



## Policy and Resources Committee

**Date:** THURSDAY, 8 JUNE 2023  
**Time:** 1.45 pm  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:**

Deputy Christopher Hayward (Chairman)	The Rt. Hon. The Lord Mayor, Nicholas Lyons (Ex-Officio Member)
Deputy Keith Bottomley (Deputy Chairman)	Alderman Professor Michael Mainelli Paul Martinelli
Tijs Broeke (Vice-Chair)	Catherine McGuinness
Caroline Haines (Vice-Chair)	Deputy Andrien Meyers
Munsur Ali	Deputy Brian Mooney
Deputy Rehana Ameer	Deputy Alastair Moss (Ex-Officio Member)
Deputy Randall Anderson (Ex-Officio Member)	Benjamin Murphy
Deputy Henry Colthurst (Ex-Officio Member)	Alderman Sir William Russell
Mary Durcan (Ex-Officio Member)	Ruby Sayed (Ex-Officio Member)
Helen Fentimen	Tom Sleigh
Deputy Marianne Fredericks	Deputy Sir Michael Snyder
Jason Groves	Deputy James Thomson
Alderman Timothy Hailes	James Tumbridge
Deputy Ann Holmes (Chief Comm oner) (Ex-Officio Member)	Deputy Philip Woodhouse
Deputy Shravan Joshi	
Alderman Ian David Luder	

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**Ian Thomas CBE**  
**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 held on 11 May 2023 (Pages 7 - 18)
- b) \* To note the public minutes of the inquorate meeting of the Equality Diversity and Inclusion Sub-Committee held on 7 March 2023
- c) \* To note the public minutes of the Resource Allocation Sub-Committee meeting held on Wednesday 8 March 2023
- d) \* To note the draft public minutes of the Operational Property and Projects Sub-Committee meeting held on 17 April 2023

### 4. WARDMOTE RESOLUTION

To consider the following Resolution from the Ward of Farringdon Without – 22<sup>nd</sup> March 2023.

“This Wardmote resolves that assurances be sought from the City of London Corporation that a new governance structure will be implemented in order to efficiently deliver the full Museum of London scheme in this Ward by 2028.”

**For Decision**

### 5. FUNDING FOR LIVERY COMMITTEE WEBSITE

Report of the Deputy Town Clerk.

**For Decision**  
(Pages 19 - 22)

6. **SOCIO-ECONOMIC DIVERSITY TASKFORCE**  
Report of the Executive Director of Innovation and Growth.  

**For Decision**  
(Pages 23 - 28)
7. **SUPPLIER DIVERSITY SPONSORSHIP**  
Report of the Chief Operating Officer.  

**For Decision**  
(Pages 29 - 32)
8. **GLOBAL CITY OF SPORT - A NEW SPORT STRATEGY FOR THE SQUARE MILE (2023-2030)**  
Report of the Deputy Town Clerk.  

**For Decision**  
(Pages 33 - 56)
9. **\* INNOVATION AND GROWTH (IG) PERFORMANCE**  
Report of the Executive Director of Innovation and Growth.  

**For Information**
10. **\* REGULATION OF INVESTIGATORY POWERS (RIPA) ACT 2000 UPDATE REPORT**  
Report of the Comptroller and City Solicitor and Deputy Chief Executive.  

**For Information**
11. **\* POLICY AND RESOURCES CONTINGENCY / DISCRETIONARY FUNDS**  
Report of the Chamberlain.  

**For Information**
12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

**14. 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**

**15. NON-PUBLIC MINUTES**

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

- a) To agree the non-public minutes of the Policy and Resources Committee meeting held on 11 May 2023 (Pages 57 - 60)
- b) \* To note the non-public minutes of the inquorate meeting of the Equality Diversity and Inclusion Sub-Committee held on 7 March 2023
- c) \* To note the non-public minutes of the Resource Allocation Sub-Committee meeting held on Wednesday 8 March 2023
- d) \* To note the draft non-public minutes of the Operational Property and Projects Sub-Committee meeting held on 17 April 2023

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

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

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## **POLICY AND RESOURCES COMMITTEE** **Thursday, 11 May 2023**

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 11 May 2023 at 1.45 pm

### **Present**

#### **Members:**

Deputy Christopher Hayward (Chairman)  
Deputy Keith Bottomley (Deputy Chairman)  
Tijs Broeke (Vice-Chair)  
Caroline Haines (Vice-Chair)  
Munsur Ali  
Deputy Rehana Ameer  
Deputy Randall Anderson (Ex-Officio Member)  
Deputy Henry Colthurst (Ex-Officio Member)  
Deputy Marianne Fredericks  
Jason Groves  
Alderman Timothy Hailes  
Deputy Ann Holmes (Chief Commoner) (Ex-Officio Member)  
Deputy Shravan Joshi  
Alderman Ian David Luder  
Alderman Professor Michael Mainelli  
Catherine McGuinness  
Deputy Andrien Meyers  
Deputy Alastair Moss (Ex-Officio Member)  
Benjamin Murphy  
Alderman Sir William Russell  
Ruby Sayed (Ex-Officio Member)  
Tom Sleigh  
Deputy Sir Michael Snyder  
James Tumbridge  
Deputy Philip Woodhouse

#### **In Attendance (Guildhall)**

Mary Durkin  
Deputy Madush Gupta  
Alderman Christopher Makin

#### **In Attendance (observing online)**

Paul Martinelli  
James Bromiley Davis  
Oliver Sells KC

#### **Officers:**

Ian Thomas, CBE - Town Clerk and Chief Executive  
Bob Roberts - Deputy Town Clerk

Gregory Moore	- Assistant Town Clerk and Executive Director, Governance & Member Services
Jen Beckermann	- Executive Director and Private Secretary to the Chairman of Policy and Resources Committee
Polly Dunn, Clerk	- Town Clerk's Department
Benjamin Dixon	- Town Clerk's Department
David Mendoza-Wolfson	- Town Clerk's Department
Chris Rumbles	- Town Clerk's Department
Caroline Al-Beyerty	- The Chamberlain
Sonia Virdee	- Chamberlain's Department
Damian Nussbaum	- Executive Director of Innovation & Growth
Luciana Magliocco	- Innovation and Growth Department
Paul Wilkinson	- City Surveyor
Claire Spencer	- Chief Executive Officer, Barbican Centre
Genine Whitehorn	- Chief Operating Officer's Department
Simon McGinn	- Environment Department
Edward Wood	- Comptroller and City Solicitor's Department

With Alderman Ian Luder in the Chair.

1. **APOLOGIES**

Apologies for the meeting were received from The Rt Hon. The Lord Mayor Nicholas Lyons, Wendy Hyde, Deputy Brian Mooney and Helen Fentimen.

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

There were none.

3. **ORDER OF THE COURT OF COMMON COUNCIL**

The Committee received an Order of the Court of Common Council dated 27<sup>th</sup> April 2023, appointing the Committee and setting its Terms of Reference for the ensuing year.

RECEIVED

4. **ELECTION OF CHAIR**

The Committee proceeded to elect a Chair in accordance with Standing Order No. 29.

Deputy Christopher Hayward, being the only Member expressing their willingness to serve, was duly elected Chairman for the ensuing year.

The Chairman took the opportunity to thank Members for their continued support in re-electing him, he welcomed new Members to the Committee and also conveyed his thanks to those Members that had not returned for the valued contribution they had made to the work of the Committee.



5. **ELECTION OF DEPUTY CHAIR**

The Committee proceeded to elect a Deputy Chair in accordance with Standing Order No. 30.

Deputy Keith Bottomley, being the only Member expressing their willingness to serve, was duly elected Deputy Chairman for the ensuing year.

The Deputy Chairman took the opportunity to thank Members for their continued support.

6. **ELECTION OF VICE CHAIRS**

The Committee proceeded to elect its two Vice Chairs in accordance with Standing Order No. 30.

The Town Clerk confirmed that three expressions of interest had been received from Deputy James Thomson, Tijs Broeke and Caroline Haines. Given the contest this year, Deputy James Thomson wished to fully record his support for the two other candidates, but that he remained interested in standing at the next opportunity.

Following Deputy Thomson's withdrawal, and noting that the deadline for nominations had passed for the Vice Chairmanship, Tijs Broeke and Caroline Haines, being the only Members indicating their willingness to serve were duly appointed Vice Chairs for the ensuing year.

The two Vice Chairs conveyed their thanks to Members for appointing them. Further thanks were also conveyed to Mary Durcan for all her work in support of the Committee during her period as Vice Chair.

7. **MINUTES**

a) **RESOLVED:** That the public minutes of the Policy and Resources Committee meeting on 20th April 2023 be approved as an accurate record.

**Matters Arising**

**Barbican Strategy Group** – A Member referred to the report that was due back with a formal proposal relating to a Barbican Strategy Group, including terms of reference, and added how it would be helpful to agree a date for when to expect this. The Chairman asked officers to reflect on this and confirm when this can be delivered. Assurances were also sought that the all relevant committees are consulted before any decisions are taken.

8. **APPOINTMENTS TO SUB-COMMITTEES, BOARDS AND REPRESENTATIVES ON OTHER COMMITTEES**

The Committee considered a report of the Town Clerk relating to the appointment, composition and terms of reference of the Policy and Resources Committee's Sub-Committee and Working Parties, together with the appointment of representatives on other City Corporation Committees.

The Town Clerk confirmed that in the interests of efficiency the Chairman had proposed approving the various terms of reference, which sets out the composition and responsibilities of the Sub-Committee as drafted in appendices A-I.

A Member referred to Lead Members, and historic commitment to a Lead Member for Food Schools and an aspiration of training butchers, fishmongers and caterers in support of the markets. The Chairman noted it would be necessary to allow the Policy Leads to run a full year in the role before it can be verified whether the right people were in post, whether any new Policy Leads may be needed and whether any other alterations to the roles may be required.

Members noted that a report was due back in October following completion of the first year of the Policy Lead role. At this point, the intention would be to appoint Policy Leads on a six-month term, to bring them in line with the annual appointments process. The issue the Member raised would be considered at the appropriate point in that process.

**RESOLVED:** That Members agreed the terms of reference, as detailed in appendices A-I.

It was noted that the Operational Property and Projects Sub-Committee is a joint Sub-Committee and, as such, the terms of reference would be subject to the approval of Finance Committee.

The Town Clerk handed over to the Chairman, who in accordance with Standing Order 27, confirmed his nominees for the various Chairs and Deputy Chairs of the Sub-Committees.

**Resource Allocation Sub-Committee** – As per the composition of Resource Allocation Sub-Committee, as directed by Court of Common Council, Members noted that it was the Chairman of Policy's role to act as Chairman and the specified role of the Chairman of Finance Committee to act as Deputy Chairman.

**Communications and Corporate Affairs Sub-Committee**

Chairman – Deputy Keith Bottomley

Deputy Chairman – Deputy Christopher Hayward

**Civic Affairs Sub-Committee**

Chair – Thomas Sleigh

Deputy Chair – Chief Commoner (Deputy Ann Holmes)

**Member Development and Standards Sub-Committee**

Chair – Deputy Ann Holmes (Chief Commoner)

Deputy Chair – to be considered at the next Policy and Resources Committee meeting once the full composition of the Sub-Committee was known.

**Capital Buildings Board**

Chairman – Deputy Sir Michael Snyder

Deputy Chairman – Oliver Sells K.C.

**Freedom Applications Sub-Committee**

Chair – Deputy Rehana Ameer

Deputy Chairman – Alderman Sir David Wootton

**Operational Property and Projects Sub-Committee**

Chair – Alderman Timothy Hailes

Deputy Chair – Deputy Shravan Joshi

**Equality, Diversity and Inclusion Sub-Committee**

Chair – Andrien Meyers

Deputy Chair – Dr Joanna Abeyie, subject to reappointment by Court of Common Council.

**RESOLVED:** That Members approved the Chairman’s nominations for the position of Chair and Deputy Chair of the various Sub-Committees as detailed.

At this point in the meeting, the Town Clerk confirmed the intention to move to the remaining appointments, with ballots to be conducted in the room as required.

Noting the appointments already agreed through the appointment of a Chair and Deputy Chair of the various Sub-Committees, the following Members were duly appointed.

**Resource Allocation Sub-Committee**

The following Members were duly appointed:

- Jason Groves
- Deputy Shravan Joshi
- Deputy Andrien Meyers
- Ruby Sayed
- Tom Sleigh
- Deputy James Thomson

**Communications and Corporate Affairs Sub-Committee**

The following Members were duly appointed:

- Deputy Rehana Ameer
- Jason Groves
- Deputy Shravan Joshi
- Ruby Sayed
- Tom Sleigh

**Civic Affairs Sub-Committee**

The following Members were duly appointed in addition to Tom Sleigh (who had been appointed Chair):

- Tijs Broeke

- Alderman Ian Luder
- Deputy Andrien Meyers

#### **Member Development and Standards Sub-Committee**

The following Members were duly appointed:

- Munsur Ali
- Helen Fentimen

#### **Capital Buildings Board**

The following Members were duly appointed in addition to Sir Michael Snyder (who had been appointed Chair):

- Alderman Ian Luder
- James Tumbridge

The Town Clerk took the opportunity to confirm that two of the five Court of Common Council Co-Optee places were appointed in May 2022, for a term ending in April 2026. A further vacancy, in the room of Alderman Luder (who's 2022/23 appointment was one of the Court positions) will be advertised to the Court at the earliest opportunity. Alderman Gowman and Deputy Lord remain on the Board, as detailed in paragraph 27 of the report, and would carry out the remaining two and three years of their term respectively.

#### **Operational Property and Projects Sub-Committee**

The following Members were duly appointed in addition to Alderman Timothy Hailes and Deputy Shravan Joshi who had already been appointed Chair and Deputy Chair respectively:

- Caroline Haines
- Tom Sleigh

#### **Equality Diversity and Inclusion Sub-Committee**

The following Members were duly appointed in addition to Deputy Andrien Meyers, who had already been appointed Chair:

- Ruby Sayed

#### **Competitiveness Advisory Board**

Members noted that four Members of Court of Common Council were appointed to the Board following an interview process in 2021, with these appointments due to be reviewed by Policy and Resources Committee yearly, but with an expectation being that Members would serve a 3 to 4 year term.

**RESOLVED:** That Members agreed to roll over the existing membership of Competitiveness Advisory Board.

At this point the Committee proceeded to consider representatives on other City Corporation Committees and agreed as follows:

### **Audit and Risk Management Committee**

- Deputy Rehana Ameer

### **Barbican Centre Board**

- Tijs Broeke

### **Education Board**

- Caroline Haines

### **Local Plans Sub-Committee**

- Deputy Christopher Hayward

### **Economic and Cyber Crime Sub-Committee**

- James Tumbridge

### **Representative for consultation with Court of Aldermen and representatives of the Finance Committee on Mayoralty and Shrievalty Allowances.**

- Tom Sleigh

A Member questioned whether consideration could be given to moving back to a method of taking indicative votes online to allow for a more efficient use of Members' time in the meeting. The Chairman added how he considered there to be a greater level of democratic transparency where people were voting in person.

It was suggested that a suitable electronic voting option should be considered, with the electronic voting system being introduced for Court of Common Council. The Chairman asked officers to consider all options around how to conduct this agenda item in future to include electronic voting.

**RESOLVED**, that the terms of reference of the Sub Committees and Working Parties set out in the report, be endorsed by the Committee, and that the composition of those bodies and the appointments to other committees be approved as detailed.

#### **9. MEMBER OBSERVERS ON BUSINESS IMPROVEMENT DISTRICT BOARDS**

The Committee considered a report concerning arrangements in respect of the Member Observer on Business Improvement District Boards in the City.

A Member proposed that under recommendation 3 that the following additional words be added 'or otherwise as maybe mutually agreed by the interested Wards', with Members endorsing this additional form of words.

The Town Clerk confirmed that following publication of the papers, Deputy Alastair Moss had indicated his intention to stand for Cheap only and not also for the Culture Mile Partnership BID Board. As such, this would leave Deputy Randall Anderson as the only nomination to the Culture Mile Partnership BID Board.

**RESOLVED:** That Members: -

- Agreed the nominations outlined in the report to be Member Observers on the Fleet Street Quarter BID, EC BID, Aldgate Connect BID and Cheapside Business Alliance BID identified, for the financial year 2023/2024.
- Agreed to nominate Randall Anderson as Member Observer to sit on the Culture Mile Partnership BID Board for the financial year 2023/24
- Agreed to future rotation around Wards on an alphabetical basis, where the rotation has not been established, or otherwise as maybe mutually agreed by the interested Wards.

10. **MIPIM PROPERTY CONFERENCE 2023**

The Committee received a joint report of the Executive Director of Environment and City Surveyor providing an update on the City of London Corporation's activities at the MIPIM property exhibition in March 2023.

A Member stressed how important the City Corporation's presence at MIPIM had proved. It provided an invaluable opportunity to work with other parts of London in promoting London, in connecting with other cities across the UK or internationally and with it considered very important to continue attending given this impact. The Member thanked the team involved for all the work they do in support of the event.

The Member commented on a domestic conference that was gaining more prominence and questioned whether the City Corporation should be making more of political presence as well as a property presence.

The Chairman responded and referred to the REiif conference, which the City Corporation was already participating in through the Chairman of Planning and Transportation's attendance. The Chairman echoed thanks to the team for all their excellent arrangements for MIPIM, with it providing an opportunity for policy and planning to come together with different but very good reasons for attending given the value it offers.

**RESOLVED:** That the report be noted.

11. **DESTINATION BRAND IDENTITY AND DESTINATION WEBSITE**

The Committee received a report of the Executive Director of Innovation and Growth presenting an update on the development of the new destination brand identity and destination website ahead of its launch.

A discussion followed, during which there was an acknowledgement of the importance of an online presence to promote all that was going on the City, but

with it also being important not to be too focussed on the programme but to also list and promote venues, promoting accessibility of these and getting people in to use them. Street signage was highlighted as being important, directing people and highlighting areas in the City that make it different to other areas. A Member referred to Culture Mile branding still being on display in certain parts of the City and suggested a walkabout would be beneficial to review this.

In response, it was confirmed that the new brand and website would be looking to promote the entirety of the Square Mile offering, highlighting existing brands, looking to attract new brands, promoting venues and the accessibility of these. The Director agreed to arrange a walkabout to identify those areas still displaying Culture Mile branding, with it being important not to create confusion. Members noted that colleagues in Built Environment would need consulting with to understand how to activate appropriate street signage in the public realm.

**RESOLVED:** That the report be noted.

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

There was a discussion regarding the urgent decision to suspend the City Corporation's Membership of the Confederation of British Industry (CBI). Support was offered for the decision taken but a question had been raised on how and when the continued Membership of the organisation would be reviewed. Members noted that a decision had been taken to suspend, rather than end the City Corporation's Membership to allow breathing space until the CBI's Extraordinary General Meeting (EGM) in June when the future of the organisation would be considered and decided by its Members.

A Member expressed concern at finding out about the decision through a media release. The Chairman acknowledged that communications to Members be considered going forward.

There was a question raised regarding the City Corporation's subscription to the CBI and whether the payment had also been suspended, with the Director of Innovation and Growth agreeing to follow up on this point.

The Chairman added how any decision relating to the City Corporation's continued Membership of the CBI or any successor organisation would come back to this Committee.

**RESOLVED:** That the report be noted.

## 13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE** Questions were raised as follows:

**Policies on encouraging the return of workers and visitors to the City / use of public transport to do so** – Alderman Luder asked the Chairman to confirm that two of the City Corporation's policies remained: 1) to encourage the return of workers and visitors to the City; and 2) the use of public transport to do so?

The Member further questioned whether the Chairman was aware that the Mayor of London was proposing a policy, on which a consultation period was ending on 23<sup>rd</sup> May 2023 that would undoubtedly harm both of these objectives: a policy to abolish 'day travelcards'.

In response, the Chairman remarked on how this proposed policy would be particularly concerning in light of the City Corporation's ambitions to increase the level of visitor and tourist footfall and spend in the Square Mile in this post-Covid period and to encourage people to travel into the City using non-car options.

The Chairman confirmed that Transport for London were engaging informally with stakeholders at this stage, rather than running a formal consultation and he agreed to write to the Mayor of London raising the City Corporation's concerns and to also raise the matter at his next regular meeting with Nickie Aiken MP, , to express these concerns in the strongest terms possible.

**Confidential Data** – Deputy Henry Colthurst raised a concern regarding the apparent increase of confidential data being released into the public domain.

It was questioned whether the Chairman or Town Clerk would consider issuing a general update to all Members reminding them of the reason why there were public, non-public and confidential meetings and papers and the principles behind such decisions. How best to encourage Members to exercise a culture of restraint and self-responsibility to prevent what could otherwise be an unwise public distribution of confidential data.

The Chairman responded and remarked on how he had shared these concerns raised with the Town Clerk, who had taken the opportunity to write to all Members explaining these concerns and outlining some of the implications of disclosing sensitive information.

The Town Clerk responded further adding how he would always be happy to send round further information that could further clarify the legislative basis and differences between types of information and the basis for exemptions. It was stressed that Members would always be subject to sensitive information, with this being required to make decisions and there being a legal obligation to manage information appropriately.

The Chairman stressed that all Members of Court of Common Council should think very carefully before they disseminate information outside of meetings.

**Consultation on Measuring Success** – Jason Groves referred to Government having launched on Tuesday this week a consultation on Measuring Success, which calls for proposals to help determine additional metrics regulators should publish in order to ensure that reporting on the new secondary objectives contained in the Financial Services and Markets Bill was sufficient to support scrutiny of the regulator's work in embedding and advancing their objectives. The Member questioned whether the City Corporation would agree to actively



participate in this process given the centrality of a proportionate regulatory regime to UK competitiveness.

The Chairman responded acknowledging it as an important matter and confirming that the City Corporation were already actively participating in the process through meeting and discussing with the Chairman of the Treasury Select Committee ways to hold regulators to account and how the City Corporation could support this. The Chairman added that he had raised the issue during his most recent meeting with the City Minister and that he would continue to raise the issue and express the view being picked up from the sector in general in the Square Mile and beyond.

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

There were no additional items of business.

15. **EXCLUSION OF THE PUBLIC**

**RESOLVED:** That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items 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.

16. **NON-PUBLIC MINUTES**

a) **RESOLVED:** That the non-public minutes of the Policy and Resources Committee meeting on 20th April 2023 be approved as an accurate record.

17. **CENTRAL CRIMINAL COURT PLANT REPLACEMENT: PHASE 5**

The Committee considered a report of the City Surveyor relating to a Central Criminal Court Plant Replacement project.

18. **BARBICAN RENEWAL - NEXT PHASE FUNDING REQUEST**

The Committee considered a joint report of the Chief Executive Officer of the Barbican Centre, City Surveyor and Chamberlain relating to a Barbican Renewal next phase funding request.

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

There were none.

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

There were none.

**The meeting ended at Time 3.21pm**

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Chairman

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

<b>Committee:</b>	<b>Date:</b>
Policy & Resources Committee	8 June 2023
<b>Subject:</b> Funding for Livery Committee website	
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	2, 4 & 9
<b>Does this proposal require extra revenue and/or capital spending?</b>	Y
<b>If so, how much?</b>	£60k (£20k p.a. for three years)
<b>What is the source of Funding?</b>	Policy Initiatives Fund (multi-year allocation)
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	Y
<b>Report of:</b> Deputy Town Clerk	<b>For Decision</b>
<b>Report author:</b> Greg Moore – Assistant Town Clerk	

## Summary

The Livery Committee is the sole committee of Common Hall, one of the City Corporation’s executive bodies. The Committee is charged with overseeing arrangements at Common Hall for the elections of Lord Mayor, Sheriffs, and other officers, and to act as a conduit for communications between the City Corporation and the Livery, as well as within and across the Livery itself.

In fulfilling their brief in terms of communication, the Committee runs a dedicated website. Since its launch in 2020, the website has proven to be an efficient and widely-used resource, with its demonstrable popularity evidenced by website viewing figures and strong anecdotal feedback. The City Corporation has contributed financially to both the launch and the running costs; the remaining funds to-date have been sourced via the Fellowship of Clerks, which has sought voluntary contributions from Livery Companies each year.

It is now proposed that a new funding model be adopted which would allow for longer-term financial stability, whilst at the same time a business plan is developed to help ensure the website ultimately becomes self-sustaining, going forward.

**Recommendation:** That an award of £20,000 per annum, charged to the Policy Initiatives Fund, be made for a three-year period (financial years 2024/5-2026/27) to pay for the administration of the Livery Committee website.

## Main Report

### Background

1. The Livery Committee is a committee of Common Hall, established formally by that body and in existence since 1864. Whilst administered by the City

Corporation in day-to-day terms, it is independent of the Court of Common Council and the Court of Aldermen. It is responsible for overseeing arrangements for Common Hall and the elections of Lord Mayor, Sheriffs, and other key Corporation officers thereat, and also for acting as a conduit for communications between the City Corporation and the Livery, sharing best practice amongst Companies and seeking to provide support to the Livery wherever helpful and desired (whilst respecting the sovereignty of each Company).

2. In discharging its obligations in respect of communications, the Committee has created a website, launched in 2020, with City Corporation support. The website builds upon a previous offering which was run and operated pro-bono by a former Chairman of the Committee.
3. Following the preparation in 2019 of a design brief for the Livery Committee's proposed new website, a tender exercise was carried out by the Corporation's Procurement Section. Nine tenders were received and subsequently evaluated against a set of criteria recommended at that time by the City's Procurement Team. Following consideration by the Livery Committee, as well as the panel of individuals who had assisted in the preparation of the design brief, the tender was awarded to Cooper Repco Ltd for the creation of the new website. Cooper Repco subsequently also accepted the remunerated position of webmaster to maintain the site.
4. The new website was launched on 1 September 2020 and gives visitors access to a wide range of material, including Livery-related news and events, a database listing all Livery companies, their Masters/Prime Wardens/Upper Bailiff and contact details. There is also an additional resource in the form of a separate, password-protected section for Livery Clerks, which contains restricted information. The Corporation part-funded the launch of the website and has continued to fund, in part, the webmaster position, alongside voluntary contributions from the Livery.
5. In its first 12 months the website logged 79,280 page views from 19,046 visitors. In its first full calendar year (Jan 2021–Dec 2021) it logged 107,300 page views from 28,320 visitors. Digital footfall to the website has continued to grow as awareness of the site has spread and, for the 2022 calendar year, it returned a 63% increase in visitor numbers and a 44% increase in page views with 46,900 visitors and 154,400 page views. September 2022 was the first month to exceed 14,000 page views, and with the exception of December, this figure has been exceeded every month since.
6. The website has been of particular benefit to the Corporation in promulgating to the Livery information about significant events. In September and November 2022, figures were elevated because of the death of Her Late Majesty the Queen and the Lord Mayor's Show respectively, with the Lord Mayor's Show day achieving the highest single-day viewing figure to date.

#### **Issue**

7. Despite the success of the website, there is insufficient capacity amongst the Livery to sustain their current level of voluntary funding.

8. Given the inextricable link between the Livery and the Corporation, it has been suggested it would be beneficial to the Corporation to have more editorial control, to ensure continued alignment of messaging.
9. It is important to recognise that the City Corporation has three executive bodies, with three different electorates.
10. One of these executive bodies is Common Hall and the statutory electorate for this is the Livery; however, support for this executive body and this electorate has, in recent years, been minimal: there is no dedicated post or resourcing made available for it and it has, instead, been absorbed as and where capacity allows, which is not a prudent or sustainable long-term position.
11. In light of this, taking into account the increased visibility of the activities of both the Livery and the City of London as a result of the popularity of the website, it is proposed that the Corporation takes on the running costs of approximately £20,000 per annum for the next three years.
12. During this three-year period, work will be undertaken to consider the possible commercialisation of the website, including through advertising opportunities or by inviting sponsorship from appropriate City businesses, in order to make the website self-sustaining in the longer term.

#### **Corporate & Strategic Implications**

13. *Financial implications* – an allocation of £20k per annum for three years, amounting to a total £60k contribution. This would be met from the multi-year PIF budgets, which at the time of writing has uncommitted balances of £200k, £550k, and £550k across the three financial years in question. This is intended to facilitate the website's evolution towards a self-sustaining funding model, thereby minimising or removing ongoing Corporation financial support obligations.
14. *Strategic implications* – the website supports the Corporate Plan's ambitions for the City to be digitally and physically well-connected and responsive to its stakeholders by acting as a core mechanism for engagement with a key constituency. Taking on funding responsibility for the short to medium term will provide an opportunity to ensure greater editorial control, alignment, and coherency of message and support the promotion of high-priority corporate events such as Common Hall and the Lord Mayor's Show.
15. *Resource implications* – there are no direct resourcing implications as the funding would include monies for the ongoing maintenance of the site. However, it should be noted that your Committee may be asked to give longer-term consideration in due course to appropriate resourcing arrangements for Common Hall and Livery support.
16. *Risk implications* – should funding not be agreed, the ongoing financial viability of the website is at risk. This would in turn generate reputational risks associated with the loss of a valued resource and lack of support for a statutory electorate.

17. *Equalities implications* – N/A.
18. *Climate implications* – N/A directly; however, the website has proven useful in promoting the Corporation's Climate Action Strategy and the Livery's Climate Action Group, thereby assisting in promoting coordinated endeavours in this area.
19. *Security implications* – N/A.

**Conclusion**

20. Approval is sought for PIF funding of £20,000 per annum for a three-year period (financial years 2024-2027), so that the Corporation may continue to benefit from the website whilst a longer-term funding strategy is developed to help ensure financial stability for the ongoing operation of the website.

# Agenda Item 6

<b>Committee(s):</b> Policy and Resources Committee - For Decision	<b>Dated:</b> 8/06/2023
<b>Subject:</b> Socio-Economic Diversity Taskforce	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	3, 5 & 8
<b>Does this proposal require extra revenue and/or capital spending?</b>	Yes
<b>If so, how much?</b>	Up to £75k per year (including in-kind support)
<b>What is the source of Funding?</b>	Section 106 funds ringfenced for Skills
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	Yes
<b>Report of:</b> Damian Nussbaum, Executive Director of Innovation and Growth (IG)	For decision
<b>Report author:</b> Olivia Larkin, Head of Skills Policy, Innovation and Growth (IG)	

## Summary

[Evidence](#) shows that 89% of senior leaders in UK financial services come from higher socio-economic backgrounds, compared to 52% of UK CEOs. In response, in 2020 HM Treasury and the Department for Business, Energy & Industrial Strategy [commissioned](#) the City Corporation to lead a two-year independent taskforce.

Involving over 100 senior stakeholders, the Taskforce achieved four core outputs:

- Sector wide data on socio-economic backgrounds and career progression, setting a baseline to track progress.
- Recommendations for employers, Government, regulators and sector bodies from an industry wide consultation.
- A business case to highlight how boosting socio-economic diversity at senior levels can increase access to talent, productivity and innovation.
- A new not-for-profit membership body: a safe space for employers to share best practice. Progress Together is chaired by the former Lord Mayor Alderman Vincent Keaveny and was a core part of his mayoral theme. In February 2022, the Policy & Resources Committee [agreed to be a Founding Partner](#) of Progress Together for one year.

## Recommendation(s)

Members are asked to:

- Agree to renew the City of London Corporation's status as one of [Progress Together](#)'s Founding Partners for a further two years with £52,500 of additional support from Section 106 (S.106) funds in 2023/2024, and a maximum of £75,000 in 2024/2025. Any contribution will again come from Section 106 planning contributions, [agreed](#) by the committee and ringfenced for skills. We are not seeking additional resources outside of these available funds. This would ensure our commitment matches the commitment from the other 11 Founding Partners such as Fidelity, Man Group and Santander.
- Agree to Delegated Authority being granted to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to agree the sum to be released, to agree the exact nature of support for Progress Together and to implement the agreed support measures (subject to the measures being within the Terms of Reference of Policy and Resources Committee and within the agreed sum).

## Main Report

### Background

1. In order to boost productivity and levelling up opportunities, HM Treasury and the Department for Business, Energy and Industrial Strategy [commissioned](#) the City of London Corporation to lead a two-year independent [taskforce](#). Launched by Ministers John Glen and Nadhim Zahawi in 2020, the taskforce intended to improve socio-economic diversity at senior levels in UK financial and professional services. As Minister John Glen said publicly, *"this is not only the right thing to do, it is the smart thing to do"*.
2. The Taskforce convened over 100 organisations across UK financial and professional services. It was led by a Strategy Steering Group:
  - a. Catherine McGuinness (Chair of the Socio-Economic Diversity Taskforce and Former Policy & Resources Chair at City of London Corporation)
  - b. Alderman Vincent Keaveny (Chair of Progress Together and former Lord Mayor of the City of London 2021/2022)
  - c. Sandra Wallace (Partner and Joint Managing Director for UK & Europe at DLA Piper)
  - d. Andy Haldane (CEO at RSA, Chair of Levelling Up Advisory Council, and former Chief Economist at Bank of England)
3. Working with three delivery partners, PwC, Deloitte and Connectr, the Taskforce achieved four core outputs:
  - a. An evidence base. Data on the socio-economic backgrounds and career progression from over 9000 FPS employees. Setting a baseline to track progress.
  - b. Recommendations for employers, Government, regulators and sector bodies from an industry wide consultation.



- c. A business case to highlight how boosting socio-economic diversity at senior levels can increase access to talent, productivity and innovation.
  - d. A new not-for-profit membership body, Progress Together, chaired by the former Lord Mayor Alderman Vincent Keaveny.
4. Over the course of the Taskforce, the City of London Corporation spent £142k of S.106 planning contributions and received approximately £300k in pro bono support.
5. In February 2022, the Policy & Resources Committee agreed to be a Founding Partner of Progress Together for one year (2022/2023). This was in the form of a 6 month secondment to their CEO position (in-kind, valued at £44,200), £8k to PwC for tax advice and £22.5k for support of its mentorship circles and production of a toolkit for members.

## Current Position

6. Although the Taskforce has ended, its aims have not. UK financial and professional services firms are encouraged to follow the [Recommendations Report and Five-Point Pathway](#) and use [Who Gets Ahead: The Business Base report](#) to drive action. Those in financial services are encouraged to join [Progress Together](#). Through doing this, together we can break the class barrier. We intend to host a one year on event to track progress.
7. With the support of its Founding Partners and Members, Progress Together has already signed up 29 members from across the UK's financial services sector, representing 30% of the UK's financial services workforce. Its vision is for parity within member firms, meaning socio-economic backgrounds at the top mirror socio-economic backgrounds at the junior levels.
8. Each Progress Together member has committed to collect employee socio-economic background data and appoint an accountable executive responsible for progress. Since the programme launched in November 2022, members have benefitted from two workshops, seven webinars and three mentoring circle sessions, covering topics such as culture, data collection, and access to senior sponsors. In September 2023, the CEOs and executive sponsors from member firms will come together to review their combined (anonymous) workforce data.
9. In return for its position as Founding Partner, the City of London Corporation has received public profile (including logos at events and on website, public mentions at events, opportunities to put forward speakers for events, etc.), access to events and workshops, guidance and support for the Corporation on its journey to improving socio-economic diversity, and the opportunity to work with others from the financial services in the space and learn from best practice.

## Proposals

10. The City Corporation's commitment in 2023/2024 would require up to £52,500 of additional support from S.106 funds, plus a maximum of £75,000 in 2024/2025. As a Founding Partner, it is proposed that the City of London Corporation renews its commitment is to raise the profile of Progress Together and encourage UK financial services employers to join. There are another 11 Founding Partners.
11. Resourcing of the City Corporation's support for the membership body can be met from Section 106 funding, already approved by your committee and ringfenced for skills work (see Appendix 2). To comply with planning policy, the support would either be in-kind (venue space, secondees) or financial support of a specific programme of work undertaken by the body.
12. The City Corporation should continue its commitment to promoting and supporting the agenda and aims of the Socio-Economic Diversity Taskforce beyond its completion. The most important step in doing this is by following the Five Point Pathway from the Recommendations Report.
  - a. The proposal to follow the Five Point Pathway was put to the Equality, Diversity & Inclusion Sub Committee for approval.

## **Corporate & Strategic Implications**

### **Financial implications**

13. £52,500 of additional support from Section 106 funds in 2023/2024, plus a maximum of £75,000 in 2024/2025. This would include in kind support.

### **Strategic implications**

14. The Taskforce aligned with the "supporting a thriving economy" aspect of the City of London Corporation business plan by modelling a new way of delivering a more inclusive and sustainable growth. It also has helped identify the skills shortages and ability to invest in relevant skills and diverse talent pools in the City.

### **Resource implications**

15. The Head of Skills Policy, Olivia Larkin, would be required to attend quarterly Founding Partner meetings and share feedback on Progress Together plans and focus areas.

### **Risk implications**

16. Reputational risk of not working towards improving this strand of diversity and inclusion after championing it in the financial and professional services sector and asking other firms to support Progress Together as Founding Partners or Members.

### **Equalities implications**

17. Positive. The Taskforce has worked towards improving socio-economic diversity at senior level in UK financial and professional services. Supporting Progress Together continues to display the Corporation's commitment to socio-economic diversity and wider ED&I.

**Climate implications**

18. Indirectly positive - the Taskforce worked on a strand of ESG skills.

**Security implications**

19. None

**Conclusion**

20. This report recommends the City of London Corporation's continued support of Progress Together and continuing to play a proactive part in advancing the improvement of socio-economic diversity in the financial and professional services sector.

## **Appendix 1: S106 Skills Funding**

Skills work is resourced via Planning obligations (often called section 106 agreements) funds that are ringfenced for skills work. On 14<sup>th</sup> October 2021, your committee approved the release of three years of section 106 funding to support Innovation and Growth work on skills, in support of the corporate plan. Members are asked to approve an allocation, from within these agreed these funds, to enable City Corporation support for the body. The value of any support will be agreed in discussion with the Town Clerk and Chair of Policy.

As of 31 January 2022, the available Section 106 monies totalled £1,080,707. Further figures were not available at the time of writing. An oral update will be provided at Committee. Any contribution for the membership body will come from these available funds, ringfenced for skills. We are not seeking additional resources outside of these available funds.

In line with City Corporation's Supplementary Planning Document, this funding enables the City Corporation to "*work with partners and neighbouring boroughs to promote employability, provide jobs and growth and deliver a diverse and inclusive workforce.*" Funding will allow the body to be established, leading to a programme of specific initiatives on inclusion and diversity, supporting disadvantaged City workers into roles, specifically those from lower socio-economic backgrounds. Reporting on the impact of the membership body will be through the City Corporation's Annual Monitoring Report.

### **Background Papers**

[Policy & Resources Paper Approved for Support of Progress Together, February 2002](#)

[Policy & Resources Paper Approved for Section 106 Funds to be spend on Future Skills and Talent, October 2021](#)

<b>Committee(s):</b> Policy & Resources Committee – For Decision	<b>Dated:</b> 8 June 2023
<b>Subject:</b> Supplier Diversity Sponsorship	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	3,7,8,10
<b>Does this proposal require extra revenue and/or capital spending?</b>	Y
<b>If so, how much?</b>	£44,000
<b>What is the source of Funding?</b>	Policy Initiative Fund
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	Y
<b>Report of:</b> Chief Operating Officer	For Decision
<b>Report author:</b> Lisa Moore, Responsible Procurement Manager	

## Summary

The City Corporation made a public commitment to support supplier diversity as the first governing body to join MSDUK (Minority Supplier Development UK) the UK’s leading supplier diversity advocacy organisation. This paper is requesting additional funding from the Policy Initiative Fund to continue this membership, sponsor industry wide supplier diversity events and to create publicly available supplier development materials to reduce barriers for diverse-owned enterprises bidding for public contracts.

## Recommendation(s)

Members are asked to approve an additional £44,000 from the 2023/24 Policy Initiative Fund to ‘Options to Promote Supplier Diversity’.

## Main Report

### Background

1. As part of the recommendations from the Tackling Racism Taskforce, in 2021 Policy and Resources committee funded research in ways to better promote supplier diversity in the City’s supply chain, at a cost of £30,000.
2. With that funding, the City Corporation joined MSDUK (Minority Supplier Development UK) as a corporate member. This membership gives us access to decades of experience implementing Supplier Diversity programs, a network of corporate peers, a portal of certified ethnic minority suppliers and bi-annual business opportunity days.

### Current Position

3. To date, Commercial Services have spent £24,067 of the £30,000 with the majority going toward the City’s MSDUK membership. The current balance of £5,933 is not sufficient to continue membership with MSDUK for 2023/24 and Commercial Services do not have the budget to fund this membership.

4. Since the City Corporation joined MSDUK, Westminster City Council and the Metropolitan Police have signed up as corporate members with the latter as a Chartered Member.
5. Regular membership is £7,000 per annum and it is £12,000 for Chartered Membership which includes a dedicated relationship manager and funds supplier development.
6. This paper is requesting a total of £44,000 from the 2023/24 Policy Initiative Fund for the following activities:
  - £24,000 to cover the next two years Chartered Membership with MSDUK
  - £10,000 for MSDUK event sponsorship (£5,000 per annum) which includes brand recognition on the MSDUK website during the event/conference, half page advert in the conference brochure and an exhibition booth
  - £5,000 to host City Corporation specific supplier events to engage directly with SMEs and diverse-owned enterprises (DOEs) over the next two years
  - £5,000 to create City Corporation branded supplier materials for our internet pages e.g., supplier readiness
7. Without additional support, the Commercial Service will use the remaining funding to host one or two supplier events this year.

## Options

8. **Reject the additional funding request.** As Commercial Services does not have the budget to fund next year's membership, a rejection of the funding would mean the City Corporation ending its membership with MSDUK. This is not the recommended option as it could be seen as a rollback of public support for supplier diversity. Additionally, the withdrawal of support could lead to lost momentum as MSDUK benchmarks our progress, connects us with relevant ethnic minority businesses (EMBs) and provides networking opportunities with the other corporate members.
9. **Approve £14,000 for MSDUK regular membership fees only.** This would be an acceptable option, but not the recommended option if the City Corporation's ambition is to be a leading governing body in this space. We recommend that we match the membership level of our public peers.
10. **Approve £24,000 for MSDUK chartered membership fees only.** This would be an acceptable option and preferable to the regular membership fees option, but not the recommended option if the City Corporation's ambition is to be a leading governing body in this space and would like to improve our benchmarking scores.
11. **Approve the full £44,000** as requested to fund MSDUK membership, event sponsorship and provide budget for the City Corporation to continue engaging directly with DOEs and produce high quality supplier development materials. This is the recommended option.

## Proposals

12. Key to the success of this commitment is awareness and the ability to find DOEs. Due to data protection legislation, there are limited ways to access DOE suppliers. Our membership with MSDUK provides us with a database of EMBs and MSDUK's business team will proactively look for EMBs to invite to our opportunities using their networks. The majority of the funding request will cover membership fees for MSDUK.
13. The City Corporation has been members of MSDUK since autumn 2020 and we have completed two benchmarking surveys. While our score has gone up, we are still rated as an 'evolving' programme with 'tools and training' and 'supplier development' being areas that require improvement.
14. The additional funding will support the City's ambition to be a leading public body in the supplier diversity space. The remaining £20,000 will be used to promote the City as a serious participant at MSDUK functions, will allow us to host City Corporation events in the square mile so that we can meet directly with DOEs, and provide DOEs with materials to submit better tender returns for the City Corporation.

## Corporate & Strategic Implications

15. **Strategic implications** – The commitment to Supplier Diversity is aligned with the City Corporation's Corporate Plan to contribute to a flourishing society and support a thriving economy. It also supports the priorities of the Responsible Business Strategy, commitments in the Responsible Procurement Policy, and the City Corporation's developing SME Strategy.
16. **Financial implications** – It is proposed that the required funding of £44,000 be drawn from the 2023/24 Policy Initiative Fund categorised as Communities and charged to City's Cash to support the work in this area. The current uncommitted balance in the 2023/24 Policy Initiative Fund is £1,078,001 prior to any other allowances being made for other proposals on today's agenda.
17. **Resource implications** – The Commercial Services team manage the relationship and supplier diversity actions with MSDUK from business-as-usual resource. Without the support of the MSDUK membership, we may experience a decline in momentum without additional resource in the Responsible Procurement team.
18. **Legal implications** – There are no legal implications for this funding request.
19. **Risk implications** – As outlined in the report, the main risk is reputational and losing momentum on the number two responsible procurement commitment of supplier diversity.
20. **Equalities implications** – The recommendations of this report seek to strengthen review of Equalities and the Public Sector Equality Duty for all relevant procurements at the City Corporation.

21. **Climate implications** – None

22. **Security implications** – None

## **Conclusion**

23. The City Corporation has made a public commitment to support supplier diversity and our membership with MSDUK has been an invaluable resource to build and maintain momentum. Commercial Services do not have the budget to directly fund the membership and seek support from Members to continue the relationship.

## **Appendices**

- None

## **Background Papers**

- Options to Promote Supplier Diversity – May 2021
- Supplier Diversity Update – October 2021

## **Lisa Moore**

Responsible Procurement Manager

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# Agenda Item 8

<b>Committee(s):</b> Communications and Corporate Affairs Sub Committee <b>(For Decision)</b>  Community and Children’s Services Committee <b>(For Information)</b>  Streets and Walkways Sub Committee <b>(For Information)</b>  Policy and Resources Committee <b>(For Decision)</b>	<b>Dated:</b>  19 <sup>th</sup> April 2023  3 <sup>rd</sup> May 2023  23 <sup>rd</sup> May 2023  8 <sup>th</sup> June 2023
<b>Subject:</b> Global City of Sport – A New Sport Strategy for the Square Mile (2023-2030)	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	2, 3, 4, 7, 9, 10, 11 and 12
<b>Does this proposal require extra revenue and/or capital spending?</b>	Y
<b>If so, how much?</b>	<b>£175,000</b>
<b>What is the source of Funding?</b>	<b>PIF</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	Y
<b>Report of:</b> Deputy Town Clerk	<b>For Decision</b>
<b>Report author:</b> Sam Hutchings, Sport Engagement Manager, Town Clerk’s Department	

## Summary

This report sets out the work that has taken place to respond to Member requests to prioritise sport engagement and develop a strategy to guide this work over the medium term.

Following independent stakeholder analysis of sport needs, five priorities – linked to initial deliverables - have been identified for the City Corporation to take forward as part of the new strategy.

To deliver a meaningful strategy, this area of work needs to be adequately resourced and managed. It is therefore recommended that a phased approach be used to address priority issues efficiently. This approach requires additional funding which should initially be met from the Policy Initiatives Fund (PIF) over a 3-year period.

As well as Member involvement via the Sounding Board, the strategy has been formulated through extensive consultation with officers from the Departments of Environment, Community & Children’s Services, Chamberlain’s and Innovation & Growth.

## **Recommendation(s)**

**Members of Communication and Corporate Affairs Sub-Committee** are asked to:

- Note and approve the five sport priorities for the City Corporation set out in Appendix 1 of this report: ‘Global City of Sport – A New Sport Strategy for the Square Mile (2023-2030)’;
- Agree the proposed objectives for Phase 1 of the strategy delivery, as outlined in paragraph 6 of this report;
- Endorse proposals for the Member Sport Sounding Board – chaired by the Member Lead for Sport – to informally oversee progress of the strategy delivery, as outlined in paragraph 8 of this report; and

**Members of the Policy and Resources Committee** are asked to:

- Agree an allocation from the Policy Initiatives Fund of £175,000 each year for 3 years from 2023/24 to 2025/26 to cover costs of delivering Phase 1 of the sport strategy, to be categorised as ‘Sport Strategy’ and charged to City’s Cash.

**Members of Community and Children’s Services Committee** and **Streets and Walkways Sub-Committee** are invited to note the report.

## **Main Report**

### **Background**

1. In June 2022, the Communications and Corporate Affairs Sub Committee (which has responsibility for sport engagement at the City Corporation (with power to act), as per its Terms of Reference) met to consider an independent review of the City Corporation’s approach to sport, and agreed that:
  - i. delivering an improved sport offer should be a priority for the City Corporation going forward
  - ii. the Sport Engagement Manager – should lead on the response to the review and prepare a new sport strategy aimed initially at the Square Mile
  - iii. the sport strategy work should continue to be part of this Sub Committee’s remit and that no additional governance arrangements are set up for the time being
  - iv. as part of the development of the strategy, the Sport Engagement Manger should work with the Chamberlain to consider essential funding requirements for a greater sport offer and what the source of this funding might be.
2. Since that meeting, the Sport Engagement Manager has worked with sector leading sport and leisure consultants – Max Associates – to engage with stakeholders on sport needs and develop a sport strategy for the Square Mile

which will guide the City Corporation's approach to sport until 2030. In addition, a Member Lead for sport has been appointed by the Policy and Resources Committee and an informal Member sounding board on sport has met several times to guide the development of the strategy.

### **A New Sport Strategy**

3. Working with the Sport Engagement Manager, Max Associates undertook extensive stakeholder analysis, consulting our residents, workers and potential visitors on their sport interests and needs. This is in addition to recent surveys undertaken for the City Corporation by London Sport and ukactive. Details of the stakeholder analysis are set out in the Consultant's Report at Appendix 2. The responses from stakeholders through this engagement have helped to formulate the sport priorities for the Square Mile going forward.
4. A Sport Sounding Board has also been set up by the Member Lead for Sport to support the formulation of a new strategy. The Sounding Board consists of those Members of the Court of Common Council with an interest in sport (currently 23 Members). It has met five times since October last year to discuss the feedback from the stakeholder analysis and agree the priorities for sport going forward.
5. The new sport strategy – Global City of Sport – is attached as Appendix 1 to the report. It sets out a vision and five sport themes / priorities for the City Corporation over the next seven years. These include:
  - INVEST in sport facilities - to ensure they are fit-for-purpose, commercially viable and meet stakeholder needs
  - ACTIVATE our streets / spaces – to encourage accessible sport and physical activity that is free to use and open to all
  - CELEBRATE the impact of sport – to continue delivering a focused sport engagement programme that brings long term benefits to our stakeholders
  - ATTRACT more high quality sport events – to entice more mass participation and high-profile spectator sport events onto City streets and public spaces
  - SUPPORT community sport – help to establish more sport clubs, classes and activities in the Square Mile, with a particular focus on activities for young people and those from disadvantaged backgrounds

### **Phase 1: Strategy Delivery (2023-26)**

6. Owing to the current financial context it is acknowledged that the roll out of the new sport strategy will need to be phased to address the most pressing issues first. On this basis, the sport strategy should be considered as a direction of travel instead of an end point. Within this context, it is suggested that the following sport objectives be taken forward initially by the Sport Engagement Manager with the aspiration that they will be on track to be delivered in the first three years of the new strategy (i.e. by 2026):

- **INVEST in facilities** – City Sport Business Case: Within the context of the need to urgently address ongoing challenges at Golden Lane Leisure Centre (GLLC), a clear fully costed business case should be formulated, with help from external consultants, to direct the City Corporation’s long term future leisure offer in the Square Mile. This should reflect on:
  - existing provision, including the role and future of GLLC
  - alternative location options – including new and existing builds
  - potential to align with the City Plan and other corporate priorities, such as the Climate Action Strategy
  - hub v satellite facilities appraisal
  - ‘Destination City’ viability – providing ‘unique and attractive’ facilities
  - external funding opportunities – to support capital and revenue spends
  - staff incentivisation – to encourage people into the office
  - provision of sport development function and other public health services
  - flexible office space for domestic and international sports organisations
  - alignment with needs of residents and those experiencing socio-economic disadvantage

The aim will be to complete this business case, with a clear rationale for future investment of sport and leisure facilities in the Square Mile in line with the new sport strategy, with sufficient time to guide Members decisions on the leisure service contract at GLLC, which currently can be extended until March 2025.

- **ACTIVATE spaces** – Urban Fitness Trail: aligned with Destination City aspirations to make the Square Mile environment more attractive, it is proposed that a review of available locations and suitable equipment options be undertaken with the intention to pursue a network of accessible free-to-use outdoor fitness equipment and spaces across the Square Mile. This network could then be mapped, sign-posted and promoted to encourage users to follow a ‘fitness trail’ through the City of London. Funding for the installation of new facilities at 6 -12 locations across the City could be sought from relevant internal and external allocations. A proposal for the new trail, including funding options, will then be considered by relevant Committees once the review has been completed hopefully early next year.
- **CELEBRATE impact** - Sport Engagement Programme: with the Olympics and Paralympics taking place in Paris next year, and numerous other opportunities to engage with business and international policy makers through sport, an ongoing priority should be to continue delivering an effective sport engagement programme that helps to demonstrate the value of the City Corporation and promote soft power efforts. Already the City Corporation has been approached to sponsor UK House in Paris during the Games, which will provide a unique opportunity to support this strategically important venue and engage with an international audience on national objectives. Other initiatives, such as the Global Sport Agora, provide an important forum for senior leaders from business and sport to discuss shared issues. As has been the case previously, sport engagement events will continue to be overseen by the Communications

& Corporate Affairs Sub Committee with funding provided from any PIF allocation.

- **ATTRACT events** - Sport Mega Events: also aligned with Destination City outcomes, efforts would be made to entice at least two high profile spectator sport events to the Square Mile by the end of 2026. It is likely that one of these events would be an urban sport concept, such as 3X3 basketball, padel tennis or urban cricket. The other event could be linked to active travel and involve cycling or skateboarding. Any proposed event will need to meet obligations around health and safety as well as local community outreach. Such events would be largely dependent on commercial sponsorship and an interested event organiser, although some seed funding could be used from the agreed PIF allocation. Approval for the events will be in line with all road events in the City and subject to endorsement from the Streets and Walkways Sub Committee.
- **SUPPORT community** - Inclusive Sport Activations: to look at options for bringing regular inclusive and accessible pop-up sport activities and classes to the Square Mile, particularly focusing on young people, over 60s, those with a disability, empowering women and girls in sport and encouraging physical activity amongst our diverse communities. An option to look at meanwhile use of buildings for pop-up activities will also be considered. Costs incurred from these activations will need to be met from the PIF allocation, although it is hoped that they will be largely self-funding through commercial sponsorship or a user fee where applicable.

### **Delivering the Sport Strategy**

7. Although formal oversight will continue to be through appropriate committees, it is suggested that – in line with Sport England governance guidance – a structure be put in place to check on the progress of delivering the strategy. Members may feel that the recently established Sport Sounding Board should meet on a quarterly basis to provide this strategic oversight of the sport approach and ensure the new priorities are delivered on track. Success of the new sport strategy will be measured against the delivery of the five objectives for Phase 1 at the end of the first three years i.e. by 2026. Targets will be set around each of the priorities that contribute to the Destination City agenda and will be focused on, but not limited to, driving footfall that encourages spend, driving increased dwell time, enhancing customer perceptions and experience and increasing stakeholder satisfaction. Agreement for funding and objectives for Phase 2 will need to then be reviewed towards the end of Phase 1 by Members.
8. Assuming the Member Lead for Sport continues to be appointed by the Policy and Resources Committee and have responsibility for overseeing the delivery of the new strategy, that person could continue to chair the Sport Sounding Board. Its membership could continue to include all Members of the Court of Common Council with an interest in sport although the size might be capped at 20 to facilitate productive discussion. It also could be deemed appropriate that steps are taken to ensure those committees with an interest in sport are represented on the sounding board.

9. Delivery of the sport strategy as well as our sport engagement function currently rests solely with the Sport Engagement Manager. It is suggested that, to recognise the increased prioritisation of sport going forward, this post should continue to have responsibility for overseeing the strategic direction of sport at the City Corporation and taking forward objectives set out in the new strategy. Given the additional workload that will arise from this new strategy, it is also suggested that a new post be created to support the Sport Engagement Manager on delivering the sport priorities. A primary responsibility of this new post will be to develop an action plan and seek and apply for external funding opportunities that will help deliver and expand on the five sport priorities.

### **Corporate & Strategic Implications**

10. Strategic implications – the new sport strategy aligns with and will support the delivery of the Corporate Plan, mainly by improving the wellbeing of our community but also in support of plans to make the City of London a vibrant and attractive destination. Reviews of the City Plan and the Transport Strategy are at an advanced stage and will be likely to be finalised before the City Sport Business Case and the Urban Fitness Trail. However, there is scope to explore further how the overarching aspirations of the Sport Strategy can be supported in the City Plan and Transport Strategy, and how they can contribute towards delivery alongside other land use and transport and priorities.
11. Resource implications - to address the additional workload created by the strategy, it is proposed that a new fixed term full-time post should be created - Sport Strategy Officer (Grade E) - to support the Sport Engagement Manager on delivering phase 1 of the sport delivery. In addition, there is a case for reviewing the job title and grade of the Sport Engagement Manager to reflect the change in responsibilities and increased prioritisation of sport within the organisation. This will be carried out in accordance with relevant HR procedures.
12. Financial implications - The City Corporation currently allocates £80,000 per year to sport engagement, which predominantly covers the salary of the Sport Engagement Manager. Additional funding to cover costs of delivering the new sport priorities is essential to achieve successful outcomes. Owing to current financial constraints it has so far not been possible to source a permanent uplift to the sport budget at present. It is therefore suggested that Phase 1 of the sport strategy be funded from Policy Initiatives Fund, categorised as 'Sport Strategy' and charged to City's Cash, to ensure the work can get underway as quickly as possible. A request is made for £175,000 per year for 3 years from 2023/24 to 2025/26 covering the following allocations:

£75,000	Additional Staff Costs
£70,000	Sport Engagement, Events & Activations
£30,000	Sport Facility Appraisal
£175,000	TOTAL

The current uncommitted balance available within the 2023/24, 2024/25 and 2025/26 Policy Initiative Fund is £517,000, £800,000 and £1,150,000, prior to any allowances being made for any other proposals on today's agenda.

Subject to the financial context and successful progress on Phase 1 of the new sport strategy implementation, a permanent funding solution for sport, addressing potential external sources of funding and ongoing maintenance costs, should be considered by Members before the end of 2025.

13. Legal implications - None

14. Risk implications - None

15. Equalities implications – In line with our Public Sector Equality Duty 2010, proposals set out within the strategy are intended to have a positive impact on people protected by existing equality legislation – age, disability, gender, race etc. Sport naturally breaks down barriers and encourages social cohesion. Efforts will be made to support events and initiatives that have a positive impact on diversity and equality.

16. Climate implications – Owing to the nature of sport and physical activity, objectives are likely to reinforce climate goals and the need to reduce the organisation's carbon footprint. Particularly by encouraging active travel options and by using outdoor facilities which do not require energy supplies. Furthermore, the aim of developing new facilities could also set out to attain renewable energy options and maximise energy efficiency. We will seek to reduce the environmental impacts of delivery, for example by reusing materials and choosing materials with the lowest whole life carbon footprint. Opportunities to use recycled materials to reduce the use of new material and incorporate climate resilience measures will be explored. In addition, new events should be encouraged to align with relevant sustainability guidelines.

17. Security implications – Any planned new high profile sport events and activations would need to be assessed appropriately for potential security risks.

## **Conclusion**

18. This report sets out a proposal for a new sport strategy – A Global City of Sport. The recommendations in this report provide the framework for initiating the first step in the delivery of a new sport strategy. Extensive internal and external stakeholder engagement and oversight by the Sport Sounding Board has guided the design of the strategy and creation of a vision and five key priorities. These priorities will guide the City Corporation's approach to sport over the next seven years and help ensure appropriate allocation of time and resources to the sport needs that matter to our stakeholders. Members of the Policy and Resources Committee and Communication & Corporate Affairs Sub Committee are asked to approve this new sport strategy and agree the resource and funding implications.

## **Appendices**

- Appendix 1 – A Global City of Sport: A Sport Strategy for the Square Mile (2023-30)
- Appendix 2 – Sport Strategy Consultant’s Review - Summary Evidence Paper

**Background Papers** (these can be requested separately by Members from the Sport Engagement Member):

- i) Ukactive Worker Consultation Report – March 2021
- ii) London Sport Resident Consultation Report – May 2021
- iii) [Communications & Corporate Affairs Sub Committee ‘Sport Review’ Report – June 2022.](#)
- iv) Leisure-net Visitor Consultation Report – January 2023
- v) Leisure-net Resident and Worker Consultation Report – February 2023

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## **A New Sport Strategy for the Square Mile**

### **Introduction**

The City of London Corporation is the governing body for the Square Mile. It has a unique and significant role in supporting and promoting London, the UK and globally. As well as providing local authority services in the Square Mile, it promotes trade and business opportunities to an international audience, in addition to supporting the cultural sector and managing open spaces across London.

Since the London 2012 Games, and more recently hosting the Women's Euro Football Championships in England, sport is increasingly seen as a vehicle for social and economic advancement, in addition to promoting health and wellbeing. Further details on how we deliver sport across the organisation can be found on our [website](#).

Through this strategy, which outlines the direction of travel for sport in the Square Mile over the next seven years and beyond, the City Corporation stands ready to use its resources and convening power to help maximise the impact of sport to all our stakeholders.

For the purposes of this strategy, the term 'sport' covers all forms of team sport, physical activity, fitness exercise, play and wellness. Active travel is covered separately by our Local Plan and Transport Strategy, delivering measures such as widening pavements or creating pedestrian priority streets, will also help enable people to exercise, including walking and cycling for leisure, in the public realm.

### **Who are our stakeholders?**

The Square Mile is used by a number of stakeholder groups, including:

- Residents – the City of London currently has around 8000 residents
- Workers – there are over half million workers based in the City of London
- Visitors – the City of London gets approximately 20 million tourist visits a year

The priorities set out in this strategy reflect the findings of recent stakeholder analysis undertaken by various external consultancies since 2019. This engagement has been through a mix of focus groups and surveys.

### **How can we deliver sport outcomes?**

The City Corporation has a long history of supporting sport, through the facilities and spaces we manage, as well as events and engagement with partners and stakeholders. For the purposes of this strategy, which is focused on the Square Mile specifically, our role in supporting and promoting sport includes:

1. Facilities – we oversee delivery of sport services and facilities at Golden Lane Leisure Centre, including a gym, swimming pool, tennis courts and indoor sports hall

2. Public Spaces – as the highway and planning authority for the Square Mile, we design, manage and maintain the City’s streets and public spaces and guide the development of the built environment
3. Engagement – using our venues and convening power, we aim to celebrate the impact of sport with our stakeholders and the wider community
4. Events – sites in the City of London provide an inspiring backdrop for mass participation and high-profile spectator sport events and we oversee road closures and safety checks on large events
5. Activities – we support efforts by sport clubs and groups to improve the wellbeing of our residents and workers

### **Why are we prioritising sport and physical activity?**

Similar to our cultural offer, sport provides the opportunity to demonstrate the value of the City Corporation to a wide and diverse audience. From elite to grassroots sport, it touches most people’s lives in some way and can provide inspiration and hope to people from different backgrounds irrespective of age, gender, ethnicity, ability and affluency.

Owing to recent events and the changing nature of work arrangements, the Square Mile is evolving to ensure it continues to be a place where people want to live, work and visit. Through this overarching ‘Destination City’ approach, the City Corporation is determined to offer attractive and relevant amenities so that it continues to be an internationally recognised destination for business and tourism. Sport facilities, events and engagement provide the City Corporation with an unparalleled opportunity to reach out to a wide and diverse audience and demonstrate our relevance in a global landscape. Sport can also have a positive contribution to range of benefits including:

- Health and wellbeing – being active provides a variety of physical and mental health benefits
- Social cohesion – sport and physical activity brings people together and breaks down social and cultural barriers
- Economic – productivity, economic regeneration and local investment often stem from sport participation and events
- Soft power and trade – success in sport and event hosting can enhance international diplomacy efforts and boost trade opportunities
- Diversity and Equality – sport promotes the importance of diversity and equality of opportunity

Following extensive stakeholder analysis and feedback from our residents, workers and visitors there is now a clear justification for prioritising sport and physical activity within the Square Mile and in the various strategies that we prepare, including the Local Plan and Transport Strategy. In addition, agreeing clear and ambitious targets for sport and physical activity could help us deliver other strategic outcomes in relation to issues such as tackling climate change, reducing anti-social behaviour and social isolation, as well as improving outcomes for young people.

### **Who are our partners to deliver on the strategy?**

To deliver on our sport priorities, it is imperative that we work hand in hand with our partners to achieve an ambitious set of goals. These partners include the UK Government, the Mayor of London, London Boroughs, UK Sport, Sport England, London Sport, National and International Sport

Federations, and various sport consultancies and not-for-profit organisations. There will also be many occasions when we will need to work with the private sector, City businesses, developers and Business Improvement Districts (BIDS) on specific sport related initiatives.

### **How will we make sure we deliver on the sport strategy?**

Key to ensuring the new sport strategy is delivered successfully will be appropriate oversight and management arrangements that keep the objectives on track. In addition to allocation of staff resources, a Member Lead and Sounding Board will help guide the new strategy and provide feedback on outcomes. Regular reports on progress will also be provided to the Communications & Corporate Affairs Sub Committee to maintain a necessary level of accountability for delivering on the strategy. It is anticipated that an action plan will be developed stemming from the identified sport priorities over the next seven years and beyond. Benchmarking against other urban areas within the UK and internationally can help ensure that our actions place the City at the forefront of urban sports, as well as highlighting alternatives sports, activity and play options that could be pursued.

Key departments involved in delivering on this strategy

- Town Clerk's – responsibility for overall management of the sport strategy
- Community & Children's Services – responsible for our leisure contract and public health aspects
- Environment – responsible for planning, public realm, active travel, highway management and open spaces in the Square Mile
- Innovation Growth – responsible for business engagement and trade promotion

Owing to funding constraints, the strategy will need to be split into two phases. The first phase – Phase 1 (2023-26) - will identify five major objectives, each linked to the priorities, that should be delivered in the first three years of the strategy's implementation. Success of the strategy will be measured against the delivery of these five objectives at the end of the first three years i.e. by 2026. Agreement for funding and objectives for Phase 2 will be reviewed at the end of Phase 1 by Members and agreed prior to the commencement of the second half of the sport strategy delivery.

### **How will we pay for this?**

Of course, in order to deliver a meaningful strategy it is essential that appropriate resources are allocated to the identified priority areas. However, given the current financial challenges facing the City Corporation, a degree of flexibility and creativity will need to be followed to achieve these outcomes. There is also an expectation that efforts will be made to source external funding opportunities as well as realising the revenue enhancing potential that sport and physical activity can offer in the future.



## **A Global City of Sport** **2023-2030**

### **Vision – to be a leading global city of sport, through valued and exceptional sport facilities, events and engagement**

Our sport priorities are:

#### **1. INVEST in our sport and leisure facilities**

- a) By assessing options for long term future sport and leisure investment in the Square Mile
- b) By optimising existing facilities and recreational areas to maximise use and benefits to our stakeholders
- c) By collaborating with local partners and the private sector to offer a wide range of unique and appealing sport facilities and attractions

#### **2. ACTIVATE our streets and public spaces to encourage sport and physical activity**

- a) By expanding free-to-use outdoor sport and fitness facilities on our streets and public spaces
- b) By encouraging sport and fitness as an integral part of appropriate new developments
- c) By delivering our Transport Strategy to give people walking, running and cycling more space and priority on our streets

#### **3. CELEBRATE the impact of sport**

- a) By utilising our venues and convening power to promote the benefits of sport to a wide and diverse audience
- b) By maximising our domestic and international reach to promote sport opportunities in London and the UK
- c) By supporting events and initiatives that encourage collaboration between sport and business

#### **4. ATTRACT more high quality sport events**

- a) By enhancing the relationship with sport event organisers and actively promoting the City as a destination for sport
- b) By reviewing the delivery process to maximise positive outcomes from mass participation and spectator events
- c) By encouraging domestic and international sport organisations to visit and operate within the Square Mile

#### **5. SUPPORT local community sport**

- a) By opening up our venues and spaces for sport and physical activity classes and group sessions
- b) By ensuring our sport facilities and play areas are fully accessible and open to all
- c) By championing youth focussed sport clubs and initiatives targeting people over 60, with a disability or from disadvantaged backgrounds

## **SPORT PRIORITY 1:**

### **INVEST in our sport and leisure facilities**

#### **What do our stakeholders say?**

- *The current leisure centre is not accessible for everyone and has limited scope for expansion*
- *We want unique state-of-the-art facilities, which take advantage of the urban landscape*
- *Swimming, sport and wellbeing facilities are important to us*

#### **How will we deliver on this priority?**

- a) By assessing options and delivering for long term future sport and leisure investment in the Square Mile



We will undertake an in-depth feasibility study, with costed business plan, on the long term investment options for sport and leisure facilities in the Square Mile. Similar to other local authorities, we will look at partner opportunities to help with costs involved in building and managing the new site. Any proposal will need to be commercially viable in the long term and ensure revenue streams are maximised.

- b) By optimising existing facilities and recreational areas to maximise use and benefits to our stakeholders



We will consider the role and future of our existing leisure centre at Golden Lane, as well as opportunities to partner with neighbouring boroughs to ensure access to leisure services can be maintained. We will also explore options to enhance existing sport and play areas across the Square Mile to ensure they meet adequate standards and local needs. Where this is not the case, we will look to work with partners on improving these facilities.

- c) By collaborating with local partners and the private sector to offer a wide range of unique and appealing sport facilities and attractions



We will continue to welcome private gym, spa and leisure providers into the Square Mile and work with them to ensure our stakeholder needs are met. Where applicable we will also look to partner with these organisations to help deliver on our own sport objectives.

## **SPORT PRIORITY 2:**


### **ACTIVATE our streets and public spaces to encourage sport and physical activity**

#### **What do our stakeholders say?**


- *We want to use our green and grey spaces for exercise and sport*
- *Space for team games and informal sport is important*
- *Active travel must be prioritised and enhanced*

#### **How will we deliver on this priority?**


- a) By expanding free-to-use outdoor sport and fitness facilities on our streets and public spaces

 We will look to find suitable locations in the Square Mile that can accommodate bespoke free-to-use outdoor fitness equipment and, where space is limited, consider alternative multi-use facilities that encourage physical activity. In the long term, a network of outdoor facilities will be progressed across the Square Mile to provide no cost access to fitness equipment all year round.

- b) By encouraging sport and fitness as an integral part of appropriate new developments

 As the planning authority for the Square Mile, we will work with developers to ensure new planning applications reflect on the need for sport and leisure access in local public and publicly accessible spaces, including spaces within buildings, where appropriate. We will consider how this priority can be identified in the new City Plan.

- c) By delivering our Transport Strategy to give people walking, running and cycling more space and priority on our streets.

 We will continue to invest in our streets to make them safer and more attractive places to walk, run and cycle.

### **SPORT PRIORITY 3:**


#### **CELEBRATE the impact of sport**

##### **What do our stakeholders say?**


- *We love coming to Guildhall to celebrate sport*
- *The City Corporation plays an important role in bringing sport and business leaders together*
- *Sport can generate so many positive outcomes and its great that we reflect on this*

##### **How will we deliver on this priority?**


- a) By utilising our venues and convening power to promote the benefits of sport to a wide and diverse audience

 We will continue to host events that celebrate the benefits of elite and grassroots sport to our stakeholders. Using venues such as Guildhall and Mansion House, we will welcome visiting dignitaries and guests to the City of London and provide unique backdrop to help raise awareness of the wide-ranging benefits of sport

- b) By maximising our domestic and international reach to promote sport opportunities in London and the UK

 We will utilise our overseas programme to promote London and the UK as a destination for major sport events and sporting success. We will also work with partners to use sport as a tool for international diplomacy and support the expansion of high profile international sports to London and the UK.

- c) By supporting events and initiatives that encourage collaboration between sport and business

 We will develop our role as an interlocutor between sport federations and global business firms. At a time when business and financial gain from sport is so prescient, we will bring business and sport leaders together to discuss shared issues and find solutions to current challenges.

## **SPORT PRIORITY 4:**


### **ATTRACT more high-quality sport events**

#### **What do our stakeholders say?**


- *A third of people from across the UK would be interested in visiting the Square Mile to watch a high-profile sport event*
- *Watching road races and events on the City streets offer a unique opportunity to promote the Square Mile's attractions*
- *Sport events need to be tied in to local stakeholder outcomes*

#### **How will we deliver on this priority?**


- a) By enhancing the relationship with sport event organisers and actively promoting the City as a destination for sport

 We will work with organisers of sport events to ensure they are supported and embraced as an important partner in delivering on objectives to make the Square Mile more appealing to visitors. As part of this relationship, we will also look to maximise outcomes from the event for our local community, including residents and City workers.

- b) By reviewing the delivery process to maximise positive outcomes from mass participation and spectator events

 We will review internal and external processes for planning sport events on City streets and public spaces and consider any opportunities to enhance efficiencies and maximise outcomes to benefit local stakeholders.

- c) By encouraging domestic and international sport organisations to visit and operate within the Square Mile

 Efforts will be made to encourage sport bodies to base themselves in the City of London. Additionally, alongside efforts to investigate options for leisure provision in the Square Mile, consideration will also be given to providing collaborative office space for domestic and international sport federations on a permanent and temporary basis.



## **SPORT PRIORITY 5:**

### **SUPPORT local community sport**

#### **What do our stakeholders say?**

- *It would be great if some of the City's iconic attractions be used for pop-up sport activities*
- *We love the social side to sport clubs and classes*
- *Accessible and inclusive activities, such as yoga and pilates, are important to us*

#### **How will we deliver on this priority?**

- a) By opening up our venues and spaces for sport and physical activity classes and group sessions



We will review current assets owned by the City Corporation to see whether any buildings or outdoor spaces could be made available for sport activities and group sessions. We will also work with businesses, schools and developers to ensure consideration is given to this aspect when designing new buildings and public realm in the Square Mile.

- b) By ensuring our sport facilities and play areas are fully accessible and open to all



We will audit our current sport facilities to ensure they are fully accessible and, where this is not the case, address the issues that are preventing access. We will also consider gender, social and cultural barriers that might limit access to a facility or space and seek to resolve these matters where possible.

- c) By championing youth focussed sport clubs and initiatives targeting people over 60, with a disability or from disadvantaged backgrounds



We will work with local sport clubs to help them establish regular community focused activities and sessions in the Square Mile, providing support on external funding opportunities as well as assistance with access to local facilities and spaces. Particular focus will be given to young people, those from disadvantaged backgrounds, as well as people over 60, carers and those with a disability



*Sport Strategy Consultant's Review*  
*Summary Evidence Paper*

March 2023



## **1. Introduction**

- 1.1. Max Associates was commissioned by the **City of London Corporation** (CoLC) to support the development of a new sports strategy for the Square Mile.
- 1.2. The two main elements of support were around: **engagement and facility review**. The findings are set out below.

## **2. Engagement**

- 2.1. Engagement focused on three key areas:

- visitors to the Square Mile;
- residents; and
- workers.

### **2.2. Visitor**

- 2.2.1. Research was undertaken by Leisure-net in November 2022 using a consumer panel, with a national database of 62k people. A sample of 500 people was used to understand attitudes to visiting the Square Mile and what type of sporting activities and events would attract people to the City. A report of the engagement outcomes was considered by the Sport Sounding Board in January 2023.

### **2.3. Residents and Workers**

- 2.3.1. The engagement methods used for residents and workers included focus groups and surveys (for those who couldn't attend the focus group sessions). This was to supplement engagement via surveys undertaken with both groups by the City during the Covid-19 pandemic.
- 2.3.2. The focus groups were undertaken by Leisure-net in December 2022 and January 2023 with 21 residents and representatives from employers taking part. A report of the engagement outcomes was considered by the Sport Sounding Board in February 2023

### **2.4. Key Findings**

- 2.4.1. The key findings from all engagement methods have been set out under the following core themes:

#### **FACILITIES**

- Issues were raised by residents in relation to Golden Lane Sports Centre, and the operation of it, mentioning issues such as, poor programming, limited opening hours, poor maintenance, and attitude of staff.
- Many City workers and potential visitors unfamiliar with the Centre, perhaps given its location.
- People need an offer to be available to supplement provision for those who can afford 'private' interventions.
- Consider rooftop spaces for swimming, wellness and ball games.

- Rooftop swimming and spa / wellness centres were the facilities most likely to attract people to the Square Mile (Visitor survey), particularly visitors from within London.
- Activities like rooftop swimming, spa and outdoor gyms, Pilate / Yoga would attract people to take part.
- A unique facility in a suitable location in the Square Mile, is likely to be an important element of the strategy to attract City workers into the office, instead of working from home.
- Opportunity to work with large organisations to link residents to CSR activity which involves physical activity.

## **SPACES**

- Employee's core requests focused on routes in the City for running, cycling and walking, which are free from obstruction, traffic and circular.
- Street signage for walking and jogging routes would be of value.
- Residents felt more could be done to enable physical activity in green and grey spaces.
- Space for team games and informal sport and relocating sound proofed ball cages were suggested.
- Active travel is important.
- Outdoor gym equipment would be popular amongst City workers during non-working time.

## **IMPACT**

- Residents felt that older and younger generations required greater opportunities to take part in social integration which included physical activity. This didn't have to be building based but could be an engagement / enabling resource to make use of existing indoor and outdoor space.
- Socialising with others, maintaining fitness and strength levels were important.
- Employers and employees knew the benefits of physical activity for mental well-being and improved productivity.
- Keen to provide opportunities for younger people to be active, particularly after the pandemic where people were 'stuck in flats'.
- Encouraging children to play as part of a team is important to reduce social isolation. Being part of structured activity is good to feel part of a team, learn how to follow instructions etc. However unstructured play is also important (playgrounds).
- Being active together help individuals feel part of the community.
- Being active gives confidence and creates a feeling of being a part of 'something'.

## **EVENTS**

- 34% of visitor respondents from across the UK said that spectating high profile events / competitions would attract them to the Square Mile
- Just under 30% of visitor respondents have either taken part or would like to take part in a mass participation event in the Square Mile.

## **COMMUNITY**

- Other indoor spaces could be used for physical activities; libraries, art centre and other social areas, to provide more communal ‘bumping into’ spaces.
- Play and gymnastics are seen as new areas for investment.
- Have multi-use spaces, e.g. GP surgery, location for occupational therapy, social care, yoga, café, etc.
- Could the Barbican exhibition centre be used for pop up events / activities?
- Spaces to play indoors (soft play) and outdoors are important.

2.4.2. The full reports are provided in separate documents; City of London Consultation Report Final Feb 23 and City of London visitor survey final Feb 23.

### **3. Summary of recommendation actions**

3.1. In addition to the stakeholder engagement, a review of sports facilities across the City and just beyond the borders was -compared by management type; public, private and educational providers. Further analysis of what other global Cities provide was also reviewed for good practice and innovative solutions. The findings of this review together with the stakeholder engagement are included in the recommendations, under the five key themes below.

## **INVEST IN FACILITIES**

- There has been strong negative feedback in relation to Golden Lane Sports Centre. There are limited options for development and being located in the north of the City, within a residential estate is not accessible to all City residents, particularly those living in areas on the eastern side of the City. Nearby workers are generally unaware of the centre and tend not to use the facilities. It is also close to two similar centres in Islington, Ironmonger Row and Finsbury Leisure Centre. Finsbury is to be re-developed as part of a regeneration and housing scheme.
- The Square Mile has a wealth of private and school sport and fitness provision, private facilities include higher end fitness brands like Virgin and Nuffield. There is also education provision of pools in the City of London schools.
- A City Corporation owned facility is important to ensure full accessibility to all stakeholders aligned with corporate objectives and – similar to other local authorities - providing a leisure offer that meets everyone’s needs, irrespective of aspects such wealth and location.
- Given the private swimming and fitness offer in the Square Mile, new facilities must be unique, create a ‘wow’ factor taking advantage of the City-scape where possible and not compete directly with the private market. It is recommended the City Corporation considers site options available and given the space work up a suitable facility mix and outline business case.

## **ACTIVATE SPACES**

- There was strong feeling about the important of open space, active travel, use of ‘green’ and ‘grey’ spaces and the benefits of being outdoors.
- Reviewing other Cities, many were advanced in having fitness trails, interactive running routes, guided walks and fitness equipment incorporated into the natural environment.

- It is recommended the City considers circular walking, running or fitness trails, enabling workers and residents to be active outdoors around and through the City.

### **CELEBRATE IMPACT**

- Engagement with residents and workers strongly demonstrated the positive impact sport has on individuals at a local level. However, given the City's unique position, links with business, and growing popularity of international sporting events, there is an opportunity for the City to develop a strong sport engagement programme, bringing value back into the City.
- The wider economic and soft power benefits of sport are an added impact that the City Corporation has successfully championed.

### **ATTRACT EVENTS**

- Given the strength of visitor engagement to either take part in or spectate at sporting events, there is an opportunity for the City, as part of its global reach to attract both traditional or urban sports events to the City.

### **SUPPORT COMMUNITY**

- The engagement demonstrated local passion and commitment to be more active and not necessarily in traditional sports centres. The City has the opportunity to reach inactive residents and workers, through engagement and try-out sessions, both in alternative or temporary locations.
- Priority groups highlighted were inactive people, older people, women and girls and younger people.

## **Disclaimer**

Although the information in this report has been prepared in good faith, with the best intentions, on the basis of professional research and information made available to us at the time of the study, it is not possible to guarantee the financial estimates or forecasts contained within this report.

Max Associates cannot be held liable to any party for any direct or indirect losses, financial or otherwise, associated with any information provided within this report. We have relied in a number of areas on information provided by the client and have not undertaken additional independent verification of this data.

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