



Policy and Resources Committee

Date: THURSDAY, 19 JANUARY 2023
Time: 1.45 pm
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 Shravan Joshi	Deputy Philip Woodhouse
Deputy Edward Lord	Deputy Henry Colthurst (Ex-Officio Member)
Alderman Ian David Luder	Wendy Hyde (Ex-Officio Member)
The Rt. Hon. The Lord Mayor, Nic holas Lyons (Ex-Officio Member)	Deputy Simon Duckworth (Chief Commo ner) (Ex-Officio Member)
Catherine McGuinness	Alderman Professor Michael Mainelli
Wendy Mead	

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City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

Michael Cogher
Acting 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 15th December 2022 (Pages 7 - 16)
- b) * To note the public minutes of the Operational Property and Projects Sub-Committee meeting on 23rd November 2022
- c) * To note the draft public minutes of the Operational Property and Projects Sub-Committee meeting on 14th December 2022
- d) * To note the public minutes of Resource Allocation Sub-Committee meeting on 9th November 2022

4. DRAFT HIGH-LEVEL BUSINESS PLAN 2023/24 - TOWN CLERK'S DEPARTMENT

Joint report of the Deputy Town Clerk and Chief Strategy Officer.

For Decision
(Pages 17 - 34)

5. DRAFT HIGH-LEVEL BUSINESS PLAN 2023/24 - COMMUNICATIONS (TOWN CLERK'S)

Report of the Deputy Town Clerk.

For Decision
(Pages 35 - 42)

6. DRAFT HIGH-LEVEL BUSINESS PLAN 2023/24 - INNOVATION & GROWTH

Report of the Executive Director of Innovation and Growth.

For Decision
(Pages 43 - 52)

7. **DRAFT HIGH-LEVEL BUSINESS PLAN 2023/24 - REMEMBRANCER'S DEPARTMENT**

Report of the Remembrancer.

For Decision
(Pages 53 - 60)

8. **DEPARTMENTAL 2023/24 BUDGET ESTIMATES - POLICY AND RESOURCES COMMITTEE**

Joint report of the Town Clerk, Remembrancer, Chief Operating Officer, Executive Director of Innovation Growth and Chamberlain.

For Decision
(Pages 61 - 74)

9. **LONDON COUNCILS GRANTS SCHEME**

Report of the Town Clerk.

For Decision
(Pages 75 - 82)

10. **EQUALITY, DIVERSITY & INCLUSION SUB-COMMITTEE TERMS OF REFERENCE**

Report of the Town Clerk.

For Decision
(Pages 83 - 86)

11. **PROPOSAL TO AGREE A TIMELINE FOR CONSULTATION ON EQUALITY OBJECTIVES 2023 TO 2027**

Report of the Chief Operating Officer.

For Decision
(Pages 87 - 92)

12. **DESTINATION CITY UPDATE - MEMBER CITY ENVOY NETWORK APPOINTMENT AND THE EVALUATION OF THE GOLDEN KEY EVENT**

Report of the Executive Director of Innovation and Growth.

For Decision
(Pages 93 - 124)

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

Report of the Chamberlain.

For Information

14. ***YEAR 2 QUARTER 3 UPDATE ON CLIMATE ACTION STRATEGY**

Report of the Executive Director of Innovation and Growth.

For Information

15. ***POLICY LEADS QUARTERLY UPDATE**

Report of the Deputy Town Clerk.

For Information

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

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

18. **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

19. **NON-PUBLIC MINUTES**

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

- a) To agree the non-public minutes of the Policy and Resources Committee meeting on 15th December 2022 (Pages 125 - 130)
- b) * To note the non public minutes of the Operational Property and Projects Sub-Committee meeting on 23rd November 2022
- c) * To note the draft public minutes of the Operational Property and Projects Sub-Committee meeting on 14th December 2022
- d) * To note the non-public minutes of the Resource Allocation Sub-Committee meeting on 9th November 2022

20. **SINGAPORE SCHOOL PROPOSITION**

Report of the Headmistress of City of London School for Girls.

For Discussion
(Pages 131 - 152)

21. **ALDERMANIC QUALIFICATIONS - FOREIGN CONVICTIONS**

Report of the Comptroller and City Solicitor.

For Decision
(Pages 153 - 168)

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

Report of the City Surveyor.

For Decision
(Pages 169 - 208)

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

24. **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 (Separately Circulated Pack)

25. **MINUTES**

- a) To agree the confidential minutes of the Policy and Resources Committee meeting on 15th December 2022.

POLICY AND RESOURCES COMMITTEE

Thursday, 15 December 2022

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 15 December 2022 at 1.45 pm

Present

Members:

Deputy Christopher Hayward (Chairman)
Deputy Keith Bottomley (Deputy Chairman)
Mary Durcan (Vice-Chair)
Munsur Ali
Deputy Randall Anderson (Ex-Officio Member)
Alderman Timothy Hailes
Deputy Shravan Joshi
Deputy Edward Lord
Alderman Ian David Luder
Alderman Professor Michael Mainelli
Catherine McGuinness
Wendy Mead
Alderman Sir William Russell
Ruby Sayed (Ex-Officio Member)
Deputy Sir Michael Snyder
Deputy Philip Woodhouse
Deputy Henry Colthurst (Ex-Officio Member)
Wendy Hyde (Ex-Officio Member)
Deputy Simon Duckworth (Chief Commoner) (Ex-Officio Member)

In Attendance (in Guildhall)

Oliver Sells

In Attendance (observing online)

Caroline Haines
Deputy Brian Mooney
Benjamin Murphy
Tijs Broeke
Madush Gupta

Officers:

Caroline Al-Beyerty	- Chamberlain
John Barradell	- Town Clerk and Chief Executive
Valeria Cadena	- Community and Children's Services Department
Michael Cogher	- Comptroller and City Solicitor and Deputy Chief Executive
Paul Double	- City Remembrancer
Benjamin Dixon	- Deputy Town Clerk's Department

Polly Dunn, Clerk	- Town Clerk's Department
Graeme Low	- City Surveyor's Department
Dylan McKay	- Deputy Town Clerk's Department
David Mendoza-Wolfson	- Deputy Town Clerk's Department
Paul Wilkinson	- City Surveyor
Bob Roberts	- Deputy Town Clerk
Gregory Moore	- Assistant Town Clerk
Chris Rumbles	- Town Clerk's Department
Jessica Lees	- City Surveyor's Department
Paul Wright	- Deputy Remembrancer
Rhys Campbell	- Town Clerk's Department
Simon McGinn	- Environment Department
Rob McNicol	- Environment Department
Emma Moore	- Chief Operating Officer
James Edwards	- Remembrancer's Office
Genine Whitehorn	- Chief Operating Officer's Department
Edmund Tran	- City Surveyor's Department
Bruce Hunt	- Remembrancer's Office
Tim Fletcher	- Deputy Town Clerk's Department
Sonia Virdee	- Chamberlain's Department

Part 1 - Public Agenda

1. APOLOGIES

Apologies were received from The Rt Hon The Lord Mayor Nicholas Lyons, James Tumbridge, Marianne Fredericks, Tijs Broeke, Rehana Ameer and Deputy James Thomson.

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

The Town Clerk confirmed that Shravan Joshi had declared a non-pecuniary interest in item 7 as a City Corporation nominated BID Observer.

Edward Lord declared an interest in item 7 as a Member of the group applying for Asset of Community Value status for Simpson's Tavern.

Alderman Hailes, Alderman Mainelli and Henry Colthurst declared their interest in item 16 as Directors of the Lord Mayor's Show Limited.

3. MINUTES

- a) The public minutes of the Policy and Resources Committee meeting on 17 November 2022 were approved, subject to Simon Duckworth's apologies for the meeting being recorded.

- b) The draft public minutes of the Equality, Diversity and Inclusion Sub-Committee meeting on 26th September 2022 were noted.
- c) The public minutes of the Civic Affairs Sub-Committee meeting on 7 October 2022 were noted.
- d) The draft public minutes of the Financial Investment Board meeting on Friday 21st October 2022 were noted.
- e) The draft public minutes of the Operational Property and Projects Sub-Committee meeting on 26th October 2022 were noted.

4. **MARKETS BOARD RESOLUTION**

The Committee received a resolution of Markets Board relating to future governance of the Markets Co-location Programme.

The Chairman referred to Markets Board's views relating to governance of the Markets Co-location Programme to be noted, as per their request. The Chairman added how he understood the Board's concerns regarding the volume of work and complexities associated with discharging the responsibilities of Member oversight in relation to the Markets Co-location Programme.

The Chairman referred to his discussions on the matter with colleagues, including the Chairman of Capital Buildings Board, following which it had been proposed that a new Member group be established. The group would sit under Capital Buildings Board and focus specifically on oversight of the Markets Co-location Programme.

The group would include amongst its numbers a representative of Policy and Resources Committee, Finance Committee, the Chair and Deputy Chair of Markets Committee, whilst also ensuring suitable representation of Capital Buildings Board, although not the Chairman of Capital Buildings Board who had indicated he would not wish to serve on it.

The Chairman proposed that Keith Bottomley, as a Member of Capital Buildings Board, as Deputy Chairman of Policy and Resources Committee and given his experience as Chair of Projects Sub-Committee, would be best positioned to Chair the new Board.

Members noted that going forward Capital Buildings Board would need to meet more frequently than it currently does, with it moving from bi-monthly to monthly meetings to allow for more timely action and decision making.

These arrangements, should Members agree to them, would ensure a structure appropriate to the size of the project and allow for sufficient Member capacity and engagement to address the concerns expressed by Markets Board.

The Chairman added how it would not be appropriate to go into the detail today, but that if Members were broadly happy with the proposal that he would ask

officers to take this away and come back with a report in January with detailed proposals for consideration and implementation.

A Member, also Chairman of Finance Committee, indicated his support for a Specialist Project Board. The Member suggested that any report back should include proposals relating to potential external investors, proposals for ensuring the Board would be specialist, focussed and able to make decisions. The Member add how he considered all projects should mirror the approach to be taken.

The Member accepted that the Specialist Project Board would not report direct to Finance Committee, whilst stressing that he considered a £1.5bn spend to be everything to do with finance and it being important that Finance Committee was kept up to date. The Member referred to reaching out to third party investors at an appropriate point and how he considered this to be a role for Finance Committee.

The Chairman responded, referring to consideration of financing of the capital programme as a matter for Resource Allocation Sub-Committee, of which the Member was Deputy Chairman. The Chairman agreed that the Specialist Project Board should have the ability to co-opt external expertise as it considered necessary, with there being potential of the whole nature of the group changing should external funding be achieved, and it becoming a Specialist Purpose Vehicle.

A Member, also Deputy Chairman of Markets Board, remarked on how he considered the proposed approach of the Chairman to a sensible and pragmatic way forward. The Member suggested that a meeting with relevant Members could take place in advance of the report being prepared to allow an opportunity for Members to talk to officers and share their thinking in relation to any proposals.

The Deputy Chairman added how all those involved in the Markets Co-Location Programme had one objective in wanting to see successful delivery of the project. The Chairman thanked the Deputy Chairman for agreeing to Chair the Specialist Project Board.

RESOLVED: That Members agreed to an outline proposal for a Specialist Project Board overseeing the Markets Co-Location Programme; noting a report would follow in January 2023 detailing proposals for consideration and implementation.

5. **APPLICATION FOR DESIGNATION OF SIMPSON'S TAVERN AS AN ASSET OF COMMUNITY VALUE**

The Committee considered a report of the Executive Director Environment proposing Simpson's Tavern be designated as an Asset of Community Value.

The Chairman confirmed that, following consultation with the City Solicitor, Members on Planning and Transportation Committee would be able to discuss this item without jeopardising their ability to participate in any potential planning

applications in future. The Chairman added how he was aware of the concern of Members of any potential threat the City's landmark Simpson's Tavern.

RESOLVED UNANIMOUSLY: That Members: -

- Agreed to designate Simpson's Tavern as an Asset of Community Value

6. **APPLICATION FOR DESIGNATION OF ST BRIDES TAVERN PUBLIC HOUSE AS AN ASSET OF COMMUNITY VALUE**

The Committee considered a report of the Executive Director Environment proposing St Brides Tavern Public House be designated an Asset of Community Value.

The Chairman referred to an additional representation that had been received from Fleet House Developments Ltd in objection to the designation of St Brides Tavern as an Asset of Community Value. Members noted that officers had reviewed this additional representation and that they were of the view that it did not raise any material points that would change the recommendation to designate St Brides Tavern as an Asset of Community Value.

The Chairman noted the application had the backing of officers, whilst remarking on his surprise when reading of the recommendation seeking designation as an Asset of Community Value. The Chairman confirmed he would vote against the proposal.

During the discussion that followed, a Member, also Chairman of Planning and Transportation Committee, remarked on it being a lovely Public House that was very well frequented, but that in his view it would be a lowering of the bar to grant it Asset of Community Value status. The Member added how there was development planned for the site, within which it had been agreed to retain a public house or bar within any new scheme. The Member confirmed he was against the proposal to grant Asset of Community Value Status.

Members noted that any removal of a public house or bar from the planning consent already granted for the site would have an impact on the existing planning application that had already been partially implemented.

The Chairman confirmed his intention to move to a vote, following which he noted that 9 Members voted against the recommendation, 3 Members voted in favour of the recommendation and 5 Members abstained. The Chairman declared that the Asset of Community Value had not been granted on this occasion.

RESOLVED: That Members:

- Refused a recommendation that St Brides Tavern Public House be designated an Asset of Community Value.

7. **MEMBER OBSERVERS ON BID BOARDS**

The Committee considered a report of the Executive Director Environment regarding arrangements in respect of the Member Observer roles on Business Improvement District (BID) Boards in the City.

The Chairman reminded Members of Shравan Joshi's non-pecuniary interest in this item as an existing City Corporation appointed BID Observer.

The Deputy Chairman referred to his discussions with the Chairs of each of the BID Boards, during which they had made it clear that their preference would be for option 4.

During the discussion that followed, there was support offered for option 4 as the preferred option of the BID Chairs and given the principle for rotation, but with concerns raised that annual rotation would be too often and therefore create the potential of losing an important level of knowledge.

Members noted that the City Corporation was already represented across all Bid Board meetings through the Executive Director Environment. The Executive Director Environment re-iterated the BID Board Chairs preference for option 4, further highlighting how Members were in attendance at BID Board meetings as observers to offer advice to help deliver a BID proposal. The Executive Director Environment confirmed that they would be at each BID Board meeting to offer continuity and would be able to help each new officer holder on a BID Board as they come into post each year.

A Member, also Chief Commoner, proposed agree to option 4, but giving each entity flexibility in the appointments, but with this proposal not being supported by Members of the Committee.

The Chairman proposed moving to a decision on option 4, noting the Chief Commoner's vote against this option.

REOLVED: That Members: -

- Approved Option 4 – To rotate the BID Member Observer each year across the Wards that sit within the BID footprint

8. CLIMATE ACTION STRATEGY (CAS) - CAPITAL DELIVERY PROGRAMME FOR OPERATIONAL BUILDINGS

The Committee considered a Gateway 2 Project Proposal report relating to a capital delivery programme covering a portfolio of capital interventions to be delivered to decarbonise the most carbon intensive City of London operational buildings, in line with Climate Action Strategy net zero targets.

The Deputy Chairman raised his concern with a proposed payback period for certain projects of over 200 years and this appearing too long. The Deputy Chairman confirmed that he would not want to hold the project up at this gateway, but that as part of reporting at the next Gateway 3-5 he would want to see the detail of carbon savings towards net zero targets, how much was being spent on each project to achieve this and with further detail being provided on any payback period over seven years explaining why this period of time was needed.

The City Surveyor accepted the point on payback periods and confirmed this would be looked at in the round and reported as part of the next gateway. The City Surveyor further commented on the need for certain interventions to allow the City Corporation to achieve its Energy Performance Certificate rating.

RESOLVED: That Members: -

- Note that these proposals relate to an element of central funding previously allocated in principle to capital interventions under the Climate Action Strategy.
- Note the total estimated cost of the programme is **£5,311,867** (excluding risk).
- Note the costed risk budget of **£1,274,847** to cover potential budget variations attributable to unforeseen inflation fluctuations, potential delays due supply chain issues and asbestos removal. This budget will not be materialised at this stage and is not requested at this stage.
- Agree that a budget of **£250,000** from the above Climate Action provisions be approved to progress the work to Gateway stages 3 – 5 (£105,000 City Cash, £143,000 City Fund, £2,000 Bridge House Estates)
- Note that for expediency, Policy and Resources Committee members were being asked to approve the drawdown of the £248,000 in lieu of the Resource Allocations Sub-Committee (noting £2k is within the remit of the BHE Board).

9. **RENEWAL OF THE LONDON MARATHON PUBLIC SPACES PROTECTION ORDER**

The Committee considered a report of the Director of Community and Children's Service seeking the approval of Members to renew the current London Marathon Public Spaces Protection Order (PSPO) which expires in March 2023.

A Member remarked on how they considered a PSPO to be a heavy-handed approach, with its initial implementation and use coming about as a result of misconduct one year. The Member questioned whether it was essential now and suggested it did not represent a highly liberal approach to public order.

RESOLVED: That Members: -

- Agreed to the renewal of a Public Spaces Protection Order – extending it for a further three years so that a formal order can be drafted and presented to the Court of Common Council for approval.

Edward Lord confirmed their vote against the proposal.

10. **PARLIAMENTARY BOUNDARY REVIEW**

The Committee received a report of the City Remembrancer outlining a revised proposal for the City of London's parliamentary constituency published by the Boundary Commission for England on 8 November 2022, and to take effect from 2023.

The Chairman took the opportunity to commend the Remembrancer and his team for all their work with the Boundary Commission in securing a revised proposal for the City of London's parliamentary constituency which would maintain the City of London's historic link with wards in the City of Westminster.

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

11. **POLICY AND RESOURCES CONTINGENCY/DISCRETIONARY FUNDS**

The Committee received a report of the Chamberlain providing a schedule of projects and activities which had received funding from the Policy Initiatives Fund, the Policy and Resources Committee's Contingency Fund, Committee's Project Reserve and COVID19 Contingency Fund for 2022/23 and future years expenditure in 2022/23.

RECEIVED

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

City Residents - Damp and Mould Issues – A Member, also Chair of Community and Children's Services, provided an update on provisions put in place following reports in the media of the tragic death of a 2-year-old in Rochdale. Members noted that a process would kick in and be followed following any reports of damp or mould, with this being given a high priority and dealt with within 7 days for routine works or expedited accordingly where the issue was urgent.

The Member referred to work that remained ongoing in raising awareness through mailouts, working with local residents and through training of housing and property staff on dealing with damp and mould. It was hoped that this would give tenants a level of assurance that all was being that could be done.

The Member referred to the Green Doctors Scheme that was limited in those it can help and with it being hoped that officers could look to extend the criteria so that it covers those on low incomes. The Member remarked on potential funding issues this may create and whether there would be an option to come back to Policy and Resources Committee to request a small amount of funding.

The Chairman referred to all Members being sympathetic to the cause, whilst stressing there would be a need to operate within existing the existing funding envelope and it not being possible to commit to additional funds at this point.

A Member referred to an issue of mould and damp at Gresham Almshouses, with it being noted that a Local Authority has a statutory duty to take enforcement action and that they should raise the issue with officers so that appropriate action can be taken.

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

Town Clerk's last Policy and Resources Committee

The Chairman took the opportunity to highlight that this would be John Barradell's last Policy and Resources Committee meeting, with his departure from the City Corporation at the end of this year after 10 years of service. The Chairman added how no words can be uttered that would prove sufficient to express Members' gratitude to John for his outstanding stewardship of the City Corporation throughout this period.

The Chairman asked that all Members of Policy and Resources Committee join him in wishing John every happiness in his retirement.

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 on 17 November 2022 were approved.
- b) The draft non-public minutes of the Financial Investment Board meeting on Friday 21st October were noted.
- c) The non-public minutes of the Civic Affairs Sub-Committee meeting on 7 October 2022 were noted.
- d) The draft non-public minutes of the Operational Property and Projects Sub-Committee meeting on 26th October 2022 were noted.

16. THE LORD MAYOR'S SHOW - FUTURE OPPORTUNITIES

The Committee considered a report of the Chief Operating Officer relating to the Lord Mayor's Show Future Opportunities.

17. GUILDHALL CHARGING REVIEW

The Committee considered a report of the Remembrancer relating to a Guildhall Charging Review.

18. VISION 2030 - LAYING THE FOUNDATIONS FOR THE SUCCESS OF UK FINANCIAL AND PROFESSIONAL SERVICES

The Committee considered a report of the Director of Innovation and Growth relating to Vision 2030.

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

The Committee considered a report of the City Surveyor relating to Central Criminal Court Cell Area Ducting and Extract System Balancing.

20. **APPLICATION FOR DESIGNATION OF SIMPSON'S TAVERN AS AN ASSET OF COMMUNITY VALUE**

The Committee received a non-public appendix to be read in conjunction with item 5 on the agenda.

21. **APPLICATION FOR DESIGNATION OF ST BRIDES TAVERN PUBLIC HOUSE AS AN ASSET OF COMMUNITY VALUE**

The Committee received a non-public appendix to be read in conjunction with item 6 on the agenda.

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

There were no 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 business.

Part 3 - Confidential Agenda

24. **MINUTES**

- a) The confidential minutes of the Policy and Resources Committee meeting on 17th November 2022 were approved.
- b) The confidential minutes of the Civic Affairs Sub-Committee meeting on 7th October 2022 were noted.

The meeting ended at 3.24pm

Chairman

Contact Officer: Polly Dunn
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Agenda Item 4

Committee:	Date:
Corporate Services Policy & Resources	17 January 2023 19 January 2023
Subject: Draft High-Level Business Plans 2023/24 – Town Clerk’s Department	Public
Report of: Deputy Town Clerk, Bob Roberts Chief Strategy Officer, Dionne Corradine	For Decision
Report author: Sarah Scherer	

Summary

This report presents for approval the high-level business plans for several functions within the Town Clerk’s Department for 2023/24.

These functions are Governance, Member and Electoral Services; Office of the Policy Chairman: Strategic Security and Resilience, and, Corporate, Strategy and Performance.

Other functions and services in the Town Clerk’s Department are reported elsewhere. These are Communications and Corporate Affairs; Office of the Lord Mayor; London Metropolitan Archives and the City of London Police Authority.

Recommendation

Members of the Corporate Services Committee are asked to approve the 2023/24 business plans for Governance, Member and Electoral Services: Office of the Policy Chairman, and, Corporate, Strategy and Performance.

Members of the Policy and Resources Committee are asked to approve the 2023/24 business plan for Strategic Security and Resilience

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side business plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2023/24, the high-level business plans have been further evolved to add more narrative and improve readability. These business plans now incorporate TOM departmental structure changes. As high-level plans, these documents do not capture the granularity of work but give the overall picture of activity, customer feedback, trends where applicable and direction of travel.

Draft final high-level Business Plans for 2023/24

3. This report presents, at Appendix 1, the draft final high-level business plans for 2023/24 for the Town Clerk's Department.
4. These high-level plans include the key areas of work that will be undertaken during 2023/24, all of which are focused on the need to continue to deliver efficient and effective outcomes for all of our customers. They have been developed in consultation with the senior officers, considering the work activity, aspirations and issues of each of the respective functions within the department, such that it can be expected that any member of the department would recognise themselves and/or their role within it.
5. There has been a focus on cross-departmental collaboration.
6. In the Corporate, Strategy and Performance team business plan the priorities outlined include:
 - a) the creation of the next Corporate Plan, which is closely linked with delivery of the Resources and Priorities Refresh Programme, to achieve the organisational culture needed for better alignment of resources to priorities
 - b) using data and reporting transparency to drive performance, collaborating with others to reduce duplication and grow capability, ownership and accountability
 - c) ensuring corporate risks are consistently and correctly identified and managed and informing ongoing improvements in risk management as an enabler to effective decision making.
7. In addition, the Corporate, Strategy and Performance business plan also extends a brief look forward to 2024-25 and 2025-26, through a new timeline and milestones illustration of workstream plans and summary of those under consideration.
8. The business plans are an important part of our strategic planning process and governance framework. Monitoring progress against the plan is a key part of the collaborative process of the Business Planning Forum and scrutiny by the Executive Leadership Board. Measurement of KPIs will enable delivery to be tracked over the coming year. Regular risk updates and deep dives of corporate risks are examined by the Audit & Risk Management Committee.
9. Staff in the department are mainly located in the Guildhall complex, an operational property asset shared by several departments. The Town Clerk's Department utilisation of its share of this asset is considered to be fully utilised, with a greater number of officers than desks and "hot-desking" utilised within sections.

Corporate & Strategic Implications

Strategic priorities and commitments are expressed in Appendix 1. The Town Clerk's Department will be taking part in the evaluation exercise of the 2018-23 Corporate Plan which is currently underway across the City of London Corporation

Security implications

The department is responsible for co-ordinating the City of London Corporation's strategic security provision

Financial and resourcing implications

Individual resourcing or financial implications associated with activities are identified within the relevant appendices

New and existing functions developed under the TOM included some requests which (in advance of a reprioritisation review) are temporarily funded via repurposed transformation or security funds. Funding for FY 2024/5 is expected through adopting an invest to save model and identifying funding through initiatives including the Resource Priority Refresh Programme.

Public sector equality duty

All the services and functions covered in the report are committed to Equality, Diversity and Inclusion.

We will continue working closely with the Director of Equality, Diversity and Inclusion and the Chief People Officer to enable the City of London Corporation to comply with its obligations under the Equality Act 2010 and the Public Sector Equality Duty

Conclusion

This report presents the high-level business plans for 2023/24 for the Town Clerk's Department for Members to consider and approve.

Appendices

- Appendix 1 – Final high-level business plans 2023/24

Sarah Scherer

Head of Business Support

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Governance and Member Services

Our aims and objectives are

- To deliver democratic and executive support services, which meet the needs of elected Members and the electorate
- To promote high, efficient, standards of governance throughout the organisation

What's changed since last year...

- Significant recruitment has been undertaken since the target operating model restructuring proposals for the Governance, Members and Electoral Services were agreed in November 2021 and statutory consultation processes were completed in early 2022
- Following the governance review process, significant activity has been underway to implement the outcomes thereof and update corporate governance documentation
- Activity to embed the Members' remuneration scheme has also been effective, being now well-established with a take up of 106 (NB – this figure may include those former Members no longer on the Court who were eligible to make claims)
- 13 Elections were held in 2022 and annual registration is being undertaken. Registration levels of circa 20,000 electors was reached in 2021 and this is continuing to be built upon

Our major workstreams this year will be...

- Implementing the outcomes of the governance review and post implementation review
- Design, approval and delivery of a comprehensive Member Development Strategy
- Prioritising the implementation of the Elections Act for the City of London Electoral Register, as well as the scheduled Aldermanic and BID elections
- The Committee Team will be undertaking report writing sessions across the organisation to help embed understanding of decision-making processes and improve collaborative working

Our strategic commitments

- Governance review and post implementation review implementation
- The delivery of good governance and electoral services – it remains a high-level priority for the City Corporation, and it has not changed since the last Business Plan was considered
- Electoral Services and COD are performing a high-level software development and data migration to contain all data on one software system. The outcome will provide better data analysis and more responsive reporting to members



Medium Term Plans under consideration

Priority list (Include any known changes you are preparing for, e.g. new legislation, services, projects, automation)	2023/24	2024/25	2025/26	Funded or Unfunded
Comprehensive review of Standing Orders following the post implementation of the Governance Review	23/24			N/A
To consider the introduction of special responsibility allowances for Members	23/24			Funded
Implementation of the merged Electoral Services and City Occupier Database software	23/24			Requires Funding

Key Performance Indicators

#	KPI	Current Performance	Direction of Travel/ Target
1	Update of corporate governance suite of documents following post implementation review	N/A (dependent on outcomes)	To present for final approval as required within three months of final decisions
2	Maintenance of Electoral Registration	Circa 20,000 Electors	Maintain or increase registration levels

Key Risks

	1		

Risk Title	Score
TC TCO 08 – Management of Public meetings (C&MS)	6

Our People

- We are committed to an ongoing plan of regular team meetings, informal catch-ups, 1:1s and peer to peer training
- The Elections Team are developing a succession plan and as the team is new, officers will be attending training courses relevant to their grade and position
- The Committee Team will be undertaking report writing sessions across the organisation to help embed understanding of decision-making processes and improve collaborative working
- In support of the production of the new Member Development Strategy, Member Services officers will also undertake such training as required to deliver the strategy as effectively as possible
- The Committee Team will be attending training courses relevant to their grade and position

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

Governance, Member and Electoral Services support all 12 strategic outcomes of the Corporate Plan

Operational Property Requirements

Staff in the department are mainly located in the Guildhall complex, an operational property asset shared by several departments. The Town Clerk's Department utilisation of its share of this asset is considered to be fully utilised, with a greater number of officers than desks and "hot-desking" utilised within sections.



Office of the Policy Chairman

Our aims and objectives are

- To deliver executive support services, which meet the needs of the Policy Chairman, Deputy Chairman, Vice Chairs and newly selected Policy Leads of the Policy and Resources Committee
- Further align effective civic leadership between the Mayoralty, Shrievalty, and City Leadership team to deliver better promotion of the City and its capabilities in the UK and overseas
- To optimize delivery against the Corporate Plan

What's changed since last year...

- Newly recruited and onboarded team including a new Executive Director & Private Secretary, new Head of Private Office, Assistant Private Secretary, two Executive Assistants, Head of Policy Unit and two Policy Advisors
- Transition to a new Policy Chairman
- Identification and selection of 6 new Policy Leads to support the work of the PR Committee

Our major workstreams this year will be...

- Creating a team with collaboration at the heart of its ethos to support the Policy Chair in line with the TOM; establishing the resources required for the Office of the Policy Chairman to run effectively.
- Develop, assess, and implement working practices for the effective operation of the Office of the Policy Chairman; manage the policy and political support function including human, financial and other resources to ensure that all activities are carried out effectively and efficiently
- Promote the City as the world leader in international, financial and professional services through a programme of international engagement, aligned and complementing the travel schedule of the Lord Mayor
- Advance the Policy Chairman's policy priorities through the establishment of a strong and effective network of working relationships and partnerships across the Corporation, Mansion House and externally across the City of London, Westminster, and the private sector
- Advance Corporate wide priorities through the establishment of a new policy unit and confirm the scope of their remit
- Support the work of the light touch governance review through the PR Committee
- Establishing the remit and function of the Policy Leads, leading to the development of strategies for SMEs, Sport Engagement and furthering the work of our strategies related to Advanced Markets, Emerging Markets, Innovation in Technology and Sustainable utilizing the experience of our elected Members



Operational Property Requirements

Staff in the department are mainly located in the Guildhall complex, an operational property asset shared by several departments. The Town Clerk's Department utilisation of its share of this asset is considered to be fully utilised, with a greater number of officers than desks and "hot-desking" utilised within sections

Corporate Strategy & Performance Team

Driving an integrated, professional and insight-led approach to strategy, planning, risk management and change.

Our aims and objectives are



• *Alignment to how the City Corporation achieves the Corporate Plan outcomes*



• *Fostering collaborative, partnership approaches in delivery and ensuring that dependencies are recognised and communicated.*



• *Using data to provide evidence-led decision making and continually monitor performance to optimise results.*

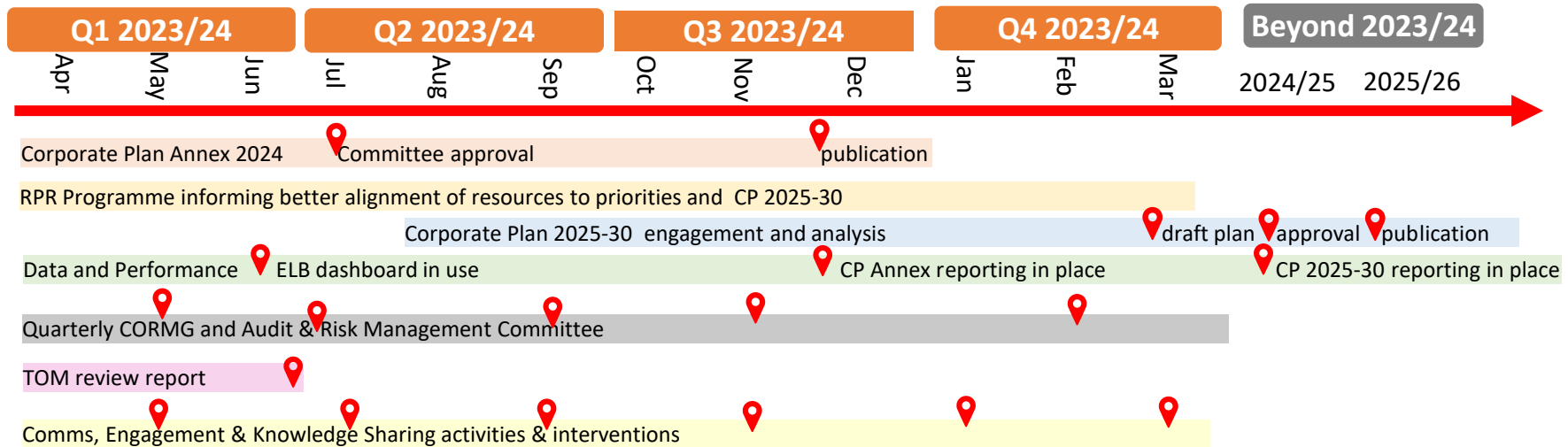
What's changed since last year

- Following the recruitment (1 vacancy pending) and implementation of CSPT's TOM, new Strategy, Risk, Business Intelligence and Business Planning forums were created facilitating collaboration, increasing alignment of outcomes, growing capability and fostering robust processes.
- In April, CSPT took on Corporate Risk, working with CoLC and Members towards the right agile risk management culture/governance.
- In May CSPT delivered the City-wide Residents' Meeting. The CWRM January meeting has been planned.
- CSPT led the Resources and Priority Refresh (RPR) Programme, including securing Member agreement to an annex to the Corporate Plan 2018-23, bridging to a CP2025-30.
- A City Intelligence Dashboard was developed making data available on the CoLC intranet.
- CSPT produced and secured approval of the Annual Governance Statement 2021-22 and outlined areas relevant to governance for CoLC action in 2022-23.
- We facilitated the Executive Leadership Board (ELB)'s consideration of cross-cutting issues, strategy, policy and corporate performance and risk.
- We assumed responsibility of the Target Operating Model (TOM) Programme in March 2022, assisting departments to complete their TOM and producing an Interim Report (Dec 2022 / Jan 2023) in advance of a final report due later in 2023.
- We led work on an Ethical Policy Statement and produced CoLC's Communication of Progress report as a signatory of the UN Global Compact.

Our major workstreams this year will be...

1. Corporate Plan Annex 2024 and commencing work on the Corporate Plan 2025-30 ensuring Institution, Service Area and Functional strategies and priorities align.
2. RPR Programme informing better alignment of resources to priorities.
3. Performance data and promoting transparency in reporting. Collaborating to generate a shared data lake that removes duplication and greater capability in business insight. Improving CoL teams' ownership of and accountability for producing and tracking relevant data that enables better delivery of outcomes. Creating a performance pack to enable Executive Leadership Board oversight, direction and management.
4. Support to and embedding of the right risk management culture within CoLC, ensuring corporate risks are consistently and correctly identified, effectively mitigated and actively monitored with lessons learnt informing ongoing improvements in risk management as an enabler to effective decision making.
5. Target Operating Model implemented as business as usual concluded with an end of TOM review report identifying and enabling continuous improvement.
6. Embedding collaboration and knowledge sharing through the Strategy, Risk, Business Intelligence and Business Planning Forums to build and grow CoLC capability, identify gaps, synergies, dependencies and opportunities for pan-CoLC delivery of outputs and outcomes.
7. In partnership with others, engage and grow understanding of CoLC's Shared Purpose, through our Internal Communications Core Narrative, Senior Leadership Forums Heads of Profession enabled activities, to positively impact CoLC's organization culture.

Our timeline planner



Our strategic commitments include

- Corporate Plan Annex 2024, securing publication by December 2023.
- Priority strategies and commitments
 - e.g. Destination/Tech/Green City, Competitiveness, Climate Action Strategy 2020-2027, EDI, Social Mobility Strategy 2018-2028, draft City Plan 2040 and LM priorities
- Focus and alignment of the Lead member policy areas
 - Innovation & Tech, Emerging Markets, Advanced Markets, SMEs, Residents & Sports Engagement, with the Corporate Plan.

Medium Term Plans under consideration(2024/25 and 2025/26)

Priority list	2024/25	2025/26	Funded or Unfunded
<i>Enhance CoLC annual Business Planning process to support strategic planning and budgeting.</i>	Y		N/A

Key Performance Indicators

#	KPI	Current	Target
1	Participation in CP 2025-30 engagement is in line with diversity data (measure via survey)	New	+/- 5%
2	Increase People Survey score for Q: I understand the aims of the Corporation	69%	+5%
3	City Intelligence Dashboard users	New	100 users

Operational Property Requirements

Staff in the department are mainly located in the Guildhall complex, an operational property asset shared by several departments. The Town Clerk’s Department utilisation of its share of this asset is considered to be fully utilised, with a greater number of officers than desks and “hot-desking” utilised within sections

Our People & Budget

- 12 permanent roles (1 vacant)
- 52% People Survey Engagement Score (CoLC score shown as CSPT < 10 returns)

Our plans to progress EDI

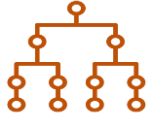
We contribute to wider TC and departmental action on EDI. Our team members sponsor, lead and participate in Staff Networks. At team level, we have focused prioritised action on our:



Wellbeing



Learning & Development



'Whole CoLC' corporate knowledge building

We contribute to all 12 Corporate Plan outcomes, with particular focus on



4. Communities are cohesive and have the facilities they need
5. Businesses are trusted and are socially and environmentally responsible

Our Stakeholders Needs



78% of respondents rated the May 2022 City Wide Residents Meeting as **GOOD** or **EXCELLENT**

Our Impacts



Influencing collaborative working among 197 Strategy, Risk, Business Planning & Business Intelligence Forum participants



Steering development of 20 Team & Department Business Plans, aiding alignment and identification of dependencies

Likelihood	Impact			
	Minor (1)	Serious (2)	Major (3)	Extreme (4)
Likely (4)	1	6	16	12
Possible (3)	3	6	12	12
Unlikely (2)	2	4	6	10
Rare (1)	1	2	2	2

SRO for all Corporate Risks, reshaping oversight of CoLC risk management



26 DAB sessions held ensuring adherence to TOM principles



Facilitating senior officer governance through 17 ELB meetings, away days & touchdowns



Fostering organisational knowledge, contributing to our Internal Comms core narrative

Strategic Security and Resilience

Our aims and objectives are

- To assist and facilitate across the organisation a co-ordinated response of HM Contest Strategy of Protect, Prepare and Prevent strands, relevant to Local Authorities, through the Senior Security Board, considering our people, places, communities and customers. Oversee high risk events and incidents, through competent command structures.
- Local resilience/emergency planning & business continuity planning follows the core principles of legislation under the CCA -Civil Contingencies Act 2004 and echoes the principles that subsidiarity is at the core of local resilience emergency planning arrangements. It must also be mentioned that emergency and resilience planning underpin the Government Contest strategy particularly the 'Prepare' strand

What's changed since last year...

- Senior Security Board has been reviewed and updated, including a new Protect Bridges Board, linked with new corporate risk.
- Implementation and embedded integrated Protect Plans with COLP, COLC, stakeholders and businesses.
- Implementation of actions from debriefs of events, enhance effective command, control and co-ordination.
- Resilience arrangements, business continuity, response, planning and implementation over unprecedented response to the global Covid 19 pandemic . Strategic and operational arrangements were a key feature of the City of London response from health for the local community and ensuring local business continuity planning arrangements were in place across the whole of the Corporations business portfolio
- Post pandemic and recovery to a 'new normal' has presented several challenges across the resilience spectrum. Covid provided proof that the key to success in planning and response to major incidents and events is via relationships and partnership working arrangements
- With this in mind it is worth noting the challenges highlighted and experienced with the tragic events at Grenfell Tower and inquiry , Manchester Arena Inquiry , Civil Contingencies Act review , Lord Toby Harris review into Counter Terrorism preparedness and the local experience of 2 terror related attacks London Bridge 2017 & Fishmongers Hall 2019 which saw the City of London Corporation provide a full response and support to the emergency services & local community initially with rest and survivor reception centres to provide humanitarian assistance to those affected and caught up in the incidents as well as longer term support and supporting the fishmonger's hall inquest at our own Guildhall

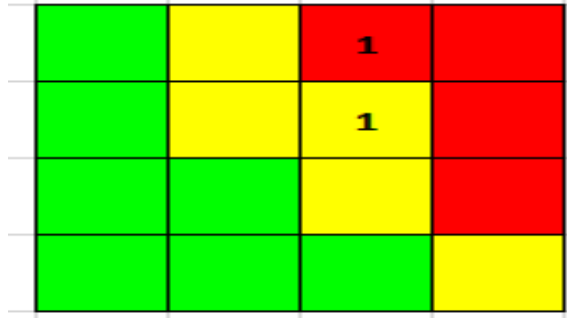


Our major workstreams this year will be...

- Protect, Prepare and Prevent work will continue, working with Government agencies and business and all stakeholders, this will be strategically lead through the Senior Security Board.
- Events and incidents risk assessed with appropriate occupationally competent command structures, with debriefing and learning implemented and audited.
- Maintain engagement around future legislative changes and ensure resilience in place to meet the these.
- The Resilience arena focus will continue to consider local emergency and business continuity planning both Pan London and Nationally across the ever-changing environment of threat , hazard, and risk .
- There is a Pan London Fundamental Review that is currently under consideration and local planning arrangements will also need to consider any recommendations coming from this review.
- Maintain the Corporate Emergency Plan through lessons learnt and post event debrief process ensuring the plan is continually fit for purpose
- Maintain and support the key local emergency response plans to include for example the provision of Humanitarian Assistance , flood planning
- Training and exercise locally and participate in the Pan London Exercise and training process via Exercise Safer City , Exercise Preparer and Exercise Connects
- Through Local Resilience Steering Group ensure Corporation departments are informed of developing changes to business continuity, resilience planning locally, Pan London , Nationally and in some cases Internationally and provides the internal platform for sharing information and situational awareness
- Working with Corporation departments and teams to guide , advise and support emergency and business continuity management arrangements
- Maintain and review the City Risk register pertaining to local threats and hazards
- Through the responsibility of Chairing the Borough Resilience Forum ensure local partners across emergency services , voluntary services and local business are informed of developing changes to business continuity , resilience planning locally , Pan London sharing information and situational awareness , Nationally and in some cases Internationally . Provide a platform for training and exercise opportunities
- Continued development of Corporation Command & Control process to provide suitably trained Senior staff and ensure the City has a capability and resource at the Gold strategic and Silver tactical level of command and can support the response to a spontaneous major incident/planned event in the City and when requested across London
- Ensure the continued development and training of staff volunteers to maintain local capability and resources to support the operational response to a spontaneous major incident or pre planned event in the City and where requested via the Pan London mutual aid process. For example, to provide suitable trained staff to support the provision of rest centres and survivor reception centres



Key Risks

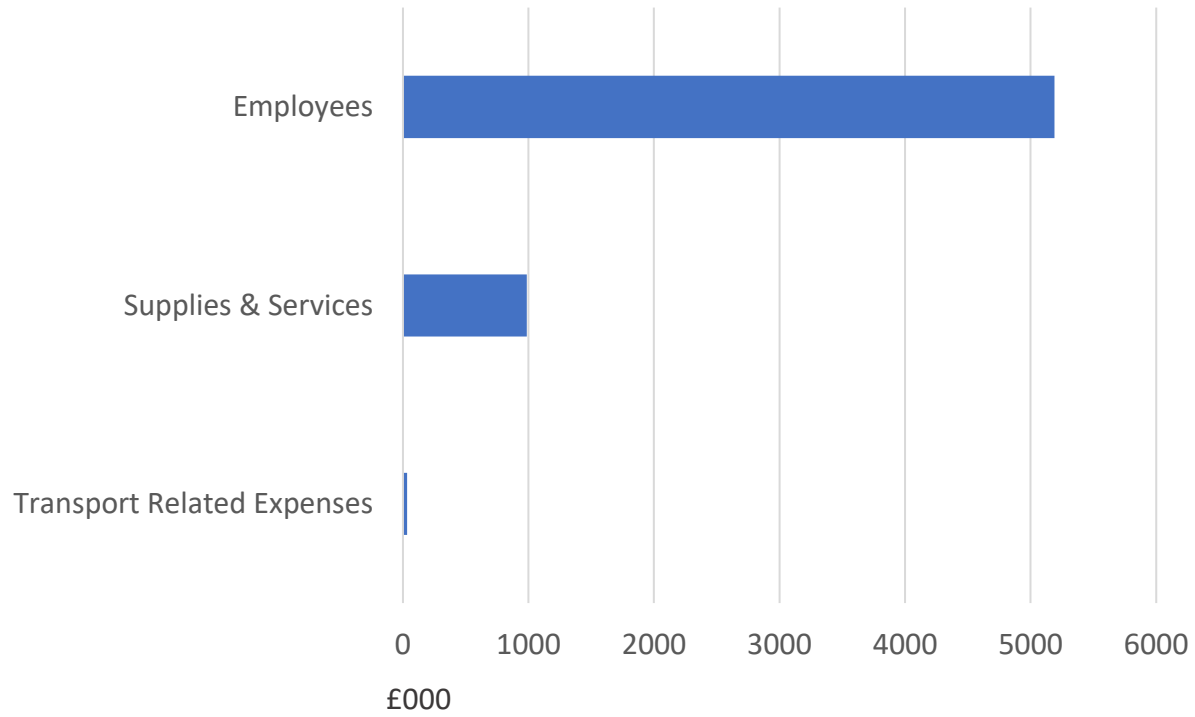


Risk Title	Score
CR01 – Resilience Risk	12
CR36 – Protective Security	16

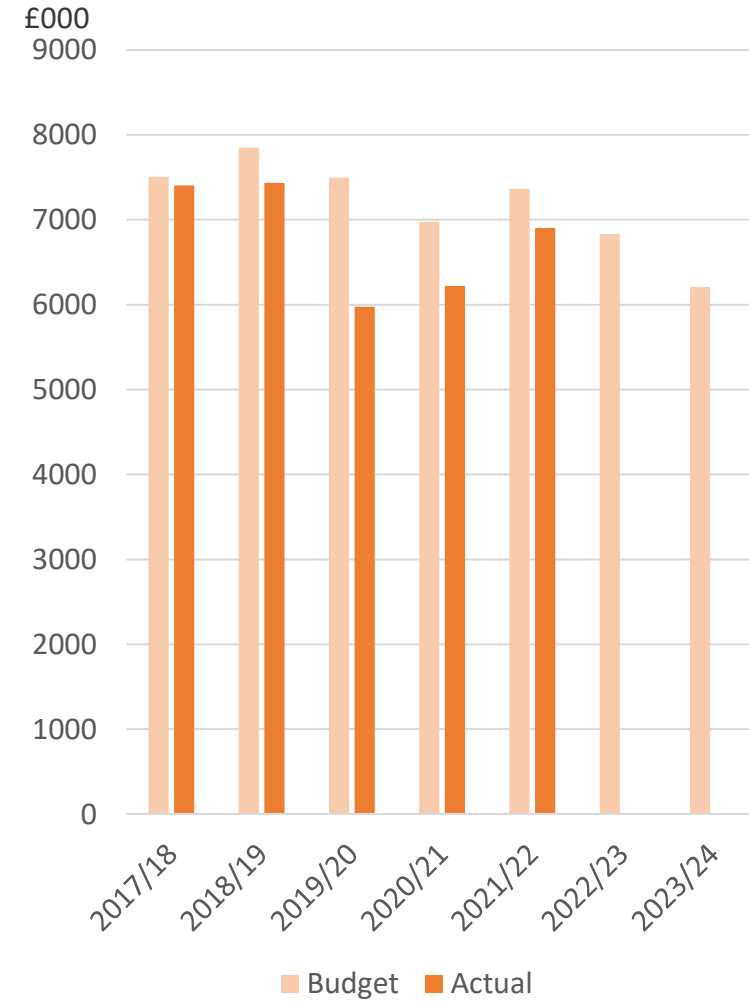
Operational Property Requirements

Staff in the department are mainly located in the Guildhall complex, an operational property asset shared by several departments. The Town Clerk’s Department utilisation of its share of this asset is considered to be fully utilised, with a greater number of officers than desks and “hot-desking” utilised within sections

Budgeted Expenditure Breakdown



Budget vs Actual



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Committee: Policy & Resources	Date: 19 January 2023
Subject: Draft High-Level Business Plan 2023/24 – Communications (Town Clerks)	Public
Report of: Bob Roberts	For Decision
Report author: Sheldon Hind	

Summary

This report presents for approval the high-level Business Plan for the Corporate Communications Team, managed as part of the Town Clerk's Department, for 2023/24.

Recommendation

Members are asked to:

- i. Approve the departmental Business Plan 2023/24.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, two-side Business Plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2023/24, the high-level Business Plan has been further evolved to add more narrative and improve readability. The Business Plan now incorporates TOM departmental structure changes.

Draft final high-level Business Plan for 2023/24

3. This report presents, at Appendix 1, the draft final high-level Business Plan for 2023/24 for the Corporate Communications Team, managed as part of the Town Clerk's Department.

The priorities set out align as expected to the Corporate Plan and ongoing corporate strategy but also adapt to changes in the past year. These include the development of Destination City, the need for greater City-wide engagement and a programme of internal communications to address issues arising from the Staff Survey, high level initiatives around financial consolidation and any requests from the new Town Clerk.

As might be expected, the greater part of the Team's resources are expended in the Corporate Affairs and Media Teams which incur costs such as venue hire, event organisation, advertising support and out of hours work – all of which can have significant reputational risk if not managed and resourced appropriately.

The Media Team provides a weekly report on the financial/advertising equivalent of its media coverage and an analysis of the social media activity that has gained the most traction. Within the Publishing Team, Internal Communications tracks performance (both corporate and local) through staff surveys but also informal feedback through the Staff and Internal Communications networks. Corporate Affairs uses both formal (the Committee reporting system) and informal, ad hoc channels to report on both event feedback and political analysis to help shape internal strategy in this area.

The issue of resident, business and worker engagement has still to be agreed with Members both in terms of direction and scope. A need has been identified to reset relations with residents especially around consultation but also with workers in relation to voter registration, election turnout and City involvement more generally.

4. Staff in the Communications Team are solely located in Guildhall. As part of the Town Clerk's Department, the Team's share of this asset is considered to be fully utilised, with a greater number of officers than desks and "hot-desking" used by the different sections.

Corporate & Strategic Implications

All of the workstreams and Priorities List will align to the Corporate Plan.

Security implications

N/A

Financial implications

As the Draft Plan sets out, funding is in place for the Priorities List with the exception of the campaign to increase stakeholder engagement. This will be the subject of a report to the Communications and Corporate Affairs Sub Committee to consider along with any associated costs.

Public sector equality duty

All the services and functions covered in the report are committed to Equality, Diversity and Inclusion and will continue to enable the organisation to meet its obligations under the Equality Act 2010 and the Public Sector Equality Duty.

Resourcing implications

Depending on any decision relating to stakeholder engagement there may be resources issues in this area. There may also be a push for greater internal communications given the new Town Clerk and Chief Executive, high level initiatives needing cascading and staff survey work and this could have an effect on resources.

Conclusion

This report presents the high-level Business Plan for 2023/24 for the Corporate Communications Team for Members to consider and approve.

Appendices

- Appendix 1 – Final high-level Business Plan 2023/24

Sheldon Hind

Head of Publishing

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Communications

We aim to oversee and coordinate all print, broadcast, and digital communication and messaging of the City Corporation so they all support the Corporate Plan.

Our aims and objectives are...

Delivering positive media coverage to enhance the City Corporation's reputation; Publishing a wide range of print and digital material to inform audiences about our services; Delivering effective and coordinated political engagement; Delivering an effective community engagement programme; Acting as a point of contact for filming in the City

What's changed since last year...

Media: Focus of messaging is now on reinforcing the Square Mile's reputation as a world leading destination and encouraging the return of workers and visitors in greater numbers.

Internal communications: Demand has increased due to TOM implications, new appointments to new senior management positions, revised working practices and staff survey results.

Corporate Affairs: With the political environment having undergone significant change and a new approach to economic policy, the team will be focused on driving forward strategic engagement. A new Head of Corporate Affairs has also joined the team.

Filming: System is now in place to enable our assets to market themselves as filming locations through a location library, providing an opportunity to increase filming revenue.

Community Engagement: With all-out elections now not due until 2025, the focus now moves to long-term capacity-building in the way we engage with our diverse worker and resident communities..

Our timeline planner

– there are no specific timelines as these will be carried out across the whole year and beyond

Our major workstreams this year will be...

This list is not prioritised as it is team specific – Media, Corporate Affairs, Publishing and Film.

1. Continuing to promote positive media coverage and digital content
2. Maintaining, enhancing and developing effective political relationships
3. Promoting filming in the City and on our assets
4. Using communications to support work ensuring the City remains a world leading destination (in line with Destination City)
5. Supporting political engagement on policy priorities including the competitiveness strategy, levelling up, global trading relationships, sustainable finance and financial and professional services policy
6. Ensure staff are kept informed and engaged on changes to senior management, Operating Model work, Corporate Strategy revisions and finance and resourcing implications
7. Better engaging workers and residents across the City with our organisation and activities

Q1 2023/24

Q2 2023/24

Q3 2023/24

Q4 2023/24

Our strategic commitments

The communications team supports all 12 strategic outcomes of the Corporate Plan.

This year there will also be continued emphasis on **competitiveness, climate action, the major projects and revised priorities.**

Medium Term Plans under consideration(2024/25 and 2025/26)

Priority list (Include any known changes you are preparing for, e.g. new legislation, services, projects, automation)	2024/25	2025/26	Funded or Unfunded
To take forward the priorities of the new Policy Chairman	✓	✓	Funded
To support all strands of the Destination City initiative	✓	✓	Funded
To increase internal communications about the changes in management and structure of the organisation, new priorities and revisions to the Corporate Plan	✓	✓	Funded
To set up a permanent campaign to increase community engagement	✓	✓	Unfunded
To liaise with Destination City team on ways to promote the City (on film) and research to exploit cinematic profile for visitors and encourage footfall	✓	✓	Funded
To create a political engagement plan to complement the City Corporation's strategic objectives and priorities	✓	✓	Funded

Key Performance Indicators

#	KPI
1	<p>Media (coverage measured by advertising value equivalent) Current performance: Good Direction of Travel Target: Maintain volume at advertising value equivalent of above £10m and ensure qualitative analysis is net positive.</p>
2	<p>Internal communications Current performance: positive feedback in previous staff surveys. Direction of travel/target: Improve on results from 2019 Pulse Survey (41% positive, 45% neutral)</p>
3	<p>External engagement Current performance: positive engagement level. For example, we have stable relations with 10-15 think tanks and 90-100 guests attended party conference dinners. Direction of travel/target: Maintain relations with 15-20 think tanks and increase attendance at party conference dinners.</p>
4	<p>Filming Income Current Performance: Filming income at greatest level since team was formed Direction of Travel/Target: Achieve a 15% increase to £800k per annum.</p>
5	<p>Community engagement Current performance: Continued strong voter registration figures, bearing in mind all-out elections will not be held next year. Direction of Travel/Target: Increase the number of contactable workers and residents to engage in our activities and to increase familiarity and favourability with the organisation</p>

Our People

Staff are engaged through a combination of Heads of Communications meetings followed by information cascade, individual work stream meetings, team-wide catch-ups, and 1:1s

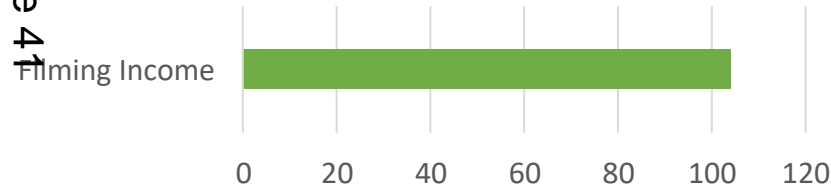
New Manager Apprenticeship Diploma opportunities are being discussed within teams

The Internal Communications Team regularly supports the work of the Staff Networks with a variety of messages across different platforms and one of the team is a co-chair

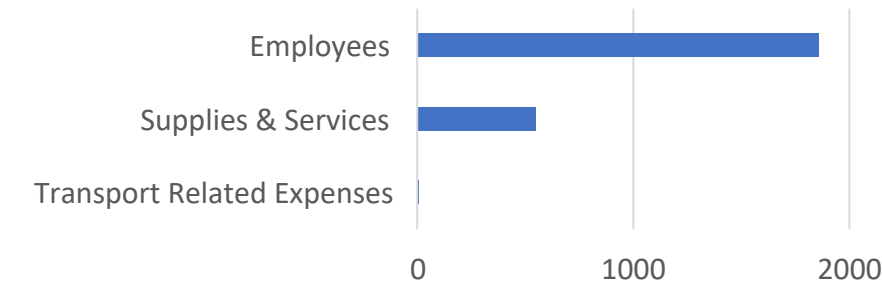
The Corporate Plan outcomes we have a direct impact on are...

The Communications Team supports all 12 strategic outcomes of the Corporate Plan.

Expected income from External Sources



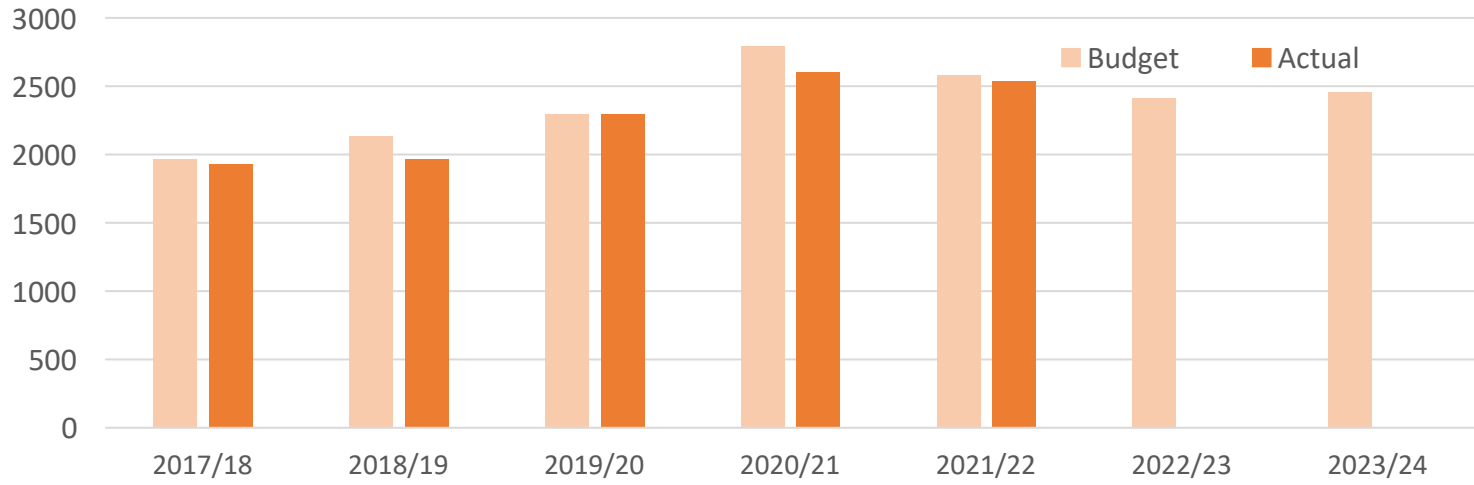
Budgeted Expenditure Breakdown



Key Risks

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

Budget vs Actual



Agenda Item 6

Committee(s): <ul style="list-style-type: none"> • Policy & Resources Committee – For decision • Culture, Heritage and Libraries – For Information 	Dated: <ul style="list-style-type: none"> • 19th January 2023 • 23rd January 2023
Subject: Draft High-Level Business Plan 2023/24 – Innovation & Growth	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly? <p>Businesses are trusted and socially and environmentally Responsible.</p> <p>We have the world’s best legal and regulatory framework and access to global markets.</p> <p>We are a global hub for innovation in financial and professional services, commerce and culture.</p> <p>We have access to the skills and talent we need.</p> <p>We inspire enterprise, excellence, creativity and collaboration.</p> <p>We have clean air, land and water and a thriving and sustainable natural environment</p>	<p>Corporate Plan Outcome 5</p> <p>Corporate Plan Outcome 6</p> <p>Corporate Plan Outcome 7</p> <p>Corporate Plan Outcome 9</p> <p>Corporate Plan Outcome 10</p> <p>Corporate Plan Outcome 11</p>
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, Innovation & Growth	For Decision
Report author: Omkar Chana, Innovation & Growth	

Summary

This report presents for approval the high-level Business Plan for the Innovation & Growth (IG) Department for 2023/24.

Recommendation

Members are asked to:

- i. Note the factors taken into consideration in compiling the Innovation & Growth Business Plan; and
- ii. Approve, subject to the incorporation of any changes sought by this Committee, the departmental 2023/24 Innovation & Growth Business Plan.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side Business Plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2023/24, the high-level Business Plan has evolved to add more narrative and improve readability. The Business Plan now incorporates TOM departmental structure changes (in 22/23 TOM impacted the Destination City team; FPS implemented TOM in 21/22). As a high-level plan, this document does not capture the granularity of departmental work but gives the overall picture of departmental activity, direction of travel, KPIs & trends where applicable.

High-level 2023/24 Innovation & Growth Business Plan

3. This report presents the draft final high-level Business Plan for 2023/24 for the Innovation & Growth (IG) Department (**Appendix 1**).
 - Financial and Professional Services (FPS) priorities in the 2023/24 IG Business Plan are derived from the City of London Corporation's Competitiveness Strategy 2021-2025. The strategy defines four quadrants of competitiveness and several overarching strategic priorities within each. Cascading from this, the 2023/24 IG Business Plan focusses on the key elements to deliver over the next year. Indicators of the strengths of the UK's FPS sector is reported via the City of London's annual Benchmarking publication, annual State of the Sector report and the public Competitiveness Dashboard.¹
 - Climate Action priorities in the 2023/24 IG Business Plan are derived from the City of London Corporation's Climate Action Strategy (CAS) 2021-2027. It explains the importance of climate action to the achievement of the economic, societal and environmental outcomes described in our Corporate Plan, 2018-2023. It describes why we need to act now and our rigorous approach for the first six years. Our CAS performance is reported publicly via our Climate Action Strategy Dashboard.²
 - Destination City priorities in the 2023/24 IG Business Plan are derived from the recommendations of the Independent Review and subsequent Implementation Plan. The strategic priorities will set the foundations in which to grow the City's brand equity and enhance the overall experience. Successful delivery will establish the City's leisure credentials and enhance its attractiveness as a global Destination of choice to customers, partners, and investors.
4. The assets allocated for the delivery of services are broadly utilised. The 2023/24 IG Business Plan (Appendix 1) details the Operational Property requirements on page 4 of the plan.

Corporate & Strategic Implications

5. Strategic priorities and commitments are expressed in **Appendix 1**.

Security implications

¹ [Competitiveness Benchmarking Dashboard](https://www.theglobalcity.uk/resources/competitiveness-benchmarking-dashboard)

<https://www.theglobalcity.uk/resources/competitiveness-benchmarking-dashboard>

² [CAS Dashboard](#)

6. N/A

Financial implications

7. The high-level 2023/24 IG Business Plan at **Appendix 1** is based on having implemented the Target Operating Model in both our Financial and Professional Services and Destination City teams.

Public sector equality duty

8. Equalities self-assessment scores are included within the high-level 2023/24 IG Business Plan at **Appendix 1**. This can be found on page 3 of the plan, and it does not represent significant changes in service provision by Innovation & Growth.

Resourcing implications

9. Any changes to resources have been identified and delivered through the move to implementing the Target Operating Model.

Conclusion

This report presents the 2023/24 IG Business Plan for the Innovation & Growth Department for Members to consider and approve.

Appendices

- Appendix 1 – 2023/24 IG Business Plan

Damian Nussbaum

Executive Director of Innovation & Growth

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Innovation & Growth

Innovation and Growth (IG) works to **strengthen the UK's financial and professional services (FPS) competitiveness** to create jobs and growth right across the UK. Additionally, in the Square Mile, we're focussed on **increasing footfall and bringing visitor spend** back to pre-pandemic levels. Our Climate Action vision is to deliver the **Corporation's transition to net zero and climate resilience**.

Our aims and objectives are...

Our aim is to reinforce the UK's position as the world's leading global hub for **financial and professional services (FPS)**. We do this with colleagues across the Corporation by cultivating strong relationships with key stakeholders to deliver strategic outcomes.

On **Destination**, we aim to power the Square Mile's recovery; creating a seven-day-a-week leisure destination for UK and international visitors, workers, and residents to enjoy.

On **Climate Action**, by 2040 we aim to become net zero carbon emissions across our full value chain; support the achievement of net zero for the Square Mile; and increase environmental resilience in the Square Mile.

Our major workstreams this year will be...

FINANCIAL AND PROFESSIONAL SERVICES

- **OPEN & GLOBAL.** Open economies are trusted, secure and will gain competitive advantage. We want to be.
 - Global with unparalleled global reach to talent, capital and export capacity.
 - Open with strengthened UK policy and regulation that supports a friction-free trade experience.
- **INNOVATIVE IN FPS TECHNOLOGY.** UK FPS needs to futureproof its offer for tomorrow's global customer base.
 - Keep the UK's FPS at the forefront of tech adoption and innovation.
 - Ensure that UK FPS – and our financial system – is recognised as Globally Leading in Tech.
 - Access the right combination of skills, innovation, infrastructure, and investment.
- **SUSTAINABLE.** The global market needs better transparency, comparability, and credibility in the sustainable finance agenda.
 - Be the partner of choice for capital and expertise on green and social impact finance.
 - Position the UK as a one-stop shop; the go-to partner for countries and companies.
 - Look for capital and expertise, to help countries, cities and companies meet sustainability goals.

What's changed since last year...

- **Competitiveness Strategy** continues to drive the work across the Corporation to strengthen and promote the UK's FPS sector.
 - **Net Zero Delivery Summit:** inaugural summit inter alia featured John Kerry and Mark Carney, and established NZDS brand as the key milestone for global FPS leaders in between COPs. Collaboration with COP27 Presidency confirmed for 2023.
 - **Impact Investing Summit:** elevated the importance of the 'S' in Environmental, Social, Governance (ESG) and saw launch of just transition financing challenge.
 - New annual **UK/US dialogue established** as part of landmark tech partnership. Significant progress towards a data adequacy agreement.
 - Cross-party **support for competitiveness objective for UK regulators** as set out in Financial Services and Markets Bill.
 - Drove the multi-year campaign to increase the **UK's Assets under Management from £11trn to £20trn** by 2025.
 - Established **Centre for Finance, Innovation and Technology (CFIT)** and confirmed the appointment of a Chair and CEO.
 - Asked by FCA to develop a voluntary code of conduct for **ESG ratings** and rating provider.
 - 1st **State of the Sector** report was published in July in partnership with HMT, providing a robust evidence-based assessment of the competitiveness of UK financial services.
 - 3rd **Benchmarking review**, assessing the UK's competitiveness alongside global comparators
 - Delivered the Golden Key launch event for **Destination City**, attracting over 30,000 attendees. Appointed the Destination City team, following a challenging TOM transition. Delivered the Implementation Plan, setting out improvements in the City's attractiveness and performance.
 - **Climate Action:** reduced Scopes 1 and 2 emissions from buildings and other activities we have the greatest control over by 31% of 36.5kt CO₂e (target of 33%).
- In 2022/23, the UK's economic cycle shifted and IG recognises the need to support a resilient recovery.*

DESTINATION CITY

- **WELCOME, WAYFINDING & WOW FACTOR.** *Delivering a transformation underpinned by sustainable, inclusive & innovative ideas & commercial partnerships.*
 - **Launch** a consumer facing brand identity and website for the City. Develop a Destination marketing and media programme.
 - **Elevate the Welcome** through district animation and exceptional customer service. Champion the City's accessibility through new travel and tourism partnerships.
 - **Improve Wayfinding** by developing digital navigation and testing artistic signage and sound scape.
 - **Enliven the Wow Factor** through seasonal events / activations and enhancing the leisure, retail and hospitality offer.

CLIMATE ACTION

- **TRANSITION TO NET ZERO AND RESILIENCE.** The Corporation has adopted a radical Climate Action Strategy which breaks new ground and sets out how the organisation will deliver over the next two decades.
 - Support the achievement of net zero emissions
 - Build climate resilience.
 - Champion sustainable growth.

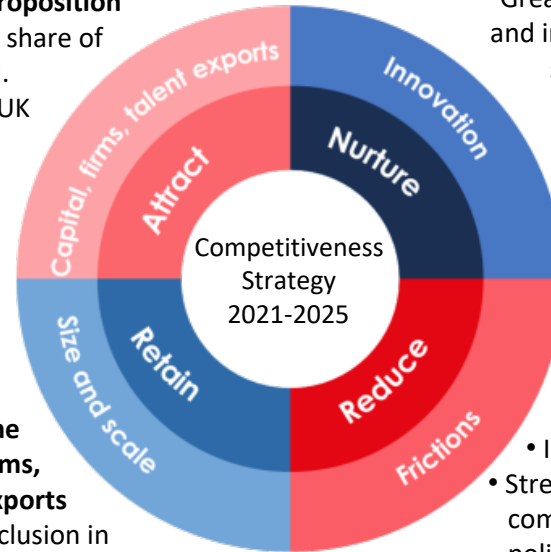
Our strategic commitments

Strategy 1. Attract and Retain Firms' Talent Capital and Export Proposition

- Increase UK share of global AUM.
- Drive cross UK growth for Tech

Strategy 2. Nurturing an Innovative Ecosystem

- Greater availability of green and impact finance, and services from the UK.
- Integrate tech across UK FPS.
- Support tech to scale.



Strategy 3. Retain volume of capital, firms, talent and exports

- Increase inclusion in FPS.

Strategy 4. Retain a World-Class Business Environment

- Increase access to talent.
- Strengthen international competitiveness of UK FPS policy and regulation.
- Protect and increase access to key jurisdictions with a particular focus on digital trade.

Strategy 5. Destination City

- Develop a brand identity and website that champions our leisure credentials and encourages visitation.
- Develop a new insights programme to provide robust data and better measurement, to inform strategic planning and performance evaluation.
- Develop a wayfinding app to improve navigation and increase dwell time.
- Enhance the visitor experience and offering to attract new audiences and drive sustained economic growth.
- Develop a commercial strategy to attract future sponsorship that enhances our reputation and delivery.

Strategy 6. Climate Action

- Improve energy efficiency by retrofitting our buildings and maximising the use of renewable energy.
- Embed circular economy principles into our building projects and reducing the carbon intensity of materials and design approaches.
- Enhance carbon removal in our green spaces.
- Protect natural resources and integrate climate considerations into all our decisions.
- Derived from the Corporation's Climate Action Strategy 2020-2007

IG is committed to working with the five teams across the Corporation, working together on Competitiveness to implement Fraser recommendations.

Key Performance Indicators

#	KPI (and link to strategic commitments)	Current Performance (2022/23)	Direction of Travel /Target
1	All. Annual Benchmarking Score Composite (Drawn from 95 indicators)	1 in rank. TBC/100 in 2023; 61st/100 in 2022 Benchmarking Dashboard	Retain No 1 Position
2	1,2. Mobilisation of green and impact finance from the UK (Refinitiv, IA, Climate Bonds Initiative)	Sustainable Loans: £50.5bn GBP; 105% growth from previous. Size of Responsible Funds: £86bn in Q3 2022; 61% growth in 2021. UK issued £26bn in Green bonds in 2021 and £2.6bn in H1 2022.	Sustainable finance market share increasing faster than other financial centres. UK continues as a global leader in Green financing.
3	1,2.Global share of AUM (Willis Towers Watson, 2021)	UK asset management industry AUM was £10tn in 2021, 6% increase year-on-year. UK remains largest asset management centre outside of US.	Maintain position as 2nd largest asset management centre in the world.
4	1,2. Drive Investment Levels in Tech, with focus on FinTech, at all stages (Pitchbook)	FinTech: Average annual investment of \$29bn (+\$2bn year-on-year) in past five years, second only to NYC (\$69bn and +\$2bn year-on-year).	Investment grows faster than other IFCs.
5	4. Access to International Talent (Institute for Management Development: yearly)	Overall rank of 21/64 for competitiveness for overseas talent (+2 from 2020-21) and 16/64 for 'Appeal' (+4 from 2020-21) 5/7 position of other IFCs	UK increases rank amongst competitor IFCs
6	4. Global recognition of FPS Regulatory Regime (Duff & Phelps)	1 in rank. 31% of respondents say UK is world's favoured regulatory regime	Retain No 1 Position
7	5. Number of visits & visitor spend (Economic Impact of Tourism 2018. and Independent Review 2020.)	7.8m in 2021 (-68% on 2019) £0.7bn spend in 2021 (- 64% on 2019)	Increase visitor numbers from 21m in 2019 to 22m in 2025; and visitor spend from £2.1bn to £2.25bn over the same period.
8	6. Reduction in kilo tonne of carbon dioxide equivalent.	Net emissions of 20.2, 9.1, 9.1 ktCO ₂ e in 18/19, 20/21, 21/22. CAS Dashboard	Decreasing emissions over 3 years. Target net-zero

Our People

2022 Staff Engagement score

- FPS 54% (+2 vs COL)
- DC 33% (-18 vs COL, survey coincided with TOM)

Plans to increase staff engagement

Career and L&D

- Signposting L&D and career support offers.
- Increased training budget.
- Developing IG's L&D offer.

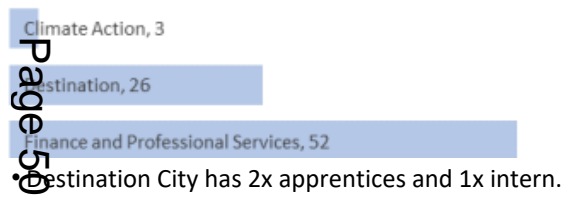
Change management

- Improving IG's change management through better comms and improved PM.

Working with enabling services

- Working with enabling services (e.g. on recruitment and procurement) to agree on interim solutions to key operational challenges.

IG FTEs (excl. hosted partners)



ED&I assessment score (2021/22)

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

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

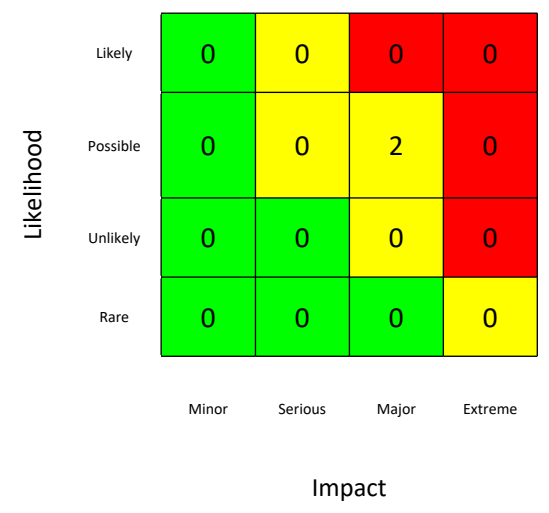
The Corporate Plan outcomes we have a direct impact on are...

- 5 - Businesses are trusted and socially and environmentally responsible.
- 6 - We have the world's best legal and regulatory framework and access to global markets.
- 7 - We are a global hub for innovation in financial and professional services, commerce and culture.
- 8 - We have access to the skills and talent we need.
- 9 - We are digitally and physically well-connected and responsive.
- 10 - We inspire enterprise, excellence, creativity and collaboration.
- 11 - We have clean air, land and water and a thriving and sustainable natural environment.

Some of our delivery partners



Key Corporate Risks



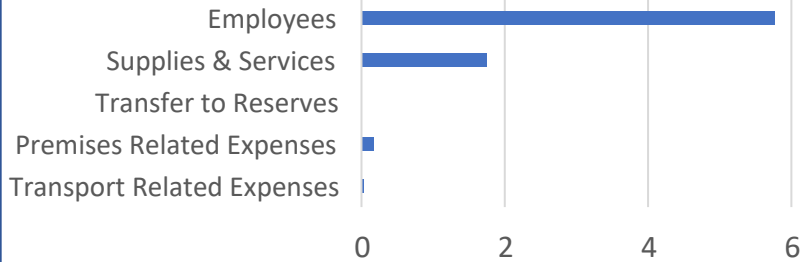
Risk Title	Score
CR02 - Loss of Business Support for the City.	12
CR30 - Insufficient resources and prioritisation allocated to Climate Action.	12
IG-DC-01 - Major Incident at a programme (e.g. terrorist, vandalism, economic incident).	12

Financial and Professional Services

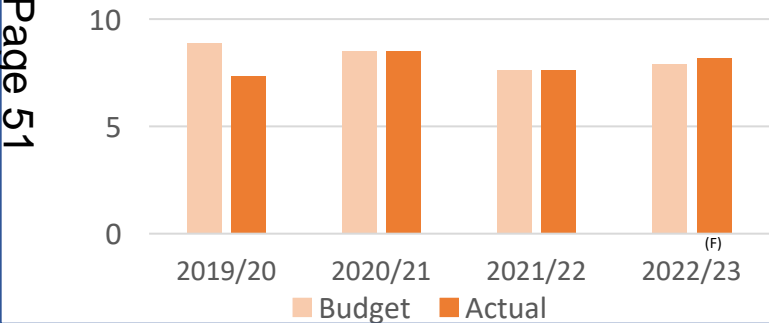
Where our money comes from (£m)



Where our money is spent (£m)

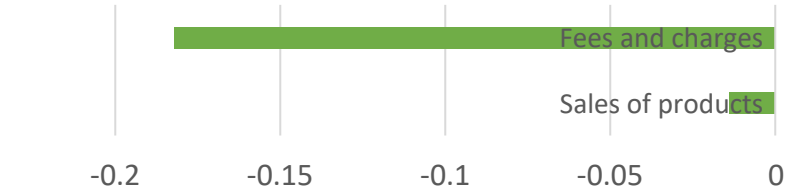


Budget vs Actual (£m)

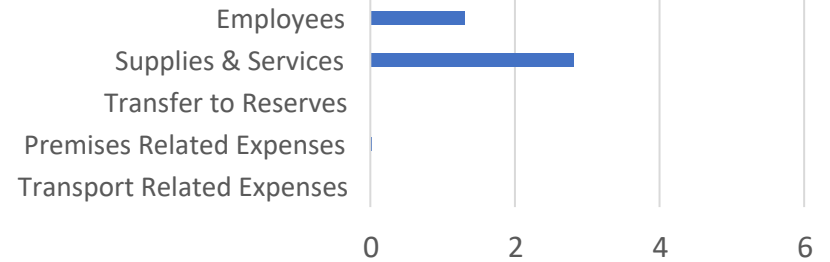


Destination City

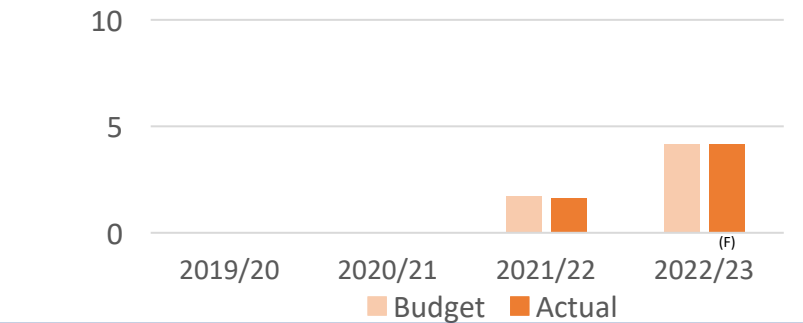
Where our money comes from (£m)



Where our money is spent (£m)



Budget vs Actual (£m)



Climate Action budget

Climate Action budgets are ringfenced and held centrally. The total budget for the Climate Action Programme is £68m over the period of 2021-27 FY.

To date Climate Action has spent £3.97m on initiatives to decrease carbon emissions and increase carbon removals.

Operational Property requirements

IG has the following operational property assets

- 54 desks on West Wing 1
- 8 desks in the mezzanine and meeting rooms

The mezzanine space has been requested for use by Members, and IG will move once alternative space is available. IG pre-vacated 4 rooms in the mezzanine, which has added to current pressures as we await alternative space.

IG has a 4:10 ratio of desk:staff. This is below the pinch point, and much less than most other departments. If all IG staff (including hosted partners) had to use the 1st floor west wing, the net internal area would be to 3.7sqm per person – which is very low. Average range around departments is 7 to 10sqm. IG is having to ask staff to work from home who'd like to come in to work, which is not sustainable. Much of our work requires collaboration within and across teams and a solution that enables this is required.

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Committee(s)	Dated:
Policy & Resources Committee – For Decision	16 January 2023
Subject: Draft Remembrancer’s Business Plan – 2023/24	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	6, 7, 10, 11
Does this proposal require extra revenue and/or capital spending? N/A	N
If so, how much? N/A	N/A
What is the source of Funding? N/A	N/A
Has this Funding Source been agreed with the Chamberlain’s Department? N/A	N/A
Report of: Remembrancer’s Office	For Decision
Report author: Ruth Pinner Remembrancer’s Office	

Summary

This report presents for approval the high-level Business Plan for the Remembrancer’s Office for 2023/24.

Recommendation

Members are asked to:

- i. Note the factors taken into consideration in compiling the Remembrancer’s Office Business Plan; and
- ii. Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan 2023/24.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side Business Plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2023/24, the high-level Business Plan has been further evolved to add more narrative and improve readability. The Business Plan now incorporates TOM departmental structure changes. As a high-level plan, this document does not capture the granularity of departmental work but gives the overall picture of departmental activity, customer feedback, trends where applicable and direction of travel.

Draft high-level Business Plan for 2023/24

3. This report presents, at Appendix 1, the draft high-level Business Plan for 2023/24 for the Remembrancer's Department.
 - The Business Plan is based on a budget reduction of 12%.
 - The majority of expenditure is on salaries and hospitality, and the remainder of the budgets are minimal with no offering for further savings.
 - There is a need to retain and attract trained and established events staff to develop commercial events, as the objective is to get the level of income generated by such events back to and exceed pre-Covid levels.
 - Operational efficiencies through the identification of synergies with other departments in ways of working are being sought. The Remembrancer's Office already works closely with, for example, IG, Mansion House, and Communications, on events and stakeholder engagement.
 - The introduction of the Centre of Profession for events management within the Remembrancer's Office will bring further opportunities for closer working with consequent opportunities for efficiencies.
 - There is a concern if there is a requirement to deliver additional City events, such as increased State Banquets, hospitality, and potential Coronation events, that additional funding will be required.
4. The Remembrancer's Office is based on the first floor of the West Wing, Guildhall, with the exception of the Attendants who are based on the second floor. Through the COVID-19 remote working period, the space allocated was sufficient to meet the 3-days in the office required.
5. The Remembrancer's Office has reviewed the space allocated, and in relation to the assets allocated for the delivery of services, these are currently 90-100% utilised, with additional desks added at the end of 2022.
6. As business for the Remembrancer's Office returns to pre-covid levels and the TOM changes take place, the current office and desk provision struggles to accommodate the frequent full attendance of the staff teams.
7. With the Workplace Posture implementation and the filling of vacancies, both due in early 2023, there is a need for additional space, personal storage and desks; this factor is something the Remembrancer's Office is keen to pursue both temporarily and permanently, in line with the Guildhall refurbishment project.

Corporate & Strategic Implications

The Remembrancer's Office works to maintain the constitutional integrity of the City of London and in so doing, supports all of the outcomes in the City's Corporate Plan either through its parliamentary and diplomatic activity or through its City events programme. Strategic priorities and commitments are expressed in **Appendix 1**.

Security implications

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

Financial implications

The draft high-level summary Business Plan at **Appendix 1** has been drawn up on the basis of a 12% reduction in the departmental budget compared to 2020/21. This is to support the achievement of the TOM savings.

Public sector equality duty

There are currently no equalities or diversity implications identified as a result of the business plans and budgets.

Resourcing implications

There are currently no resource implications deriving from the Business Plan. However, we are experiencing industrywide pressure on the recruitment of experienced professionals following the revival of the hospitality sector post pandemic.

Conclusion

This report presents the high-level Business Plan for 2023/24 for the Remembrancer's Office for Members to consider and approve.

Appendices

- Appendix 1 – Draft high-level Business Plan 2023/24

Ruth Pinner

Business Services Manager – Remembrancer's Office

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Remembrancer's Office

The City Remembrancer is one of the City's Law Officers, its Chief of Protocol and a Parliamentary Agent. The Office is also responsible for organising events and hospitality on behalf of the City Corporation.

Our aims and objectives are...

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

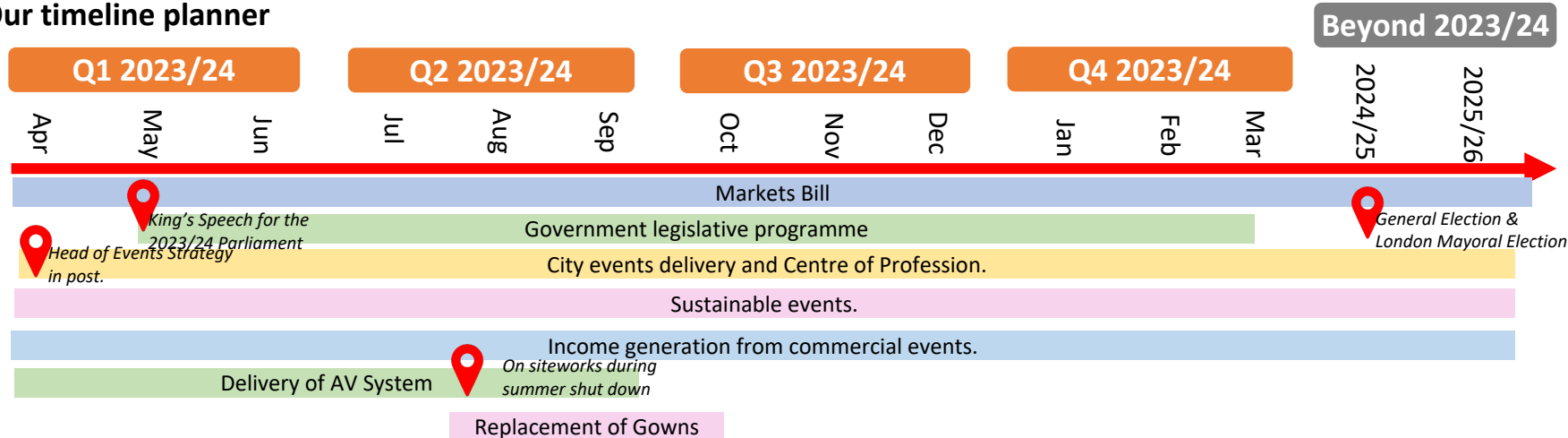
What's changed since last year...

- The Office led on the delivery of ceremonial arrangements for the proclamation of the accession of HM The King on the steps of the Royal Exchange as part of Operation London Bridge.
- The accession of The King.
- The TOM process has been completed and changes implemented within the department.
- The lifting of covid restrictions has allowed the City events programme to resume. Income from the private hire of Guildhall has returned quicker than had been anticipated.
- The Office has developed resilience in staffing with the recruitment of a Senior Parliamentary and Constitutional Affairs Counsel to assist in taking forward the City's private legislation, and a Head of Events Strategy to lead on the Centre of Profession.
- A new Business Services Manager has also been appointed.

Our major workstreams this year will be...

- Priority 1 – Respond to new government legislation providing briefings and, where necessary, amendments in respect of City interests.
- Priority 2 – Secure the passage through Parliament of the City of London (Markets) Bill.
- Priority 3 – To deliver the City's programme of events for 2023/24 and implement the Centre of Profession for events.
- Priority 4 – To develop further the City of London's engagement with the London Diplomatic Corps
- Priority 5 – To maintain the Green Meetings Standards Award for Guildhall, and improve score.
- Priority 6 – To restore income generated from the commercial hire of event spaces at Guildhall to pre-pandemic levels.
- Priority 7 – To deliver new integrated AV system within event spaces.
- Priority 8 – To progress the cyclical replacement of Members' ceremonial dress.

Our timeline planner



Our strategic commitments

Competitiveness

- The Office will ensure that the City's voice is heard in Parliament through briefings for debates, Select Committee submissions, liaison with APPGs, roundtables with party groupings and engagement with individual MPs.
- The Office will use the City events programme to promote competitiveness and by ensuring City events maximise opportunities for business engagement.
- The sources for and composition of guest lists for City events will be reviewed to attract starter and medium-sized businesses and emerging sectors.
- The Office will develop and maintain relations with key stakeholders, the London Diplomatic Corps and other influential bodies.

Cultural

- The City events programme will be utilised to highlight the City's cultural offer and draw attention to City Corporation initiatives.
- The Office will seek to engage with London's diverse communities through the events programme.
- The Remembrancer is sponsor of the Multi-Faith network and opportunities to expand on the City's interfaith work will be explored through events.

Air Quality and Climate Action

- The Office will continue to work with Parliamentarians to develop measures to improve air quality in London.
- The Office will work to maintain and improve Green Meetings Standards Award for Guildhall.

Cross-cutting

- The Office's work in Parliament will seek to further the aims of a number of the City Corporation's strategies by using briefings to MPs and submissions to Select Committees to raise awareness of initiatives and, where necessary, amendments in respect of City interests.

Key Performance Indicators

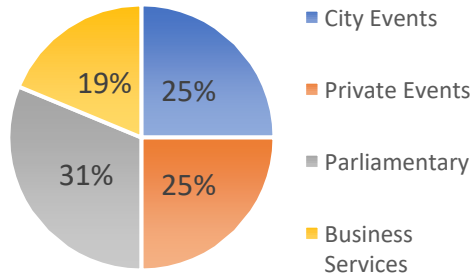
#	KPI	Current Performance	Direction of Travel/ Target
1	Number of submissions to Select Committee	15 (in the first 6 months of the year)	Increase
2	Number of MPs and Peers briefed	199	Increase
3	% clients likely or very likely to hold another event at Guildhall	96%	Maintain
4	Balance of repeat/new clients hiring venue space at Guildhall	60/40	Maintain
5	Invoices paid with 10 days (SME's)	87%	Increase
6	Invoices paid within 30 days	94%	Maintain
7	Income from commercial hire of Guildhall	£1.9m	Increase
8	Green Meetings Standards Award	Silver	Increase

Medium Term Plans under consideration(2024/25 and 2025/26)

Priority list	2024/25	2025/26
<i>General Election and London Mayoral Elections</i>	X	
<i>Implementation and review of Joint Operating Plan.</i>	X	
<i>Planning for the refurbishment of the Guildhall complex</i>		X
<i>Develop enhanced digital experience for events</i>		X

Our People

- 2022 Staff Engagement score: 69 %
- Current Staff 33
- 2 Apprentices
- Vacancies 3



Market pressure on recruitment in Events teams.

Our plans to progress EDI

Complete the EDI assessment score table below

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

*the nature of the work of the Office is that EQIAs are not routinely carried out

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

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

Our Stakeholders and Customers

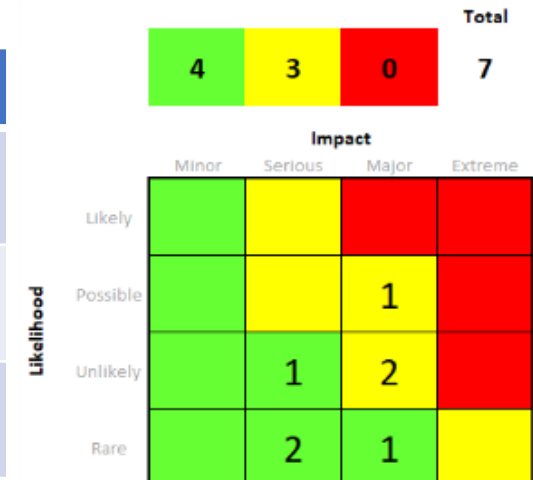
- 84% of clients are Very Likely to return for future events
- 92% of clients were Very Satisfied with their Event Coordinator



- "One of the best events of its kind I've ever attended. Magnificent."
- "The team that organised the event have done very well, for me it was seamless! "
- "Extremely grateful for the invitation and for the event. I hope to attend future similar ones."

Key Risks

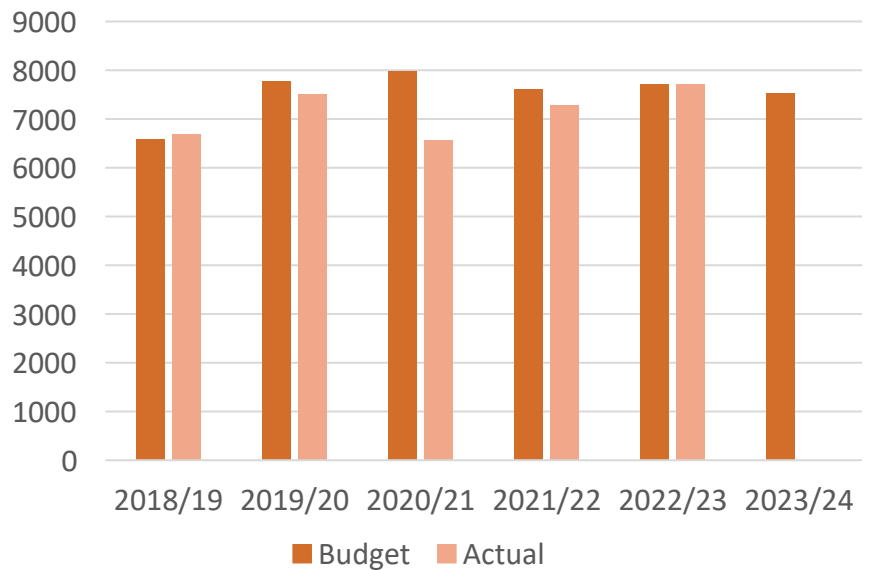
Risk Title	Score
CR10 Adverse Political Developments	8
REM PA 001 Impact of UK-EU Relations on the legislative and regulatory landscape	8
REM PRE 001 Income generation	12



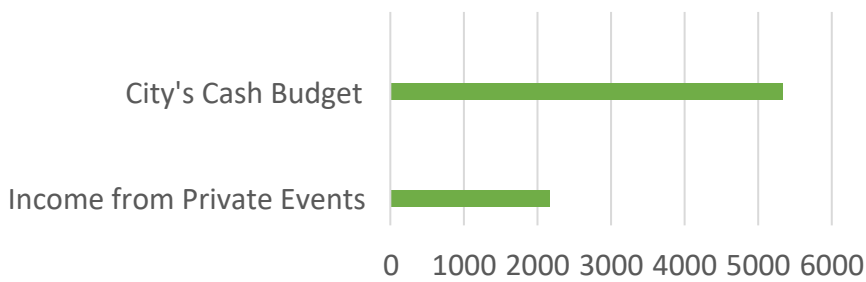
Operational Property requirements

- Continuous planned and preventative maintenance of function spaces within Guildhall is vital for the delivery of City and commercial events and security of income generation.
- Potential refurbishment of Guildhall office space.
 - essential Remembrancer's Office remains secure, and self-contained for security and confidentiality.
 - need to maintain, and increase, desk numbers
- Development of event spaces to ensure they continue to be competitive and meet customer requirements including WiFi access and integrated AV facilities.

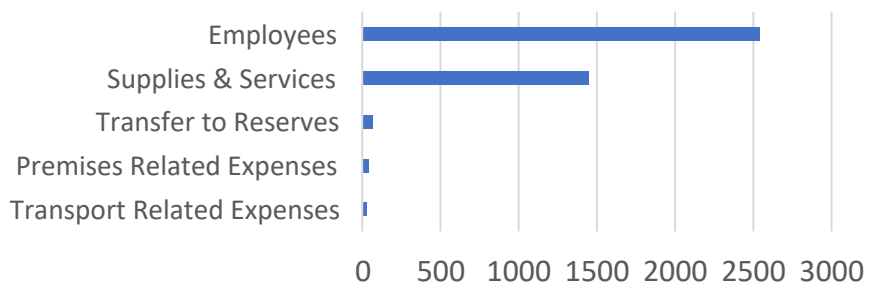
Budget vs Actual



Where our money comes from



Where our money is spent



Agenda Item 8

Committee:	Date:
Policy and Resources	19th January 2023
Subject: Departmental 2023/24 Budget Estimates - Policy and Resources Committee	Public
Report of: The Town Clerk, Remembrancer, Chief Operating Officer, Executive Director of Innovation Growth and Chamberlain	For Decision
Report author: Mark Jarvis - Head of Finance, Chamberlain's Department Mavis Amouzou-Akue – Senior Accountant - Chamberlains	

Summary

This report is the annual submission of the revenue budgets in relation to the operational services directly overseen by this Committee. It is asking Members to note the latest revenue budget for 2022/23 and approve the proposed revenue budget for 2023/24.

The estimates presented in this report are for the services detailed in Appendix 1 by Chief Officer, which are summarised below:

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

The proposed budget for 2023/24 totals net expenditure of £23.249m, which is an increase of £1.508m (6.94%) compared with the 2022/23 original budget of £21.741m, which is principally due to:

- Transfer of Project Governance from Corporate Services Committee (£0.536m)
- Open Spaces Charities Review Work 23/24 (£0.394m)
- The full year effect of the July 2022 pay award (£0.240m),
- Net 2% inflation (£0.195m) and
- An increase in capital and support services recharges (£0.664m) less
- The funding for the Cultural Mile Project which is winding down at the end of March 2023.

The overall budget is summarised by Chief Officer in the following table.

Summary Revenue Budgets 2022/23 and 2023/24 By Chief Officer and Risk (Table 1)	Original Budget 2022/23	Latest Budget 2022/23	Movement 2022/23 Original to 2022/23 Latest	Original Budget 2023/24	Movement 2022/23 Original to 2023/24 Original
	£m	£m	£m	£m	£m
Local Risk					
The Deputy Town Clerk	(2.443)	(2.802)	(0.359)	(2.547)	(0.104)
Executive Director of Innovation & Growth	(5.749)	(5.611)	0.138	(5.974)	(0.225)
The Remembrancer	(1.379)	(1.379)	0.000	(1.437)	(0.058)
Chief Operating Officer	(0.236)	(0.536)	(0.300)	(0.536)	(0.300)
Total Local Risk	(9.807)	(10.328)	(0.521)	(10.494)	(0.687)
Central Risk					
The Deputy Town Clerk	(2.591)	(5.432)	(2.841)	(2.985)	(0.394)
Executive Director of Innovation & Growth	(3.088)	(3.088)	0.000	(2.851)	0.237
The Remembrancer	(1.286)	(1.497)	(0.211)	(1.286)	0.000
Chief Operating Officer	(0.600)	(0.600)	0.000	(0.600)	0.000
Total Central Risk	(7.565)	(10.617)	(3.052)	(7.722)	(0.157)
Capital and Support Services	(4.369)	(4.369)	0.000	(5.033)	(0.664)
Committee Total	(21.741)	(25.314)	(3.573)	(23.249)	(1.508)

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

Recommendations

Members are asked to:

- i) review and approve the Deputy Town Clerk's, Remembrancer's, Executive Director of Innovation & Growth's and Chief Operating Officer's proposed revenue budgets for 2023/24 for submission to the Finance Committee;
- ii) note the update on the capital and supplementary revenue projects budgets for 2022/23;
- iii) authorise the Chamberlain, in consultation with the Deputy Town Clerk, Remembrancer, Executive Director of Innovation & Growth and the Chief Operating Officer to revise these budgets to allow for any further implications arising from Corporate Projects, other reviews and changes to the Cyclical Works Programme; and
- iv) authorise the Chamberlain to agree minor amendments for 2022/23 and 2023/24 budgets arising during budget setting

Main Report

1. An overview of the services provided under this Committee can be found in Appendix 1.
2. This report seeks approval to the estimate for 2023/24 in relation to the operational services overseen by this Committee. The overall budget is summarised in Table 1, including detail on the movement between the original and latest budget for the current financial year, and the movement between the original 2022/23 and proposed budget for 2023/24.

Assumptions

3. The estimate for 2023/24 includes a 4% uplift for inflation offset by 2% efficiency savings (i.e. a 2% net increase on local risk budgets) and the full year impact of pay increases to staff arising from the pay deal effective from July 2022.
4. The estimate for 2023/24 does not include any potential new pay deal from July 2023.

Latest Approved Budget 2022/23

5. The latest approved budget for 2022/23 totals net expenditure of £25.314m which is an increase of £3.573m (16.43%) compared with the original budget of £21.741m. The main reasons for this increase are:
 - i) **Deputy Town Clerk (£3.200m net increase)** – The Climate Action budget of £2.362 was moved over to the DTC to oversee temporarily, £0.343m of 2021/22 Project Reserve underspend carried forward, £0.120m of unspent PIF budget returned from IG, allocations from Covid contingency of £0.247m to cover Covid communications related posts, £0.072m of finance contingency for Pension strain related to early retirement, £0.055m of PIF allocated funds for Charities review work.
 - ii) **The Remembrancer (£0.211m net increase)** – £0.211m of underspends carried forward to enable the City hospitality that was unable to take place during the pandemic to take place in the 2022/23 financial year.
 - iii) **Executive Director of Innovation & Growth (£0.138m net decrease)** – £0.030m of underspends carried forward for the UK Scottish Partnership Dinner - April 2022 and International Bar Association Freedom Ceremony, lunch and lecture - May 2022 postponed due to Covid, £0.120m of unspent PIF budget in IG back to PIF and transfer of £0.048m from IG to TC's department to cover CPR Travel costs.
 - iv) **The Chief Operating Officer (£0.300m net increase)** – £0.300m of 21/22 Contingency underspends carried forward to enable the continuous improvement

of Project Governance. Management of the Major Programme Office moved from City Surveyors to the Chief Operating Officer division of service.

Estimate 2023/24

6. The proposed budget for 2023/24 totals net expenditure of £23.249m, which is an increase of £1.508m (3.79%) compared with the 2022/23 original budget of £21.741m. The main reasons for this increase are:

i) **Deputy Town Clerk (£0.498m net increase)** – The Open Spaces Charities Review £0.394m, the full year effect of the July 22 pay award £0.054m and net 2% inflation £0.050m

ii) **The Remembrancer (£0.058m net increase)** – The full effect of the July 22 pay award £0.030m and net 2% inflation £0.028m

iii) **Executive Director of Innovation & Growth (£0.012m net decrease)** – The full effect of the July 2022 pay award £0.156m and net 2% inflation £0.117m less the Cultural Mile Project funding of £0.285m

iv) **The Chief Operating Officer (£0.300m net increase)** – A contingency allocation of £0.300m to Project Governance for continuous improvement

v) **An increase in recharges (£0.664m)** – across all four Chief Officer Areas due to the increased cost of running the Guildhall facilities and IT services

Potential Further Budget Adjustments

7. The provisional nature of the revenue budgets recognises that further revisions maybe required to realign funds for:

i) Central and departmental support services apportionments; and

ii) Decisions of the Resource Allocation Sub Committee in relation to the Cyclical Works Programme.

Staffing Statement

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

Table 2 Staffing Statement	Original Budget 2022-23		Proposed Budget 2023-24	
	Staffing Full-time equivalent	Estimated cost £m	Staffing Full-time equivalent	Estimated cost £m
Deputy Town Clerk	39.5	2.953	36.5	2.734
Executive Director of Innovation Growth	74.8	5.611	72.8	5.691
Remembrancer	16.5	1.247	18.5	1.273
Chief Operating Officer	11.0	0.836	11.0	1.136
Grand Total	141.8	10.647	138.8	10.834

9. Staffing levels decreased slightly for the Deputy Town Clerk and Innovation & Growth and increased slightly for the Remembrancer between 2022/23 and 2023/24.

10. A breakdown of staffing costs and FTE's by division of service can be found in Appendix 4.

Capital and Supplementary Revenue Project Costs

11. The latest estimated costs for the Committee's current capital and supplementary revenue projects are summarised in Appendix 5.

12. It should be noted that the figures exclude:

- forecast expenditure on the Major Projects (Salisbury Square Development at Fleet Street, Museum relocation and Markets consolidation) which are subject to separate governance and consideration as part of the medium-term financial plans.
- forecast expenditure on future schemes which have yet to gain approval via the gateway process.

13. The latest Capital and Supplementary Revenue Project forecast expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2023.

Security Implications

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

Financial Implications

15. The proposed 2023/24 budget includes a 2% savings target based on the original 2022/23 net local risk budget as agreed by Finance Committee and the Court of Common Council; however, this is offset by a 4% inflationary increase.

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

Public sector equality duty

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

Resourcing implications

18. The budgets presented in this report are within their available resource base. As a result, there are currently no resourcing implications identified.

Culture Mile Project Update

19. The Cultural Mile Project will conclude at the end of March 2023. The process of transitioning the Culture Mile project to become a key pillar of Destination City is underway. Members of the Culture, Heritage and Libraries Committee will be asked (on 23 January 2023) to endorse the creation of a new Culture Mile steering group that will sit within the Destination City governance structure.

Conclusion

20. This report presents budgets overseen by this Committee for 2023/24 for the Deputy Town Clerk, Executive Director of Innovation & Growth, Remembrancer and Chief Operating Officer for Members to consider and approve.

Appendices

- Appendix 1 – Summary of Services by Chief Officer
- Appendix 2 – Analysis of 2022/23 latest budget and 2023/24 original budget estimates summary
- Appendix 3 – Summary Budget – analysis by risk
- Appendix 4 – Staffing Statement by Division of Service
- Appendix 5 - Capital and Supplementary Revenue Projects

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Summary of Services by Chief Officer

Deputy Town Clerk

Resilience

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

Communications

The Communications team consists of separate units which are:

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

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

Grants and Contingencies

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

Town Clerk's Charities

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

Executive Director of Innovation & Growth

Innovation & Growth (IG)

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

In 2023/24, Innovation & Growth will provide pre-agreed grants of £1.0m to external partner organisations, comprising £0.5m to TheCityUK and £0.5m to the Green Finance Institute. These amounts are included in the Summary Original Budget 2023/24 under Central Risk for Innovation & Growth which is £2.851m in total.

Culture Mile Project

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

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

[Culture Mile | City of London's cultural district](#)

Remembrancer

Parliamentary

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

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

State, Diplomatic and Ceremonial functions

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

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

Chief Operating Officer

Major Programmes Office

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

Project Governance

The Project Governance Team ensure all projects have appropriate officer-level governance arrangements in place.

They ensure that - roles and responsibilities for projects are set out clearly and decisions taken at the right level of seniority.

**Policy and Resources Committee
Summary Budget**

This appendix shows a high-level summary of Policy and Resources Committee budgets.

Summary Revenue Budgets 2022/23 and 2023/24 - by Chief Officer	Original Budget 2022-23 £m	Latest Budget 2022-23 £m	Proposed Budget 2023-24 £m
Local Risk			
The Deputy Town Clerk	(2.443)	(2.802)	(2.547)
Executive Director of Innovation & Growth	(5.749)	(5.611)	(5.974)
The Remembrancer	(1.379)	(1.379)	(1.437)
The Chief Operating Officer	(0.236)	(0.536)	(0.536)
Total Local Risk	(9.807)	(10.328)	(10.494)
Central Risk			
The Deputy Town Clerk	(2.591)	(5.432)	(2.985)
Executive Director of Innovation & Growth	(3.088)	(3.088)	(2.851)
The Remembrancer	(1.286)	(1.497)	(1.286)
The Chief Operating Officer	(0.600)	(0.600)	(0.600)
Total Central Risk	(7.565)	(10.617)	(7.772)
Capital and Support Services	(4.369)	(4.369)	(5.033)
Committee Total	(21.741)	(25.314)	(23.249)

**Policy and Resources Committee
Summary Budget by Risk**

SUMMARY BY RISK				
Analysis of Service Expenditure by Risk	Original Budget 2022-23 £m	Latest Approved Budget 2022-23 £m	Proposed Budget 2023-24 £m	Movement 2022-23 ORI to 2023-24 ORI £m
LOCAL RISK (<i>budgets largely within direct control of Chief Officer</i>)				
EXPENDITURE				
Employees	(7.837)	(8.621)	(8.524)	(0.687)
Premises Related Expenses	(0.171)	(0.171)	(0.171)	(0.000)
Transport Related Expenses	(0.052)	(0.045)	(0.052)	(0.000)
Supplies & Services	(2.777)	(2.700)	(2.777)	(0.000)
Savings to be Applied	0.000	0.080	(0.000)	(0.000)
Total Expenditure	(10.837)	(11.457)	(11.524)	(0.687)
INCOME				
Charges for specific services	1.030	1.192	1.030	(0.000)
Total Income	1.030	1.192	1.030	(0.000)
TOTAL LOCAL RISK	(9.807)	(10.265)	(10.494)	(0.687)
CENTRAL RISK (<i>managed by Chief Officer but outturn can be strongly influenced by factors outside his/her control or are budgets of a corporate nature</i>)				
EXPENDITURE				
Employees	(2.810)	(3.032)	(2.630)	0.180
Transport Related Expenses	(0.004)	(0.004)	(0.004)	(0.000)
Supplies & Services	(2.751)	(4.896)	(2.803)	(0.052)
Capital Charges	(0.735)	(0.734)	(0.735)	(0.000)
Contingency	(1.550)	(2.014)	(1.550)	(0.000)
Total Expenditure	(7.850)	(10.680)	(7.722)	0.128
INCOME				
Charges for specific services (printing & stationery income)	0.285	0.000	0.000	(0.285)
Total Income	0.285	0.000	0.000	(0.285)
TOTAL CENTRAL RISK	(7.565)	(10.680)	(7.722)	(0,157)
TOTAL EXPENDITURE BEFORE SUPPORT SERVICES AND CAPITAL CHARGES	(17.372)	(20.945)	(18.216)	(0.844)
SUPPORT SERVICES AND CAPITAL CHARGES				
Central Recharges	(6.226)	(6.226)	(6.890)	(0.664)
Capital Charges	(0.155)	(0.155)	(0.155)	(0.000)
Recharges Within Fund	0.384	0.384	0.384	(0.000)
Recharges Across Funds	1.628	1.628	1.628	(0.000)
Total Support Services and Capital Charges	(4.369)	(4.369)	(5.033)	(0.664)
TOTAL NET EXPENDITURE	(21.741)	(25.314)	(23.249)	(1.508)

**Policy and Resources Committee
Staffing Statement**

Staffing Statement	Original Budget 2022-23		Proposed Budget 2023-24	
	Staffing Full-time equivalent	Estimated cost £m	Staffing Full-time equivalent	Estimated cost £m
Resilience	9.0	0.827	7.0	0.565
Communications	23.5	1.764	23.5	1.809
Grants and Contingencies	6.0	0.267	5.0	0.265
Town Clerk's Charities	1.0	0.095	1.0	0.095
Total Deputy Town Clerk	39.5	2.953	36.5	2.734
Innovation & Growth	71.1	5.385	72.8	5.691
Culture Mile Project	3.7	0.226	0.0	0.000
Total Executive Director of Innovation & Growth	74.8	5.611	72.8	5.691
Ceremonial	16.5	1.247	18.5	1.273
Total Remembrancer	16.5	1.247	18.5	1.273
Major Programmes Office	8.0	0.600	8.0	0.600
Project Governance	3.0	0.236	3.0	0.536
Total Chief Operating Officer	11.0	0.836	11.0	1.136
Grand Total	141.8	10.647	138.8	10.834

APPENDIX 5

	Project	Exp. Pre 01/04/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	Later Years £'000	Total £'000
<u>City's Cash</u>	<u>Authority to start work</u>						
Security	Operational Buildings Security Enhancements (residual fees)	359	207	-	-	-	566
Other schemes	Crossrail Art Foundation	3,420	80	-	-	-	3,500
Other schemes	St Lawrence Jewry Church	1,773	2,238	-	-	-	4,011
<u>City Fund</u>	<u>Pre-Authority to start work</u>						
Other schemes	Walbrook Wharf Future Feasibility	-	150	-	-	-	150
TOTAL POLICY & RESOURCES		5,552	2,675	-	-	-	8,227

1. It should be noted that the above figures *exclude*:
 - forecast expenditure on the Major Projects (Salisbury Square Development at Fleet Street, Museum relocation and Markets consolidation) which are subject to separate governance and consideration as part of the medium-term financial plans.
 - forecast expenditure on future schemes which have yet to gain approval via the gateway process.

Agenda Item 9

Committee(s): Policy and Resources – For Decision	Dated: 19 January 2023
Subject: London Councils Grants Scheme	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	3 and 4
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?	Y/N
Report of: the Town Clerk	For Decision
Report author: Greg Moore	

Summary

The total expenditure to be incurred under the London Councils Grants Scheme (“the Scheme”) and the City of London Corporation’s contribution to it are considered on an annual basis. This Committee is responsible for both approvals.

The City Corporation is also responsible for issuing the subscription levies to all the London Local Authorities for their contributions to the Scheme’s budget. This element of the Scheme’s operation can only be approved by the Court of Common Council; however, that decision cannot be taken before 1 February 2023, the date by which the total expenditure for the Scheme must be agreed by constituent councils. The Court is therefore required to make its decision as levying body early in February as, in accordance with regulations, levies must be issued before 15 February 2023. The Court of Common Council is not due to meet within this period and, as has been past practice, its decision will be sought under urgency procedures.

For 2023/24 London Councils is recommending that the overall level of expenditure under the Scheme is set at £6.686m. The proposed expenditure is made up of £6.686m (£18,000 more than the previous year) in contributions from London local authorities (the amount to be levied).

Subscriptions to the Scheme are calculated on the basis of residential population and for 2023/24 the City Corporation’s contribution will be £8,102; the same as the previous year.

Recommendation(s)

It is recommended that: -

- approval is given to the total amount of expenditure to be incurred in 2023/24 under the Scheme (£6.686m) and to the City Corporation's subscription for 2023/24 (£8,102) as set out in Appendices A and B of this report; and
- subject to the Court of Common Council's approval (as levying body for the Scheme), the levy of £6.686m (as set out in Appendix B) be agreed. It should be noted that the Court's approval will be sought using the urgency procedures and is subject to at least two-thirds of the constituent councils agreeing the total expenditure to be incurred before 1 February 2023.

Main Report

Background

City Corporation Subscription and Overall Budget

1. The Scheme operates under section 48 of the Local Government Act 1985 ("the LGA 1985") which requires that at least two-thirds of the constituent councils (i.e. 22 out of 33 of the London local authorities) must approve the total expenditure to be incurred under the Scheme each year.
2. This approval must be given before **1 February** in the year in which that financial year begins. Where this approval is not given by that date, under the Grants to Voluntary Organisations (Specified Date) Order 1992 made under the LGA 1985, the total expenditure will be deemed to be the same as that approved in the previous year.
3. The Leaders Committee of London Councils is recommending a total expenditure of £6.686m under the Scheme for 2023/24 comprising £6.173m in grants expenditure, £453,000 in administrative expenditure and £60,000 for London Funders Membership Fees. Of the total expenditure, £6.686m will be funded from local authority subscriptions (the same level of borough contributions as the previous year).
4. The financial year 2023/24 represents the second year of the new four-year programme of commissions provided by the Grants Committee under S.48 of the Local Government Act 1985, as recommended by the Grants Committee and approved by the Leaders' Committee in December 2019.
5. Local Authority subscriptions to the Scheme are calculated on the basis of total resident population as a proportion of the resident population of the whole of Greater London.
6. Appendix A to this report sets out details of London Councils' Grants Committee's Income and Expenditure Budget for 2023/24, and Appendix B sets out the

subscriptions that each constituent council will be required to make. The City Corporation's subscription for 2023/24 is £8,102 (the same as the preceding year).

Equalities Impacts arising from the City Corporation's Subscription

7. Under the Equality Act 2010, the City Corporation must have due regard to:
 - (a) the need to eliminate discrimination (and other prohibited conduct) on the grounds of race, age, disability, gender, sexual orientation, religion or belief, pregnancy, maternity and gender reassignment ('the protected characteristics');
 - (b) the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it (including to remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic, to take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it, and to encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low); and
 - (c) the need to foster good relations between persons who share a relevant protected characteristic and those who do not.
8. Having 'due regard' means that a public body must consider the impact of its decisions on protected groups and 'due regard' is regard which is appropriate in all the circumstances.
9. The Assistant Director of Community and Children's Services has considered whether there may be any adverse effects arising from the decision of the City Corporation to contribute to the Scheme as proposed and to agree the overall expenditure to be incurred under the Scheme in 2023/24. The view remains that the City Corporation's funding contribution to the Scheme is proportionally so small that it unlikely to have any effect on a recipient organisation's ability to continue trading and will not impact upon the City Corporation's funding and support of local services. City Officers continue to work with partner boroughs and London Councils to monitor the impacts of the overall Scheme and to scrutinise its value for money.

Levy on the London Local Authorities

10. The City of London Corporation has been the designated council responsible for issuing the levies to all the constituent councils for their contributions to the Scheme since 1 February 2004. The City Corporation is defined, for these purposes, as a levying body under sections 74 and 117 of the Local Government Finance Act 1988 and the Levying Bodies (General) Regulations 1992.

11. These Regulations require the City Corporation, as levying body, to issue the levies **before the 15 February of each year**. As such, the Court of Common Council is required to approve the annual levy on all the constituent councils (i.e. both the total contributions from them and the apportionment of that total between them) so that contributions can be collected from these local authorities towards the total expenditure on the Scheme.
12. The decision of the Court of Common Council as levying body cannot be taken until such time as the total expenditure under the Scheme is agreed i.e. the decision cannot be taken before 1 February. The Court is therefore required to take its decision as levying body between 1 and 15 February to enable the levies to be issued before 15 February (for the reasons noted at paragraph 10 above). As the Court of Common Council is not due to meet within that period, the decision to issue the levy will therefore be sought under urgency procedures.

Appendices:

- Appendix A – provides details of London Councils' Grants Committee's Income and Expenditure Budget for 2023/24
- Appendix B - sets out the subscriptions that each constituent council will be required to make.

Background Papers:

London Councils Leaders' Committee Report dated 7 December 2021.

Greg Moore

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Grants Committee Income and Expenditure Budget 2023/24

Expenditure	Revised Budget 2022/23 £000	Developments £000	Inflation £000	Original Budget 2023/24 £000
Payments in respect of Grants				
London Councils Grants Programme	6,173	0	0	6,173
Membership Fees to London Funders (for all boroughs)	60	0	0	60
Sub-Total	6,233	0	0	6,233
Operating (Non-Grants) Expenditure				
Contractual Commitments				
Maintenance of GIFTS Grants IT system	10	0	0	10
	10	0	0	10
Salary Commitments				
Officers	242	12	8	262
Members	19	0	1	20
Maternity provision	10	0	0	10
	271	12	9	292
Discretionary Expenditure				
Staff training/recruitment advertising	7	0	0	7
Staff travel	2	0	0	2
	9	0	0	9
Total Operating Expenditure	290	12	9	311
Central Recharges	145	-3	0	142
Total Expenditure	6,668	9	9	6,686
Income				
Core borough subscriptions				
Contribution to grant payments	6,173	0	0	6,173
Contribution to non-grants expenditure	495	0	0	495
	6,668	0	0	6,668
Transfer from Reserves	0	18	0	18
Central Recharges	0	0	0	0
Total Income	6,668	18	0	6,686
Net Expenditure	0	9	-9	0

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Borough Subscriptions 2023/24

ONS Mid-2020 Estimate of Population ('000)	%	2022/23 Base Borough Contribution (£)		ONS Mid-2020 Estimate of Population ('000)	%	2023/24 Base Borough Contribution (£)	Base Difference from 2022/23 (£)
Inner London							
279.52	3.10%	207,038	Camden	279.52	3.10%	207,038	0
10.94	0.12%	8,102	City of London	10.94	0.12%	8,102	0
289.03	3.21%	214,088	Greenwich	289.03	3.21%	214,088	0
280.94	3.12%	208,093	Hackney	280.94	3.12%	208,093	0
183.54	2.04%	135,951	Hammersmith and Fulham	183.54	2.04%	135,951	0
248.12	2.76%	183,779	Islington	248.12	2.76%	183,779	0
156.86	1.74%	116,189	Kensington and Chelsea	156.86	1.74%	116,189	0
321.81	3.57%	238,367	Lambeth	321.81	3.57%	238,367	0
305.31	3.39%	226,143	Lewisham	305.31	3.39%	226,143	0
320.02	3.55%	237,037	Southwark	320.02	3.55%	237,037	0
331.97	3.69%	245,890	Tower Hamlets	331.97	3.69%	245,890	0
329.74	3.66%	244,235	Wandsworth	329.74	3.66%	244,235	0
269.85	3.00%	199,877	Westminster	269.85	3.00%	199,877	0
3,327.64	36.96%	2,464,789		3,327.64	36.96%	2,464,789	0
Outer London							
214.11	2.38%	158,589	Barking and Dagenham	214.11	2.38%	158,589	0
399.01	4.43%	295,545	Barnet	399.01	4.43%	295,545	0
249.30	2.77%	184,658	Bexley	249.30	2.77%	184,658	0
327.75	3.64%	242,767	Brent	327.75	3.64%	242,767	0
332.75	3.70%	246,470	Bromley	332.75	3.70%	246,470	0
388.56	4.32%	287,809	Croydon	388.56	4.32%	287,809	0
340.34	3.78%	252,091	Ealing	340.34	3.78%	252,091	0
333.59	3.71%	247,088	Enfield	333.59	3.71%	247,088	0
266.36	2.96%	197,291	Haringey	266.36	2.96%	197,291	0
252.34	2.80%	186,907	Harrow	252.34	2.80%	186,907	0
260.65	2.90%	193,064	Havering	260.65	2.90%	193,064	0
309.01	3.43%	228,887	Hillingdon	309.01	3.43%	228,887	0
271.77	3.02%	201,298	Hounslow	271.77	3.02%	201,298	0
179.14	1.99%	132,691	Kingston upon Thames	179.14	1.99%	132,691	0
206.45	2.29%	152,920	Merton	206.45	2.29%	152,920	0
355.27	3.95%	263,146	Newham	355.27	3.95%	263,146	0
305.66	3.40%	226,401	Redbridge	305.66	3.40%	226,401	0
198.14	2.20%	146,763	Richmond upon Thames	198.14	2.20%	146,763	0
207.71	2.31%	153,849	Sutton	207.71	2.31%	153,849	0
276.94	3.08%	205,130	Waltham Forest	276.94	3.08%	205,130	0
5,674.85	63.04%	4,203,363		5,674.85	63.04%	4,203,363	0
9,002.49	100.00%	6,668,152	Totals	9,002.49	100.00%	6,668,152	0

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Committee: Equality Diversity & Inclusion Sub-Committee Corporate Services Committee Policy & Resources Committee	Dated: 12 December 2022 17 January 2023 19 January 2023
Subject: Equality, Diversity & Inclusion Sub-Committee Terms of Reference	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	N/A
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Town Clerk & Chief Executive	For Decision
Report author: Blair Stringman, Town Clerk’s Department	

Summary

As part of the implementation of the 2021 Governance Review, it was agreed that the cycle and process of annually reviewing the Terms of Reference of all Committees/Boards should be revised, to provide more time for Committees to consider and discuss changes before they are submitted to the Policy and Resources Committee. Therefore, this report was initially brought before the Equality, Diversity & Inclusion Sub-Committee at its December meeting to allow time for proposed changes to be considered and developed at subsequent meetings.

Following Member support at the Equality, Diversity & Inclusion Sub-Committee in December, the proposed Terms of Reference are attached at appendix 1 to this report for your approval.

Recommendations

It is recommended that:

- Members approve the terms of reference of the Equality, Diversity & Inclusion Sub-Committee

Appendices

- Appendix 1 – Terms of Reference 2022/23 – Equality, Diversity & Inclusion Sub-Committee.

Blair Stringman

Governance Officer

Town Clerk’s Department

E: Blair.Stringman@cityoflondon.gov.uk

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Equality, Diversity & Inclusion Sub-Committee

Composition

- The Chairman of the Policy and Resources Committee or their nominee;
- The Chairman of the Corporate Services Committee or their nominee;
- The Chairman of the General Purposes Committee of the Court of Aldermen, or their nominee
- The Chairman of Community and Children's Services Committee, or their nominee
- The Chief Commoner
- The Immediate past Chief Commoner*
- Two Members of the Policy & Resources Committee
- Two Members of the Corporate Services Committee
- Two Court of Common Council Members appointed by the Court
- Together with co-option by the Sub-Committee of up to two external people (with no voting rights).

**For part of the year and then the Chief Commoner Designate for the remainder of the year (elected in October each year)*

- The Chairman and Deputy Chairman to be elected from the membership of the Sub-Committee.

Terms of Reference

As a sub-committee reporting to Policy & Resources Committee and Corporate Services Committee responsible for:-

- a. Oversight and effectiveness of the City of London Corporation's policies and practices in respect of Equality Diversity & Inclusion including the implementation of the Equality Act 2010 and other relevant legislation and regulations.
- b. To consider matters of policy and strategic importance to the City of London Corporation in so far as these relate to the Equality, Diversity & Inclusion function.
- c. To monitor and scrutinise EDI activities and outcomes against agreed Equality, Diversity & Inclusion objectives across all the activities of the City of London Corporation.
- d. To be responsible for the creation and implementation an Equality Diversity & Inclusion officer governance structure across the City of London Corporation, including its services and its institutions.
- e. To assess what the City of London Corporation does to tackle prejudice in all its forms and assess any further action that can be undertaken to promote economic, educational, and social inclusion.
- f. To be responsible for making recommendations to help promote the merits of standing for office as an Alderman or Common Councilman, to enhance the diversity of the Court of Common Council.

- g. To be responsible for providing guidance and challenge on the development of the City of London Corporation's Equality, Diversity & Inclusion principles, Strategy, business plans and associated action plan.
- h. To have oversight of steps taken by the City of London Corporation to comply with the 9 protected characteristics as defined by the Equality Act 2010, Chapter 1.

Reporting and Monitoring

- i. To oversee updates to key Human Resources policies and procedures relating to Equality, Diversity & Inclusion.
- j. To provide guidance to officers that will ensure that the City Corporation is recognised as a world-class leader in the UK and internationally, ensuring Equality, Diversity & Inclusion is business and outcome focused
- k. To act as representatives for the City of London Corporation on Equality, Diversity & Inclusion related activities it undertakes as an employer, service provider and global leader in the Financial and Professional Services sector
- l. To consider new areas of work where the City of London Corporation can provide thought leadership in the Equality, Diversity & Inclusion sector.

Targets, Data and Metrics

- m. To approve and monitor Equality, Diversity & Inclusion aspirational targets and agreed metrics to help deliver the City of London Corporation's ambition as an inclusive employer, landlord, service provider and a global thought leader.
- n. To review and provide feedback on the annual equalities data prior to releasing the annual equalities report on the City of London Corporations external website.

Accessibility

- o. To oversee and ensure that the City of London Corporation understands the criteria for accessibility set by the government and ensure that it works towards the government's accessibility accreditation scheme

Budget and Resources

- p. To oversee the mapping exercise of resources available for Equality Diversity & Inclusion work across the City of London, its services and institutions and suggest priorities within those.

Quorum

- The quorum consists of any three Members

Meetings

- The Equality, Diversity & Inclusion Sub-Committee will meet quarterly.

Committee(s): Equality, Diversity and Inclusion Sub-Committee – For Decision Policy and Resources Committee – For Decision Corporate Services Committee – For decision	Dated: 12/12/2022 19/01/2023 17/01/2023
Subject: Proposal to agree a timeline for consultation on Equality Objectives 2023 to 2027	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1,2,3,4,5, 8
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: Emma Moore, Chief Operating Officer	For Decision
Report author: Ms. Saida Bello, Director of Equality, Diversity and Inclusion, EDI directorate	

Summary

The purpose of this report is to agree a timeline for consultation on new overarching Equality Objectives for the City of London Corporation (CoLC). The proposed Equality Objectives will be applicable to all departments in the City of London Corporation (CoLC), its institutions, and its public functions.

Under Section 149 of the Equality Act 2010, the CoLC is subject to the Public Sector Equality Duty (PSED). The PSED is supported by specific duties which require public bodies to set themselves specific, measurable equality objectives every four years.

The current four-yearly Equality Objectives covered the period between 2016 and 2020, and therefore, need to be refreshed.

This report recommends that new Equality Objectives are agreed and that stakeholders are consulted on the draft Equality Objectives for 12 weeks as proposed by the timeline in Appendix 1. This proposal will ensure that the CoLC is compliant with the Equality Act 2010 and related regulations. The consultation period will allow key stakeholders including staff, residents, institutions, city workers, Members, and other stakeholders to contribute to the development of the CoLC’s overarching Equality Objectives.

Recommendation(s)

Members are asked to:

- Agree that internal consultation can commence on the proposed Equality Objectives 2023 to 2027

- As an interim measure, to agree that the current Equality Objectives in paragraph 2 above will remain applicable until the Court of Common Council approves the new Equality Objectives in 2023
- Note that revised proposals will come back to this committee in March 2023 for approval to progress to external consultation
- Note the planned timeline in Appendix 1 of the attached report

Main Report

Background

1. The [Public Sector Equality Duty](#) (Section 149 of the Equality Act 2010) is supported by specific duties under the Equality Act 2010 ([Specific Duties Regulations 2011](#)) which require public bodies to set themselves, specific and measurable equality objectives every four years.

Current Position

2. The CoLC's current four-yearly Equality Objectives covered 2016 to 2020 and they are set out below. The previous Equality Objectives aimed to:
 - Increase community engagement and improve cohesion within our communities so that people feel safe
 - Support the City's most disadvantaged groups and develop our understanding of our communities
 - Improve the way we listen to our communities and respond to their feedback to improve our services
 - Promote staff development and career progression to ensure equality of opportunity for promotion and the development of a workforce that reflects the make-up of our communities
3. Progress against these objectives during the relevant period will be tested as part of the internal consultation process and reported back to this Sub-Committee.

Proposals

4. The Local Government Association (LGA) has developed the [Equalities Framework for Local Government](#) (EFLG) which provides guidance for improving performance in relation to equalities. This enables local authorities to assess their performance against best practice.
5. The four key areas set out by the LGA in the EFLG to support local authorities in benchmarking their equality functions are as follows:
 - i. Understanding and Working with your Communities
 - ii. Leadership and Organisational Commitment
 - iii. Responsive Services and Customer Care
 - iv. Diverse and Engaged Workforce

6. In accordance with the EFLG framework, the four proposed Equality Objectives for the CoLC will include the following broad areas:

Equality Objective 1 – Understanding and Working with our Communities

Promoting a data-led and evidence-based approach to understanding and working with our communities

Equality Objective 2 – Leadership and Organisational Commitment

Leading on a broad and intersectional approach to protected characteristics under the Equality Act 2010 which includes social mobility and other underrepresented groups

Equality Objective 3 – Responsive Services and Customer Care

Co-creating a community-centred approach to service delivery bolstered by an effective community engagement strategy

Equality Objective 4 – Diverse and Engaged Workforce

Enabling staff development and career progression to ensure equality of opportunity for all and the development of a workforce that reflects the composition of our communities

7. Not all activities of CoLC is local government orientated. However, it is proposed that the wording on the Equality Objectives be adjusted through the consultation, so it adequately reflects all that we do.

Proposed timeline for consultation

8. Over the next three months (December 2022 to February 2023), the EDI directorate will consult with relevant internal departments, and the Chairs and Deputy Chairs of all committees on the four Equality Objective areas. Following internal consultation, the EDI directorate will bring a report on the four new Equality Objectives to the EDI Sub-Committee in March 2023. The report will also go to the Corporate Services Committee, the Policy and Resources Committee and to the Court of Common Council. It is proposed that a consultation with wider stakeholders take place between May and July 2023 for the minimum consultation period of 12 weeks.

The above timeline aligns with ongoing plans for the development of a wider community engagement strategy. This will be delivered by the Head of Campaigns and Community Engagement in the Deputy Chief Executive and Town Clerk's office.

Our aspirations

9. Crucially, the EFLG has three levels of achievement which can be used to benchmark local authorities. Our aspirations are to move from our current position as a “Developing” local authority to “Achieving” and then to “Excellent”. We intend to move from “Developing” in 2023 to “Excellent” by the end of the proposed Equality Objectives in 2027.

This proposal for new Equality Objectives 2023 to 2027 and for consultation within an agreed timescale, will be the first step towards the realisation of our aspirations. We, therefore, recommend these proposals to the EDI Sub-Committee.

Corporate & Strategic Implications

Strategic implications

The proposals align with outcomes 1, 2 3, 4, 5 and 8 of the Corporate Plan 2018 to 2023. It also aligns with the CoLC’s Social Mobility Strategy 2018 to 2028 and other Strategic Plans.

Resource implications –The project led by the EDI directorate is cross-cutting and it will have resource implications for all CoLC departments, services and institutions. Consequently, each department and institution should consider the human and financial resources required to achieve the Equality Objectives of the CoLC and to comply with the CoLC obligations under the Equality Act 2010 and related regulations.

Legal implications – The Public Sector Equality Duty (Section 149 of the Equality Act 2010) is supported by the specific duties regulation which requires public bodies to set themselves, specific and measurable equality objectives every four years. This proposal will enable the CoLC to comply with its obligations and specific duties regulations mentioned in the Equality Act.

Risk implications – The risk of non-compliance with the Equality Act 2010 and related regulations includes reputational damage and the possibility of the proceedings being brought by the Equalities and Human Rights Commission.

Equalities implications – This proposal will enable the CoLC to comply with the Public Sector Equality Duty 2010, Section 149 which covers the Public Sector Equality Duty and the Specific Duties regulations mentioned above. This proposal involves setting objectives required to comply with the Equality Act 2010. This proposal, is therefore, likely to have a positive impact on citizens protected by existing equality legislation which are age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity.

The proposal allows for a 12-week consultation period to enable key stakeholders including staff, equality representatives, staff networks and other stakeholders to be consulted on the changes and to contribute to the Equality Objectives.

Furthermore, an Equality Impact assessment will be completed to ensure that both positive and negative impacts of this proposal have been considered.

Climate implications – N/A

Security implications – N/A

Conclusion

10. The EDI Sub-Committee are asked to agree the recommendations set out above.

This proposal will ensure that the CoLC continues to be compliant with the Equality Act 2010 and the specific duties regulations in paragraph 1 above.

Appendices

- Appendix 1 – Proposed timeline for consultation

Background Papers

None

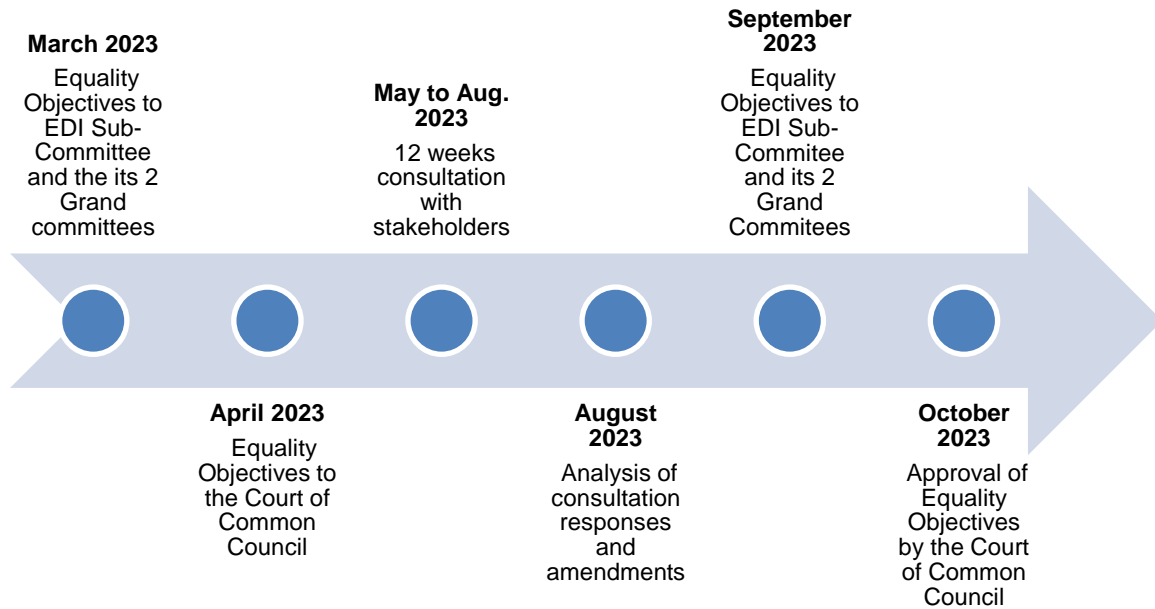
Ms. Saida Bello

Director of Equality, Diversity and Inclusion

E: saida.bello@cityoflondon.gov.uk

Appendix 1 – Proposed timeline for consultation

City of London Corporation’s Equality Objectives 2023 to 2027



Committee(s): Policy and Resources – For Decision Culture, Heritage and Libraries – For Decision	Dated: 19/01/2023 23/01/2023
Subject: Destination City Update – Member City Envoy Network Appointment and the Evaluation of The Golden Key Event	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	3, 7,10
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Damian Nussbaum, Executive Director, Innovation and Growth	For Decision
Report author: Luciana Magliocco, Destination City Director, Innovation and Growth	

Summary

This report is focused on two key elements of Destination City:

1. Suggested process to appoint a Member to join the City Envoy Network, to represent the collective views of residents on the Destination agenda.
2. The evaluation of The Golden Key event, which took place on 15 October 2022, marking Destination City’s launch event.

Recommendation(s)

Members are asked to:

1. Approve the process to appoint a Member to join the City Envoy Network.
2. Note the evaluation results for The Golden Key event.

Main Report

Background

City Envoy Network

1. A critical recommendation of the Independent Destination City Review was the creation of a City Envoy Network. The purpose of this steering group is to

provide industry-led strategic counsel to the Corporation and act as an independent voice on all aspects of its destination programme.

2. The City Envoy Network was formed shortly before the Chairman of Policy and Resources Committee announced Destination City in May. Membership was agreed by the Culture, Heritage and Libraries and Policy and Resources Committees. The network met for the first time in June 2022; members' terms run for two years from this date.
3. Membership of the network is broad, to capture the breadth of the Destination City agenda. It is made up of industry experts and specialists across the leisure sector. The role of the City Envoy Network is to provide strategic counsel but also to represent a wide pool of potential partners for future Destination City activity.

The Golden Key

4. Between May and October 2022, Members approved The Golden Key event proposal and received updates on the planning and delivery of the event. These included the artistic concept; resident and business engagement; and the marketing and communications strategy.
5. The objectives of The Golden Key were to:
 - Drive positive media coverage and destination profile
 - Drive weekend footfall and dwell time
 - Encourage spend in participating businesses
 - Baseline activity and set recommendations for future decision making
6. On 15 October, the Golden Key took place in the City for one day only. Event planning and delivery was achieved under a short lead time of only three months with a skeleton Destination City team. The media launch and marketing and communications programme were delayed by 11 days due to the unforeseen mourning period, following the death of Her Late Majesty The Queen.
7. In November 2022 Members received a report providing a summary of initial results for The Golden Key event. It should be noted that the coverage figures reported have since been revised. Update figures can be found below and within the event report (appendix 1).

Current Position

City Envoy Network

8. Approval is sought to appoint a Member to join the City Envoy network, to represent the collective views of residents on the Destination City agenda.

9. The purpose of the appointment is to advise on the strategic priorities and delivery programme of Destination City and its impact on the City's resident community.
10. The application process, criteria and commitments for the Membership are as follows:

Process

11. Members are invited to email an expression of interest (one side of A4 only), outlining how they meet the criteria and will contribute to the work of the City Envoy Network to the benefit of residents.
12. Members will be shortlisted by the Destination Team and final selection will be made by the Chairman of the Policy and Resources Committee and Chair of the Culture, Heritage and Libraries Committee.
13. All submissions should be sent to E: dcdirectorpa@cityoflondon.gov.uk, using the subject line: Expression of Interest for the role of Member City Envoy. Any questions around the process should also be directed to this email address.

Timing

14. Timings for the process are as follows:
 - Week commencing 30 January 2023: Expressions of interest opened
 - Friday 10 February 2023: Deadline for expressions of interest
 - Friday 24 February 2023: Short list submitted
 - Early March 2023: Selected Member confirmed

Criteria

15. Applicants will be selected based on the following criteria:
 - A background in one of the following sectors: tourism, culture, retail, hospitality, entertainment, media, digital, sport, wellness.
 - Experience in delivering initiatives under one of the following specialisms: place-making, marketing, media, communications, events, sponsorship.
 - Experience in building and analysing data sets to drive strategic decisions, operational efficiencies and ROI.
 - Proven ability to collate and share resident views on commercial initiatives at a city-wide level.

Commitments

16. Applicants who meet the criteria must commit to the following responsibilities for the duration of the term, which will run to June 2024 (as per other Envoys):
 - To act as a positive ambassador and advocate of the Destination City agenda amongst residents.
 - To attend and input at quarterly City Envoy meetings. To implement required follow up actions.

- To action bespoke requests pertinent to the purpose of the City Envoy Network.
- To provide informed counsel on how the Destination City programme can benefit City residents and drive advocacy among this stakeholder set.
- To advise on the best ways to engage with residents on the Destination City delivery programme.

The Golden Key

17. Following full collection and analysis of event data, key results include:

- a. Footfall – over 30,000 attendees on the day.
- b. Spend – attendees spent £27.30 per head at the event and £41.90 in the City outside the event on food and drink. 84% of attendee spend was in the City.
- c. Business Engagement – 25 businesses participated in the event with venues welcoming new customers through advance bookings and footfall on the day.
- d. Community Engagement – 50 residents participated in pre-event engagement workshops and participation opportunities at the event. 30 City workers and residents volunteered on the day.
- e. Profile - 78 pieces of key national, London, and consumer media outlets. This preliminary figure was originally reported to Committee in November 2022 as 81. On detailed analysis of the coverage, 78 is pieces of coverage is the confirmed amount.
- f. Engagement – 491,000 visits to The Golden Key website and a total social media reach of 21,545,228 and 157,366 engagements.
- g. Added Value – £273,000 of media in-kind generated through partner negotiations (across print, social media and advertising).
- h. Motivation - 80% of attendees came to the City specifically to attend The Golden Key.
- i. Perception – 58% of attendees said their impression of the City had changed because of The Golden Key. 89% agreed events like The Golden Key would encourage them to come to the City more often. Over 70% agreed after attending The Golden Key they see the City as a place for leisure and hospitality.
- j. Experience - 89% rated the overall atmosphere as very good or good and 87% rated the programme as very good or good.

18. A full report on The Golden Key event has been produced. This provides more detail on the event deliverables, results and future recommendations (appendix 1).

19. Key learnings have provided the following recommendations:

- a. the need for quantifiable data around customer motivations to inform event concepts, formats and marketing plans.
- b. the need for more robust data sets and measurement capabilities to effectively evaluate performance, particularly around footfall, dwell time and sales.
- c. the creation of a stakeholder engagement framework to govern and support in the delivery of Destination City activity.
- d. sufficient lead times to plan, produce and promote high profile events for maximum impact.
- e. the need to plan alongside and work more collaboratively with Business Improvement Districts to improve business engagement levels.

Options

20. N/A

Proposals

21. Members are asked to:

- a. Approve the City Envoy Network Membership Application Process.
- b. Note the evaluation results for The Golden Key event.

Key Data

22. Qualitative audience research, marketing, communications and media data was collected from reports provided by in house teams and the appointed agencies who led these workstreams.

23. Footfall data was collected from entry and exist counts into activation zones, TfL data of taps into the City on the day and O2 mobility data.

Corporate & Strategic Implications

- **Strategic implications** – This report aligns with outcomes 3, 4, 7 and 10 in the Corporate Plan.
- **Financial implications** – None
- **Resource implications** – None

- **Legal implications** – None
- **Risk implications** – None
- **Equalities implications** – None
- **Climate implications** – None
- **Security implications** – None

Conclusion

24. Members are asked to approve the proposed process to appoint a Member to join the City Envoy Network and to note the evaluation for The Golden Key event.

Appendices

- Appendix 1 – The Golden Key Member Report

Background Papers

- 7 July 2022, Policy and Resources and 18 July 2022, Culture, Heritage and Libraries - Destination City – Next Steps on Implementation
- 15 September 2022, Policy and Resources and 19 September 2022, Culture, Heritage and Libraries - Destination City Update
- 14 November 2022, Policy and Resources and 7 November 2022, Culture, Heritage and Libraries - Proposals for the implementation of Destination City

Luciana Magliocco

Destination City Director, Innovation and Growth

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THE GOLDEN KEY

MEMBER REPORT – JANUARY 2023

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THE GOLDEN KEY

1. Results Summary



Page 103

+ 30k

**Event
Attendees**

78

**Pieces of media
coverage**

491k

Website visits

£258k

Media-in-kind



2. Event Overview

The Golden Key marked the first Destination City event which transformed the City's streets with immersive experiences and attracted a diverse audience.

On the day activity included:

- 3 x family friendly festival Fairs at iconic City landmarks
- 1 x Maze of Adventures featuring 12 smartphone led adventures across the City and a real-life treasure Hunt
- 3 x epic Fire Finales in Guildhall Yard, St Paul's Cathedral and the Museum of London
- Special Offers, Experiences and After Partys in participating leisure businesses

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3. Objectives

1. Drive Positive Media Coverage & Destination Profile

2. Drive Weekend Footfall & Dwell Time

3. Encourage Spend in Participating Businesses

4. Baseline Activity & Set Recommendations for Future Activity

4. Target Audiences

Primary Focus: Londoners & Domestic visitors

- ▶ Families
- ▶ Young Couples & Friends
- ▶ Empty Nesters

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5. Deliverables



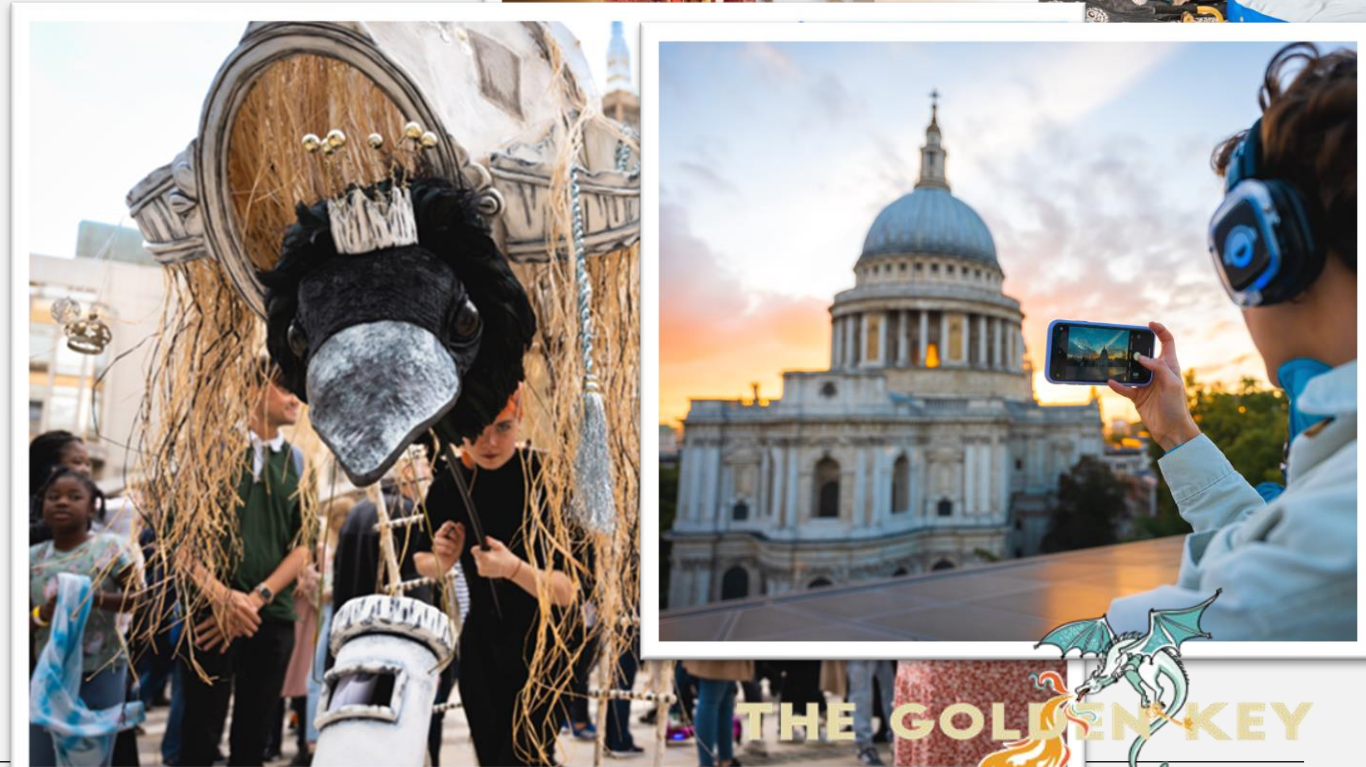
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- Concept & Programming
- Marketing & Media Partnerships
- Media & PR
- Community Engagement
- Business Engagement
- Evaluation

Concept & Programming

- ✓ **Procurement** of BAFTA winning creative agency Coney to lead artistic direction
- ✓ **Creative development** of visual Identity, event website and event branding
- ✓ **Development** of smartphone adventure technology and signage
- ✓ **Production** of an innovative & inclusive programme of immersive experiences, interactive activities and pop-up performances
- ✓ **Management** of over 200 artists and operational staff across 17 locations

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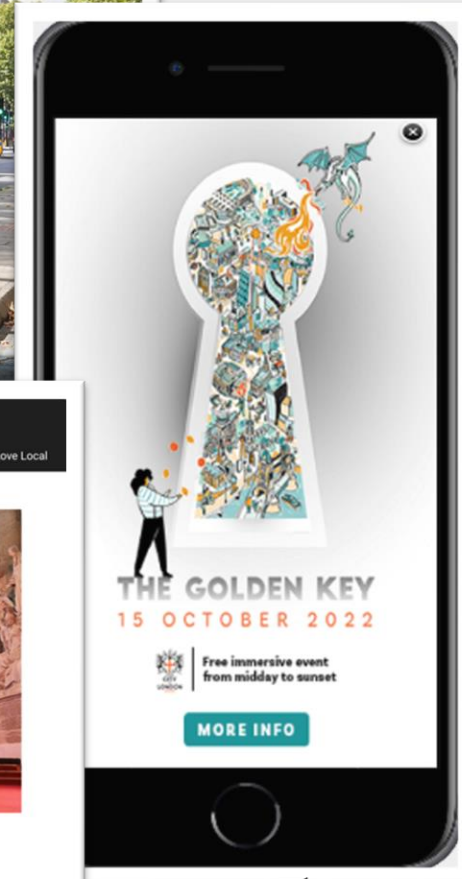
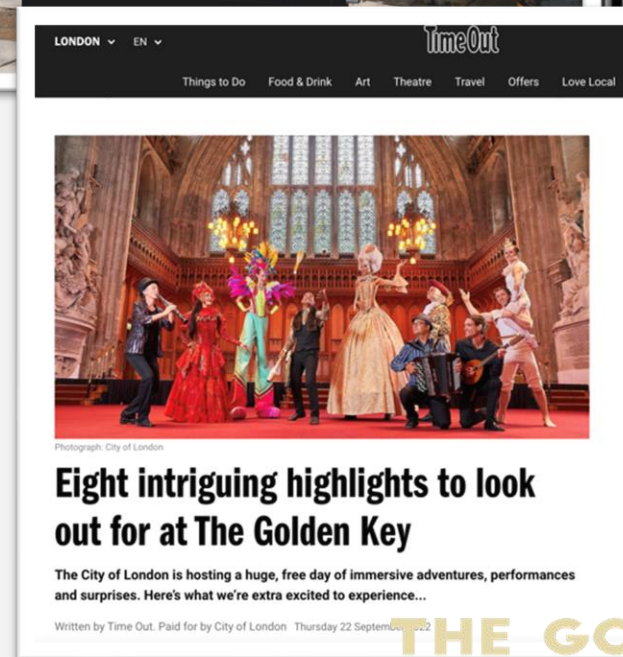
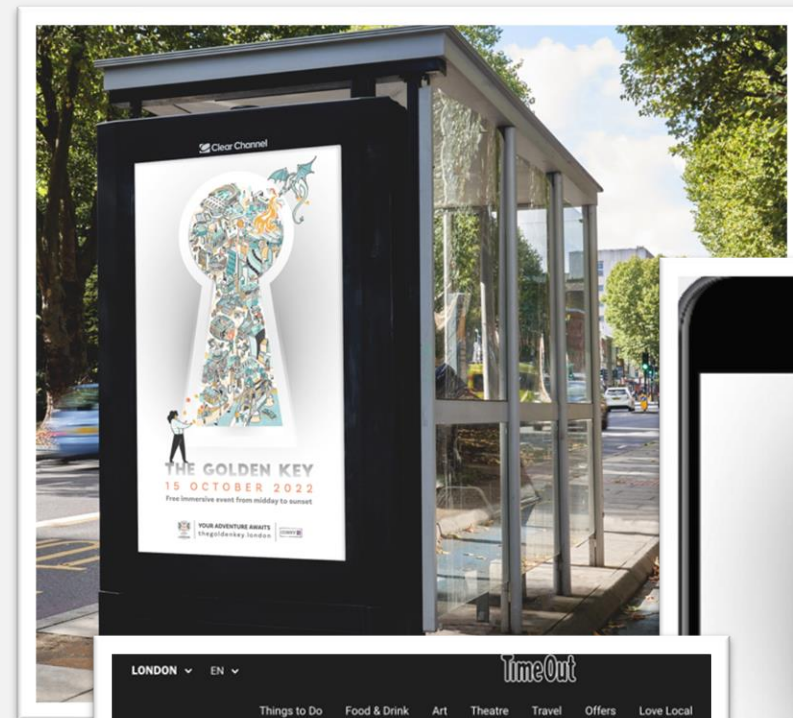


Marketing & Media Partnerships

- ✓ **Out of home advertising** reached **2m** people
- ✓ **Digital advertising** reached over **644,361** unique devices
- ✓ **Visit London partnership** reached **2m** people
- ✓ **Time Out partnership** achieved **134,334** views
- ✓ **The Golden Key website** attracted **491,000** visits
- ✓ **157,366** social media engagements with a total reach of over **21m** social accounts
- ✓ **£118,097** marketing in kind delivered across partnerships with **Visit London, One City, TfL, Uber Boat** and **Southeastern Railways**

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Source: Wavemaker Report. Coney Google Analytics. City of London social analytics. Partner reports.



Media & PR

- ✓ **78 pieces** of coverage achieved across print and online
- ✓ Print articles delivered an **Advertising Value Equivalent** of **£139,706** with a **3.2m reach**
- ✓ Overwhelmingly positive sentiment across all editorial articles
- ✓ Featured in **key target titles**: Sky News, The Times, The Evening Standard, Metro, The Daily Telegraph, Time Out, The Londonist, City AM and Conde Nast Traveller.

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Condé Nast
Traveller



24 | METRO | Wednesday, October 12, 2022
TRAVEL NEWS metro@tfl.gov.uk
Transport for London

Unlock the magic of the City



evening **Standard**

ES MONEY CULTURE INSIDER THE ESCAPIST THE REVELLER THE OPTIMIST COMMENT TECH

THE REVELLER | EVENTS AND THINGS TO DO

London's city-wide hunt for The Golden Key

The Golden Key free performance event in London takes place this Saturday

VIEW COMMENTS



CITY MATTERS

Destination City programme exemplifies the vibrancy of our City

By Chris Hayward · 10th October 2022



If you haven't yet, you're missing out on the vibrant atmosphere of the afternoon with performances inspired by the 'Square Mile'.

Source: Media Team, City of London Corporation. Gorkana Media Evaluation.

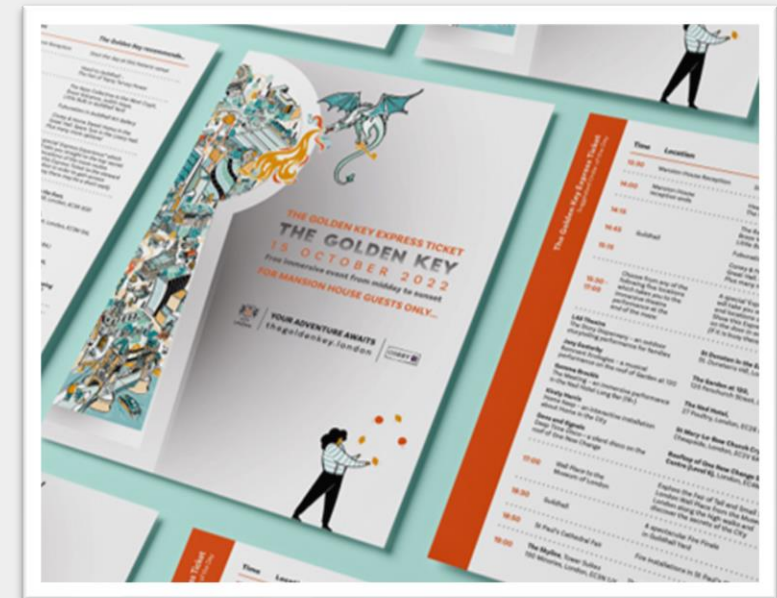
THE GOLDEN KEY



Community Engagement & Communication

- **2 x City wide** resident letter drops, and City Resident Newsletter sent to **150** residents, e-bulletin sent to **370** Golden Lane & Middlesex Street Estates residents, and **1,920** Barbican Estate residents
- Dedicated e-shot to **20,000** city workers and residents
- Event featured in CoL calendar, the CoL intranet, 2 x Town Clerk's updates and displayed on reception screens at Mansion House
- **23,000 flyers** and **80 posters** distributed across the City and wider London
- **50 residents** took part in community engagement workshops in the lead up and participated as Key Holders at the event
- **30 residents and workers volunteered** at the event as part of the Front of House Event Team
- Event marketing toolkit shared with **127 Livery companies**

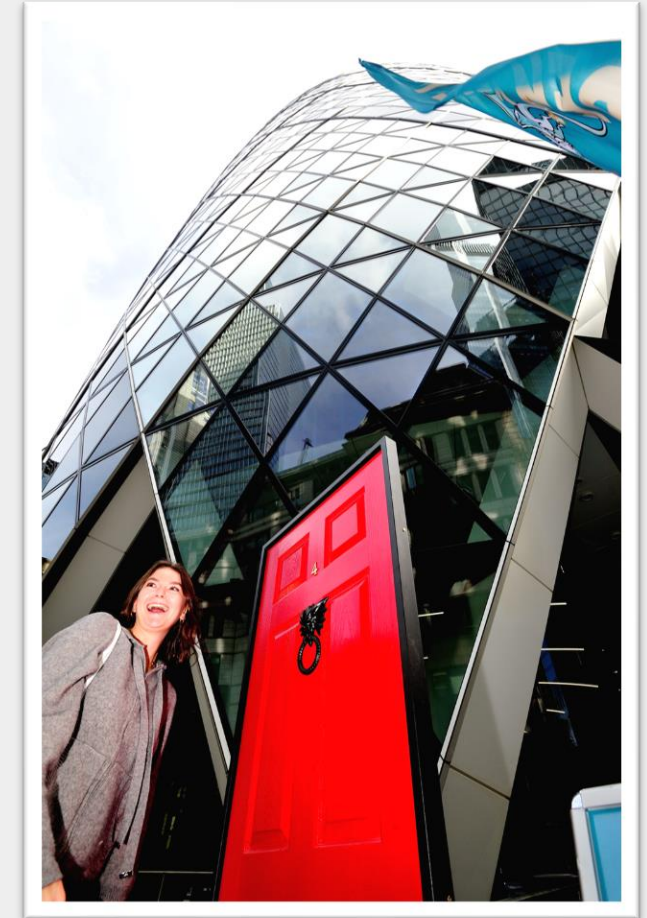
Source: Destination City team, City of London Corporation.



Business Engagement

- Creation of business engagement toolkits and creative assets
- Dedicated SME officer engaged with over 100 businesses through in person meetings, phone calls and email
- Weekly business engagement subgroup established to promote business opportunities
- Communication through Business Improvement Districts, Property Management and Leasing Agents channels
- 25 businesses participated in the event and after-party programme
- Venues welcomed new customers through advance bookings and spontaneous footfall on the day
- Business to business social campaign reached 100,833 accounts and drove 20,079 click throughs

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Source: Destination City team, City of London Corporation.



Audience Attendance & Evaluation

- **ATTENDANCE** - The event attracted over **30,000 attendees (+ 6.9% in TfL exit taps** at City stations compared to **2019** pre-covid baseline data)
- **ORIGIN** - 18% of attendees live in the City, 28% work in the City, 71% lived in London
- **MOTIVATION** - 80% came to the City specifically to visit The Golden Key
- **EXPERIENCE** - 89% rated the overall atmosphere as very good or good and 87% rated the programme as very good or good
- **PERCEPTION** - 58% said their impression of the City had changed because of The Golden Key. 89% agreed events like The Golden Key would encourage them to come to the City more. Over 70% agreed after attending The Golden Key they see the City as a place for leisure and hospitality
- **SPEND** - 81% visited a cafe/restaurant/pub/late night venue on the day. 84% of spend was in the City. On food and drink, £27.30 per head was spent at the event and £41.90 spent in the City outside the event

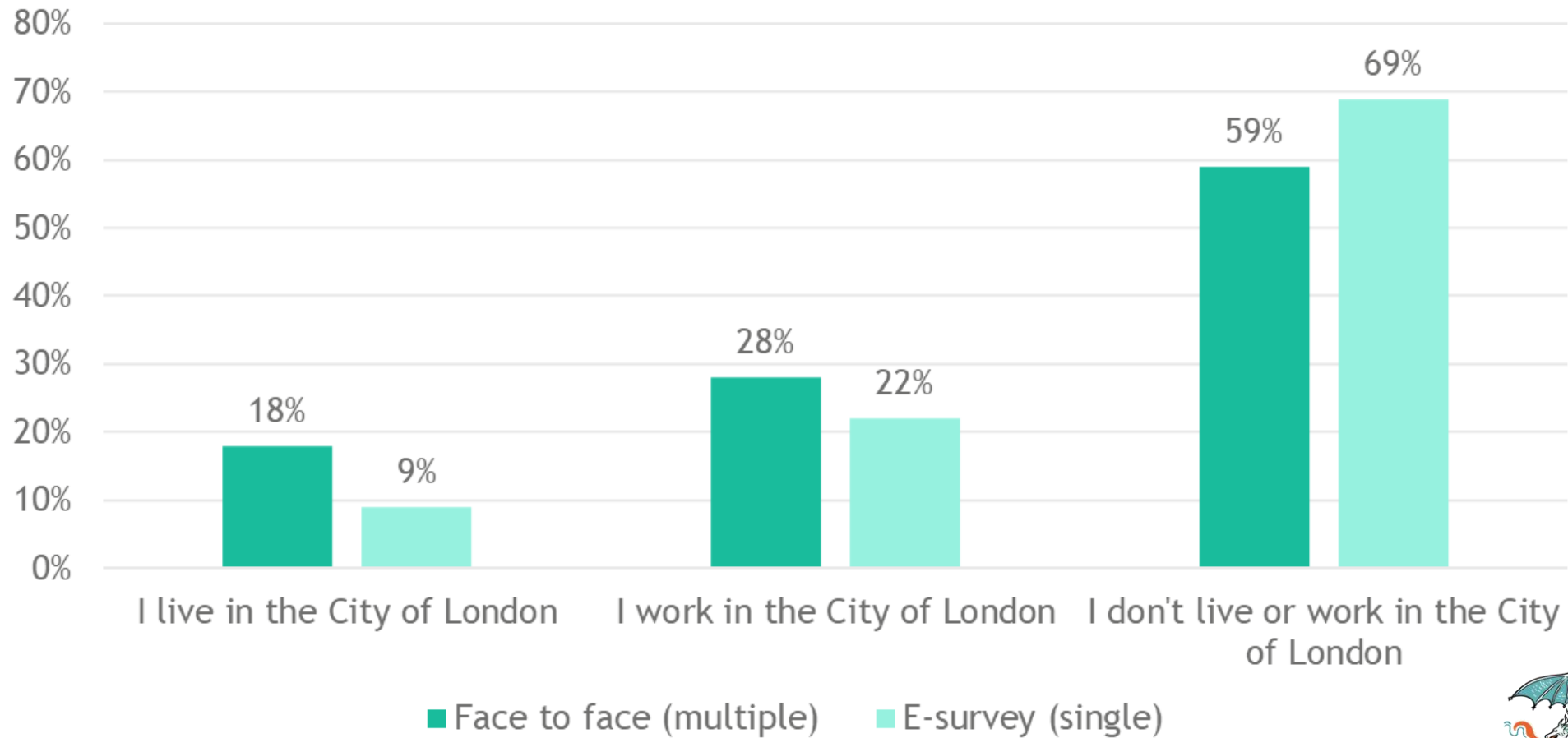
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Source: Activation Zone entry & exits, TfL exit taps, O2 Mobility data. Golden Key Event Survey – The Audience Agency.



Audience – Association with the City

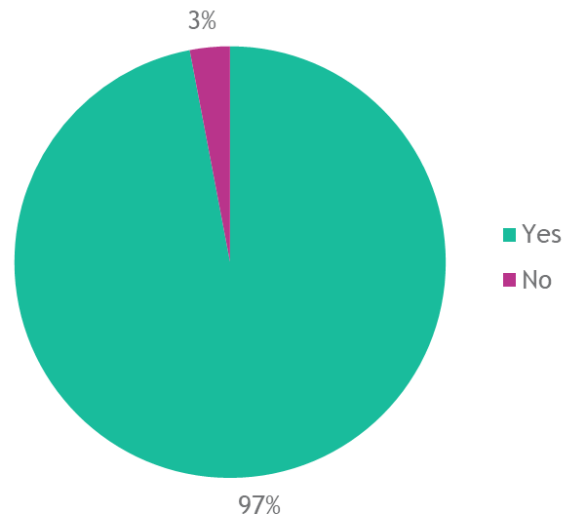
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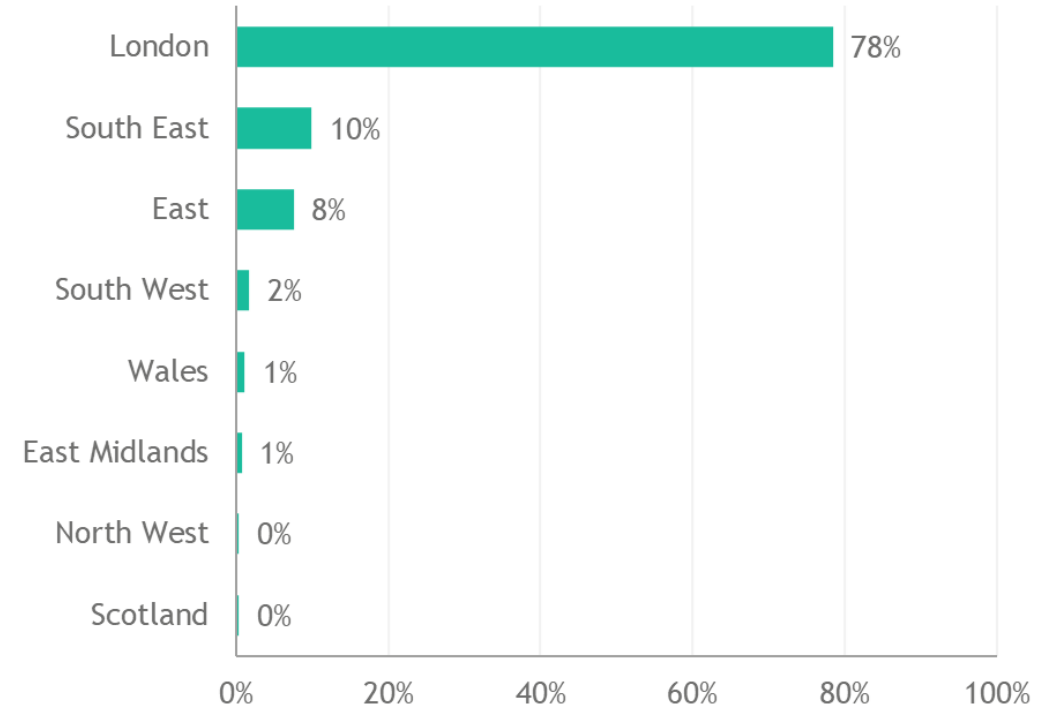
Source: The Golden Key Event Survey – The Audience Agency.



Audience – Geography



Do you live in the UK?

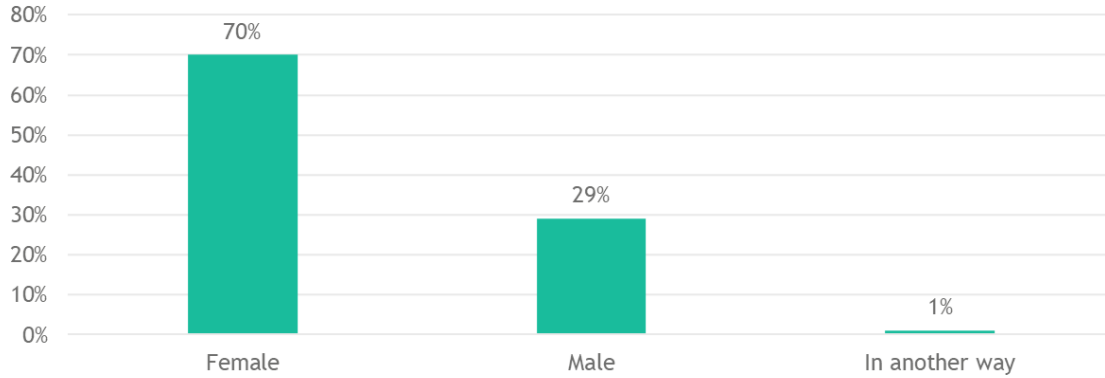


If you live in the UK, what is your full postcode?

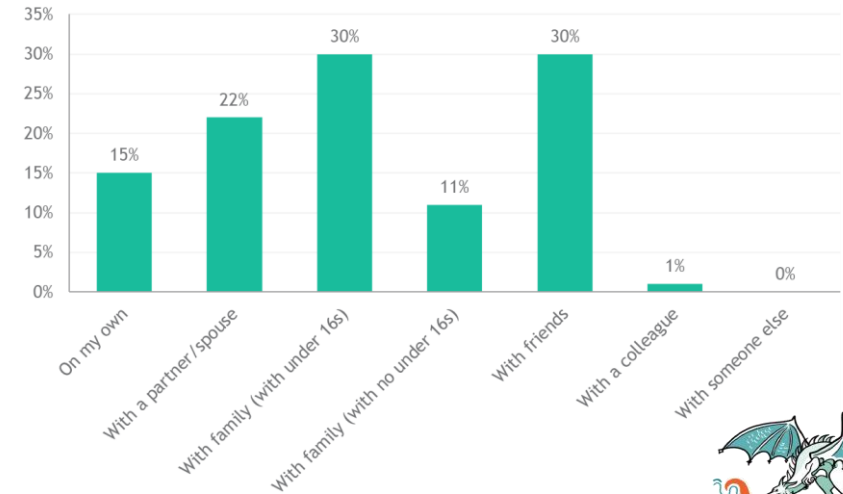
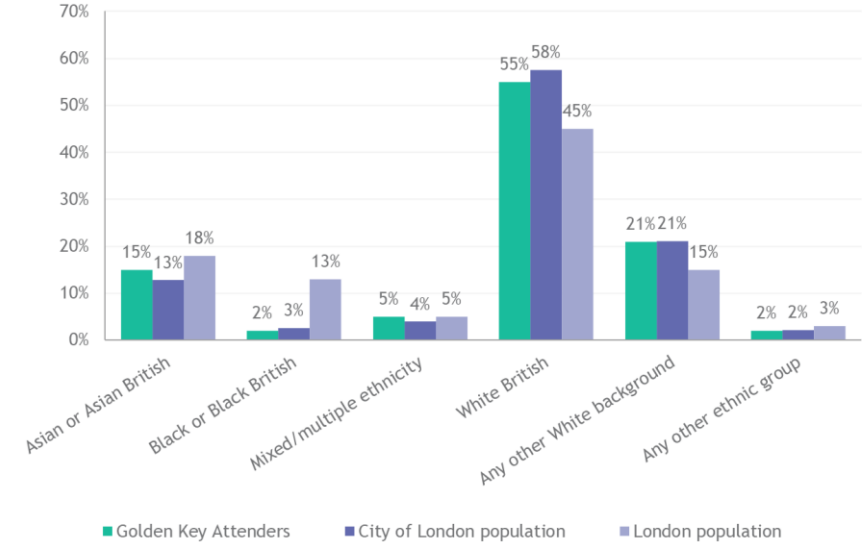
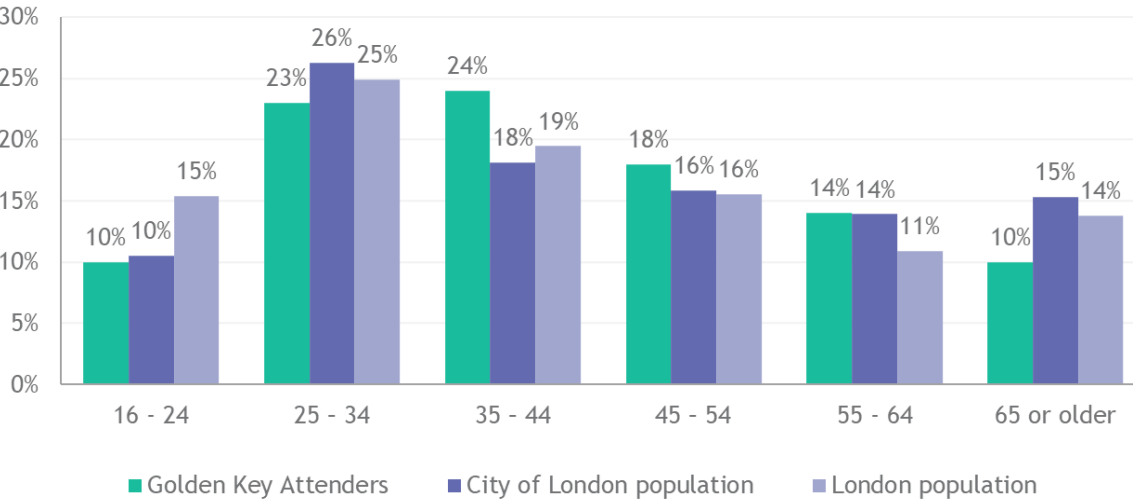
Source: The Golden Key Event Survey – The Audience Agency.



Audience – Demographics



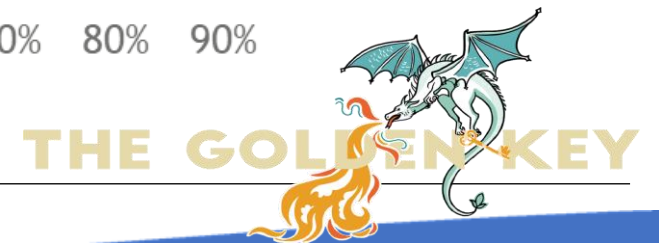
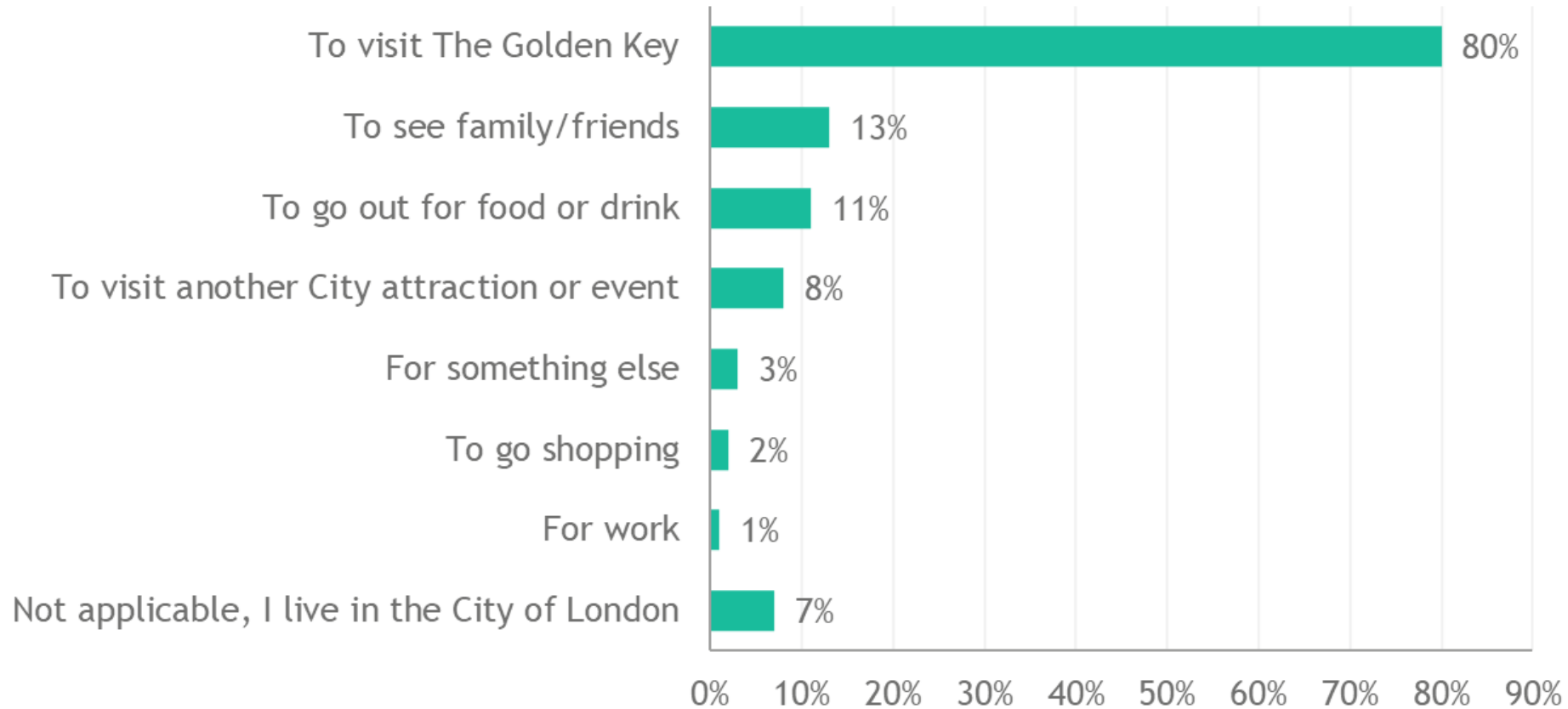
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Source: The Golden Key Event Survey – The Audience Agency.

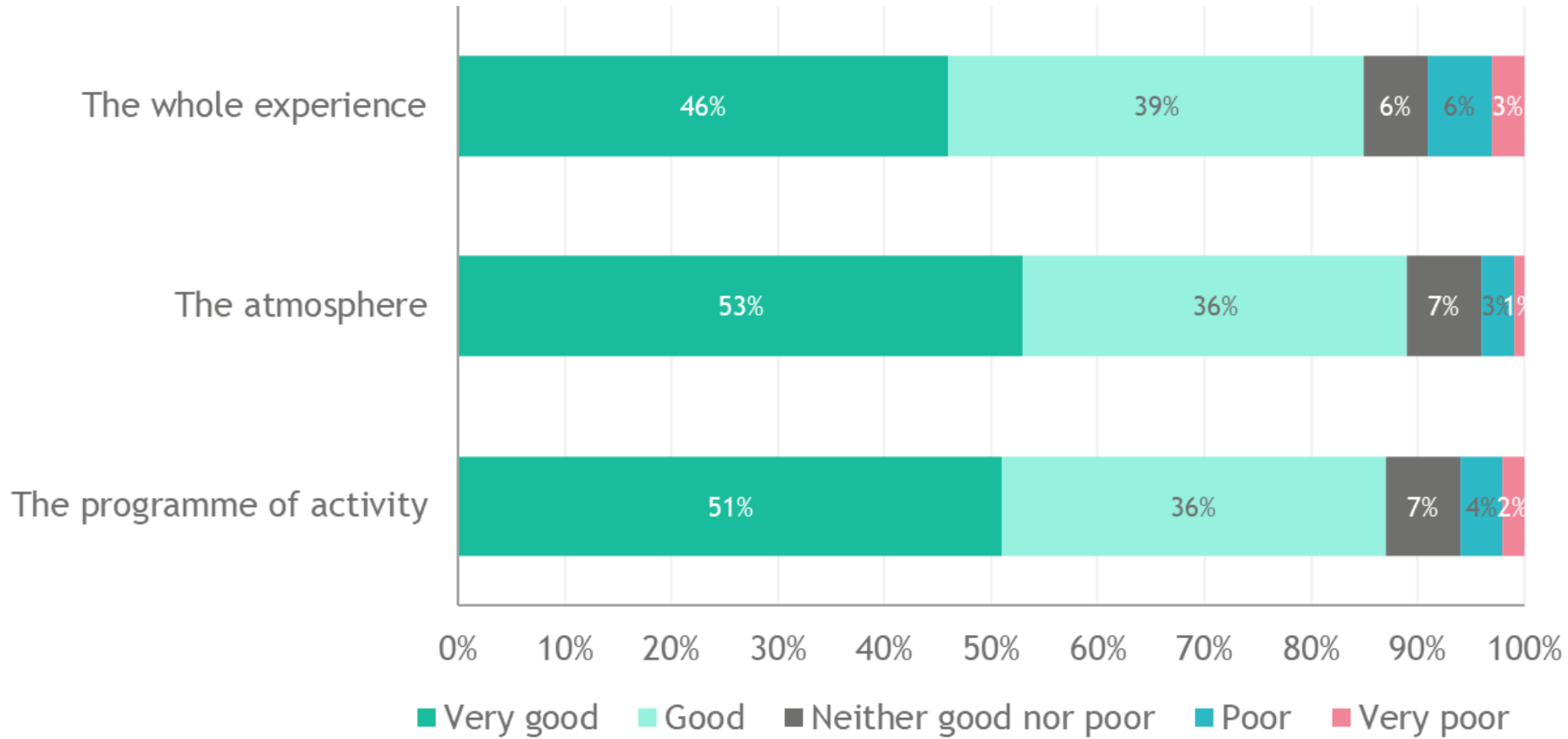


Audience – Motivations



Audience – Experience

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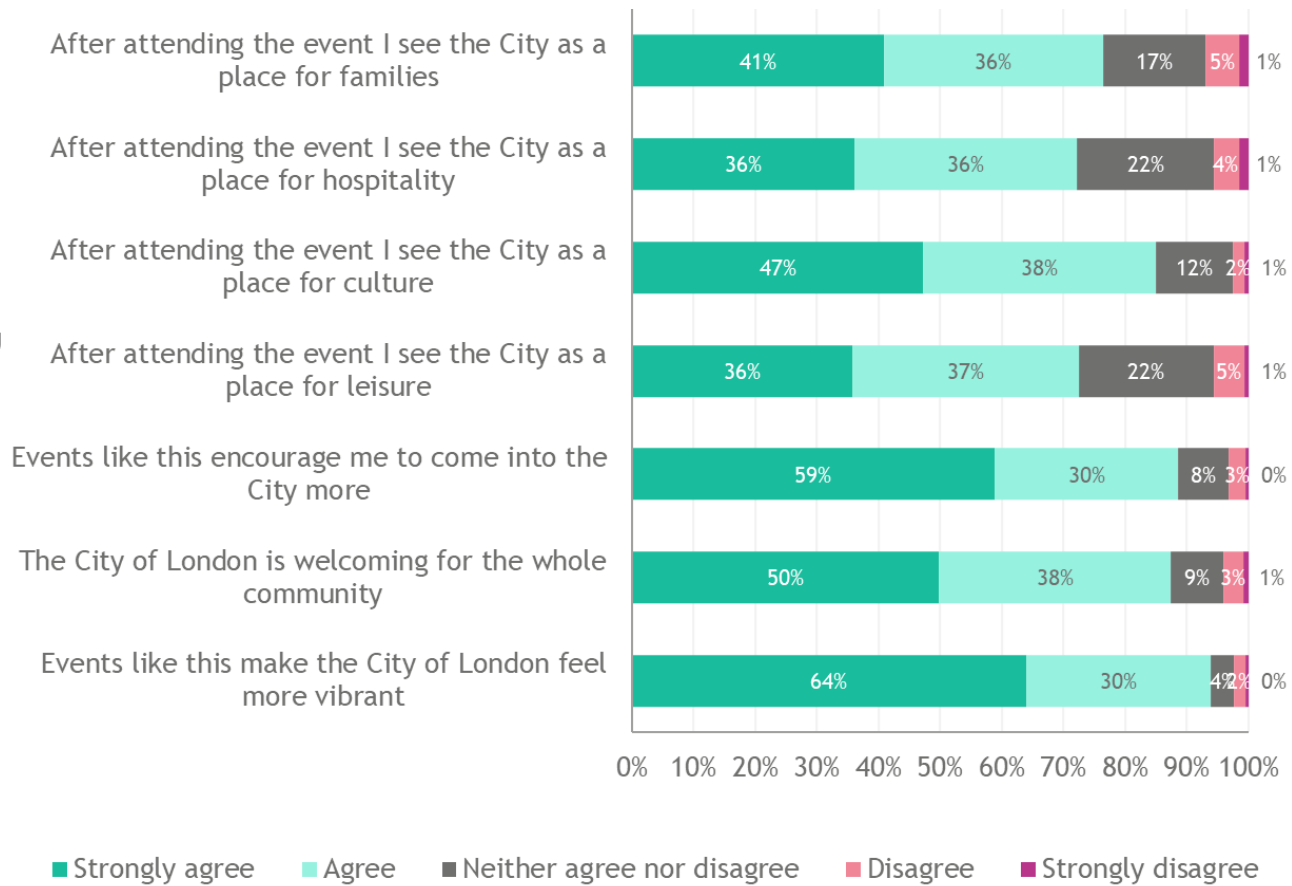


Source: The Golden Key Event Survey – The Audience Agency.



Audience – Perceptions

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Source: The Golden Key Event Survey – The Audience Agency.



Audience – Perceptions

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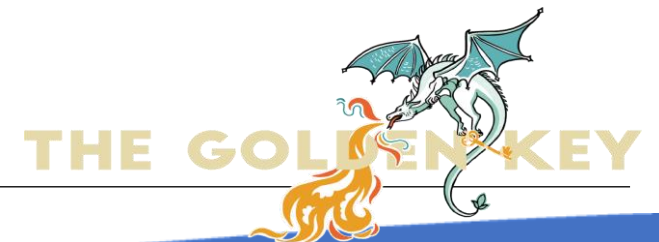
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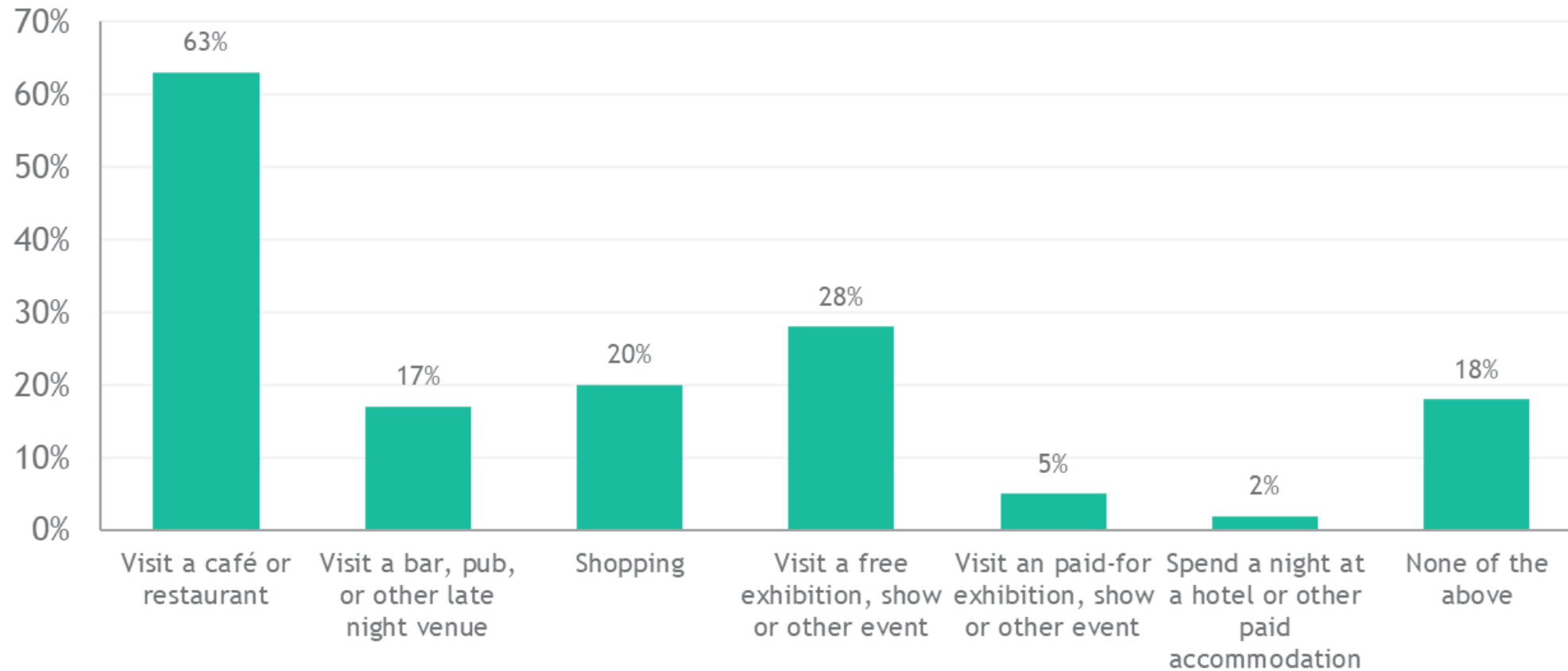


Source: The Golden Key Event Survey – The Audience Agency.



Audience – Spend

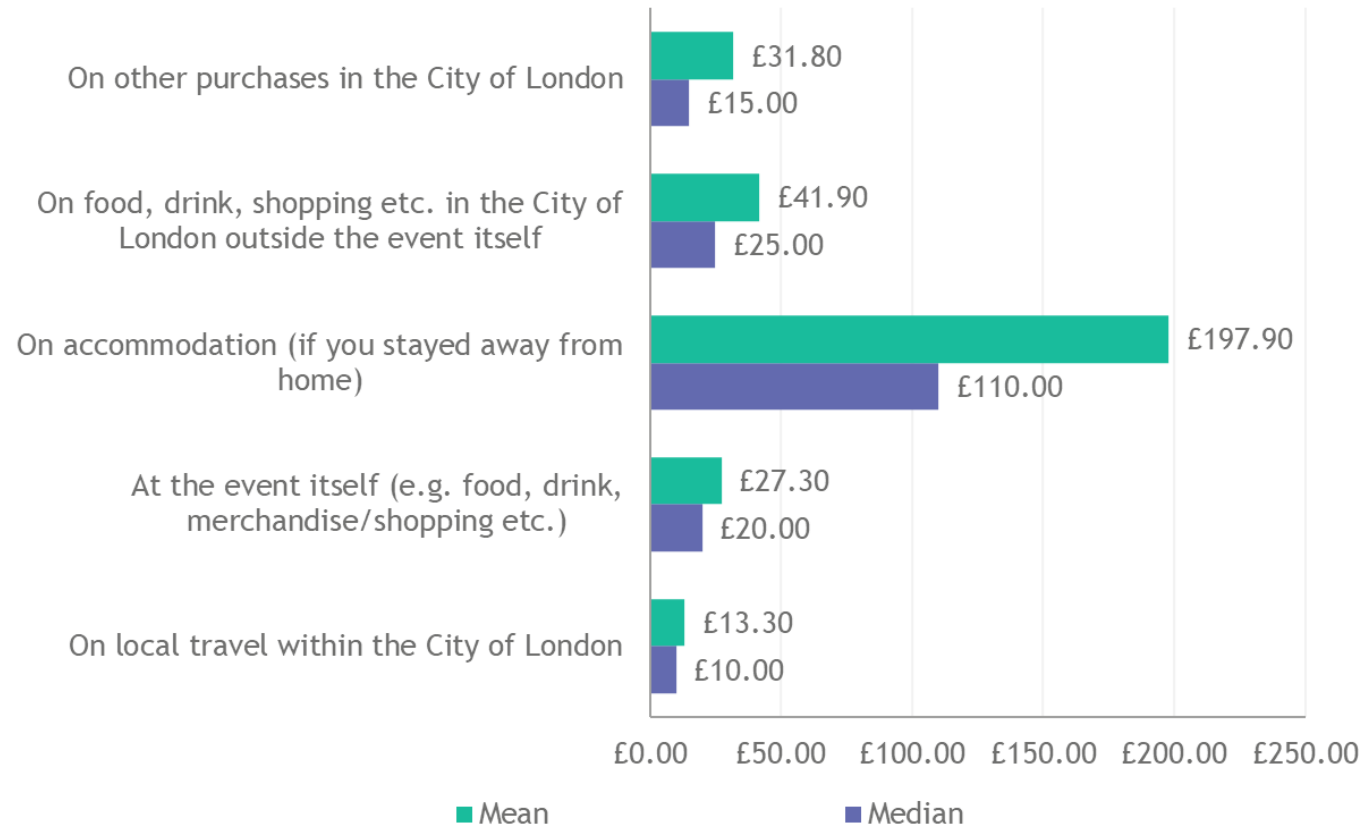
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Source: The Golden Key Event Survey – The Audience Agency.



Audience – Spend



Source: The Golden Key Event Survey – The Audience Agency.



7. Learnings & Recommendations

Measurement & Reporting	<ul style="list-style-type: none"> • Data sources to be reviewed and developed to ensure measurement is robust - footfall counters • Sales data is reliant on business sharing - agreement to be made in advance for percentage uplifts to be shared • Allow a 6-week turnaround for event reporting to factor in third party data collation and analysis
Concept & Creative	<ul style="list-style-type: none"> • Concepts to be simple, sustainable and inclusive • Concepts and programming to be designed to attract sponsorship • Extend the duration of events to maximise impact and Return On Investment
Marketing & Comms	<ul style="list-style-type: none"> • Provision longer lead-times to maximize awareness, engagement and visitor intent • Build in more paid media activity to extend reach. Provision for photocall launch moment • Continue to build social influencer relationships as a key channel for audience awareness and conversion
Event Execution	<ul style="list-style-type: none"> • Provide a minimum six-month lead in time for planning, permissions, procurement and production • Develop a clear wayfinding plan - review on street signage and distribution across event footprint • Build in road closure opportunities for event activity
Community & Business Engagement	<ul style="list-style-type: none"> • Work with relevant departments to create a CoL stakeholder engagement framework that can be adopted • Develop relationship with BIDs to leverage their network and influencer across district wide local businesses • Build in tourism packages with hotels to drive overnight stays





For access to supporting reports or for questions, please contact:

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THANK YOU

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