



Policy and Resources Committee

Date: THURSDAY, 20 APRIL 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 Shравan 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,	Deputy Simon Duckworth (Chief Commoner) (Ex-Officio Member)
Nicholas Lyons (Ex-Officio Member)	Alderman Professor Michael Mainelli
Catherine McGuinness	
Wendy Mead	

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Ian Thomas
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 23 March 2023 (Pages 7 - 20)
- b) * To note the public minutes of Communications and Corporate Affairs Sub-Committee meeting on 14 February 2023
- c) * To note the public minutes of the Operational Property and Projects Sub-Committee meeting on 6 March 2023

4. **RESOLUTION OF BARBICAN RESIDENTIAL COMMITTEE**

For Discussion
(Pages 21 - 22)

5. **RESOLUTION OF BARBICAN RESIDENTIAL COMMITTEE**

For Discussion
(Pages 23 - 24)

6. **REVISED CIVIC AFFAIRS SUB-COMMITTEE TERMS OF REFERENCE**

Report of the Deputy Town Clerk.

For Decision
(Pages 25 - 36)

7. **ANTI-TERRORISM TRAFFIC REGULATION ORDER**

Report of the Executive Director, Environment.

For Decision
(Pages 37 - 44)

8. **YEAR 2 QUARTER 4 UPDATE ON CLIMATE ACTION STRATEGY & YEAR 3 PLAN**

Report of the Executive Director of Innovation and Growth.

For Decision
(Pages 45 - 62)

9. **DRAFT STATEMENT OF ETHICAL POLICY**

Report of the Deputy Town Clerk.

For Decision
(Pages 63 - 76)

10. **DRAFT EQUALITY OBJECTIVES CONSULTATION**

Report of the Chief Operating Officer.

For Decision
(Pages 77 - 96)

11. **DESTINATION CITY - 2023 BARTHOLOMEW FAIR**

Report of the Executive Director of Innovation and Growth (to be read in conjunction with a non-public appendix at item 20).

For Decision
(Pages 97 - 118)

12. *** POLICY LEADS QUARTERLY REPORT OF ACTIVITIES**

Report of Deputy Town Clerk.

For Information

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

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

15. **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

16. 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 23 March (Pages 119 - 124)
- b) * To note the non-public minutes of the Operational Property and Projects Sub-Committee meeting on 6 March 2023

17. COMMUNITY INFRASTRUCTURE LEVY AND ON-STREET PARKING RESERVE GOVERNANCE

Report of the Executive Director, Environment.

For Decision
(Pages 125 - 138)

18. COMMUNITY INFRASTRUCTURE LEVY AND ON STREET PARKING RESERVE FUNDING BIDS - FOR DECISION

Joint report of the Executive Director, Environment and Chamberlain.

For Decision
(Pages 139 - 178)

19. TRANSITION FINANCE COMPETITIVENESS TASKFORCE

Report of the Executive Director of Innovation and Growth.

For Decision
(Pages 179 - 184)

20. * DESTINATION CITY - 2023 BARTHOLOMEW FAIR

Report of the Executive Director of Innovation and Growth (non-public appendix to be read in conjunction with item 11).

For Information

21. * MAJOR PROJECTS - HIGH LEVEL FORECAST AND CASHFLOW

Report of the Chamberlain

For Information

22. *** MAJOR PROGRAMMES OFFICE - DASHBOARD REPORT**

Report of the Chief Operating Officer.

For Information

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

25. **MINUTES**

For Decision

- a) To agree to the confidential minutes of the Policy and Resources Committee meeting on 23 March 2023

POLICY AND RESOURCES COMMITTEE

Thursday, 23 March 2023

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 23 March 2023 at 1.45 pm

Present

Members:

Deputy Christopher Hayward (Chairman)
Deputy Keith Bottomley (Deputy Chairman)
Tijs Broeke (Vice-Chair)
Mary Durcan (Vice-Chair)
Deputy Randall Anderson (Ex-Officio Member)
Deputy Rehana Ameer
Deputy Marianne Fredericks
Alderman Timothy Hailes
Deputy Edward Lord
Alderman Ian David Luder
Catherine McGuinness
Wendy Mead
Deputy Andrien Meyers
Deputy Alastair Moss (Ex-Officio Member)
Alderman Sir William Russell
Ruby Sayed (Ex-Officio Member)
Deputy Sir Michael Snyder
Deputy Philip Woodhouse
Wendy Hyde (Ex-Officio Member)
Deputy Simon Duckworth (Chief Commoner) (Ex-Officio Member)
Alderman Professor Michael Mainelli

In attendance (observing online)

Deputy James Thomson
Ben Murphy
Deputy Mark Bostock
Caroline Haines
Paul Martinelli

In attendance (in Guildhall)

Madush Gupta
Ann Holmes

Officers:

Michael Cogher	- Comptroller and City Solicitor and Deputy Chief Executive
Paul Double	- City Remembrancer
Polly Dunn, Clerk	- Town Clerk's Department
Caroline Al-Beyerty	- Chamberlain
Damian Nussbaum	- Director of Innovation & Growth

Bob Roberts	- Deputy Town Clerk
Gregory Moore	- Assistant Town Clerk and Executive Director, Governance & Member Services
Ian Thomas	- Town Clerk and Chief Executive
Jen Beckermann	- Executive Director and Private Secretary to the Chairman of Policy and Resources Committee
Ben Dixon	- Town Clerk's Department
Chris Rumbles	- Town Clerk's Department
Paul Wright	- Deputy Remembrancer
Luciana Magliocco	- Innovation and Growth Department
Simon Latham	- City Bridge Trust
Emma Moore	- Chief Strategy Officer
Genine Whitehorn	- Chief Strategy Officer's Department
Angela McLaren	- Commissioner, City of London Police
Philip Saunders	- Town Clerk's Department
Nick Gill	- City Surveyor's Department
Robert Murphy	- City Surveyor's Department
John Cater	- Chief Operating Officer's Department
Claire Giraud	- Senior Public Health Practitioner
Claire Spencer	- Chief Executive Officer, Barbican Centre
Mathew Cooper	- Town Clerk's Department
Dionne Corradine	- Chief Strategy Officer
Bruce Hunt	- Remembrancer's Office
Abdul Ishtiaq	- City Surveyor's Department
Jouini Abdellatif	- Innovation and Growth Department
Dylan McKay	- Town Clerk's Department
Fiona McKeith	- City Surveyor's Department
Jacqueline Ryan	- Town Clerk's Department
Mathew Stickley	- Town Clerk's Department

1. APOLOGIES

Apologies were received from The Rt Hon The Lord Mayor, Deputy Brian Mooney, Deputy Shravan Joshi and Deputy Henry Colthurst.

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

There were none.

3. MINUTES

- a) The public minutes of the Policy and Resources Committee meeting on 23 February 2023 were approved.

- b) The public minutes of the inquorate Equality, Diversity and Inclusion Sub-Committee meeting on 12 December 2022 were noted.
- c) The public minutes of the Capital Buildings Board meeting on 18 January 2023 were noted.
- d) The public minutes of the Joint Resource Allocation and Efficiency and Performance Working Party meeting on 20 January 2023 were noted.
- e) The public summary of the Competitiveness Advisory Board meeting on 30 January 2023 were noted.
- f) The draft public minutes of the Civic Affairs Sub-Committee meeting on 7 February 2023 were noted.

The Town Clerk drew Members' attention to item 4 within the Civic Affairs Sub-Committee minutes and an update relating to 'Members Workspace Requirements and a shortfall in funding of £20,000 to secure Innovation and Growth's move to the Irish Chambers. Civic Affairs Sub-Committee had resolved to submit a bid to the Policy and Resources Committee Contingency Fund to secure the additional £20k required. Members were now being asked to consider and approve this proposal.

RESOLVED: That Members: -

- Approved £20,000 from Policy and Resources Committee's Contingency Fund in support of Innovation and Growth's move to the Irish Chambers.
- g) The public minutes of the Operational Property and Projects Sub-Committee meeting on 13 February 2023 were noted.
- h) The public minutes of the Resource Allocation Sub-Committee meeting on 13 February 2023 were noted.

4. **LIGHT TOUCH GOVERNANCE REVIEW**

The Committee considered a report of the Town Clerk presenting options in response to a Light Touch Governance Review commissioned by Members following implementation of recommendations arising from the Lord Lisvane's Governance Review in 2022.

The Chairman introduced the item and reminded Members of the background to the report and how it was intended to present a light touch rather than wholesale review. The Chairman confirmed his intention to consider the recommendations out of sequence to group themes or where they were related. Members proceeded to consider recommendations as follows: -

Recommendation i) concerning the Property Investment Board and Financial Investment Board

The Chairman referred to a recommendation of the City Surveyor that the terms of reference be updated through deletion of explicit reference to Leadenhall Market given it was a requirement covered within the Investment Strategies, approved by Policy and Resources Committee, in any event.

Subject to this proposed amendment, Members were in agreement with the recommendation.

Recommendation viii concerning reporting of benefits in kind and the constitution of Efficiency and Performance Sub-Committee

The Chairman referred to matters relating to Efficiency and Performance Working Party being purely to tighten up the existing terms of reference.

Members were in agreement with the recommendation as presented.

Recommendation ii) relating to the Equality Diversity and Inclusion Sub-Committee

A Member expressed their surprise at a proposal to move Equality and Inclusion Sub-Committee to a single reporting line of Policy and Resources Committee, with the Member suggesting this would be a fundamental change rather than a light touch proposal.

During the discussion that followed, the importance of equality and diversity was recognised, with Members agreeing on the importance of staffing issues in relation to EDI, but with this element effectively being delegated to Corporate Services Committee, and with the majority of responsibility relating to EDI sitting with Policy and Resources Committee and a single reporting line being considered appropriate.

Members offered their endorsement of the recommendation as presented. Edward Lord asked that their name be recorded as having voted against the proposal.

Recommendations vi) and vii) concerning Culture Heritage and Libraries and Education

The Chairman referred to Members' views in these two areas, particularly at Informal Court, and confirmed his personal view that they were two areas that would require revisiting more seriously in the medium term, with proper consultation with relevant Members, officers and other stakeholders.

There was a question raised regarding agreeing a date for reporting back on these two areas, with the Chairman responding and highlighting capacity issues within the Governance and Members' Services Team and of it being wrong to try and pin them down today on a date for reporting back. A Member proposed a backstop that any proposed changes arising from the review be implemented in time for the next civic year in 2024/25, which the Chairman agreed was a reasonable request.

Members were in agreement with the recommendations as presented.

Recommendation iv) and v) concerning Capital Buildings Board and Operational Property and Projects Sub-Committee

The Chairman acknowledged that there were a range of views relating to Capital Buildings Board. The Chairman referred to an ongoing independent review of project governance. This included both corporate and major projects, with Operational Property and Projects Sub-Committee awaiting proposals on how to better manage the operational estate and with funding all aspirations and priorities a constant theme in Finance Committee and here at Policy and Resources Committee, but with Committee or Member governance not currently included as part of the review.

The Chairman proposed amending the scope of the project governance review and updating its terms of reference to include Committee and Member governance, which was currently split between Capital Buildings Board and Operational Property and Projects Sub-Committee. The Chairman added how it was important that the review considered other associated committees e.g., Markets Board and that all relevant areas were captured.

The Chairman proposed an alternative recommendation, which was seconded by Mary Durcan, asking Members to:

- Reject recommendations iv) and v) presented in the report regarding Capital Buildings Board and Operational Property and Projects Sub-Committee.
- Agree the revised scope of the Project Governance Review to include a review of Member Governance including (but not limited to) Capital Buildings Board, Operational Property and Projects Sub-Committee, Markets Board and other associated Committees.
- Delegate agreement of the exact wording of the new Project Governance Review terms of Reference to the Town Clerk, in consultation with the Chairman and Deputy Chairman of Policy and Resources Committee, Capital Buildings Board, Operational Property and Projects Sub-Committee and Markets Board.

The Chairman confirmed the intention being to allow for a full independent review between now and June before bringing back further proposals.

There was endorsement of the Chairman's proposal and a recognition that it would be the right approach to undertake an independent review rather than carrying out project governance changes through an ad hoc approach.

There was unanimous agreement to the Chairman's revised recommendation.

Recommendation iii) concerning Civic Affairs Sub-Committee

The Chairman remarked on a number of comments relating to Civic Affairs Sub-Committee having been received, but with no single coherent alternative

proposal emerging through discussions to date. The Chairman confirmed his personal view that it would be appropriate to marry Members' Learning and Development and Standards into a new sub-committee, to be Chaired by the Chief Commoner.

Members were supportive of the Chairman's proposal to separate out Members' Learning and Development and Standards into a new Sub-Committee. The importance of an ongoing role for the Chief Commoner was highlighted and of a need for a clear area of responsibility in the role.

Marianne Fredericks put forward a motion to amend to the recommendation, seconded by Catherine McGuinness, as follows:

To appoint the Chief Commoner as the Chair of the Civic Affairs sub-committee; with the immediate past Chief Commoner (moving to the Chief Commoner elect in October) and a nominated individual by the Policy and Resources Committee, acting as co-deputy chairs.

In response to this proposal, a number of Members spoke in support of the current working arrangements of Civic Affairs Sub-Committee.

A vote followed, with four Members supporting the proposed amendment, there being one abstention, and with the remaining Members voting against the amendment. As such, the motion was not carried.

In conclusion, the Chairman put forward a further motion, seconded by Keith Bottomley, that Civic Affairs Sub-Committee be relieved of Members' Learning and Development and Standards as part of its terms of reference, with this receiving the agreement of Members and there being one abstention.

Recommendation ix) concerning Policy and Resources Committee

The Chairman referred to a need to reflect any changes to Policy and Resources Committee's terms of reference based on debate relating to matters discharged by the Sub-Committees. The changes proposed being purely to reflect decisions taken elsewhere today or to correct historic errors such as reference to Establishment Committee which was now Corporate Services Committee.

A Member commented on the earlier discussion regarding the merging of Property Investment Board and Financial Investment Board into a single Grand Committee and proposed that an Ex Officio place on Policy and Resources Committee should be given to the Chair of the new Investment Committee, with this receiving the support of Members.

Recommendation x) concerning Standing Orders

The Chairman referred to discussion at callover during which it had been proposed Standing Order 13 relating to questions be tweaked slightly, to include a word limit of 250 words, this being approximately two minutes.

A discussion followed with a number of areas considered including attendance at Licensing Hearings, the Chief Commoner's ability to Chair committees, the role and appointment of a Chair and Deputy Chair of a Sub-Committee and the current ad-hoc arrangement.

Members offered their endorsement of the recommendation relating to Standing Orders and the Chairman's proposal relating to a word limit for questions.

Resolved: That Members: -

- i) Agreed to merge the **Property Investment Board and Financial Investment Board** into a new Investment Committee, answerable directly to the Court of Common Council, and agree the revised Terms of Reference as set out in Appendix A on this basis, including:-
 - a) To recommend that the existing FIB and PIB membership be directly appointed to the Investment Committee, with names to be drawn by ballot to determine how the term lengths will be staggered to ensure the usual gradual turnover in vacancies;
 - b) Terms of reference of Investment Committee to be updated through deletion of explicit reference to Leadenhall Market.
 - c) To note that the Standing Orders and Scheme of Delegations are to be reviewed with the intention of revising the financial thresholds for reporting to Finance Committee on certain property related matters (SOs 55-59).
- ii) Supported a change to the (currently joint) reporting lines of **Equality Diversity and Inclusion Sub**, such that it becomes a sub-committee of Policy & Resources Committee only, with clearer direction within its terms of reference on what matters are to be agreed in consultation with the Corporate Services Committee; and agree the revised terms of reference as set out in Appendix B to reflect this change.

Edward Lord voted against the recommendation.

- iii) Provided feedback on the **Civic Affairs Sub-Committee** terms of reference as set out at Appendix C and tasked Officers to bring back revised proposals in agreed terms to the next Policy & Resources Committee meeting;

Agreed that Civic Affairs Sub-Committee be relieved of Members' Learning and Development and Standards as part of its terms of reference moving forward.

Capital Buildings Board (recommendation iv) and Operational Property and Projects Sub-Committee (recommendation v)

- Rejected recommendations iv) and v) presented in the report regarding Capital Buildings Board and Operational Property and Projects Sub-Committee.

- Agreed to a revised scope of the Project Governance Review to include a review of Member Governance including (but not limited to) Capital Buildings Board, Operational Property and Projects Sub-Committee, Markets Board and other associated Committees.
 - Delegated agreement of the exact wording of the new Project Governance Review terms of Reference to the Town Clerk, in consultation with the Chairman and Deputy Chairman of Policy and Resources Committee, Capital Buildings Board, Operational Property and Projects Sub-Committee and Markets Board.
- vi) Tasked officers to explore suitable alternative arrangements for a **Culture** Forum and Masterplan and present back to the Committee within six to twelve months.
- vii) Support that no changes be made to the **Education Board** and **Independent School Boards'** terms of reference at this time, but commission officers to work on greater guidance for Members and Officers on the governance arrangements surrounding the City Corporation's Family of Schools.
- viii) Agreed to refer concerns relating to the reporting of benefits in kind, and on the constitution of the Efficiency and Performance Working Party, to the **Finance Committee** for initial consideration.
- ix) Agreed to update the **Policy & Resources Committee** Terms of Reference (Appendix F) in line with other decisions taken in response to this report;
- With the inclusion of Investment Committee Chairman as an Ex Officio appointment to Policy and Resources Committee.
- x) Considered the proposed changes set out in summary form at **appendix G**, and detailed within **appendix H**, provided comment and agreed these for onward submission to the Court of Common Council in April 2023;
- Agreed to inclusion of word limit of 250 words for questions as part of Standing Order 13.
- xi) Delegated Authority to the Town Clerk in consultation with the Chairman and Deputy Chairman of this committee, to revise the Terms of Reference of all the appended Committees and Sub-Committees, for consideration by the Court of Common Council and/or the relevant Grant Committee.
- xii) Authorised the Town Clerk to make amendments to the Standing Orders and Committee Terms of Reference that arise directly from decisions taken today (e.g., the renaming of committee(s) and reflecting that in all governance documents) including the introduction of any explanatory footnotes.

5. TERMS OF REFERENCE

The Committee considered a report of the Town Clerk presenting an annual review of changes to Committee Terms of Reference for onward consideration at the Court of Common Council.

Members noted that a change would be needed to Corporate Services Committee's terms of reference to reflect changes agreed earlier in the agenda relating to equality and inclusion. Finance Committee terms of reference would also need updating to reflect changes to Property Investment Board and Financial Investment Board.

Culture Heritage and Libraries Committee terms of reference were to be agreed with the inclusion of the Police Museum. No new Committee home had been identified for the Police Museum, therefore it was proposed that it should remain with Culture, Heritage and Libraries Committee until an alternative option had been identified and agreed amongst the relevant Chief Officers and Committee(s). Members noted that there was currently no resources to support the Police Museum through Culture, Heritage and Libraries Committee, but with Police Authority Board considering it premature to remove reference at this point whilst a new location was being identified. Officers would be asked to review alternative funding options with the aim of reopening the Museum.

RESOLVED: That Members: -

Considered and approved revised terms of reference for the following Committees:

- Board of Governors of Guildhall School of Music and Drama
- Corporate Services Committee
- Finance Committee
- City of London Police Authority Board
- Crime and Disorder Scrutiny Committee
- Local Government Pensions Board
- Barbican Centre Board
- Audit and Risk Management Committee.
- Culture Heritage and Libraries Committee
- Opens Spaces and City Gardens Committee
- Health and Social Care Scrutiny Committee

- Noted that a resolution of Markets Board, had already been resolved earlier in the agenda through agreement to undertake a wider review of project governance.

- Delegated Authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to consider and approve any subsequent changes to Committee Terms of Reference required ahead of the April 2023 Court meeting, including the Board of Governors of the three Independent schools; and

- Authorised the Town Clerk to make factual amendments to Terms of Reference (e.g. to reflect the changes to names of Committees) required ahead of presentation to the April 2023 Court meeting.

6. **CAPITAL FUNDING UPDATE**

The Committee considered a report of the Chamberlain presenting information relating to the annual capital bids and seeking approval of release of funding.

RESOLVED: That Members: -

- (i) Reviewed the schemes summarised in Table 2 and, particularly in the context of the current financial climate, to confirm their continued essential priority for release of funding at this time and accordingly:
- (ii) Agreed to the release of up to £0.910m for the schemes progressing to the next Gateway (pre-Gateway 5) in Table 2 from the reserves of City Fund (£0.075m) and City's Cash (£0.829m) and BHE (£0.006m) as appropriate, subject to the required gateway approvals.
- (iii) Agreed to the release of up to £1.374m for the schemes progressing to implementation (post-Gateway 5) in Table 2 from the reserves of City Fund (£0.737m) and City's Cash (£0.621m) and BHE (£0.016m) as appropriate, subject to the required gateway approvals.

7. **GUILDHALL COMPLEX REFURBISHMENT: MEMBER ENGAGEMENT**

The Committee considered a report of the City Surveyor relating to a project concerning prospective options for the refurbishment of the North and West Wings and seeking authority for the Town Clerk and City Surveyor to engage with Members as detailed.

RESOLVED: That Members: -

- Authorised the Town Clerk and City Surveyor to engage with Members as shown in paragraph 10 of the report for the purpose of developing the vision of the future Guildhall Complex and respective Member business requirements;
- Note that any formal proposals presenting options around the redevelopment or refurbishment of Guildhall would be presented to Committee in due course in 2023.

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

The Committee considered a report of the Chamberlain providing a schedule of projects and activities which have received funding from the Policy Initiatives Fund (PIF), the Policy and Resources Committee's Contingency Fund, Committee's Project Reserve and Covid19 Contingency Fund for 2022/23 and future years with details of expenditure in 2022/23.

RESOLVED: That Members: -

- Note the report and contents of the schedules.

- Approved the 2022/23 unallocated balances on your Committee's PIF and Contingency Fund being carried forward into 2023/24.
- Approved the 2022/23 COVID Contingency Fund unallocated balances were not carried forward as it was not anticipated that this Contingency would be required in 2023/24.

9. **MEMBERSHIPS AND SUBSCRIPTIONS**

The Committee received a joint report of the Deputy Town Clerk, Executive Director of Innovation and Growth and the Remembrancer providing information on current memberships and subscriptions as part of the City Corporation's external engagement.

RECEIVED

10. **TARGET OPERATING MODEL - INTERIM UPDATE REPORT**

The Committee received a report of the Chief Strategy Officer updating on implementation of the Target Operating Model at the City Corporation.

RECEIVED

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

The Chairman referred to notice of a question received from Shravan Joshi relating to Member training for Resource Allocation Sub-Committee, Planning and Transportation Committee and other Committees that were required to better understand the use of and restrictions for various funds such as Community Infrastructure Levy and On Street Parking Reserves.

The Chairman confirmed that the matter had been raised with the Chamberlain, following which a provisional training session had been scheduled to take place on Thursday 4th May 11.30am, and with relevant Members to be invited and a recording being made available for any Member interested in reviewing the session.

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

At this point in the meeting the Chairman took the opportunity to highlight that it would be Nick Gill's last meeting of Policy and Resources Committee before his retirement on 31st March. The Chairman added how Nick had done a sterling job during his time at the City Corporation in delivering sparkling returns on the investment portfolio. The Chairman thanked Nick for all his efforts on behalf of the City Corporation and wished him well for the future.

13. **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

14. NON-PUBLIC MINUTES

- a) The non-public minutes of the Policy and Resources Committee meeting on 23 February 2023 were approved.
- b) The non-public minutes of the Capital Buildings Board meeting on 18 January 2023 were noted.
- c) The non-public minutes of the Joint Resource Allocation Sub-Committee and Efficiency Performance Working Party meeting on 20 January 2023 were noted.
- d) The draft non-public minutes of the Civic Affairs Sub-Committee meeting on 7 February 2023 were noted.
- e) The draft non-public minutes of the Freedom Applications Sub-Committee meeting on Thursday 9 February were noted.
- f) The non-public minutes of the Operational Property and Projects Sub-Committee meeting on 13 February 2023 were noted.
- g) The non-public minutes of the Resource Allocation Sub-Committee meeting on 13 February 2023 were noted.

15. DESTINATION CITY - GROWTH BID REPROFILE

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

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At this point in the meeting, in accordance with Standing Order 40, Members agreed to extend the meeting beyond two hours.
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16. FINAL DESIGNS & TEXTS: BECKFORD & CASS STATUES INTERPRETATION PROJECT

The Committee considered a report of the Director of Innovation and Growth relating to final designs and texts for the Beckford and Cass Statues Interpretation Project.

17. CITY OF LONDON PUBLIC PROTECTION STUDY

a) Findings and Recommendations from the City of London Public Protection Study

This item was withdrawn.

b) Resolution of Bridge House Estates Board

The Committee received a resolution of Bridge House Estates Board.

18. MAJOR PROGRAMMES OFFICE - MONTHLY DASHBOARD REPORT

The Committee considered a report of the Chief Operating Officer providing a Major Programmes Office Monthly Dashboard report.

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

There was a question regarding CCTV in the City.

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

a) Museum of London Relocation Programme: Further Update

The Committee considered a report of the City Surveyor relating to the Museum of London Relocation Programme.

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At this point in the meeting, in accordance with Standing Order 16, Members agreed to extend the meeting beyond three hours.
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Part 3 Confidential Agenda

21. MINUTES

- a) The confidential minutes of the Capital Buildings Board meeting held on 18 January 2023 were noted.
- b) The draft confidential minutes of the Civic Affairs Sub-Committee meeting held on 7 February 2023 were noted.
- c) The confidential minutes of the Freedom Applications Sub-Committee meeting held on Thursday 9 February 2023 were noted.
- d) The confidential minutes of the Resource Allocation Sub-Committee meeting held on 13 February 2023 were noted.

22. SECURITY UPDATE

The Committee considered a report of the Managing Director of Bridge House Estates providing a security update.

The meeting ended at 4.48pm

Chairman

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

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TO: POLICY AND RESOURCES COMMITTEE
23rd February 2023 / 20th April 2023

FROM: BARBICAN RESIDENTIAL COMMITTEE
9th December 2022

POSSIBLE BARBICAN STRATEGY GROUP

11. VERBAL UPDATES

The Head of Major Works and Interim Head of Barbican Estates were heard in respect of the following:

11.1 Stock Condition Survey

Members noted that Savills would be delivering a presentation on 16th December, which would also be available on the residents' bulletin. The Head of Major Works advised that the initial plans presented to the Asset Maintenance Working Party (AMWP) had included costs per annum, over the next 30 years, broken down into various elements. A short internal review would follow in respect of patterns, trends, repair histories, the capital programme and consultation with residents. This would also provide an opportunity to review resources; looking at where projects could be combined, any lessons learnt, and where legislation might have an impact in future years. Officers always looked to modern, sustainable equivalents, wherever possible and within Listed Building Guidelines.

Members felt that the City Corporation was reaching an important point in the Barbican's legacy and suggested the Arup Survey, Savills' Survey, Climate Change Strategy and Barbican Renewal be considered holistically across the 30-year timeframe. The Chair reminded Members that some of these projects might be beyond the remit of the BRC. The Head of Major Works advised that the Programme would be subject to periodic reviews and more granular details would emerge. The Assistant Director stressed that officers did not work in silos on projects of this nature, quoting the 'Podium Water Proofing Programme Group' as an exemplar of cross working in the City Corporation.

Members felt that in considering the implementation of these reports over a thirty-year period there was a need for the programme to be drawn up holistically with discussions on how best to deliver the programme on a timely and integrated basis.

In the meantime and within the context of the City's post Lisvane light touch review it was Proposed by Mark Bostock, Seconded by Ruby Sayed and RESOLVED unanimously, that the Policy and Resources Committee be asked to consider setting up a Barbican Strategy Group, comprising all stakeholders, to facilitate a joined up approach to the future of the Grade 11 listed the Barbican Estate.

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FROM: Barbican Residential Committee
20 March 2023

TO: Policy and Resources Committee
20 April 2023

13. Delivering the Residential Reset

The committee welcomed the work underway to reset the Corporation's engagement with its resident population and noted a separate proposal to the Policy and Resources Committee regarding engagement with the City of London's worker population had also been agreed.

The committee expressed its concern regarding the withdrawal of hard copy ward newsletters, the additional expenditure on staff and associated events.

In response to questions, officers confirmed that residential wards were defined in statute but that the proposals of the 'Residential Reset' programme would apply to all residents of the City of London, not merely those living within wards classified as residential.

In noting the provisions of Standing Order 12.7 of the Court of Common Council, a motion was moved by Deputy Mark Wheatley and seconded by Helen Lesley Fentimen, put to the vote, and agreed.

RESOLVED, that:

1. at the appropriate time, the Policy and Resources Committee assesses the impact of the removal of ward newsletters and what actions, if any, should be taken;
2. the Policy and Resources Committee considers what mitigations may be appropriate to address the removal of ward newsletters; and
3. when future decisions of the Policy and Resources Committee or its sub-committees are expected to have an impact upon Barbican Estate residents that the proposals are referred to the Barbican Residential Committee prior to such a decision being taken, and that other committees are consulted as appropriate.

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Committee(s): Policy and Resources Committee	Dated: 20 April 2023
Subject: Revised Civic Affairs Sub-Committee Terms of Reference	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3, 6, 8, 10
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£0
What is the source of Funding?	None
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Deputy Town Clerk	For Decision
Report author: Polly Dunn, Principal Governance and Member Services Manager	

Summary

On the 23 March 2023, the Policy & Resources Committee agreed proposals to bifurcate the current Civic Affairs Committee, separating out responsibilities for Standards and Member Learning and Development, to be overseen by a new sub-committee of Policy. This report sets out a final draft of terms of reference for the two bodies, including composition and suggested regularity of meetings.

In addition to the proposals considered by Policy & Resources, at a later meeting (31 March 2023) the Civic Affairs Sub-Committee reviewed the 2022/23 terms of reference and agreed to recommend further changes to the Policy & Resources Committee.

The Terms of Reference are set out for Members' consideration at Appendix 1 and Appendix 2. Changes will only be implemented following the annual appointment of sub-committees, undertaken by Policy & Resources at its May meeting.

Recommendation(s)

Members are asked to:

- Consider and approve the revised terms of reference and composition of the Civic Affairs Sub-Committee, set out at appendix 1.
- Consider and approve the name, draft terms of reference, composition and regularity of meetings for the Member Development and Standards Sub-Committee, set out at appendix 2.
- Delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to make any final amendments ahead of the May Policy & Resources Committee meeting.

Main Report

Background

1. In February 2023, the Policy and Resources Committee feedback from Members as part of the Light Touch Governance Review (LTGR). The LTGR was commissioned by Members as a means by which to remedy any significant and immediate causes for concern within the Corporation's governance structure, that had directly arisen from changes made as part of a broader governance review, undertaken by the City Corporation and Lord Lisvane over 2020-2022.
2. At this meeting, as part of a number of recommendations, it was agreed that officers should bring forward proposals for the remit of Civic Affairs Sub-Committee to be altered, including potential bi-furcation, and the reporting lines for Standards and Benefices related matters.
3. On 23 March, the Committee debated a preferred approach and it was agreed that the areas of Standards and Member Learning and Development would be separated out into a new, distinct Sub-Committee, to be chaired by the Chief Commoner.
4. Following this agreement, the Civic Affairs Sub-Committee also considered its existing terms of reference and made a number of recommendations as to its composition.

Current Position

Civic Affairs Sub-Committee

5. Set out in Appendix 1, is the proposed new terms of reference for the Civic Affairs Sub Committee.
6. Based on the recommendation of Policy & Resources at its March meeting, paragraphs (j), (l)-(q) have been deleted on the basis that they will be assumed by the new sub-committee (see appendix 2).
7. The Civic Affairs Sub-Committee have also made recommendations to revise its composition. These changes are:
 - That the immediate past Chief Commoner remain on the Sub-Committee for the entire year after their successor has taken post. This had previously been limited to six months, subject to the election of Chief Commoner in October of each year, at which point the position swapped with the Chief-Commoner Elect.
 - Allowing the Chairman of Finance to appoint a nominee to the Sub-Committee. This had previously already been agreed by the Policy & Resources Committee so is in essence, a correction.
 - That the Policy & Resources representatives are no longer required to be Members of Policy & Resources Committee and can instead be from the wider Court, nominated by the Committee.

8. It is for Members of the Policy & Resources Committee to determine the responsibilities and composition of this sub-committee.

Member Development and Standards Sub-Committee

9. Set out in Appendix 2, is the proposed new terms of reference for a Member Development and Standards Sub-Committee.
10. Based on the recommendation of Policy & Resources at its March meeting, paragraphs (j), (l)-(q) have been taken from the existing Civic Affairs Sub-Committee. No further changes have been made to the responsibilities.
11. What was not discussed at the previous Committee meeting, was the composition of this second Sub-Committee. A proposal has been brought forward as a catalyst for discussion and debate, but the final composition is for Members to discuss and agree. The proposed composition is as follows:
 - The Chief Commoner (to act as Chairman)
 - Immediate past Chief Commoner*
 - Chairman and Deputy Chairman (or a Vice Chairman) of the Policy & Resources Committee
 - One Alderman nominated by the Court of Aldermen
 - Two Members nominated by the Policy & Resources Committee
 - Two Members nominated by the Education Board
 - Two Members nominated by the Corporate Services Committee
 - Together with two Members of the Court of Common Council, to be elected by the Court.
12. The Chairship arrangements were agreed at the previous meeting of the Policy & Resources Committee, however, the proposed wider Membership has been informed by the existing Member Learning & Development Steering Group. Additional representatives have been added for Education Board in light of learning/development expertise. Representatives from Corporate Services Committee have been added given the Committee's oversight of staff development and training, and indeed the potential overlap of standards, the Code of Conduct and Member Officer Charter.
13. In the first instance, it is proposed that this sub-committee be scheduled to meet quarterly, although this is also something that can be discussed at the sub-committee's first meeting.

Options

14. Members are invited to either:
 - a) Approve the terms of reference as drafted;
 - b) Revise and approve the terms of reference, as amended;
 - c) Advise on more significant changes and task officers to bring back revised proposals.

Corporate & Strategic Implications

Strategic implications

15. The whole purpose of the Governance Review and subsequently the Light Touch Governance Review, is to help ensure that the City Corporation has in place the best governance structures to deliver against our Corporate Plan. To ensure this, continued cross-departmental consultation needs to be undertaken, particularly ahead of the report proposed for March 2023.

Financial implications

16. See Resource Implications.

Resource implications –

17. There will be resource implications within the Governance and Member Services Team on the basis that this is one additional committee to administer. Should this sub-committee meet quarterly, as the Member Learning and Development Steering Group does, this additional implication will be marginal and initially it should be possible to absorb this additional sub-committee with existing resource.

Legal implications

18. There are none.

Risk implications

19. As with any process of significant change, there are risks associated with implementation and unforeseen challenges as the new system embeds. Whilst a new system was brought into effect last year, significant organisational turnover across departments, including the Town Clerk's department, inhibited the ability to communicate and embed organisational understanding of some of these changes. This risk is therefore mitigated with the request that matters be staggered and brought to Members on a priority basis, so that communications and training piece can assist with Corporation-wide implementation.

Equalities implications

20. Under the Equality Act 2010, all public bodies have a duty to ensure that when exercising their functions they have due regard to the need to advance equality of opportunity between people who share a protected characteristic and to take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people and encourage people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low. The proposals contained in this report do not have any potential negative impact on a particular group of people based on their protected characteristics.

Climate implications

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

Security implications

22. There are none.

Conclusion

23. The proposed terms of reference are presented for consideration on the recommendation of the Policy & Resources Committee. Final approval is sought to ensure that an agreed structure is in place for the Policy & Resources Committee to appoint at its first meeting of the Civic year, in May.

Appendices

- Appendix 1 – Revised Terms of Reference for the Civic Affairs Sub-Committee
- Appendix 2 – Proposed Terms of Reference for the Member Development and Standards Sub-Committee

Background Papers

[Policy & Resources Committee: Governance Review – November 2021](#)

[Court of Common Council: Governance Review – December 2021](#)

[Court of Common Council: Review of Standing Orders – March 2022](#)

[Policy & Resources Committee: Light Touch Governance Review – February 2023](#)

Polly Dunn

Principal Governance and Member Services Manager

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Civic Affairs Sub-Committee

Composition

- Chairman and Deputy Chairman or a Vice Chairman of the Policy & Resources Committee
- Chief Commoner
- Immediate past Chief Commoner*
- Chief Commoner Designate (upon election in October each year)
- Chairman of the General Purposes Committee of the Court of Aldermen, or their nominee
- Chairman of the Finance Committee; or their nominee
- Senior Alderman Below the Chair
- Chairman of the Guildhall Club
- Four Members of nominated by the Policy & Resources Committee ~~-elected by Policy & Resources Committee~~
- Together with Four Members of the Court of Common Council, to be elected by the Court.

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

The Chairman to be Chairman of Policy & Resources or their nominee, Deputy Chairman to be the Chief Commoner.

Terms of Reference

To be responsible for:-

Hospitality

- (a) To consider applications for hospitality which are referred to it by the Remembrancer and to make recommendations thereon to the Court of Common Council;
- (b) To review and approve arrangements for hospitality (including Committee allowances, annual functions, invitations and seating);
- (c) To consider the list of eligible caterers; and
- (d) To consider and approve the level of charges for the event spaces within Guildhall.

Ceremonials

- (e) To review the totality of the City Corporation's ceremonial protocols and practices, with the intention of bringing them up to date to reflect current circumstances;
- (f) To examine the principles behind each protocol, particularly where there have been changes in practice over recent years, making recommendations as to the approach to take in future, with a view to an updated and consolidated Ceremonials Book being produced.

Outside Bodies

- (g) Overseeing the City Corporation's Outside Bodies Scheme, to include:-
- developing the Corporation's policy towards outside body appointments;
 - keeping under review the effectiveness and appropriateness of the organisation's participation in individual bodies;
 - giving initial consideration to new requests from outside bodies for nominations;
 - advising the Court on the needs and requirements of the outside body in respect of any vacancy; and
 - periodically reviewing the City Corporation's Outside Bodies protocol.

Benefices

- (h) To consider matters relating to the City's obligations for its various Benefices*.

**The Patronage (Benefices) Measure 1986 and The Patronage (Benefices) Rules 1987, seek to confine the exercise of Church of England Patronage; i.e. the right to present Clergy, to a responsible person who is an actual Communicant Member of the Church of England or of a church in communion with it. On receiving notice of a vacancy, the City of London Corporation, as patron, is required to appoint an individual who is 'willing and able to make the Declaration of Membership and act as its representative to discharge its functions as registered patron'. In practice, the Chairman of the Sub-Committee, being a person able and willing to make the declaration, is usually appointed as the City of London Corporation's representative and this practice has worked well.*

Member Privileges

- (i) To consider and make recommendations to the Policy and Resources Committee on:-
- Members' privileges; and
 - Members' facilities, excluding Guildhall Club as it falls within the locus of the House Committee of Guildhall Club.
- ~~(j) To agree, a programme of Member training and development, to ensure that all Members have access to opportunities~~

Member Financial Assistance

- (k) To oversee the Members' Support Scheme (and Extended Support Scheme) to ensure that it is fit for purpose and to review periodically whether any further assistance should be established to support Members with the delivery of their duties as elected Members of the City Corporation.

Standards

- ~~(l) promoting and maintaining high standards of conduct by Members and Co-opted Members of the City of London Corporation and to assist Members and Co-opted Members to observe the City of London Corporation's Code of Conduct;~~

- ~~(m) preparing, keeping under review and monitoring the City of London Corporation's Member Code of Conduct and making recommendations to the Court of Common Council in respect of the adoption or revision, as appropriate, of such Code of Conduct;~~
- ~~(n) keeping under review, monitoring and revising as appropriate the City of London Corporation's Guidance to Members on the Code of Conduct;~~
- ~~(o) keeping under review by way of an annual update by the Director of HR, the City of London Corporation's Employee Code of Conduct and, in relation to any revisions, making recommendations to the Establishment Committee;~~
- ~~(p) keeping under review and monitoring the Protocol on Member/Officer Relations and, in relation to any revisions, making recommendations to the Establishment Committee;~~
- ~~(q) advising and training Members and Co-opted Members on matters relating to the City of London Corporation's Code of Conduct.~~

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Member Development and Standards Sub-Committee

Composition

- The Chief Commoner (to act as Chairman)
- Immediate past Chief Commoner*
- Chairman and Deputy Chairman (or a Vice Chairman) of the Policy & Resources Committee
- One Alderman nominated by the Court of Aldermen
- Two Members nominated by the Policy & Resources Committee
- Two Members nominated by the Education Board
- Two Members nominated by the Corporate Services Committee
- Together with two Members of the Court of Common Council, to be elected by the Court.

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

Terms of Reference

To be responsible for:-

Member Learning and Development

- (a) To agree, a programme of Member training and development, to ensure that all Members have access to opportunities

Standards

- (b) promoting and maintaining high standards of conduct by Members and Co-opted Members of the City of London Corporation and to assist Members and Co-opted Members to observe the City of London Corporation's Code of Conduct;
- (c) preparing, keeping under review and monitoring the City of London Corporation's Member Code of Conduct and making recommendations to the Court of Common Council in respect of the adoption or revision, as appropriate, of such Code of Conduct;
- (d) keeping under review, monitoring and revising as appropriate the City of London Corporation's Guidance to Members on the Code of Conduct;
- (e) keeping under review by way of an annual update by the Director of HR, the City of London Corporation's Employee Code of Conduct and, in relation to any revisions, making recommendations to the Establishment Committee;
- (f) keeping under review and monitoring the Protocol on Member/Officer Relations and, in relation to any revisions, making recommendations to the Establishment Committee;

(g) advising and training Members and Co-opted Members on matters relating to the City of London Corporation's Code of Conduct.

Agenda Item 7

Committee(s)	Dated:
Streets & Walkways Sub Committee Police Authority Board Policy & Resources Committee	7 March 2023 22 March 2023 20 April 2023
Subject: Anti-Terrorism Traffic Regulation Order	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1
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: Executive Director, Environment Department	For Decision
Report author: Ian Hughes, City Operations Director	

Summary

The City's permanent Anti-Terrorism Traffic Regulation Order (ATTRO) authorises the City Police to potentially control the movement of pedestrians and vehicles on City streets for counter terrorism purposes and was originally requested as part of a package of measures aimed at both improving the security of people in crowded places & preventing damage to buildings from a potential terrorist attack.

Members approved the ATTRO in 2016 on the basis that the City Corporation's area was particularly vulnerable to terrorism due to its highly dense nature and the concentration of high profile, historic, prestigious and financial targets that can be found throughout the Square Mile. Matters since would suggest this assessment has not changed, albeit the use of the ATTRO has been limited to a small number of high-profile special events.

From a City Police perspective, retaining the permanent ATTRO remains important because it affords them the ability to react quickly, if the intelligence necessitates it, to protect the public. For the City Corporation, having a permanent ATTRO allows it to be implemented for specific requests in a more timely manner where speed of response may be important.

The ATTRO was made as a permanent traffic order but subsequently Members requested that in addition to annual reports on its usage, the continuing need for the ATTRO to remain in place would be reviewed every three years. As a result, this year's report is For Decision.

Recommendation(s)

Members are recommended to approve the continuation of the ATTRO subject to a further review in three years' time.

Main Report

Background

1. In September and October 2016, the Planning & Transportation Committee (for decision), the Police Committee (for information) and the Policy & Resources Committee (for decision) discussed and agreed to the creation of an Anti-Terrorism Traffic Regulation Order (ATTRO) in the City Corporation area.
2. This was in response to a request from the Commissioner of the City Police in July 2015 to introduce such an order and followed a statutory public consultation.
3. The Commissioner's request was informed by advice received from his counter-terrorism security advisors, including the Centre for the Protection of National Infrastructure (CPNI). The advice related to the whole administrative area of the City and was in the context of the potential impact of terrorism due to the City's intensely crowded nature and its role as a high-profile world centre of economic activity.
4. The ATTRO is a counter terrorism measure pursuant to the provisions of the Civil Contingencies Act 2004, which allows traffic orders to be written by the Traffic Authority under s6, s22C and s22D of the Road Traffic Regulation Act 1984. These orders can only be made on the recommendation of the Commissioner of Police and are for the purposes of:
 - Avoiding or reducing the likelihood of, or danger connected with, terrorism, or;
 - Preventing or reducing damage connected with terrorism.
5. On the basis of a security assessment or an intelligence threat, the ATTRO gives a City Police Inspector or above the discretion to restrict traffic and / or pedestrians to all or part of any street in the City. That discretion must be exercised in accordance with an agreed protocol so that any interference is proportionate and that such restrictions are in place for the minimum extent and time necessary.
6. The Commissioner requested the ATTRO be put in place on a permanent basis, but that its use be contingent on it only being used as a proportional counter terrorism response to the needs of an event, incident or item of intelligence. Transport for London also agreed to allow the City Corporation to include their streets within the Square Mile as part of the ATTRO area.
7. The permanent ATTRO allows the controls to be activated at any time, albeit in accordance with an agreed protocol that reflects the statutory requirements for making such an order. Nevertheless, its permanent nature enables quicker activation of security measures to meet operational requirements given the unpredictability of the current terrorist threat.

8. Members agreed to making the ATTRO on two key conditions, namely that an annual review be presented to Members, and as part of that review, there should be confirmation that the ATTRO had been used in a proportionate way.

Current Position

9. The protocol established for using the ATTRO allowed for two main types of scenario. The first of these was for intelligence-based police led urgent situations, however, since it's introduction the permanent City ATTRO has yet to be used to implement controls resulting from advance intelligence.
10. The second scenario was in relation to pre-planned special events where the ATTRO could be used to supplement the City Corporation and TfL's existing event planning process. Such events typically have a separate pre-advertised temporary traffic regulation order (TTRO) granted to the organiser to close roads just to facilitate the event, but if deemed appropriate, the ATTRO could be used to authorise additional protective security measures, particularly in response to emerging information regarding the terrorist risk to that event. These could include the control of pedestrian movements which would not typically form part of the standard event TTRO, and / or additional road closures that might be deemed appropriate nearer the event.
11. In between its introduction in 2016 and the large scale suspension of mass spectator events due to Covid, the City Police Commissioner requested the ATTRO to be used on eight separate occasions, all in relation to a particular special event. Four of those requests involved the annual New Year's Eve celebrations as part of the Metropolitan Police-led operation across Central London. The other four were all in 2017 and related to:
 - The funeral of PC Keith Palmer at Southwark Cathedral
 - The IAAF Marathon
 - The Lord Mayor's Show & Fireworks
 - The Grenfell Tower Memorial Service at St Paul's Cathedral
12. During 2022 and following the return of mass spectator events after Covid, the Commissioner requesting its use for three events, namely:
 - Her Majesty the Queen's Platinum Jubilee Service at St Paul's Cathedral
 - Events related to the passing of Her Majesty Queen Elisabeth II and the accession of His Majesty King Charles III
 - New Year's Eve celebrations
13. Post-event feedback would suggest the additional powers contained in the ATTRO were used sparingly, but where used, they proved helpful in ensuring the mitigation of terrorism risk. There was no noticeable or negative impact on the general public and none of their uses exceeded 48 hours, which would have otherwise triggered a review by the Town Clerk & Commissioner as per the standing protocol.

14. The City Police therefore wish the ATTRO to be retained as they consider it affords them the ability to react quickly to protect the public if the intelligence or the manner in which events unfold necessitates it.

Considerations for Retention

15. From a City Corporation perspective, having the permanent ATTRO allows requests to be implemented in a more timely manner compared to the time involved in processing individual applications in circumstances where delay could prejudice the ability to remove or reduce threat. However, to be clear, individual requests to implement measures under the ATTRO are carefully considered and only agreed if they are considered to have sound reasons and strike a proportionate and fair balance between public interest and private rights.

16. The retention of an ATTRO to cover the whole City (rather than piecemeal ATTROs for smaller areas) is also considered appropriate to current and future potential threats given the widespread nature of potentially high profile targets within the Square Mile and the fast changing nature of the City and the security environment.

17. In terms of the wider use of ATTRO legislation, during the course of last year a Judicial Review was brought against Westminster City Council and the Metropolitan Police regarding their use of ATTRO powers in relation to an event at the Royal Albert Hall. The issues raised were generally around:

- The timely consideration and processing of requests for the ATTRO
- The balance between the public's right of access and the ability to limit that access for counter terrorism purposes, in particular the need to consider each request on its merits

18. For the City Corporation, City Police and TfL, the first of these issues is best addressed by having the standing power in place that can be implemented via an agreed protocol, allowing it to be used in an agreed and timely fashion.

19. In terms of the proportionality of using the ATTRO, the City Corporation already applies a significant degree of challenge (at Town Clerk level) to each request made by the Commissioner, ensuring the case being made is specific to that request and takes into account the balance of other legislative rights and powers.

20. It should be noted the operational protocol to oversee how the ATTRO is triggered and operated remains subject to review between the City Corporation, City Police and TfL under 'Business as Usual' protocols to ensure it remains fit for purpose. In addition, although the authority to implement the ATTRO has been delegated to the Town Clerk, the Chairmen of your respective Committees are made aware when requests are made and this delegation is used.

21. Although the ATTRO itself has no defined end date, Members felt it appropriate to reconsider retaining these powers on a standing basis every three years. The last such occasion was in 2020, so this year's report on the ATTRO's usage and retention is appropriately for decision.

Proposal

22. Retaining the permanent ATTRO allows requests to be considered in a timely manner where any delay involved in approving and making individual ATTROs could undermine the reason for making the ATTRO. It is therefore proposed that the ATTRO be retained for the reasons set out above.

Corporate & Strategic Implications

23. Counter Terrorism is graded as a tier one threat against our country as per the National Strategic Policing Requirements set by the Home Office. Nationally and locally, there is an appropriately strong expectation that the threat of terrorism is met by an equally appropriate and proportionate response by the police and their partners.

24. The Government's Contest Strategy aims to reduce the risk to the UK and its interests overseas from terrorism, so people can go about their daily lives freely and with confidence. The City of London Police, part of the London counter terrorism region, supports the Contest Strategy through the four P's approach of Pursue, Prevent, Protect and Prepare. Protective Security as a theme, and therefore the ATTRO, fits firmly under Protect element of the Government's Contest Strategy.

25. The number one ambition of the City of London Police's Corporate Plan is 'to make the City of London the safest place in the world'. This includes having all the tools available to rapidly mitigate risk and to protect the public.

26. The City of London's historical, cultural and economic importance means it will always be an attractive target for those who are intent on causing high profile disruption. By continuing to protect the City of London from terrorism we will continue to protect the UK's interests as a whole. In terms of prevention, the City of London Police plan states 'we will continue to develop different ways to engage and work with partners in a coordinated way to deter, detect and disrupt terrorist activity'.

27. The City of London Local Plan 2015 aims to ensure that the City remains a safe place to live, work and visit. Core Strategic Policy CS3 makes specific provision for implementing measures to enhance the collective security of the City against terrorist threats. It seeks to apply those measures to broad areas, including the City as a whole, encouraging the development of area-based approaches to implementing security measures. The Local Plan is now under review but is likely to continue that approach.

28. The risk of terrorist attack remains at the top of the current Corporate Strategic Risk Register because of the City's concentration of high profile, historic, prestigious and financial targets. In addition, the City's Corporate Plan 2018-2023 reiterates the key aims of ensuring people are safe & feel safe and that we protect the users of our buildings, streets & public spaces.

29. Otherwise, the legal implications on the use of the ATTRO remain unchanged from the original 2016 report and are repeated in Appendix 1 for reference.

Risk Implications

30. Although the risk of further terrorist attacks in the Square Mile cannot be eliminated, the potential availability of the ATTRO to the City Police forms part of the measures available to help mitigate that risk.

Legal & Equalities Implications

31. See Appendix 1.

Financial, Resource & Climate Implications

32. None

Conclusion

33. Given the Square Mile's exceptional environment, its 'attractiveness' as a terrorist target has not changed. The evidence would suggest the use of the ATTRO is carefully considered and is used proportionately, balancing public interest against individual rights. Feedback does not suggest any noticeable or negative impact on the general public and a significant but appropriate degree of challenge is made by the City Corporation to the requests from the Commission to use it.

34. As a result, it is recommended that the City's permanent ATTRO is retained as an appropriate measure to enable the Commissioner of Police to more readily and better protect the City community.

Appendices

Appendix 1 - ATTRO Legal Considerations

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Appendix 1 - ATTRO Legal Considerations

1. Statutory power to make the ATTRO – Sections 6, 22C and 22D of the Road Traffic Regulation Act 1984 (as amended by the Civil Contingencies Act 2004) enables traffic orders to be put in place by the traffic authority for the purposes of avoiding or reducing the likelihood of danger connected with terrorism, or preventing or reducing damage connected with terrorism.
2. Statutory duties of traffic authority - As traffic and highway authority, the City Corporation has the duty to secure the expeditious, convenient and safe movement of traffic (having regard to the effect on amenities) (S122 Road Traffic Regulation Act 1984) and the duty to secure the efficient use of the road network avoiding congestion and disruption (S16 Traffic Management Act 2004). The Schedule to the ATTRO sets out requirements aimed at meeting these duties by ensuring that any restrictions will be the minimum necessary to remove or reduce the danger and are consistent with the statutory requirements for making such Orders. In implementing the ATTRO the traffic impacts of restricting or prohibiting traffic to roads within the City, including, potentially, pedestrian traffic, should be considered. In the event of a threat, the disruption to traffic flow would also have to be weighed against the threat of more severe disruption and greater risk being caused due to failure to prevent an incident.
3. Further controls - The Schedule to the draft ATTRO requires that in most cases at least seven days' notice of any restrictions must be given to persons likely to be affected (unless this is not possible due to urgency or where the giving of notice might itself undermine the reason for activating the ATTRO), and notice must also in any event be given to the City, TfL and other affected traffic authorities. The requirement for notice is intended to mitigate adverse traffic impacts by enabling alternative transport arrangements to be put in place.
4. Human Rights and Proportionality - In considering the request for the ATTRO, there is a duty to act in accordance with the European Convention on Human Rights. In relation to possible restriction of access to property, any interference with Article 1 rights to enjoyment of property must be justified. Interference may be regarded as justified where it is lawful, pursues a legitimate purpose, is not discriminatory, and is necessary. It must also strike a fair balance between the public interest and private rights affected (i.e. be proportionate). It is considered that the public interest in being protected by the existence and operation of the ATTRO can outweigh interference with private rights which is likely to occur when restrictions are in operation. The scope of restrictions must be proportionate and should only last until the likelihood of danger or damage is removed or reduced sufficiently in the judgment of a senior police officer. The Schedule to the ATTRO sets out arrangements (further expanded in the Protocol) for ensuring that any interference is proportionate. Given the risks to life and property which could arise if an incident occurred, and the opportunity provided by the ATTRO to remove or reduce the threat of and/or impacts of incidents, it is considered that the ATTRO can be justified and any resulting interference legitimate.

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Agenda Item 8

Committee	Date
Policy and Resources Committee	20 th of April 2023
Subject: Year 2 quarter 4 update on Climate Action Strategy & Year 3 Plan	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1,5,7,10,11,12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	<i>Original budget envelope for CAS approved by Court upon adoption. The Y2 portion approved under CAS by Policy and Resources on 5th May 2022 & by BHE Board on 14th July 2022. The Y3 plans relating to BHE spend will be presented according to the current BHE governance arrangements.</i>
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of: Executive Director Innovation and Growth and Senior Responsible Officer, Climate Action	Decision
Report authors: Simi Shah, Interim Programme Director, Climate Action Stuart Wright, Advisor, Climate Action Karin Ballasch, Stakeholder Engagement Lead, Climate Action Michaela Dhas, Programme Manager, Climate Action	

Summary

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

Recommendation

The Policy & Resources Committee is recommended to:

- i. Note the progress, risks and issues arising between January and March 2023 of year 2 of implementing the Climate Action Strategy.
- ii. Approve the drawdown of funds for implementation of the Climate Action Strategy in FY23-24 as set out in Table 2 from that original budget envelope. This represents portions for City Fund (£13.46m) and City's Cash (£4.84m).
- iii. Note the potential risks to the 2027 target.

- iv. Note that the achievement of our targets for Scope 3 and the Square Mile needs continuous and focused attention but no additional resources beyond the original budget envelope.

Main Report

Background

1. In November 2019 the City Corporation set out on a fast-paced, cross-corporation journey to develop an ambitious Climate Action Strategy (CAS). The strategy was adopted at the Court of Common Council on the 8th of October 2020.
2. The CAS marked the start of a new and transformative programme of action. It sets out three interlinked primary objectives for the City Corporation and the Square Mile:
 - to support the achievement of net zero emissions,
 - to build climate resilience, and
 - to champion sustainable growth.
3. The Court approved an original funding envelope of £68m to deliver the Strategy up to 2027. Each year's budget was to be subject to confirmation. It was agreed upon adoption that each relevant Service Committee and Policy and Resources receive a quarterly update on progress and relevant expenditure.
4. The Year 2 (Y2) programme of work and associated budget was approved by this committee on 5th May 2021 for City Fund and City's Cash. Expenditure related to Bridge House Estates (BHE) was approved by the BHE Board in July 2022. Across the funds, a total Y2 budget for both capital and revenue of £18.44m was approved as the allocation required under the original budget envelope.
5. The annual programme of work is based on detailed plans for 13 workstreams across six different departments; each of which reports to a relevant Service Committee. These detailed plans are approved by Project Boards at the operational level and relevant Service Committees at the Member level. These are reported into Policy and Resources as a summary delivery programme as shown in Appendix 2 for Year 3. Policy and Resources also approves annual budget drawdown against the original envelope for City's Cash and City Fund.
6. BHE funds are approved by the BHE Board but are shown here for illustrative purposes and for demonstrating combined commitment between BHE and the Corporation. The decisions relevant to BHE will be taken through their independent governance arrangements.
7. For the initial years, City's Cash and City Fund drawdowns are from central reserves. In later years the annual budgets will be partly funded by savings to the energy bill. A revolving mechanism to capture financial savings from the corporate energy bill was planned. It will capture the savings from the capital interventions under CAS and the PSDS project. The current assessment and design of the revolving fund's value is still underway and is complicated by market volatility in energy prices and internal charge back arrangements. Therefore the value stands at £0 even though savings have started to come online.

8. In July 2021, this committee approved delegated authority powers in relation to project delivery to the Senior Responsible Officer of CAS. This authority continues to bring the desired momentum to the programme.

Progress against targets

9. Quarters 1&2 focused on increasing transparency on progress against targets. We accomplished this through:
 - Re-assessing the carbon footprint for the first time since the baseline year of 2018/19.
 - Publishing the first [Climate Action Progress Report](#) on progress against targets.
 - Being the first body with local authority powers to publish a fully transparent public [dashboard](#) tracking performance against all CAS areas of work.
 - Being the first body with local authority powers to have a carbon footprint externally audited and verified for all three emission Scopes.
10. The interim target for Scopes 1&2 in 2021/22 is 33% decrease on the baseline of 2018/2019. We have reduced carbon emissions by 31%. This can be explained by a slower-than-expected rate of decarbonisation of the national power grid.
11. Emissions in our value chain have decreased by 5.6% since our baseline year. A small decrease was expected. This is due to increased expenditure on goods and services and increased value of our investment portfolios, as well as improvements in measurement.
12. In the Square Mile almost all of the emissions come from transport and buildings. In the latest available emissions data for the Square Mile (2019), commercial buildings were reduced by 16% and transport-related emissions were reduced by 11% compared to 2017. However, these fall short of the required trajectories to meet our interim targets for the Square Mile of 60% emission reduction by 2025 and 73% by 2030.
13. We are monitoring these areas and have robust action plans in place to get back on track. For example, we are developing a Supplementary Planning Guidance document for planning applications, as well as net zero design and technology standards for our own buildings. These will raise standards for new builds and refurbishments. We will also continue to implement our pedestrian priority scheme and cycle lanes to promote sustainable forms of transport.
14. As part of our Year 3 plan, we intend to repeat a comprehensive emission accounting exercise across all three scopes and the Square Mile. Additionally, we will re-evaluate our current progress against our Net Zero targets trajectories while auditing our Scopes 1 and 2.
15. All progress against targets can be monitored through the [Climate Action Dashboard](#). The dashboard tracks 31 management KPIs as well as the main 21 reporting KPI of our footprint as expressed in tonnes of CO₂e (Carbon Dioxide Equivalent). We are evaluating an additional 10 management KPIs to further improve the ability to evaluate overall progress on CAS targets. This dashboard is

used as the basis for progress reporting to Committees.

Progress against delivery plans

16. The following chart summarises the delivery status of the 13 workstreams delivering Climate Action against the original Y2 plans:

Workstream	Status (Q3)	Status (Q4)
Strategic Implementation Support	Green	Green
Buildings - Corporate Properties and Housing	Red	Red
Buildings - Investment Properties	Amber	Amber
Buildings - Capital Projects (Standards) + Resilience	Amber	Green
Purchased Goods and Services	Red	Amber
Square Mile	Amber	Amber
Cool Streets and Greening	Amber	Amber
Mainstreaming Resilience	Amber	Green
Heart of the City and SME Engagement	Green	Amber
Financial Investments	Amber	Amber
Carbon Removals and Land Management	Red	Red
Transport	Amber	Amber

15. Green-rated workstreams are all on track in terms of actions originally planned for Y2.

16. Those marked amber are those where there are one or more actions which will happen later in the programme than anticipated.

17. Those marked red have actions that were meant to be initiated in Y2 and have not yet started.

18. The red, amber and green ratings denote progress to planned activities made at the start of the financial year. It does not denote progress to CAS goals and targets.

19. Workstreams that are marked as Amber or Red receive heightened monitoring at the operational level. Service areas are being supported to increase momentum with special emphasis on actions relating to 2027 targets.

20. Red Projects

- **Carbon Removals and Land Management** is currently undergoing a rescope of the project by Arcadis consultants. This is due to the arising concerns over the existing sequestration capacity highlighted by recent extreme weather events and the potential to enhance sequestration. A separate report is being prepared for the Senior Accountable Officer's consideration in Q1.
- **Buildings - Corporate Properties and Landlord Housing Areas** remains with a red rating due to significant delays. Although the majority of workstreams are moving forward, the large capital works scheduled for Year 2 have not started and must now fall into financial year 2023/24.

21. There are several delays in the production of analytical work or key actions needed to underpin the success of the strategy. These are summarised in the appendix 3. Additional Member and operational oversight will be needed to accelerate action along the new schedules.

Change Control

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

Financial Update

23. The tables below summarise the financial position of the revenue and capital elements of the programme as of 28th February 2023 for year 2 and proposed draw down for Year 3.

24. The differences between the budget envelope requested and the amount drawn in Year 2 are due to several reasons. For revenue, these are 1) unrealised or delayed actions which will now take place in Year 3; 2) reassessment of plans based on continuous learning; 3) incomplete financial report and the delayed transactions processes. For capital, this is largely due to 1) delays in the production of portfolio-level management plans 2) delays in procuring expertise and 3) delays in procuring contractors. This means that some of the capital spend intended for Y2 is now reflected in Y3 projections.

25. The delays in spending due to internal processes have been highlighted at the operational level and were a recent topic at Executive Leadership Board where all chief officers pledged support to keep these moving. While solutions can be found at the operational level it is important Members of this committee understand there are factors which threaten our achievement of the 2027 target which are in our organisational control to mitigate. This will become especially acute in Y3 of implementation. In the main these include:

- a. Delays of up to three months in issuing capital codes for approved projects
- b. Delays of 2+ weeks in response times for review of gateway and committee reports for actions related to 2027 targets
- c. No scaling of expectations of insurance levels for smaller firms or smaller contracts and delays in response time for required exceptions.
- d. Distraction operationally and politically of non-CAS capital projects stating CAS alignment or targets where it is not the case.

Table 1								
YEAR 2	Original Budget (£k)				Actual Spend (£k)*			
Fund	BHE	CC	CF	Total	BHE	CC	CF	Total
Capital + SRP	99	1,598	9,860	11,577	0	27	686	713
Revenue	442	2,361	4,077	6,881	332	1,200	2,181	3,713
Grand Total	541	3,959	13,938	18,438	332	1,227	2,867	4,426

*as of 30/03/2023

Table 2								
YEAR 3	Original Budget (£k)				Actual Spend (£k)			
Fund	BHE	CC	CF	Total	BHE	CC	CF	Total
Capital + SRP	878	3,343	9,822	14,043	£0	£0	£0	£0
Revenue	368	1,492	3,640	5,500	£0	£0	£0	£0
Grand Total	1,246	4,835	13,462	19,543	£0	£0	£0	£0

26. Due to significant budget underspends of some of the projects, project leads were required to redesign their yearly spends for the financial year 2022/23. This resulted in some of the budgets being reassigned to Year 3. Table 3 (see Appendix 5) compares the original budget allocation including revenue and capital per project to actual year 2 spend. Table 4 below sets out estimated spend per CAS project in year 3.

Table 4				
Project Name	Budget Allocation (Year 3)	BHE	CC	CF
Strategy Implementation Support	£954,000	£57,240	£257,580	£639,180
Corporate Property Group Buildings	£5,108,715	£0	£1,532,614	£3,576,100
Investment Property Group Buildings	£5,214,000	£938,520	£2,398,440	£1,877,040
Design Standards	£310,000	£55,800	£142,600	£111,600
Resilient Buildings	£760,000	£136,800	£349,600	£273,600
Carbon Removals	TBC	TBC	TBC	TBC
Cool Streets and Greening	£3,841,736	£0	£0	£3,841,736
Financial Investments	£140,000	£46,200	£46,200	£47,600
Heart of the City & SMEs	£200,000	£0	£0	£200,000
Mainstreaming Resilience	£330,000*	£0	£0	£330,000
Purchased goods and Services	£240,000	£12,000	£108,000	£120,000
Square Mile	£785,000	£0	£0	£785,000
Transport	£1,660,000	£0	£0	£1,660,000
TOTAL	£19,543,451	£1,246,560	£4,835,034	£13,461,856

Risk

27. The Corporate Climate Action Risk Register describes our organisational response

to climate change and focuses on areas within our control and their mitigations. These risks were last reviewed by the Executive Leadership Board on 15th March 2023.

28. A programme-level risk log is also kept. All risks marked high this quarter and last are represented in Appendix 1. A summary of the most pressing delivery risks are below. Three are internal and therefore easier to mitigate and three are exogenous.
29. The three external risks are:
- a. Talent acquisition retention in a buoyant market for sustainability. This is complicated by our internal recruitment processes and response times.
 - b. Recent unprecedented rises in energy prices and
 - c. the cost of capital works present a significant risk to CAS target delivery.
30. There are three main internal risks:
- a. Underfunded cyclical works in our corporate estate which relate to energy. A paper going to OPPSC for 17th April 2023 clearly identifies £18.5m worth of projects which are to be completed before 2027. A total of £5.9m of this is backlog or deferred maintenance. The remainder is in year projects. Both are needed to improve and reinforce climate action interventions for overall emissions reduction across the estate.
 - b. Decision timelines on planned stock changes continues to be a potential risk for the programme. Major projects such as the Guildhall Master Plan, Barbican Arts Centre and Markets Co-location must now be considered inside the portfolio for purposes of planning to achieve the 2027 target. Furthermore, a lack of visible and well understood corporate disposal and portfolio acquisition strategies does limit the ability to have certainty over the 2027 target. It also hampers effective CAS delivery planning. The same is true for the investment estate for the 2040 goal.
 - c. A financial mechanism to ringfence energy savings is not yet in place as explained above.

Corporate and strategic implications

31. Strategic implications: The CAS supports the delivery against the following outcomes in the Corporate Plan, 2018-23:
- a. Outcome 1: People are safe and feel safe
 - b. Outcome 5: Businesses are trusted and socially and environmentally responsible
 - c. Outcome 7: We are a global hub for innovation in financial and professional services, commerce and culture
 - d. Outcome 10: We inspire enterprise, excellence, creativity and collaboration
 - e. Outcome 11: We have clean air, land and water and a thriving and sustainable natural environment
 - f. Outcome 12: Our spaces are secure, resilient and well-maintained.
32. The strategy builds upon existing strategies and policies, including: The Responsible Business Strategy 2018-23, the Responsible Investment Policy, the City Procurement Strategy 2020-24, the Local Plan 2015, the draft City Plan 2036, the Transport Strategy 2018-43, the Air Quality Strategy 2015-20, the Climate Mitigation Strategy, the Local Flood Risk Management Strategy 2021-27, the Transition to a Zero Emission Fleet Policy, the

Renewable Electricity Policy & Sourcing Strategy and related campaigns, such as Plastic Free City. It is aligned with ongoing reviews of our financial and property investment portfolio.

33. Resource Implications – No new resourcing implications have arisen.
34. Risk Implications – To manage risk effectively in the programme, all projects have a risk register and the overall risks are controlled through a corporation-level risk CR30 – Climate Action Strategy. No new corporate-level risks have been added since the last Policy and Resources CAS update on 5th May 2022.
35. Equalities Implications – A Test of Relevance was undertaken on the Climate Action Strategy and several positive impacts were identified for people in at least one of the following five protected groups - age, disability, race, pregnancy/maternity and gender. These include a reduction in air pollution, physical public realm improvements and increased indoor comfort levels and a reduction of fuel poverty. No negative impacts were identified. A review of the findings from the initial Test of Relevance was conducted at half year and they remain the same. Impacts will be investigated and assessed on an ongoing basis in conjunction with the delivery of the CAS programme of work.
36. No new legal, security or climate implications arise from the recommendations in this report.

Conclusion

37. In conclusion, we remain on track to deliver our targets for Scopes 1&2 and resilience evidenced by our recent (independently verified) carbon footprint reassessment. However, the upcoming year is critical to delivery and mitigation of internal risks. Scope 3 emissions and those for the Square Mile require more focused attention but have robust plans in place to ensure we meet our goals.

Appendices

- Appendix 1 CAS Programme Risk Register**
- Appendix 2 Achievements from Year 2**
- Appendix 3 CAS Year 3 Programme Highlights**
- Appendix 4 CAS Delayed Workstreams**
- Appendix 5 Year 2 budget spend analysis**

Appendix 1 CAS Programme Risk Register

Project	PMO Team: Description Category	Risk Rating (Q3)	Risk Rating (Q4)	CAS Target	Risk response
Carbon Removals and Land Management	Delay in resourcing planned posts impacting delivery targets	High	High	2027 Corporation	Recruit contractor(s) if recruitment unsuccessful.
Strategy Implementation Support	Failure to implement CAS performance targets due to new or existing assets allocation	High	High	ALL	Mitigation in place: Officers to prepare scenarios for decision making on interventions highlighting Guildhall following the receipt of the surveys of top emitters in Corporate Estate.
Buildings – Corporate Properties & Housing (landlord areas)	Insufficient financial resources are allocated to long term delivery of CAS targets	High	High	2027 Corporation	Regularly review with the programme team and Chamberlains the impact of inflationary pressure on capital delivery. Wherever possible lever in Government grant funding to support initiatives
Corporate Risk	Construction inflation, labour and material shortages are contributing to additional costs and delays. This is a corporate wide issue not limited to CAS interventions but will of course impact several CAS workstreams	High	High	2027 Corporation 2040 Corporation	Options to mitigate the impact are under review, such as early purchase of equipment and contract amendments.
Buildings – Investment Properties	Failure to monitor target delivery due to data quality, robustness of analysis or future data collection analysis	High	High	2040 Corporation	Energy metering strategy to be evaluated alongside development of new programmatic data governance processes and procedures.

Corporate Risk	Insufficient financial resources are allocated to long term delivery of CAS targets (spike in energy prices)	High	High	2027 Corporation	Introducing Behavioral management programme in buildings and look to advance quick wins. Improving Existing PPA (Power Purchase Agreement). Looking into new PPA
Strategy Implementation Support	Delivery delay due to project complexity	High	High	2027 Corporation	Mitigation in place: Regular communication of delays to Chief Officers and weekly monitoring of progress for projects at higher risk of delays.
Strategy Implementation Support	Delivery delay due to key stakeholder groups not being sufficiently engaged and/or supportive of climate action measures.	High	High	2027 Corporation	Mitigation in place: A dedicated engagement plan for this residential community to be in place for March '23.
Buildings – Capital Projects (Standards)	Failure to implement CAS performance targets due to new or existing assets allocation	New Risk	High	2040 Corporation	New specialist resource in place as part of the Centre of Excellence in City Surveyors to support rapid development and integration of new standards.
Buildings - all	Insufficient financial resources are allocated to long term delivery of CAS targets	High	High	2040 Corporation	Ongoing risk management approach to be incorporated in delivery. The impact of slippage to planned stock changes to be modelled in order to understand the potential impact. Delivery Approach needs to consider how gap funding requirements will be addressed.
Buildings – Corporate Properties & Housing (landlord areas)	Failure to implement CAS performance targets due to new or existing assets allocation	High	High	2027 Corporation	Tasks identified in the plan are expected to overdeliver on the reduction target. Ongoing risk management approach to be incorporated in Delivery Approach. The impact of slippage to planned stock changes to be modelled in order to understand the potential impact.
Buildings - all	Funding gaps in cyclical works programme	High	High	2040 Corporation	Delivery Approach to consider how cyclical works funding requirements will be addressed.

Buildings – Corporate Properties & Housing (landlord areas)	Grid decarbonisation does not occur at rate predicted in original CAS models	High	High	2040 Corporation	Grid decarbonisation to be tracked by Energy Team. Ongoing risk management approach to be incorporated into Delivery Approach.
Purchased goods & Services	Contractors or partnerships delays/procurement	New risks	High	2040 Corporation	Provision of the commercial team with standard specification wording which will allow to start conversations with suppliers who are unwilling to engage. Almost half of the Top 25 contracts are up for renewal, the Sustainable Supply Chain Manager is being proactive in mobilisations where possible to raise profile of the City's Climate Action Strategy.
Buildings – Capital Projects (Standards)	Failure to secure specific technical capacity to inform key designs and planning application decisions relating to the whole life carbon of major developments	New Risk	High	ALL	A consulting project has been completed to evaluate a representative sample of capital projects and their whole life carbon impact. Furthermore, the climate resilience/sustainable design specialist (part of the Centre of Excellence) will take on the management of this work.
Carbon Removals and Land Management	Delivery delay due to project complexity connected to establishment of supplier contracts for land management works.	New Risk	High	2027 Corporation	Setting up tight contract controls and seek information on continuity of service from contractors at tender stage
Buildings - Corporate Properties & Housing (landlord areas) and Investment Properties	Delivery delay due to delays during mobilisation stage of the projects	New Risk	High	ALL	Project Schedule developed through Year 3 project plans outlining the framework against which interventions will be delivered and presented as a whole programme. Programme Management Approach to be considered.

Appendix 2

Achievements (FY22-23, Year 2)

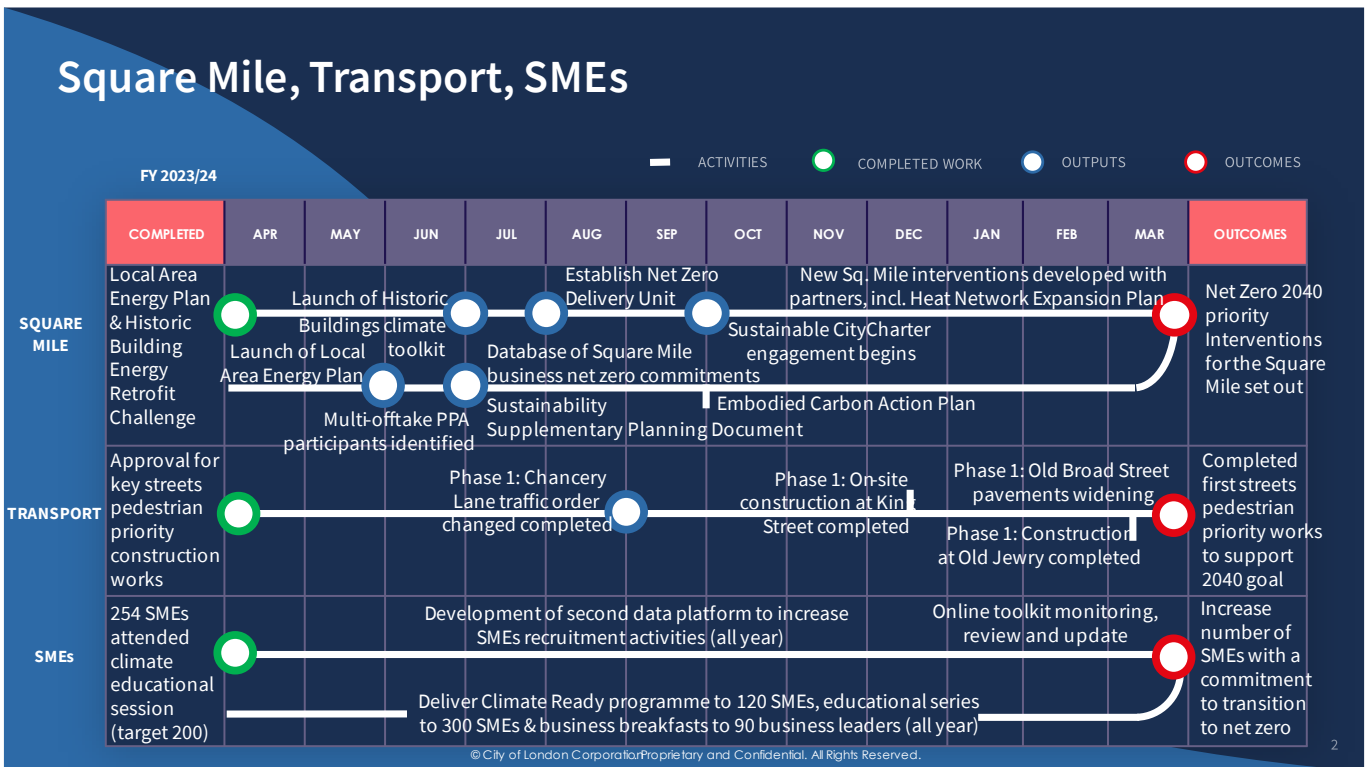
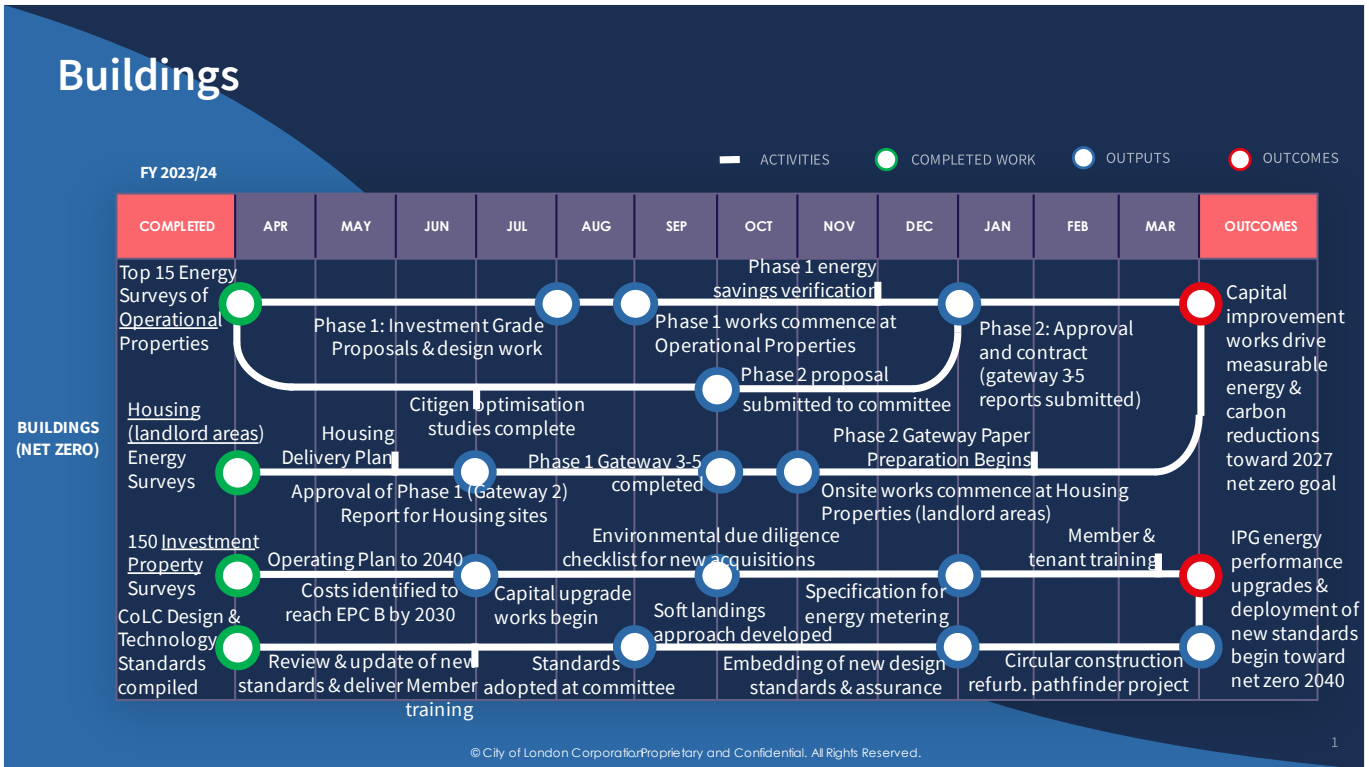
15. Advancing interventions in corporate housing and investment properties continue to be the biggest focus. The ability to accelerate actions under these workstreams remains our biggest risk and biggest opportunity.
16. Approval of GW 2 Paper introducing the first of a set of forthcoming energy/carbon reduction and efficiency-focused gateway papers. Covering 50+ interventions across the top 15 emitting buildings. Expected savings of 520 tonnes of CO₂ per annum, average payback of ~10 years and CAPEX value of £6.6m.
17. Completion of landlord/ communal area surveys across all 14 Housing Estates.
18. Approval of GW3-5 paper for Building Analytics at Central Criminal Court and Mansion House & Powertag metering at Guildhall.
19. Completion of Frobisher Crescent Heat Decarbonisation Plan.
 - a. A decarbonisation plan for the Heathrow Animal Reception Centre is being developed using a grant from the “Low Carbon Skills Fund”. A draft report has been received.
 - b. A decarbonisation feasibility study for the Cemetery & Crematorium is underway and a draft report has been received.
 - c. Operational delivery plan for energy interventions at investment properties drafted. This will inform the capital programme in 2023/24.
 - d. All EPC certificates received except for 7 additional properties requested by City Estate on 06 February 2023 - Surveys being scheduled.
 - e. Completion and integration of resilience risks impact assessment to City Corporation assets into a GIS online platform for climate impact modelling. Asset profile, images and interventions have been built into the platform.
 - f. Completion of list of 100 priority assets
 - g. Completion of Design and Technology Standards. Standards reviewed and approved for a final PDF by CoLC stakeholders.
20. We continue to work with a diverse set of stakeholders to learn, influence and act. A sample of engagements this quarter includes:
 - a. Heart of the City (HotC) hosted an learning lunch on SBTi for SMEs on February 2023 and a business leader webinar on March, both to share information about the climate crisis and the net zero training support available via HotC’s ‘Climate for SMEs’ course.
 - b. Design of a climate toolkit/guidance for micros underway by HotC.
 - c. The Responsible Procurement Manager and Sustainable Supply Chain Manager are engaged in theAction Sustainability’s research on ethical procurement of solar panels and is part of the steering group.
 - d. Delivery of a second workshop for the “Historic Buildings Challenge – Carbon reduction and climate resilience” on February 2023.
 - e. Completion of the first draft report of the Square Mile’s Local Area with initial outputs on the modelling and scenarios was received in March 2023. A launch event is being planned by June 2023.

21. We are committed to embedding CAS across the City Corporation's activities. A sample of engagements includes:
 - a. Continuing to run internal upskilling sessions on environmental resilience and climate across the environment department.
 - b. Delivered a workshop for Members on 17th of March on Whole Life Carbon.
 - c. The Sustainable Supply Chain Manager held 16 meetings between January and March with our top 25 suppliers on the topic of climate action. This helps increase supplier understanding of the City Corporation's climate action goals as well as the broader climate action agenda.
 - d. Responsible Procurement, of which climate action is the number one commitment, is gaining increasing recognition across the Corporation, most recently the Minor Works Framework, which could run for 9 years had a 20% Responsible Procurement weighting and makes this a real focus area for suppliers. They will now not only be scored on how well they can complete the work, but how responsibly this will be carried out.
 - e. Added carbon metrics to the new supplier contracts from Banner and Greenham. This includes asking them to find and deliver more sustainable alternatives.
 - f. Tender awarded for carbon reporting tool to Australian provider Avarni. The tool will be integrated at the procurement/payment end to get improved proxy data, which could see a 20% reduction on reported emissions.
 - g. Completion of Low Carbon Procurement Guidance with focus on Cost Vs Carbon.
 - h. Presentation of Climate Impact Modelling GIS platform to CoLC officers.

22. We are investing in the public realm and Open Spaces. And are working with others to protect and prepare them for the future.
 - a. Commencement of the Experimental Traffic Orders for Chancery Lane St based on revisions to traffic restrictions. Public consultation currently open until the 20th of August 2023.
 - b. Published notice making permanent the traffic regulation orders to Old Jewry, King Street and King William Street.
 - c. Secured 21k for upgrading the habitats of SINC's through creation of priority habitats from the GLA's Rewild London Fund.
 - d. Published the Cubic Mile project's report and policy review at the NERC Open Research Archives.
 - e. Works underway at Bevis Marks (Phase 1) and Bank (Phase 2) for construction of rain gardens and tree pits in the highway.
 - f. 38 successful tree locations identified for accelerated tree planting under Phase 3 'City Greening and Biodiversity' from the Cool Streets and Greening Programme. 10 trees planted in February 2023.
 - g. Commencement of re-design of City Gardens to improve climate resilience at 7 of 14 identified sites. These sites are Queen Street Place, Whittington Gardens, Angel Lane, Adelaide House, Dark House Walk, John Carpenter Street and St Mary Aldermanbury.
 - h. Smart sensor network scheduled for installation.
 - i. Completion of the Strategic Flood Risk Assessment review.

- j. Planning Advice Note on Whole Lifecycle Carbon Optioneering exercise approved by the City Corporation.

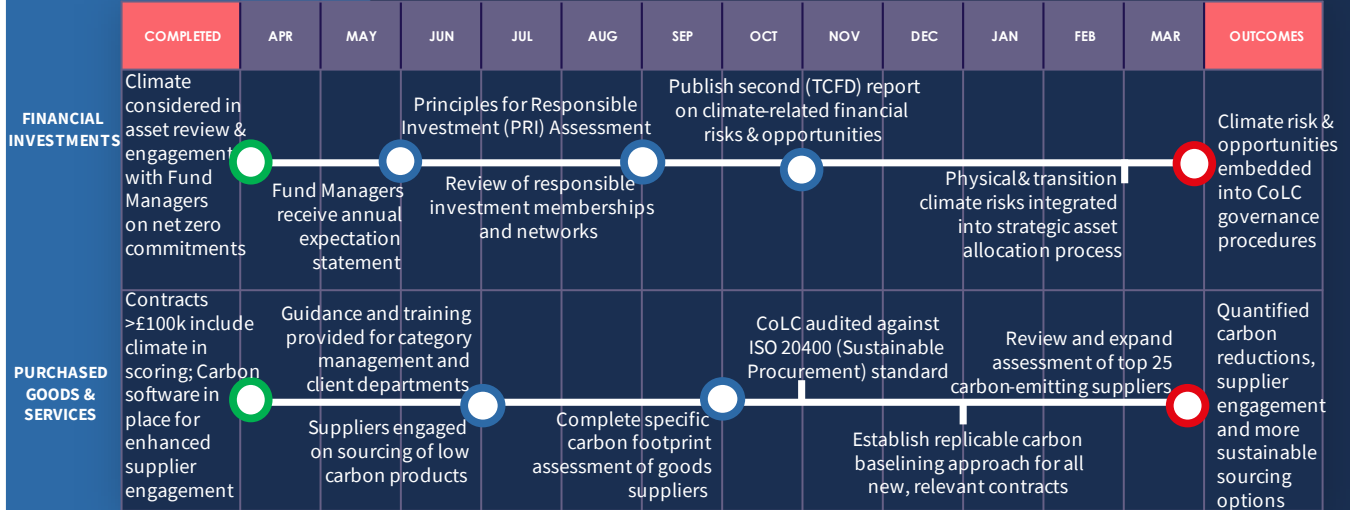
Appendix 3 Y3 CAS Programme Highlights



Financial Investments & Purchased Goods & Services

FY 2023/24

— ACTIVITIES ● COMPLETED WORK ● OUTPUTS ● OUTCOMES



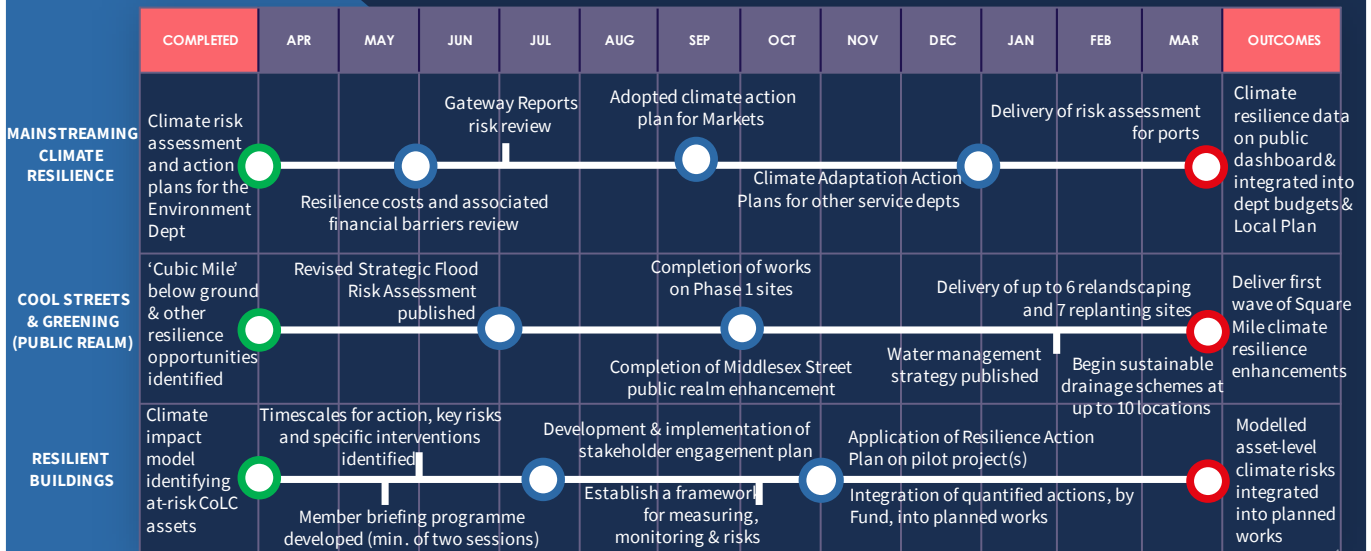
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3

Mainstreaming Climate Resilience, Cool Streets & Greening & Resilient Buildings

FY 2023/24

— ACTIVITIES ● COMPLETED WORK ● OUTPUTS ● OUTCOMES



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Appendix 4 CAS Delayed Workstreams

Project	Workstream	Original Start Date	Original Completion Date	Delayed Completion Date
Corporate Properties and Housing	Decarbonisation of heat: Decentralised system (commercial)	04/2022	08/2022	04/2023
Corporate Properties and Housing	Deep fabric retrofit pilot – Operational Property commercial assets	04/2022	12/2022	06/2023
Buildings – Capital Projects (Standards)	Soft landings post occupancy evaluation	07/2022	09/2022	08/2023
Buildings - Resilience	Development of Resilience Action Plan by fund	06/2022	12/2022	10/2023
Buildings - Investment Properties	Design an operating plan to identify a pathway to 60% emissions reductions by 2040	04/2022	03/2023	06/2023
Buildings - Investment Properties	Identification of additional buildings and cost required to upgrade major refurbishment works to EPC Grade B between 2022-2030	04/2022	09/2022	04/2023
Purchased Goods and Services	Carbon Hotspot: Establishing accurate baseline for top 25 suppliers	01/2022	09/2022	09/2024
Purchased Goods and Services	Carbon Hotspot: Establishing a replicable way of baseline all new, relevant contracts	01/2022	06/2022	09/2024
Purchased Goods and Services	Carbon Hotspot: Establishing targets with City & top 25 suppliers and develop action plans	02/2022	06/2022	06/2023
Purchased Goods and Services	Measuring and reporting: Creating reporting database	04/2022	03/2023	06/2024
Square Mile	Publishing Exemplar Refurbishment Guidance and launching we portal	08/2022	10/2022	04/2023
Square Mile	Climate Action Fund Launch (multiple actions)	05/2022	12/2022	07/2023
Square Mile	Draft Supplementary Planning Guidance on life carbon of new developments (multiple actions)	07/2022	01/2023	07/2023
Cool Streets and Greening	Installation of monitoring infrastructure (sensors)	04/2022	07/2022	05/2023

Cool Streets and Greening	Stage 5&6 Green Spaces and Climate Resilience (multiple actions)	04/2022	12/2023	04/2024
Transport	Delays in construction sites: Chancery Lane, Cheapside, King William St., Lothbury/ Bartholomew, Lane/ Threadneedle/ Old Broad St., Old Jewry; King Street	04/2022	09/2022	09/2023
Financial Investments	Submit plan to responsible investment strategy for cash holdings	07/2022	09/2022	08/2023
Financial Investments	Work with Investment Consultant (Mercer) to identify opportunities to gain exposure to climate solution	07/2022	09/2022	08/2023

Appendix 5: Year 2 budget spend analysis

Table 3				
Project Name	Actual Spend Y2*	BHE	CC	CF
Strategy Implementation Support	£553,867	£33,232	£149,544	£371,091
Corporate Property Group Buildings	£749,844	£0	£224,953	£524,891
Investment Property Group Buildings	£646,722	£116,410	£297,492	£232,820
Design Standards	£412,110	£74,180	£189,571	£148,360
Resilient Buildings	£373,836	£67,290	£171,965	£134,581
Carbon Removals	£89,448	£0	£89,448	£0
Cool Streets and Greening	£231,879	£0	£0	£231,879
Financial Investments	£100,263	£33,087	£33,087	£34,089
Heart of the City & SMEs	£200,000	£0	£0	£200,000
Mainstreaming Resilience	£160,630	£0	£0	£160,630
Purchased goods and Services	£156,823	£7,841	£70,570	£78,411
Square Mile	£267,335	£0	£0	£267,335
Transport	£482,797	£0	£0	£482,797
TOTAL	£4,425,554	£332,040	£1,226,630	£2,866,883

*as of 30/03/2023

Committee(s): Policy & Resources Committee	Dated: 20/4/23
Subject: Draft Statement of Ethical Policy	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3, 4, 5, 6, 11
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Deputy Town Clerk	For Decision
Report author: Benjamin Dixon, Office of the Policy Chairman	

Summary

A motion passed by Court of Common Council in 2021 asked the Policy & Resources Committee to return to Court with a statement of ethical policy in respect of procurement, investment and international engagement. A draft statement was provided to informal Court in February and, following Member input, the scope of the statement has been expanded to include other relevant areas of City Corporation activity. The

Recommendation(s)

Members are asked to:

- Approve the contents of the ethical policy statement at Appendix 1 for onwards agreement at Court of Common Council.

Main Report

Background

1. The draft statement sets out, in a single document, the ethical and responsible principles and aims encapsulated in the City Corporation's plans, activities and strategies.
2. The original motion agreed at Court of Common Council called for the statement to cover procurement, investment and international engagement. These matters are governed by the City Corporation's Responsible Procurement Policy, Responsible Investment Policy, Competitiveness Strategy and International Prioritisation Policy.

3. A draft of the statement was considered by Informal Court on 28th February and input of the whole Court was sought via email following that meeting. Following Member feedback, the draft statement now goes beyond the original scope, encapsulating a wider range of the City Corporation's policy in relevant areas.

Reporting

4. The statement signposts to other strategies and plans, some of which have standalone reporting mechanisms. However, it is proposed to develop reporting on the activities covered by the ethical policy statement and to explore whether there are efficiencies in combining with reporting on other related issues, including the regular reporting provided to this committee on the United Nations Sustainable Development Goals.

Publication

5. It is proposed that following agreement by Court of Common Council, the statement of ethical policy would be published on the City Corporation's website.

Corporate & Strategic Implications

Strategic implications – This statement encompasses commitments that are in pursuit of Corporate Plan outcomes 3, 4, 5, 6 and 11.

Financial implications – None arising from this report

Resource implications – None arising from this report

Legal implications – None arising from this report

Risk implications – None arising from this report

Equalities implications – None arising from this report.

Climate implications – None arising from this report

Security implications – None arising from this report

Conclusion

6. The draft statement sets out the City Corporation's responsible principles and activities as set out in agree strategies and policies. Members are invited to agree the statement for onward agreement at Court of Common Council in fulfilment of the requirements of the motion passed in 2021.

Appendices

Appendix 1 – Draft statement

Benjamin Dixon

Head of the Policy Unit, Office of the Policy Chairman

benjamin.dixon@cityoflondon.gov.uk

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Draft Statement of Ethical Policy - April 2023

Purpose

This statement sets out, in one document, the ethical and responsible principles and aims encapsulated in the City Corporation's plans, activities and strategies.

Ethical practice is taken to mean acting in the public interest to promote fairness and justice and advance the common good. The statement sets out the City Corporation's commitment to treating people fairly, being transparent and honest, respecting human rights and the environment and complying with the law and regulation.

Our Principles

Approach to Responsible Business

As an organisation with private, public, charitable and community sector responsibilities, we are a role-model and seek to create a positive impact across all our activities and decisions, embedding responsible practices throughout our work.

Our approach is set out in our **Responsible Business Strategy: Towards a Sustainable Future**¹ which has been embedded across the organisation. The goals set out in this strategy are delivered through:

- i) Impact in pursuit of our core purpose, our operations and how we procure our resources.
- ii) Impact achieved through our advocacy and role-modelling.

The City Corporation is committed to the following responsible business practices throughout its operations and decision making.

Using our convening power	We lend our voice and influence, as an independent and respected organisation, to highlight and advocate for responsible practices across our networks and partnerships.
Connecting with our communities	We listen to our communities and wider stakeholders, within the Square Mile and beyond, to understand the challenges they face and to include them in our planning and decision-making processes, as appropriate.
Ensuring transparency	We embrace transparency and accountability across all our work, including our governance structures and use of funds.
Preventing bribery, corruption and fraud	We actively prevent fraud, corruption and bribery in our own operations and influence our supply chain and partners to do the same.
Promoting human rights	We advocate for human rights in our decision-making processes so that people are treated appropriately and with dignity.
Championing responsible investment	We ensure that our own investments reach and exceed the standards set by United Nations supported Principles for Responsible Investment.

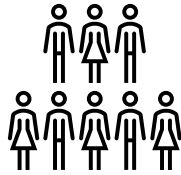
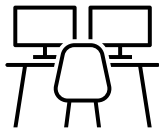

¹ [Business Strategy \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk/business-strategy)

Leading responsible procurement	We apply our responsible business principles to our procurement procedures to maximise social value, minimise environmental impact and strive to ensure the ethical treatment of people throughout our supply chains
Engaging our employees	We enable and empower our staff to act as a catalyst for change within the communities they live and work in.

Source: [Responsible Business Strategy](#)

Our Corporate Vision

The City of London Corporation is the governing body of the Square Mile dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK. Everything the City Corporation does contributes towards the achievement of 12 outcomes set out in the **Corporate Plan**².

 Contribute to a flourishing society	 Support a thriving economy	 Shape outstanding environments
People are safe and feel safe.	Businesses are trusted and socially and environmentally responsible	We are digitally and physically well-connected and responsive.
People enjoy good health & wellbeing.	We have the world's best legal and regulatory framework and access to global markets.	We inspire enterprise, excellence, creativity and collaboration.
People have equal opportunities to enrich their lives and reach their full potential.	We are a global hub for innovation in finance and professional services, commerce and culture.	We have clean air, land and water and a thriving and sustainable natural environment.
Communities are cohesive and have the facilities they need.	We have access to the skills and talent we need.	Our spaces are secure, resilient and well-maintained.

Our Commitments

United Nations Sustainable Development Goals

As an organisation with local, national, and international reach, the City of London Corporation is committed to supporting the United Nations Global Compact and in doing so working towards achieving outcomes set out in the Sustainable Development Goals (SDGs).

² [City of London - Our Corporate Plan 2018-23](#)

Our commitment to the SDGs is delivered through our policies and ongoing activities which:

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

Good Employer

In line with the commitments in the Responsible Business Strategy, the City Corporation:

- Is a London Living Wage Employer. All staff are paid the London Living Wage as a minimum, uprated as soon as increases are announced. The City Corporation requires all suppliers to pay staff working on our contracts the London Living Wage.
- Is a Disability Confident Employer.
- Is a signatory to the Race at Work Charter.
- Is a member of the Armed Forces Covenant.

Equality, Diversity & Inclusion³

The City of London Corporation is committed to ensuring we meet the Public Sector Equality Duties to:

- Eliminate discrimination, victimisation, harassment and other prohibited conduct under the Equality Act 2010.
- Advance equality of opportunity between different groups
- Foster good relations between groups in our communities to tackle prejudice and promote understanding.

This commitment covers our residents, city visitors, city workers, the Corporation's staff and our service users.

The Corporation is committed to equal opportunities in service provision and for all our employees.

As set out in the Equality Act 2010 (Specific Duties) Regulations 2011, the City Corporation publishes its overarching four-yearly Equality objectives on our website.

Social Mobility⁴

Our Social Mobility strategy sets out our commitment to championing social mobility both internally and with our stakeholders in the private, public, and charitable sectors across the UK and beyond

Member & Officer Conduct

³ [CoL equal-opportunities-statement-vision \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk/what-we-do/our-strategy/our-strategy-2018-2028/our-strategy-2018-2028)

⁴ [Social Mobility Strategy, 2018-28 Potential today, success tomorrow \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk/what-we-do/our-strategy/our-strategy-2018-2028/our-strategy-2018-2028)

The City Corporation's Member code of conduct commits all Members to the *Seven Principles of Public Life*: Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership

The employee code of conduct commits employees of the Corporation to give the highest possible standards of service to the public, service users, Members and colleagues and also to adherence to the seven Principles of Public Life.

Procuring Responsibly

The City Corporation uses its spending power to the benefit of our community and wider stakeholders. Through our procurement we seek to protect and enhance the health & wellbeing of people and the environment, reduce negative environmental impacts and ensure that human rights and employment rights are protected throughout the City Corporation's UK and global supply chains.

These principles are enshrined in our **Responsible Procurement Policy**⁵ which asks officers to go above and beyond our statutory duties as a local authority to deliver improved outcomes.

We have also established a Purchased Goods and Services Programme⁶ to work with our suppliers to deliver low carbon and sustainable products and services and reduce their carbon footprint.

The City Corporation is committed to working with its supply chain to:

1. Take **Climate Action** and minimise environmental impacts of procurement on our operations and throughout our supply chain.
2. Encourage and facilitate **Supplier Diversity** (Diverse Owned Enterprises and SMEs) through direct contracts, partnerships and active monitoring.
3. Embed **equity, diversity and inclusion** throughout the contract process and work with suppliers who have proven to take active steps within their own organisations, supply chain and industry.
4. **Protect human rights** in our supply chain by working with suppliers who undertake due diligence to guard against modern slavery and other human rights abuses.
5. Facilitate meaningful **work-related opportunities**, which are actively targeted to enable social mobility and inclusion.
6. Achieve meaningful **social value outcomes** according to organisational and stakeholder priorities through internal collaboration, community input and supplier engagement.

⁵ [City of London Responsible Procurement Policy](#)

⁶ [Decarbonising our purchased goods and services - City of London](#)

Tackling Modern Slavery

The City Corporation's **Modern Slavery Statement**⁷ brings together the roles, remits, commitments and all work undertaken to tackle modern slavery and human trafficking by the City of London Police, Department for Children and Community Services, Community Safety, Port Health & Public Protection, HR, City Procurement, the Barbican, City Bridge Trust and Heart of the City.

Action on Modern Slavery

Our Organisation: Prioritising our commitment at the highest level, protecting and educating staff and taking dedicated action and collaborating across the City Corporation to combat modern slavery.

Our Jurisdiction: Minimising the risk of modern slavery occurring in the City of London (or Square Mile) and on City Corporation property, referring any victims to the help they need, ensuring any perpetrators are brought to justice and helping to identify modern slavery in any place the City Corporation has a presence.

Our Domestic Supply Chain: Using responsible procurement and rigorous contract management to mitigate the risk of modern slavery taking place within our UK supply chains.

Our Global Supply Chain: Using responsible procurement and effective due diligence procedures to minimise the risks of using global suppliers who contravene human and labour rights and exploit people through modern slavery.

Action on Climate Change

We will achieve net zero by 2027 in the City Corporation's operations, net zero by 2040 across the City Corporation's full value chain and net zero by 2040 in the Square Mile. We will embed Climate resilience in our buildings, public spaces and infrastructure.

These commitments are enshrined in our **Climate Action Strategy**⁸.

Across the Square Mile we will:

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

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

⁷ [City Corporation's Modern Slavery Statement Update 2021 \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk)

⁸ [Climate Action Strategy 2020-2027 \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk)

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

Long-term, Responsible Investment

The City of London Corporation is committed to being a **Responsible Investor** and the long-term steward of the assets in which it invests. The Corporation is a long-term investor and seeks to deliver long-term sustainable returns.

It expects this approach to protect and enhance the value of the assets over the long term to support the City Corporation's long-term commitment to prosperity in London and across the UK in perpetuity. These commitments are enshrined in the Corporation's **Responsible Investment Policy**⁹.

The City Corporation:

- Is a supporter of the **Principles of Responsible Investment (PRI)**– a UN-supported network of investors working to promote sustainable investment through the incorporation of environmental, social and governance factors.
- Aims to **exercise its voting rights in all markets**. Investment managers are required to vote at all company meetings or give the Corporation notice when is not practical to do so.
- Will be looking to actively manage a **downward trajectory path on the carbon emissions** of the portfolio. Progress against reductions, Paris alignment and PRI agreements will be regularly monitored.
- Follows a **Green and Sustainable Financing Framework** – The City of London Financing Framework - provides a financing framework for our City's Cash fund that targets five environmental objectives and the related eligible project categories highlighted by the ICMA's Green Bond and establishes a framework for the selection of project categories that may be eligible for financing.
- The Corporation expects its external investment advisors and investment managers, including the London Collective Investment Vehicle (London CIV), to be signatories, and **demonstrate commitment, to the PRI** and any disclosure requirements in the jurisdictions in which they are regulated.

⁹ [City of London Responsible Investment Policy](#)

- The Corporation seeks to work with and **support the initiatives of other bodies with similar goals**, including via its investment managers and investment advisor. For example, the City of London Corporation Pension Fund is an active member of the Local Authority Pension Fund Forum (LAPFF) and the Pension and Lifetime Savings Association (PLSA). As a member fund of the London CIV, the City of London Corporation Pension Fund also collaborates within the pool to influence responsible investments.
- Recognises that **transparency and disclosure** is an important aspect of being a responsible investor. The Corporation expects transparency and disclosure from its investment managers, including reporting on engagement progress and success on climate related financial risk.
- Believes in **active ownership** in helping to realise long-term shareholder value. The City Corporation exercises its stewardship, active ownership responsibilities and status as a long-term investor to encourage responsible investment behaviour.
- Seeks to identify **sustainable investment** opportunities where aligned with its broader objectives.
- The City Corporation recognises that **Climate Change** presents a systemic and material risk. The City Corporation is committed to aligning our approach with the objectives of the Paris Agreement for a *below 2 degrees* world. It works with managers, partners and networks who are seeking to do the same.

Supporting London & our Communities

The City Corporation is the sole trustee of Bridge House Estates. Its grant making arm – the City Bridge Trust – is London’s largest independent charitable funder. Its vision is for London to be a city where all individuals and communities can thrive, especially those experiencing disadvantage and marginalisation. Its mission is to reduce inequality and grow more cohesive communities for a London that serves everyone.

Central Grants Programme

The City of London has a strong track record of charitable giving over many centuries. Together, we reach far beyond the Square Mile’s boundaries and across the private, public and charitable community sectors.

The Central Grants Team are responsible for managing the grant-making within the City Corporation, ensuring together we practise philanthropic excellence.

The Central Grants Programme has four funding areas:

- Stronger communities
- Enjoying green spaces and the natural environment

- Inspiring London through culture
- Education and employment support

Our Commitment to Justice

The City of London Police is the national lead police force for fraud and cybercrime. It investigates some of the country's most complex cases of fraud, sets the national strategy and coordinates the operational response.

The City Corporation is delivering a new Justice Hub at Salisbury Square, housing the City of London Law Courts and a state-of-the-art headquarters for the City of London Police. With 18 courtrooms, the City of London Law Courts will combine magistrates, civil and crown courts in one flagship facility. This will help cement the City's position as a world-leading legal centre helping the UK attract international business.

Leading Internationally

The financial and professional services industries are key to the ongoing prosperity of the UK. The industries employ 2.4 million people; 1 in 14 UK workers; and fund our public services, providing 13% of total government tax receipts.

The contribution of financial and professional services is key to the future prosperity of the UK and the City Corporation plays a key role in securing the best outcomes for the FPS sectors internationally to secure prosperity for future generations.

Through the **Corporate Plan, Competitiveness Strategy¹⁰** and **International Prioritisation Markets Framework¹¹** the City Corporation sets out how it engages on the global stage to promote the UK financial and professional services sectors, champion global regulatory coherence and build the UK's profile as the global destination for green finance.

The City Corporation is committed to:

- Promoting **regulatory confidence** founded on the rule of law.
- Leading nationally and advising internationally on the **fight against economic and cyber-crime**.
- Strengthening local, regional, national and international **relationships** to secure new opportunities for business

The City Corporation also builds the UK's profile and role globally on **sustainable finance** including through:

- Galvanising action and **showcasing UK leadership** through high profile events like Net Zero Delivery Summit and COP-27.
- Supporting net zero infrastructure in **Emerging Markets**.
- Increasing flows of **sustainable investment** into emerging markets.

¹⁰ [Competitiveness Strategy \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk/competitiveness-strategy)

¹¹ [International Prioritisation](#)

- Using collaborative high-profile Taskforces to normalise the use of **international standards** in sustainable infrastructure investment and promote UK's green finance offering.

The City Corporation's International Disasters Fund provides financial support in response to international crisis appeals, usually in response to appeals by the Disasters Emergency Committee. Since March 2022, support has been provided for the Ukraine crisis appeal, Bangladesh flood appeal, Pakistan flood appeal and the Turkey/Syria earthquake appeal.

Note on institutions

Individual policies and strategies set out how they apply to the City Corporation and its family of institutions and charities, some of which have separate governance and legal requirements.

Under the Government's pooling agenda for all LGPS administering Authorities in England and Wales, the City of London Local Government Pension Fund, along with the other London local authorities is a shareholder of the London CIV pool.

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Committee(s): EDI Inclusion Sub-Committee – For Decision Corporate Services – For Decision Policy & Resources – For Decision	Dated: 7 March 2023 19 April 2023 20 April 2023
Subject: Draft Equality Objectives consultation	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

In December 2022, the EDI Sub-Committee considered the 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 CoLC, its institutions, and its public services.

The draft Equality Objectives has gone through an internal consultation process. The draft consultation document was well received by both Members, the Executive Leadership Board and staff who have provided various comments on Version 8 of the document.

This report recommends that the proposed new Equality Objectives are agreed, subject to comments from Members, which will be incorporated into Version 9.

All key stakeholders will then be consulted on Version 9 of the draft Equality Objectives for 12 weeks as proposed in the timeline in **Appendix 1**. The consultation period will allow key stakeholders including staff, residents (both within and outside the Square Mile), institutions, City Workers and Members to contribute to the development of the CoLC’s overarching Equality Objectives.

Recommendation(s)

Members are asked to:

- Agree that, subject to comments and amendments made by both Policy and Resources and Corporate Services, external consultation can commence on

the proposed Equality Objectives 2023 to 2027 as set out in the attached timeline

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

Best practice

3. 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.
4. 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
5. In accordance with the EFLG framework and current priority areas discussed by Members, five proposed Equality Objectives have been drafted. The draft Equality Objectives can be found at **Appendix 1** and are summarised below.

Equality Objectives – in summary

Equality Objective 1 – Socio-Economic diversity

Working collaboratively with our stakeholders to enable individuals from all socio-economic backgrounds to flourish and reach their full potential.

Equality Objective 2 – Building inclusive communities

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

Equality Objective 3 – Inclusive and supportive leadership

Taking a broad and intersectional approach to equality, diversity and inclusion that is not limited to the nine protected characteristics in the Equality Act 2010.

Equality Objective 4 – Inclusive and accessible services

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

Equality Objective 5 – Diverse and engaged workforce

Enabling career progression opportunities for all staff and the development of a suitably skilled workforce that reflects the composition of our communities.

6. Given the importance of Socio-Economic diversity to the City of London Corporation, the first Equality Objective has been included.

Proposed timeline for consultation

7. The internal consultation on the Equality Objectives will remain open until 29 April. This will allow time for amendments to be incorporated into Version 9 of the draft Equality Objectives consultation. It is proposed that consultation with both internal and external stakeholders take place between May and July 2023 for a minimum period of 12 weeks.

Alignment with strategic priorities

8. The above proposal is aligned with ongoing plans for the development of a broader community engagement strategy with City Workers and their Staff Networks which the EDI directorate will support. This broader engagement will be delivered by the Head of Campaigns and Community Engagement in the Deputy Chief Executive and Town Clerk's office. In addition to this, the EDI agenda supports other strategic projects including Destination City and Climate Change which require increased engagement with the CoLC's stakeholders.

Our aspirations

9. The EFLG framework mentioned in paragraph 3 above, 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 above aspirations. We, therefore, recommend the draft Equality Objectives to Members.

Corporate & Strategic Implications

Strategic implications

The proposals align with outcomes 1, 2 3, 4, 5 and 8 of the Corporate Plan 2018 to 2023. They also align 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 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 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. Members are asked to review and comment on the draft Equality Objectives consultation document. Comments will be incorporated into Version 9 of the consultation document. This is in line with the timeline in Appendix 1. The Equality Objectives will ensure that the CoLC continues to be compliant with the Equality Act 2010 and the specific duties in the Act.

Appendices

- Appendix 1 – Proposed timeline for consultation
- Appendix 2 – The Equality Objectives consultation document (Version 8).

Background Papers - None

Ms. Saida Bello

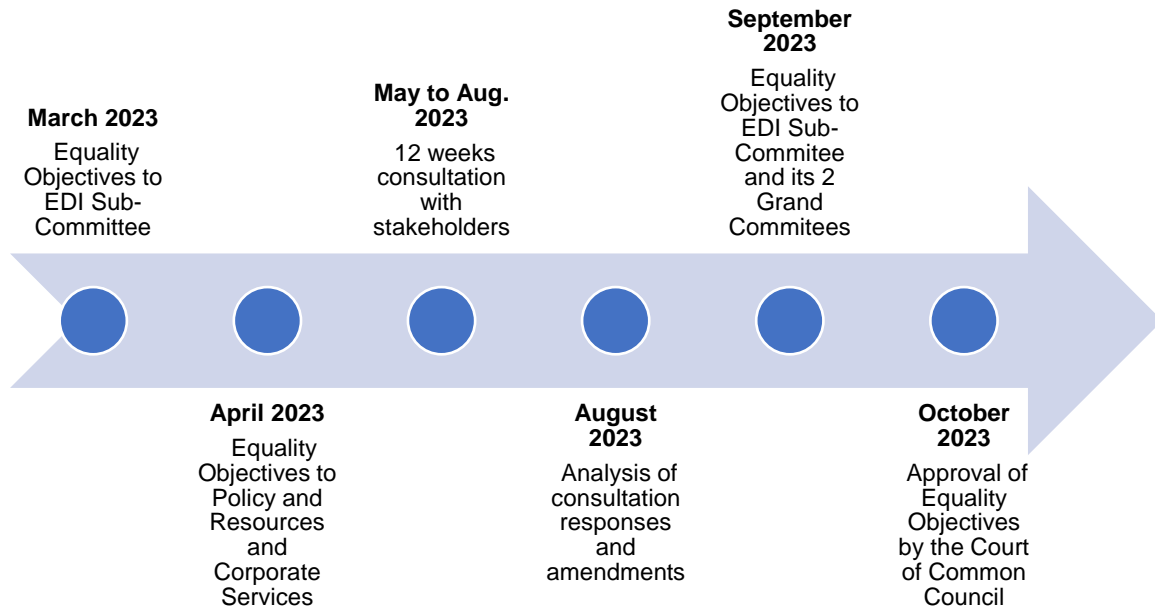
Director of Equality, Diversity and Inclusion
EDI directorate, City of London Corporation

E: saida.bello@cityoflondon.gov.uk

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Appendix 1 – Proposed timeline for consultation

City of London Corporation’s Equality Objectives 2023 to 2027



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Appendix 2 – The Equality Objectives consultation document (Version 8).

COVER PAGE

DRAFT EQUALITY, DIVERSITY AND INCLUSION CONSULTATION DOCUMENT

MS. SAIDA BELLO – DIRECTOR OF EDI

EDI DIRECTORATE, CHIEF OPERATING OFFICERS DIVISION

CITY OF LONDON CORPORATION

26 March 2023

1. Our institutions include the Barbican Centre, Bridge House Estates, City of London Police, Guildhall School of Music and Drama, City of London School, City of London School for Girls, City of London Freeman’s School, and the schools in the City of London Academies Trust.
2. Our stakeholders include residents, workers, visitors, businesses, developers, volunteers, service users and our neighbouring local authorities.

FOREWORD

The City of London Corporation (“the City Corporation”) is unique. Our reach and influence are significant and powerful – in the City of London, in London, the UK and globally. We use this influence to create a better society. We work to ensure the City of London is a place where everyone believes their potential can be realised and where everyone feels a true sense of belonging.

We welcome the duties placed on us by the Equality Act 2010 (“the Act”) and the nine protected characteristics named in the legislation. Our intersectional approach, recognises that there are inequalities not covered by the Act – for instance socio-economic inequalities – that need to be addressed to remove any unnecessary barriers to accessing our services.

As a hybrid organisation, our functions as a local authority only represents about one-third of what we do. The other two-thirds of our work focuses on our commercial, charitable, and other unique roles. We are proud that this work includes funding the Barbican Centre, the London Metropolitan archives and managing national treasures such as Epping Forest and the historic Smithfield market. In addition, we run the biggest charitable trust in the country, Bridge House Estates and our Lord Mayor represents the UK as a global ambassador in the financial and professional services sector.

We recognise that equality, diversity and inclusion (EDI) is central to every single function that we perform. We believe that EDI is vital to the Square Mile’s continuing business and economic success. We are based at the heart of London which is one of the most diverse cities in the world. We know that we must attract, engage and retain the widest possible pool of global talent to improve productivity, innovation and diversity of thought and perspective. We will maintain the global attractiveness of the City of London as the place of choice to live, work and visit.

Promoting EDI is also central to our wider work such as addressing climate change through our approach to environmental, social and governance standards and principles. To succeed, we know we must work in partnership with our institutions and external stakeholders.

Our collective commitment to the pursuit of EDI is well established but there is much more for us to do. To give our work clear direction we are in the process of setting five simply stated equality objectives, each with associated aspirational targets, which we set out in this document.

We want to hear your views - as residents, city workers, visitors, or businesses- about our draft equalities objectives. Are they clear enough, strong enough, sufficient, relevant, and likely to make an impact? Can you commit to working with us to achieve them? Our ambition is to be a global thought leader for our approach to EDI. We invite you to help shape this important part of the next phase of our journey.

Deputy Andrien Meyers

Chairman

Equality, Diversity and Inclusion Sub-Committee

Dr Joanna Abeyie

Deputy Chairman

1. Our institutions include the Barbican Centre, Bridge House Estates, City of London Police, Guildhall School of Music and Drama, City of London School, City of London School for Girls, City of London Freeman’s School, and the schools in the City of London Academies Trust.
2. Our stakeholders include residents, workers, visitors, businesses, developers, volunteers, service users and our neighbouring local authorities.

OUR VISION, OUR ROLE, OUR REACH

The City of London Corporation is the governing body of the Square Mile dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK. The Square Mile is the historic centre of London and is home to the City – the financial and commercial heart of the UK.

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

Some key facts:

- There are 513,000 workers in the City of London, or 10% of London's total workforce.
- 1 in 58 UK workers are employed in the Square Mile.
- Around 18m people visit the Square Mile every year, spending over £1.7bn.
- We maintain over 11,000 acres of green spaces which are visited by over 23 million people a year.
- Our charity-funder, City Bridge Trust, is London's largest independent charitable funder, distributing over £20m a year.
- We are the founder and principal funder of the Barbican Centre.
- We provide the Guildhall School of Music and Drama as part of our contribution to the cultural life of London and the nation.
- We provide policing governance for the City of London Police.
- The City is the country's fourth largest funder of culture, investing £110m each year in heritage and cultural activities.
- £75bn (11%) of the total tax contribution to the UK is generated from financial services.
- The City of London Academies Trust, comprising ten schools, is judged by the Sutton Education Trust to be England's top academy sponsor for the progress of disadvantaged pupils.
- The City is home to 23,580 businesses, with nearly 99% of these being SMEs but the large firms (1%) provide over 50% of the City's jobs.
- There are approximately 8,500 residents living in the City of London.
- The City of London has an annual revenue budget of £165m and employs around 3,900 people.

This reach gives us powerful influence. We recognise our responsibility to use this influence for the good of society. We welcome our responsibilities in relation to promoting EDI. We believe that setting clear equality objectives will help us, our institutions and our stakeholders to do this.

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OUR CORPORATE COMMITMENT

The City Corporation's Corporate Plan 2018 to 2023 sets out the priorities that inform our work. We have agreed three simply stated corporate aims.

- (i) Contribute to a flourishing society.
- (ii) Shape outstanding environments.
- (iii) Support a thriving economy.

Each is supported by a range of objectives, several of which relate directly to EDI. We will.

- Promote equality and inclusion in health through outreach to our working, learning and residential communities and better service design and delivery.
- Promote and champion diversity, inclusion and the removal of institutional barriers and structural inequalities.
- Provide access to world-class heritage, culture and learning to people of all ages, abilities and backgrounds.
- Promote effective progression through fulfilling education and employment.
- Bring individuals and communities together to share experiences and promote wellbeing, mutual respect and tolerance.
- Support access to suitable community facilities, workspaces and visitor accommodation.

In "*The Square Mile – Future City*" report 2021, we repeat our commitment to EDI. We reaffirm that while we continue to celebrate openness, accessibility, and diversity in all its forms, there is still more work to be done. For example, among the City's workforce only 37% identify as female and Black and minority ethnic communities are also underrepresented. We remain committed to creating a sense of belonging for everyone who comes to the City of London.

Whilst the corporate objectives set out above relate explicitly to EDI, we also recognise that our other corporate priorities such as our Climate Action Strategy 2020 to 2027 have an EDI dimension.

To provide more detailed direction and oversight of our EDI, we strengthened our EDI governance structure by establishing the EDI sub-committee in September 2022. This sub-committee which is led by our elected Members is a joint sub-committee of the Policy and Resources and Corporate Services committee. The EDI sub-committee has oversight of the City Corporation's policies, practices, and impact with respect to EDI and social mobility.

We will work closely with our institutions and external partners to ensure that, across all sectors, the City Corporation is recognised as a thought leader in EDI and social mobility.

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THE CITY CORPORATION'S DRAFT EQUALITY OBJECTIVES

The Public Sector Equality Duty (Section 149 of the Equality Act 2010) is supported by specific duties under the Equality Act 2010 (“the Act”) which require public bodies to set themselves specific and measurable equality objectives every four years.

The Act defines nine protected characteristics (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation). We understand that our approach must adopt an intersectional perspective that not only acknowledges other inequalities, such as socio-economic inequalities, but also the fact that, whilst some protected characteristics are visible, others are not.

WHY ARE WE UNDERTAKING THIS CONSULTATION?

We are committed to engaging with our stakeholders to strengthen our approach to EDI. In 2022 we initiated the EDI directorate to lead our corporate EDI function and strengthened our EDI governance structure. Our approach going forward will involve co-producing our EDI strategy in partnership with our institutions and stakeholders. We are committed to co-creating a world-class ecosystem in the City of London. We would, therefore, welcome your views from the outset of our EDI journey.

Your response to this consultation is very important to us, and we will use it to both inform the final version of our equality objectives and to develop our city-wide EDI strategy.

Our five draft equality objectives – brief overview

Equality Objective 1 – Socio-Economic diversity

Working collaboratively with our stakeholders to enable individuals from all socio-economic backgrounds to flourish and reach their full potential.

Equality Objective 2 – Building inclusive communities

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

Equality Objective 3 – Inclusive and supportive leadership

Taking a broad and intersectional approach to equality, diversity and inclusion that is not limited to the nine protected characteristics in the Equality Act 2010.

Equality Objective 4 – Inclusive and accessible services

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

Equality Objective 5 – Diverse and engaged workforce

Enabling career progression opportunities for all staff and the development of a suitably skilled workforce that reflects the composition of our communities.

It will be important for us to be clear about how each objective influences outcomes and meets our targets. The next section of this document proposes the key pieces of evidence which will enable our impact to be measured and evaluated over the next four years.

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EQUALITY OBJECTIVE 1: Socio-Economic Diversity

Working collaboratively with our stakeholders to enable individuals from all socio-economic backgrounds to flourish and reach their full potential.

We Will

- Ensure the *Five-Point Pathway* recommended by the Socio-Economic Diversity Taskforce is implemented. This commits us to: assigning an executive-level social mobility champion; collecting data on socio-economic background; monitoring socio-economic diversity at senior levels; setting organisational targets for socio-economic diversity; and publishing data and sharing best practice with external partners.
- Encourage our external partners to conduct regular workforce surveys to ascertain progress against this objective.
- Work with our family of schools to implement strategies that reduce the attainment gap between groups of pupils.
- Review progress and work in partnerships with institutions and other stakeholders on projects that assist in meeting socio-economic diversity targets.
- Adopt a broad and intersectional approach to EDI that includes our duties under the Equality Act 2010, our social mobility strategy 2018 to 2028 and to address other inequalities.

Our Five Aspirational Targets

- An executive-level champion for socio-economic diversity is appointed to oversee an officer's working group responsible for implementing the social mobility strategy 2018 to 2028.
- Our annual diversity disclosure campaigns result in an increased proportion of staff who self-declare their socio-economic and diversity status.
- Financial and professional services organisations in the City monitor their progress against the Socio-Economic Diversity Taskforce's recommendations.
- All our schools are judged to be good or outstanding for their work designed to reduce the attainment gap between groups of pupils.
- An increasing proportion of young people in our schools and children in our care achieve benchmark exam grades at 16 and 19

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EQUALITY OBJECTIVE 2: Building Inclusive Communities.

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

We Will

- Develop a key data set that enables the City Corporation, its institutions, and stakeholders to evaluate progress on achieving our equality objectives.
- Report, annually, on progress being made on achieving our targets and consider how our equalities work can be further strengthened.
- Work with the communities associated with our institutions and stakeholders to secure commitment to our data-led and evidenced-based approach.
- Evaluate and strengthen the City Corporation's arrangements for consulting, understanding and working with our communities, including continuing the annual residents conference and the development of a wider community engagement strategy.
- Ensure our communities have access to evidence and influence that enables them to contribute effectively to the City Corporation's work.

Our Five Aspirational Targets

- Key data set in place post the analysis of the 2021 Census results
- Strengthened arrangements for consulting, and working with, our residents, communities and stakeholders are in place.
- First annual report on progress in meeting these targets considered by EDI sub-committee by agreed date.
- Survey of our stakeholders, communities and residents (both within and outside the Square Mile) show increased confidence in their ability to shape our work.
- Increased percentage of residents who live within the Square Mile and/or who live outside it but use our facilities and services, say they have the information they need to influence our work.

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EQUALITY OBJECTIVE 3: Inclusive and Supportive Leadership

Taking a broad and intersectional approach to equality, diversity and inclusion that goes beyond the nine protected characteristics in the Equality Act 2010

We Will

- Ensure that the work of the City Corporation itself, our institutions and our stakeholders is characterised by a shared commitment to our equality objectives and a joined-up, intersectional approach to our EDI work.
- Ensure that all City Corporation and our institution's business plans are informed by our agreed equality objectives.
- Ensure that our health equalities initiative overseen by the City and Hackney Health and Care Board fully embeds our equality objectives.
- Take regular part in a regular Equality Framework for Local Government assessment.
- Take part in an annual Social Mobility Employers Index assessment.
- Ensure that our EDI sub-committee has an overview of all our equalities related work.

Our Five Aspirational Targets

- Our Equality Framework for Local Government assessment rates our EDI work as excellent.
- Our Social Mobility Employers Index assessment places our EDI work in the top-50 category.
- Our EDI work is recognised through year-on-year improvement in the Stonewall Workplace Equality Index ranking, Race at Work Charter, Women in Finance submission, by recognition as a *disability confident* leader, and other agreed national benchmarks.
- Our key decisions are informed by our equality impact assessments guidance and forms.
- Our EDI sub-committee is satisfied that there is a coherent approach to implementing our equalities objectives across the work of the City Corporation, its institutions and its stakeholders.

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2. Our stakeholders include residents, workers, visitors, businesses, developers, volunteers, service users and our neighbouring local authorities.

EQUALITY OBJECTIVE 4: Inclusive and Accessible Services

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

We Will

- Ensure that all our services are accessible (both physically and digitally) and co-designed with service users and stakeholders through an agreed approach to community consultation, co-production, and engagement.
- Strengthening equality analysis in service planning, decision making and impact evaluation across the City Corporation and its institutions.
- Agree a corporate approach to understanding who our stakeholders are and how we can most effectively communicate and engage with them.
- Ensure that all direct services provided by the City Corporation and our institutions are informed by our equality objectives and evaluated against them.
- Improve the systems we use to identify who is using our services and how satisfied they are with them.

Our Five Aspirational Targets

- Our schools and early years settings are judged as good or outstanding.
- Annual surveys of City Corporation and institution services by service users show increased response rates and increased levels of satisfaction.
- A reduction in the number of homeless households, rough sleepers, the unemployed, those reporting an experience of discrimination or harassment and those living in fear of crime.
- An increase in life expectancy, the number of people who believe that people in their area from different backgrounds get on well, and the number of people who believe they can influence local decisions.
- Our institutions and stakeholders are aware of this objective and can evidence how it has been considered and responded to in ways that match their context.

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2. Our stakeholders include residents, workers, visitors, businesses, developers, volunteers, service users and our neighbouring local authorities.

EQUALITY OBJECTIVE 5: Diverse and Engaged Workforce

Enabling career progression opportunities for all staff and the development of a suitably skilled workforce that reflects the composition of our communities

We Will

- Conduct regular staff surveys covering the City Corporation and our institutions.
- Ensure our *people strategy* informs, and is informed by, these equality objectives.
- Ensure we gather and share annual workforce data on the make-up of our staff including all staff employed by our institutions.
- Provide annual and regular EDI data informed workforce reporting.
- Introduce targeted strategies and mitigations to reduce pay gaps and address other inequalities.
- Ensure work is accessible, both physically and digitally, for all employees.
- Review and strengthen EDI learning and development programmes.
- Encourage our stakeholders to commit to, and address, this objective in the context of their own work.

Our Five Aspirational Targets

- Staff survey results show improved outcomes in engagement, ability to influence work and sense of well-being across all staff and across all diversity groups.
- Annual workforce data on staff recruitment and retention shows similar recruitment and career progression rates for staff across all diversity groups.
- HR data on pay and grade gaps shows an improving picture across all diversity groups.
- Year-on-year increases in the proportion of staff who self-declare their diversity characteristics.
- HR data shows a reduction in the number of sickness absence reported and grievances made by staff for reasons related to protected characteristics and an increased confidence in how such cases are managed.

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2. Our stakeholders include residents, workers, visitors, businesses, developers, volunteers, service users and our neighbouring local authorities.

THE CONSULTATION PROCESS

This consultation document was agreed by the City Corporation's Equality, Diversity and Inclusion sub-committee in March 2023. It was subsequently agreed by the Corporate Services committee and the Policy and Resources committee in April 2023.

We encourage everyone interested in the work of the City Corporation, as a resident, city worker, visitor, business owner, service user, or in any other capacity, to comment on these draft objectives. Your views will be most welcome.

Our Consultation Principles

We believe that an effective consultation process should be:

- **Inclusive** – we endeavour to engage with all interested individuals, groups and organisations and will actively seek out and welcome the views of those who do not normally get involved in consultations.
- **Accessible** – we have designed simply stated objectives and targets; will make this document available in hard copy and electronically; and will assist those who experience any barrier to participation in this consultation.
- **Influential** – we believe that the consultation process should have influence on our policy making process.

Our Consultation Methods

You can respond to this consultation in writing to the EDI Directorate, Chief Operating Officers Division, City of London Corporation, Guildhall, Gresham Street, London, EC2V 7HH or by email to saida.bello@cityoflondon.gov.uk or via the Equality, Diversity and Inclusion dedicated section of our website.

Our Key Consultation Questions

We particularly would like your views on the following questions:

- 1 Do you support the five equality objectives? If not, how could they be improved?
- 2 Do you believe the five equality objectives are strong enough? If not, how could they be strengthened?
- 3 Do you believe the five equality objectives and targets provide a sound base for measuring progress? If not, how could they be improved?
- 4 Are you prepared to commit to these five equality objectives and to working together to achieve the targets?

For the first part of each question, please use a five-point scale with 5 being “very much so” to 1 being “not at all”.

Our Consultation Timescale

This consultation period runs for twelve weeks between May and July 2023. The closing date is 31 July 2023. The responses will be considered soon after and a final set of objectives and targets will be agreed and made widely known later in 2023.

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2. Our stakeholders include residents, workers, visitors, businesses, developers, volunteers, service users and our neighbouring local authorities.

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Committee(s): Policy and Resources – For information Culture, Heritage and Libraries – For information	Dated: 20 April 2023 22 May 2023
Subject: Destination City – 2023 Bartholomew Fair	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	3, 7, 9, 10
Does this proposal require extra revenue and/or capital spending?	N/A
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 of Innovation and Growth (IG)	For Decision
Report author: Luciana Magliocco, Destination Director, Innovation and Growth	

Summary

This report presents Destination City plans for the upcoming programming of the Autumn 2023 Bartholomew Fair.

Recommendation(s)

Members of P&R are asked to review and approve the following Bartholomew Fair Autumn 2023 proposal in light of previous recommendations from the committee.

Main Report

Background

1. In November 2022, P&R and CHL approved the Destination City Implementation plan which outlined the programme’ strategic priorities.
2. The strategic priorities set the foundations in which to grow the City’s brand equity and enhance the overall experience. With successful delivery establishing the City’s leisure credentials and enhancing its attractiveness as a global Destination of choice to customers, partners, and investors.
3. One of the strategic priorities, based on the recommendations of the Independent Review was the need to concept and deliver less but more impactful high-quality major activations that are designed to drive footfall that encourages spend, enhance the customer experience and keep audiences coming back for more.
4. Learnings from The Golden Key event highlighted the need to allocate a minimum of six months planning to deliver the kind of high quality, wow-factor

activations that the Independent Review called for, and to put in place appropriate marketing and measurement provision.

5. Recommendations from The Golden Key:
 - a. To activate the festival across all areas of the City.
 - b. To have a longer lead marketing and communications strategy to maximise coverage and stakeholder engagement.
 - c. To have a structured and robust stakeholder engagement plan that would be signed off by members and would inform how the Destination Team engage key stakeholder sets from a participatory and communication perspective.
 - d. To increase participation across retail, F&B and hospitality businesses through the new stakeholder engagement plan.
 - e. To have improve reporting capabilities to more accurately assess performance and against footfall.

Current Position

6. Research has been undertaken to inform the creative approach, KPIs and festival framework to revive Bartholomew Fair in September 2023.
7. Planning is underway to build out the stakeholder engagement plan, partnership strategy and marcomms plan. These will ensure a clear and structured approach to Bartholomew Fair communication to all relevant audiences and stakeholder onboarding.
8. The event budget has been scoped to deliver a high production schedule of events and a marketing and advertising campaign that seek to deliver against the Destination City KPI's of reappraising perceptions, driving awareness, footfall and spend to ensure the event schedule delivers tangible results for the Corporation's investment.
9. Artists and suppliers have been engaged to inform the creative proposal for the festival drawing upon historic and contemporary culture and trade to present a City-wide schedule of events.
10. Event KPIs and measurement metrics are being set to ensure all aspects of planning and delivery are designed with an outcomes rather than outputs approach. For footfall, the methodology applied is the estimated footfall across the capacities of each event. The metrics will be defined with the support of our new comprehensive Insights programme.

Proposal

11. Bartholomew Fair will present a City-wide schedule of events consisting of 'owned activity' across all districts which will be covered by the Destination Team event budget. The schedule will seek to amplify activity through a wider

programme of 'partner activity' funded and delivered activity to deliver maximum ROI for the Corporation. See Appendix 1.

12. Bartholomew Fair has a three pillar approach:
 - a. Creative Programming
 - b. Consumer Marketing and Stakeholder Communications
 - c. Stakeholder Engagement and Participation

Creative Programming:

13. Bartholomew Fair will celebrate the City as the Creative Heart of London aiming to draw upon the creators and makers of the City potentially including showcasing the Livery Companies as well as international spectacles, installations, performances, workshops and Fairs at different points across the City each week of the festival to encourage audiences to move between the locations and to keep on coming back.
14. Bartholomew Fair 2023 will seek to integrate arts, sustainable fashion and design as key themes; a rich celebration of global culture and trade.
15. Bartholomew Fair festival schedule will be split across 'owned activity' and 'partner activity' to stretch budget and resource capabilities.
16. Bartholomew Fair has been designed to present the City to target audiences as a collective of fascinating spaces, to drive audiences between attractions and events.

Consumer Marketing:

17. A marketing and communications strategy will be created to drive audience awareness and engagement and encourage attendance. Target audiences have been identified as 'Experience Seekers' with a primary focus on London and Domestic audiences in year one.
18. A newly appointed communications agency will work with the Destination team to deliver an audience acquisition framework and integrated marketing communication plan. Clear KPIs on awareness, perception shift and conversion will be set and measured.
19. This marketing communications plan will include a PR strategy, out of home media strategy, media partnership strategy and digital strategy. Creative assets, content and messaging will be informed by the new Destination brand guidelines.
20. A marketing toolkit will also be produced for local businesses to promote the event on their marketing channels to extend reach and credibility.

Stakeholder Engagement

21. A stakeholder engagement plan is being developed to map out all stakeholder sets and create a structured approach to engaging with each group for either communication purposes, participatory purposes or both.

Corporate & Strategic Implications

22. Strategic implications – includes alignment with the [Corporate Plan](#) across outcomes 3, 7 and 10, supporting a flourishing society, a thriving economy, and the shaping of outstanding environments.

23. Financial implications – 30% of the event's cost was allocated to 2022/2023 DC budget and the remainder will be spent in 2023/2024.

24. Resource implications – the event will be managed and delivered by existing DC team except where specialist consultancy is required. The costs of additional resources are accounted for in the budget.

25. Legal implications – none identified.

26. Risk implications – the growth of visitor markets, visitor footfall and spend, is subject to a series of macro-factors outside of the control of the Destination City team. These include but are not limited to the cost-of-living crisis; train strikes and terrorist threat.

27. Equalities implications – the event will be developed to engage visitors from a wider range of backgrounds and characteristics.

28. Climate implications – sustainability principles are core to Destination City programmes, we regularly monitor climate implications from planning until delivery.

29. Security implications – a significant number of people will be attending the event. We will work closely with the Director of Security, conducting a full risk assessment.”

Conclusion

30. This report summaries the proposal for the Destination City Autumn 2023 Bartholomew Fair. Further supplementary documentation can be found in the appendix.

Appendices

- **Appendix 1 (public) Bartholomew Fair – a city spectacular! overview**
- **Appendix 2 (non-public) Bartholomew Fair proposed budget overview**

Background Papers

- 31 January 2022, Culture, Heritage and Libraries, 3 February 2022, Resources Allocation Subcommittee, 15 February 2022, Finance Committee and 17 February, Policy and Resources - Destination City – Strategic Review Independent Review Report – Growth Bid

- 5 May 2022, Policy and Resources and 16 May 2022, Culture, Heritage and Libraries - Destination City – City Envoy Network and Major Events 2022 and 2023
- 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 17 November 2022, Culture, Heritage and Libraries - Proposals for the implementation of Destination City
- 19 January 2023, Policy and Resources and 23 January, Culture, Heritage and Libraries - Draft High-Level Business Plan 2023/24 – Innovation & Growth
- 23 March 2023, Policy and Resources - Destination City – Growth BID Reprofile

Luciana Magliocco

Director, Destination City E: luciana.magliocco@cityoflondon.gov.uk

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Bartholomew Fair – a city spectacular!

Annual festival celebrating
the City as the Creative
Heart of London and the
birthplace of global trade

Autumn 2023





Learnings from The Golden Key highlighted the need for major events to be **City Wide** and **durational** with **longer lead times** for marketing and stakeholder engagement...

Drive footfall that generates spend. To do this we will create a 4-week schedule of exciting and innovative events that champion our brand pillars and target customers by motivation.

OBJECTIVE

Curate and deliver a schedule of high quality 'owned activity' that reappraises perceptions, drives awareness, footfall and encourages spend in participating businesses.

COMPETITIVE PRIORITY

Incorporate wider Square Mile 'partner activity' into event schedule and marcomms programme to augment content (reasons to visit), increase audience reach and brand credibility.

SUB PRIORITY

Lack of activation across all areas of the City

Insufficient time for extensive consumer marketing and stakeholder engagement

Lack of participation across retail, F&B and hospitality businesses

GOLDEN KEY LEARNINGS

Activate six City districts as a cultural collective, driving footfall to cross fertilize audiences between owned events and partner events

Long lead Marcomms plan to secure maximum coverage and encourage visitors to plan trips. A robust stakeholder engagement strategy and communication plan.

Design programming with business participation in mind. Work with City BIDs, managing agents, landlords and businesses to encourage participation.

WHAT WE ARE DOING IN RESPONSE TO LEARNINGS

City trajectory events to drive audiences across the City, e.g. Imitating The Dog projection mapping installation trail

Marketing Programme including owned, earned and paid media. Stakeholder engagement plan to include briefings, event toolkits and regular communications.

Events programmed to take place in areas with strong retail/F&B offering. Engagement plan to include clear process for securing participation.

BF AND PROJECT EXAMPLES



Our approach will focus on **3 key 'delivery' pillars** to ensure successful planning, implementation and results...

Activation across all areas of the City

1. Creative Programming

Festival Framework

Month-long festival to drive spend, footfall and business engagement over sustained period.

3 thematic strands:

1. **'Star Moment'** - for significant footfall and high profile PR.
2. **'Culture and Commerce Igniters'**- delivering performances/installations to F&B/retail areas.
3. **'Let's Get Involved'** - participatory performances and workshops open to all - City residents, workers and local Londoners.

Sufficient time for extensive comms and stakeholder engagement

2. Consumer Marketing & Stakeholder Engagement

Integrated marcomms campaign developed with appointed comms agency.

1. Launch event
2. Phased PR plan
3. Media partnerships
4. Outdoor and paid media campaign
5. Social media activity with fashion and design influencers
6. Takeover owned channels

Stakeholder engagement plan

1. Map out stakeholder data by category set
2. Create communications plan to include content, channels and frequency
3. Ascertain member approval
4. Roll out plan

Participation across retail, F&B and hospitality businesses

3. Business Engagement & Participation

Culture and Commerce Igniters to:

1. Drive footfall
2. Encourage dwell time & spend in venues
3. Transform & create social spaces

Secure participation of ground floor occupiers through:

1. Partnership with BIDs - develop MOUs to clarify role.
2. Utilise BID comms platforms
3. Host event briefings
4. Event toolkits & shared assets to encourage promotion
5. Work with CoL teams for added SME engagement



Ensuring the festival delivers **tangible results** for the Corporation's investment...
(KPIs to be defined as programme planning evolves)

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Drive global profile and target audience awareness and engagement.

Drive demonstrable increase in footfall that encourages spend

Drive local business and stakeholder participation , conversion and advocacy

Drive commercial ROI through budget relief and contra deals



Profile & Promotion:
Achieve 100 x high-profile press pieces. Website, social and media targets to be defined.

Footfall:
Achieve 276,000+
Spend:
Target and mechanisms to be defined

Business and partner participation:
Secure 15 cultural partners
Business participation targets to be defined

Partnerships:
Achieve £tbc of value-added content, in-kind costs and income generation



Bartholomew Fair began as a Cloth Fair in 1133 and ran for centuries in the City, achieving international importance and welcoming all society to trade, feast and enjoy the circus, fairs, fun and sideshows

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Bartholomew Fair was originally a cloth fair. Originally chartered as a three-day event, it would last a full two weeks in the 17th century. With a change in the calendar, the fair commenced on 3 September from 1753. A trading event for cloth and other goods as well as a pleasure fair, the event drew crowds from all classes of English society. It was customary for the Lord Mayor of London to open the fair on St Bartholomew's Eve. The Mayor would stop at Newgate Prison to accept a cup of sack (fortified white wine) from the governor. The Merchant Taylors Guild processed to Cloth Fair to test the measures for cloth, using their standard silver yard, until 1854. The annual fair grew to become the chief cloth sale in the kingdom. By 1641, the fair had achieved international importance. It had outgrown the former location along Cloth Fair, and around the Priory graveyard to now cover four parishes: Christ Church, Great and Little St Bartholomew's and St Sepulchre's. The fair featured sideshows, prize-fighters, musicians, wire-walkers, acrobats, puppets, freaks and feasts.



The revival of Bartholomew Fair presents us with a '**Distinctly City**' yet globally resonant festival that can be scaled up each year to become an **annual London calendar** event...

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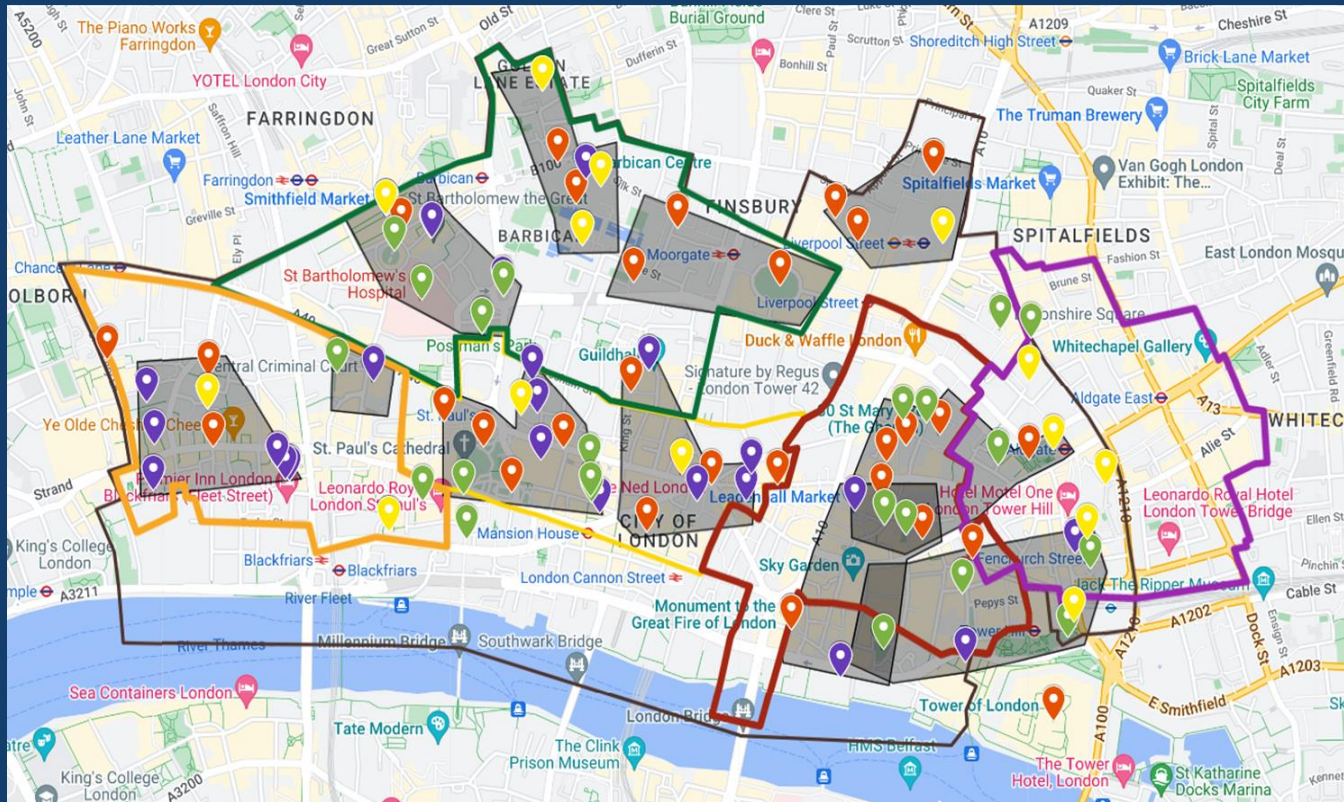
Celebrating the City's unrivalled history and heritage as a major selling point, we will reimagine Bartholomew Fair with a contemporary spin.

- Inspired by the cloth trade origins, Bartholomew Fair 2023 will integrate innovation, arts, fashion and design as the key themes across the programming...
- Working with cultural attractions, event suppliers and industry partners to present an event schedule that showcases world class art installations, circus stunts, immersive theatre, sideshows, epic feasts and participatory dance workshops.
- Working with tourism and travel partners, media outlets and social influencers to reach and engage with target audiences. The new Destination website will act as an information hub to promote the schedule of events with inspirational content to inspire visitation.



It has been designed to drive footfall across The City, focusing on clusters of emotive and impactful activity that encourage attendance, discovery, dwell time and spend..

Improve wayfinding by increasing awareness that the City is not individual buildings, but a collective of fascinating places to see, spend in and work at.





1. The Festival Schedule will be split across '**owned activity**' and '**partner activity**' to stretch budget and resource capabilities and maximise impact.

The owned activity will be made up of
3 thematic strands...



Strand 1 - 'Star Moments'; a spectacle event that happens each week of the four-week festival and generates repeat opportunities for high profile press coverage.



A bespoke aerial performance on the exterior of St Paul's Cathedral with 8 dancers from world leading vertical and abseil specialists BANDALOO. Attracting an audience of 10,000+ over 3 nights.



World renowned Imitating The Dog will create a magical and engaging narrative projection trail through the City of London on building facades at six points across The City. This exciting storytelling project will be on every night for 4 weeks, attracting 42,000+ people.



Strand 2 - 'Culture & Commerce Igniters' delivering exciting content to F&B/Retail Areas and the spend will follow!

Taking place indoors within key cultural attractions, retail malls or outdoors to complement the local F&B offer, thus transforming the area and encouraging audience dwell time and spend. Attracting 10,000+ in each location such as Leadenhall Market, Livery Halls, One New Change, Broadgate, Middlesex Street, St Paul's Churchyard retail units.



FAYRES: Bringing in renowned market exhibitors in fashion, sustainability, craft and making such as Frock me! Vintage Fashion Fair, the Institute of Positive Fashion and the Craft Council presenting the makers and creators of the future.

MAJOR SHOW: multi artform immersive performances or installations on either a weekend or Monday and Friday





Strand 3 - 'Let's Get Involved' performances and workshops open to everyone, with a focus on engaging City resident, workers and local Londoners



Mural and textiles workshops: delivered with and by Aldgate residents and local businesses.



Livery Company workshops: showcasing the City's rich Livery craft heritage and traditions.



Craft, making and fashion workshops: Hands on creative, making, fashion and design activities for all ages.



Global community dance: residents, workers and Londoners taking part in workshops, classes and promenade performances across the City.



The 3 thematic strands will be supported by an umbrella programme of events, **delivered and resourced by partners...**

We have identified wider **partner activity** that could be incorporated into our festival to leverage audience reach, deliver budget relief and amplify the festival's appeal and content... this element of the programme is subject to securing partner involvement

- London Fashion Week (Sept 9-18)
- London Design Festival (Sept 16 – 24)
- Livery Fair (Sept 24)
- Goldsmiths Fair (Sept 24 – Oct 18)
- St Bartholomew The Great Music Festival (20-29 September)
- Guildhall Art Gallery exhibition of Gold & Silver Wyre (From 23 Sept)
- Barbican Autumn Festival (details tbc)





2. The Festival Schedule will be heavily promoted to **target audience** groups to drive **awareness, excitement and intent to visit**.

3. The **event strands** have been designed to **encourage business participation** and a robust **engagement plan** will be put in place to maximise **business awareness and involvement** levels.



Cumulating to present an engaging 4-week festival for Londoners and visitors alike to enjoy...

The programme will include a mixture of events and experiences, aimed at different audiences and presented on different days, at different times to drive new and return visits...

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Weeks	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 1 01 - 03 Sept				STAR MOMENT	STAR MOMENT	STAR MOMENT	
Week 2 04 - 10 Sept					HOSPITALITY DRIVER LET'S GET INVOLVED STAR MOMENT	HOSPITALITY DRIVER LET'S GET INVOLVED STAR MOMENT PARTNER EVENT	HOSPITALITY DRIVER LET'S GET INVOLVED PARTNER EVENT
Week 3 11 - 17 Sept	HOSPITALITY DRIVER LET'S GET INVOLVED PARTNER EVENT	PARTNER EVENT	HOSPITALITY DRIVER PARTNER EVENT	PARTNER EVENT	HOSPITALITY DRIVER LET'S GET INVOLVED STAR MOMENT PARTNER EVENT	HOSPITALITY DRIVER LET'S GET INVOLVED STAR MOMENT PARTNER EVENT	HOSPITALITY DRIVER LET'S GET INVOLVED PARTNER EVENT
Week 4 18 - 24 Sept	HOSPITALITY DRIVER LET'S GET INVOLVED STAR MOMENT PARTNER EVENT	STAR MOMENT PARTNER EVENT	STAR MOMENT PARTNER EVENT	STAR MOMENT PARTNER EVENT	HOSPITALITY DRIVER LET'S GET INVOLVED STAR MOMENT PARTNER EVENT	HOSPITALITY DRIVER LET'S GET INVOLVED STAR MOMENT PARTNER EVENT	HOSPITALITY DRIVER LET'S GET INVOLVED STAR MOMENT PARTNER EVENT
Week 5 25 Sept - 01 Oct	HOSPITALITY DRIVER LET'S GET INVOLVED PARTNER EVENT	PARTNER EVENT	PARTNER EVENT	HOSPITALITY DRIVER PARTNER EVENT	HOSPITALITY DRIVER PARTNER EVENT	HOSPITALITY DRIVER PARTNER EVENT	HOSPITALITY DRIVER PARTNER EVENT



We will have a structured approach to communicating with each stakeholder set to ensure advocacy and participation...

Stakeholder type	Participating in the Festival - 'content providers'	Receiving communications about the Festival - 'all stakeholders'	Attending the festival – customers / visitors	Approach The levers to successful communication and engagement
Visitors		X	X	Marcomms including launch event; PR; media partnerships; digital, print and out of home campaign; owned channel takeover
Residents		X	X	Resident Associations – forums and newsletters. Mail outs. Encourage sign up to DC digital channels.
Local workers		X	X	BID channels – newsletters, social media, steering groups. Encourage sign up to DC digital channels.
Members		X	X	Committee meetings, Members briefing emails
Ground Floor Occupiers (F&B, retail, leisure)	X	X		BID channels – newsletters, social media, steering groups. Internal CoL teams for added SME engagement. Landlords, managing agents to support engagement
Brand Partners (operating outside the Square Mile – London Design Week, GDIF)	X	X		Direct communication from DC team
City Partners (operating in the Square Mile – Attractions, BIDs, Liveries etc)	X	X		Direct communication from DC team
City Envoy Network, CHARN, ELB	X	X		Map out meetings/schedule papers



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