The Chairman provided Members with initial feedback from the Golden Key event, as launch of the City Corporation's Destination City Strategy. The Chairman referred to media coverage the event had generated, level of activity the website had seen in a two-week period achieving 491k visits, with Transport for London data and audience counting indicating well over 30,000 people attending the event held on 15th October 2022.

The Chairman confirmed businesses were being surveyed to obtain information relating to the event and increases seen in footfall and sales, with initial feedback from food and beverage outlets having been positive with many reporting new customers being attracted to their businesses.

The Chairman added how the event was a pilot, from which there would of course be learning, and Members were asked to feed back to the team their views on what went well and what could potentially be improved upon in the future.

The Chairman confirmed that the Destination City Team would be coming to future meetings with a fuller readout from the event and on next steps for implementing Destination City.

The Golden Key event was welcomed as being a fantastic event for the City. There was a suggestion that moving forwards it would be good to look at opportunities for increasing inclusivity around the event and potentially linking up with other festivals e.g., Diwali and Eid and also building in events as part of overall planning for the year ahead rather than looking at events on an ad-hoc basis as Members raised these.

A Member added how there would be opportunities in the future for Destination City events to piggy-back and link into other events taking place in the City e.g., Cart Marking and Annual Sheep Drive and Livery Fair on London Bridge.

A Member remarked on the intention of Destination City at the outset of being to capture all events taking place in the City and not only City Corporation events, with the Member suggesting that there could be a single website giving details on events in the City rather than having stand-alone websites for each

individual event, which the Chairman acknowledged was a suggestion officers should take away and consider. A Member suggested an events app could be introduced capturing all events taking place across the Square Mile and linking in with SMEs so there would be benefit offered to people visiting the City as well as small businesses.

The Chairman welcomed Members' suggestions and proposed as a next step that an all-Member briefing be held on Destination City. The Chairman thanked Members for their feedback and asked them to keep their suggestions coming by sending these through to the Director of Innovation and Growth and the Destination Director.

Public Questions

The Committee considered a report of the Town Clerk providing an update in relation to public questions being taken at Court of Common Council and seeking approval of a preferred option from Members to take forward.

The Chairman invited Natasha Lloyd Owen to speak on the item and open up the debate. The Member referred to the previous Chair of Policy having given a commitment to look at inviting public questions at Court of Common Council and also of there being a reset of the relationship with residents. The Member remarked on how they considered it important to offer all those that live in the Square Mile a direct voice to Members and that they welcomed seeing the paper presented today.

The Member referred to the vast majority of local authorities allowing for members of the public to speak at full council meetings and that she hoped option 1 would be agreed to allow for public questions being introduced at Court of Common Council. The Member referred to local authorities generally allowing questions to be submitted up to 2 days in advance with a written submission and suggested this approach be followed, with a light touch document to be completed detailing how they work or live in the City.

During the discussion that followed, there was general in principle support at looking to achieve an improved level of engagement with the public, whilst also accepting a need for this to be done in such a way that it was not abused.

A Member remarked on members of the public already have an opportunity at wardmotes to present resolutions to Court of Common and this would be no different; the proposal would allow for more people to become engaged and with the City Corporation having nothing to hide.

There was an acknowledgment of the time Court of Common Council meetings were already taking and concern was expressed that Members' questions were already being crowded out and getting carried over.

A Member highlighted Option 3 of introducing a separate, dedicated forums for public questions as a very good option moving forwards, with a number of Members endorsing this approach. A Member added how there would be a need to ensure these meetings were inclusive for all stakeholders, with a

question time style approach thought beneficial and with the sessions being opened up to all who work in the City.

The Chairman noted Members' consensus for option 3 and the holding of a distinct meeting, with this being a very good way of being open with stakeholders and to elicit more engagement from them. The Chairman added how he did consider the meetings should be for him alone and that he would look to include relevant Chairs to work with and support him with these. It was proposed meetings be held four times a year rather than twice yearly as was currently the case with Residents' Meetings.

A Member raised a point relating to Members' questions at Court of Common Council and the practice previously of Members having asked questions rather than making statements. The Member suggested that a number of points raised within the report under this item were relevant to how questions were handled at Court of Common Council meetings. The Member suggested that the parliamentary model could be followed at Court of Common Council when asking questions, which the Chairman acknowledged was a helpful suggestion and would be one for officers to give consideration to and report back on.

RESOLVED: That Members: -

- Agreed to establish dedicated quarterly meetings for public questions, similar to the "People's Question Time" sessions operated by the London Assembly.

14. EXCLUSION OF THE PUBLIC

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

Part 2 Non-Public Agenda

15. NON-PUBLIC MINUTES

- a) The non-public minutes of the Policy and Resources Committee meeting held on 4 October 2022 were approved as an accurate record.
- b) The draft non-public minutes of the Operational Property and Projects Sub-Committee meeting on 26th September 2022 were noted.

16. CAPITAL REVIEW- AFFORDABILITY ASSESSMENT MAJOR PROJECTS

The Committee considered a report of the Chamberlain relating to Capital Review – affordability assessment of major projects.

17. FUTURE POLICE ESTATE PORTFOLIO: FUNDING

The Committee considered a joint report of the City Surveyor and Commissioner, City of London Police relating to the future police estate portfolio.

18. **CENTRAL CRIMINAL COURT PLANT REPLACEMENT: PHASE 5 - FEES TO GATEWAY 5**
The Committee considered a report of the City Surveyor relating to Central Criminal Court plant replacement phase 5.
19. **CITY FUND - MUSEUM OF LONDON - HEADS OF TERMS**
The Committee considered a report of the City Surveyor relating to Museum of London Heads of Terms.
20. **LONDON WALL WEST - REDEVELOPMENT OF BASTION HOUSE/MUSEUM OF LONDON SITE ON 140-150 LONDON WALL (CITY FUND)**
The Committee considered a report of the City Surveyor relating to London Wall West – Redevelopment of Bastion House / Museum of London site on 140 – 150 London Wall.
21. ***NON-PUBLIC DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**
The Committee received a report of the Town Clerk advising Members of non-public action taken in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order Nos. 41(a) and 41(b) since the last meeting.
22. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no non-public questions.
23. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED.**
There were no additional items of non-public business.

Part 3 - Confidential Agenda

24. **MARKETS BOARD RESOLUTION**
The Committee received a resolution of Markets Board.
25. **MARKETS CO-LOCATION PROGRAMME - UPDATE AND ADDITIONAL BUDGET REQUEST TO MOVE TO FORMAL MAJOR PROJECT STAGE**
The Committee considered a joint report of the City Surveyor, Chief Operating Officer, Remembrancer and Chamberlain relating to the Markets Co-Location Programme.
26. **CITY REMEMBRANCER - SUCCESSION ARRANGEMENTS**
The Committee considered a report of the Town Clerk relating to Remembrancer succession arrangements.

The meeting ended at 4.59pm

Chairman

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

Agenda Item 4

Committees	Dated:
Policy and Resources Committee	17/11/22
Planning and Transportation Committee	01/11/22
Property Investment Board	25/11/22
Subject: Opportunity London Campaign	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	7,8,10
Does this proposal require extra revenue and/or capital spending?	N
What is the source of Funding?	Local Risk, City Fund
Has this Funding Source been agreed with the Chamberlain's Department?	Y
Report of: Executive Director of Environment / City Surveyor	For Decision
Report author: Simon McGinn, Assistant Director Partnership and Engagement	

Summary

This report also seeks your agreement to continue the City Corporations sponsorship of the Opportunity London campaign and sets out what it has delivered to date, the costs of continued sponsorship and outlines an umbrella programme of key property related events for 2023 that the City Corporation could seek to attend in conjunction with Opportunity London, together with associated costs.

The report specifically seeks agreement for the City Corporation to attend MIPIM 2023 in Cannes between 14-16 March 2023 along with the GLA and London Councils as a partner in the Opportunity London campaign. MIPIM is Europe's largest property market conference where it is anticipated circa 25,000 paying delegates will attend with circa 600 from the international property investor sector.

The annual programme and costs would comprise the following:

MIPIM, 14-16 March 2023	-	£65,000
Opportunity London sponsorship	-	£25,000
UK REiif 16-18 May 2023	-	£10,000
LREF, September 2023	-	£10,000
Expo Real 4-6 October 2023	-	£15,000
Foreign conference and City promotion	-	£15,000
Total	-	£140,000

The cost of the above will be paid for out of the Environments Departments Partnership and Engagement local risk budget (£115,000), the City Surveyors local risk budget

(£20,000 to attend MIPIM) and the Director of Communications local risk budget (£5,000 to attend MIPIM)

Recommendation(s)

- I. That the Policy and Resources Committee and Planning and Transportation Committee agree that £25,000 from the Environment Departments (Partnership and Engagement) local risk budget should be used to fund the ongoing sponsorship of Opportunity London
- II. That the Policy & Resources, Planning & Transportation Committee, and the Property Investment Board, approve that the City of London Corporation should attend MIPIM 2023 with a total budget of £65,000 to be funded via Environment Departments (Partnership and Engagement) local risk budget (£40,000) City Surveyors local risk budget (£20,000) and the Central Communications Director local risk budget (£5000)
- III. That the Policy and Resources Committee and Planning and Transportation Committee agree that £50,000 from the Environment Departments (Partnership and Engagement) local risk budget should be used to fund the attendance of an umbrella programme of property related events being supported by Opportunity London

Main Report

Background

1. London's reputation as the world-leading city for business is continuing to be challenged by the impacts of Brexit, the Covid pandemic, global events and economic uncertainty. In addition, London has also been affected by the "levelling up" agenda which has redistributed benefits to other parts of the UK despite London experiencing a considerably higher unemployment rate than the national average. In such times it is vital that London and the City continue to promote the benefits of investing and working in London to attract continued inward investment. While London & Partners is the key promotional agency to focus on bringing inward investment into the capital, it has no remit to promote London to the global investment-decision makers who decide where and when to invest wealth.
2. As part of the City Corporation's response to the ever-present threat to maintaining London and the City as a place to invest and do business, the Policy and Resources Committee agreed in February 2022 to become the first key public sector partner to join a new 'Opportunity London' campaign to promote London in key global and UK regions. New London Architecture (NLA) has co-ordinated delivery of the partnership and has brought on board a number of public sector partners including the GLA and London Councils together with private sector partners. A contribution of £25k was agreed with a recommendation that this be reviewed to determine the success of the campaign and future sponsorship.

3. In January 2022 Policy and Resources Committee agreed that the City Corporation should send a delegation to MIPIM 2022, including the then Chair of Policy and Resources Committee, the City Surveyor and Executive Director of Environment. The timing of MIPIM 2022 clashed with the City elections meaning the Chairs of Planning and Transportation and Property Investment Board were not available to attend. MIPIM 2022 was attended by 22,000 delegates with London activities contained in a London Stand pavilion, immediately adjacent to a pavilion hosted by the Department of Innovation and Trade. The City Corporation attended for two days as part of a united Opportunity London umbrella, along with the Deputy Mayor for Planning and Regeneration and Skills and representatives of London Councils. As part of the attendance there were opportunities to promote the City on the London Stand speaking in two sessions in the full conference programme, attending breakfasts, lunches and dinners hosted by Opportunity London, the London Property Alliance (CPA/WPA), London First and property investors. Meetings were also held on the stand with City investors to promote key City messages and receive updates on their investment strategies.

Current Position

Opportunity London

4. As part of the agreement of Policy and Resources Committee to sponsor the Opportunity London campaign it was agreed to undertake a review to assess the success of the campaign before committing any further funding. The City Corporation was a founder partner of the initiative making an initial contribution of £25,000. This has been used to seed fund the development of the initiative and was crucial in demonstrating to potential partners the value of the campaign. The GLA has contributed £65,000 and London Councils £45,000 as sponsorship. The total sponsorship received from the public and private sectors was £310,000 set against a challenging target of £500,000. Discussions are ongoing to bring on board further private sector partners.
5. Opportunity London has delivered the following achievements since March 2022:
 - Research / positioning piece for Opportunity London by Prof Greg Clark "[Pioneering the revised world city](#)".
 - Design, web development and content gathering for a new website: www.opportunity.london.
 - Delegation to MIPIM in Cannes in March 2022 (including funding for ticket / travel / expenses for Executive Member for Housing & Planning at London Councils) including speaking engagement programme, promotional 'business cards' and co-hosted lunchtime event at The Majestic Hotel with the London Property Alliance (CPA/WPA), where Catherine McGuinness, Jules Pipe and Darren Rodwell spoke about the initiative and London's ambitions.
 - Collective 'Opportunity London' Stand at inaugural UKREiiF event in Leeds in May 2022 and 4 dedicated London sessions within the main programme. 75 public sector delegates attending from 18 London Boroughs, GLA, Central London Forward, TfL.

- Opportunity London dinner at the Labour Party Conference, with Chair of Policy and Resources in attendance alongside various London Borough Leaders, Sadiq Khan, Deputy Mayor for Housing, David Lammy MP and James Murray MP.
 - Opportunity London dinner at the Conservative Party Conference, Deputy Chair Policy and Resources Committee in attendance alongside Chair of EC BID, Paul Scully, Minister for London and Elizabeth Campbell, Leader of RBKC and Executive Member for Business, Economy and Culture at London Councils.
 - [Opportunity London Investment Summit](#) at the Royal Academy as part of LREF.
 - Opportunity London display area at the London Real Estate Forum at The Barbican.
 - PR and comms campaign organised by London Communications Agency.
 - Funding for dedicated post within London & Partners to link up with their existing London promotion / FDI work.
6. The achievements above together with the sponsorship raised are considered to have provided a solid platform to support promotion of key messages and inward investment opportunities into London and the City. There is no other vehicle that collectively promotes London as a place to invest and given the current economic climate and global uncertainty it is imperative that London presents a strong and collective message that it remains open to business. It is considered that a further investment of £25,000 in March 2023 when the current sponsorship runs out would be value for money. This money would go toward the cost of delivering the partnership, communications and various events hosted to promote London.

MIPIM

7. Opportunity London has identified an umbrella programme of events to engage with key international and domestic investors funding delivery of development schemes in London. MIPIM is the key event where exposure to international investors would be maximised. MIPIM is Europe's largest property market conference where it is anticipated circa 25,000 paying delegates will attend with circa 600 from the international property investor sector. Opportunity London has been in discussions with the organisers of MIPIM to explore opportunities and associated costs in respect of delivering a co-ordinated London programme and stand for MIPIM 2023. A key failure of MIPIM 2022 was the lack of sufficient investment and coordination by the organisers in curating the London Stand, which in part was due to uncertainty created by the backdrop of the Covid pandemic. NLA who deliver Opportunity London, has over 20 years' experience of delivering a London Stand at MIPIM and whilst they are no longer responsible for delivering the London Stand, have sought to bring forward a coordinated package for the City and Opportunity London to utilise to promote London as a place to invest and do business. The organisers have agreed to pay for the Central London Model to be shipped across and subsidised three stands for the City, London Councils and Opportunity London facing each other within a clearly branded area. The costed package for the space and stands including eight passes would, at current exchange rates, be £35,800. The total cost of attending

MIPIM including hotels, flights, transfers and a City hosted lunch would be £62,800 with a £2,200 contingency

MIPM Budget

	Estimate
London Stand, includes 8 passes	£35,800
Flights and transfers	£6,000
Hotel	£16,000
City hosted event	£3,000
Incidentals	£2,000
Contingency	£2,800
Total	£65,000

8. As with previous years at MIPIM it is not intended to hold meetings relating to individual developments which can be done in London. The programme will be focussed on strategic engagement with investors both in terms of identifying opportunities to support the promotion of London and the City and through engagement with those investors looking to invest in London. MIPIM is a key opportunity to raise the profile and champion the work of Planning and Transportation Committee in granting schemes and to highlight policies that will encourage international investment and reinforce the City's international position. It will also provide opportunities to promote our commitment to deliver key strategic property projects to demonstrate our ongoing efforts to support the economic wellbeing of London. Attendance of MIPIM will also provide opportunities to work with key partners such as the GLA, London First, London Council and the CPA and to engage with leaders of other UK cities and regions. The proposed team to attend MIPIM will specifically support the delivery of the tailored programme and provide the necessary support to ensure all aspects run smoothly. The proposed team to attend MIPIM 2023 is the Chair of the Policy & Resources Committee, the Chair of the Planning & Transportation Committee and the Chair of the Property Investment Board who will be accompanied by the Executive Director Environment, the City Surveyor, The Assistant Director Partnership and Engagement, Head of Planning Delivery and one member of the Communications team will also be in attendance.
9. Opportunity London has targeted the promotion of key events in the UK and Europe and has ambitions to deliver partner delegations to key global regions such as North America and the Far East. In addition to MIPIM, Opportunity London has identified UK REiff (hosted in Leeds), LREF (London) and Expo Real (Munich) as key opportunities for attendance. They are also exploring jointly with the CPA opportunities to send a delegation of partners to New York to engage with investors and explore learning opportunities. Other foreign visits may also be forthcoming which may be appropriate for either the Chair of Policy and Resources, Chair of Planning and Transportation or Chair of Property Investment Board to attend. Whilst such trips will be to a degree subsidised, the costs of

flights and accommodation would need to be paid for. The estimates for attendance of this umbrella programme of events are set out below and in combination with attendance of MIPIM are considered to be a comprehensive annual programme of events that would provide appropriate opportunities for Members to engage with local and international investors, promoting key City messages:

UK REiif 16-18 May 2023	-	£10,000
LREF, September 2023	-	£10,000
Expo Real 4-6 October 2023	-	£15,000
Foreign conference and City promotion	-	£15,000
Total	-	£50,000

Proposals

10. It is proposed that:

- The City Corporation agree to extend sponsorship of the Opportunity London initiative in March 2023 at a cost of £25,000 to be taken from the Environment Department, Partnership and Engagement local risk budget 2022/23
- The Chair of Policy and Resources, Chair of Planning and Transportation and Chair of Property Investment Board lead a delegation to attend MIPIM 2023 at a cost of £65,000 to be taken from the Environment Department, City Surveyors and Communications Directors local risk budget 2022/23
- That the City Corporation agree attendance to the umbrella programme of events in conjunction with Opportunity London partners at a cost of £50,000 to be taken from the Environment Department, Partnership and Engagement local risk budget 2023/24

Options

11. The City could decide not to invest in any of the proposed activities to promote London as a place to invest and do business or it could decide to support MIPIM, Opportunity London or the proposed Opportunity London umbrella programme in isolation. The proposal sets out an annual investment campaign that is balanced and which reaches out to UK, European and international audiences. It is considered that there are significant opportunities and benefits to be derived from providing a collective voice in promoting domestic and international investment into London and the City and specifically provides the opportunity to promote key City messages about being open for investment, including demonstrating our track record in supporting ongoing regeneration of the City and commitment to delivery key strategic projects

Corporate & Strategic Implications

Strategic implications: The Opportunity London campaign, including attending MIPIM and the umbrella programme of events aligns with the City Corporation’s corporate priorities in terms of supporting a thriving economy and will be instrumental in helping to support our aspirations to create “a global hub for innovation in financial and professional services, commerce and culture.” Attracting inward investment can also help to give us access to the

skills and talent that we need and will in turn help inspire enterprise, excellence, creativity and collaboration

The Opportunity London campaign also aligns with the London Mayor's 2021 election manifesto where he has pledged to "champion the city across the globe as a location for investment and the best place to start and grow a business."

Financial implications: The overall funding of £140,000 will be funded via Environment Departments (Partnership and Engagement) local risk budget (£115,000), City Surveyors local risk budget (£20,000) and the Central Communications Director local risk budget (£5,000).

Resource implications: The Chair of Policy and Resources, Planning and Transportation and Property Investment Board will attend MIPIM together with the City Surveyor, Executive Director Environment and support team of three. The precise make-up of the representatives to attend the umbrella events will be determined by the event in consultation with the Chairs.

Legal implications: The main purpose of the City's involvement would be to support key adopted strategies to promote the City as a leading world business centre and to encourage inward investment. As such, its power to undertake the activity in its City Fund capacity and to incur City Fund expenditure is in Section 1 of the Localism Act 2011.

Risk implications: None identified

Equalities implications: None identified

Climate implications: Given the location of MIPIM it would take 13 hours to travel by train. It is proposed to travel through a combination of British Airways (BA) and EasyJet. EasyJet takes steps to partly address the impact on the environment or every single flight they offset all the carbon emissions from the fuel used, by supporting projects that protect against deforestation, plant trees or drive the uptake of renewable energy. BA do not offset for trips outside of the UK, but it is possible to pay an additional contribution to offset the carbon emissions of the flight. Where using BA an offset payment will be made.

Security implications: None identified

Conclusion

12. In the face of the challenges posed by Brexit and the global pandemic, the Opportunity London campaign provides a crucial, multi-agency platform to promote London and the City's development opportunities to domestic and international investors. Building on the success of MIPIM in previous years, the proposed umbrella campaign which includes attendance of MIPIM 2023, will enable a consistent narrative with the key decision makers in the international global investment world and will provide the targeted resources needed to ensure that London remains at the forefront of investment decisions.

13. MIPIM 2023 provides a significant opportunity for the City Corporation to attend and promote the City as a place to invest and do business. MIPIM is Europe's largest international property conference with key global investors in attendance. By participating as part of the London Stand the City can join key London strategic partners as part of Opportunity London, including the GLA, London and Partners and London Councils. The respective Chairs attending and officer team

will be able to engage directly with the property industry over a three-day period, promoting investment into London and the Square Mile.

Report author

Simon McGinn, Assistant Director Partnership and Engagement, Environment Department

E:simon.mcginn@cityoflondon.gov.uk

T:07768526045

Agenda Item 5

Committee(s): Culture, Heritage and Libraries – For Discussion Policy & Resources – For Decision	Dated: 14 November 2022 17 November 2022
Subject: Update: Beckford & Cass Statues Interpretation Project	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	3, 4, 10
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Damian Nussbaum, Director Innovation & Growth	For Discussion For Decision
Report authors: Elizabeth Scott, Head of Gallery & Amphitheatre	

Summary

This report provides an update to the Beckford and Cass Statues Interpretation Project, highlighting actions undertaken since your last update.

On 17 February 2022 Policy & Resources Committee approved the proposal for a co-creation/collaborative approach across age groups to develop the statues’ interpretation. This proposal was also endorsed by Members of CHL and included a recommendation that officers work with an intergenerational panel and a separate youth panel.

Delivery of this next phase is now underway. Following a competitive selection process, Culture& have been appointed. Culture& is a leading Black led arts and education charity. They work in partnership with institutions and artists to develop programmes that promote diversity in the workforce and expand audiences.

To provide information in the interim, temporary signs have been produced and are currently on display alongside the statues. These enable visitors to Guildhall to understand the historical context of the statues and learn about plans for interpretation.

Actions since last report:

- The contract with Culture& is now signed and a timeline has been agreed (see appendix 1)
- A callout letter has been drafted and approved
- Intergenerational panel members and youth panel members are recruited
- The first meetings of the intergenerational panel and youth panel have taken place.

Recommendation(s)

Members of the Policy & Resources Committee (P&R) and Culture, Heritage, and Libraries Committee (CHL) are asked to:

- Note the contents of this report

Members of the Policy & Resources Committee (P&R) are asked to:

- Delegate authority over the project to Culture, Heritage, and Libraries Committee (CHL) as elected by Court

Main Report

Background

1. In October 2021, your Court of Common Council endorsed the recommendation of your Statues Working Group to retain the William Beckford and John Cass statues in Guildhall. This recommendation instructed officers to work collaboratively with the City Arts Initiative, in consultation with all relevant stakeholders, to develop appropriate explanatory plaques to be placed alongside the statues.
2. This report relates specifically to the actions endorsed by Court to arrange wording for the plaques and deliver further content using QR coding so that further information is available for those who wish to seek it. All other actions within the Court report, including arrangements for educational activities are being, or will be, considered separately by relevant officers and Committees.
3. The agreed approach was subsequently endorsed by your Culture, Heritage and Libraries Committee (CHL) in January and approved by Policy & Resources (P&R) in February. The proposal is as follows:
 - a. Officers and a consultant to work with a youth panel and intergenerational panel to examine and interpret the two statues. These groups to be representative, including special educational needs and disability (SEND) communities, additionally amplifying the voices of those whose lives are most affected by Beckford's and Cass's legacies today.
 - b. Both panels to work with the consultant and your Head of Gallery to commission contemporary artists to create artistic responses to the statues (to include a poet but which may also include other art forms).
 - c. The plaques, located on the monument or on a wall near them, to combine information, stating why the statue is present in Guildhall and discussing the subject's involvement in the Transatlantic Slave Trade alongside a poetic response (as per item 3b above).
 - d. A QR code to be featured on the plaque which links to further information about the historical context of the statues, as well as further artistic responses, which will be hosted on the City Corporation's website (on the Gallery's and/or Great Hall's webpages).
 - e. Officers with the City Surveyor and Historic England to agree a high-quality plaque design that is fabricated but could be easily updated in a

cost-effective way as and when required.

4. Temporary signs have been installed at both Cass and Beckford statues. They provide interim information on the statues and their historical context in Guildhall. These include information on:
 - a. The significance of the Transatlantic Slave Trade within the City's history
 - b. The connection between the subject of each statue (e.g. Beckford or Cass), the City and the Transatlantic Slave Trade.
 - c. Plans for future interpretation of the Beckford and Cass statues.
 - d. The City Corporation's commitment to equality, inclusivity and diversity and tackling slavery and racism in all its forms.

Current Position

5. Sufficient time must be given for the development, consultation and commissioning process which must be treated with appropriate sensitivity due to the nature of the project and the Grade I listed setting. However, interim informative devices have been introduced.
6. Culture& - the consultants appointed to run the panels and interpret findings – have proposed a 12-month timeline for the project. While the officers are keen to progress the project, they are mindful that it must move forward at an appropriate pace for the participants to ensure trust is built. Using their significant experience and expertise of projects of this nature, the consultants recommend this timetable to deliver the project. This will enable the plaques to be produced with a focus on inclusivity and with suitable sensitivity.
7. Following Member requests to expedite the project, your Head of Gallery and Culture& have revised the timetable to deliver the consultation in 7 months (May 2023 - enabled by the support of additional project management resource. See Appendix 1 for timetable). Note, if Listed Building Consent is required (the application process will take eight weeks), it is anticipated the plaques will be installed September 2023. If Listed Building Consent is not required, it is anticipated the plaques will be installed July 2023.
8. Court elected your Culture, Heritage and Libraries Committee (CHL) to oversee the project as outlined in the Statues Working Group Recommendation Implementation and Governance schedule (Appendix 2). In order to help expedite the projects delivery we ask the Policy & Resources Committee (P&R) to agree to this governance structure which would save officer time reporting to two committees.
9. Recruitment of the intergenerational panel members and youth panel members began in October. A callout letter inviting participants was sent to the following groups:
 - a. London Transport Museum's *Legacies* intergenerational exhibition panel members
 - b. CLEAR, City of London Corporation staff network
 - c. Partnership for Young London
 - d. Huntley Archive Friends Group

e. New Museum School Alumni

10. The first meeting of the intergenerational panel and youth panel took place in early November.
11. While the installation of temporary signs was introduced swiftly, it is anticipated that any more permanent fixtures will take longer to implement, due to the Grade I listed setting and depending on the approach agreed with City Surveyor's and Historic England. Culture& and your Head of Gallery have conducted research and discussed options signs with heritage organisations who have experience in this area.
12. Following July Committee, the Remembrancer has been advised about Member concerns regarding the removal of the temporary signs at events and has confirmed that this has not been the case and nor will it be going forward. Noting the events function at Guildhall does not fall under Destination City, if signs are moved for events, Members are advised to contact the Remembrancer.
13. Costs for this programme of work to date were taken from the Destination City local risk budget for the 2021/22 financial year. To deliver the next phase of the project, a carry forward request was made and has been approved.

Corporate & Strategic Implications

- **Strategic implications** include alignment with the Corporate Plan at outcomes 3, 4, and 10 in that the proposals:
 - Provide access to world-class heritage, culture and learning to people of all ages, abilities, and backgrounds.
 - Bring individuals and communities together to share experiences and promote wellbeing, mutual respect and tolerance.
 - Protect, curate and promote world-class heritage assets, cultural experiences and events.

The proposals also align with the theme of inclusion in the City Corporation's Recovery Strategy [Square Mile: Future City](#). They note that collaboration should be at the heart of what museums do, and that the statues' histories should be debated through a genuinely inclusive and ethical approach if the City Corporation is to successfully engage with the next generation and the communities it serves.

- **Financial implications:** Work to date has been met by the Destination City local risk budget in the budget year 2021/22. A request for a carryover of £30,000 to the 2022/23 year was submitted and approved. Some funding towards fabrication and installation of the plaques is included in this figure but the full cost of this may only be accurately estimated once the content of the plaques (including the artistic responses) has been determined. This may require a modest bid for funding later this financial year.
- **Resource implications:** The timetable has been revised at Members request and a temporary Project Manager will be brought on board to support the project.

- **Legal implications:** an application for Listed Building Consent will need to be submitted via the City Surveyor's department to enable the installation of the plaques, subject to their format and fixtures.
- **Risk implications:** sufficient time must be given for the development and commissioning process. This process must be treated with appropriate sensitivity (e.g., other similar projects at national organisations have taken 12 months and are still ongoing). Temporary freestanding signs have been placed in front of both statues which give the statues context and explain the re-interpretation project until the permanent plaques are ready for installation.
- **Equalities implications:** the proposals consider the opportunity to engage with communities across the spectrum. Additionally they aim to commission artists who will consider Black experiences and amplify the voices of those whose lives are most affected by Beckford and Cass's legacy today.
- **Climate implications:** none
- **Security implications:** none

Conclusion

14. This report provides an interim update to the Beckford and Cass Statues Interpretation Project. Participants of the intergenerational panel and youth panel have been recruited and the first meeting with the two groups took place in early November.

Appendices

- Appendix 1: Project timetable
- Appendix 2: Statues Working Group Recommendation Implementation and Governance schedule

Elizabeth Scott

Head of Gallery & Roman Amphitheatre

T: 020 7332 1832

E: elizabeth.scott@cityoflondon.gov.uk

This page is intentionally left blank

	Culture& (Youth & Intergenerational Panel and commissions)	CoL Project management (commissions & plaque fabrication)
July 2022	<ul style="list-style-type: none"> • Rewrite proposal • Early design ideas for plaques • Scope digital outputs 	
August 2022	<ul style="list-style-type: none"> • Agree proposal and contract • Agree parameters for the intergenerational and youth panel • Reach out and meet with participant organisations/groups 	
September 2022	<ul style="list-style-type: none"> • Draft panel callout letter • Approve panel callout letter • Reach out and meet with participant organisations/groups 	
October 2022	<ul style="list-style-type: none"> • Agree Comms plan • Recruit intergenerational and youth panel members 	<ul style="list-style-type: none"> • Hire freelance Project Manager • Draft report (CHL & P&R)
November 2022	<ul style="list-style-type: none"> • First intergenerational and youth panel meeting held - outline of project and role as participant Early ideas on the digital aspect of the project • Input on design brief • Write commissioning brief for poet (input from CoL) • Input on commission brief for Talking Statues • Appoint researcher/historian to draft plaque texts 	<ul style="list-style-type: none"> • Draft design brief (in collaboration with Culture&) • Early conversations with Historic England re Listed Buildings Consent (LBC) to agree acceptable mode of installation • CHL (14/11) and P&R (17/11) Committee update
December 2022	<ul style="list-style-type: none"> • Second consultation group meeting - Poets brief • Assess designer returns • Assess interested parties for the poetry commission 	<ul style="list-style-type: none"> • Appoint designer for the plaques in consultation with C& • Assess interested parties for the poetry commission • Research ideas for delivery of QR links • Draft report (CHL) • Draft text for plaques • Write brief for Talking Statues partner (input from Culture&)
January 2023	<ul style="list-style-type: none"> • Third consultation meeting - versions of the text and concept designs • Review concept designs • Appoint poet – contract drafted and signed 	<ul style="list-style-type: none"> • Concept design options for plaques – consult internal teams • Talking Statues partner appointed in consultation with C& – contract drafted and signed • CHL report deadline – 9 January • CHL (23/01) Committee update

February 2023	<ul style="list-style-type: none"> Review Talking Statues scripts Re-draft/amend texts 	<ul style="list-style-type: none"> Research and quote from fabricators (feasibility, cost & installation) First draft of Talking Statues scripts written and agreed in consultation with C& Draft report (CHL)
March 2023	<ul style="list-style-type: none"> Review first draft Talking Statues content Re-draft/amend texts 	<ul style="list-style-type: none"> CHL report deadline – 13 March CHL (27/03) Committee update – text and concept design
April 2023	<ul style="list-style-type: none"> Fourth consultation meeting - agree final texts and design, review Talking Statues scripts Poem(s) complete 	<ul style="list-style-type: none"> Concept design progressed to detail design in consultation with C& Detail design (plaques) Draft report (CHL & P&R) Production of Talking Statues content
May 2023	<ul style="list-style-type: none"> Fifth and final consultation meeting - ideas and submissions for QR links 	<ul style="list-style-type: none"> Detail design sign-off and artworking (plaques) in consultation with C& Webpage designed and digital outputs embedded CHL report deadline – 8 May CHL (22/05) Committee update – final text and detail design Talking Statues content delivered
June 2023	<ul style="list-style-type: none"> Evaluation meeting to feed back on the process and make recommendations for the future 	<p>If LBC required - submit application for LBC – 8-week approval time</p> <p>If LBC not required – production of plaques</p>
July 2023	<ul style="list-style-type: none"> Draft evaluation report 	<p>If LBC required – 8-week approval time</p> <p>If LBC not required – install plaques, test QR links, unveil plaques</p>
August 2023	<ul style="list-style-type: none"> Deliver evaluation report 	<p>If LBC required – LBC granted – production of plaques can begin</p>
September 2023	<ul style="list-style-type: none"> Thank you event for participants and plaques open to public 	<p>If LBC required – install plaques, test QR links, unveil plaques</p>

Statues Working Group – Recommendation Implementation

Action	Department	Body/Member Oversight	Progress Update
Arrange wording for plaque	Culture w/ City Arts Initiative (CAI)	Culture, Heritage and Libraries	Officers to advise CAI recommend decision be taken by P&R due to reputational risk involved. Culture team to initiate report outlining this - due to be submitted to CAI on 25 Nov.
Arrange installation of plaque	City Surveyor's	n/a - approved by Court	
Arrange use of QR code on plaque and the virtual environment it links to	Culture w/ City Arts Initiative	Culture, Heritage and Libraries	Culture team to explore this in their reporting to CAI.
Implement use of QR code on City hosted event documentation such as menu cards	Remembrancer's	Hospitality Working Party	
Reframing the space in which the statues are located by hosting educational and cultural events that directly address the context of the statues and the contemporary issues they raise.	Remembrancer's / Community & Children's Services / Culture	Hospitality Working Party / Community & Children's Services / Culture, Heritage and Libraries	
Using speeches at City hosted events to recognise the implications of slavery and the City's involvement in historic slavery.	Mansion House and Chair of Policy & Resources Speechwriters	n/a	

Statues Working Group – Recommendation Implementation

Introducing virtual resources offering education on the slave trade and providing a platform for those affected to share their experiences.	Education Unit	Education Board	
Providing bursaries to encourage members of local BAME communities to train to become City Guides.	Adult & Education Services	Education Board / Community & Children's Services	
Developing Black history consistently across curriculum in the City's schools and offering continued professional development for teachers.	Education Unit	Education Board, Independent School Boards, CoLAT Board	
Funding collaborative research projects which support knowledge exchange to understand the global impact of the slave trade both past and present and enable the development of material to support the wider curriculum, revision of textbooks and the development of teaching and learning guides.	Education Unit	Education Board	
Proactively supporting initiatives such as Black Pound Day.	Culture	Culture, Heritage and Libraries	Work is ongoing within the Culture team regarding various initiatives including those related to Black History Month.

Agenda Item 6

Committee(s): Policy & Resources	Dated: 17 November 2022
Subject: UN Sustainable Development Goals Communication of Progress Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	All
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Chief Strategy Officer	For Decision
Report author: Barbara Hook Town Clerks Department	

Summary

In accordance with being a signatory to the [UN Global Compact](#), the City of London Corporation is required to provide an annual Communication of Progress Report on its commitment to the UN Sustainable Development Goals (SDGs).

New signatories to the UN Global Compact are required to provide their first Communication of Progress report within two years of joining. The City of London Corporation's first report is due on 1st January 2023.

The requirement is for a retrospective summary demonstrating our ongoing policy commitment in four areas, human rights, labour, environment and anti-corruption, since becoming a signatory in December 2020.

Members previously agreed three themes of action for the City Corporation in relation to its commitment to the UN SDGs, to

- Embed relevant SDGs into strategy development, implementation and reporting processes
- Demonstrate the actions the City Corporation is taking to achieve the SDGs, by reporting actions on SDG partnership platforms – both UK and Global
- Take part in business initiatives focused on the SDGs and use our influence to encourage other businesses to take part.

Recommendation(s)

Members are asked to:

- Approve the first annual UN Sustainable Development Goals Communication of Progress Report **at Appendix 1.**

- Authorise the Chief Strategy Officer to submit the report for publication on the UN Global Compact internet page, in accordance with the commitment made to do so by 1st January 2023.
- Note the annual £550 membership fee to the UN Global Compact, and that Officers will review our membership and the requirement for future annual reports, prioritising the value added to the City of London Corporation in doing our business.
- Note that commitment to the UN Sustainable Development Goals is sustained through our policies and ongoing activities in the three themes previously agreed by members of the Policy and Resources Committee.

Main Report

Background

1. In September 2020 members of the Policy & Resources Committee agreed that the City of London Corporation should be a signatory to the [UN Global Compact](#). This commitment, agreed by a previous administration of the Court, is a legacy of the Responsible Business Strategy which commenced in 2018 and integrated into business as usual in 2021.
2. 17,000 of the 20,000 organisations who are signatories¹ to the UN Global Compact are businesses. 68 cities worldwide have signed up. In the UK, Derby City Council is also a signatory, and some other UK local authorities reference the SGDs in their corporate strategies and reports but are not signatories to the UN Global Compact.
3. The City of London Corporation works collaboratively with a wide range of partners to inspire, develop and act on responsible business. We are committed to creating positive impact across our activities and decisions to ensure a sustainable future where individuals and communities can flourish, and the planet is healthier. Our progress in these areas is communicated through key policies, such as the Modern Slavery Statement, commitment to the London Living Wage, and initiatives such as the Lord Mayor's Dragon Awards, which recognise and celebrate businesses that are achieving excellence in social impact and inspire others by sharing best practice.
4. The 17 UN Sustainable Development Goals (at Appendix 2) are very wide ranging. The City of London Corporation Corporate Plan 2018-23 outcomes align with all the UN SDGs. There is a relationship between specific SDGs and City Corporation strategies, for example the Responsible Business Strategy, Towards a Sustainable Future prioritised ten of the SDGs:
 - a. No poverty

¹ Cities and Corporations around the globe have adopted various approaches to show their support and commit to action on the UN Sustainable Development Goals. Signatories to the UN Global Compact pay a membership fee and make a public pledge of their commitment to shape a sustainable future through principled business.

- b. Good health & wellbeing
- c. Gender equality
- d. Decent work and economic growth
- e. Reduced inequalities
- f. Sustainable cities and communities
- g. Responsible consumption and production
- h. Climate action
- i. Life on land
- j. Partnership for the goals.

Current Position

5. The UN requirement is that reports are uploaded using their [digital template](#) and are a retrospective summary of progress. The City of London Corporation is required to provide
 - a. a statement from the Chief Executive expressing continued support for the UN Global Compact and commitment to the SDGs, and
 - b. a description of practical actions and outcomes evidencing our commitment to the UN Global Compact in 2020
6. The draft report focusses on themes most relevant to us. It demonstrates our commitment to embedding relevant SDGs referencing previously published material, our strategies, partnerships and initiatives with business. Moving forward we will work with officers to determine how our annual return can be best managed and provide added value.

Options

7. Recommended: Members agree that the UN Communication of Progress Report 2022 is approved as drafted (or authorise the Chief Strategy Officer to make any minor changes that are required prior to submission), for publication on the UN Global Compact website by 1st January 2023.
8. Not Recommended: Members decide the report should be redrafted and returned to them later for approval. A revised report would need to be submitted by 1st April 2023. This would require making a formal request to the UN for a Grace period of 3 months in which to submit the report. Grace letters are published on the UN Global Compact website.
9. Not Recommended: Members decide City of London Corporation should not provide any Communication of Progress report. This would, after a period of 12 months, result in the City of London Corporation being delisted as a signatory to the UN Global Compact, which would be publicly recorded by the UN. Of 883 UK participants to the UN Global Compact, seven are recorded as delisted and 84 as non-communicating.

Proposals

10. That members of Policy & Resources Committee approve the first annual UN Sustainable Development Goals Communication of Progress Report and authorise the Chief Strategy Officer to submit the report for publication on the UN Global Compact website, in accordance with the commitment made to do so by 1st January 2023.
11. Note the annual £550 membership fee to the UN Global Compact, and that Officers will review our membership and the requirement for future annual reports.
12. Note that commitment to the UN Sustainable Development Goals is delivered through our policies and ongoing activities in the three themes previously agreed to
 - Embed relevant SDGs into strategy development, implementation and reporting processes
 - Demonstrate the actions the City Corporation is taking to achieve the SDGs, by reporting actions on SDG partnership platforms – both UK and Global
 - Take part in business initiatives focused on the SDGs and use our influence to encourage other businesses to take part.

Corporate & Strategic Implications – Alignment between the UN SDGs and the Corporate Plan 2018-23 outcomes and other corporate strategies is clear. Embedding relevant SDGs into new strategy development and subsequent reporting continues to be important.

Financial implications – there is an ongoing annual cost of £550 to the City of London Corporation’s continued membership as a UN global Compact signatory. Funding of £10,000 for three years from the Policy Initiative Fund was approved by members of the Policy and Resources Committee in 2020.

Resource implications – The Responsible Business Strategy 2018-2023 has been embedded into City of London Corporation Business as Usual activity, however there is considerable staff resource time invested in compiling the annual Communication of Progress Report.

Legal implications - None

Risk implications – There is a risk to the City of London Corporation reputation if our first return to the UN Global Compact is not provided or is delayed.

Equalities implications – None

Climate implications - None

Security implications - None

Conclusion

13. Commitment to the UN SDGs is a public demonstration of our ongoing, positive and effective efforts in the four action areas in our operations, our supply chain and our partnerships with responsible businesses in the City. Our participation

encourages and influences businesses located in the City and beyond to demonstrate their own commitment to the principles of the UN Global Compact.

Appendices

- Appendix 1 – City of London Corporation Communication of Progress Report 2022
- Appendix 2 – The Ten Principles of the UN Global Compact
- Appendix 3 – the UN Sustainable Development Goals
- Appendix 4 – Responsible Business Strategy, Towards a Sustainable Future

Background Papers

Previous report to Committee on this subject:

[Commitment to UN Sustainable Development Goals \(24 September 2020\)](#)

Link to listing on UN Global Compact internet:

[City of London Corporation | UN Global Compact](#)

Barbara Hook

Assistant Director Corporate Planning

Town Clerks Department

T: 07394 573808

E: barbara.hook@cityoflondon.gov.uk

This page is intentionally left blank



The City of London Corporation

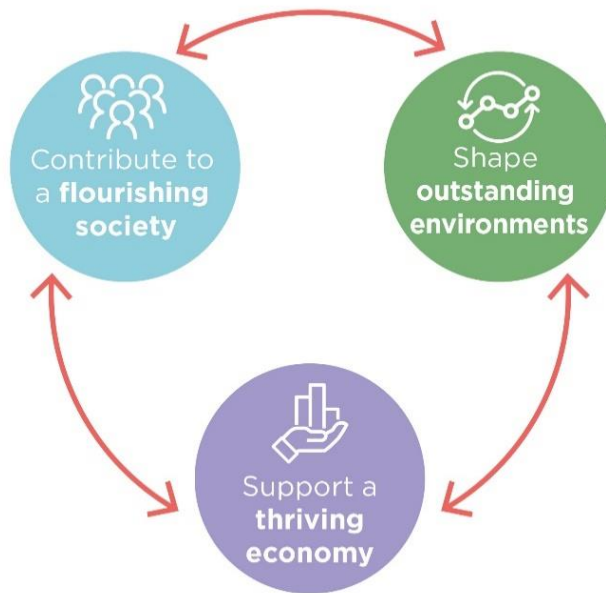
Communication on Progress

December 2022

The City of London Corporation: Communication on Progress

Introduction

The City of London Corporation is the governing body of the Square Mile, dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK. We aim to:



Based in Guildhall, the City Corporation looks after and promotes the City of London. It is headed by the [Lord Mayor](#) with the [Court of Common Council](#) being its main decision-making body. The City Corporation is a uniquely diverse organisation, with a role that goes beyond that of an ordinary local authority. We have our [own government](#), the oldest in the country with origins pre-dating Parliament, and an [independent police force](#). The City of London forms part of London as a whole, along with a further 32 London boroughs who have responsibility for local government services within their local area.

Our reach extends far beyond the Square Mile's boundaries and across private, public, and voluntary sector responsibilities. This, along with our independent and non-party political voice and convening power, enables us to promote the interests of people and organisations across London and the UK and play a valued role on the world stage.

We provide local government services for around 8,000 residents, 587,000 workers - one in every 54 workers in Great Britain. Our unique role means that our reach extends beyond the City to include:

- More than 11,000 acres of [green spaces](#) including [Hampstead Heath](#) and [Epping Forest](#)
- [Billingsgate](#), [Smithfield](#) and [New Spitalfields](#) wholesale food markets
- The [Heathrow Animal Reception Centre](#)
- [Housing](#) across London
- A range of [schools and academies](#)
- [London's Port Health Authority](#)

The City of London Corporation, UN Sustainable Development Goals, and the Global Compact

The UN Sustainable Development Goals (SDGs) provide a comprehensive framework for organisations to assess, understand and make a positive impact on the major issues impacting society, the environment, and the economy. As an organisation with reach locally, nationally, and internationally, the City of London Corporation is committed to working towards achieving the SDGs and supporting the UN Global Compact in its ambition to drive business awareness and action to achieve the SDGs.

For the Square Mile to continue to be a global hub of successful and sustainable business, we must be ambitious about our role in society and continue to grow and demonstrate the value of the City Corporation. We are committed to creating positive and reducing negative impacts across all activities and operations across the Square Mile, to ensure a sustainable future where individuals and communities can flourish, and the planet is healthier.

City Corporation is the sole trustee to Bridge House Estates, a charitable trust. Through the charity's funding arm, City Bridge Trust, the charity aims to reduce inequality in London through grant-making and encouraging philanthropy.

There is alignment between our Corporate Plan 2018-23 and the SDGs and this report covers our activities and progress in the past two years. In September 2020, we formalised our ongoing focus on the SDGs by committing to embed relevant SDGs into strategy development, engaging with businesses and reporting on our progress. In January 2021, the City Corporation was accepted as a Participant of the UN Global Compact.

The City Corporation's Responsible Business Strategy provided the initial focus for action. This strategy centred on creating a future where individuals and communities flourish, focussing on the human, social, environmental and governance activities necessary to progress towards the SDGs. This report references initiatives from our Responsible Business Strategy and other projects linked to achieving the SDGs.

Contents

Introduction	2
Part 1: HUMAN RIGHTS	5
1.1 Identifying and Eliminating Modern Slavery	5
Part 2: LABOUR.....	7
2.1 Women in Finance Charter.....	7
2.2 Pay Gap Reporting	7
2.3 Socio-Economic Diversity Taskforce.....	8
2.4 Skills for a Sustainable Skyline Taskforce	9
2.5 Tackling Racism Taskforce	9
2.6 City of London Corporation as a Responsible Employer	10
2.7 Supporting Responsible Business.....	10
Part 3: ENVIRONMENT.....	11
3.1 Climate Action Commitments and Progress	11
3.2 Air Quality Strategy	12
3.3 Transport Strategy	12
3.4 Waste and Single Use Plastic.....	13
3.5 Biodiversity Action Plan.....	13
3.6 Responsible Investments Policy	14
3.8 Net Zero Delivery Summit.....	15
3.9 Finance for Impact Summit.....	15
3.10 Championing Sustainable Finance	15
3.11 Voluntary Carbon Markets Forum	16
3.12 Climate Finance Leadership Initiative.....	16
Part 4: ANTI-CORRUPTION.....	17
4.1 Responsible Procurement Policy.....	17
4.2 Corporate Anti-Fraud and Corruption Strategy	17
Conclusion	19

Part 1: HUMAN RIGHTS

The European Convention on Human Rights (ECHR) applies directly to the City Corporation, as far as its functions of a public nature are concerned, by virtue of the Human Rights Act 1998. The City Corporation notes and supports the United Nations Universal Declaration of Human Rights (UDHR), and related texts in UK law and the United Nations Paris Agreement, and related texts in UK law.

Governance Arrangements for the City Corporation, such as the Annual Governance Statement in the [City Fund Statement of Accounts](#), are designed to ensure compliance with our legal obligations.

1.1 Identifying and Eliminating Modern Slavery

The City of London Corporation recognises its responsibility to help identify and eliminate Modern Slavery and safeguard against any form of Modern Slavery taking place within our business, our jurisdiction, or our supply chain. The first Modern Slavery Statement published by the City Corporation was released in November 2018. It outlines our approach to tackling Modern Slavery, our organisation’s remits and risks related to Modern Slavery alongside the City Corporation’s structure and various legal functions, including as charity trustee of Bridge House Estates (BHE).

The updated 2021 Modern Slavery [Statement](#) focused in more detail on what was being done across the organisation: practices that have been established to combat Modern Slavery, recent progress, and continuous improvement commitments. Through this policy, the City Corporation aims to ensure that Modern Slavery is not taking place in the various contexts in which it operates (our own business as an organisation, our jurisdiction over the Square Mile, and within our domestic and global supply chains), as well as using its wider influence to reduce Modern Slavery risks and impacts globally.

Within our organisation, the City Corporation is taking dedicated action and encouraging collaboration across departments to combat Modern Slavery. This commitment is embedded within the following high-level strategies:

[Corporate Plan 2018-2023](#)

People are safe & feel safe,
Businesses are trusted to
be environmentally and
socially responsible

[Responsible Business Strategy 2018-2023](#)

Promoting human rights
through our everyday work
and decision making

[BHE Bridging London Strategy 2020-2045](#)

Aim to be sustainable

To ensure the most effective approach, a working group has been set up to coordinate efforts, offer mutual support and make sure that resources, training, and lessons learned are shared. Highlights of our progress include:

- Increasing cross-departmental training, including a Modern Slavery course available to all staff, focusing on raising awareness of their role in identifying and reporting concerns
- Holding awareness raising events and increasing cooperation with external agencies, regional and national groups
- Enhancing the Living Wage commitment to include any person working under any of our contracts for two or more hours (removing the requirement for people to be working on our sites, or for longer periods of time)

- Completing an analysis of funds within City Corporation's investment portfolio to ensure that Modern Slavery is considered as part of our ESG approach to improving the transparency of due diligence measures undertaken regarding investment activities

Within our jurisdiction, the City Corporation looks to minimise the risk of Modern Slavery occurring in the Square Mile and on City Corporation property. This policy commits the City Corporation to referring victims to the help they need, ensuring perpetrators are brought to justice and helping identify Modern Slavery in places where the City Corporation has a presence. Implementation of this policy is through the City of London Police (CoLP), the Department for Community and Children Services (DCCS), and the Environment Department.

- CoLP have an Action Plan on Modern Slavery and Human Trafficking, which uses a four-pronged approach based on protection, preparation, prevention, and pursuit. As part of this Action Plan, CoLP lead the Serious Organised Crime Board, which brings together key agencies, assuming an advisory function to disrupt organised crime groups, inhibiting Modern Slavery activities
- DCCS has a statutory responsibility as the lead agency for safeguarding children and adults in the City of London, working in partnership with City and Hackney Adult Safeguarding Board, City and Hackney Safeguarding Children's Partnership Board and the Safer City Partnership
- The Environment Department's Public Protection Officers frequently visit sites in the Square Mile posing risks of Modern Slavery and are vigilant in observing and reporting any suspicious circumstances

Within our domestic supply chain, the City Corporation uses responsible procurement and rigorous contract management to mitigate the risk of Modern Slavery taking place. This is managed through our Responsible Procurement Policy (see section 4.1).

Part 2: LABOUR

City Corporation is committed to equality and ensuring we have a diverse workforce that is treated fairly. We support initiatives to achieve this within the organisation, and we promote equality, diversity, and inclusion across our network of partners and stakeholders.

2.1 Women in Finance Charter

The City of London Corporation has been a signatory of HM Treasury's Women in Finance Charter since 2019. The Charter commits signatories to supporting the progression of women into senior roles in the financial services sector by focusing on the executive pipeline and mid-tier level.

Signatories to the charter are required to implement targets and strategies that enable progression and must publicly report on progress to deliver against these targets. The City Corporation has worked in three main areas to help achieve this target:

- Embedding Equality, Diversity, and Inclusion (EDI) across the organisation
- Recruitment
- Culture and inclusion initiatives

City Corporation publishes an annual [Equality and Inclusion Action Plan](#). To identify initiatives that have the most positive impact, analysis tracking recruitment, progression and retention of staff is used to understand where potential barriers exist.

City Corporation has a new EDI directorate. It reports to a new elected-members and officers EDI sub-committee ensuring senior level accountability for EDI. Its remit is to improve EDI governance and strategic oversight and further embed it as a priority across the City Corporation.

Recruitment initiatives are designed to improve the City Corporation's reach to women from different backgrounds. Anonymised recruitment across all grades was implemented in July 2021 as a key component for a more transparent approach to achieving a diverse workforce at all levels. In November 2021 targeted mentoring and reverse mentoring initiatives were introduced to address known barriers to retention and progression for staff from underrepresented groups.

A range of **culture and inclusion initiatives**, including family friendly policies, exist. These include maternity leave, adoption leave, shared parental leave, and paternity leave provisions. Additional culture and inclusion initiatives are delivered through City Corporation's diversity networks which provide an inclusive, safe, and confidential employee forum to network and support each other: networks exist for Women, Ethnicity, Disability, Young Employees, Parents & Carers, Sexual Orientation and Religion.

City Corporation committed to a target of 45% of senior management posts to be filled by women by the end of March 2025: by March 2022 the figure stands at 43%, an increase from 33% in 2019

2.2 Pay Gap Reporting

In accordance with Gender Pay Gap Information Regulations under the Equality Act, the City Corporation publishes its gender pay gap annually. The purpose of pay gap data is to show the

difference in average pay between different groups. The City Corporation also voluntarily publishes both its ethnicity pay gap (EPG) and disability pay gap (DPG) figures.

City Corporation Pay Gap – 31 March 2021

Mean gender pay gap 7.1% - joint twelfth within London boroughs

EPG average 16.8% - down from 19.1% the previous year

DPG average 8.9% - down from 10.20% the previous year

2.3 Socio-Economic Diversity Taskforce

In November 2020, the UK government commissioned the City of London Corporation to lead a two-year taskforce to boost socio-economic diversity at senior levels in UK Financial and Professional Services. The [Socio-Economic Diversity Taskforce](#) was supported by Deloitte, Connectr and PwC as delivery partners, and involved over 100 other organisations at different levels. It and was commissioned to act across three workstreams:

Socio-Economic Diversity Taskforce Activity

- Lead an industry consultation and devise a roadmap on how government, regulators and sector bodies can incentivise employer action on socio-economic diversity
- Create a membership body and peer network for financial services, focusing specifically on progression, act as a safe space to share best practice and benchmark against sector peers (akin to similar bodies that exist for law and accountancy)
- Produce a productivity analysis and build the business case for increasing socio-economic diversity at senior levels in financial and professional services

In May 2022, the Taskforce launched [Progress Together](#), a new membership body that is the first of its kind to focus on driving socio-economic diversity at senior level across the financial services sector.

In August 2022, the Taskforce launched the “Building the Baseline: Breaking the Class Barrier” report, designed to establish a baseline of socio-economic diversity at senior levels in UK financial and professional services. The report shares new insights into inclusion and how socio-economic background intersects with other personal characteristics such as ethnicity and gender.

This baseline analysis encourages business to collect detailed data to understand current levels of socio-economic diversity. Without such data, firms will be unable to set realistic targets to shift the socio-economic diversity of their workplace.

Data collection on socio-economic diversity is significantly lacking within financial and professional services, and requesting this type of data for the survey prompted organisations to measure this type of diversity for the first time. The Taskforce has aimed to use this opportunity to instil the practice and lead to socio-economic diversity data collection by organisations across the sector.

2.4 Skills for a Sustainable Skyline Taskforce

The City Corporation is leading a three-year taskforce, [Skills for a Sustainable Skyline](#), aimed at addressing green skills gaps and shortages across central London's commercial built environment.

The Taskforce will run from 2022-2025 and is supported by a Strategy Steering Board of 15 senior leaders, 53 Associate Members, and over 70 Working Group members across skills providers, industry bodies, local and national government, and research experts. The desired impact of the Taskforce is meeting London's decarbonisation targets through the successful transition to a sustainable built environment, and enabling London to maintain its global appeal as an attractive and sustainable business centre.

The Skills for a Sustainable Skyline Taskforce will collate an evidence base around Central London's commercial planning pipeline to address the issues and gaps identified in developing its business case for investment in green skills. This includes attracting young people from non-traditional entry paths and underrepresented demographic backgrounds.

2.5 Tackling Racism Taskforce

The Tackling Racism Taskforce was set up in June 2020, tasked to consider how the City of London Corporation tackles racism in all its forms, and assess whether any further action could be undertaken to promote economic, educational, and social inclusion through our activities, including any historical issues, with a view as to how we might respond to them.

The Taskforce examined six themes: Staffing, Culture, Governance, Education, Police, and Business. The resulting report agreed 36 wide-ranging recommendations, including:

- Introducing anonymised recruitment across all grades and the creation of Mentoring/Reverse Mentoring schemes
- The development of a revised HR policy on bullying and harassment
- Better use of the information on workforce diversity
- Appointing a senior officer responsible for Member diversity and inclusion
- Promotional activities in the lead up to the 2022 Common Council Elections to encourage a diverse range of candidates to consider standing
- The City of London Police sign up to a target of 40% of new recruits coming from black, Asian, and minority ethnic backgrounds, with retention targets for officers
- The Police Authority Board to take a particular focus on diversity and inclusion as one of its objectives
- Schools under City Corporation jurisdiction to ensure recruitment, retention, and career progression of a diverse range of staff and governors; Consideration to be given to the introduction of teacher apprenticeships
- Consideration to be given to offering support to children at risk of exclusion, and offering mentoring by Members and officers to young people
- Actively discouraging all-white panels by creating a policy for City Corporation events ensuring a diverse mix (of all protected characteristics) on panels
- Changing our criteria for investments to include a specific target on diversity
- Taking targeted action to increase the number of ethnic minority businesses in the City Corporation's supply chain

2.6 City of London Corporation as a Responsible Employer

The City of London Corporation underlines its commitment to being a responsible employer by being a signatory of several charters and schemes:

- We are a **signatory of the Employer with Heart Charter**: committed to supporting the parents of premature babies. The employee annual leave policy has been amended to entitle parents of prematurely born babies additional paid leave
- The City Corporation is an **accredited Living Wage employer**: committed to paying the Living Wage for all directly employed staff. This commitment is embedded within our Procurement Policy (see section 1.1 Identifying and Eliminating Modern Slavery)
- The City Corporation is a signatory of HM Government's Disability Confident Scheme and was **certified as a Disability Confident Employer in December 2020**
- The City Corporation **signed up to the Business in the Community Race at Work Charter in 2020**. This initiative is designed to improve outcomes for Black, Asian, and Minority Ethnic employees in the UK

2.7 Supporting Responsible Business

As part of our Responsible Business Strategy, the City Corporation works collaboratively with a wide range of partners to inspire, develop, and promote action on responsible business. These include the following:

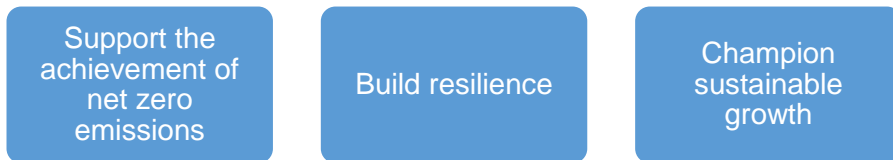
- **City Corporation and the City Bridge Trust support Heart of the City: a charity supporting SMEs to do well by doing good**. They bring together SMEs with experts in responsible and sustainable business areas such as net zero, mental health, diversity and inclusion and community support
- **The Lord Mayor oversees the annual Dragon Awards, London's most prestigious annual responsible business awards**, recognising businesses and community organisations that go above and beyond their core work to significantly impact the regeneration of their local communities, celebrating the achievement of excellence in social impact
- **Business Healthy is a City of London Corporation led initiative to unite the business leadership in meeting the health and wellbeing needs of City workers**. It supports Square Mile employers to improve the health and wellbeing of their workforce and make the City a healthy, happy, and productive place to work.

Part 3: ENVIRONMENT

City Corporation has a multifaceted approach to protecting the environment. Activity covers our impact on the Square Mile, which includes activity around net zero, transport, air quality and responsible investments and financing. We promote environmental stewardship to our partners and stakeholders, by running and supporting events such as the net zero delivery summit and driving environmental activity with our partners. We also support a system championing green finance initiatives promoting a more environmentally conscious future, sustainable finance, and leadership in green finance.

3.1 Climate Action Commitments and Progress

In November 2019, the City Corporation set out on a fast-paced journey to develop an ambitious organisational Climate Action Strategy. Less than a year later, the Strategy was adopted as policy and a new and transformative programme of action began. We set out three interlinked primary objectives for both the City Corporation and the Square Mile:



Our Climate Action Strategy commits us to achieving net zero carbon in our own operations by 2027. We aim to become net zero across our investments and supply chain by 2040 and support the achievement of net zero for the Square Mile by the same year.

Our plans are centred on reducing the carbon emissions of our assets and activities and do not rely on offsets. Our ambitious plan makes the City Corporation the first governing body in the UK to have a fully funded net zero commitment that covers all emissions.

In August 2022, we reported [our climate action progress](#), tracking and reporting against our net zero targets. To measure and monitor our progress we carried out a carbon footprint assessment of all the City Corporation's emissions. The data were independently verified, making the City Corporation one of the first local jurisdictions to achieve assurance over its full value chain emissions, including its financial investments.

Climate Action Progress

Reduction: from financial years 2018/2019 to 2021/2022 the City Corporation reduced carbon emissions from its own operations by 31% and overall energy consumption by 21%

Transparency: City Corporation is fulfilling its commitment to transparency in reporting through the Climate Action Dashboard

Data: City Corporation is investing in better data systems to manage risks and opportunities and introducing a system to monitor energy consumption across the City Corporation's assets

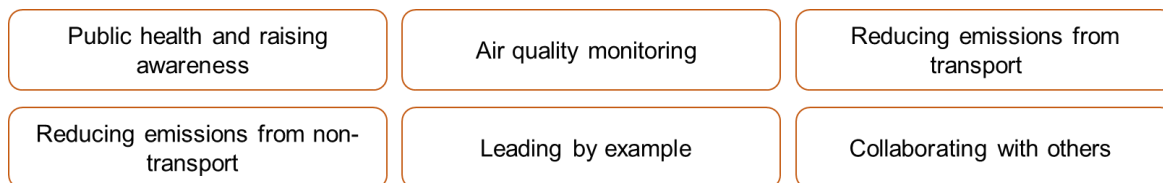
Progress of each of our twelve [Climate action projects](#) is tracked through the Climate Action Dashboard, a publicly available monitoring tool that tracks 37 key performance indicators (KPIs), from kilometres of pedestrianisation to the number of fund managers with science-based targets.

3.2 Air Quality Strategy

The City of London Corporation has a statutory obligation to take a wide range of actions to improve air quality and protect public health. Improving air quality and ensuring good health and wellbeing is an organisational priority.

The Air Quality Strategy 2019-2024 (the third produced by the City Corporation) outlines an action plan that commits the City Corporation to reducing nitrogen dioxide levels to meet health-based Limit Values in over 90% of the Square Mile by 2025. It supports the Mayor of London to meet the 2005 WHO Guidelines for PM10 and PM2.5 by 2030.

The [Air Quality Strategy](#) outlines six themes which the City Corporation will pursue work under:



The City Corporation oversees other initiatives related to air quality designed to engage stakeholders across London, aligning with commitments in the Air Quality Strategy.

- The **City Air Business Programme** is a free initiative overseen by the City Corporation, that provides Square Mile businesses with personalised advice and toolkits which will help reduce emissions and lower their employees' exposure to pollution
- **Idling Action London** is a project jointly led by the City of London Corporation and the London Borough of Camden and supported by the Mayor of London. It sees 31 London authorities joining forces in a bid to cut unnecessary vehicle emissions, with resources provided to businesses who sign the pledge

3.3 Transport Strategy

The [City of London Transport Strategy](#) was adopted in 2019. It provides a 25-year framework for the design and management of streets and transport in the Square Mile. Several outcomes directly contribute to reducing the environmental impacts of transport and enabling sustainable travel:

- The Square Mile's streets are great places to walk and spend time
- Street space is used more efficiently and effectively (traffic reduction)
- More people choose to cycle
- The Square Mile's air and streets are cleaner and quieter
- Delivery and servicing are more efficient, and impacts are minimised
- Our street network is resilient to changing circumstances (climate adaptation and resilience)

In March 2020, the City of London Corporation introduced an experimental traffic scheme with the aim of reducing air pollution. This scheme was the UK's first continuously operational 'zero emission street'. The experiment ran for 18 months to September 2021. Data on the changes in traffic and air quality was monitored in the surrounding area and [results of the monitoring and consultation](#) are published on the City of London Corporation website.

In December 2021, the City of London Corporation [Streets and Walkways Sub Committee](#) considered a report summarising the results of the traffic experiment and approved the recommendation to proceed with a public consultation on the support for permanent measures to improve air quality based on the design of this experimental scheme.

3.4 Waste and Single Use Plastic

The City of London Corporation has a strong track record in sustainable waste management, as the first London Authority to sort and recycle waste from our streets. No waste is now sent direct to landfill. The City Corporation set up the Clean City Awards Scheme in 1994, a business network and awards scheme which helps drive sustainable business. **Square Mile businesses are assisted in improving air quality and climate action, communication and engagement around sustainability, resource efficiency and circular economy practices, and becoming plastic free.**

A new City Corporation's Waste Strategy is in development focussing on waste and the circular economy; it will include how the City Corporation can use its influence and expertise to encourage businesses within the Square Mile to take the right decisions to responsibly manage their waste.

Since 31 March 2021 City Corporation has been single-use plastic free across all our operational sites

No new single use plastic will be procured (unless there are no alternatives, in which case purchased plastics should have at least 50% recycled content). This policy commits us to reducing the purchase of unnecessary multi-use plastics and minimising other single use materials as far as possible.

3.5 Biodiversity Action Plan

The City of London has just under 33 hectares of open spaces within the Square Mile, which includes parks, gardens, churchyards, and spaces such as plazas. There is a need for additional open space in the Square Mile to provide facilities for workers, residents, and visitors. These spaces help mitigate the effects of pollution and climate change and provide facilities for tranquillity, leisure, sport, and wellbeing and increase biodiversity.

[The City of London Biodiversity Action Plan 2021-2026 \(BAP\)](#) provides a strategic focus to ensure species and habitats are understood and considered throughout decision-making processes. The BAP provides a framework to ensure all legislative requirements and regional and national targets for protecting, conserving, and enhancing biodiversity are met at a local level. The BAP will deliver outcomes across the following themes:

- **Open space and habitat management:** to protect and enhance habitats and species in the city by enabling land owned and managed by both the City Corporation and privately to be maintained and enhanced for biodiversity
- **The built environment:** to improve infrastructure for biodiversity in the built environment by enabling biodiversity to be incorporated into the built environment, and to enhance and connect green spaces
- **Education and community engagement:** to promote a greater understanding of the City's biodiversity by identifying and encouraging best practice amongst private landowners and managers; developing the skills and knowledge of residents, City workers, school children and students through events, activities, and volunteering opportunities
- **Data collection, surveys, and monitoring:** to improve monitoring and data on biodiversity in the City by establishing a structured approach to surveying and monitoring of sites to inform ongoing management decisions and identify future areas of priority. This includes

professional ecology surveys, citizen science opportunities and records collected by voluntary groups and individuals

3.6 Responsible Investments Policy

The City of London Corporation is a responsible investor and our [Responsible Investments Policy](#), approved by the Finance Investment Board in February 2021, sets out our approach -detailing the actions we, and our external providers, take to protect the organisation and its assets from environmental, social, and corporate governance issues and reputational risks.

The City of London Corporation became a signatory in 2018 to the [Principles of Responsible Investment](#). These were developed by an international group of institutional investors, reflecting the increasing relevance of environmental, social, and corporate governance issues to investment practices. The process was convened by the United Nations Secretary-General.

In signing the principles City Corporation, as an investor, publicly commits to adopt and implement them, where consistent with our fiduciary responsibilities. We also commit to evaluate the effectiveness and improve the content of the principles over time. The principles are:

Principle 1	Incorporate ESG issues into investment analysis and decision-making processes
Principle 2	Incorporate ESG issues into investment analysis and decision-making processes
Principle 3	Seek appropriate disclosure on ESG issues by the entities in which we invest
Principle 4	Promote acceptance and implementation of the Principles within the investment industry
Principle 5	Work together to enhance our effectiveness in implementing the Principles
Principle 6	Report on our activities and progress towards implementing the Principles

3.7 The City of London Financing Framework

In June 2019, [the City of London Green and Sustainable Financing Framework for City's Cash](#) was published. The City Corporation is responsible for three principal funds – City Fund, City's Cash and Bridge House Estates. City's Cash is the City Corporation's own property and assets fund from which it finances activities including open spaces, wholesale markets, education, economic development and international representation of the City of London and the UK.

This financing framework for the City's Cash fund targets five environmental objectives and the related eligible project categories highlighted by the International Capital Market Association's Green Bond and establishes a framework for the selection of project categories that may be eligible for financing.

3.8 Net Zero Delivery Summit

In May 2022, the City of London Corporation hosted the Net Zero Delivery Summit, in association with the COP26 UK Presidency 2022 and the Glasgow Financial Alliance for Net Zero.

The international summit was delivered at the halfway milestone between COP26 in Glasgow and COP27 in Sharm El-Sheikh. It focused on net zero delivery and the progress of key priorities for finance agreed at COP26. The summit drove three objectives:

- Maintain momentum on finance policy initiatives from COP26
- Present the role of financial and professional services (FPS), in helping the wider economy achieve net zero as best practice
- Secure London's role as a strategic leader on sustainable finance

These discussions, facilitated by senior international policymakers, experts, and Ministers, focused on what challenges to energy security and disruption to supply chains mean for the net zero agenda and its implementation. Activity focussed on how FPS is supporting net zero delivery and how finance is being mobilised to support the net zero transition in emerging markets, to build climate resilience in developing countries and to secure a just transition to net zero.

3.9 Finance for Impact Summit

In July 2022, the City of London Corporation, together with the Impact Investing Institute and KPMG, hosted a Finance for Impact Summit at Mansion House. It convened leaders of finance, business, governments, and other institutions from around the world to discuss how we can better harness investment for the good of people and the planet, including in financial and professional services in relation to investment in the transition to net zero. Two objectives were announced:

- An industry-led set of priorities for scaling finance for impact
- A new coalition of key investors committed to mobilising finance towards achieving a Just Transition to Net Zero

The summit was a milestone for the initiative to build on the commitments made at COP26 and the work of the G7 Impact Taskforce. The work of this initiative is to promote the City of London and the UK as a global leader in sustainable finance and to scale finance deployed to deliver positive and measurable social outcomes alongside financial returns.

3.10 Championing Sustainable Finance

The Global City campaign is the City of London Corporation's initiative to promote the UK as a world-leading international financial centre. The campaign aims to attract talent, business, and investment, and showcases the UK as a great place for financial and professional services firms to invest, locate and grow. In July 2021, the City of London Corporation, as part of the Global City campaign, published a report [championing Sustainable Finance](#) and outlining the UK's global offer.

The Global City Sustainable Finance hub launched in 2022: it showcases the UK as a world leading centre for thought leadership, expertise, and capital in sustainable finance through event content, case studies, research, statistics and more.

3.11 Voluntary Carbon Markets Forum

The UK Voluntary Carbon Markets Forum was established in April 2021 to implement recommendations of the global Taskforce for Scaling Voluntary Carbon Markets , by providing a high integrity market ecosystem that aims to develop verifiable and effective offset solutions. The City of London provides the secretariat.

The UK Voluntary Carbon Markets Forum aims to allow capital to flow to projects that reduce or avoid and remove or sequester carbon and to propel new carbon capture technologies. It aims to catalyse the innovation and behavioural shift needed from a broad range of private, corporate and government actors.

3.12 Climate Finance Leadership Initiative

The Climate Finance Leadership Initiative (CFLI) is a coalition of investors working to rapidly scale the pipeline of bankable green infrastructure projects in emerging markets. CFLI intends to launch multiple country-specific versions of the initiative, all targeted at accelerating efforts to mobilise private capital into selected emerging markets. City Corporation is a secretariat member for CFLI.

The CFLI India Partnership was the first country-specific platform, launching in September 2021. The partnership is co-chaired by Macquarie Group and Tata Group and supported by the UK and Indian governments. It aims to drive capital into India through public, private and multilateral initiatives. City Corporation has supported the initiation and delivery of the CFLI India Partnership alongside Bloomberg, Pollination, Global Infrastructure Facility and UK government. The partnership focuses on private sector financing of sustainable infrastructures.

Part 4: ANTI-CORRUPTION

To combat corruption City Corporation has two major areas of focus within the organisation: a responsible procurement policy and a corporate anti-fraud and corruption strategy.

4.1 Responsible Procurement Policy

As a responsible business we seek to use our spending power to the benefit of our community and wider stakeholders. We use our buying power to influence markets to achieve positive outcomes. Suppliers to the City are expected to share in our commitment to responsible procurement: through the delivery of goods, services and works.

The [City of London Responsible Procurement Policy](#) implemented in July 2022 outlines the principal commitments we are to drive positive change through our supply chain activities. It applies to all contracts awarded by the City Corporation and defines responsible procurement as having three main pillars: social value, environmental sustainability, and ethical sourcing.

Social Value	Environmental sustainability	Ethical Sourcing
<ul style="list-style-type: none">• Protecting and enhancing the health and wellbeing of the population and environment• Reducing inequalities, providing skills and employment opportunities• Promoting the local economy, and building resilience through diverse supply chains	<ul style="list-style-type: none">• Reducing negative environmental impacts by working towards net zero• Supporting environmental protection and improvement, including animal welfare	<ul style="list-style-type: none">• Ensuring that human rights and employment rights are respected

The Responsible Procurement policy is a tool for us to manage our objectives to tackle Modern Slavery. It has specific commitments to human and labour rights, responsible procurement, and effective due diligence procedures, as well as an action plan focused on tackling Modern Slavery in this policy are applied to our global supply chain.

Between November 2018 and November 2021, 99.66% of all contracts deemed to be of high risk in terms of global Modern Slavery – with a combined value exceeding £4 billion – have had active interventions incorporated

4.2 Corporate Anti-Fraud and Corruption Strategy

Our Anti-Fraud and Corruption Strategy outlines the City Corporation's firm commitment to minimising the risk of loss to the organisation resulting from fraud and corruption.

The City Corporation maintains regulatory documents and protocols that govern how we operate and make decisions. They outline the procedures necessary to ensure that our actions are fair, efficient, transparent, and accountable to our stakeholders.

Existing procedures have been reviewed against this legislation concluding that Members and officers are sufficiently regulated in their receipt of gifts and hospitality by their respective Codes of Conduct. All staff complete a mandatory Fraud Awareness training course.

The City Corporation's Financial Regulations require employees to report any suspected cases of fraud or corruption. To facilitate this, the organisation maintains confidential and independent reporting mechanisms through the Anti-Fraud & Corruption Strategy and Whistleblowing Policy. Alongside these requirements, the City Corporation takes an active role in identifying suspected fraud, including through actively participating in the National Fraud Initiative (NFI).

Conclusion

As an organisation with reach locally, nationally, and internationally, the City of London Corporation is committed to supporting the UN Global Compact and in doing so working towards achieving outcomes set out in the SDGs.

Through its Corporate Plan, the City of London Corporation has committed to contributing to a flourishing society, shaping outstanding environments and supporting a thriving economy – all of which is aligned to achieving outcomes that support sustainable development.

This report forms the first of our annual reports on the progress we make towards achieving positive outcomes on human rights, labour, the environment, and anti-corruption. We are committed to continuing these efforts as part of our strategy, within our governance and in line with our role in promoting positive outcomes in these areas to our stakeholders.

The City of London Corporation is the governing body of the Square Mile dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK. We aim to:

- Contribute to a flourishing society
- Support a thriving economy
- Shape outstanding environments

By strengthening the connections, capacity and character of the City, London, and the UK for the benefit of people who live, work, and visit here. Our reach extends far beyond the Square Mile's boundaries and across private, public, and voluntary sector responsibilities. This, along with our independent and non-party political voice and convening power, enables us to promote the interests of people and organisations across London and the UK and play a valued role on the world stage.

www.cityoflondon.gov.uk



Appendix 2 The Ten Principles of the UN Global Compact

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights

Principle 2: make sure that they are not complicit in human rights abuses.

Labour

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: the elimination of all forms of forced and compulsory labour;

Principle 5: the effective abolition of child labour

Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: undertake initiatives to promote greater environmental responsibility

Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

This page is intentionally left blank

Appendix 3 The UN Sustainable Development Goals



SUSTAINABLE DEVELOPMENT GOALS

17 GOALS TO TRANSFORM OUR WORLD



This page is intentionally left blank



Responsible Business Strategy, 2018-23

Towards a Sustainable Future

Contents

Executive Summary	2
Introduction	3
Our Responsible Business Strategy, 2018-23	4
Creating a sustainable future	5
<i>Individuals and communities flourish</i>	6
<i>The planet is healthier</i>	7
Making this strategy a reality	9
Acknowledgements	10
Appendix 1: Developing the Strategy	11

Executive Summary

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

This strategy states our commitment to responsible business and how we will fulfil it, and is set within the framework of our Corporate Plan for 2018-23. We commit to embedding responsible practices throughout our work to take us towards a sustainable future.

To become a more responsible business, we will need to build on our strengths and learn from others along the way. We will champion what we are currently doing well, celebrating for example our role in conservation, philanthropy and responsible procurement. Implementing this strategy will provide us with more examples of change and impact to share internally and externally. By sharing our progress, impact and learning, we aspire to be a responsible business role model to other similar organisations.

Our commitment

We are committed to creating positive impact and reducing negative impact across all our activities and decisions, because it is the right thing to do and will help ensure a sustainable future.

We will achieve this by...

Focusing our efforts on:

- Impact achieved in pursuit of our core purpose, how we deliver our operations and how we procure our resources.
- Impact achieved through our advocacy and role-modelling to others.

Conducting ourselves in the most ethical and responsible ways possible, by using responsible business practices through our every day work and decision making.

- Engaging our employees
- Using our convening power
- Connecting our communities
- Ensuring transparency
- Championing responsible investment
- Leading responsible procurement
- Preventing bribery, fraud and corruption
- Promoting human rights

To create a future where...

Individuals and communities flourish

Create and champion equality, diversity and inclusion across our organisation and networks; and safeguard people and communities from social issues impacting London, by focusing on:

- People's wellbeing
- Equal opportunities
- Diverse organisations

The planet is healthier

Reduce our environmental impact across all our operations while increasing our positive impact through cleaning, greening, advocacy and influencing, by focusing on:

- Air quality
- Waste
- Plastics and packaging
- Climate change
- Biodiversity

Resulting in...

An organisation that makes the right decisions
 An organisation that works collaboratively and innovatively to achieve positive impact
 An organisation that is trustworthy
 An organisation that leads the way in responsible business

Corporate Plan 2018-23 links

This strategy is one of the main mechanisms for delivering Outcome 5: Businesses are trusted and socially and environmentally responsible. It also directly supports the achievement of Outcomes 1, 2, 3, 4, 8, 11 and 12.

Introduction

Catherine McGuinness, Chairman of Policy and Resources & John Barradell, The Town Clerk and Chief Executive

The City of London Corporation has a reach that extends far beyond the Square Mile, spanning the private, public, and charitable and community sectors. Across our diverse responsibilities, our work is guided by our core aims of contributing to a flourishing society, supporting a thriving economy and shaping outstanding environments, for the Square Mile, London, UK and beyond. We are also guided by our commitment to being a relevant, responsible, reliable and radical organisation.

Our Corporate Plan 2018-23 maps out our vision of a vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK. To achieve this, we need to consider both how we manage our own business, as well as the contribution we make to our communities and networks. Being a responsible business, that is committed to creating positive impact and reducing our negative impact on society and the environment, underpins all aspects of our work and will be embedded throughout the organisation.

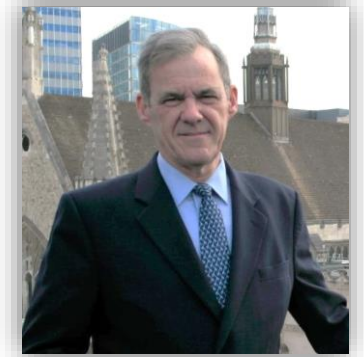
Recent events have put businesses, charities and governments in the spotlight, with the public increasingly calling for transparency, accountability, and probity across a range of issues. More than ever, there is the need to create a lasting legacy of better business trusted by society. This strategy is, therefore, both timely and necessary.

Adopting a responsible business strategy is crucial for motivating our employees, attracting talent and developing trust with our stakeholders and communities. During the consultation on this strategy, many employees passionately described their commitment to a wide variety of sustainability issues facing the organisation and our stakeholders. This strategy will support us in our ambition of having an engaged and motivated workforce who are catalysts for change and work to magnify our impact.

We hope that this strategy and our journey to implement it, will provide an example for other organisations starting or continuing on their responsible business journey. We will share our progress openly and learn from others as we go, and will use our story as a mechanism for inspiring others in our networks and spheres of influence to follow our example and join us in striving to create a more positive impact on society and the environment. Successfully implementing this strategy will require our elected Members and staff to be fully engaged with our responsible business practices, as everyone has a role to play in building a sustainable future.



**Catherine
McGuinness,
Chairman of Policy
and Resources**



**John Barradell, The
Town Clerk and
Chief Executive**

Responsible Business Strategy, 2018-23

Towards a Sustainable Future

In June 2017, we completed an external assessment with B-Lab to assess the efficacy of our responsible business practices. These findings, which included the recommendation to develop a centrally located responsible business strategy, resulted in the formation of a dedicated Task and Finish Group, with responsibility to drive forward the development of the strategy. More details of how the strategy was developed can be found in Appendix 1.

Our resulting Responsible Business Strategy brings together two strands of work where we can make an impact. These are:

- Impact achieved in pursuit of our core purpose, how we deliver our operations and how we procure our resources – i.e. our business activities.
- Impact achieved through our advocacy and role-modelling to others – i.e. our work with others.

By bringing together these two strands of work into one corporate strategy, we can make sure we are doing all we can to move towards a sustainable future. Our unique blend of capabilities and commitments, as set out in Corporate Plan 2018-23, make us well placed to achieve impact in these areas.

This strategy will support the achievement of the three aims and twelve outcomes in the Corporate Plan and is one of the main mechanisms for delivering Outcome 5 ‘Businesses are trusted and socially and environmentally responsible’. Although the principles outlined in the strategy are integrated into all the Corporate Plan outcomes, it also directly supports the achievement of Outcomes 1, 2, 3, 4, 8, 11 and 12.

Working to this strategy will require us to create a shift in the way we think, plan and implement our work. Underpinning the Corporate Plan is a variety of existing and emerging strategies and initiatives that ensure our decisions in this sphere are robust, including but not limited to our: Climate Action, Air Quality, Volunteering, Responsible Procurement, Social Mobility, Philanthropy, Employability, Waste, and Transport strategies and Responsible Investment initiative.

Responsible business practices

We have developed a set of responsible business practices that we commit to using and embedding in our work and in our decision-making processes.

Engaging our employees	We enable and empower our staff to act as a catalyst for change within the communities they live and work in.
Using our convening power	We lend our voice and influence, as an independent and respected organisation, to highlight and advocate for responsible practices across our networks and partnerships.
Connecting with our communities	We listen to our communities and wider stakeholders, within the Square Mile and beyond, to understand the challenges they face and to include them in our planning and decision-making processes, as appropriate.
Ensuring transparency	We embrace transparency and accountability across all our work, including our governance structures and use of funds.
Preventing bribery, corruption and fraud	We actively prevent fraud, corruption and bribery in our own operations and influence our supply chain and partners to do the same.
Promoting human rights	We advocate for human rights in our decision-making processes so that people are treated appropriately and with dignity.
Championing responsible investment	We ensure that our own investments reach and exceed the standards set by United Nations supported Principles for Responsible Investment.
Leading responsible procurement	We apply our responsible business principles to our procurement procedures to maximise social value, minimise environmental impact and strive to ensure the ethical treatment of people throughout our supply chains.

Creating a sustainable future

Our commitment to creating a sustainable future is based on two pillars where we can make positive social and environmental impact. In this strategy, we outline where we currently make positive impacts and then set out actions we will pursue to build upon our successes and help create a more sustainable future.

This strategy allows us to amplify specific responsible business outcomes through our own business and through our influencing role. We have indicated the types of activities we will pursue to further these aims and will establish detailed action plans for each outcome and priority during the implementation of this strategy. We also know that working closely with our partners, stakeholders, communities and networks will be essential to achieving the positive future we want to create.

Corporate Plan Links

Key related strategies

Individuals and communities flourish

Where we make impact

We are committed to championing equal opportunities and reducing inequality through tackling the barriers that exist for different groups and creating a positive and inclusive culture within our organisation, the Square Mile, London and the UK. We are also committed to creating opportunities for development and progression and building a collaborative and supportive organisation. Our external reach, which involves working with organisations across all sectors, puts us in a unique position to influence the agenda around equality, diversity and inclusion across these industries.

Our unique blend of capabilities also enable us to support communities to become stronger, better connected and more resilient. We play a particular role in this area by supporting the development of resilient communities, managing risks, protecting children and adults at risk, promoting health and wellbeing, and as the police authority for the Square Mile. We also advocate for disadvantaged groups across London, tackling exclusion, hate crime, and harassment through our networks of influence, events and community spaces to build a culture of tolerance. We also support these ambitions by funding a range of charities, through our charitable funder City Bridge Trust.

Outcomes 1, 2, 3, 4, 5 and 8

Volunteering Strategy, Philanthropy Strategy, Employability Strategy, Social Mobility Strategy, Education Strategy, Bridging Divides

The planet is healthier

Where we make impact

As a major custodian of London’s green belt and the local planning authority for the Square Mile, our role in supporting London’s and the UK’s environment continues to grow in importance. We manage over 11,000 acres of green space in and around London, which helps to improve air quality and people’s health and wellbeing, safeguard biodiversity and contribute to vital ecosystem services. Improving air quality is a high priority for the organisation and we are committed to tackling air pollution in the Square Mile, and we work closely with the Mayor of London and other organisations to do so. We have implemented a range of different measures to improve air quality including piloting a number of initiatives in a Low Emission Neighbourhood, trialling the use of an all-electric refuse collection vehicle and closely monitoring air quality at over 100 locations.

As a planning authority, we work with our partners to set challenging environmental targets for property, in order to deliver our ambitious Local Plan. Our role as provider of local authority services also provides us with opportunities to implement cleaning and greening programmes in the public realm, influence licence-holders, manage flood risk and work with residents, businesses, workers and visitors through environmental campaigns. Through our direct operations, we are also able to reduce our contribution to climate change, for example through our energy use.

Outcomes 5, 11 and 12

Climate Action Strategy, Air Quality Strategy, Transport Strategy, Waste Strategy, Sustainability Plan, Biodiversity Action Plan, Local Plan

Outcome 1: Individuals and communities flourish

Create and champion equality, diversity and inclusion across our organisation and networks; and safeguard people and communities from social issues impacting London.

Priority 1: People's wellbeing

As an organisation with reach across the Square Mile, London, UK and beyond we have a responsibility to positively contribute to people's wellbeing by creating safer and healthier environments which enable individuals and communities to flourish.

Through our business activities, we will:

- Embed third party reporting mechanisms for people in the Square Mile who experience domestic abuse, sexual violence or hate crime to help ensure we provide appropriate services.
- Improve the health and wellbeing of our own workforce, building an even more collaborative and supportive working environment.
- Protect, and where possible enhance, the acoustic environment to mitigate against the effects of noise, to contribute to an improvement in well-being for the people who live, learn, work and visit here.

Through our work with others, we will:

- Convene organisations and groups tackling hate crime and other violence against minorities to strengthen their collective voice.
- Continue to promote the safety of groups facing discrimination and harassment – through funding, facilitation and advocacy.
- Help improve the resilience of individuals and communities, including those who have experienced violence crimes or a loss of their safety, by delivering City Bridge Trust's 'Bridging Divides'.

Priority 2: Equal opportunities

To create a more fair and equal society, we must support social mobility and reduce inequalities at an organisational, local, regional and UK-wide level. We are committed to promoting equality of opportunity and creating accessible environments for all, regardless of background, and will champion this within our own organisation and use our influence to encourage others to do the same.

Through our business activities, we will:

- Develop an ambitious organisation-wide strategy and vision on social mobility, which outlines the key internal enablers, systemic changes and cultural shifts that we need to pursue.
- Enhance access to training and skills for our workforce.
- Create pathways to fulfilling employment in our organisation by providing and supporting opportunities such as volunteer roles, work experience placements, apprenticeships and graduate schemes.
- Develop clear progression pathways through our own organisation to enable staff to reach their full potential, regardless of their background.
- Strengthen and promote our Employee Volunteering Programme to encourage staff learning and development and to facilitate greater levels of giving.

Through our work with others, we will:

- Support a more successful and inclusive London, by delivering our Employability Strategy for 2017-20 and our Living Wage commitments.
- Work with City businesses to create pathways to fulfilling employment and open up more City jobs to people of all backgrounds.
- Understand the future skills gaps and build programmes to address them in partnership with businesses, communities, schools and universities.
- Provide funding, via City Bridge Trust, to charities that aim to reduce inequality and foster more cohesive communities.

Priority 3: Diverse organisations

To develop a diverse and inclusive workforces, we need to consider carefully how to remove the barriers to employment that exist for different groups who experience more exclusion or disadvantage than others.

Through our business activities, we will:

- Ensure diversity and representation within our decision-making processes, groups and wider activity, in line with the Public Sector Equality Duty.
- Continue to build flexibility within our HR processes and procedures that consider the barriers and needs of excluded and protected groups to help ensure their retention and employee satisfaction.
- Analyse, identify and tackle issues within the recruitment and progression systems that present barriers to groups who experience more exclusion or disadvantage.
- Increase the gender-balance of our workforce, particularly at senior management levels, and progress gender pay equality.

Through our work with others, we will:

- Take a lead role on advocating for diversity and inclusion within the sectors where we have influence.
- Champion the role of women in sectors they typically face increased barriers in, for example the financial and professional services sector, and highlight the issues they face.

Outcome 2: The planet is healthier

Reduce our environmental impact across all our operations while increasing our positive impact through cleaning, greening, advocacy and influencing.

Priority 1: Air quality

Air pollution is a major issue affecting the health of every Londoner. It has been estimated that annually up to 9,500 people in London die prematurely due to poor air quality. Due to its location at the centre of London and the density of development, the Square Mile has some of the highest levels of pollution in the country. With our local authority duties, we have a responsibility to improve local air quality by reducing emissions of air pollutants in the Square Mile.

Through our business activities, we will:

- Improve local air quality in the Square Mile and reduce exposure to air pollution by continuing to develop and deliver the City of London Air Quality Strategy.
- Significantly increase the number of clean vehicles in our fleet and continue to trial new technology.
- Encourage and facilitate the uptake of clean alternative vehicles throughout our supply chain.
- Increase the number of electric vehicle charging points across our sites.
- Reduce emissions of air pollutants from our building stock.

Through our work with others, we will:

- Provide leadership for air quality policy and action across London.
- Encourage City businesses to become air quality champions and support our work for cleaner air.
- Support research and development into measures to improve air quality.
- Act as a facilitator for collaborative action on air pollution in London.

Priority 2: Waste

Pursuing more sustainable methods of waste disposal is vital for a healthier planet, with pressures on current waste disposal methods becoming more acute. Our overall waste production and recycling programmes across our operational practices, as well as our local authority waste collection operations, are therefore becoming more relevant and in need of review. Our reliance on other waste planning authorities to take the waste produced within the Square Mile is a growing risk, with landfill sites closing and an increasing focus on the treatment and/or disposal of waste within reasonable proximity to their point of generation. We need to pursue other waste disposal methods that are more sustainable. Further, there is significant staff appetite to ensure that our own internal recycling programme is better understood and adhered to by colleagues.

Through our business activities, we will:

- Develop a consistent and robust approach to waste reduction and collection, including recycling, across all our operational properties.
- Deliver a recycling campaign across the organisation to ensure that waste is correctly sorted and disposed of by staff day-to-day.
- Promote circular economy principles, where resources are kept in use for as long as possible before being recycled or disposed of, across the organisation.

Through our work with others, we will:

- Investigate the use of on-site waste disposal systems, such as anaerobic digestors in new build projects, with developers.
- Encourage businesses to manage their resources in line with the waste hierarchy, firstly by reducing and then re-using or recycling the waste they produce.

Priority 3: Plastics and packaging

The impact of non-biodegradable plastics and packaging on the health of our ecosystems is an increasingly important public concern. We have a unique opportunity to influence this issue through our role as a local authority service provider with excellent relationships with businesses, retailers, and suppliers. However, we also need to ensure that there is coherence between our outward messaging and our internal actions.

Through our business activities, we will:

- Reduce the amount of non-biodegradable plastics and packaging used across all our internal and contracted retail operations.
- Eliminate single use plastics from our operational properties.
- Increase the number of drinking fountains in the Square Mile to promote a refill culture.

Through our work with others, we will:

- Lead on a campaign for a 'Plastic Free City'.
- Raise awareness of the impacts plastics can have on the environment.
- Promote alternatives to single-use packaging.

Outcome 2: The planet is healthier

Reduce our environmental impact across all our operations while increasing our positive impact through cleaning, greening, advocacy and influencing.

Priority 4: Climate change

Flooding, temperature variations, extreme weather events and their effects on infrastructure and public health, will increasingly affect the natural environment and the communities we work with in the Square Mile, London, UK and beyond. As a responsible organisation, we need to ensure that we minimise our effect on climate change through our direct operations, while taking a more central role in advocating good practice across our networks and spheres of influence.

Through our business activities, we will:

- Develop and implement the 2018 Climate Action Plan for the Square Mile.
- Reduce the risk and impact of flooding on the Square Mile by implementing the City of London Local Flood Risk Management Strategy.
- Source 100% renewable electricity across our operational and investment portfolios in the short term.
- Invest in renewable energy installations in the medium term, to increase renewable energy supply and resilience for our organisation.
- Increase the proportion of renewable gas in our energy supply in the longer term.
- Minimise the use of diesel vehicles being used by staff and Members to travel to and from work and during work, by promoting and providing more environmentally-friendly forms of travel.
- Reduce energy use in our offices.

Through our work with others, we will:

- Influence developers to prioritise green construction through our planning policies.
- Work to implement a carbon offsetting scheme to invest in carbon reduction projects through the City Carbon Fund.
- Improve businesses and occupiers resilience to flooding within the City Flood Risk Area.

Priority 5: Biodiversity

The impacts of urbanisation, loss of green areas, land use changes and intensification of farming are all harming our environment and reducing our biodiversity, which negatively effects the resilience and sustainability of our natural environment. This is particularly felt in urban areas where pressure from housing and infrastructure can threaten green areas. With our local and planning authority responsibilities, and as part of our own construction projects, we can prioritise sustainable development and greening initiatives through policy which affects developers and our own public realm initiatives.

Through our business activities, we will:

- Protect existing habitats and create new biodiverse habitats in the Square Mile, using our planning policies and corporate requirements.
- Support the continued management of 11,000 acres of green space in and around London to ensure high quality habitats and biodiversity.
- Increase the greening of our operational properties.

Through our work with others, we will:

- Set challenging environmental targets for developers, contractors, occupiers, workers and residents.
- Use planning policy and strengthened corporate requirements to prioritise sustainable development and greening in new and existing developments and in the public realm.

Making this strategy a reality

We have outlined five next steps that are essential in implementing the strategy successfully over the next five years, which all rely on the continued commitment of our staff and elected Members. These steps are underpinned by the responsible business practices that we will embed in our everyday work to achieve our aims, such as championing responsible investment and responsible procurement. Delivering on these steps will thus help us to tell our story more powerfully, building on our current work and amplifying our potential.

1. Bringing together good practice

Work has already taken place on identifying new and existing initiatives, programmes and services which are contributing to our responsible business outcomes. However, we know that we have not yet fully captured and understood our impact and excellence. Knowing this, allows us to tell our responsible business story with more confidence and energy, focusing on our outcomes, impact and practices.

2. Responsibility and Action Planning

Indicative actions have been identified for the key priority areas under each outcome. To successfully deliver these actions, dedicated staff resource is needed to develop detailed action plans, which include specific outputs, targets and measures, promote collaboration and measure the success of our activities in delivering our outcomes and commitments. However, the success of this strategy also relies on all staff taking collective responsibility for making responsible business part of their everyday work and for challenging decisions that do not align with our commitments and aims. As part of the implementation process, we will develop a comprehensive communications plan to engage all staff with the commitments and practices set out in this strategy.

3. Monitoring and Reporting

Monitoring progress to ensure we are on track to achieve our vision and aims is an important part of our responsible business approach. We will measure our performance against our impact on outcomes and priority areas, and against the targets set out in the detailed action plans. We will be transparent in our reporting of where we are having the greatest impact and the areas where there is still room for improvement. The strategy will be reviewed regularly over the five years to ensure we remain relevant and responsive to the issues of the time.

4. Defining success

We see success as building on our values and outcomes to ensure that we are an organisation that:

- Evaluates our decision making and activities in the context of responsible business, ensuring that we make the most positive impact while reducing our negative impact.
- Works collaboratively and innovatively across our organisation and externally in order to meet the outcomes we have defined in this strategy.
- Involves our communities in our decision making and activities, with our outward messages matching our inward actions, thus building trust in our organisation.
- Becomes a leader in responsible business, sharing our expertise and insights with other government bodies, charitable and community sector organisations and non-profit organisations.

5. Telling our story

We want our responsible business journey to inspire and influence others to follow our example, both within our organisation and externally through our partners and stakeholders. We will start by sharing and championing the successes we have already achieved, including for example the conservation and enhancement of biodiversity across our 11,000 acres of green spaces, the hiring of 100 apprentices in 2017/18 and the implementation of low emission zones in the Square Mile.

We will use this strategy to generate and tell real stories of change and impact which we hope that others will use as examples to start or progress their own responsible business journeys. We will share these messages through internal and external communications campaigns, to embed a collective understanding of what responsible business is in practice and to inspire other similar organisations.

Acknowledgements

We are very grateful for the time, knowledge and passion of all our contributors and stakeholders who have informed the development of this strategy.

We owe a special thank you to the members of the Task and Finish group who drove the development of this strategy forward:

Peter Kane – Chamberlain, Chamberlain’s (co-chair)
David Farnsworth - Chief Grants Officer and Director of City Bridge Trust, Town Clerk’s (co-chair)
Grace Rawnsley – Internal Responsible Business Strategy Officer, Town Clerk’s
Amelia Ehren – Corporate Strategy Officer, Town Clerk’s
Sufina Ahmad – Corporate Strategy Manager, Town Clerk’s
Natalie Evans - Responsible Procurement Manager, Chamberlain’s
Noa Burger - Head of Responsible Business, Economic Development
Simon Cribbens - Assistant Director, Children and Community Services
Jon Averbs - Assistant Director, Markets and Consumer Protection
Paul Beckett – Policy and Performance Director, Built Environment
Esther Sumner – Business Manager (previous), Open Spaces
Mansi Sehgal – Energy Manager, City Surveyors
James Rooke – Energy Manager (maternity cover), City Surveyors
Tracey Jansen – Assistant Director, Human Resources
Fiona Rawes – Head of Philanthropy Strategy, City Bridge Trust
Inspector Lorenzo Coniglairo – Counter Terrorism, City of London Police

“We can be rightly proud of what we have already achieved in becoming a responsible business, but this strategy underlines our passionate commitment to building a more sustainable future.”

Dr Peter Kane and David Farnsworth
(Co-chairs)

Appendix 1

Developing the strategy

In June 2017, we commissioned a review of our internal responsible business practices using the B-Lab UK model. This review highlighted many areas of excellence and a variety of recommendations to strengthen our internal work. One of these recommendations was a centrally located Responsible Business Strategy aiming to bring coherence between our inward actions and outward messaging, and aligning our work more closely with the Corporate Plan, 2018-2023.

A Task and Finish Group with representation from across the organisation, and chaired by the Chamberlain and Chief Grants Officer, began a collaborative and participatory process of designing the strategy in September 2017. Using desk based research, commissioned reviews, 1-2-1 internal and external meetings, the UN Sustainable Development Goals and the corporate risk register, the group initially identified over 90 issues and opportunities that are relevant to our operations and corporate outcomes. Some of these issues were very localised and could be dealt with by individual teams or departments, some of the issues were large and complex and require a corporate response. A materiality assessment was then carried out, which identified eight topics to become the priority areas for this strategy.

UN Sustainable Development Goals

We have identified ten UN Sustainable Development Goals where we feel we can have the most impact through our internal responsible business strategy. These goals sit at the heart of our thinking around responsible business and have influenced the development of our strategy.



Materiality assessment

There are hundreds of social and environmental issues facing the planet; within our supply chains, our communities and our business. Our aim is to create social and environmental impact through all our activities by reducing our negative impact and maximising our positive impact.

Our material issues and opportunities give direction for the focus of our organisation's responsible business work into the future. We will continue to update our materiality assessment to capture new risks and opportunities that the organisation faces.

We work closely with our staff and stakeholders to identify the issues that are most pressing, relevant and important to our organisation. To identify the eight priority areas in this strategy, we carried out a internal staff survey to highlight the issues that were most important to our employees and then ranked these issues against their impact on our Corporate Plan, which was finalised in March 2018. This process enabled us to focus in on a smaller number of our material issues in the five-year term of this strategy to provide more focus, drive and meaningful impact.

This process does not minimise the importance of the other material issues we have highlighted on this page, and we are committed to supporting and reporting on our actions to minimise our negative impact and create meaningful positive impact across all of these issues.

Societal issues

Increasingly, individuals and communities are facing a number of societal issues. As a responsible organisation, we have a part to play in championing equal opportunities, promoting diversity, reducing inequality and safeguarding people from negative risks within our organisation, the Square Mile, London and the UK.

Key material issues

- People's wellbeing
- Equal opportunities
- Diverse workforce
- Affordable housing
- Women in the workplace
- Pay differentials
- Crisis and resilience
- Employment within socially excluded groups
- Intensification of London's population
- Support for charities
- Support for SMEs

Environmental issues

Our planet is under increasing pressure from a variety of sources including climate change. As a responsible organisation, we have a part to play in ensuring that our operations and supply chains are as environmentally friendly as possible, while recognising our unique responsibilities and opportunities to influence as a major contributor to London's green belt and the planning authority for the Square Mile.

Key material issues

- Air quality
- Waste
- Plastics and packaging
- Climate change
- Biodiversity
- Embodied carbon
- Emissions through energy use
- Food security

This page is intentionally left blank

Agenda Item 7

Committee(s)	Dated:
Bridge House Estates Board Policy and Resources Committee	15 November 2022 17 November 2022
Subject: Approach and timeline to redeveloping the Joint Philanthropy Strategy and Corporate Volunteering Strategy	Public
For BHE, which outcomes in the Bridging London Strategy does this proposal aim to meet?	1 and 3
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact ?	See paragraph 8 below
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: David Farnsworth, Managing Director of Bridge House Estates	For Decision
Report authors: Fiona Rawes, Philanthropy Director, Alice Hall & Julia Makin, Corporate Volunteering Manager (job-share)	

Summary

This paper provides headlines on progress with the Joint Philanthropy Strategy and the Corporate Volunteering Strategy which are closely aligned but which were launched independently in 2018 and expected to conclude in March 2023. It notes the ongoing relevance of both strategies to the strategic ambitions of the City Corporation and to Bridge House Estates in 2022/23 and proposes that each strategy should be extended by a further year, noting the contextual factors which make doing so desirable. It sets out a proposed timeline and approach for a strategic review spanning both strategies for member review and approval, with an intention to return to the relevant committees in Autumn 2023 with strategic recommendations for consideration.

Recommendations

It is recommended that the Bridge House Estates Board, in the discharge of functions for the City Corporation as Trustee of Bridge House Estates (charity reg. no. 1035628) and solely in the charity's best interests:

- i) Note the update on the implementation of the Joint Philanthropy Strategy and the Corporate Volunteering Strategy;
- ii) Agree an extension to the Joint Philanthropy Strategy of one year until 31st March 2024;
- iii) Subject to (ii) above, approve the approach and timeline for shaping recommendations for the future direction of the Joint Philanthropy Strategy proposed in paragraph 7; and
- iv) Note the proposed approach to the Corporate Volunteering Strategy.

It is recommended that the Policy and Resources Committee:

- i) Note the update on the implementation of the Joint Philanthropy Strategy and the Corporate Volunteering Strategies;
- ii) Agree an extension to the Joint Philanthropy Strategy of one year;
- iii) Subject to (ii) above, approve the approach and timeline for shaping recommendations for the future direction of the Joint Philanthropy Strategy proposed in paragraph 7; and,
- iv) Agree that the term of the current Corporate Volunteering Strategy be extended by one year until 31st March 2024, allowing the future direction of volunteering work to be considered alongside that of the proposed Joint Philanthropy Strategy review.

Main Report

Background

1. A [joint Philanthropy Strategy](#) was adopted by the Court of Common Council in June 2018 as Trustee of BHE in furthering the charity's ancillary object and also for the City Corporation itself. The Joint Strategy was developed in recognition of the fact that the City Corporation undertakes significant philanthropy¹, whether in its own right or as Trustee of BHE and that a more strategic approach was required to analyse, cohere and communicate this philanthropy to maximise its impact, as well as ensuring that the City Corporation was contributing to, and raising awareness of, high impact and/or high value philanthropic practice more broadly.
2. The City Corporation's [Corporate Volunteering Strategy 2018-2023](#), sets out the City Corporation's vision for volunteering undertaken by employee volunteers, by 'community' or external volunteers, and by residential volunteers². It was developed by the Corporate Strategy team and approved by Policy and Resources Committee on 6 September 2018. It aligns with the aspirations of the Joint Philanthropy Strategy, supporting its overall vision to role model best practice in the giving of time. The Corporate Volunteering Manager ('CVM') was moved in 2019 from the Corporate Strategy team to report into the Philanthropy Director alongside the Head of the Central Grants Unit for whose work cohering the giving and charitable practice within the City Corporation the Philanthropy Director is also responsible. The Philanthropy Director is responsible for leading the development, implementation and ongoing delivery of the Joint Philanthropy Strategy for the City Corporation and BHE, and reports to the Managing Director of BHE, who has a Head of Profession role for Charities.
3. In October 2020, the Court of Common Council approved an overarching Strategy for BHE, [Bridging London 2020 – 2045](#)³. This strategy provides a framework for all of BHE's activities and outlines the collective impact it seeks to have through its primary (re its five bridges) and ancillary objects (re its funding and wider

¹ Defined by the Philanthropy Strategy as the giving of time, skills, assets and money.

² Employee volunteering - focuses on City of London Corporation Employees

Community volunteering – focuses on external volunteers from across London and beyond who volunteer for City of London Corporation departments

Residential volunteering – focuses on residents within the Square Mile and City of London housing estates.

³ <https://www.citybridgetrust.org.uk/wp-content/uploads/2022/08/Bridge-House-Estates-Strategy-Bridging-London-2020-2045.pdf>

philanthropic activities as encompassed in the City Bridge Trust ('CBT') sub-strategy, [Bridging Divides](#)). The Joint Philanthropy Strategy for BHE sits under that overarching Strategy and provides more detail on philanthropic practice and objectives for BHE.

Current position

4. Headlines on the achievements and learning amassed through the Joint Philanthropy Strategy and Corporate Volunteering Strategy are set out in the (one page) Appendix. They create propitious foundations for the future review and development of the Philanthropy and Corporate Volunteering Strategies, both of which support the strategic priorities of the City Corporation and BHE. As well as supporting the City Corporation's 'contribution to a flourishing society', there is evidence – which we will further test and consider – that the Joint Philanthropy Strategy positively reinforces its license to operate, enhances its soft power, and strengthens the operation of other charities for which the City Corporation is charity trustee through alignment of objectives and outputs. For BHE, it helps connect BHE's philanthropic innovations to the broader philanthropic ecosystem and ensure that the skills, assets and networks of its corporate Trustee enrich BHE's philanthropic contribution still further.
5. The Corporate Volunteering Strategy contributes to the City Corporation's employee value-proposition, by providing inspiring opportunities to a socially and environmentally motivated employee base, whilst also supplementing BHE's funding with the introduction of employee volunteers to its funded partners, reflecting the 'funder plus' aspirations of CBT's Bridging Divides Strategy. The Corporate Volunteering Strategy also helps to support the Joint Climate Action Strategy commitments by supplementing, through external volunteering, the stature and operations of the City Corporation's Open Spaces (some of which are also charitable), as well as enriching its cultural and heritage offer. As the Chair of Policy and Resources noted in a City AM piece in June this year, "The value of volunteering is unquestionable. It boosts our economy and shapes the lives of those who offer help – and those who receive it."⁴
6. The existing strategies still have relevance which would support them continuing to operate until March 2024, rather than their intended conclusion of March 2023. This would enable any revised strategies to be informed by certain key actions/outputs likely to materialise in 2023. In the case of the Philanthropy Strategy, for BHE specifically, these actions include the sealing of the Supplemental Royal Charter which will provide for the express power to socially invest and the approval of a new BHE Investment Strategy (likely to be February/ March 2023). It would also enable engagement with the new Town Clerk and the new Chief Funding Director for BHE, ensuring they have the opportunity to understand and influence the strategic recommendations. In the case of the Corporate Volunteering Strategy, an extension to the strategy term by one year would enable further learning around its intended outcomes within a more stable operating context than that noted in Appendix 1, thereby enabling more robust foundations for any future recommendations relating to the work.

⁴ [If time is money, volunteering should form a central part of our economy and careers \(cityam.com\)](#)

Next steps/ Proposal

7. It proposed that officers return to the relevant committees in Autumn 2023 with recommendations for the City Corporation and for BHE as to the future shape, resourcing and iteration of the Philanthropy and Corporate Volunteering Strategies. In preparation for doing so, it is proposed that a strategic review takes place of the City Corporation's and BHE's Philanthropy portfolio (including its volunteering work), led by the Philanthropy Director reporting, as referenced above, into the Managing Director of BHE with the indicative review stages outlined below.

- **Stage 1: Review (November 2022 – February 2023):** Evaluate the successes/challenges of the Joint Philanthropy Strategy, engaging with key stakeholders. Identify synergies with learnings already generated through Corporate Volunteering Strategy implementation.
- **Stage 2: Plan (February – April 2023):** Note the external and internal operating context and identify, with external support where appropriate, the associated opportunities. Undertake initial testing, with clear opportunities for member engagement. Dovetail with engagement on volunteering, where appropriate, and identify synergies with new learnings generated through ongoing implementation and engagement on Corporate Volunteering Strategy.
- **Stage 3: Develop (May - June 23):** Refine, shape and cost options for the future iteration of these Strategies, recognising key impact areas in common between them.
- **Stage 4: Consult (July – September 2023):** Consult on options for both Philanthropy and Volunteering with key stakeholders including additional opportunities for Member engagement
- **Stage 5: Governance (October – November 23):** Synthesise findings into recommendations for the future shape of Philanthropy and Volunteering for review and approval as appropriate by the relevant committees.
- **Stage 6: Implementation (December 2023 – March 2024):** Prepare for implementation.

Corporate and Strategic Implications

8. Strategic Implications - For the City Corporation, the recommendations in this report support outcomes 3, 4 & 5 of the Corporate Plan, and align with and support the recommendations of the Social Mobility and Responsible Business Strategies. These objectives are also considered to be aligned to the strategic objectives of BHE, and in the charity's best interests to support. Specific BHE Strategies which are supported by the recommendations in the report are the charity's overarching strategy, *Bridging London 2020 - 2045* and its charitable funding strategy *Bridging Divides*. Specifically, it supports BHE's aims of being catalytic and impact-driven in order to become a charity that is a world-class charitable funder and responsible leader.
9. Financial and resourcing implications - The budgets both for Philanthropy and for Volunteering are costed, commensurate with previous years of each Strategy and factored into the relevant BHE and City Corporation budgets for FY 2023/24.
10. Legal implications - As Trustee for BHE, the City Corporation must continue to independently consider and ensure that the adoption of the Joint Strategy and its implementation remains in the charity's best interests; and further that any conflicts

of interest arising in the City Corporation acting for itself, or otherwise as Trustee of BHE, are managed.

11. More specifically, there will be significant legal and reputational implications for the City Corporation, as charity trustee or otherwise, if:
 - a. the retention of volunteering data and defined relationship of volunteers to the City Corporation are not implemented and monitored; and/or
 - b. the governance, administration and (where appropriate) management of the grant-making of charities for whom the City Corporation is trustee is not compliant with regulatory parameters.
12. Risk implications - Appropriate skills, insights and networks are currently being developed across the relevant City Corporation Teams to ensure that any risks attaching to the City Corporation's philanthropic activity under the Joint Strategy are identified and the appropriate mitigations put in place. In this way the City Corporation, for itself and as trustee of BHE, can ensure that its focus on role modelling high impact philanthropy remains an integral part of the implementation of the Joint Strategy.
13. Equalities implications - The City Corporation Public Sector Equality Duty (PSED) applies to the exercise of its local authority functions only. Nevertheless, pillar 1 of the Joint Philanthropy Strategy has an explicit focus on reducing inequality, and many of the initiatives which are supported or amplified under pillars 2 and 3 are also focused on this. The implementation of the Joint Strategy is therefore expected to positively address inequality alongside the City Corporation's separate discharge of the PSED. There will also be significant gains for Equalities with an Equalities Impact Assessment programmed into Q4 (FY 22-23) which will support the overall Volunteering Strategy Engagement in order to understand the full range of barriers to volunteering participation and to enable impactful outcomes for all.
14. Climate implications - Philanthropy: there is increasing focus on ensuring that the City Corporation's philanthropy across all of its functions enhances the aspirations for the Climate Action Strategy, noting that it is often the most disadvantaged who are most adversely affected by Climate Change.
15. Security implications - There will be gains on the Volunteering front in respect of additional, trained personnel (Royal Events Supporters) on the ground at major events of national significance.

Appendix 1

Achievements and learning amassed from the Joint Philanthropy Strategy and the Corporate Volunteering Strategy

Fiona Rawes

Philanthropy Director

E: fiona.rawes@cityoflondon.gov.uk

Alice Hall and Julia Makin

Corporate Volunteering Manager (job share)

E: Corporatvolunteeringmanager@cityoflondon.gov.uk

Appendix 1: Achievements and learning amassed from the Joint Philanthropy Strategy and the Corporate Volunteering Strategy

1. Work resulting from the Joint Philanthropy Strategy has enabled: better understanding of the breadth, quantum and impact of giving taking place across the City Corporation and BHE; greater community of practice across different pockets of giving (whilst acknowledging that there is still more work required in this regard); and much greater consistency and oversight in relation to the City Corporation's own giving and governance of charities for which it serves as trustee thanks to the work of the Central Grants Unit and the associated Corporate Charities Review cross-departmental working group. There is also much to be proud of in relation to the highly regarded contribution of BHE's funding arm, CBT to progressive funding partnerships in London, exemplifying the thought leadership aspirations encompassed under the role modelling pillar of the strategy. The Lord Mayor's Appeal, a separate legal entity closely aligned to the City Corporation, also deserves mention for successfully harnessing corporate philanthropy in support of its aims, having developed a more strategic approach to doing so through its "A Better City for All"⁵ strategy launched 2018 and refreshed in 2022.
2. Despite a challenging external and internal operating context for the Corporate Volunteering Strategy over the past two years due, in particular, to the demands of the Covid-19 pandemic and the Target Operating Model (TOM) organisational restructure, the City Corporation's employee volunteering programme, 'LEAP', was developed and launched in June 2020 for City Corporation staff with an associated online platform through which to broker relationships between volunteers and volunteer-involving-organisations, including CBT funded partners. As a result, there has been uplift in employee volunteering year on year. Volunteer hours in FY 21-22 increased 10% on pre-Covid levels (comparing to FY 19-20). LEAP is now on track to deliver at least a 15% uplift – and likely significantly higher - in employee volunteering hours in FY 22-23 compared to those recorded in FY 21-22.
3. In addition to the core employee volunteering offer, the CVM have harnessed the expertise and capacity of the City Corporation's employees to support the City-based public events taking place for the Platinum Jubilee and Operation London Bridge. The CVM dedicated significant resource to successfully recruiting, onboarding and training Royal Event Supporters from within the City Corporation to help steward the public for these historic occasions.
4. Progress on community and residential volunteering to complement the work to develop employee volunteering within the City Corporation (as noted at paragraphs 3 and 4 above) is accelerating. Guidance for ensuring consistent management of External Volunteers has been drafted and is being tested and iterated internally, with backing of the City Corporation's Chief Operating Officer and Chief People Officer, working with the Philanthropy Director. The CVM is also working with Community and Children's Services⁶ to build effective engagement and support of residential volunteering in light of the shift in volunteering habits resulting from the Covid-19 pandemic.

⁵ [About The Appeal | Our Strategy | The Lord Mayor's Appeal 2021/2022 \(thelordmayorsappeal.org\)](https://www.thelordmayorsappeal.org/)

⁶ Roundtable with CCS representatives held on 22 February 2022 recommended next step to better understand what residents want or need in order to be supported to volunteer

Agenda Item 8

Committee(s): Culture, Heritage and Libraries – For decision Policy & Resources – For decision	Dated: 14 November 2022 17 November 2022
Subject: Proposals for the implementation of Destination City	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1,2,7,9 10 and 12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Damian Nussbaum, Executive Director, Innovation and Growth (IG)	For Decision
Report author: Luciana Magliocco, Destination Director	

Summary

Destination City launched in May 2022, following an independent review which set out a renewed vision for the City to be a leading destination for workers, visitors and residents.

Strong progress has been made since establishing Destination City including the recruitment of the new Destination Director and Programme Curator in September. October saw the launch of its first large scale event which attracted mass media traction and audience engagement.

However, Destination City is not just an events programme. Critical to its success will be an integrated approach to reinventing the City experience at every touch point. We must build a world class brand proposition that resonates with a diverse range of audiences and build a marketing and activation programme that inspires action and advocacy. Ultimately all contributing to the overarching objectives of reinvigorating the City’s vibrancy and drive continued economic growth.

Destination City’s Implementation Plan highlights the strategic priorities that need to be undertaken to set the foundations for a successful delivery programme. It also outlines the proposed direction of travel for future activity.

Recommendation(s)

Members are asked to:

- Approve the key strategic priorities as highlighted in the Implementation Plan, in Appendix 1. A summary of the priorities are listed in the table on page one.
- Approve the 3-Point Business Plan, for Destination City to elevate the Welcome, Wayfinding and Wow Factor experience across the Square Mile, in Appendix 1. The 3 Point Business Plan is detailed under Strategic Priority 5: Destination City Delivery Programme.

Main Report

Background

1. The review was completed at an exceptionally difficult time for the City, when footfall in the Square Mile was down 60% on pre-pandemic levels (November 2021). The review recognised the incredible challenges the pandemic continues to present for the City's businesses and its negative impact on the overall vibrancy of the Square Mile. It also considered the growing value of place and cultural vibrancy in enhancing the City's proposition.
2. Based on the feedback of over 70 stakeholders and meetings with staff from across the Corporation, it made ambitious recommendations to address these issues, and to enhance the City's leisure offer to one that is in line with its business proposition and benefits a global city.
3. The review made new ambitious recommendations to enhance the City's leisure offer and marketing to one that matches its business proposition and benefits a global city.
4. The review provided a blueprint for change and set ambitious targets to increase visitor numbers by 5%, from a peak of 21m in 2019 to 22m by 2025 and spend by 7.5% (from £2.1bn to £2.25bn). Given the huge fall in visitors and spend since 2019, this is a very ambitious target. The review is included at Appendix 2
5. The review was presented to the Court of Common Council (CCC) and approved in January 2022.
6. A Growth Bid of £2.3m was agreed in January and February 2022 to fund the destination strategy, which Members of your committees, RASC and Finance approved.
7. The previous Culture and Visitor Services Team was restructured, under TOM, and the new 'Destination Team' was approved by Culture Heritage and Libraries, and Establishment Committees in January 2022.

Current Position

8. On his election in May 2022, the Chairman of Policy and Resources announced Destination City publicly, securing positive media coverage in both the Financial Times and Telegraph, amongst others.
9. The Destination Director and Programme Curator started in September 2022. The Head of Promotion along with other team appointments are currently being recruited for. The Destination Team organisational chart is included at Appendix 3.
10. The Policy and Resources Committee (P&R) will have strategic overview of the Destination Strategy, with the Culture, Heritage and Libraries Committee (CHL) positioned as a key committee in the implementation of recommendations. Policy and Resource's overview will help to ensure the significant buy-in to the Review required across departments to achieve the stated ambitions and the team's focus on galvanising them to deliver.

11. New cross-Corporation governance structures have also been established. This includes a Chief Officer Steering Group, made up of the executive directors of Innovation & Growth, Environment, Communications, City Surveyor's, Town Clerk's and Police. The group will meet quarterly to drive forward the destination programme of work. It will be supported by an Officer Group, with membership drawn from these departments. The new governance structure for Destination City is included at Appendix 4.
12. An industry-led steering group has been established to provide strategic and independent council to all aspects of the Destination City Agenda. The City Envoy Network has met twice. Membership of the group is included at Appendix 5.
13. Destination City launched its first major event, the Golden Key on October 15th. The event was created to reappraise perceptions of the City of London and act as a catalyst to drive additional footfall and spend to the Square Mile on a weekend day. It was also created to baseline future Destination City activity, acting as a pilot scheme in which to trial new ideas and approaches but also gather data and learnings. The event had several challenges to contend with - an incredibly short lead time of 3 months, the absence of the full Destination City team being in post, a stop on all marketing and communications due to the unforeseen mourning period and the wider challenges in getting hospitality businesses to open. Nevertheless, the event was remarkably successful in achieving its key aims.
14. A fuller assessment will be made as the full information comes in. However, initial results/learnings were:
 - a. 81 pieces were achieved across print, digital, and broadcast formats at a national, London and local level. This included the Times, Telegraph, TimeOut and Evening Standard.
 - b. The dedicated event website achieved 491k visits in a two-week period. This was created ahead of the Destination Website which will be developed as part of the brand review, building on the learnings from the dedicated site.
 - c. Social media acted as a major communication and influential platform, achieving a reach of 373,119 with 63,450 engagements
 - d. Over 30,000 people attended the event, based on entrance and exists counts into activation zones and TfL data of taps into the City on the day
15. Whilst the event was successful in driving footfall and enhancing the customer experience, it has more importantly provided us with a fantastic legacy to build upon. With a new audience, it gives us the foundations on which to develop Destination City's narrative and programme of delivery to drive sustained growth across the Square Mile. We will use learnings and recommendations to inform future decisions and activity. As we scale up activations, it highlighted the need for more robust internal processes to be put in place to establish more effective stakeholder communication.

Proposals

16. Noting progress to date as described in items 8 to 14 above, your Committee is now requested to consider and approve a new Destination City Implementation Plan. The Plan appears at Appendix 1.
17. Specifically, Members are asked to approve the key strategic priorities as set out in the Plan and the 3-Point Business Plan (also within the Implementation Plan document) which will seek to elevate the Welcome, Wayfinding and Wow Factor experience across the Square Mile.
18. This Plan builds on the work described above and will enable your newly formed Destination Team to focus on high-level priorities that will deliver the targets set and approved by Members when the growth bid was awarded in April 2022.

Corporate & Strategic Implications

- o **Strategic implications** include alignment with the [Corporate Plan](#) across all outcomes, supporting a flourishing society, a thriving economy and the shaping of outstanding environments.

All proposals cited in appendix 1 also reflect key pillars in the Destination City Review, which embeds the ambitions of the City Corporation's Recovery Strategy [Square Mile: Future City](#) into a longer-term plan.

- o **Financial implications:** all proposals (appendix 1) will be realised from within IG Destination City's local risk budget allocation (which includes the "growth bid" of £2.3m awarded earlier this year).

The proposals described also enable the delivery of a strategy that will form the foundation for achieving the aspiration of 3:1 ROI in annual partnerships.

Similarly, as proposals are realised, it is anticipated that visitor spend in the City will begin to increase, building towards the agreed 7.5% increase on the pre-Covid visitor spend figure (£2.1bn) by 2025.

- o **Resource implications:** a new Destination City team has been recruited with a few key positions still being advertised (eg the Head of Promotion). The new team is shown via organogram in appendix 3. All proposals will be realised within this resource except where specialist consultancy is required. The costs of this consultancy are accommodated within the figures shown and will be met from the Destination City's local risk budget.

- o **Legal implications:** none identified.

- o **Risk implications:** the growth of visitor markets, and thus City visitor footfall and spend, is subject to a series of macro-factors outside of the control of the Destination City team. These include but are not limited to the cost-of-living crisis; the reversal of VAT-free shopping for international visitors; train strikes; future pandemics; terrorist threat; fewer business visitors flying into the UK; and recruitment issues at leisure, retail and hospitality assets (resulting in some unable to meet demand).

These risk factors are considered within all proposals and where partial mitigations may be applied (eg pivoting audiences from an overseas focus to a domestic one), they have been built in.

- **Equalities implications:** all proposals will be purposefully developed to engage visitors from a wider range of backgrounds and characteristics. The cross-cutting theme of inclusivity runs through all Destination City work.
- **Climate implications:** the proposals seek to embed “good growth” principles at their heart. Sustainability is another cross-cutting theme that runs through all Destination City work.

Conclusion

19. An independent review, ‘Destination City’, set out a renewed vision for the City to be a leading destination for workers, visitors and residents. It made ambitious recommendations to enhance the City’s leisure offer and marketing to one that is in line with its business proposition and befits a global city.
20. Many of the foundations needed to deliver the review’s recommendations have been put in place. Further work now needs to be completed with regards to the City’s leisure brand, digital platform, data capture, commercial strategy and welcome approach.
21. Once these have been secured, the Destination Team will begin to develop and implement the Destination Strategy to achieve the desired footfall and spend targets.

Appendices

- Appendix 1 – Destination City Implementation Plan

Luciana Magliocco
Destination Director, Innovation and Growth
E: Luciana.Magliocco@cityoflondon.gov.uk

This page is intentionally left blank

Proposals for the implementation of Destination City - APPENDIX 1 – The Implementation Plan

Moving Forward

To fully realise the potential of Destination City, and to meet its ambitious targets for footfall and spend, high priority strategic projects will need to be undertaken over the next five months to inform and enable the long-term delivery programme.

Implementation Plan: Key Priorities for Destination City Business Plan

Project	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	March 23
1. Brand Identity						
2. Destination Website						
3. Insights Programme						
4. Commercial Partnership Strategy						
5. Destination City Delivery Programme						
6. Culture Mile Transition						
7. Stakeholder Engagement Strategy						
8. Partnership Promotion Strategy						
9. Measurement Framework						

To note: timing may change as projects evolve. This timeline assumes appointment of Head of Promotion by January 2023.

1. Brand Identity

The review recommended developing the City's identity and bringing its story to life, shining a light on its unique and diverse offer with confidence and pride. This is essential to challenge any negative perceptions that the City is closed or quiet, exclusive, expensive or just about work. Grounded in place-based research, it must be a compelling and 'distinctly City' proposition that drives local, national and global profile, increased footfall, dwell time and spend. The brand identity should capture the spirit and global significance of the City, past, present and future. It must be bold, and exceptional, to punch its weight as a global destination.

The brand will be defined by key pillars that champion our unique and rich proposition. The brand pillars will form the foundation of all outward messaging and shape the character of our tactical delivery programme. It will provide a tone of voice and visual identity to inspire, attract and engage with audiences both in the public domain and online. The brand will

create a distinct and authoritative voice for the Square Mile, ensuring it can stand out and be desirable in an increasingly crowded marketplace.

Outcome:

- i) the brand position: that is, the central message of the brand
- ii) the brand pillars: our key identity pillars and what we become known for
- iii) the brand identity; bringing our proposition to life through online and offline visualisation
- iv) the marketing strategy that communicates with and connects people to the City, giving them a reason to visit, stay, spend and return

Timings: The brand development work is due to complete in March 2023.

2. Destination Website

The review recommended that the Corporation create a new destination digital landing page or microsite to become the repository for the consumer leisure offer. Following further consideration, it was agreed to truly amplify the new brand and drive advocacy, it required a standalone website. An agency has been commissioned to design and develop the website as part of the branding project. A review of existing City branded digital channels will be undertaken and where possible these will be consolidated under the new brand to ensure clear and consistent messaging.

This will act as the gateway to the physical customer experience and should set the tone for what to expect when visiting but also improve the In Real Life experience. It will act as a showcase to the City's extensive and unique offer providing a vehicle in which to engage audiences and encourage footfall, dwell time and spend.

The website will not compete with but complement and amplify the promotional platforms of our partners including but not limited to Cultural Partners, local BIDs, SMEs, tourism and media platforms.

The website will act as an inspirational hub and directory to local workers, residents and visitors alike. Content will be dynamic so that audiences can tailor their use of the platform to their specific needs.

Outcome:

- i) A dynamic mobile optimised website with world class UX* design and functionality
- ii) An inspirational content hub that excites, inspires and converts visitors
- iii) A destination directory that enhances wayfinding and encourages dwell time
- iv) A promotional platform for Destination City activity, the wider business offering and future commercial partnerships

Timings: The website is due to complete and launch in the first half of 2023.

*user experience

3. Insights Programme

The review recommended a regular programme of benchmarking and data capture. Subsequent exploration of data sources available across the corporation and our limited access to advanced analytics from third party data providers has highlighted the need to build a Destination City insights programme. The current challenge faced is that the Corporation has limited and fragmented data sets and therefore reporting capability. For example, we do not track daily footfall data across the Square Mile but this is a target of success so this needs to be addressed.

The development of a data programme will require divisional leads to identify key data sets, gaps in reporting capabilities and define the insights brief. We recommend a taskforce is set up with representatives from the following teams: Corporate Strategy, Built Environment, Transport, Communications & Corporate Affairs, Research & Intelligence and Destination City.

We will work with key London, national and international partners across travel, tourism, media, tech and business sectors to access new and important data on market performance, customer behaviours, social and economic outlooks and future trends. This data will be critical in ensuring our decisions are made based on reliable insights over assumptions.

We will need to review best in class insights programmes that we can learn from, drawing upon their successes to inform our approach. London's West End works with PwC to gather deep dive insights that power local decision making at a BID and industry level (see: [Data Stories: New West End Company – PwC UK](#)).

Critical to the success of this programme's value at both an internal and external level will be the appointment of a data and insights intelligence operator to design, develop and manage the programme. It is intended that the brief will be drafted in December with a view to appointing a provider in early 2023. The successful supplier will advise on the approach, proposed data sets, proposed solutions to collating required data and the costings to bring together existing and new sources of data in a meaningful way to produce advanced analytics.

Whilst the programme is being developed, we will renew our membership with the GLA to continue to avail of its High Streets Data Service.

Outcomes:

- i) reliable and in-depth analysis of market and consumer performance and future trends
- ii) insight rich data to help inform strategic decisions, shape delivery programmes and KPI setting
- iii) a vehicle in which to assess performance against set targets and reassess priorities where necessary, aligning with Corporation's measurement dashboard

Timings: Data brief to be developed and strategic approach undertaken by March 2023. Dedicated Resource required for ongoing management and development of programme.

4. Commercial Partnership Strategy

The review recommended the Corporation bolster its resource through brand sponsorship and value in kind partnerships. Aspirational targets were set around the ambition to deliver a 3:1 ROI on activity.

In order to set targets and create a commercial strategy, we need to identify and differentiate fundraising avenues and partners groups based on the potential opportunity:

- 1) partners that present funding opportunities through involvement in their programmes
- 2) brands that drive value-in-kind opportunities through their promotional platforms
- 3) brands that drive budget relief through funding our infrastructure and activity
- 4) sponsor specific brands that drive commercial income through rights holder association

We will need to commission a Rights Holder Sponsorship agency to conduct an asset inventory list, create a sponsorship structure, build partnership packages, solicit sponsors, oversee negotiations and manage partner delivery against contractual agreements.

We will work closely with the Environment team to undertake the asset inventory and valuation process. This workstream should also work in conjunction with their Commercial Strategy. We will work closely with our Cultural partners and the BIDs to define the categories and criteria for partnership opportunities. All partnerships must align with our new brand pillars and complement the Square Mile's offering. Partnerships should not be focused on solely delivering revenue for the Corporation but also support our ambitions to enhance the destination's profile across key audience groups and ultimately drive footfall and conversion.

We must also carefully and clearly define our value proposition to potential partners. Well renowned brands will make decisions based on perceived brand alignment between as well as the desirability to activate in the City as a destination – asset value, potential eyeball reach etc. Data will play a key role in building out partnership packages and informing partner decision making. Commercial brands typically require a 12-month turnaround for new partnership deals and are represented by media buying agencies.

There are huge gains to be had from the realisation of establishing new and successful brand partnerships not least from a financial income and budget relief perspective but also in driving global awareness and impact, enhancing the City's brand credibility through association and building stronger audience advocacy.

Outcomes:

- i) set up sponsor brand guidelines that create a framework that members and external stakeholders agree with
- ii) create a rightsholder package that attracts and converts target sponsors
- iii) work with brands that drive impactful activations and connect with relevant customer bases to drive footfall and spend
- iv) drive additional revenue streams and budget relief to the corporation

Timings: The commercial brief will be set in December with the agency appointed in 2023. Sponsorship strategy to be finalised in 2023 and first major sponsorship deal delivered in 2024.

5. Destination City Delivery Programme

In order to drive change, we must embrace change. We propose that our brand promise – what people can always expect from us – is to be welcoming; innovative; inclusive; accessible; safe; and sustainable. This promise will run through all aspects of Destination City. Our mission is to create exceptional experiences that are distinctively city for residents, workers and visitors through a seasonal programme of Major and Mini activations and an Always On world class leisure offering.

We will work collaboratively through the Chief Officer and Officer groups to deliver our promise. We will use the City Plan as the primary way to implement approaches in cultural developments, transport, pedestrianisation, animation, safety and crime prevention, hygiene, facilities, wayfinding, the built environment and so on.

Underpinned by sustainability, inclusivity and innovation, Destination City's activation programme will be based around the brand pillars developed as part of the brand review. We will seek to create district identities around our brand pillars which will inform programming and partnership delivery across the Square Mile. These will be subject to refinement during the brand review process but seek to encompass with the below themes:

- **History and heritage.** A City dripping in treasures and stories of the past, present and future. A City founded on a spirit of enterprise and innovation, open to discovery and excited to share its story with the world.
- **Culture and creativity.** A City as comfortable with the roof top concert, as the conservatoire; the pop-up, pop-art as the gallery. A City that continues to inspire invention, making and design – and the talent who want to excel.
- **Shopping and socialising.** A City of fun, colour and lightness. With vibrant clusters and a destination retail-hospitality offer that entices people to stay.
- **Wellness.** A City where everyone is welcomed and included. A City of community and connections, education and enrichment, relaxation and renewal.

Over the next two months we will work closely with internal colleagues and partners to undertake research and development that will shape the creative ideas and programme of delivery for tactical activity. We will work with the BIDs and Cultural partners to understand their respective programmes so as to populate an umbrella calendar of activity across the City that we can promote. An overarching calendar will also enable us to identify opportunities where we can unite efforts to deliver more impact activity and drive greater footfall. A calendar of City and London activity will also enable us to identify the best times of year to active our Major Destination City activations. Working towards a more partner led ethos where 'the whole is greater than the sum of our parts.'

Our approach to delivering a successful Destination City will be to focus on:

- 1) The Welcome – promote connectivity and create a sense of arrival and atmosphere
- 2) Wayfinding – breakdown fortress like navigation barriers and create ease of discovery
- 3) Wow Factor – create a world class environment with incredible activations, events and a diverse Always On leisure offering

The aim during this period is to build a cohesive programme of animating the City to build durational consumer engagement. Integral to the research and development period is building relationships with all stakeholders including internally BIDs, Livery Companies, commercial and potential partners and consumers for realising a multi-layered and vibrant animation of the City as a global destination to work, visit and play.

Outcomes:

- i. **WELCOME:** We will build relationships with TfL, Heathrow and Central Activity Zone partnerships to leverage the Elizabeth Line opportunity. We will promote unprecedented intercity connectivity and create opportunities to drive cross-destination sharing of audiences.

Through our commercial strategy we will seek out street dressing opportunities to inject vibrancy into the public realm and create a sense of arrival. We will bring together Cultural Partners, asset managers and small businesses (through the BIDs) to set a standard for exceptional customer service across all front-of-house roles.

- ii. **WAYFINDING:** We will take a multi-layered approach to develop wayfinding across the Square Mile. We will look at animation opportunities and digital solutions to improve signposting. Drawing on the heritage on key mapping points and working with our relevant cultural partners we will commission artists to create physical and digital integrated Wayfinding around the Square Mile in the form of sculpture / soundscape / digital animation.

In addition to this Wayfinding initiative, we are working with CoL departments to map out famous film locations across the Square Mile to create instagrammable trails and encourage dwell time. These initial ideas will be grown as we develop our animation strategy and activation programme. We will work closely with colleagues in Planning and Policy to align workstreams on shared objectives.

- iii. **WOW FACTOR:** The review recommended a 'less is more' approach when it comes to delivering exceptional activations. We will work to establish a seasonal structure of animating the City, by establishing and leveraging Cultural Partner and BID level activity.

Our focus will be to create high impact seasonal activity that 1) generates global profile, 2) attracts sponsorship and 3) drives footfall and sales. Provisional timings for 2023 Activations are end of May and end of September /beginning of October. The objective is for seasonal programming in conjunction with cultural partners and attractions to create multiple events over a 2-4 week period under the umbrella of Destination City. The festival concept will maximize footfall and durational consumer engagement. The Wow Factor proposition will take time to commission to reflect the heritage, entrepreneurship and high quality that the City is renowned for.

Beyond our seasonal calendar of activations, it is essential that we reinvigorate the Always On offer to be enjoyed every day. Without this we cannot drive sustained economic growth. In order to future proof the City's desirability as a great place to invest, work, live and visit the leisure and cultural offering needs to be improved and reimaged. We will work closely with the local BIDs, developers, managing agents and colleagues to feed into the long-term retail and hospitality strategy.

In 2020, Westminster City Council work with the local BIDS to successful launch a Pilot Pop Up Programme. It was created as a necessary intervention to address the growing number of empty voids, attract new and diverse brand and ultimately improve its attractiveness as a destination to local workers and visitors. This continues to be a key priority for the West End and other central activity zone locations.

Timings: Build out Spring Programme between Oct – March. Build out Autumn Programme between March – September. Build out 2024 programme in 2023.

6. Culture Mile Transition

Over the coming months we will transition the City Corporation's existing Culture Mile project to become an integrated and significant component of Destination City.

Funded largely by the City Corporation since 2017, in its first 5 years Culture Mile has developed the credentials of the area between Farringdon and Moorgate as a culture and learning destination. As a project it has demonstrated agility, creative vision and exemplary collaboration between the partner organisations. As a project Culture Mile has provided a compelling context for the significant City Corporation led investment in the transformation, through major capital and public realm projects, of that part of the Square Mile.

The transition process will engage Culture Mile's substantial stakeholder base, explaining the positioning of Culture as a key component of Destination City. Existing Culture Mile branding and messaging will be weaved into the new Destination City brand proposition and website.

The Destination team will establish how Culture Mile's approach to using the arts and heritage to engage diverse visitor groups with places and spaces can now be scaled and strengthened as a defining aspect of Destination City.

Alongside these proposals, work continues to align the City Corporation's strategic intentions around Destination and the world class calibre of its cultural offer with the mechanisms in the planning system that can support these ambitions. A cross-departmental collaboration between Environment, Destination and Culture Mile has connected cultural expertise into planning assessment process and enabled a diverse range of commitments to culture (in the broadest sense) to be secured from developers, principally through Section 106 negotiations. Outline research has been undertaken into a Supplementary Planning Guidance document for Culture which may be proposed for adoption alongside the City Plan in 2023.

Outcomes:

- To be defined

This work is informed by the policy context of the London Plan, the City Corporation's own Planning Obligations SPD (adopted 2021) and the emerging City Plan 2040 (the development of which is informed by significant public enthusiasm, from public consultation in spring 2022, for cultural gains to be made through the planning system).

Timings: Communicate Transition to key stakeholders in November. Complete Transition by March.

7. Stakeholder Engagement Strategy

For Destination City to be successful it will require the establishment of collaborative private-public sector partnerships with a shared vision and unified approach to deliver sustained economic growth to the City of London.

We will work closely with the BIDs to shape this stakeholder plan, building in best practice processes to include more transparency in communication, longer lead times and input into

strategic and tactical programmes where relevant. We will work with them to unlock insights and budgets to fund the Destination City Programme where ideas are aligned with the BID's mandates. We cannot manage SME's directly nor should we propose doing so, rather we should work with the BIDs to create programmes that resonate with and secure participation across their respective business memberships.

Within the Destination City team, we will create a new CRM system that maps out, manages and maintains key stakeholder data sets. We will work closely with colleagues across the organisation to share important Destination City information and activities so that they can extend to relevant networks.

8. Promotional Partnership Strategy

To build upon existing audiences and attract new audiences, we will develop our relationships with key tourism bodies including the GREAT campaign and Visit London to ensure the City has a strong share of voice on a national and international level.

We will seek out opportunities to work with developers, landlords and managing agents to gain insight from, communicate with and convert local workers into advocates who not only want to spend their professional time but leisure time in the Square Mile.

We will work with travel partners and hotels to build up our hospitality offering and tourism proposition to attract overseas and domestic tourists. We will seek out opportunities to create new and exciting visitor programmes, working with our Cultural partners and using our destination channels to provide content and experiences that resonate with these audiences and their motivations.

We will work with the Communications Team to develop our marketing and communications strategy. We will seek out and develop relationships with influential media partners that have an authoritative voice and resonate with our target audiences. This will enhance Destination City's brand credibility and audience reach.

Outcomes for 7 and 8:

- i) City of London and City BIDs engagement framework
- ii) Destination City Marketing and Communications strategy

Timings: Build relationships over the next 5 months, to be implemented across the year.

9. Measurement Framework

In order to inform business planning, set targets and assess performance, we need to have a robust measurement framework in place. All KPIs must be measurable, and provisions made to address gaps in current reporting capabilities. Over the coming months, the Destination City team will work together to build out a RAG style reporting tracker in line with the development of the Insights Programme and the Corporation's measurement dashboard. It will enable projects to be benchmarked where there isn't historical data.

It will provide the team with a focused approach to delivery and measurable objectives that link strictly back to achieving our overarching goals – to increase footfall and sales.

Similarly initial targets that were set for Destination City may need to be recalibrated to ensure they are Specific, Measurable, Attainable, Relevant and Time Bound. This approach

will help us identify the building blocks required to meet these targets. It will also offer flexibility to allow for unforeseen changes that require a realignment of priorities and supporting strategies.

Outcomes:

- i) a framework in which to assess performance against set targets and reassess priorities where necessary, presented within a dashboard, and aligning with the Corporate Performance Framework.

Timings: April 2023

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank