



Policy and Resources Committee

Date: THURSDAY, 16 NOVEMBER 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 Randall Anderson (Ex-Officio Member)	Deputy Alastair Moss (Ex-Officio Member)
Deputy Rehana Ameer	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 Vincent Keaveny, CBE	

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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 19 October 2023 (Pages 7 - 16)

4. **POLICY LEAD (SUSTAINABILITY)**

Chairman to be heard.

For Decision

5. **CITY OF LONDON CORPORATION CONFEDERATION OF BRITISH INDUSTRY (CBI) MEMBERSHIP**

Joint report of the Executive Director of Corporate Communications and External Affairs and Executive Director, Innovation and Growth.

For Decision
(Pages 17 - 20)

6. **CAPITAL FUNDING UPDATE**

Report of the Chamberlain.

For Decision
(Pages 21 - 34)

7. **ANNUAL BUS PASSES FOR CARE LEAVERS**

Report of the Executive Director of Community and Children's Services.

For Decision
(Pages 35 - 40)

8. **STRATEGIC ENGAGEMENT AT THE 2024 PARIS OLYMPICS AND PARALYMPICS**

Report of the Executive Director of Corporate Communications and External Affairs.

For Decision
(Pages 41 - 44)

9. **MEMBERS' BEDROOMS POLICY**

Report of the Town Clerk.

For Decision
(Pages 45 - 60)

10. **THE MONUMENT**

Resolution from the Natural Environment Board meeting on 16 October 2023 to the Finance Committee and Policy and Resources Committee.

For Discussion
(Pages 61 - 62)

11. **DESTINATION CITY - BARTHOLOMEW FAIR EVENT EVALUATION**

Report of the Executive Director, Innovation and Growth.

For Discussion
(Pages 63 - 174)

12. **TARGET OPERATING MODEL (TOM) - FINAL REPORT**

Report of the Chief Strategy Officer.

For Discussion
(Pages 175 - 212)

13. *** YEAR 3 QUARTERS 1&2 UPDATE ON CLIMATE ACTION AND ANNUAL CLIMATE ACTION PROGRESS Y2.**

Report of the Executive Director of Innovation and Growth.

For Information

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

Report of the Chamberlain.

For Information

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

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

17. **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

18. **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 19 October 2023 (Pages 213 - 222)

19. **BECKFORD AND CASS STATUE PLAQUE UPDATE & REQUEST FOR DELEGATED AUTHORITY**

Report of the Executive Director of Innovation and Growth.

For Decision
(Pages 223 - 230)

20. **THE VOLUNTARY HOSPITAL OF ST BARTHOLOMEW**

Joint report of the Town Clerk and Comptroller and City Solicitor.

For Decision
(Pages 231 - 236)

21. **ST LAWRENCE JEWRY CHURCH - 2023 MEMORANDUM OF UNDERSTANDING**

Report of the City Surveyor.

For Decision
(Pages 237 - 256)

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

Report of the Town Clerk.

For Information

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

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

POLICY AND RESOURCES COMMITTEE

Thursday, 19 October 2023

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 19 October 2023 at 1.45 pm

Present

Members:

Deputy Christopher Hayward (Chairman)
Deputy Keith Bottomley (Deputy Chairman)
Caroline Haines (Vice-Chair)
Deputy Randall Anderson (Ex-Officio Member)
Deputy Rehana Ameer
Mary Durcan (Ex-Officio Member)
Helen Fentimen
Deputy Marianne Fredericks
Jason Groves
Alderman Timothy Hailes
Deputy Ann Holmes (Chief Commoner) (Ex-Officio Member)
Deputy Shravan Joshi
Alderman Vincent Keaveny, CBE
Alderman Professor Michael Mainelli
Paul Martinelli
Catherine McGuinness
Deputy Brian Mooney
Alderman Sir William Russell
Ruby Sayed (Ex-Officio Member)
Deputy Sir Michael Snyder
James Tumbridge
Deputy Philip Woodhouse

In attendance (observing online):

Benjamin Murphy

Officers:

Ian Thomas, CBE	- Town Clerk and Chief Executive
Gregory Moore	- Deputy Town Clerk
Jen Beckerman	- Executive Director and Private Secretary to the Chairman of Policy and Resources Committee
Polly Dunn	- Town Clerk's Department
Benjamin Dixon	- Town Clerk's Department
Chris Rumbles	- Town Clerk's Department
Emily Slatter	- Town Clerk's Department
David Mendoza Wolfson	- Town Clerk's Department
Michael Cogher	- Comptroller and City Solicitor and Deputy Chief Executive
Caroline Al-Beyerty	- Chamberlain

Sonia Virdee	- Chamberlain's Department
Paul Wright	- Deputy Remembrancer
Dionne Corradine	- Chief Strategy Officer
Damian Nussbaum	- Executive Director of Innovation and Growth
Bob Roberts	- Executive Director, Environment
Emily Tofield	- Executive Director of Corporate Communications and External Affairs
Paul Wilkinson	- City Surveyor
Judith Finlay	- Director of Community and Children's Services
Deborah Bell	- Community and Children's Services Department
Chris Lovitt	- Community and Children's Services Department

1. APOLOGIES

Apologies were received from The Rt Hon the Lord Mayor Nicholas Lyons, Deputy Andrien Meyers, Deputy Henry Colthurst, Tijs Broeke and Munsur Ali.

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

Alderman Tim Hailes declared an interest in item 7 as a Director of the Lord Mayor's Show Ltd; also an interest in item 14 as a Governor at King Edward's Witley School.

Marianne Fredericks declared an interest in item 14 as a Governor at Christ's Hospital School.

Caroline Haines declared an interest in item 14 as a Governor at King Edward's Witley School.

3. MINUTES

- a) The public minutes of the Policy and Resources Committee meeting held on 21 September 2023 were approved as an accurate record.
- b) The public minutes of the Communications and Corporate Affairs Sub-Committee meeting held on 6 September 2023 were noted.
- c) The public minutes of the Capital Buildings Board meeting held on 7 September 2023 were noted.
- d) The draft public minutes of the Resource Allocation Sub-Committee meeting held on 5 October 2023 were noted.

4. POLICY LEADS QUARTERLY UPDATE

The Committee considered a report of the Deputy Town Clerk providing an update on the activities of the Policy Leads of 'rapporteurs' and seeking agreement on the future configuration of the Policy Lead programme.

Clarity was sought on the appointment process to the Policy Lead roles and whether these required Policy and Resources Committee's approval or if a final decision should sit with the Chairman. The Chairman responded stressing how he considered it important that an individual appointed as a Policy Lead would have the full confidence of Policy and Resources Committee and that that were not seen as his personal appointments but those of the entire committee.

A Member referred to the Sports Strategy and Sports Engagement Policy Lead role and suggested it may be worthwhile in looking to encourage sporting bodies to locate their head offices in London and engaging with them on this.

The Deputy Chairman responded confirming a clear commitment within the Sports Strategy was to focus on the Square Mile and with the Member's suggestion already being an area that was being actively pursued through various channels.

A Member remarked on how they considered there to be a key policy area missing and asked the Chairman to consider introducing a Policy Lead role for the Residential Reset. The Member added how the view of residents coming through was that they were not currently seeing actions in responding to the Residential Reset. The Member sought Policy and Resources Committee's agreement to this additional role.

The Chairman responded stressing how the Residential Reset was of great importance to him personally and confirmed that a recommendation would come forward in due course addressing a lead role with residents. The Chairman added how he considered it harsh to suggest that no action had been taken, with work having started in a number of areas, including a move to replace windows at Golden Lane. It would no doubt take time to change the culture through engaging with the residential community and being clear on the investment that was being made, with a lead in this area being able to add value.

A Member added how there was a need to consider a residential reset across a range of areas in the City including Destination City, night-time economy, cleanliness. Planning applications was another area of concern to residents, and it was questioned whether the City Corporation should look to provide a resource dedicated to helping and supporting residents in this area, as was being done by Westminster City Council.

The Chairman agreed on the importance of giving a voice to residents on a range of areas and confirmed that he would ask officers to review what was currently being done at Westminster City Council, with this allowing an opportunity to learn from what was being done elsewhere, and which he hoped would offer the Member a level of re-assurance.

The Chairman concluded the discussion by stressing how it was not always possible to do what every resident wanted, but with it being one City and residents being a very important part of this. The Chairman added how he considered it important to reach out to residents with them having a very important place at the table.

RESOLVED: That Members: -

- Noted the activities of the policy leads over the previous quarter.
- Agreed to extend the tenure of the existing policy leads for High Growth Markets, Advanced Markets, Innovation & Technology, SMEs and Sports Engagement to the end of the 2023 Civic year so that a revised structure will:
 - o Align with the usual civic appointment cycle.
 - o Align with the start of the new Corporate Plan.
- Agreed to advertise to all Members a vacancy for the Sustainability Policy Lead
- Agreed to consult with Members before decisions are taken on a revised structure.

5. **CITY ORIENTATION PROGRAMME FOR LONDON-BASED POSTGRADUATE STUDENTS**

The Committee considered a report of the Remembrancer proposing the establishment of, in collaboration with Goodenburgh College, a City of London orientation programme for selected cadre of overseas postgraduate students studying in London.

A Member, also Vice Chair, remarked the programme being an example of the City Corporation's soft power, using a small number of people to take a strong message back to their own countries or areas, with it fitting in well with a programme already being run by the Worshipful Company of Goldsmith's and the proposal having their full support.

There was a recognition of what can be achieved though soft power, with a number of Members speaking in support of the programme. It was suggested other institutions could be considered if the programme proved successful, looking at giving younger age children an opportunity in the City, linking up to the Mansion House Scholarship Scheme and looking at other areas to extend into.

RESOLVED: That Members:

- Agreed to establishment of an orientation programme in the terms stated.

6. **APPOINTMENT OF HONORARY WATER BAILIFF**

The Committee considered a report of the Remembrancer regarding the Lord Mayor Elect's Mayoral theme "Connect to Prosper", a number of planned initiatives relating to the River Thames and seeking approval of the appointment of an Honorary Water Bailiff.

A Member raised their concern that the proposal to appoint of a Water Bailiff was on an honorary basis only, with the River Thames requiring cleaning and with some of the extant duties of the role potentially being used to achieve this. The Deputy Remembrancer responded confirming that certain statutory functions of the role had been removed and were now being dealt with by the Environment Agency, with this proposal relating to extant functions in relating to provision of a salary to be paid and the appointee not being allowed to hold other office or employment.

A Member remarked on their disappointment at the City Corporation not having firmer powers relating to the condition of the Thames, but how they hoped the post would be used to attract attention to and highlight key issues in this regard.

A Member added how discussions continued with Thamas 21, looking at holding a Thames Day and with the Lady Mayoress to lead litter picking on the Thames as part of this. Efforts continued at refocussing on a river that has made the City what it was today.

RESOLVED: That Members: -

- Agreed that the Lord Mayor may appoint an honorary Water Bailiff and that none of the extant provisions governing the now defunct office of Water Bailiff should apply in respect of such an appointment.

7. POLICY AND RESOURCES CONTINGENCY/DISCRETIONARY FUNDS

The Committee received a report of the Chamberlain providing a schedule of projects and activities which had received funding from the Policy Initiatives Fund, the Policy and Resources Committee's Contingency Fund and Committee's Project Reserve for 2023/24 and future years with details of expenditure in 2023/24.

The Chairman drew Members' attention to a request to approve an increase in the multi-year PIF cap.

RESOLVED: That Members: -

- Note the report and contents of the schedules.
- *Agreed to increase the multiyear PIF cap by £65,682 and £90,429 in 2023/24 and 2024/25 respectively should the Innovation and Growth Artificial Intelligence Workstream bid be approved at today's Committee.

*The Innovation and Growth Artificial Intelligence Workstream bid was not approved when it was subsequently considered item 16 on the agenda and with this recommendation falling away as a result.

8. SUICIDE PREVENTION IN THE CITY OF LONDON ANNUAL UPDATE

The Committee received a report of the Director of Public Health providing an update on progress made on the Suicide Prevention Action Plan and providing the most recent data for suicide in the City of London.

A Member remarked on her request that the report be presented to Policy and Resources Committee to allow an opportunity to show the huge amount of work that had taken place in relation to suicide prevention, with the Member thanking the Chair of Health and Wellbeing Board and officers in looking to address concerns on this issue.

The Member added how they had raised previously the importance of Mental Health Street Triage and the huge support this role offered to City of London Police. An assessment can be carried out quickly, thereby reducing the time a Policer Officer has to spend with an individual when it has been identified that they need to go to hospital; Mental Health Street Triage also allowed an opportunity to follow up with an individual in looking to prevent people from attempting suicide again. The Member stressed a need to resource a Mental Health Street Triage service moving forwards and to resource it long term.

The Chairman acknowledged the main cost being human cost, with any financial cost being secondary. The Chairman thanked the Member for all her work in this area and for bringing this important issue to the attention of Policy and Resources Committee.

The Executive Director, Environment referred to a number of experts due to meet next week at conference to look at next steps and what can be done to further address this issue, with proposals to follow. The Director added how all were sympathetic to the issues raised by the Member.

RESOLVED: That Members: -

- Note the progress made on the Suicide Prevention Action Plan
- Note the most recent data for suicide in the City of London

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

The following questions were raised:

City Corporation Culture – Rehana Ameer

If you agree that good organisational culture within the elected Members and the Officers was vital for the success of the City's vision for Economic growth and for us to assess how fit our culture health was, can you urgently call for an independent review of the Corporation to do a health check on the organisation's culture in relation to racism, bullying, bad behaviour, discrimination, harassment, and islamophobia, and whether we have the right policies, procedures, and support systems in place to record and address these issues for elected Members. Please can a report be presented by the December Committee meeting on the plan of action to undertake this review, budget requirements and timelines to undertake this review.

The Chairman responded noting there were two aspects to the question posed. Firstly, bad behaviour of Members which was being addressed through a Local Government Association Independent Review of Member Behaviour at the City Corporation, with a second part around racism and islamophobia being addressed through Equality, Diversity and Inclusion Sub-Committee.

The Chairman reminded Members that Policy and Resources Committee had created a Member Development and Standards Sub-Committee, with Chief Commoner as its Chair, with a remit over Member behaviour. Sight of a framework and plan around “Members’ behaviour” would be coming back to Policy and & Resources Committee once Member Development and Standards Sub-Committee had completed its consideration of this area of work, in line with agreed procedures.

On the specific question of a wider Equality, Diversity and Inclusion Review, the Chairman confirmed that he had met with the Chair of Equality, Diversity and Inclusion Sub Committee and the Chief Commoner, during which he had expressed his view that there needed to be a proper scoping of such a review, putting forward a business plan, a purpose, any costs associated with it and how it would be managed. Once a review had been scoped and completed by Equality, Diversity and Inclusion Sub-Committee a recommendation would come back to Policy and Resources Committee for Members’ consideration. The Chairman added how Equality Diversity and Inclusion Sub-Committee were well placed to take this area of work forward in the first instance, working with the new Equality, Diversity and Inclusion Director once they were appointed.

The Chairman concluded confirming that work was already underway on both areas and with reporting due to come back to Policy and Resources Committee at an appropriate point.

Assistant Director of Housing – Marianne Fredericks

It was now eighteen months since the Court meeting when it was decided to look at a Grand Committee for housing that would merge Housing Sub-Committee and Barbican Residential Committee, with there now being a need to move forward and be in a position to deal with housing project issues. It was questioned when a report would be coming forward to allow for a decision to be taken on proposals for a Grand Committee to oversee the City Corporation’s housing stock.

The Assistant Director of Housing would be leaving the City Corporation at the end of the month and the Member thanked them for all they had done and with this being an important moment in the department’s history to be able to resource this area of work up and to ensure they have the support required to deliver on important housing projects.

The Chairman responded confirming he was sympathetic to concerns raised that housing governance and strategy had not moved at the pace wanted, but with there being an excellent new Director of Community and Children’s Services in post who would now be able to take this area of work forward. It had taken much longer than envisioned when it was first discussed as part of the Lisvane Review, but it would be wrong to say no work had taken place. Three reviews had been conducted through a Savill’s Review looking at funding and delivery of housing investment in responding to the decent homes compliance, a Pennington Review of the social housing management function and an Altair Review of the Barbican

Estate Office. These all being important reviews in their own right and taken together to help inform thinking on a housing strategy moving forward.

It was now at a stage for a fourth piece of work to bring together the components of each of these reviews into a coherent housing strategy, following which consideration would be needed as to whether to change the governance to create a Grand Committee.

The Chairman asked officers to bring an update and timeline to Policy and Resources Committee including an assessment of how quickly it will get to a decision on a new committee structure. The Chairman accepted Members' legitimate concerns relating to housing governance at the City Corporation and their frustration at the time it had taken to implement new governance arrangements.

The Chairman offered the Member his assurance, through a request to officers that they now move forward on this area of work, pulling it all together, getting a strategy in place and with new governance arrangements being implemented. The Chairman handed over to the Director of Community and Children's Services.

The Director of Director of Community and Children's Services added how the three reviews had recommendations around consistent themes of customer focus, a need for stronger performance management, increased ownership and contract management of external providers along with a number of recommendations on policies and procedures. These areas were being acted upon already in responding to the three reviews, with the housing strategy to be completed that would encompass an asset management strategy also.

The Director added how the residents' voice was very important, with a meeting due to be held with 150 residents to discuss their concerns and to offer them an assurance that views were being taken very seriously.

The Town Clerk echoed comments on the importance of residents' voices, adding how a replacement Assistant Director of Housing was due to start at the end of the month to ensure there was continuity of leadership in this important area of work.

Members noted the position.

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

There were no additional items of business.

11. **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.

12. **NON-PUBLIC MINUTES**

- a) The non-public minutes of the Policy and Resources Committee meeting held on 21 September 2023 were approved as an accurate record.
 - b) The non-public minutes of the Capital Buildings Board meeting held on 7 September 2023 were noted.
 - c) The draft non-public minutes of the Resource Allocation Sub-Committee meeting held on 5 October 2023 were noted.
13. **NOMENCLATURE OF THE CITY OF LONDON'S CORPORATE FUND, COMMONLY KNOWN AS CITY'S CASH**
The Committee considered a joint report of the Chamberlain, Remembrancer and Comptroller and City Solicitor relating to nomenclature of the City of London's Corporate Fund, commonly known as City's Cash.
14. **ALLOCATION OF FUNDING TO KING EDWARD'S WITLEY SCHOOL**
The Committee considered a report of the Deputy Town Clerk relating to allocation of funding to King Edward Witley's School.
15. **SCHOOLS FAIR FUNDING REVIEW**
The Committee considered a report of the Director of Community and Children's Services providing an update on the Schools Fair Funding Review.
16. **INNOVATION & GROWTH ARTIFICIAL INTELLIGENCE WORKSTREAM**
The Committee considered a report of the Director of Innovation and Growth relating to an artificial intelligence workstream that was being developed.
17. **CENTRAL CRIMINAL COURT PLANT REPLACEMENT: PHASE 4**
The Committee considered a report of the City Surveyor providing an outcome report for a Central London Criminal Court Plant Replacement project.
18. **CITY OF LONDON SUICIDE AUDIT**
The Committee received a report of the Director of Public Health presenting findings of a "suicide audit" in order to identify high-risk groups, locations of concern, patterns and trends and providing evidence for targeted interventions and contribute to the monitoring and evaluation of outcomes.
19. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
A question was raised relating to the following:
- **City Corporation Flag Raising Policy**
20. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED.**
There were two urgent items of business as follows:
- **Vacant Possession of London Wall Site**

- **City of London Academies Trust**

21. **MINUTES**

- a) The confidential minutes of the Policy and Resources Committee meeting held on 21 September 2023 were approved as an accurate record.
- b) The confidential minutes of the Capital Buildings Board meeting held on 7 September 2023 were noted.
- c) The confidential minutes of the Freedom Applications Sub-Committee meeting held on 11 July 2023 were noted.
- d) The draft confidential minutes of the Freedom Applications Sub-Committee meeting held on 25 September 2023 were noted.

The meeting ended at 4.22pm

Chairman

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

Committee(s): Policy and Resources	Dated: 25 October 2023
Subject: City of London Corporation Confederation of British Industry (CBI) Membership	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 5
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Executive Director, Corporate Communications and External Affairs and Executive Director, Innovation and Growth	For Decision
Report author: Kristy Sandino, Assistant Director, Corporate Affairs	

Summary

The CBI is a cross-sectoral business organisation whose membership includes firms and trade associations. It maintains it speaks on behalf of 170,000 businesses. At Policy and Resources Committee in April, the City of London Corporation took a decision to suspend its membership following serious allegations of misconduct at the organisation.

Since April, the CBI has appointed a new Director General, Rain Newton-Smith, conducted extensive reviews into its culture and governance and processes and has published progress on these pieces of work. It announced a suspension of its events programme in April and in July, the organisation opted to resume its events and policy programme. The CBI has also confirmed it is engaging with government and political stakeholders on an ad hoc basis. CBI has put initial suitable steps in place that will enable Officers and the City Corporation to monitor the situation and its progress going forward.

Recommendation(s)

Members are asked to:

- Agree to an unsuspension of the City Corporation's membership of the CBI up until January 2024 when the current term ends;
- Noting that the City Corporation will monitor progress of the CBI in relation to its governance and culture in advance of a report coming back to Policy and Resources Committee with a recommendation on Membership renewal from January 2024.

Main Report

Background

1. The City of London Corporation is a long-standing member of the CBI, paying an annual membership fee. The annual subscription fee is £30,000 and was last paid in late October 2022. CBI has agreed to an extension on the City Corporation membership until January 2024 to enable us to monitor progress prior to making a decision on membership renewal for 2024.
2. The CBI is a cross-sectoral business organisation whose membership includes firms and trade associations. It specialises in policy expertise and economic intelligence. It now claims to speak on behalf of 170,000 businesses (down from 190,000) and traditionally had a very strong regional network. The CBI typically held numerous events across the year, to which the Corporation had access by virtue of our membership. The membership has included working with them on the Business/Tech dinner where they have traditionally held one of the speaking slots. This partnership will be assessed when the wider membership renewal is assessed.
3. Officers have engaged with CBI to understand in depth the work that it has undertaken since the allegations were made public. The CBI has conducted reviews into its culture and work. These have included:
 - a. An external examination of CBI governance and processes carried out by Ffion Llywelyn Hague, Baroness Hague of Richmond, a consultant with significant experience in conducting board appraisals. The CBI President and the Board have now seen draft recommendations. They expect more on this imminently and will communicate any governance changes.
 - b. A People and Culture review by Fox Williams and Principia. The recommendations have now been embedded in the organisation. The CBI confidentially shared its people and culture workplan on the basis that this is for CoLC purposes only and was not to be distributed more widely. It provides more detail on how the CBI's people and culture work is progressing internally and the accompanying timelines.
4. In their prospectus, the CBI promised to update members on our one-month, three-month and six-month milestones. The City Corporation is able to see progress against their one-month milestones in this scorecard for change. Governance being at 50 percent complete is the lowest figure.
5. The inaugural meeting of the Culture Advisory Committee took place on Friday 28 July, chaired by CBI Board member and People & Culture Lead, Jill Ader, who has been a CBI Board member since June 2022. The agenda covered two key areas – a discussion on the themes arising from the Principia Culture Review, and a review of the CBI's transformation plan priorities. Key observations that CBI shared with Officers include:
 - a. The themes arising from the review are consistent with other organisations that the experts had worked with, particularly around the specific issues

- relating to harassment and bullying, and there was agreement that the activities on the plan were correct.
- b. The CBI were urged to slow down to allow time for people to reflect, recover and re-build.
 - c. The values co-creation approach and timeline was signed off by the DG, and CBI communicated this to colleagues to start working with them w/c 11 September.
 - d. Alongside this feedback, the CBI need to prioritise delivery of any practical policies, tools and support that specifically relate to complaints, grievance and speak up processes, to ensure that colleagues understand the routes available to them and feel confident in using them – the CBI has already started to deliver against this objective with the publishing of revised policies, and launched in mid-August a more robust system for logging and managing complaints, supported by training for all staff.
 - e. The group agreed to re-convene in the Autumn to assess progress and discuss longer term goals.
6. CBI have put initial suitable steps in place that will enable Officers and the City Corporation to monitor going forward. It has announced it will resume a schedule of events and government is engaging with the organisation on an ad hoc basis. Officers have directly confirmed this with government.
 7. There were recent reports of cashflow issues for the organisation though CBI President Brian McBride and Director General Rain Newton-Smith told Members they were confident of addressing its short-term financing challenges. It was then reported it secured the financing necessary to overcome the short-term cash flow challenge and a spokesperson for the CBI said they are satisfied that the "organisation remains in a strong medium to long-term position."

Current Position

8. Following discussions with the Executive Director of Innovation and Growth and Executive Director of Corporate Communications and External Affairs, it is recommended that the City Corporation unsuspend its membership and maintain a close watching brief on the CBI's progress, asking for regular updates.
9. This recommendation is based on the work that they have done thus far as outlined, their increased focus on UK Competitiveness aligning to our strategic priorities and other organisations beginning to resume engagement with CBI as reported both by them directly and in the press.
10. The City Corporation has also already paid for its membership for 2022/2023 and there will be opportunities to benefit from it in the coming months including in inputting into its manifesto development work, its Councils that will restart meeting that Officers hold seats on, an event on the General Election that is taking place on 20 November and additional possible CBI events in Autumn.
11. This recommendation is made with the intention of conducting a substantive review of the City Corporation's membership in January. A subsequent paper will return

to Policy & Resources in early 2024. It would also include the reintroduction of deploying invitations to the CBI for City of London Corporation Events through the Autumn.

Key Data

Members that have unsuspended or rejoined after suspended or quitting: ASDA Stores Ltd, Shell International Limited, HSBC Holdings plc, SSE PLC, Santander UK plc, Siemens plc, IBM United Kingdom Limited, EQUANS UK, Atkins, (member of the SNC-Lavalin Group), G4S Limited, Legal and General Group Plc, Imperial Brands Group plc, abrdn plc, Cadent Gas Limited, Anglian Water Group Ltd, Honda Motor Europe, Macquarie Group Ltd, Babcock International Group Plc, Google UK, Gatwick Airport Ltd, Hilton, PZ Cussons plc, Neptune Energy Group, Holdings Limited, Haleon PLC, Evri, Weightmans LLP, Bristol-Myers Squibb, Pharmaceuticals Ltd, The University of Leeds, University of Southampton, Henry Boot Plc, UK Finance, ADS Group Ltd., Barnett Waddingham LLP, Gowling WLG (UK) LLP, Bibby Line Group Ltd, The University of Reading, Orbit Group, Port of London Authority, Durham University, Bristol Airport, British Retail Consortium, Brunel University London, Foot Anstey LLP, DCG, Oritain, Ipsos MORI, Walter Watson Ltd, UK Hospitality, Oakland International Ltd, The Advertising Association Institute for Family Business (UK), Horticultural Trades Association, Finance & Leasing Association, Chartered Association Of Business Schools, , Entrepreneurs in Action, Leicester College, AIRTO, FWB Park Brown Ltd., The Wine & Spirit Trade Association.

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Agenda Item 6

Committee(s): Resource Allocation Sub Committee Policy & Resources Committee	Date(s): 2 November 2023 16 November 2023
Subject: Capital Funding Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	The schemes for which funding is now requested span across a range of corporate outcomes
For City Bridge Foundation (CBF), which outcomes in the BHE Bridging London 2020 – 2045 Strategy does this proposal aim to support?	
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	£4.928m
What is the source of Funding?	£4.634m from City Fund Reserves, £0.286 from City Cash, £0.08m from CBF
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of: The Chamberlain	For Decision
Report author: Yasin Razaq, Capital and Projects Manager	

Summary

This report follows on from previous papers on capital prioritisation, the capital review and the 2020/21, 2021/22 and 2022/23 rounds of annual capital bids.

Members are reminded of the two-step funding mechanism via the annual capital bid process:

- Firstly, within available funding, 'in principle' approval to the highest priority bids is sought and appropriate provisions are set aside in the annual capital and revenue budgets within the MTFPs.
- Secondly, following scrutiny via the gateway process to provide assurance of robust option appraisal, project management and value for money, Members are asked to confirm that these schemes remain a priority for which funding should be released at this time.

The purpose of this report is for Members to consider release (following gateway approvals) to allow schemes to progress.

The approved annual capital bids for 2020/21 currently total £87.1m of which draw-downs of £37.8m have been approved to date. A schedule of the current 2020/21 allocations is included as Appendix 1 for information.

The second annual bid round for 2021/22 granted in principle funding approval to bids with a current value of £82.5m of which draw-downs of £13.1m have been agreed. A schedule of the current 2021/22 allocations is included in Appendix 2.

The approved annual capital bids for 2022/23 total £26.7m of which draw-downs of £6.6m have been agreed. A schedule of the current 2022/23 allocations is included in Appendix 3.

Release of £4.928m to allow progression of five schemes summarised in Table 2 'Project Funding Requests' is now requested.

Recommendations

Resource Allocation Sub Committee Members and Policy & Resources Committee are requested to:-

- (i) To review the schemes summarised in Table 2 and, particularly in the context of the current financial climate, to confirm their continued essential priority for release of funding at this time and accordingly:
- (ii) To agree the release of up to £1.104m for the schemes progressing to the next Gateway in Table 2 from the reserves of City Fund (£4.604m), City Cash (0.21m) and City Bridge Foundation (0.08m)
- (iii) To agree release of £0.076m of City Cash contingency.

Main Report

Background

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

The above criteria were used as the basis for prioritising the annual capital bids and should continue to be applied when consider release of funds.

3. The scope of schemes subject to this prioritisation relates only to those funded from central sources, which include the On-Street Parking Reserve, Community Infrastructure Levy (CIL), flexible external contributions and allocations from the general reserves of City Fund, City's Cash or CBF¹. This means that projects funded from most ring-fenced funds, such as the Housing Revenue Account, Designated Sales Pools and Cyclical Works Programmes *are excluded*, as well as schemes wholly funded from external grants, and tenant/developer contributions e.g. under S278 agreements and S106 deposits.
4. Members are reminded of the two-step funding mechanism via the annual capital bid process:
 - Firstly, 'in principle' approval to the highest priority bids within available funding is sought and appropriate provisions are set aside in the annual capital and revenue budgets and the MTFPs.
 - Secondly, following scrutiny via the gateway process to provide assurance of robust option appraisal, project management and value for money, RASC is asked to confirm that these schemes remain a priority for which funding should be released at this time.

Current Position

5. From the 2020/21 bid round, central funding of £87.1m is currently allocated for new capital bids across the three main funds. To date, £37.8m has been drawn down to allow 37 of these schemes to be progressed. A schedule of the current 2020/21 allocations is included in Appendix 1 for information.
6. Central funding of a further £82.5m across the three main funds for the 2021/22 new bids is currently allocated, of which drawdowns of £13.2m has been approved in respect of 19 schemes. A schedule of the 2021/22 allocations is included in Appendix 2 for information.
7. Central Funding of £26.7m has been agreed for the 2022/23 new bids of which draw-downs of £6.6m have been approved in respect of 12 schemes. A schedule of the 2022/23 allocations is included in Appendix 3 for information.
8. In addition, there are a small number of ongoing schemes for which funding was allocated as part of the Fundamental Review (such as Wanstead Park Ponds).
9. All schemes in this report have been through the capital review as part of a reprioritisation and value-engineering exercise to mitigate the effects of significant inflationary pressures. These pressures need to be carefully managed over the short to medium term to prevent a potential significant overspend. In instances where capital projects are approved assuming any element of external funding, risks must be managed to prevent additional unplanned cost pressures impacting on central funding.

¹ Contributions from Bridge House Estates are limited to its share of corporate schemes such as works to the Guildhall Complex or corporate IT systems and are subject to the specific approval of the Bridge House Estates Board.

Current Requests for the Release of Funding

10. There are five schemes with 'in principle' funding approved as part of the capital bids that have progressed through the gateways, for which release of up to £4.928m is requested:

Table 2: Project Funding Requests				Next Gateway	Funding Status	Capital Bid Round	City Fund	City's Cash	City Bridge Foundation	Total
							£m	£m	£m	£m
Funding to progress to the next gateway										
	St Paul's Cathedral External Re-lighting			GW4		2022/23	0.350			0.350
	Fire Safety - Car Park London Wall - Ventilation, electrics, lighting and fire alarm works			GW3/GW4		2020/21	0.240			0.240
Funding from contingency for scheme implementation										
	OS Hampstead Heath - Parliament Hill Athletics Track Resurfacing			GW6		2022/23		0.076		0.076
Full Funding for Scheme Implementation										
	Guildhall Spread of Fire/Smoke Stopping Works – all basement and plant areas			GW6		2022/23	0.202	0.21	0.008	0.420
Full funding for phase implementation										
	Cool Streets and Greening Phase 2 and 3			GW6		2021/22	3.842			3.842
Total							4.634	0.286	0.008	4.928

11. Further details of the individual schemes are provided in Appendix 4 attached.
12. In accordance with step two of the capital funding mechanism, Members will wish to confirm that these schemes remain a priority for funding to be released at this time particularly in the context of the current financial climate.
13. Funding for these schemes can be met from the provisions set aside from the reserves of the City Fund £4.634m, £0.210m from City Cash and £0.008m from CBF.
14. The Parliament Hill athletics track requires £0.076m from city cash contingency to meet a £0.3m budget deficit with remaining amount funded through local risk.

Conclusion

15. Members are requested to:
- 1) review the above and consider in the context of the completion of the capital review and the current financial climate their continued support for the schemes requesting internal resources to proceed, and;
 - 2) approve the associated release of funding in Table 2.
 - 3) approve release of city fund contingency of £0.076m

Appendices

Appendix 1 - 2020/21 Approved Bids

Appendix 2 - 2021/22 Approved Bids

Appendix 3 - 2022/23 Approved Bids

Appendix 4 - Requests for Release of Funding – Scheme Details

Background Papers

- Annual Capital Prioritisation Report, 12 December 2019 (Non-Public).
- Prioritisation of Remaining 2020/21 Annual Capital Bids (Deferred from December 2019 Meeting), 23 January 2020 (Non-Public)
- Re-prioritisation of 2020/21 Approved Capital Bids, 18 September 2020 (Non-Public)
- Capital Funding – Prioritisation of 2021/22 Annual Capital Bids – Stage 2 Proposals, 10 December 2020 (Public)
- Capital Funding – Prioritisation of 2022/23 Annual Capital Bids – Stage 2 Final Proposals
- Capital Review 2022 – final recommendations to RASC

Yasin Razaq

Capital & Projects Manager

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Appendix 1

Approved Bids 2020/21						THIS REPORT	THIS REPORT	
Project Name	City Fund £'m	City's Cash £'m	BHE £'m	Total Funding Allocation £'m	Funding Allocation After Re- prioritisation	Release of Funding Previously agreed	Reallocation of Funding now requested	Release of Funding now requested
Critical End of Life Replacement								
Barbican Replacement of Art Gallery Chiller	0.300	-	-	0.300	0.300	0.018		
Car Park - London Wall Joints and Waterproofing	2.000	-	-	2.000	2.000	-		
Car Park - Hampstead Heath, East Heath Car Park Resurface	-	0.415	-	0.415	0.415	0.387		
Central Criminal Court - Replacement for Heating, Cooling and Electrics for the East Wing Mezzanine including the sheriff's apartments.*****	1.000	-	-	1.000	0.626	0.626		
Finsbury Circus Garden Re-instatement	2.558	-	-	2.558	2.558	2.542		
Guildhall - North and East Wing Steam Generator replacement – including Art Gallery	0.744	0.396	0.060	1.200	0.002	0.002		
Guildhall - West Wing - Space Cooling - Chiller Plant & Cooling Tower Replacement *****	1.860	0.990	0.150	3.000	4.702	4.554		
Guildhall event spaces - Audio & Visual replacement / upgrade	-	0.330	-	0.330	0.330	0.045		
Guildhall Yard - Refurbishment/ Replacement of Paviments	-	3.000	-	3.000	3.000	-		
I.T - Computer Equipment rooms (CER) Uninterrupted Power Supplies (UPS)Upgrades and Replacements	0.090	0.100	0.010	0.200	0.200	0.200		
I.T - Essential Computer (Servers) operating system refresh programme	0.068	0.075	0.008	0.151	0.095	0.095		
I.T - Personal device replacement (Laptops, Desktops and tablet/mobile device)	1.013	1.125	0.112	2.250	2.250	2.250		
I.T - Rationalisation of Financials, HR & Payroll Systems (ERP project)	2.654	2.949	0.295	5.898	9.800	0.68		
I.T - Telephony replacement ***	0.873	0.343	0.034	1.250	-	-		
LMA : Replacement of Fire Alarm, Chillers and Landlords Lighting and Power	1.397	-	-	1.397	1.397	0.145		
Oracle Property Management System Replacement	0.713	0.380	0.058	1.151	1.151	1.150		
Structural - Lindsey Street Bridge Strengthening	5.000	-	-	5.000	5.000	0.030		
Structural - Dominant House Footbridge*****	1.025	-	-	1.025	1.025	0.575		
Structural - West Ham Park Playground Refurbishment	-	1.279	-	1.279	1.279	0.863		
Fully or substantially reimbursable								
Barbican Turret John Wesley High Walk	0.043	-	-	0.043	0.043	0.043		
Chingford Golf Course Development Project	-	0.075	-	0.075	0.075	-		
High Profile Policy Initiative								
Bank Junction Transformation (All Change at Bank)	4.000	-	-	4.000	4.000	4.000		
Culture Mile Implementation Phase 1 incl CM experiments and Culture Mile Spine	0.580	-	-	0.580	0.580	0.580		
I.T - Smarter working for Members and Officers	0.113	0.125	0.013	0.251	0.185	0.185		
Rough Sleeping - assessment hub*****	1.000	-	-	1.000	1.196	1.498		
Rough Sleeping High Support Hostel - Option 3	0.500	-	-	0.500	0.500	0.500		
Secure City Programme	15.852	-	-	15.852	15.852	7.174		
Statutory Compliance/Health and Safety								
Barbican Exhibition Halls	5.000	-	-	5.000	1.549	1.548		
Barbican Podium Waterproofing, Drainage and Landscaping Works (Ben Jonson, Breton & Cromwell Highwalk) Phase 2 – 1st Priority	13.827	-	-	13.827	13.827	2.417		
Covid19 Phase 3 Transportation Response*	-	-	-	-	0.568	0.568		
City of London Primary Academy Islington (COLPAI) temporary site	-	0.300	-	0.300	0.583	0.583		
Golden Lane Lighting and Accessibility	0.500	-	-	0.500	0.500	0.500		
Guildhall - Great Hall - Internal Stonework Overhaul	-	2.000	-	2.000	2.000	1.740		
Guildhall - Installation of Public Address & Voice Alarm (PAVA) and lockdown system at the Guildhall (Security Recommendation)	0.930	0.495	0.075	1.500	1.500	0.118		
I.T - Critical Security Works agreed by the DSSC **	0.112	0.125	0.013	0.250	-	-		
I.T - GDPR and Data Protection Compliance in addition saving money in being able to share and find information quickly	0.090	0.100	0.010	0.200	0.200	-		
Confined and Dangerous Spaces - Barbican Centre	2.000	-	-	2.000	2.000	0.098		
Confined and Dangerous Spaces - GSMD	-	0.400	-	0.400	0.400	0.019		
Fire Safety - Car Park London Wall - Ventilation, electrics, lighting and fire alarm works	1.370	-	-	1.370	1.370	-		0.240
Fire Safety - Works in car parks	1.032	-	-	1.032	1.032	0.699		
Fire Safety - Frobisher Crescent, Barbican Estate (compartmentation) *	0.550	-	-	0.550	1.203	1.203		
Fire Safety - Smithfield sprinkler head replacement and fire door replacement.	-	0.150	-	0.150	0.150	0.020		
Queen's Park Public Toilet Rebuild	-	0.380	-	0.380	-	-		
Spitalfields Flats Fire Door Safety	0.146	-	-	0.146	0.146	-		
Spend to save with a payback < 5 years								
Energy programme of lighting and M&E upgrade works (Phase 1)****	0.440	0.489	0.049	0.978	0.268	0.165		
I.T - GDPR Compliance Project Unstructured data	0.112	0.125	0.013	0.250	-	-		
Wanstead Flats Artificial Grass Pitches (spend to save > 5 years)	-	-	-	-	1.700	-		
The Monument Visitor Centre	-	2.500	-	2.500	-	-		
Total Approved Funding Bids	69.492	18.646	0.900	89.038	87.107	37.822	-	0.240

Previous Funding Allocation	89.038
Net reductions from previous reprioritisation exercise (September 2020)	- 4.032
* Reallocated from the 2021/22 annual bids and fundamental review schemes	0.653
* £0.500m of capital funding foregone in place of revenue funding solution (telephony/security)	- 0.500
*** £0.250m of capital funding foregone in place of a revenue funding solution (telephony/security)	- 0.250
****Reallocation of £0.229m to 2021/22 scheme (BEMS Phase 1)	- 0.229
*****£0.246m of central funding no longer required and returned to the centre	- 0.246
*****£0.374 reallocated to Walbrook Wharf M&E replacement project	- 0.374
***** £0.269 central contingency reallocated to meet increased cost	0.269
***** £0.196m increase at G5 approved under Urgency	0.196
***** £0.450m of central funding no longer required and returned to the centre	- 0.450
Additional amount for ERP (October 2022)	3.032
	87.107

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Appendix 2

Approved Bids 2021/22					THIS REPORT	THIS REPORT		
Project Name	City Fund £'m	City's Cash £'m	CBF £'m	Total Funding Allocation £'m	Latest Funding Allocation after Reprioritisation	Release of Funding Previously agreed	Reallocation of Funding now requested	Release of Funding now requested
Critical End of Life Replacement								
OSD - Tower Hill Play Area Replacement Project	0.120			0.120	0.120	0.120		
SVY - BEMS Upgrade Project-CPG Estate – Phase	0.507	0.375	0.022	0.904	0.904	1.133		
SVY - Smithfield Condenser Pipework Replacement		0.564		0.564	0.564			
CHB - IT SD WAN /MPLS replacement	0.320	0.145	0.035	0.500	0.500	0.100		
CHB - IT LAN Support to Replace Freedom Contract	0.096	0.043	0.011	0.150	0.150			
CHB - Libraries IT Refresh	0.220			0.220	0.220			
BBC - Barbican Centre - Catering Block Extraction	0.400			0.400	0.400	0.024		
High Profile Policy Initiative								
DBE - Secure City Programme Year 2	4.739			4.739	4.739	1.700		
SVY - Guildhall Complex Masterplan - initial feasibility and design work		0.350		0.350	0.350	0.350		
Statutory Compliance/Health and Safety								
DCCS - Fire Doors Barbican Estate*	20.000			20.000	19.597	0.275		
SVY - St Lawrence Jewry Church - Essential works (Top-Up Funding)		2.565		2.565	2.565	2.136		
SVY - Denton Pier and Pontoon Overhaul Works	1.000			1.000	1.000	0.050		
OSD - Hampstead Heath Swimming Facilities - Safety, Access and Security Improvements		0.755		0.755	0.755	0.755		
DBE - Public Realm Security Programme	1.238			1.238	1.238	0.027		
DBE - Beech Street Transportation and Public Realm project (Top-Up Bid)	0.900			0.900	0.900	0.191		
MAN - Central Criminal Courts, Fire Safety and associated public address system (Top-up bid)	0.683			0.683	0.683			
MAN - Central Criminal Court Cell Area Ducting and Extract System Balancing	1.000			1.000	1.000	0.220		
SVY - Riverbank House, Swan Lane - repairs to foreshore river defence	0.500			0.500	0.500	0.438		
CHB - Public Services Network replacement	0.064	0.029	0.007	0.100	0.100	0.000		
GSMD - Guildhall School - Silk Street Ventilation Heating and Cooling		2.000		2.000	2.000			
GSMD - Guildhall School - Milton Court Correction of Mechanical Systems		0.600		0.600	0.600	0.200		
GSMD - Guildhall School - John Hosier Ventilation and Temperature Control		0.700		0.700	0.700			
CHB - IT Security**	0.192	0.087	0.021	0.300	0.300	0.000		
Spend to save with a payback < 5 years								
SVY - Energy Reduction Programme – Phase 2	0.194	0.181		0.375	0.375			
Sub-Total - Bids Fulfilling the Funding Criteria	32.173	8.394	0.096	40.663	39.689	7.212	0.000	-
Climate Action :								
DBE - Public Realm (Pedestrian Priority)	6.050			6.050	6.050	2.454		
OSD - Climate Action Strategy		2.120		2.120	2.120	0.795		
DBE - Embed climate resilience measures into Public Realm works (Cool Streets and Greening)	6.800			6.800	6.800	2.580		3.842
SVY -Energy Efficiency / Net Zero Carbon - Investment Estate - City Fund	4.340			4.340	4.340			
SVY - Energy Efficiency / Net Zero Carbon - Investment Estate - Strategic Estate City Fund	0.000			-	-			
SVY - Climate Resilience Measures	4.000	0.000		4.000	4.000			
SVY - Climate Action Strategy Projects CPG Operational Properties	11.723	7.138	0.649	19.510	19.510	0.109		
SVY - Climate Action Strategy Projects IPG City Fund Investment Properties	0.000			-	-			
Sub-Total - Climate Action	32.913	9.258	0.649	42.820	42.820	5.938	0.000	3.842
Total Bids Fulfilling the Funding Criteria	65.086	17.652	0.745	83.483	82.509	13.150	0.000	3.842

<u>Previous Funding Allocation</u>	83.483
£0.403m reallocated as top-up funding for the Frobisher Crescent Fire Compartmentation Project (2020/21 Bid)*	-0.403
£0.300m of capital funding foregone in place of a revenue funding solution (telephony/security)**	-0.300
£0.229 reallocated from savings on Energy Reduction Programme (2020/21 bid)***	0.229
Re-prioritised in June 2022 under 'One in - One out' principle****	-0.500
Latest Funding Allocation	82.509

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Appendix 3

Approved Bids 2022/23					THIS REPORT	THIS REPORT		
Project Name	City Fund £'m	City's Cash £'m	CBF £'m	Total Funding Allocation £'m	Fundng Allocation After Re- prioritisation	Release of Funding Previously agreed	Reallocation of Funding now requested	Release of Funding now requested
Critical end of life replacement:								
BEMS Upgrade Phase 2 - Heathrow Animal Reception Centre and various OS sites at E	0.150	0.100	-	0.250	0.250	0.248		
IT - Members IT refresh (to align with new personal device roll-out for staff)	0.192	0.087	0.021	0.300	0.300	0.300		
IT - Managed Service re-provisioning (one-off costs due to end of current contract)*	0.320	0.145	0.035	0.500	1.300	1.300		
IT - Corporate Managed Print Service (one-off costs due to end of current contract)*	0.032	0.015	0.004	0.050	0.000			
IT - Server Upgrade/replacement	0.064	0.029	0.007	0.100	0.100	0.100		
Mansion House - essential roof repairs	-	0.330	-	0.330	0.330			
OS Hampstead Heath - Parliament Hill Athletics Track Resurfacing	-	2.000	-	2.000	2.076	2.000		0.076
Guildhall School - Repairs to roof, expansion joint repairs and drainage and water systems (subject to holistic approach for highwalks, Barbican and School)	-	1.750	-	1.750	1.750			
Health and Safety/Statutory Compliance:								
Fire Safety - Guildhall Complex Fire Stopping all basement and plant areas	0.202	0.210	0.008	0.420	0.420			0.420
Fire Safety - Baynard House Car Park Sprinklers Replacement (remaining floors)	0.250	-	-	0.250	0.250			
Central Criminal Court: Cells Ventilation - Top-Up bid to meet full scope of statutory requirements. (£1m bid agreed in principle as part of the 2021/22 capital bid round.)	1.000	-	-	1.000	1.000			
OS Epping Forest - COVID-19 Path Restoration Project	-	0.250	-	0.250	0.250			
OS Queen's Park Play Area and Sandpit replacement of equipment	-	0.055	-	0.055	0.055			
Barbican Centre - Replacement of Central Battery Units for Emergency Lighting system	0.280	-	-	0.280	0.280			
Guildhall School - Rigging infrastructures in Milton Court Concert Hall	-	0.460	-	0.460	0.460			
Guildhall School - Safe technical access and working at height - Silk Street Theatre	-	0.345	-	0.345	0.345			
Smithfield Market - Glass Canopy Overhaul	-	0.300	-	0.300	0.300			
Smithfield Market - East Poultry Avenue Canopy Repairs and Remedial Works	-	0.600	-	0.600	0.600			
Smithfield Car Park - Ceiling Coating and Damp Works	-	1.050	-	1.050	1.050			
Beech Street Transportation and Public Realm project top-up to deliver permanent air quality and associated public realm improvements following successful experiment.	2.500	-	-	2.500	2.500			
DCCS - Social Care Case Management System	0.144	-	-	0.144	0.144			
IT - Building Management System Wired Network to maximise efficiencies of new BEMS systems	0.083	0.038	0.009	0.130	0.130	0.130		
High Priority Policy:								
Secure City Programme - Year 3	8.936	-	-	8.936	8.936	0.4		
IT Security*	0.128	0.058	0.014	0.200	0.100	0.100		
Guildhall Complex Masterplan - Redevelopment of North and West Wing Offices (top-up)	-	1.150	-	1.150	1.150	0.25		
Bank Junction Improvements: All Change at Bank - top-up to cover inflation risk of delivering the minimal scheme	0.700	-	-	0.700	0.700	0.700		
IT - HR System Portal required in advance of the new ERP system delivery*	0.160	0.073	0.017	0.250	0.100	0.100		
Walbrook Wharf Feasibility - 2027 and beyond	0.150	-	-	0.150	0.150	0.150		
St Paul's Gyratory - Design Development	0.556	-	-	0.556	0.556	0.556		
St Paul's Cathedral External Re-lighting	1.160	-	-	1.160	1.160	0.250		0.350
Total Green Funding Bids	17.007	9.044	0.115	26.166	26.742	6.584	0.000	0.846
Previous Funding Allocation					26.166			
Re-prioritised in June 2022 under 'One in - One out' principle*					-	0.300		
IT - Managed Service re-provisioning (one-off costs due to end of current contract)*					-	0.800		
City Cash Contingency					-	0.076		
					26.742			

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Appendix 4

Requests for Release of Funding – Scheme Details

The following provides details of the five schemes for which approval to release central funding of £4.928m up to is now sought, as summarised in Table 2 of the main report.

St Paul's Cathedral External Re-lighting release of £350k to progress the scheme

- The project proposes to replace the ageing external lighting system at St Paul's Cathedral with a new innovative and energy efficient system.
- Additional £350k to undertake the lighting tests and demonstration trials, progress the detailed design, and reach the next GW4; funded from the overall £1.16m capital bid
- The overall estimate for the project is £2.075m with remaining funding provided from S106.

Guildhall Spread of Fire/Smoke Stopping Works – all basement and plant areas, release of 420k for full implementation.

- To address deficiencies in Fire stopping from the Ground Floor below in the NW /West Wing and Art Gallery and all plant areas.
- Release of £420k is approved in order for this project to proceed and complete the scheme, through to GW6.
- 420k was approved as part of the 22/23 bids.

Parliament Hill Athletic Track Resurfacing, release from contingency of 76k for full implementation

- Scheme aims to a full reconstruction of the eight lane Parliament Hill athletics track sited at Hampstead Heath. A GW5 report was approved in June for the appointment of the contractor due to deliver the works. It is understood that since then there have been additional cost increases of 300k, taking the overall project forecast to £2.3m.
- The project has been subject to a number of delays and issues which have resulted in a projected overspend of £300k. Delays have been caused by unexpected subsoil issues and drainage problems which were not identified in the scoping surveys plus the discovery of asbestos in one part of the site. In addition, inclement weather over the summer resulted in contractors not being able to access the site for several weeks.

- The £224k is reallocated from the Hamstead heath local risk and 76k from City Cash contingency to complete the scheme.

London Wall Car Park – Ventilation, Electrical, Fire Alarm and Sprinkler Works, release of 240k to progress the scheme

- Project will install a new ventilation system, upgrade the power supply, replace the current electrical installation to bring this up to compliant standards, including replacing the lighting and sprinkler system, and installing a carbon monoxide and fire detection system at London Wall Car Park.
- The 240k is required to carry out enabling works, including an upgrade of electrical supply and more detailed surveys to prepare the M&E design and tender documents to reach the next Gateway 3/4
- The overall project estimate is £1.4m

Climate Action Strategy – Cool Streets and Greening Programme, £3.842m for completion of phase 2 and 3

- Cool Streets and Greening is a £6.8m Climate Action Strategy programme to pilot climate resilient streets and open spaces in the Square Mile. The programme is divided into 4 phases and the current funding drawdown request covers phases 2 and 3 which includes:
- Re-landscaping of public spaces and streets at 10 sites across the square mile to incorporate climate resilience measures and greening
- Replanting of 15 open spaces across the square mile with climate resilient along with planting of 100 street trees across the square mile.

02/10/2023 P&R Delegated (for RASC)

Agenda Item 7

Committee(s): Policy and Resources Committee	Dated: 16 November 2023
Subject: Annual Bus Passes for Care Leavers	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Contribute to a flourishing society <ol style="list-style-type: none"> 1. <i>People are safe and feel safe.</i> 2. <i>People enjoy good health and wellbeing.</i> 3. <i>People have equal opportunities to enrich their lives and reach their full potential.</i> 4. <i>Communities are cohesive and have the facilities they need.</i>
Does this proposal require extra revenue and/or capital spending?	Y
If so, how much?	£49,000
What is the source of Funding?	City's Cash - PIF
Has this Funding Source been agreed with the Chamberlain's Department?	Y
Report of: Judith Finlay Executive Director of Community and Children's Services	For Decision
Report author: Chris Pelham Assistant Director (People), Community and Children Services	

Summary

At the Community and Children Services Committee on 17 July 2023, the Committee received a report of the Executive Director, Community and Children's Services, in response to a request from the Chair of the Safeguarding Sub Committee, to provide Care Leavers with annual travel cards.

Members noted that the London-wide Children in Care Council (CiCC) had been negotiating with Transport for London to provide free/low cost annual travel cards. However, this was yet to be agreed, with the current offer being a 50% discount.

Members noted that the provision of 'all zones' travel cards would cost in the region £160,000, whereas the bus pass option would cost just £30,000 pa.

In response to a question from the Chair in respect of available resources for the use of travel cards, rather than bus passes, the Chamberlain advised that there was no current funding for proposal.

Therefore, a permanent local offer would need to be prioritised within the existing risk budget, and this had been flagged as a pressure in a submission to the Resource Allocation Sub Committee.

Members of Community and Children Services resolved that:

- Costs for annual bus passes be approved for all care leavers, for one year, whilst the London CiCC negotiates with TfL (allowing for up to 18 months if negotiations are extended).
- It be noted that the provision of bus passes for care leavers, as part of the City Corporation's permanent local offer, would need to be prioritised within the existing local risk budget.

Recommendation(s)

Members of the Policy and Resources Committee are asked to:

- Approve funding of up to £49,000 to be drawn from your Committee's 2023/24 Policy Initiative Fund (PIF), categorised as 'Communities' and charged to City's Cash, to allow TfL negotiations to complete. The initial cost of £32,500 covers a period of 12 months with an additional £16,500 being the option of extending this by a further 6 months.

Main Report

Background

1. It is a duty under the Children and Social Work Act 2017 that England's local authorities must publish information about the services offered for care leavers. Each London local authority therefore has a care leaver offer, but these are individual to each area and do not provide a consistent and shared offer. Care leavers do not always live in the borough responsible for them, which poses further challenges with the variation in offers. It is also important that the offer to care leavers reaches beyond services provided by local authorities. Partners such as health, education and transport have important roles to play, as do the private and voluntary sectors.
2. The City of London is signed up to the Pan London Care Leavers Compact which provides a framework for developing consistency, breadth and quality in the support offered to London's Care Leavers. [Care Leaving – LIIA](#) .The compact was established in early 2022 to deliver a consistent and high-quality offer for care leavers across the capital.
3. The Chairman of the Safeguarding Sub Committee asked that Care Leavers be given annual travel cards. The offer is in line with the ambitions of the Care Leavers Compact, and in line with our role as corporate parents. Ofsted now inspect our care leaver offer as a distinct category and our aim is that our offer is exceptional for each child.

4. The London-wide Child in Care Council has been negotiating with Transport for London to provide free/low cost annual travel cards. This has yet to be successful, with the current offer being 50% discount. This additional provision would support care leavers in the midst of the cost of living crisis, to ensure their health (emotional and physical) outcomes are met.
5. The current care leaver offer is that travel to school/college/university and to see family or to undertake cultural/religious activity is provided.
6. This report sets out the yearly cost of providing an annual bus pass for each care leaver between the ages of 18-25, for those in education or NEET, and then the total cost for all care leavers over 18 including those who work full time.

Current Position

7. Care leavers, as stated in our local offer, are entitled to the cost of their travel for education, and to support contact with family and also for religious/cultural activities. Those who are in education each has a zip card to reduce the cost.
8. To help with the cost of living, and to give more freedom to care leavers, it is proposed that an annual bus pass is provided. The administration costs would reduce and it would give more autonomy to care leavers.

9. *Costs of bus passes*

- The cost of an annual bus pass in London for a child aged 16+ is £492
- The cost of an annual bus pass in London for a student aged 18+ is £692
- The cost of an annual bus pass in London for adults is £988.
- There is not an annual bus pass for those who are not yet in work, the monthly cost is: £47.30. Annually this would cost £567.60
- Note: some young people are outside of Greater London. The above figures have been used as an approximation.

10. *Numbers of Care Leavers*

- There are 16 aged 16/17 who are all in education
- There are 53 care leavers who are 18 or over
 - 40 are in college (or university)
 - 10 are currently not in education or training
 - 3 are working full time

11. All care leavers are entitled to funding for college/education. Currently we provide funding for the weeks they attend. Our spend for travel in the financial year 2022/23 was £11,642.90.

Options:

Option A:

12. For Policy and Resources to agree to additional funds up to £49,000 be paid from the Policy Initiative Fund which would demonstrate our commitment to our Care Leavers until the London Compact work resolves the TfL deal. A bus pass covers all zones in Greater London.

a. Costing for one year of an annual bus pass:

16 x £492.00 = £7,872	[16/17 year olds]
40 x £692.00 = £27,680	[18+ in education]
10 x £567.60 = £5,676	[10 NEET (including parents)]
3 x £988.00 = £2,964	[3 full time work]

Total for one year: £44,192

b. After deducting the current annual spend, £11,642. the additional monies sought total **£32,550 (12 months)**

c. Should the TFL negotiations take longer, the cost for 18 months of an annual bus pass is: **£48,825 (18 months)**

Option B:

13. For Policy and Resources not to provide the additional funds. This would mean Community and Children Services either having to reprofile the current local risk budget position and business planning priorities to provide the offer from the current budget or not provide the offer

Impact:

14. The bus pass would give care leavers autonomy and freedom, without having to ask often for additional monies. The pass would assist care leavers with the rising cost of living, and would, in part, offset food/laundry/bill rises.

Proposal(s)

15. For Policy and Resources to support Option A

Corporate & Strategic Implications

16. Strategic implications – Providing an annual bus pass ensures the Corporation's offer is in line with the Care Leaver Compact.

17. Financial implications – There will be an additional cost per annum, which is set out above. It is requested that funding of up to £49,000 to allow TfL negotiations to complete, is approved from your Committee's 2023/24 Policy Initiatives Fund, categorised as 'Communities' and charged to City's Cash.

The current uncommitted balance in the 2023/24 Policy Initiative Fund is £606,226 prior to any other allowances being made for other proposals on today's agenda.

18. Resource implications – Administrative costs will be lessened given the annual cost. Termly payments will no longer be needed.

19. Legal implications – None.

20. Risk implications – There is a corporate risk if care leavers are not provided with an outstanding service.

21. Equalities implications – This promotes inclusion and opportunity to our care leavers – a vulnerable group comprised largely of young people from minoritized backgrounds. This assists with financial inequality.

22. Climate implications – None

23. Security implications – None

Conclusion:

24. This report seeks approval from the Policy and Resources Committee to fund up to £49,000 from the Policy Initiative Fund to meet the cost of Bus Passes for all CoL Care Leavers. These costs are aimed to cover the period that the London Children in Care Council completes negotiations with TfL to establish a permanent offer. If approval is given, this will support CoL Care Leavers during the cost of living crisis.

Appendices

None

Background Papers

Report to Community and Children Services 17 July 2023.

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Agenda Item 8

Committee(s): Communications & Corporate Affairs Sub Committee Policy and Resources	Dated: 15 November 2023 16 November 2023
Subject: Strategic Engagement at the 2024 Paris Olympics and Paralympics	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	2,3,4,7 and 10
Does this proposal require extra revenue and/or capital spending?	Yes
What is the source of Funding?	PIF
Has this Funding Source been agreed with the Chamberlain’s Department?	Yes
Report of: Emily Tofield, Executive Director of Corporate Communications and External Affairs Report author: Sam Hutchings, Head of Sport Strategy & Engagement, Town Clerk’s Department	For Decision

SUMMARY

This report sets out the City Corporation’s proposals to engage in the upcoming Olympic and Paralympic Games in Paris in July, August and September 2024. In view of the strategic importance of this engagement and the unique context, it is proposed that an allocation of £100,000 be made from Policy Initiatives Fund in 2024/25 to cover this expenditure, including sponsorship of both GB Houses. GB House is a base for all British athletes and para-athletes. It is also used as a venue to showcase British talent, creativity and innovation to a global audience. The Communications & Corporate Affairs Sub Committee, which has responsibility for sport engagement in the City Corporation, should continue to monitor and oversee the plans to engage in the games as they develop.

Recommendation

That, Members of the Communications & Corporate Affairs Sub Committee:

- i) Endorse the City Corporation’s engagement approach to the Paris 2024 Olympic & Paralympic Games as outlined in this report; and

That, Members of the Policy and Resources Committee

- ii) agree that £100,000 be allocated from the 2024/25 Policy Initiatives Fund, categorised as ‘Promoting the City’ and charged to City’s Cash to cover costs of this engagement.

MAIN REPORT

Background

1. Since 2019 the City Corporation has increasingly recognised the importance of sport in promoting wellbeing, enhancing economic opportunities and supporting international diplomacy. Earlier this year, the City Corporation approved a new sport strategy – *A Global City of Sport* – to guide future sport priorities and investment. This report sets out a vision and priorities for the City Corporation's involvement in sport, including investing in facilities, activating spaces, celebrating impact, attracting events and supporting community clubs. Under Priority 3, Members agreed that we should seek to celebrate the positive impact of sport, by 'maximising our domestic and international reach to promote sport opportunities in London and the UK'.

Paris 2024 Engagement

2. Members will be aware of the unparalleled engagement opportunities offered through involvement in the Olympic and Paralympic games. Previously the City Corporation played an integral role in welcoming people to London during the 2012 Games. We also committed £40,000 to engagement around the Tokyo Games in 2020, via sponsorship of Team GB House, although this could not be realised owing to the COVID-19 restrictions in place at the time.
3. Next year will mark the first time a European city has hosted the Games since London 2012 and given its location and status as a competing financial centre, Paris represents a huge opportunity for the City Corporation, London and the UK to promote its offer to a global business, political and senior stakeholder audience. Recent [research](#) by EY showed that the UK's engagement through major sports events could generate huge soft power and trade benefits. The Head of Sport Strategy & Engagement (HSSE) is now part of a group of key government bodies, including the Department of Culture, Media and Sport (DCMS) and the Department of Business & Trade (DBT), seeking to maximise soft power and trade outcomes from next year's competition and beyond.
4. In recent months, discussions have been held with the British Olympic Association (BOA), British Paralympic Association (BPA) and the Mayor of London's office about sponsorship of GB House. GB House will be the official venue that will be used to promote British innovation, business and creativity during the Games. This opportunity will provide the City Corporation with unique access to engage with senior domestic and international business and policy stakeholders, as well as promoting UK business, culture and sport. Involvement in the Paralympics is also being considered and, subject to Member support for this approval, it is anticipated that a small delegation, including the Lord Mayor and the Policy Chairman, would attend engagement events during both competitions.
5. Although the terms of any agreement to sponsor the GB Houses are yet to be finalised and are commercially sensitive, it is suggested that an allocation of £100,000 would allow the City Corporation to be well positioned to have some brand promotion and engage meaningfully with political and business stakeholders

during both games. It is likely that the majority of this allocation would be used to engage around Team GB House during the Olympic Games. In return for any financial support, it is expected that the City Corporation would be appropriately recognised through brand and message promotion, given an opportunity to host a business focused event at the House and be able to participate in other sponsor engagement events taking place during Games time. Opportunities to celebrate the Games with partners in London beforehand are also being explored and will be finalised by early 2024. Any final agreement with the BOA and BPA would be shared with the Chair and Deputy Chair of this Committee before being signed off.

6. Subject to Members approval, further discussions will be taken forward to finalise the terms of sponsorship with the BOA and the BPA. This will also be conducted alongside discussions with the Mayor of London's office and relevant government departments, who have also indicated an interest in undertaking significant engagement in Paris next year. As we get closer to the games, it is likely that there will be a clearer picture of potential engagement opportunities and events planned in Paris. A programme of engagement will be prepared by the HSSE and shared with Members of the Communications & Corporate Affairs Sub Committee once available in early 2024.
7. Members should also note that a World Union of Olympic Cities annual summit is taking place in Paris later this month to consider plans for next year. The City Corporation has been invited to participate in this summit and it is proposed that the Policy Lead Member for Sport and the HSSE attend this event to represent the City of London and discuss with key contacts around engagement opportunities next summer. This visit will be organised in accordance with the City Corporation's Business Travel Scheme and costs will be met from existing budget allocations.

Corporate & Strategic Implications

8. Strategic Implications – as well as supporting the priorities set out in the new sport strategy, the proposals in this paper are aligned to the City Corporation's current Corporate Plan to 'support a thriving economy' and 'inspire enterprise, excellence, creativity and collaboration'.
9. Financial Implications – Earlier this year, Members agreed to fund the implementation of Phase 1 of the new sport strategy for the Square Mile. Owing to the significant expenditure commitment required to engage meaningfully in the Paris 2024 Games, it is proposed that an additional allocation of £100,000 be drawn from the 2024/25 Policy Initiative Fund categorised as 'Promoting the City' and charged to City's Cash. The current uncommitted balance in the 2024/25 PIF is £546,226 prior to any allowances being made for any other proposals on this agenda.
10. Resource Implications – None
11. Legal Implications – The agreements for both Houses will be checked for legal implications with the Comptroller and City Solicitor once finalised.
12. Risk Implications – None

13. Equalities Implications – efforts will be made to engage through both the Olympics and Paralympics and to promote inclusivity in sport and particularly to showcase sport for people with disabilities.

14. Climate Implications – all travel to and from the Games in Paris will be organised in accordance with the Business Travel Scheme and the expectation to use sustainable forms of transport where possible.

15. Security Implications – none.

Conclusion

16. This report provides an update to Members on the proposals in negotiation to ensure the City Corporation is well positioned to engage meaningfully with stakeholders and partners during the Paris 2024 Games next year. It is proposed that £100,000 be allocated to cover costs of sponsoring GB promotional houses at the Olympics and Paralympics and that the Communications & Corporate Affairs Sub Committee continue to monitor the plans for engagement during this period. Any unspent amount will be returned to the PIF account and can be spent on other initiatives as determined by the Committee.

Sam Hutchings

Head of Sport Strategy & Engagement

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Agenda Item 9

Committee(s): Civic Affairs Sub (Policy and Resources) Committee Policy and Resources Committee	Date: 25/10/2023 16/11/2023
Subject: Members' Bedrooms Policy	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Town Clerk	For Decision
Report author: Chris Rumbles	

Summary

At the Civic Affairs Sub-Committee meeting on 13th July 2023, Members considered a report of the Town Clerk relating to the Members' Bedroom Policy highlighting a number of issues that had previously been raised by Members i.e., a list of those eligible to use the bedrooms, noise and misuse issues, queries around guest entitlements, booking arrangements, with Members' views having been sought on any areas where they considered the policy would benefit from further revision and updating.

The Members' Bedroom Policy relates to a small number of bedrooms on-site at Guildhall which are made available to elected Members, with the nature of their role sometimes requiring them to be at Guildhall late at night and / or very early in the morning, and in the interests of removing barriers for those holding elected office in undertaking their duties.

Members had noted that the Members' Bedroom Policy had not been fully reviewed and updated since 2014, with agreement that a review would be timely in allowing an update of the policy in the interests of providing clarity.

Members provided feedback on a range of areas to allow for a revised policy to be drafted and brought back for Members' further consideration.

Recommendation(s)

Members are asked to:

- Approve the updated Bedroom Rules and Eligibility document at Appendix 1;
- Approve that charges to be applied to the rooms should be £65 for a small double room and £70 for a large double room for Members; non-members to be charged £100 for a small double room and £125 for a large double room, with implementation of these updated charges being from 1st February 2024.

Main Report

Background

1. At the last Civic Affairs Sub-Committee meeting on 13 July 2023, Members considered a report of the Deputy Town Clerk relating to the Members' Bedroom Policy and potential revisions to the booking terms, eligibility criteria, rules and pricing. This was in response to a number of queries that had previously been raised by Members seeking clarity regarding various aspects of the policy.
2. There was agreement that the existing policy remained largely appropriate, but with a number of areas having been highlighted as requiring further consideration and revision.
3. Issues raised had included the current pricing level and a need to ensure all costs were being covered when an overnight stay was for non-official usage, the eligibility criteria and those permitted to stay in the bedrooms e.g., Masters and Livery Clerks and with the potential of bedrooms only being made available to external guests during a period of low usage.
4. A clear definition of official usage was considered necessary when allowing free use of a bedroom, with this category of usage to be limited to when a Member was chairing an early morning meeting or hosting a dinner finishing late at night.
5. The Town Clerk was asked to give further consideration to a range of issues and report back with an updated Bedroom Rules and Eligibility document and bedroom pricing for Members' further consideration and approval.

Current Position

Bedroom Guidance and Charges

6. The Bedroom Rules and Eligibility criteria along with the level of charges applied to overnight accommodation have not changed since a review that was undertaken in 2014. Members agreed that it would be timely to further consider an appropriate level of charges for use of the Members' Bedrooms moving forwards.
7. Marginal costs of provision of a small double room for one night has been calculated at £65, with this figure including a range of City Surveyor's costs in managing the facility along with a small amount to cover administrative staff costs incurred by the Remembrancer's Department and Chamberlain's Department in managing bookings and invoicing, which is equivalent to one day a week and split across the cost of each of the 10 bedrooms.
8. To assist Members further in their assessment of an appropriate level of charges to apply, a reminder is provided of a comparison exercise that has been undertaken at a selection of hotels in the area. A light-touch search of a selection of five low-budget hotels in the City has shown charges ranging between £106 and £236 for a weeknight overnight stay in the City. These rates would be variable depending on a number of determining factors, but it does appear to show how

rates applied to Members' accommodation at Guildhall are set very competitively for an overnight stay in the City of London.

9. Members had previously raised their concern that the schedule of charges needed reviewing to ensure all costs were being covered when an overnight stay was for non-official use. As such, an increase in the level of charges is proposed for non-official use of the Members' bedrooms to £65 for a small double room and £70 for a large double room; non-members to be charged £100 for a smaller double room and £125 for a double room. This will allow for all costs be met and for the bedroom facilities and the servicing of these to be maintained at the required standard.

Official / Non-Official usage

10. Members were mindful of a need to ensure appropriate usage criteria was being applied to all bookings and that a correct level of charges were being applied accordingly.
11. There is currently no charge levied for overnight accommodation where the stay is deemed to be for official business. The following criteria is currently being applied for 'official usage' and 'non-official usage'.
 - *No charge will be levied for 'official usage' where –*
 - a) *A Member needs to attend early (i.e., before 8:30 am) official City Corporation engagements such as Market visits.*
 - b) *A Member is representing the City Corporation at an official event (e.g., a Party Conference) which finishes very late at night, i.e., 10:30pm or later.*
 - c) *A Member is hosting or speaking at an early morning event and therefore needs to be certain of being on time.*
 - d) *A Member is hosting a dinner or speaking on behalf of the City Corporation at a major evening event.*
 - *Members will be charged for 'non-official usage' when they use the accommodation as detailed below:*
 - a) *When attending morning discussion meetings – but are not hosting or speaking.*
 - b) *When attending Banquets and dinners unless hosting/chairing a reception committee.*
 - c) *When attending social events e.g., concerts at the Barbican.*
 - d) *When attending Ward Club or Livery events unless they have a speaking role and are representing the Corporation.*
12. The existing criteria around 'official' and 'non-official' usage is deemed to remain appropriate as it is currently set out, but with there being recognition of a need to ensure the usage category is being made clear at the time of booking and applied accordingly.

13. The booking procedure for the Members' bedrooms currently involves a Member contacting the Committee Desk direct via email, through a telephone call, or in person to make their booking request. Bookings are logged on a file and records retained; however, there is no standardised submission required.
14. A tightening up of the booking procedure is proposed for inclusion within the Bedroom Rules and Eligibility whereby a Member will be required to complete a light touch booking form at the time of their booking clearly detailing their name, purpose of booking e.g., 'Official Use' or 'Non-official Use' and indicating how the stay would constitute 'official usage', if this is the case. No room booking will be allowed without a booking form being completed and confirmation of usage being provided at the time of booking.
15. This will provide the Attendant with sufficient information to assess each booking request to ensure it is in line with the agreed Bedroom Rules and Eligibility. Where a Member refuses to provide booking usage information at the time of their booking, the Attendant must clearly state that a booking will not be allowed without providing this information. Any issue that may arise as a result this, can be referred to the Chief Commoner, Chair of Civic Affairs Sub-Committee and Assistant Town Clerk for their further consideration and review.

Approved list of users

16. In addition to Members, there is a list of non-Members who are identified as approved users and so are entitled to use the bedrooms, viz: -
- Past Lord Mayors
 - Past Chief Commoners
 - Past Members who have served for a minimum of 8 years on the Court of Common Council
 - Senior Officers of the City Corporation and others who are detained on City Corporation related business
 - Senior CoL Police Officers (identified as the Chief Officer Team)
 - Masters of Livery Companies (for the period they are in office)
 - Clerks (currently in office) of Livery Companies
 - Immediate Past Masters of Livery Companies (when deputising for the Master)
 - The Honourable The Irish Society
 - Members' Guests
17. Members had previously questioned the eligibility criteria and those being permitted to stay in the bedrooms e.g., Masters and Livery Clerks and any impact this was having on availability of the bedrooms for Members' usage. It had been suggested that bedrooms might only be made available to certain external guests during periods of low usage.
18. Having reviewed occupancy levels, statics indicate that the bedrooms are very rarely at full occupancy levels; also, the Bedroom Rules and Eligibility make it

quite clear that priority is to be given to Members at all times over any Officers, non-Members or external guests. Usage data indicates that the number of external guests using the bedrooms is very low, with the bulk of bookings being taken up by Members (42%), Aldermen (9%), Senior Officers (30%) and external guests, in which category Masters and Livery Clerks would fall (8%).

19. Usage data shows that the bedrooms are primarily used by Members and Officers, with very few external users. Use of the bedrooms by external users does not appear to be an issue that that requires addressing at this point; if anything, there would appear to be the potential to look at expanding usage of the bedrooms, but this is not being proposed at this point and it is recommended leaving the usage criteria and list of approved users as it currently stands.

Booking Procedure and Usage Statistics

20. A matter that several Members had previously queried is the matter of “block bookings” and how long an individual Member is able to book a room.
21. Members had previously indicated a desire to stop block bookings for extended stays and to put in place a restriction on the maximum stay a Member would be able to book at any one time.
22. It is therefore proposed that at the time of booking a maximum of two overnight stays be permitted at any one time. Block bookings will not be permitted as standard, with Members only being able to book a bedroom for a maximum of two consecutive days, other than where an overnight stay is needed for official usage and with this needing to be clearly detailed as part of the booking process.

Complaints and misuse

23. The policy includes provision that *“those using the rooms must not use the rooms in a way that could potentially cause embarrassment to the City of London Corporation, create a nuisance or misuse the facilities provided and always leave the bedroom in a respectful condition.”*
24. There is, however, no detail specified as to what this might constitute in practice, nor any indication as to who might make an assessment as to whether this provision has been breached, and what penalties might be imposed. Similarly, the policy is silent on the question of payment and at what point outstanding invoices should preclude further bookings.
25. It would seem prudent to consider making provision for such a situation to ensure common understanding of process, in the event it is needed. The absence of any articulated process can make it challenging for the Chief Commoner of the day and relevant officers; users may have legitimate complaints and yet there is no process by which they might clearly be raised, escalated, and managed.
26. It is proposed that any allegation of misuse will be reported to the Chair of Civic Affairs Sub-Committee, Chief Commoner and Assistant Town Clerk who will make a determination over any claim of misuse and decide on an appropriate

course of action. A proposed course of action may include, but not be limited to, suspension of use of the bedrooms for such period as they see fit. There will be no right of appeal of the decision reached.

Outstanding invoices

27. In the event that invoices remain unsettled for a period exceeding two quarterly periods, it is proposed that no further bookings will be allowed from the Member in question; the Members will be prohibited from making any further bookings until the debt is cleared.

28. In the event of any dispute over outstanding payment of invoices, it is proposed that these be referred to the Chair of Civic Affairs Sub-Committee, Chief Commoner and Assistant Town Clerk who will make a determination. There will be no right of appeal of the decision reached.

Communications Plan

29. It is proposed that changes be implemented by 1st February 2024, which will provide a sufficient period of time for changes to be clearly communicated to all Members.

30. To ensure these changes are communicated widely to all Members, a range of communications will be provided including a notice being placed in the Members' Briefing, reference to the changes being included in the Chief Commoner's monthly note out to all Members, Town Clerk to email all Members a copy of the updated Bedroom Rules and Eligibility document confirming the changes and with an updated Bedroom Rules and Eligibility document being provided to all Members as standard as part of the booking process.

Proposals

31. Members are being asked to consider and endorse the range of areas presented in this report relating to the Members' bedroom eligibility booking criteria, terms of usage, associated costs and indicate any approve changes for inclusion in an updated Bedroom Rules and Eligibility document.

Corporate & Strategic Implications

- Financial implications – Any increase in charges for the Members' bedrooms would go towards covering the associated costs for a bedroom, with no additional financial implications to the City Corporation.
- Resource implications – There would be no additional resourcing implications, with bedroom bookings and management of these maintained through existing resources.
- Legal implications – none.
- Risk implications – none.
- Equalities implications – An accessible room has been designed for disabled guests, allowing wheelchair access.

- Climate implications – Guildhall is part of the City Corporation’s Operational Property Estate and operates in accordance with a number of workstreams as part of the City Corporation’s Climate Action Strategy
- Security implications – none.

Conclusion

32. Members are being asked to consider and approve changes to the Members’ Bedroom Rules and Eligibility for inclusion in an updated document for implementation in by 1st February 2024.

Appendices

- Appendix 1 - Bedroom Rules and Eligibility
- Appendix 2 - Bedroom Usage Data

Chris Rumbles

Governance Officer

E: christopher.rumbles@cityofondon.gov.uk

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Appendix 1 - BOOKING TERMS AND ELIGIBILITY (as at 8/6/2325/10/23)

Members are able to book bedrooms two calendar months in advance of the date of stay.

Non-Members are only able to book a bedroom one month in advance of the date of stay.

Chief Officers are also able to book a bedroom one month in advance of the date of stay.

At the time of booking, Members and Officers must specify whether the stay is for official City business, in which case the room is free of charge. ~~(See Appendix A).~~ All Members and officers will be required to complete a light touch bedroom booking form at the time of booking detailing their name, purpose of booking e.g. 'Official Use' or 'Non-official Use' and indicating how the stay would constitute 'Official Use', where appropriate. No bedroom booking will be allowed without providing this information at the time of booking.

No charge will be levied where –

- a) A Member needs to attend early (i.e. before 8:30 am) official City Corporation engagements such as Market visits.
- b) A Member is representing the City at an official event (e.g. a Party Conference) which finishes very late at night, i.e. 10:30pm or later.
- c) A Member is hosting or speaking at an early morning event and therefore needs to be certain of being on time.
- d) A Member is hosting a dinner or speaking on behalf of the Corporation at a major evening event.

Members will be charged when they use the accommodation as detailed below:

- a) When attending morning discussion meetings – but are not hosting or speaking.
- b) When attending Banquets and dinners unless hosting/chairing a reception committee.
- c) When attending social events e.g. concerts at the Barbican.
- d) When attending Ward Club or Livery events unless they have a speaking role and are representing the Corporation.

Any queries relating to the booking procedure and regarding 'official use' will be referred to the Chair of Civic Affairs Sub-Committee, Chief Commoner and Assistant Town Clerk. ~~and Deputy Chairman of Civic Affairs Sub-Committee.~~ It is recognised that there will on occasions be exceptional circumstances outside of these rules where a bedroom will be required and it would be appropriate to allow free use. In these circumstances, discretion will be given to the Chair ~~and Deputy Chairman~~ of Civic Affairs Sub-Committee and Chief Commoner, in consultation with the Assistant Town Clerk, to consider the request and determine an appropriate charge relating to usage.

Members always have priority for the Bedrooms. Should a Member require a bedroom, any Officers or non-Members who are booked in will be asked to stand down from their booking if the Member requests the room one week prior to the date of the booking*.

On the occasion of large City events, such as a State Banquet or large committee dinner, all of the bedrooms are to be kept for the exclusive use of Members. Priority is given to Members wishing to stay, as opposed to those who only want to use the facilities for changing.

Block bookings are not permitted, with Members only being able to book a bedroom for a maximum of two consecutive days at the time of booking, other than where an overnight stay is needed for 'Official Use' and with this requirement to be clearly detailed during the booking process.

If a small double room is requested but only a double is available, the occupier will be charged at the small double rate *

*As per meeting with Greg Moore (Town Clerk's) on 16 September 2014

The following are entitled to use the Bedrooms;

- Past Lord Mayors
- Past Chief Commoners
- Masters of Livery Companies (for the period they are in office)
- Clerks (currently in office) of Livery Companies
- Immediate Past Masters – but only when they are deputising for the Master.
*This information was taken from the City Lands report dated 12 May 2003
- Past Members who have served for a minimum of 8 years on the Court of Common Council
- Senior Officers of the Corporation and others who are detained on Corporation related business
- Senior CoL Police Officers (i.e. Chief Officer Team)

All booking requests should be sent to remcommitteerooms@cityoflondon.gov.uk

BEHAVIOUR

Those using the rooms must not use the rooms in a way that could potentially cause embarrassment to the City of London Corporation, create a nuisance or misuse the facilities provided and always leave the bedroom in a respectful condition.

Any allegation of misuse will be reported to the Chair of Civic Affairs Sub-Committee, Chief Commoner and Assistant Town Clerk who will make a determination over any claim if misuse and decide on an appropriate course of action. A proposed course of action may include, but not be limited to, suspension of use of the bedrooms for such a period as they see fit. There will be no right of appeal of the decision reached.

Outstanding invoices

In the event that invoices remain unsettled for a period exceeding two quarterly periods, no further bookings will be allowed; the Member will be prohibited from making any further bookings until the debt is cleared.

In the event of any dispute over outstanding payment of invoices, these will be referred to the Chair of Civic Affairs Sub-Committee, Chief Commoner and Assistant Town Clerk who will make a determination. There will be no right of appeal of the decision reached.

FIRE SAFETY

All members / users must return their bedroom keys to Guildhall Security at West Wing reception before leaving the building. At no point must they retain the bedroom key upon their person when leaving the Guildhall site. This is to assist Guildhall Security with the fire evacuation process and to ensure Members / Col Staff are safely out of the building. This arrangement is also to ensure that the London Fire Brigade are not unnecessarily sent into a “burning building” to look for people who have left the complex.

If the fire alarm activates between the hours of 9am and 4.30 pm hours Monday – Friday Members are required to assemble at **Aldermanbury Square**. Outside of these hours Members should assemble in the **Guildhall Yard**.

SMOKING

Smoking is not allowed in any of the rooms and this includes leaning out of the windows in any rooms to smoke.

PETS

Pets are not allowed to stay in any of the bookable bedrooms.

FORCE MAJEURE

Except where otherwise expressly stated in these booking conditions, we regret we cannot accept liability or pay any compensation where the performance or prompt performance of our contractual obligations is prevented or affected by or you otherwise suffer any damage or loss as a result of “force majeure”. In these Booking Conditions, “force majeure” means any event which we or the COL in question could not, even with all due care, foresee or avoid. Such events may include war or threat of war, riot, civil strife, terrorist activity or actual threatened terrorist activity, industrial dispute, natural or nuclear disaster, adverse weather conditions, fire and all similar events outside our control

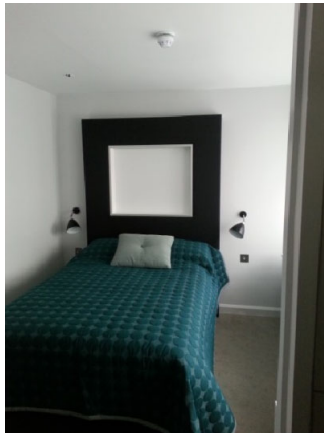
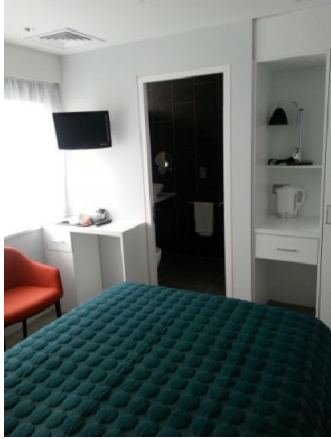
AVAILABLE ROOMS AND FACILITIES

Bedrooms 2 – 9 are all available for Members and eligible guests.

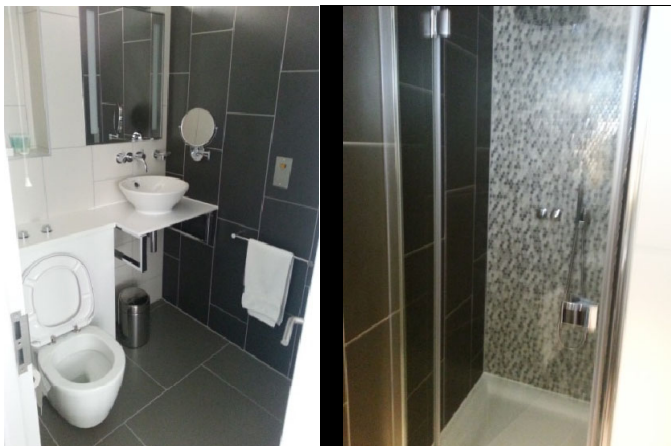
Bedroom 2 is an accessible room designed for disabled guests. The doorframe is wider than all of the other rooms to allow a wheelchair to fit comfortably through.

Bedrooms 3 and 4 are small double rooms.

Bedrooms 5, 6, 7, 8 and 9 are all double rooms.



All rooms have en suite facilities.



UNAVAILABLE ROOMS

The Chief Commoner and the Chairman of the Policy & Resources Committee both have flats on Level 4 and these are not to be booked out under any circumstances.

(Bedroom 1 was merged with the Policy Chair's flat in 2019.)

PRICES

Members

Smaller Double Room £65 (inclusive of VAT)

Double Room £70 (inclusive of VAT)

Non-Members

Smaller Double Room £100 (inclusive of VAT)

Double Room £125 (inclusive of VAT)

Members	Price	VAT	Total
Smaller Double room	£16.67	£3.33	£20.00
Double room	£25.00	£5.00	£30.00

Non-Members	Price	VAT	Total
Small Double room	£50.00	£10.00	£60.00
Double room	£79.17	£15.83	£95.00

APPROVED LIST OF OUTSIDE USERS (TO BE CHARGED AT MEMBERS RATE)

The Honorable The Irish Society

Members' Guests are also entitled to use the bedrooms (if the rooms are free – and they must always stand down if a Member requires the room). They are to be charged at the same rate as Members and the bill sent to the Member for payment.

Other users are to be determined upon the approval of the current Chief Commoner.

CoL Police employees entitled to use the bedrooms under official use:
(list sent to Mark Mojsak in June 2023 by Chris Bell, the CoLP Service Delivery Director.)

City of London Police Chief Officer Team

It was decided at the CoLP's Chief Officer Team Meeting on 7 June 2023 that bedroom bookings are now only for members of the Chief Officer Team.

Number of Nights Booked	2023					Total Nights Used	Overall % of Usage
	Jan	Feb	Mar	Apr	May		
Members	35	44	65	38	43	225	42%
Aldermen	14	5	8	8	14	49	9%
Officers	24	31	36	30	41	162	30%
City Guests	9	6	12	8	6	41	8%
Former Members	12	12	13	13	5	55	10%
Total Availability	240	224	248	240	248		
Total Utilisation	39%	44%	54%	40%	44%	532	100%

Number of Nights Booked	2022											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Members	48	53	67	48	65	73	46	31	39	40	93	48
Aldermen	5	3	6	8	7	10	8	2	8	9	10	4
Officers	29	28	41	34	23	13	19	13	38	31	32	29
City Guests	2	6	11	6	10	11	4	2	7	13	9	6
Former Members	4	5	7	4	9	10	9	2	13	24	16	8
Total Availability	240	224	248	240	248	240	248	248	240	248	240	248
Total Utilisation	37%	42%	53%	42%	46%	49%	35%	20%	44%	47%	67%	38%

Number of Nights Booked	2021											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Members					1	28	21	12	74	63	80	46
Aldermen					1				4	2	14	4
Officers	23	24	36	44	54	62	45	32	44	35	31	25
City Guests							4		9	8	4	1
Former Members							2		8	5	5	5
Total Availability	240	224	248	240	248	240	248	248	240	248	240	248
Total Utilisation	10%	11%	15%	18%	23%	38%	29%	18%	58%	46%	56%	33%

TO: **FINANCE COMMITTEE** 8 November 2023
POLICY AND RESOURCES COMMITTEE 16 November 2023

FROM: **NATURUAL ENVIRONMENT BOARD** 16 October 2023

Resolution of the Natural Environment Board to the Finance Committee and the Policy and Resources Committee concerning The Monument.

The Natural Environment Board wishes to express its concern at the decision to move The Monument into the Natural Environment Division.

The Monument is operationally used for the purposes of heritage, culture and education, does not align with the strategic objectives of the natural environment division and is a long-term loss-making entity (currently reporting a £200,000 deficit annually) having a warping effect on NE budget performance.

It should be considered a legacy asset by the Finance Committee and we ask that the Chamberlain be requested to consider a future business case.

We also request that Town Clerk be asked to identify the appropriate governance (operational division and committee oversight) for The Monument.

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Committee(s): Policy and Resources – For information Culture, Heritage, and Libraries – For information	Dated: 16/11/2023 20/11/2023
Subject: Destination City - Bartholomew Fair Event Evaluation	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	3, 4, 7 and 10
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Damian Nussbaum, Executive Director, Innovation and Growth	For Discussion
Report author: Luciana Magliocco, Destination City Director, Innovation and Growth	

Summary

This paper presents the evaluation of the recent revival of Bartholomew Fair as a major City event, which took place between 31 August and 16 September 2023.

Recommendation(s)

Members are asked to note the evaluation report for Bartholomew Fair which measures the impact of the event across each event Key Performance Indicator (KPI), as approved by this Committee on 20 April 2023.

Main Report

Background

1. Bartholomew Fair was delivered under the Destination City Enlivenment workstream. This work strand sets out to deliver innovative and inclusive ‘distinctly City’ experiences that contribute to the vibrancy of the City, improve the leisure offer and drive footfall that encourages spend.
2. On 20 April 2023 Members of Policy and Resources approved the Bartholomew Fair concept, KPIs, indicative budget, and proposed delivery plan. On 22 May 2023, Members of Culture, Heritage and Libraries (CHL) approved the Bartholomew Fair concept, KPIs, indicative budget, and

proposed delivery plan. These are detailed in the background papers linked below.

3. On 17 July 2023, Members of CHL received an update on the Bartholomew Fair programme which included a revised delivery plan (non-public document).
4. On 18 September 2023, Members of CHL received a verbal update and presentation on Bartholomew Fair.
5. A Bartholomew Fair Stakeholder Group was set up and included Members of CHL, alongside key City stakeholders including the City BIDs. They were invited to shape and support the delivery of the event.
6. Bartholomew Fair delivered activations across the Square Mile, focusing on City BID locations and areas with a leisure offer for audiences to enjoy and spend in. Activations included:
 - **3 hero events** (one a week) presenting 13 performances
 - **5 branded Market Place zones** offering street food, drink, and sustainable fashion
 - Over **250 pop up performances** from 40 London, UK and internationally renowned artistic companies
 - **1 always on** night-time projection trail lighting up buildings with magical stories
 - **4 family hubs** with curated activities and workshops
 - **18 walking tours** across the 6 event areas
7. The Bartholomew Fair event promotional plan was developed by the Destination City team and its consumer PR agency, working closely with the City Corporation's Communications team. This ensured a coordinated approach to external messaging and communications. This included:
 - Press Office Campaign and Media Management
 - Out of Home advertising (tube and bus)
 - Digital Promotion across the new City of London website, newsletter and social media channels
 - Digital Partnerships with key London media titles and social influencers
8. Extensive stakeholder engagement was undertaken to deliver a City wide event. This included working with the City Surveyors department, City BIDs, City landlords, City businesses and City Cultural partners to activate and enliven:
 - City Corporation premises and open spaces – including Leadenhall Market and Smithfield Market
 - Privately owned premises and open spaces – including Broadgate Campus and New Street Square
 - Public Highway – including Aldgate Square and Cloth Fair

9. A full read out of stakeholder engagement is included in Appendix 2. Members will want to note that a total of 700 businesses were engaged either directly through the Destination team or through their landlords.
10. Measurement methodology was designed to assess the impact of the event against each KPI. Multiple datasets were used including but not limited to infield surveys, business surveys, mobility and spend data, social listening and media monitoring.

Current Position

11. Bartholomew Fair delivered the following results:

- Profile and Promotion
 - Target – **100** pieces of press coverage.
 - Outcome – **146** pieces achieved.
- Footfall
 - Target – achieve **276k+** across a 5-week programme.
 - Outcome – **+116k-142k** achieved across a 3-week period vs. the same period last year.
(Week 1: 25k-31k, Week 2: 67k-82k, Week 3: 24k-29k).
- Spend
 - Target – to set a baseline, based on event performance data.
 - Outcome – est. **£1.8m** in additional visitor spend.
- Business & Partner Participation
 - Target – secure **15** cultural partners (business participation target undefined).
 - Outcome – **18** partners secured but with some important gaps with COL institutions. Leisure businesses across all event areas engaged with 10% conversion rate achieved.
- Partnerships
 - Target – undefined for value-added content, in-kind costs, and income generation. Proof of concept required.
 - Outcome - £170k in-kind value, £292k worth of media value and £40k additional funding from partners outside of the event budget.

12. In April members approved an indicative budget of £1,338,000. Final event costs came in 13% higher at £1,514,545. Costs to deliver the promotional plan and artistic programme came in under forecast. Event management costs, including but not limited to additional security and anti-terrorism costs, came in higher than forecasted and this is where the 13% overspend was incurred.

13. Budget overruns are neither desirable nor agreeable. Tighter budget controls are being put in place to ensure expenditure does not exceed forecasts for any future Destination City programme delivery.
14. The Destination City Growth Bid budget will cover the additional cost of £176,000. The Growth Bid budget has been reforecast as a result. Instead of delivering a Christmas event or activation, the Destination City team will promote the festive activity taking place across the Square Mile.
15. The Bartholomew Fair executive summary report can be found in Appendix 1.
16. The full report, detailing Bartholomew Fair delivery and results can be found in Appendix 2.
17. The Collier's report which measures the impact of the event on Square Mile performance can be found in Appendix 3.

Proposals

18. The Bartholomew Fair event delivered an increase in footfall and an uplift in spend. It generated positive media coverage for the City of London and its leisure proposition.
19. A multi-stakeholder model was successfully implemented to achieve a City wide event of this scale. This demonstrates the City Corporation's ability to work with the private sector to deliver against a collective endeavour.
20. The City Corporation now has a proof of concept for an event of this scale, fully understood costings and a deep bank of data which it can use to attract future sponsorship.
21. The Bartholomew Fair concept can now be used to demonstrate value and therefore attract commercial sponsors to fund City events of this nature in the future so that the Corporation does not need to.

Key Data

22. The Colliers' Retail Strategy & Analytics team were appointed to measure the impact of Bartholomew Fair on Square Mile performance. Multiple datasets including infield survey, business surveys, mobility and spend data have been blended to evaluate:
 - Area performance - dwell time, footfall, and sales trends.
 - Audience perceptions of the City of London and the event.
 - The Net Promoter Score of the event i.e. visitor experience.
 - Business participation, satisfaction, and performance.

23. The impact of marketing and media activity was collected from reports undertaken by the Destination Promotions team, the Corporate Communications team, and Destination City's retained consumer PR agency.
24. Tailored post event surveys were circulated to capture feedback to assess stakeholder awareness, satisfaction, and experiences to help shape future planning.

Corporate & Strategic Implications

25. **Strategic implications** – This report aligns with outcomes 3, 4, 7 and 10 in the Corporate Plan.
26. **Financial implications** – a budget increase of 13% was incurred on original forecast. Increases occurred due to inflation, additional event staffing and production costs and increased security and safety measures. This will be covered from within the existing Growth Bid budget.
27. **Resource implications** – the event was managed and delivered by existing Destination City team except where detailed above.
28. **Legal implications** – None identified.
29. **Risk implications** – the growth of visitor markets, visitor footfall and spend, is subject to a series of macro-factors outside of the control of the Destination City team. These include but are not limited to the cost-of-living crisis; train strikes and terrorist threat.
30. **Equalities implications** – the event was developed to engage and attract visitors from a wide range of backgrounds and characteristics. The artistic programme was procured using a set of criteria to ensure a diverse range of artists were represented.
31. **Climate implications** – sustainability principles are core to Destination City programmes, we regularly monitor climate implications from planning until delivery.
32. **Security implications** – a significant number of people attended the event. We worked closely with the Director of Security, conducting a full risk assessment.

Conclusion

33. Members are asked to note the evaluation of Bartholomew Fair for information.

Appendices

- Appendix 1 – Bartholomew Fair Evaluation Executive Summary Report
- Appendix 2 – Bartholomew Fair Full Evaluation Report
- Appendix 3 – Colliers Bartholomew Fair Insights Report

Background Papers

- [Destination City - 2023 Bartholomew Fair](#) - 20 April 2023, Policy and Resources Committee and 22 May 2023 Culture, Heritage, and Libraries Committee
- [Bartholomew Fair Update \(Non-Public\)](#) - 17 July 2023, Culture, Heritage, and Libraries

Luciana Magliocco

Destination City Director, Innovation and Growth

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Evaluation Executive Summary Report

November 2022



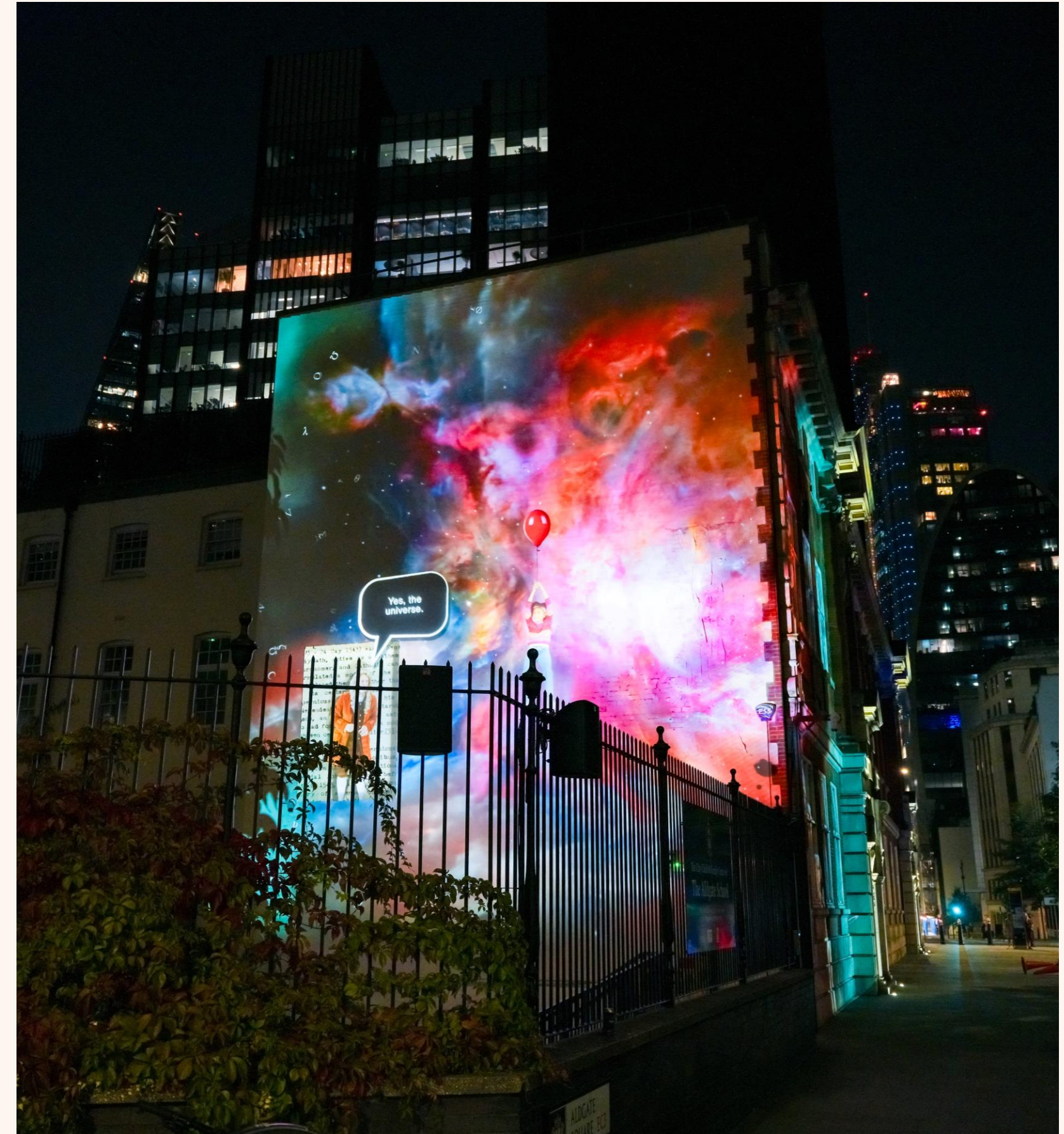
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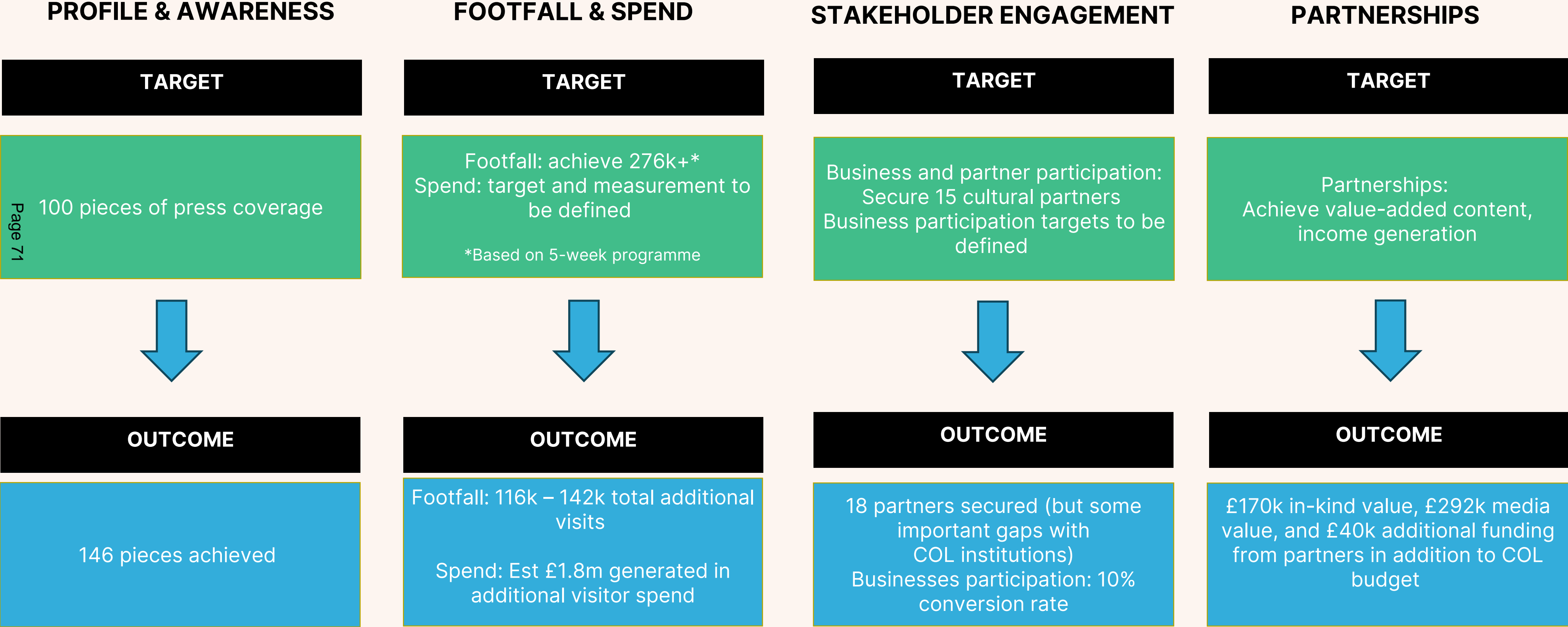
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| 4. Visitor Spend Results | Slide 6 |
| 5. Stakeholder Engagement Results | Slide 7 |
| 6. Partnership Results | Slide 8 |
| 7. Budget Results | Slide 9 |

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1. Summary – Key KPIs



2. Summary – Learnings and Recommendations

Event area	Learning and Recommendations
Budget Management	<ul style="list-style-type: none"> Implement tighter budget controls to ensure expenditure does not exceed forecasts for any future Destination City programme delivery.
External investment	<ul style="list-style-type: none"> Use the Bartholomew Fair Concept to demonstrate brand and economic value to attract commercial sponsors to fund City events of this nature in the future.
Concept and Programme	<ul style="list-style-type: none"> Build on the distinctly City experience with greater focus on the City's culture and heritage to attract future brand partners and sponsorship.
Stakeholder Engagement	<ul style="list-style-type: none"> Build on the strong partnership model established with the inclusion of more City cultural attractions, partners and businesses.
Marketing and Communications	<ul style="list-style-type: none"> Continue to generate positive news coverage and compelling content for the City's leisure offer, to leverage new audiences engaged as a result of the fair.
Measuring and Reporting	<ul style="list-style-type: none"> Further develop the City Corporation's insight capabilities to the level demonstrated in evaluating Bartholomew Fair to inform future business planning.

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3. Summary - Footfall Results

	Week 1	Week 2	Week 3	Total
Footfall	+ 25,200 – 30,800 visits (+10.5k net new)	+ 67,400 – 82,400 visits (+18.5K net new)	+ 23,600 – 28,900 visits (6.5k net new)	+ 116k-142k visits (35.5k net new)

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- The figures +116k – 142k represent additional footfall in the City across the three weeks, compared with the same period last year.
- These numbers are shown as a range, as is industry standard, to account for those people who had not intentionally come to the City for the fair.
- The net new figures represents footfall specifically driven by the event. This is based on the proportion of people in field surveys stating they had come to the City to visit the fair, from a sample size of 1,500. The target set and verified by Colliers. This was applied to the overall footfall figure each week (captured from mobility footfall data).
- Week 2 achieved the highest footfall with larger visitor engagement, likely once school holidays had finished and with more workers present in City.

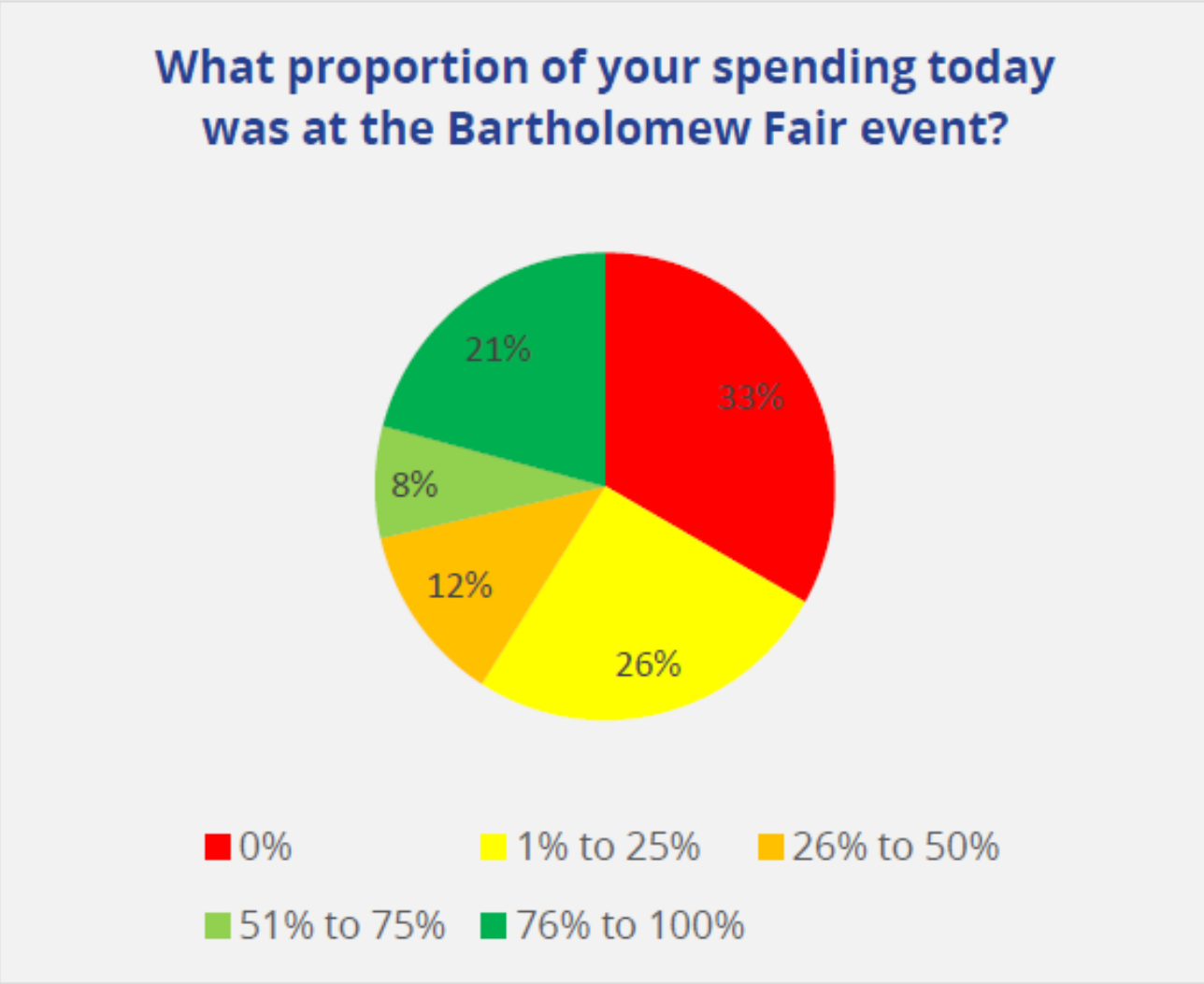
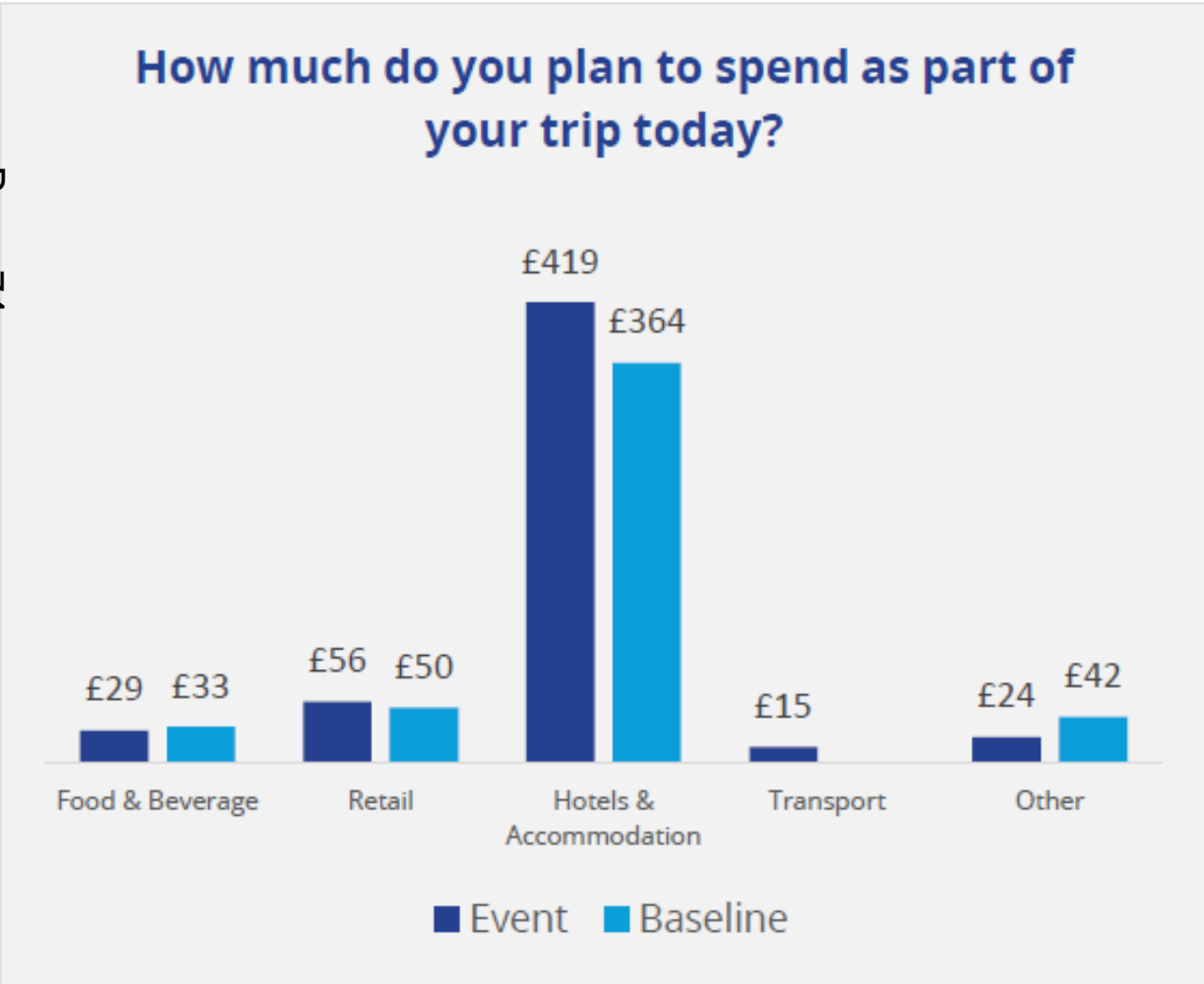
4. Summary – Visitor Spend Results

The average spend for those surveyed was £52.

If this spend figure is applied to the net new footfall figure of 35,000, it is estimated that those visiting specifically for the event would have generated revenue of up to £1.8m.

Highest performing categories included retail and hotels.

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5. Summary – Stakeholder Engagement Results

700 businesses approached, 70 known businesses opened

Across all City BID locations and Broadgate

8 cultural and City partners*

St Paul's Cathedral, Leadenhall Market, Smithfield Market, St Botolph's Without Bishopsgate, St Stephen Walbrook, Aldgate School, Bridewell Theatre, St Bartholomew NHS Trust

6 managing agents, landlords and large occupiers

British Land, Landsec, Savills, Paternoster Square Management, Bloomberg, Lloyd's of London

4 external programme partners

Festival.Org (GDIF), Charity Super.Mkt, Sculpture in the City, LIFT

*Early conversations with City cultural partners such as the Barbican indicated that much longer lead time would be required to secure involvement.

We recognise some important gaps with the lack of inclusion of some key cultural institutions.

6. Summary – Partnership Results

- Bartholomew Fair presented an opportunity to trial a new partnership model for the City Corporation. The Destination team worked with partners across industry (across different sectors and disciplines), to deliver against a shared endeavour.
- **£170k in-kind value** including complimentary venue space, donated staff time, power provision to support event delivery by host venues and partners.
- **£40k of partner funding which contributed to the programme** in addition to the Destination City event budget (GDIF, Carnesky Productions).
- **Almost £292k* added media value** was generated:
 - From £82,000 media buy, we benefited from a total of £167,950 worth of media value through preferential rates and negotiations.
 - A successful PR campaign saw media coverage deliver an AVE (Advertising Value Equivalent) of £206k.

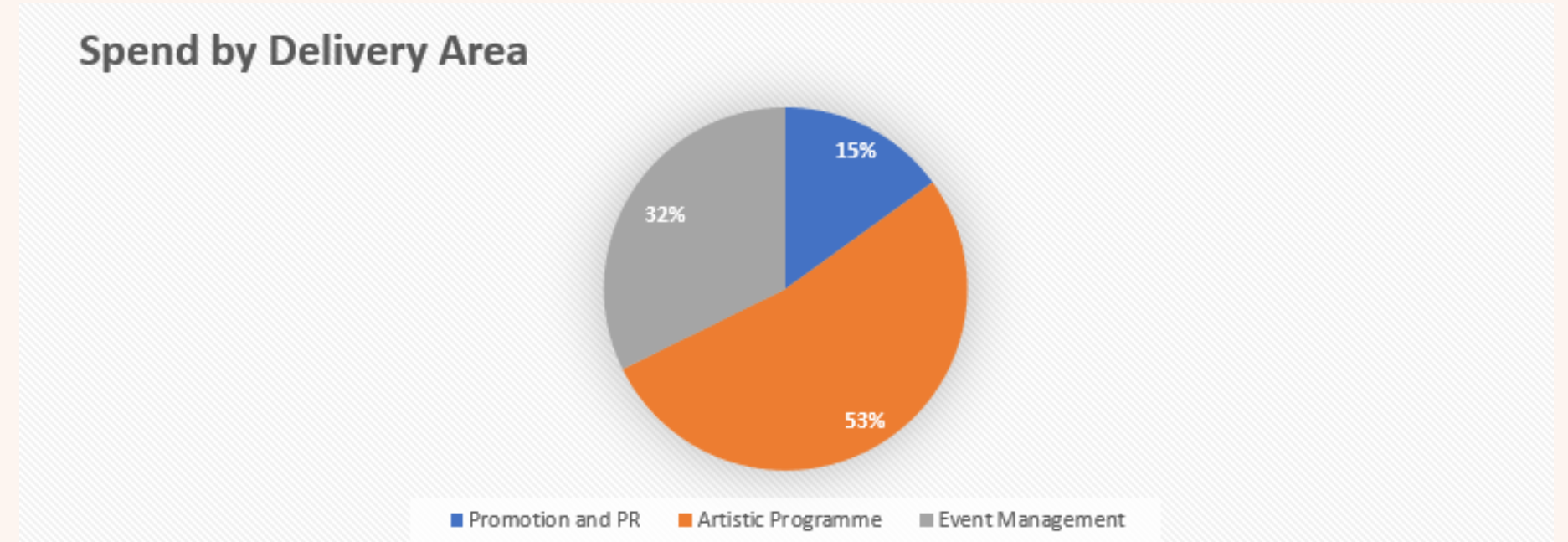
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**Sources: Cision media monitoring, media reporting platforms*

7. Summary – Budget Results

In April Members approved the concept and the indicative budget for Bartholomew Fair of £1,338,000. Final event costs came in 13% higher at £1,514,545. Costs to deliver the promotional plan and artistic programme came in under forecast. Event management costs, including but not limited to additional security and anti-terrorism costs, came in higher than forecasted and this is where the 13% overspend was incurred.

Event Area	Indicative Budget Apr 23	%	Actual Spend Oct 23	%	Balance
Promotion and PR	£245,000	18	£230,289	15	£14,711
Artistic Programme	£928,000	70	£796,386	53	£131,614
Event Management	£165,000	12	£487,871	32	-£322,871
Total	£1,338,000		£1,514,545		-£176,545



The Growth Bid budget has been reforecast to cover the additional expenditure of £176,545.

To cover this, there will be no planned Christmas enlivenment, instead the Destination team will promote the existing offer.

Tighter budget controls will be put in place to ensure expenditure does not exceed any future Destination City planned delivery.

THANK YOU



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Evaluation Report

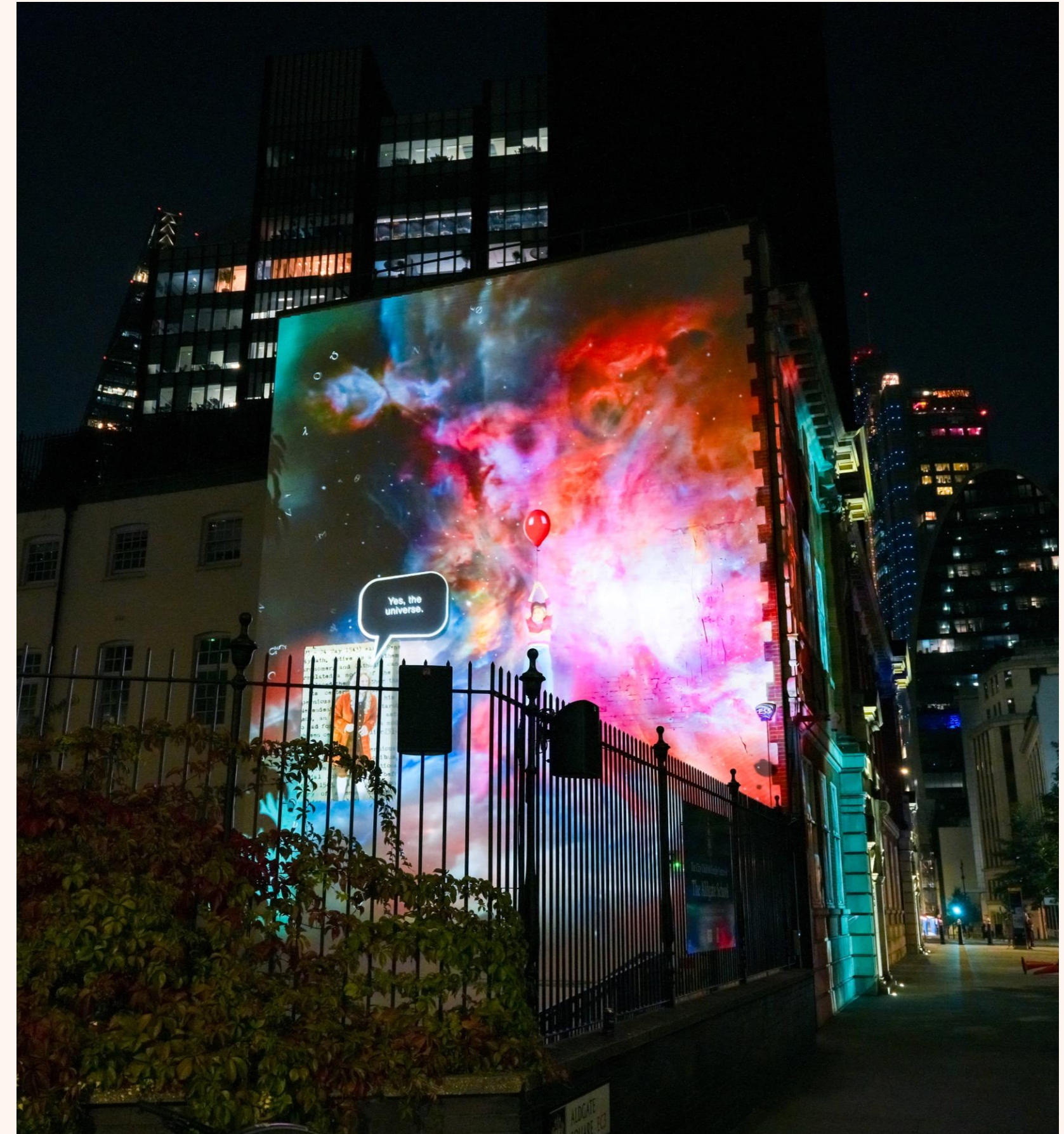
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1. Summary - Key KPIs

The revival of Bartholomew Fair exceeded KPIs in some areas

PROFILE & AWARENESS

TARGET

100 pieces of press coverage



OUTCOME

146 pieces achieved

FOOTFALL & SPEND

TARGET

Footfall: achieve 276k+*
Spend: target and measurement to be defined

*Based on 5-week programme



OUTCOME

Footfall: 116k – 142k total additional visits
Spend: Est £1.8m generated in additional visitor spend

STAKEHOLDER ENGAGEMENT

TARGET

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



OUTCOME

18 partners secured (but some important gaps with COL institutions)
Businesses participation: 10% conversion rate

PARTNERSHIPS

TARGET

Partnerships:
Achieve value-added content, income generation



OUTCOME

£170k in-kind value, £292k media value, and £40k additional funding from partners in addition to COL budget

2. Recommendations

Robust data analysis and on the day experience of delivering the Bartholomew Fair pilot has equipped us with learnings to take forward

Event area	Learning and Recommendations
Budget Management	Implement tighter budget controls to ensure expenditure does not exceed forecasts for any future Destination City programme delivery.
External investment	Use the Bartholomew Fair Concept to demonstrate brand and economic value to attract commercial sponsors to fund City events of this nature in the future.
Concept and Programme	Build on the distinctly City experience with greater focus on the City's culture and heritage to attract future brand partners and sponsorship.
Stakeholder Engagement	Build on the strong partnership model established with the inclusion of more City cultural attractions, partners and businesses.
Marketing and Communications	Continue to generate positive news coverage and compelling content for the City's leisure offer, to leverage new audiences engaged as a result of the fair.
Measuring and Reporting	Further develop the City Corporation's insight capabilities to the level demonstrated in evaluating Bartholomew Fair to inform future business planning.

3. Event Overview

The Destination City team delivered a contemporary reimagining of London's pre-eminent fair over three weeks from 31 August to 16 September 2023

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Inspired by the fair's origins as a trading place for the global cloth industry, and its fame as a fair of all kinds and spectacle.

The fair took place Thursday to Saturday, travelling to two different districts per week.

There were 4 key components that made up the fair:

1. Hero event – headline spectacle performance each week.
2. Market Place – branded alfresco dining areas and pop ups from Charity Super.Mkt.
3. Pop up performance programme – renowned artists presenting multi artform outdoor work.
4. Always on – nightly projections, revealing the City's histories through digital storytelling.

4. Aims and Objectives

It provided an opportunity to establish a proof of concept for a unique City Experience

- To engage audiences with the City's unique culture and heritage.
- To create a distinctly City of London experience through contemporary culture and entertainment.
- To deliver proof of concept to drive desirability to encourage future partnerships.
- To shift perceptions as part of a longer-term approach to encourage and welcome new and diverse audiences.
- To drive footfall and in turn encourage spend.
- To build a legacy through an annually repeated event.



We took learnings from The Golden Key to inform the concept for the event

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WE SAID	WE DELIVERED
Concepts to be simple, sustainable and inclusive	Created a distinctly City of London experience through contemporary culture and entertainment
Extend the duration of events to maximise impact and Return On Investment	Delivered a three-week event to provide audiences with multiple opportunities to visit the City
Activations to take place across all areas of the City	Activated six distinct areas of the City over three-weeks
Provision of longer lead-times to maximise awareness, engagement and visitor intent	First press release and communications issued 6 weeks before the event began
Work with relevant departments to create a stakeholder engagement framework that can be adopted	Established a stakeholder engagement plan and stakeholder working group
Develop relationship with BIDs to leverage their network and influence across district wide local businesses	Partnered with the BIDS, managing agents and landowners to engage with and onboard businesses
Event measurement capability to be reviewed and enhanced to assess impact beyond TfL data and event zone entry	Commissioned leading data driven experts to blend multiple datasets to source, collate and validate event trends and insights

5. What We Said We Would Deliver and What We Have Delivered

We provided an overview of how we would engage with key stakeholders before and during the event

RESIDENT ENGAGEMENT					
Pre-Event Announcement		Pre-Marketing Announcement		During Event	
Planned	Delivered	Planned	Delivered	Planned	Delivered
Letter drop to all residents (7,900 addresses)	✓	Resident e-newsletters (2440 recipients)	✓	Resident e-newsletters (2440 recipients)	✓
Monthly CCS community and events e-newsletter	✓	Dedicated COLC E-shot (20,000 City workers and residents)	✓	Dedicated email through thecityofldn mailing list - (10,000)	✓
Utilisation of community WhatsApp Groups, where possible	✓	Dedicated email through thecityofldn mailing list - (10,000)	✓	Information displayed in community centres/housing officers	Collateral shared
Information displayed in community centres/housing offices	X	Email to Ward Members	X	Information displayed in City Libraries	✓
Email to Resident Associations	X	Email to Resident Associations	X	Information displayed in City Libraries	✓
			Resident flyer distributed		
			Posters and leaflets distributed		

BUSINESS AND PARTNER ENGAGEMENT

Pre-Event Announcement		Pre-Programme announcement		Pre-Marketing Announcement		During Event	
Planned	Delivered	Planned	Delivered	Planned	Delivered	Planned	Delivered
Stakeholder group - overview of event plans, business engagement opportunities	✓	Stakeholder group - full programme details, event operations and logistics, marketing toolkit, business leaflet, press release	✓	Stakeholder group - marketing toolkit, press release	✓ Plus business tracker and participation form, and on the ground engagement of businesses by the DC team	Stakeholder group - promotion of web and social content, marketing collateral	✓
BID network - overview of event plans, business engagement opportunities, business webinar	✓	City BIDS - full programme details, event operations and logistics, marketing toolkit, business leaflet, press release	✓	City BIDS - marketing toolkit, press release	✓ Plus business tracker and participation form, and on the ground engagement of businesses by the DC team	City BIDS - promotion of web and social content, marketing collateral	✓
City Belonging Project officer engagement	✓	City Belonging Project officer engagement	✓	City Belonging Newsletter	✓	City Belonging Project officer engagement	✓
CHARN network (City Hotels, Attractions and Retail)	✓	CHARN network (City Hotels, Attractions and Retail)	✓	CHARN network (City Hotels, Attractions and Retail)	✓	CHARN network (City Hotels, Attractions and Retail)	✓
Landowner engagement - overview of event plans and business engagement opportunities	✓	Landowner engagement - full programme details, event operations and logistics, marketing toolkit, business leaflet, press release	✓	Landowner engagement - marketing toolkit, press release	✓	Landowner engagement - promotion of web and social content, marketing collateral	✓
CoL business network engagement - overview of event plans and business engagement opportunities	✓	CoL business network engagement - full programme details, event operations and logistics, marketing toolkit, business leaflet, press release	✓	CoL business network engagement - marketing toolkit, press release	✓	CoL business network engagement - promotion of web and social content, marketing collateral	✓
Ward Members	CHL & P&R update	Ward Members	CHL & P&R update	Ward Members	CHL & P&R update	Ward Members	CHL & P&R update

MEMBER ENGAGEMENT

Pre-Event Announcement		Pre-Marketing Announcement		Pre-Marketing Announcement		During Event	
Planned	Delivered	Planned	Delivered	Planned	Delivered	Planned	Delivered
Stakeholder group – overview of event plans and businesses engagement opportunities	✓	Stakeholder group - full programme details, event operations and logistics, marketing toolkit, business leaflet, press release	✓	Stakeholder group – marketing toolkit, press release, businesses tracker and participation form circulated	✓	Stakeholder group – promotion of web and social content, marketing collateral	✓
Announcement release circulated to P&R and CHL	✓	Presentation at CHL committee	✓	Update presentation circulated to P&R and CHL	✓	Programme recommendations circulated to P&R and CHL	✓
		Business and resident leaflet produced and distributed	✓				

6. Measurement Metrics

We worked with external data experts to measure the impact of the event on Square Mile performance

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Data sources

We will be leveraging multiple data sources to measure the success of Bartholomew Fair



Mobile phone consumer insights

Consumer volume and behavior data sourced from local mobile phone data

- Visits
- Dwell time
- Frequency



Card transaction data

Category-level sales performance data aggregated by area

Data provides relative sales volumes, transactions and ATV



Consumer surveys

Surveys conducted to monitor consumer behavior and experience

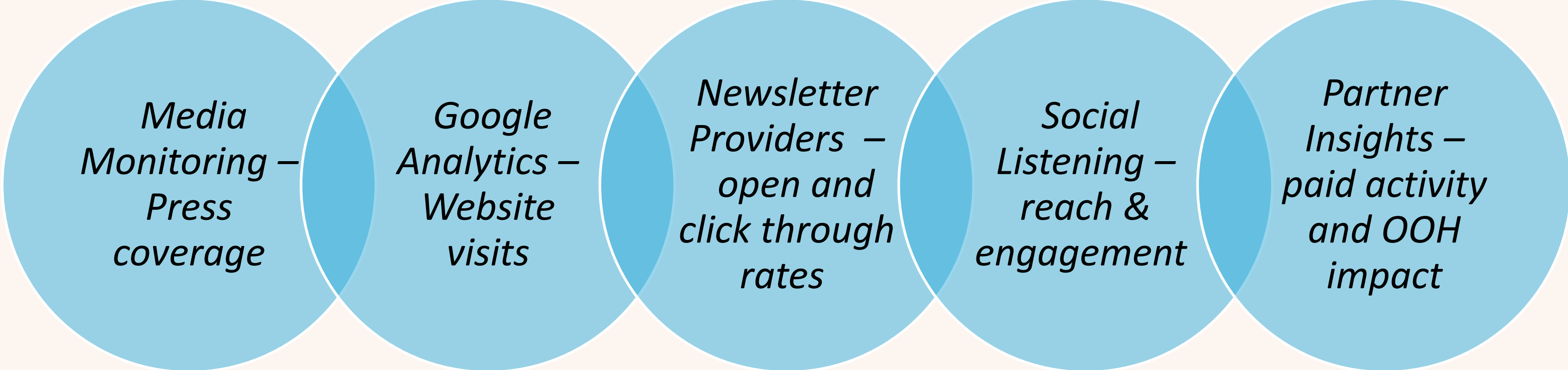


Existing Baseline Insights

Existing baseline insights provide a platform for comparison

Each data point can be compared to our existing baseline data to identify positive changes in performance. Whilst the mobile data can compare changes versus prior weeks and same week in 2022 and 2019

Marketing and media performance was also measured to assess reach and engagement



7.Deliverables

i. Programme Concept and Activity

The City became a stage for over 250 free events in a celebration of the City's unique heritage and contemporary culture

- **3 hero events** including vertical dance on St Paul's Cathedral. Aerial and acrobatics at Broadgate Circle. Spectacular sideshows in Smithfield Market.
- **5** branded **Market Place** zones offering street food, drink and sustainable fashion.
- **250+** **pop up performances** from 40 London, UK and internationally renowned artistic companies.
- **1 Always On** night-time projection trail lighting up buildings with magical stories.
- **4** family hubs with curated activities and workshops.
- **18** walking tours across the 6 event areas.



Visitors enjoyed 3 weeks of entertainment, across 6 areas of the City, activating 17 locations with world class spectacles and experiences

Programmed over a Thursday, Friday and Saturday to measure attendance and area performance on weekdays versus weekends.

Week 1: 31 August – 2 September

- ❖ Paternoster Square
- ❖ St Paul's Churchyard
- ❖ Carter Lane Gardens
- ❖ Carter Lane and New Street Square

Week 2: 7 – 9 September

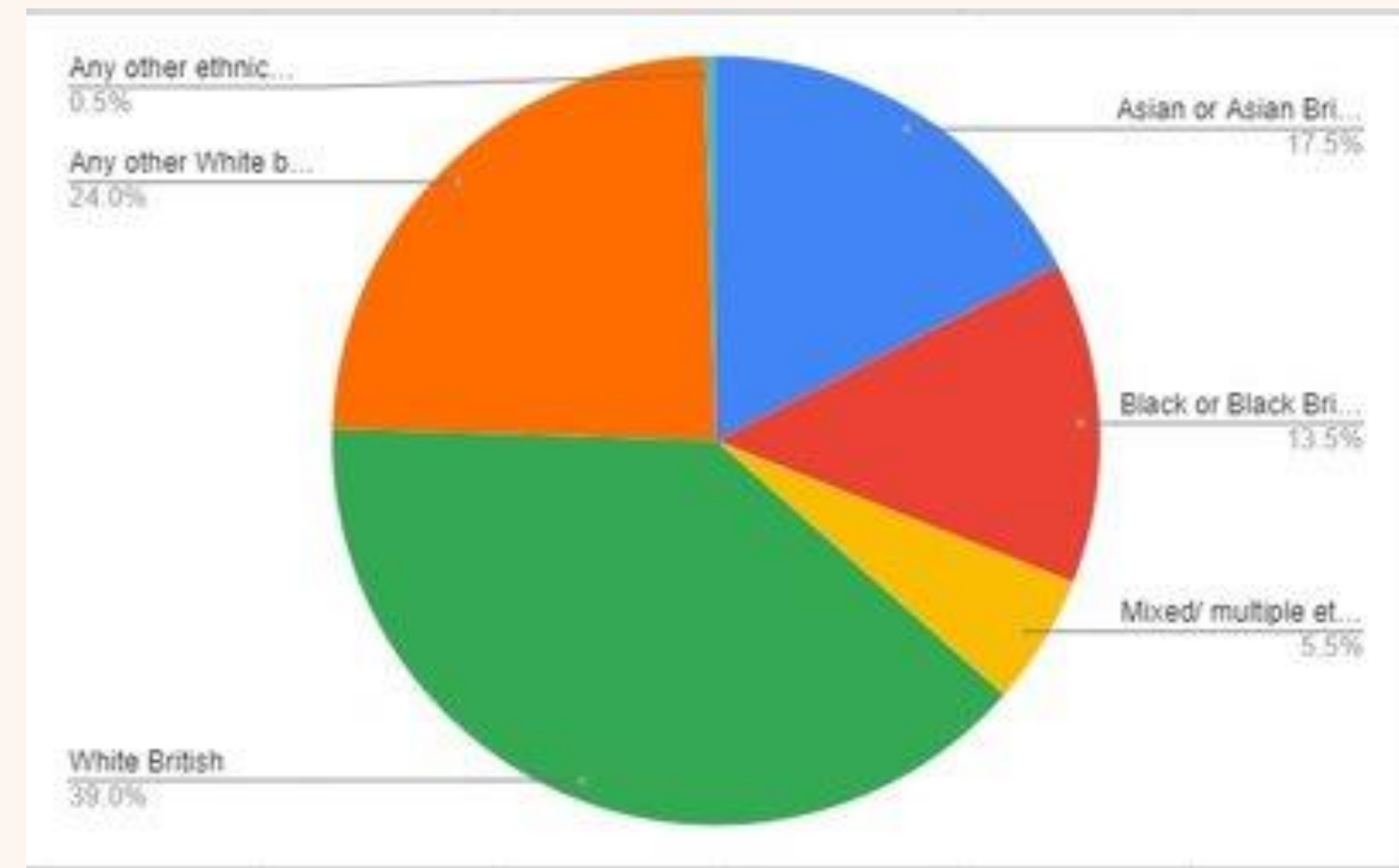
- ❖ Aldgate Square and Creechurch House
- ❖ Middlesex Street
- ❖ Broadgate

Week 3: 14 – 16 September

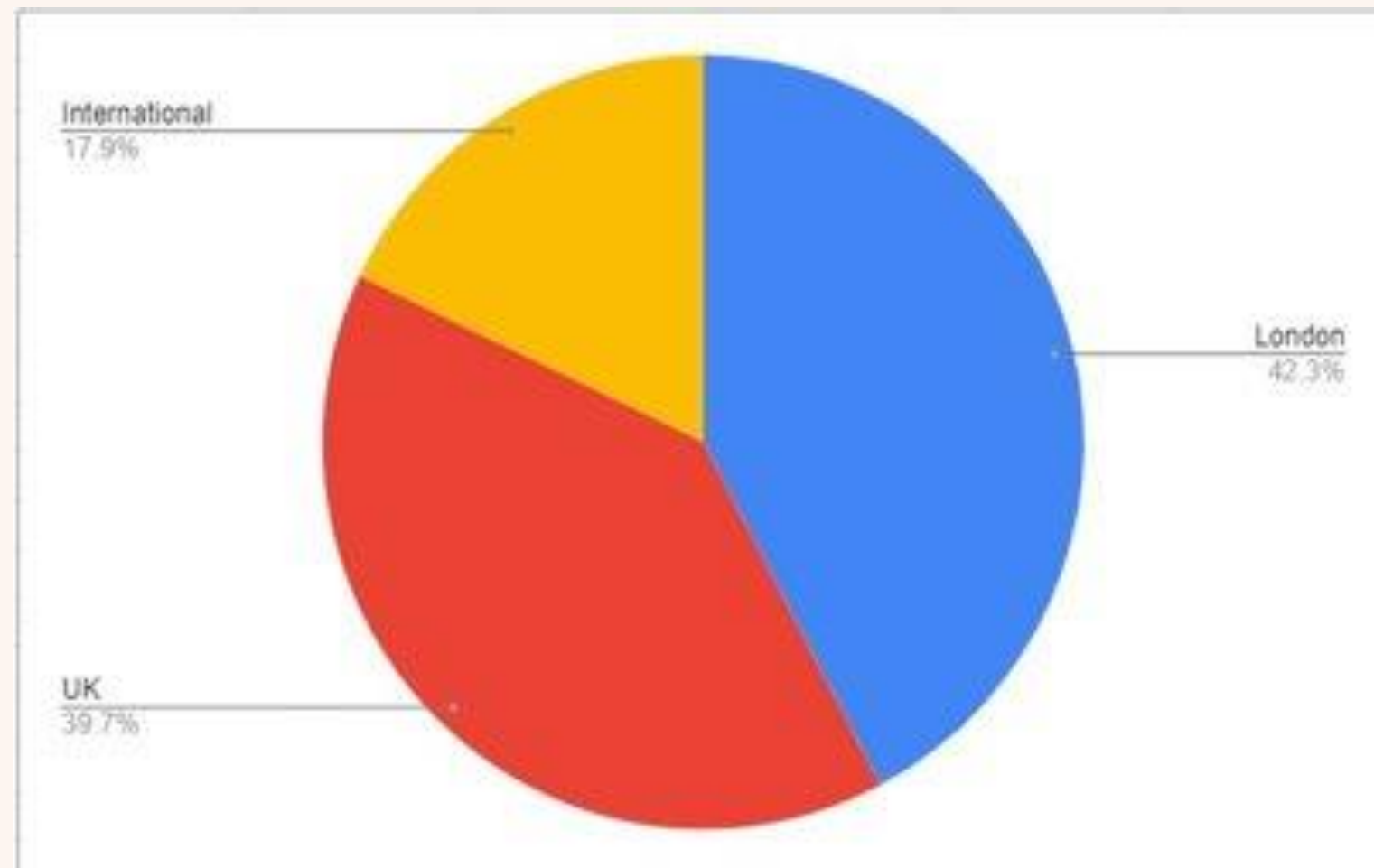
- ❖ Cloth Fair
- ❖ Smithfield Rotunda Gardens
- ❖ Smithfield Market
- ❖ The Cheesegrater, Lloyd's Building and Leadenhall Market.



The artistic programme was procured using a set of curation criteria to ensure a diverse range of artists, with London, UK and global representation



Source – Bartholomew Fair Artist Evaluation 2023



Source – Bartholomew Fair Artist Evaluation 2023

- Professional artists who are UK/internationally renowned in their artforms.
- Highly acclaimed/award-winning.
- Artistic relevance to theme of contemporary culture. Programmed against pillars of:
 - ✓ Highly entertaining
 - ✓ High quality production value
 - ✓ Talent/reputation in artform
 - ✓ Audience appeal – considered against mass appeal or ability to attract new and diverse audiences
 - ✓ Must see appeal
 - ✓ Connection to the history of Bartholomew Fair
- Experience of creating or presenting cultural work in an outdoor or non-traditional theatre/venue context.
- Representation from a broad mix of diverse artists.

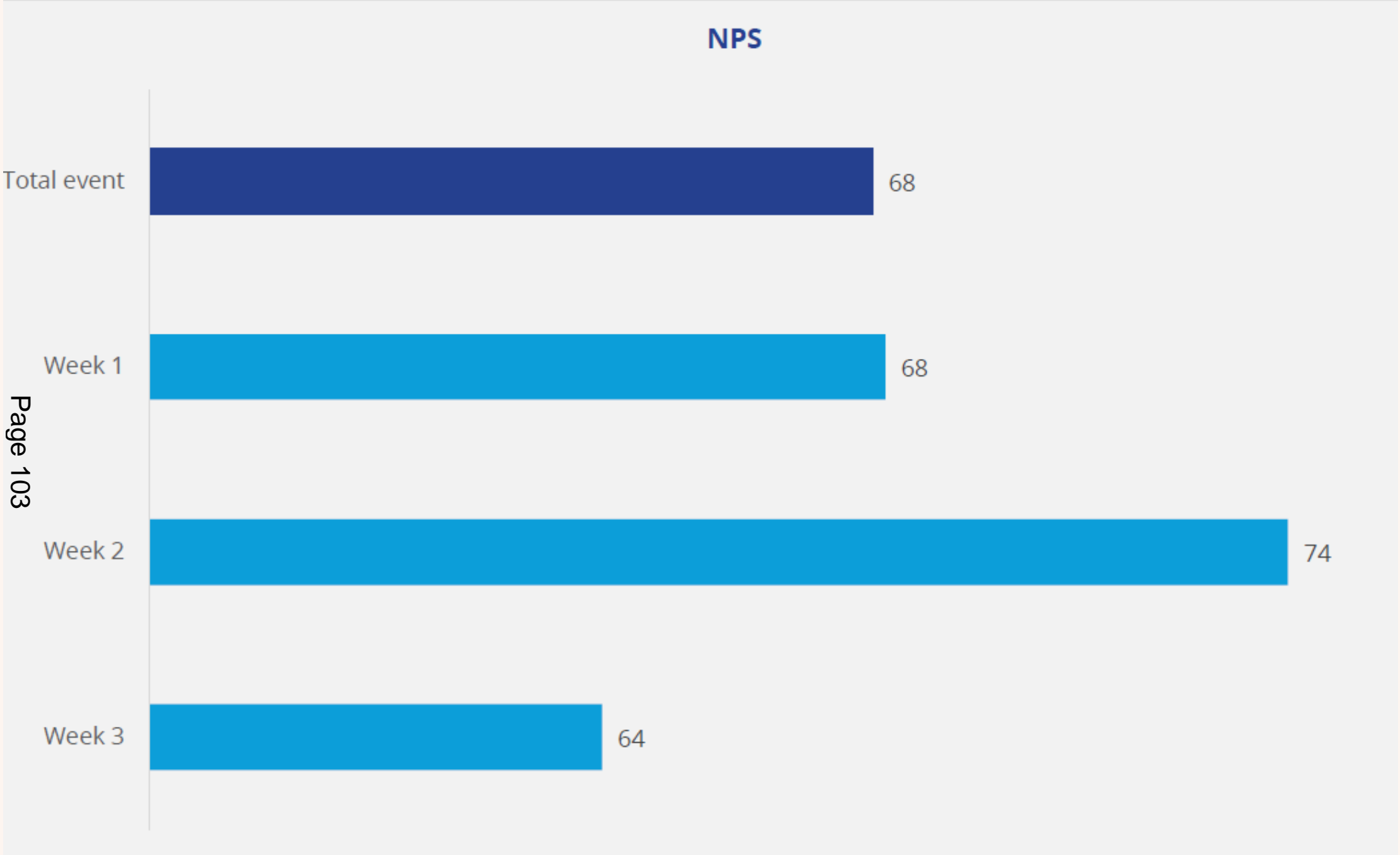
The event attracted excellent visitor numbers, driving increased footfall

	Week 1	Week 2	Week 3	Total
Footfall	+ 25,200 – 30,800 visits (+10.5k net new)	+ 67,400 – 82,400 visits (+18.5K net new)	+ 23,600 – 28,900 visits (6.5k net new)	+ 116k-142k visits (35.5k net new)

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- The figures +116k – 142k represent additional footfall in the City across the three weeks, compared with the same period last year.
- These numbers are shown as a range, as is industry standard, to account for those people who had not intentionally come to the City for the fair.
- The net new figures represents footfall specifically driven by the event. This is based on the proportion of people in field surveys stating they had come to the City to visit the fair, from a sample size of 1,500. The target set and verified by Colliers. This was applied to the overall footfall figure each week (captured from mobility footfall data).
- Week 2 achieved the highest footfall with larger visitor engagement, likely once school holidays had finished and with more workers present in City.

It achieved very strong visitor ratings across the board



- The event achieved a very high Net Promoter Score (NPS) of 68.
- NPS is a metric used to assess visitor experience through loyalty, satisfaction and enthusiasm.
- Scores range from -100 to 100. Above 40 is considered strong.
- Week 2 performed the highest with a score of 74.

Source – Bartholomew Fair Survey 2023

Despite the increase in footfall, it appears to have limited impact on overall spending

Week 1

2% to 3% uplift

Week 2

1% to 6% uplift

Week 3

0% to 1% uplift

Total

1% to 3% uplift

- There was a 1% - 3% uplift in spend across the three weeks – measured against the previous week. Colliers advised this as the best indicator to prove incremental uplift, given this was a major event with no previous year baseline.
- Range expressed as uplift measured across BID location of the events and at a more granular area around each event compared vs the previous week.
- Week 2 delivered the most consistent week on week spending uplift.
- The total level of variance (1% - 3% uplift) is typical of expected weekly/monthly changes, suggesting there was limited impact from the fair on spend.
- **The average spend for those surveyed was £52. When applied to the net new footfall figure of 35,000, we can estimate a top end £1.8m of revenue generated.**

ii. Stakeholder Engagement and Partnerships

The Destination team worked with partners across industries to deliver against shared objectives

700 businesses approached, 70 known businesses opened

Across all City BID locations and Broadgate

8 cultural and City partners*

St Paul's Cathedral, Leadenhall Market, Smithfield Market, St Botolph's Without Bishopsgate, St Stephen Walbrook, Aldgate School, Bridewell Theatre, St Bartholomew NHS Trust

6 managing agents, landlords and large occupiers

British Land, Landsec, Savills, Paternoster Square Management, Bloomberg, Lloyd's of London

4 external programme partners

Festival.Org (GDIF), Charity Super.Mkt, Sculpture in the City, LIFT

* Early conversations with City cultural partners such as the Barbican indicated that much longer lead time would be required to secure involvement.

We recognise some important gaps with the lack of inclusion of some key cultural institutions.

We used City Corporation communication channels to reach wider stakeholder sets



City of London Corporation promotion:

- CoLC website calendar of events, the CoLC intranet, the Town Clerk's update, IG bulletin and two Corporation staff newsletters.
- Dedicated e-shot to 20,000 city workers and residents.
- Reception screens at Mansion House and Guildhall reception.
- 130 flyers to Members via pigeonholes and included on the Members' Briefing.

Wider City promotion:

- Two emails to 400 Property Managers from large City occupiers by CPAT team.
- Circulated to approximately 1000 people on the City Belonging Project list, representing 400 of the largest City firms.
- Marketing toolkit shared with property owners for dissemination to building occupiers.
- Several City businesses promoted the event, including Broadgate, Leadenhall Market, Blue Orchid Group, The Royal Exchange and The Ned.
- The marketing toolkit was shared with over 200 partners, including hotels, cultural venues, BIDs, City of London guides and travel and tourism organisations.

We engaged with residents through a multi-channel communication approach

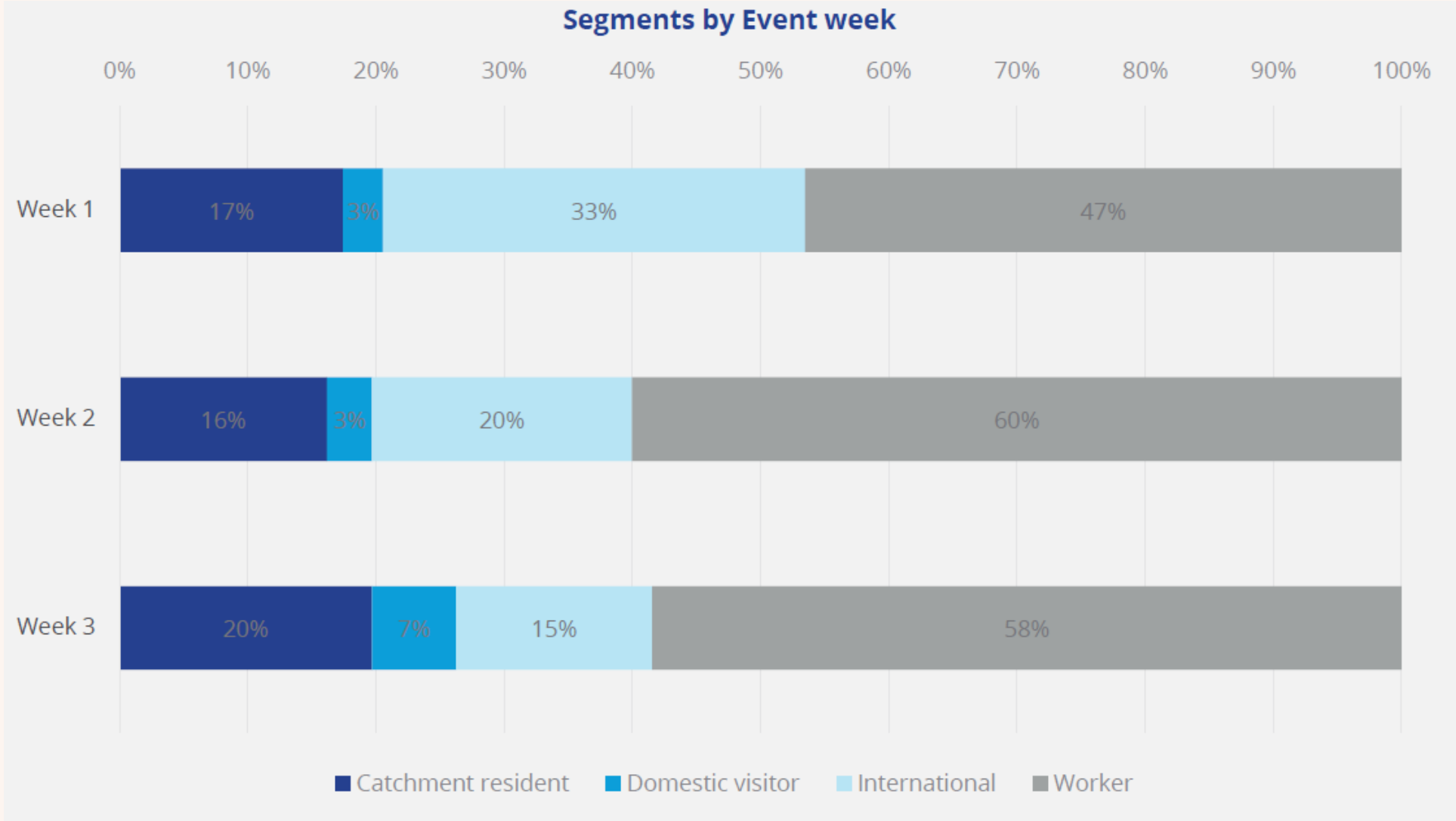
- 1 x City wide resident letter drop to 7,900 addresses pre event announcement.
- Page 108 The event was included on the City Corporation's dedicated e-shot to City workers and residents on 17 August.
- City Resident newsletter to 150 residents on 6 September. Information about the event was also shared with 370 residents of the Golden Lane & Middlesex Street Estates via e-newsletters, and was featured on 6 x Barbican e-Bulletins to 1920 Barbican Estate residents.
- Approx 250 operational letters delivered to residents across the event footprint.
- Engaged 493 residents in workshops, pop ups and consultation for the Aldgate mural and site dressing projects.



Which resulted in strong event attendance from local workers and residents

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- Bartholomew Fair attracted significantly more workers and residents versus the same day in a typical week*.
- The highest proportion of event visitors were from the worker segment. Particularly in weeks 2 and 3 once the holidays were over and events were located closer to office districts.
- Resident attendance was consistent week on week.
- Week 1 had the highest proportion of international visitors, likely due to the event being held in areas more frequently visited by tourists i.e. St Paul's.



* Comparisons drawn from performance recorded in baseline report January 2019 - May 2023

Source – Consumer Survey May 2023 & Bartholomew Fair Survey 2023

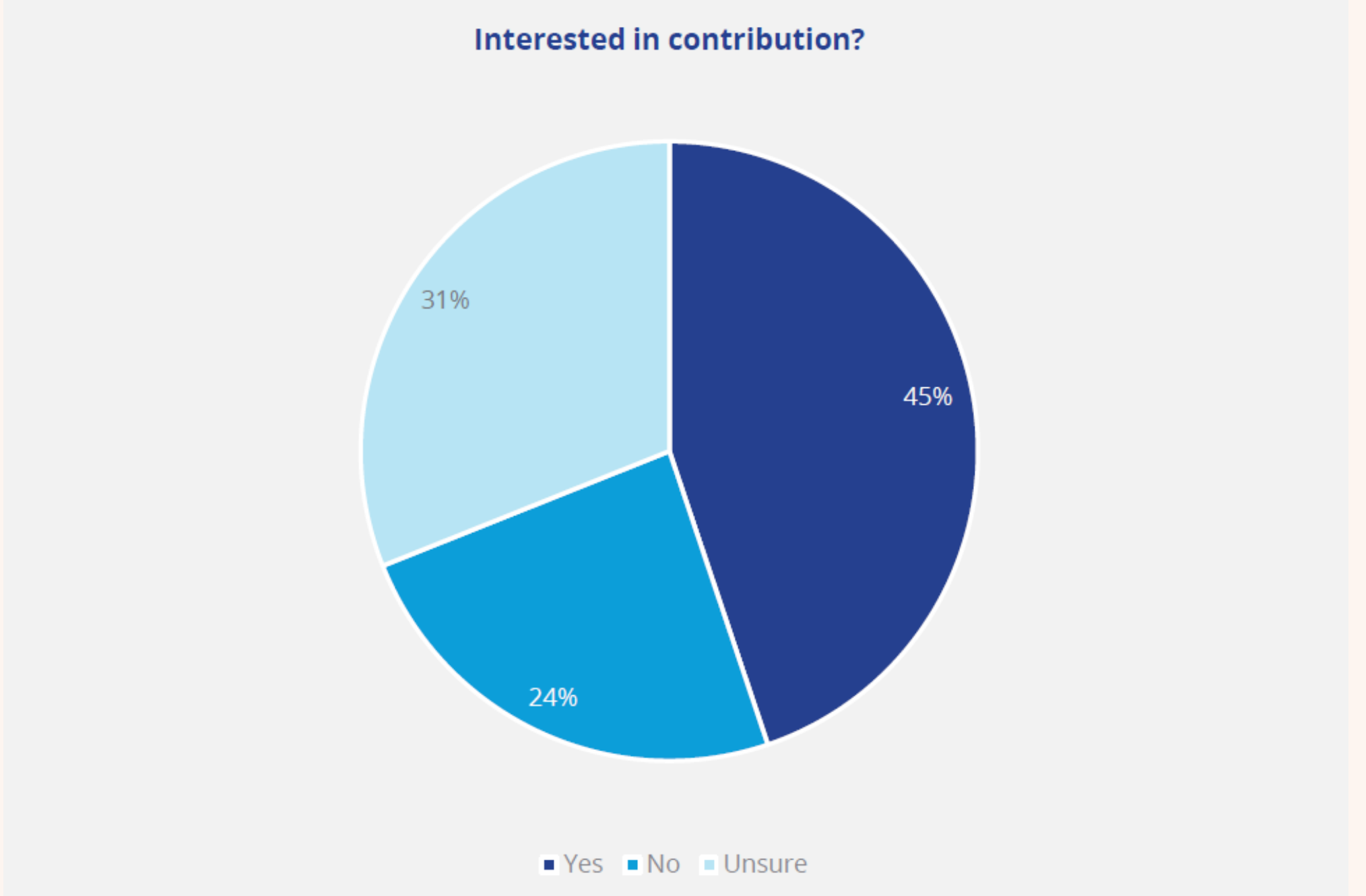
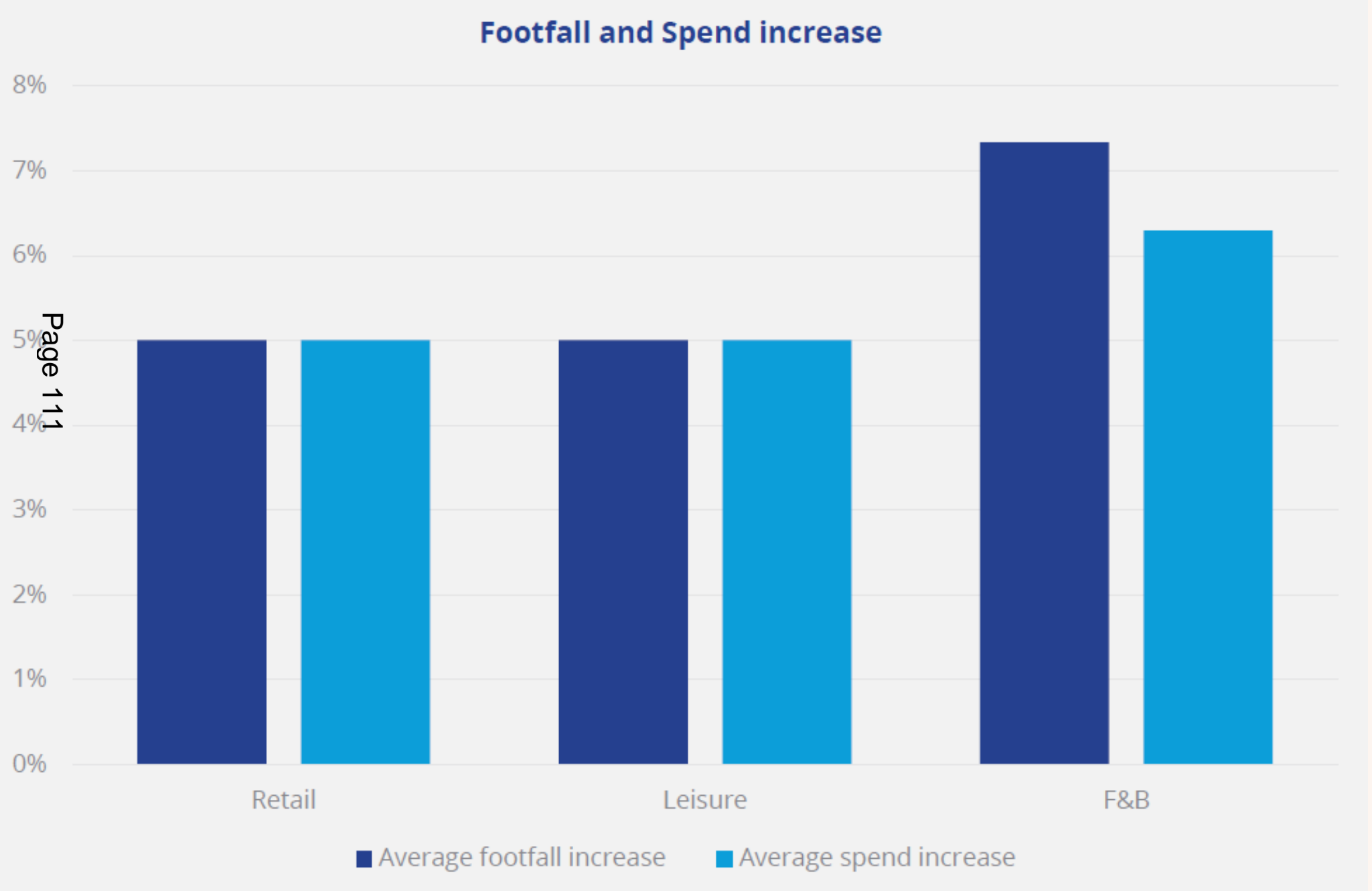
Engagement with the City BIDs, landlords and managing agents took place to drive awareness and encourage businesses to open

- Hand delivered business participation flyers to circa 700 businesses across the 6 event areas.
- Distribution of the flyer and posters was supported by the BIDs, landlords/managing agents and Members.
- 1 event briefing session for local businesses held by BIDs.
- Business database created – with over 700 businesses approached.
- Business survey circulated via email and completed by in person interviews.
- Resulting in 70 known businesses opening during the fair.

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We were able to gain feedback from 56 businesses out of 700. Based on survey responses these businesses saw a 5% uplift in footfall and spend across the event



Based on business responses, results show a +5% increase in footfall and spend compared to the same day in a typical week.

54% of businesses would be interesting in contributing in the future.

iii. Profile and Promotion

We achieved national and international press coverage in key titles

- **146 pieces of media coverage** across print, digital and broadcast media (vs target of 100). 87% increase on Golden Key coverage.
- **89 London, 34 national, 23 international**, in line with audience priorities. International coverage is reflective of the scale and quality of programming.
- Press coverage delivered a **reach of over 977 million** and an **Advertising Value Equivalent of £205,628**.
- Tier one coverage included an **Evening Standard exclusive, The Independent, The Times, The Guardian, Londonist and Conde Nast Traveller**.
- Over **20 minutes of airtime** secured on BBC Radio London.



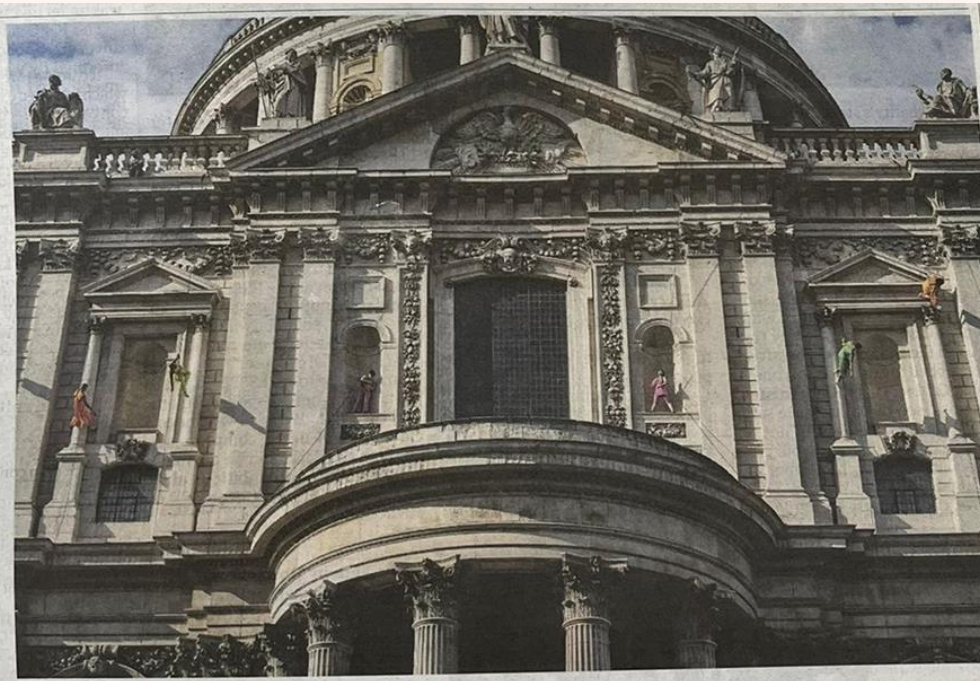


Performers from the American dance company Bandaloop rehearse for Resurgam, a vertical dance on the façade of St Paul's Cathedral that will be one of hundreds of events and live shows during Bartholomew Fair in the City of London

TIMES PHOTOGRAPHER RICHARD POHLE



Wing and a prayer The American 'vertical dance' group Bandaloop rehearse on St Paul's Cathedral as part of London's Bartholomew fair and Greenwich + Docklands international festival.



PHOTOGRAPH: DAVID LEVENE / THE GUARDIAN



History with a modern twist

Dancers from US company Bandaloop perform at St Paul's Cathedral in London yesterday to welcome the return of the Bartholomew Fair, which dates to the 12th century. The event will run until 16 September. DANIEL LEAL/AFP/GETTY



Evening Standard

St Paul's Cathedral to host dramatic dance show as ancient fair returns

The Cathedral is at the heart of plans for a major new cultural show in the Square Mile



St Paul's Cathedral / Getty Images/Stockphoto

St Paul's Cathedral will be transformed into a stage for a spectacular dance show as one of London's oldest events comes back to life.

Performers from the US-based vertical dance company BANDALOOP will put on a series of show at the historic building combining aerial choreography, climbing and dance.

Bartholomew Fair week-two kicks off with Follow Me Into



as part of the second week of Bartholomew Fair



MUMMYTRAVELS

Can you really keep travelling with a child in tow?

Bartholomew Fair, City of London

Starting right at the end of the summer holidays, the historic Bartholomew Fair is returning to the City of London from August 31 until September 16.

The original fair entertained visitors for over 700 years, running from 1133-1855 - and while the new outdoor fair won't be quite what medieval London would recognise, it's a great way to ease yourself from holidays into autumn.

With family-friendly performances, workshops and other entertainment, you could discover everything from The Dodo Rider to street cabaret, hot air balloons, plus creative workshops for families from Tootles and Nibs, ranging from clowning and circus activities to print making.

In between, you can chill out at The Garden, the fair's family hub. For more details of the full programme and locations where the events take place, check out the Bartholomew Fair website.



Things To Do This Weekend In London: 2-3 September 2023

BARTHOLOMEW FAIR: The Bartholomew Fair last took place in 1855 - at the time it was considered too raucous, and was banned. But now it's back, taking place around the City over three weeks, with family-friendly events - the highlight of which is an aerial dance performance on top of St Paul's Cathedral until Saturday. FREE, 31 August-16 September



Bartholomew Fair launched 31 August and runs each Thursday, Friday, and Saturday until 16 September. A hero event kicking off week two is Follow Me Into by imitating the dog, which is an incredible night time projection journey. Follow Me Into weaves a magical story through the City ... More

Bartholomew Fair launched 31 August and runs each Thursday, Friday, and Saturday until 16 September. A hero event kicking off week two is Follow Me Into by imitating the dog, which is an incredible night time projection journey. Follow Me

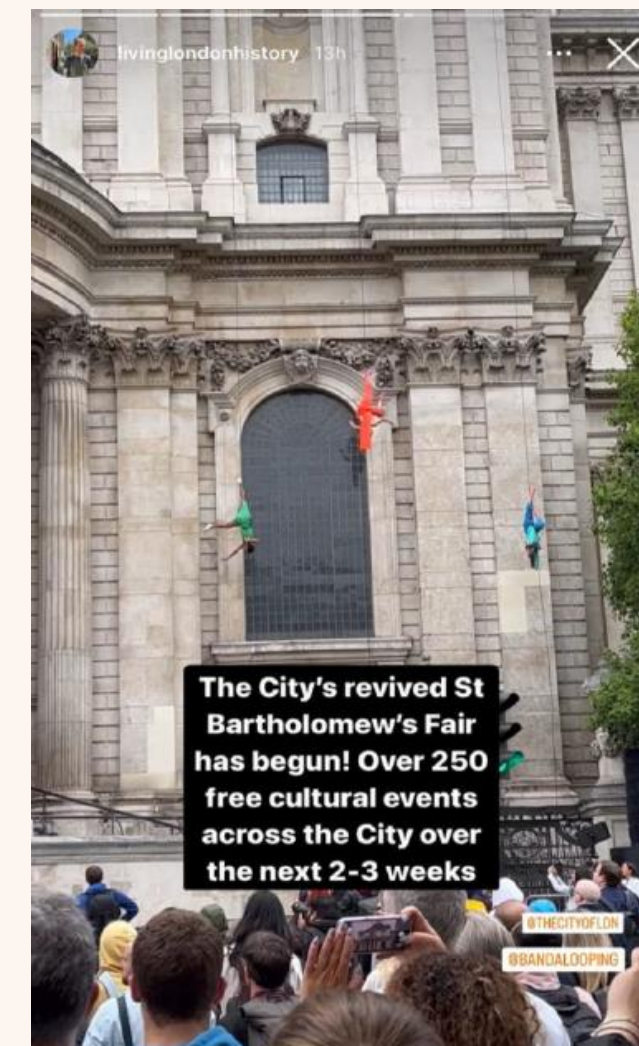
31 best things to do in London this weekend: 1-3 September 2023

4. The Bartholomew Fair returns

The full line-up for the City of London's Bartholomew Fair is available ahead of its highly-anticipated return this week. An astounding vertical dance performance on the facade of St Paul's Cathedral starts the three-week programme, co-produced by the City of London Corporation and Greenwich+Docklands International Festival. Other highlights include Dinner for All by Gorilla Circus, an immersive theatrical circus experience celebrating the rich history of the fair told through a supper service, and The Lips by Puppets with Guts - a puppet show that celebrates our freedom of speech (and song) in Broadgate.

Paid media and partnerships ensured extensive reach and value add

- The influencer campaign generated 65 pieces of social coverage with 533,377 engagements and reach of over 62.7 million (vs. 3 million achieved for Golden Key).
- Out of home (bus and tube) advertising reached 12m people (vs. 2 million for Golden Key).
- Time Out Partnership generated 669,000 impressions vs 370,000 planned. 9,239 article views with a dwell time of 5 minutes, 35 seconds (Time Out benchmark is 2 minutes).
- Secret London campaign achieved 876,644 impressions, an over delivery of 17%. Click through rate of 10.9% vs Secret London's average of 6.7%.
- Evening Standard print adverts delivered 770 scans of the QR code featured.
- TfL competition resulted in complimentary advertorial in the Metro newspaper with readership of 1,836,000.
- Complimentary advert in Group Travel World magazine, a circulation of 15,000 inbound and domestic group travel organisers. Featured in e-newsletter sent to over 1.3k, with an open rate of 57.2% and a click through rate of 38.2%.
- Open House e-newsletter to an audience of 66,326. Open rate was 40.8% (26,708).



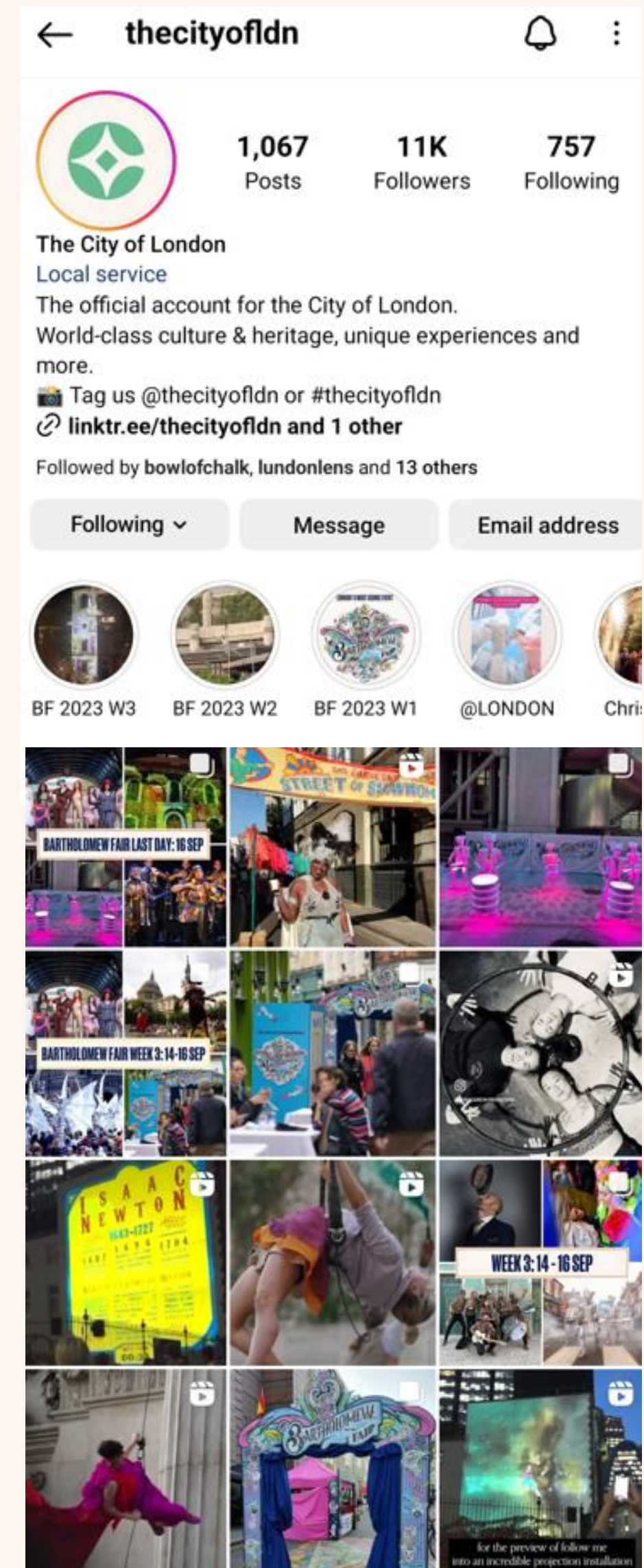
The campaign drove a high number of visits to our new City of London digital channels

- The **website** (www.thecityofldn.com) **attracted 92,000 users**, a 6% decrease on traffic seen to the Golden Key website. No printed programme existed for the Golden Key; visitors were encouraged go online to access the maze points and QR codes were at site.
- **597,367 social media engagements with a total reach of over 68,710,246 social accounts** (vs 21 million for Golden Key).
- **Social media followers increased by 2,368**, over double the social media following increase seen for Golden Key (1104).
- **1,269 new sign ups to the City of London consumer newsletter**, promoting the City of London as a leading leisure destination. Total sign-ups are now over 11,500.

Glossary of terms:

- **Reach** is the number of users exposed to a piece of content.
- **Impressions** is the number of times a piece of content is displayed. This is generally a higher number since users can be exposed to content multiple times.
- **Engagement** is the number of interactions with a piece of content.

Sources for marketing report: Cision media monitoring, Google Analytics, media reporting platforms , social media analytics.



iv. Partnerships

Additional value was generated beyond the event budget from programme partners and suppliers

- Bartholomew Fair presented an opportunity to trial a new partnership model for the City Corporation. The Destination team worked with partners across industry (across different sectors and disciplines), to deliver against a shared endeavour.
- **£170k in-kind value** including complimentary venue space, donated staff time, power provision to support event delivery by host venues and partners.

Page 119 **£40k of partner funding which contributed to the programme** in addition to the Destination City event budget (GDIF, Carnesky Productions).

Almost £292k* added media value was generated:

- From £82,000 media buy, we benefited from a total of £167,950 worth of media value through preferential rates and negotiations.
- A successful PR campaign saw media coverage deliver an AVE (Advertising Value Equivalent) of £206k.

**Sources: Cision media monitoring, media reporting platforms*

8. Visitor Profile, Experience and Sentiment

We focused our marketing efforts on attracting easy to reach audiences with a high propensity to visit

EXPERIENCE SEEKERS



LONDONERS



CITY WORKERS



RESIDENTS

Detailed analysis provided visitor profiles to help us understand who attended

Top 3 Mosaic groups for Bartholomew Fair respondents account for 67% respondents



City Prosperity

39%
respondents

City Prosperity

- City Prosperity are **high-income** residents who have **expensive homes** in desirable metropolitan locations. Households range in type from successful young professionals to wealthy families.
- Age: 26-35
- Income: £100 – 150k



Municipal Tenants

14%
respondents

Municipal Tenants

- **Urban residents** renting high density housing from social landlords
- Age: 56-65
- Income: <£15k



Rental Hubs

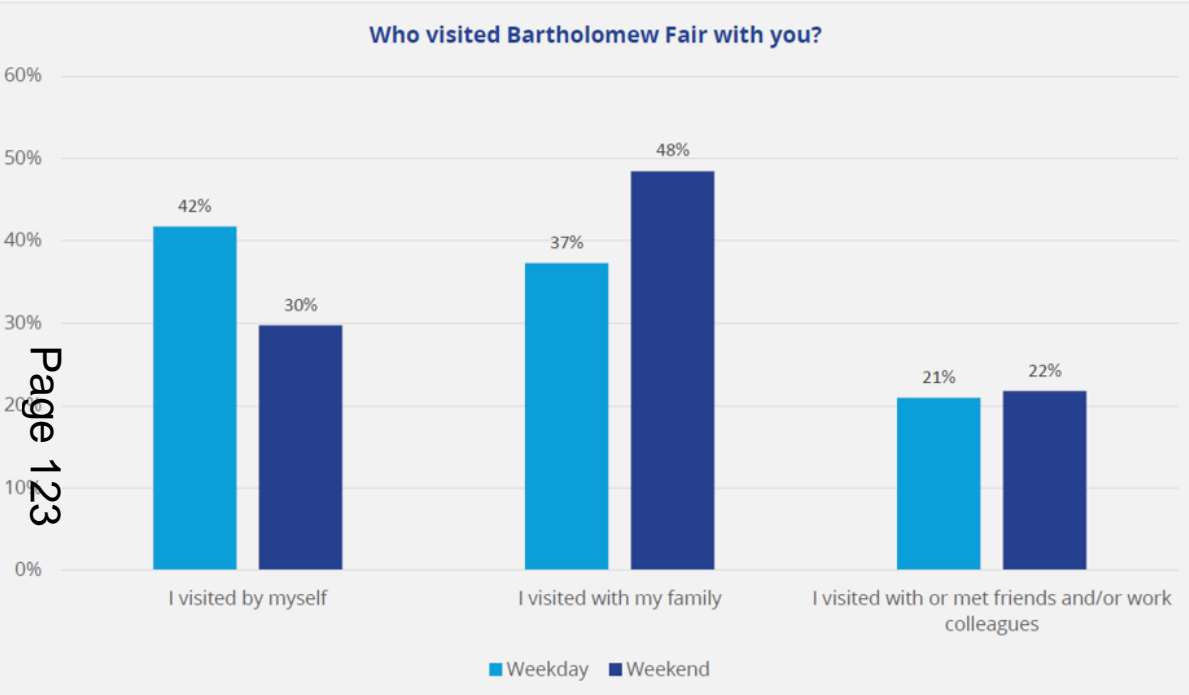
14%
respondents

Rental Hubs

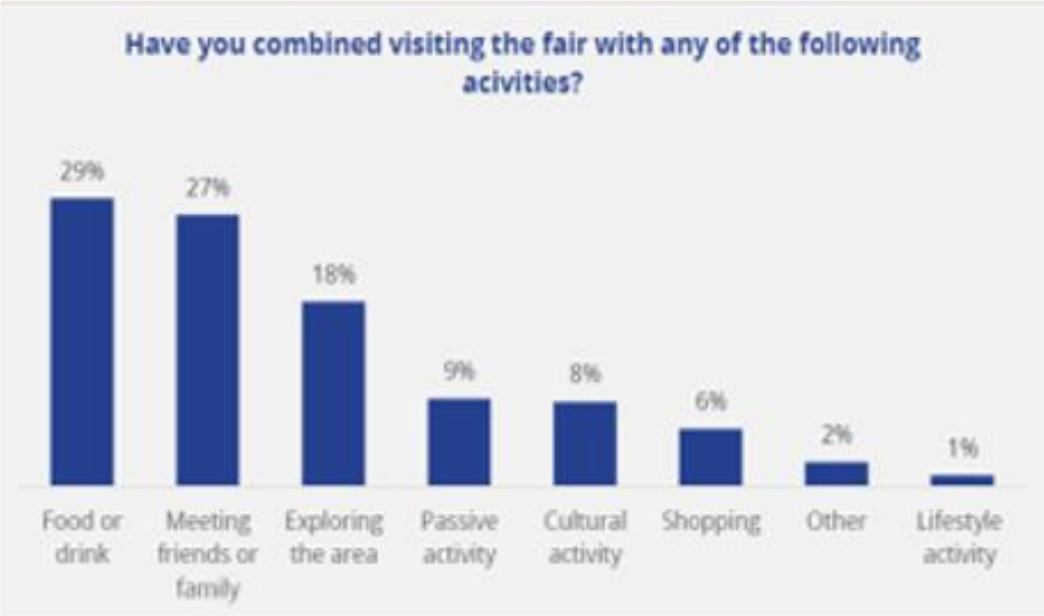
- **Educated young people** privately renting in urban neighbourhoods.
- Age: 26-35
- Income: £30-39k

Visitor behaviours provide a picture of when they visited, why they came and what they did

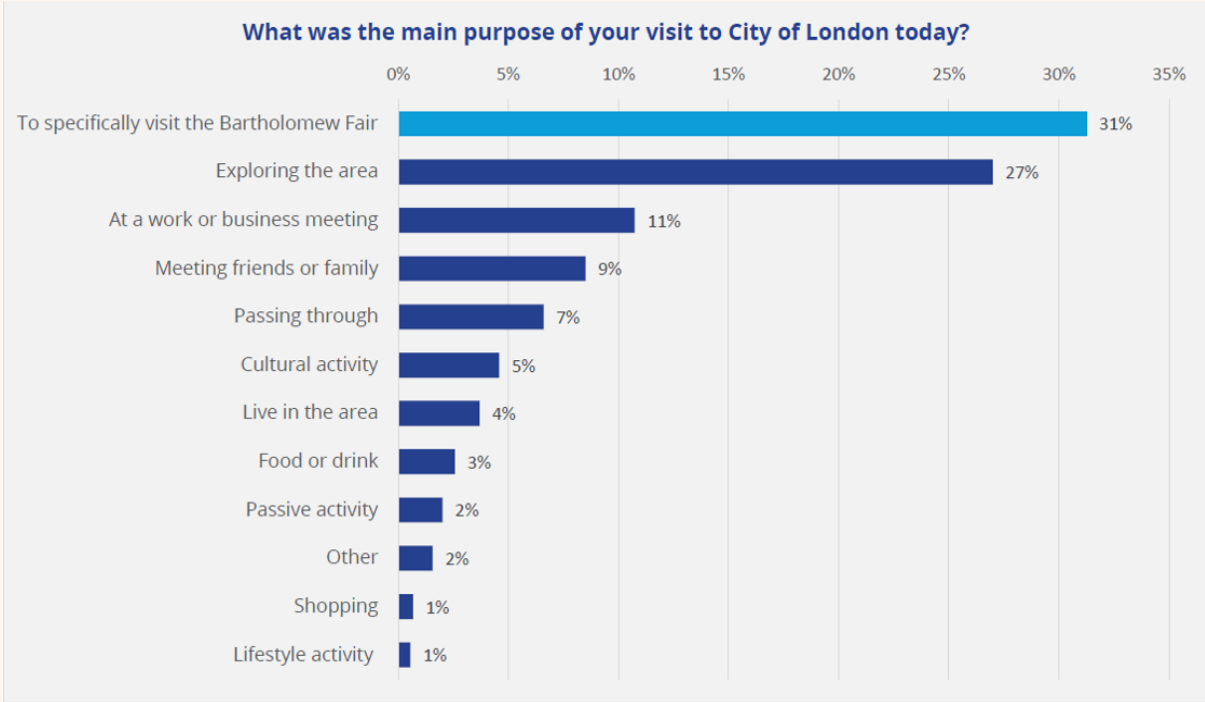
Visitors were more likely to visit alone during the week (42%) and with family at the weekend (48%)



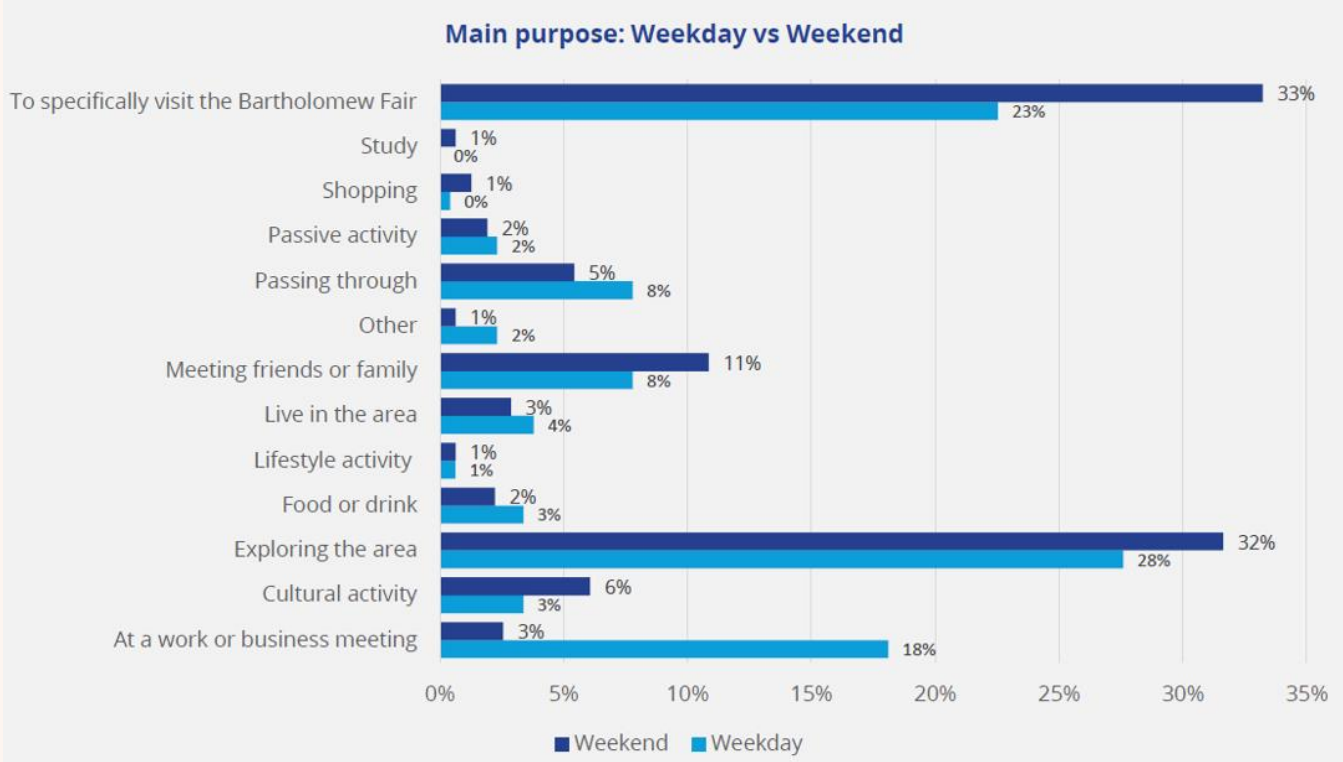
Over 50% combined their trip with food and drink, or socialising with family/friends



31% specifically came to see the fair

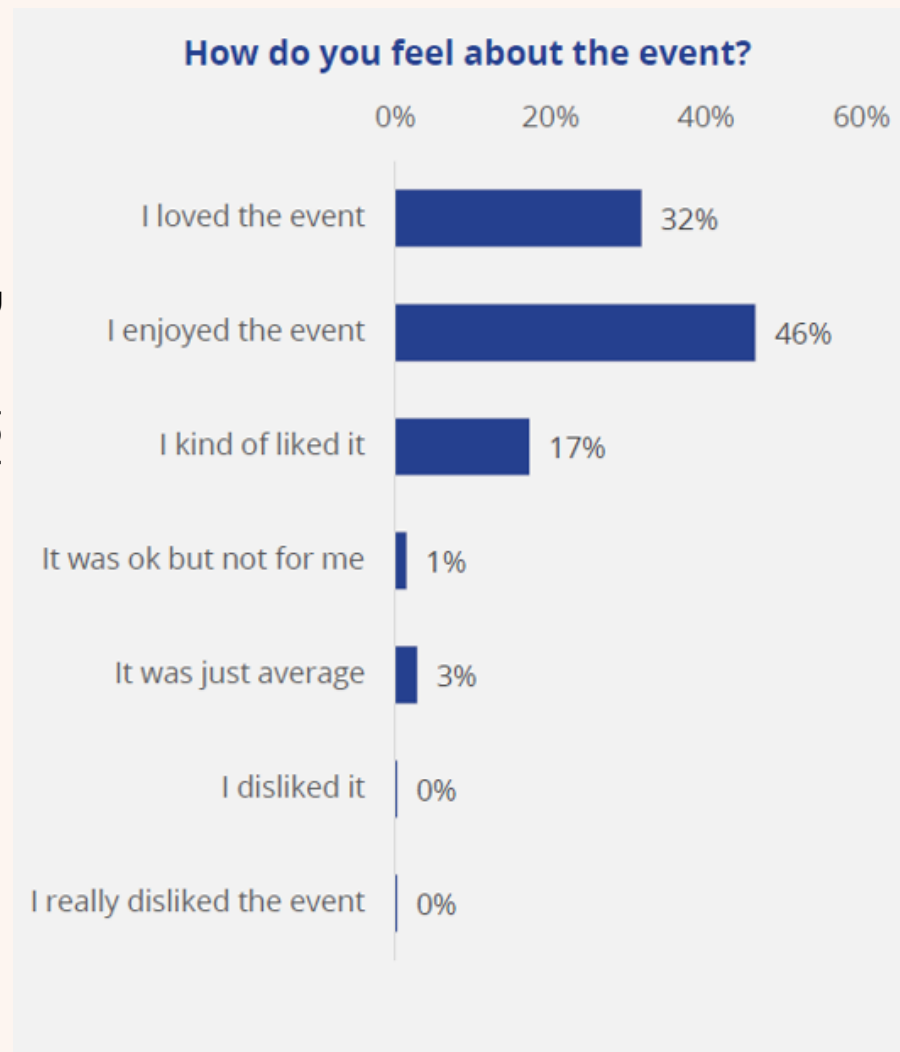


They were more likely to come specifically for the fair at the weekend compared to the week, 33% versus 23%

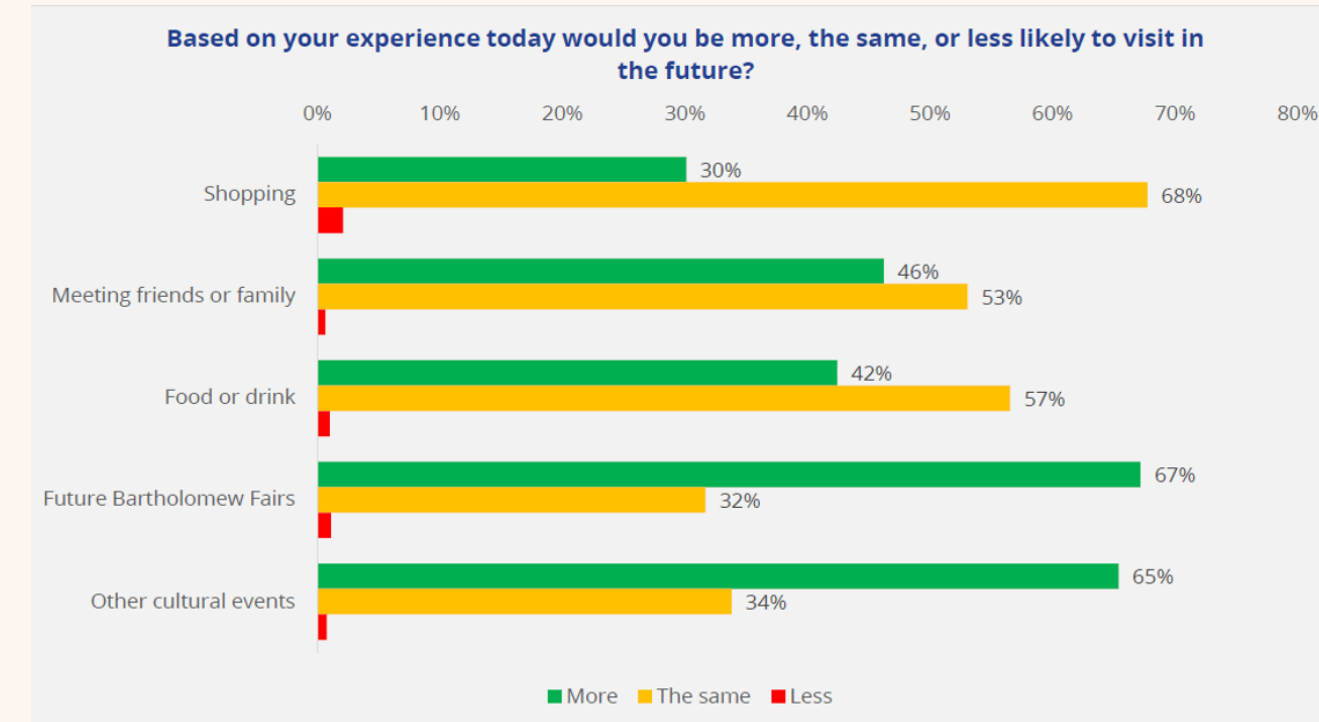
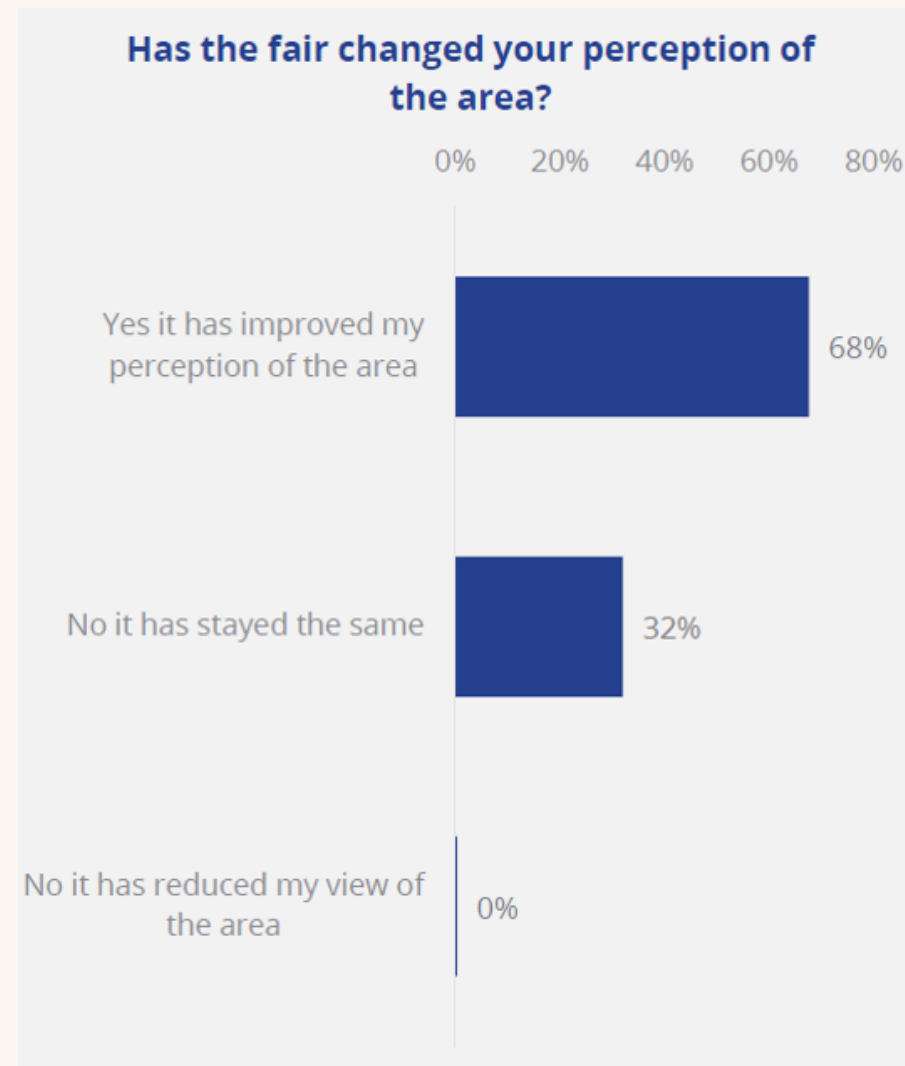


Visitors highly rated their experience of the fair, contributing to improved perceptions of the City and repeat visits more likely

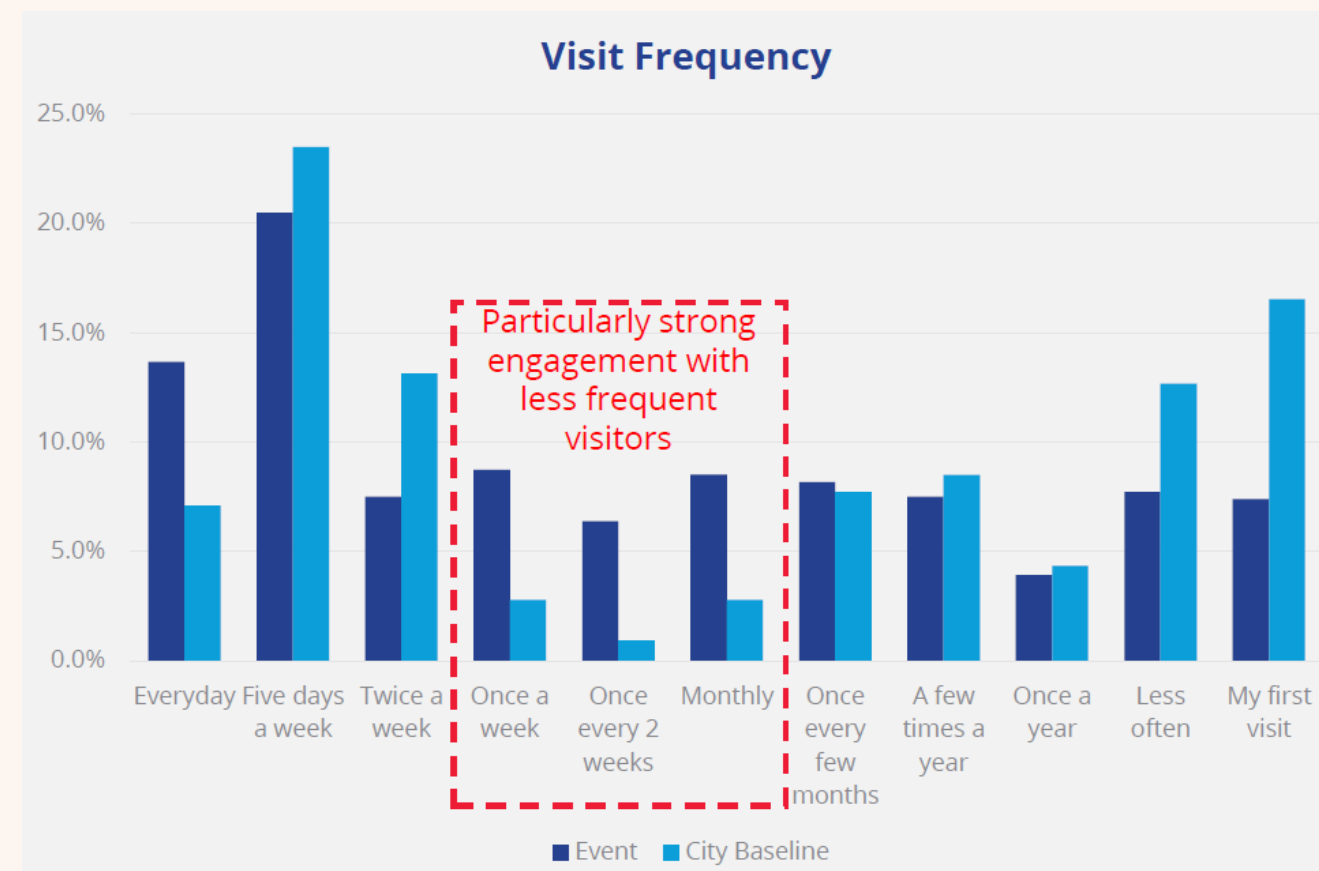
78% of visitors either loved or enjoyed the event



68% of visitors said the event improved their perception of the City



After their experience 67% were more likely to visit future fairs, and 65% more likely to visit other cultural events in the City



Frequency to visit the City increased by 15.5% during the fair, compared to a typical week in the City

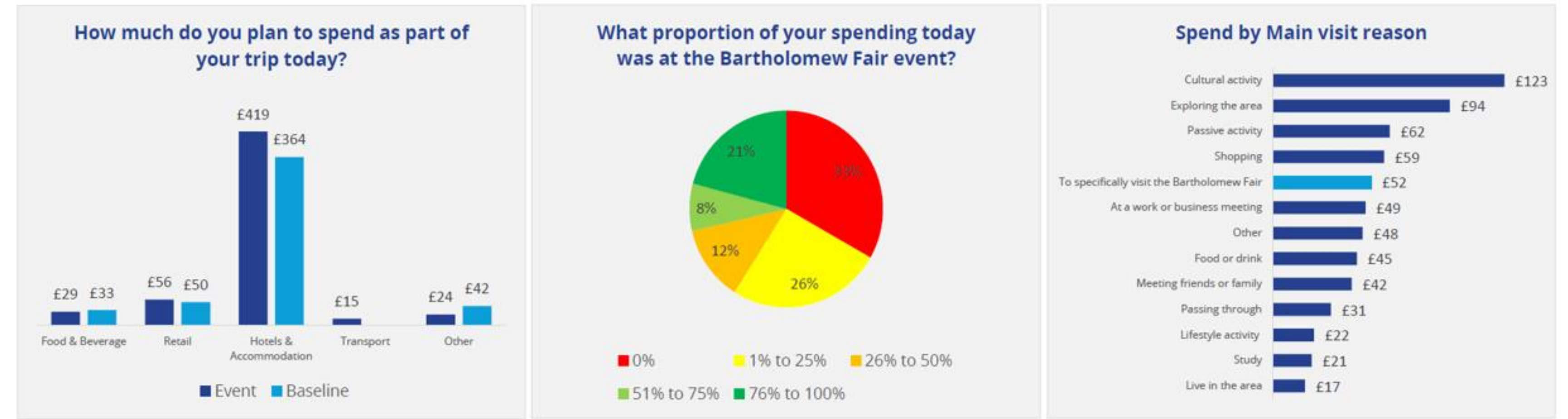
Visitors spent money in the City with the highest spend on retail and hotels

The average spend for those surveyed was £52.

If this spend figure is applied to the net new footfall figure of 35,000, it is estimated that those visiting specifically for the event would have generated revenue of up to £1.8m.

Highest performing categories included retail and hotels.

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9. Budget

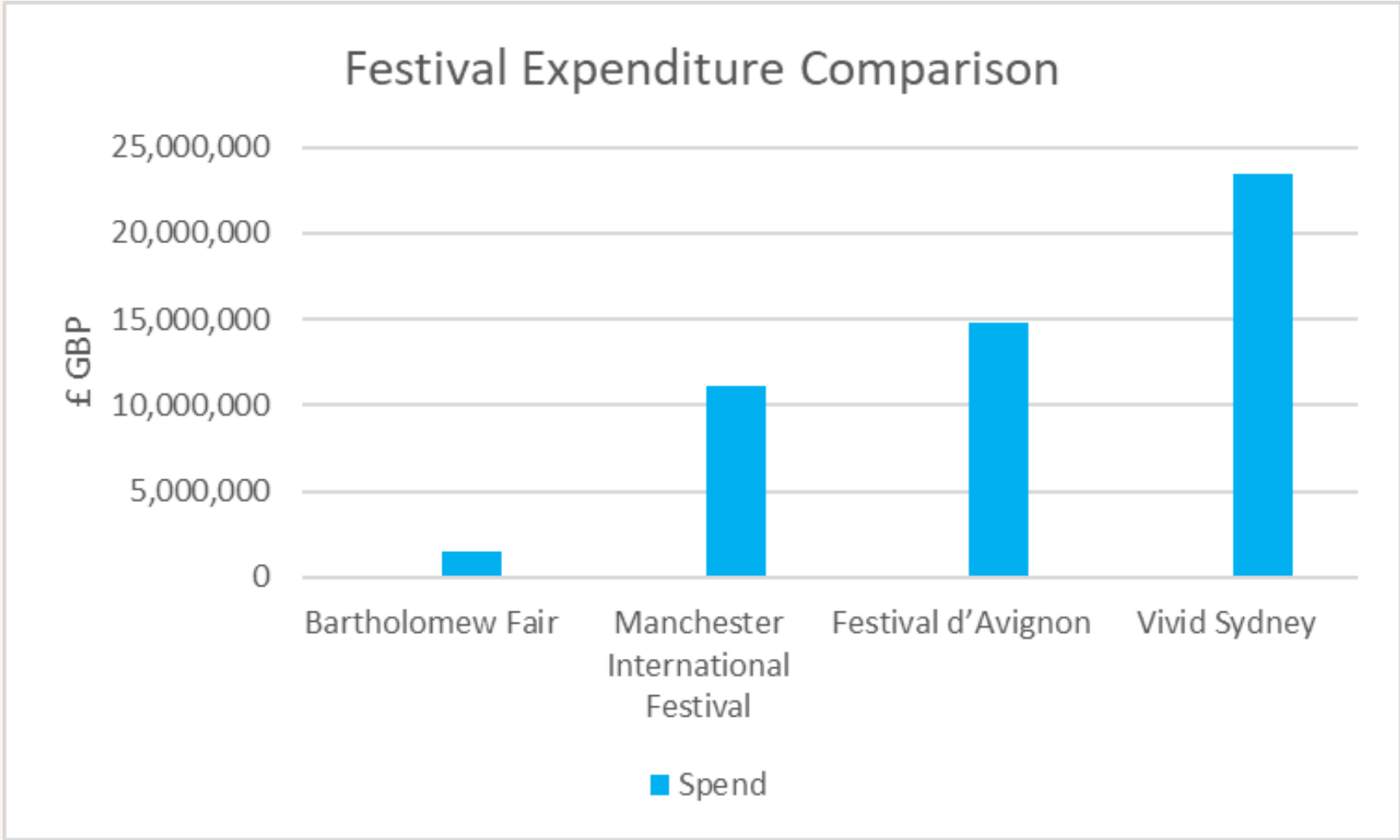
In April Members approved the concept and the indicative budget for Bartholomew Fair of £1,338,000

Bartholomew Fair Indicative Budget (approved April 2023)	
Artistic Programme	£928,000
Event Management	£165,000
Marketing and PR	£245,000

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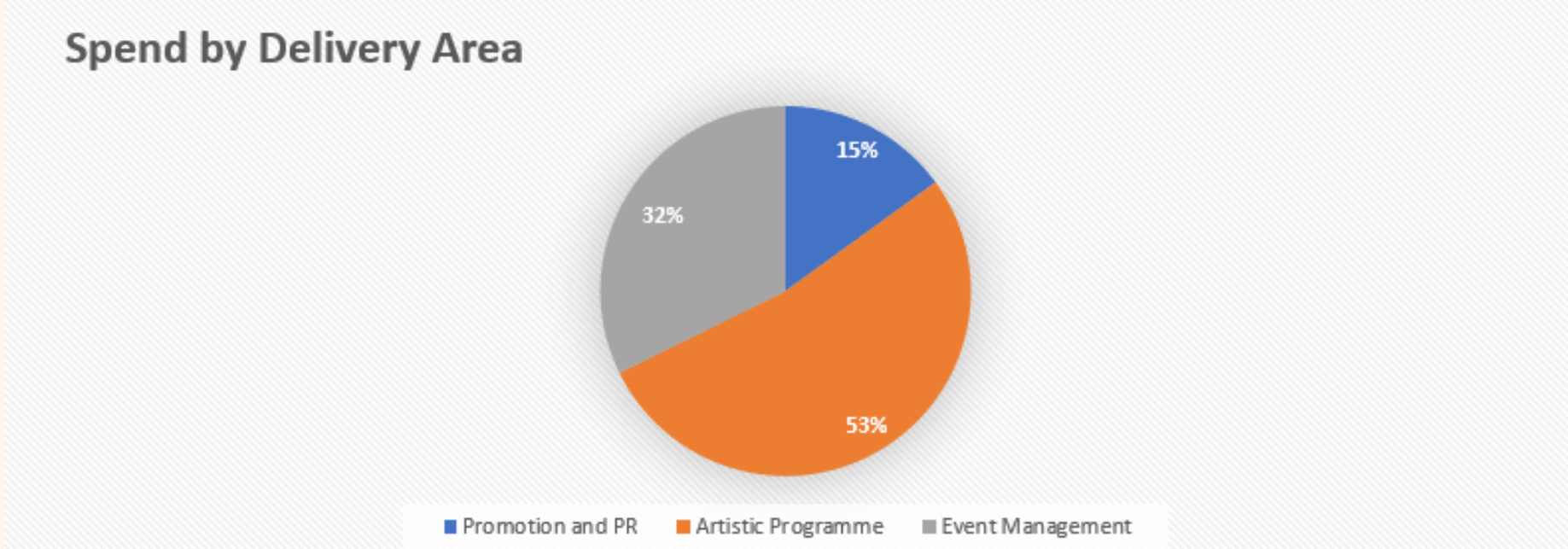
We compared spend against festivals of the same scale at a national and international level to get a true indication of the cost required to deliver major events over a durational period.

This will help agents value the City's proposition and create sponsorship packages in the future.



Artistic and marketing costs came in below the indicative budget. Event management was higher meaning the overall cost came in 13% above April's indicative budget

Event Area	Indicative Budget Apr 23	%	Actual Spend Oct 23	%	Balance
Promotion and PR	£245,000	18	£230,289	15	£14,711
Artistic Programme	£928,000	70	£796,386	53	£131,614
Event Management	£165,000	12	£487,871	32	-£322,871
Total	£1,338,000		£1,514,545		-£176,545



The Growth Bid budget has been reforecast to cover the additional expenditure of £176,545.

To cover this, there will be no planned Christmas enlivenment, instead the Destination team will promote the existing offer.

Tighter budget controls will be put in place to ensure expenditure does not exceed any future Destination City planned delivery.

Spending breakdown: Marketing and PR

Promotion and PR			
CONTENT PRODUCTION:	Original Budget Apr 23	Actuals Oct 23	Variance
Creative – London based illustrator - cost based on uses. Development of artistic concept. Design toolkit and map		£42,990	
Creative - project management		£2,500	
Creative - application across marketing assets, print and digital		£4,510	
PA photography fee for press syndication		£9,641	
PA Video and photography production for earned (editorial) media use - media publications and partner channels		£11,411	
Video and photography for owned and paid (advertorial) channel content - website, social and partner channels		£14,085	
Print and distribution - leaflet/map print, resident and business leaflet print, window posters		£9,649	
Design fees for resident and business collateral		£650	
Resident letter drop		£8,345	
Additional photography and videography		£3,910	
Leaflet distribution - on the ground leafleting and information points		£16,822	
Subtotal:		£124,514	
ADVERTISING:			
Paid Search and Social Media Spend		£12,250	
Media partnerships with Key London titles - Evening Standard, Time Out Secret London		£32,000	
Out of Home Media Plan - tube and buses in commuter zones and target audience hubs		£50,000	
The City Courant Bartholomew Fair Limited Edition - creative, print and distribution		£10,140	
Run Riot for Week 3 - 2 x newsletters		£385	
Paid media measurement and reporting		£1,000	
Subtotal:		£105,775	
Total:	£245,000	£230,289	£14,711

Spending breakdown: Artistic Programme

Artistic Programme			
	Original Budget Apr 23	Actuals Oct 23	Variance
HERO EVENT			
BANDALOOP - commissioning of new show - 3 performances, 20 mins duration, 15,000 estimated audience attendance		£205,000	
Gorilla Circus - commissioning of new show - 3 performances, 40 mins duration, 3,000 estimated audience attendance		£50,000	
Carnesky Productions- commissioning of new show - 3 days of multiple performances with 20 artists, all day long, 5,000 estimated audience attendance		£125,000	
Kit Green – commission of new show - 9 performances, 60 mins duration, 2,000 estimated audience attendance		£55,000	
Subtotal:		£435,000	
ALWAYS ON ANIMATION			
Imitating the Dog - commission of new work - 10 nights of projections, 9,000 estimated audience attendance		£175,986	
POP UP PERFORMANCES			
Performance artists - fees, travel, accommodation and per diems for 50 companies, totalling 176 performances across 9 days, 44,000 estimated audience attendance		£185,400	
Total:	£928,000	£796,386	£131,614

Spending breakdown: Event Management

Event Management				
	Original Budget Apr 23	Actuals Oct 23	Variance	Notes
Market Place - infrastructure including tables, chairs, site decor, audience benches, market pop up infrastructure - 12,000 estimated audience attendance		£145,983		Additional cost required to deliver Market Place infrastructure
Signage - site signage and event information		£22,169		
Event Personnel - event managers, technicians, crew, medical, FOH		£110,558		Increased costs for required event personnel
Technical and Production Infrastructure - Sound, lighting, staging, fencing, event infrastructure, Counter terrorism measures		£108,520		Increased costs for required safety and counter terrorist measures
Security - crowd management, stewarding and security		£100,641		Increased security costs to meet the need of the event and ensure public safety
Total:	£165,000	£487,871	-£322,871	

THANK YOU



Bartholomew Fair Executive Summary

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Full Report

23rd October 2023

Prepared by: Paul Matthews, Paddy Gamble, Emma Sharman & Alex Fox



Contents

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| 05 | How did area perform? | | |



Introduction

Bartholomew Fair Insights Introduction

Colliers Retail Strategy & Analytics team have been engaged by City of London Corporation to measure and report on the impact of Bartholomew Fair against its objectives:

- Improve customer perceptions of the City of London
- Increase customer experience
- Increase footfall and sales
- Examine and measure the impact on participating businesses

Multiple datasets including infield survey, business survey, mobility and spend data will be blended together to validate trends

Sample size of circa 1,500 visitors surveyed across all weeks and locations of the event. Represents 1.2% of additional visitors. Survey process designed to follow best practice

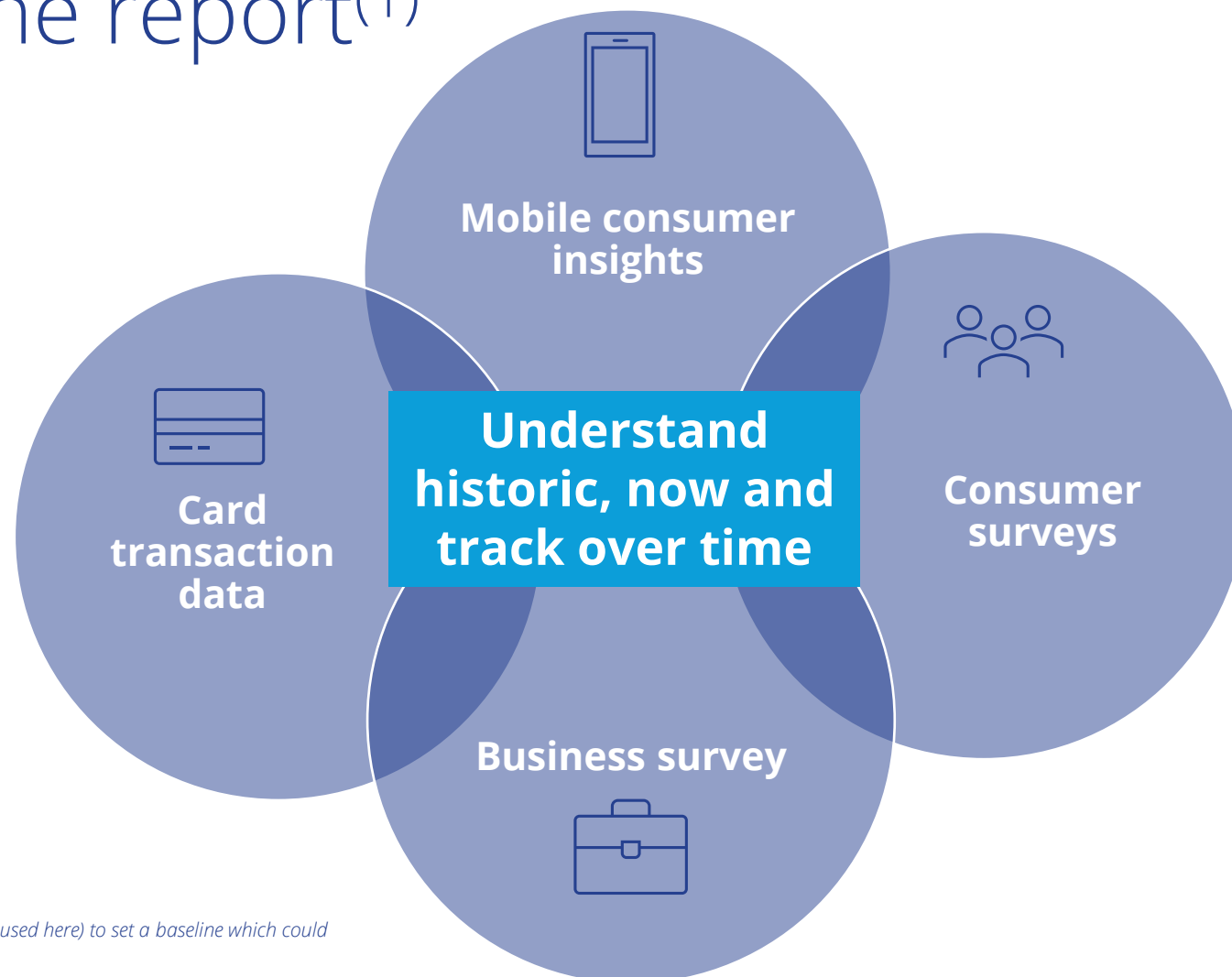


Summary | Data inputs

Event analysis blends multiple datasets which can be compared with baseline report⁽¹⁾

Our approach blends multiple datasets to validate trends and insights

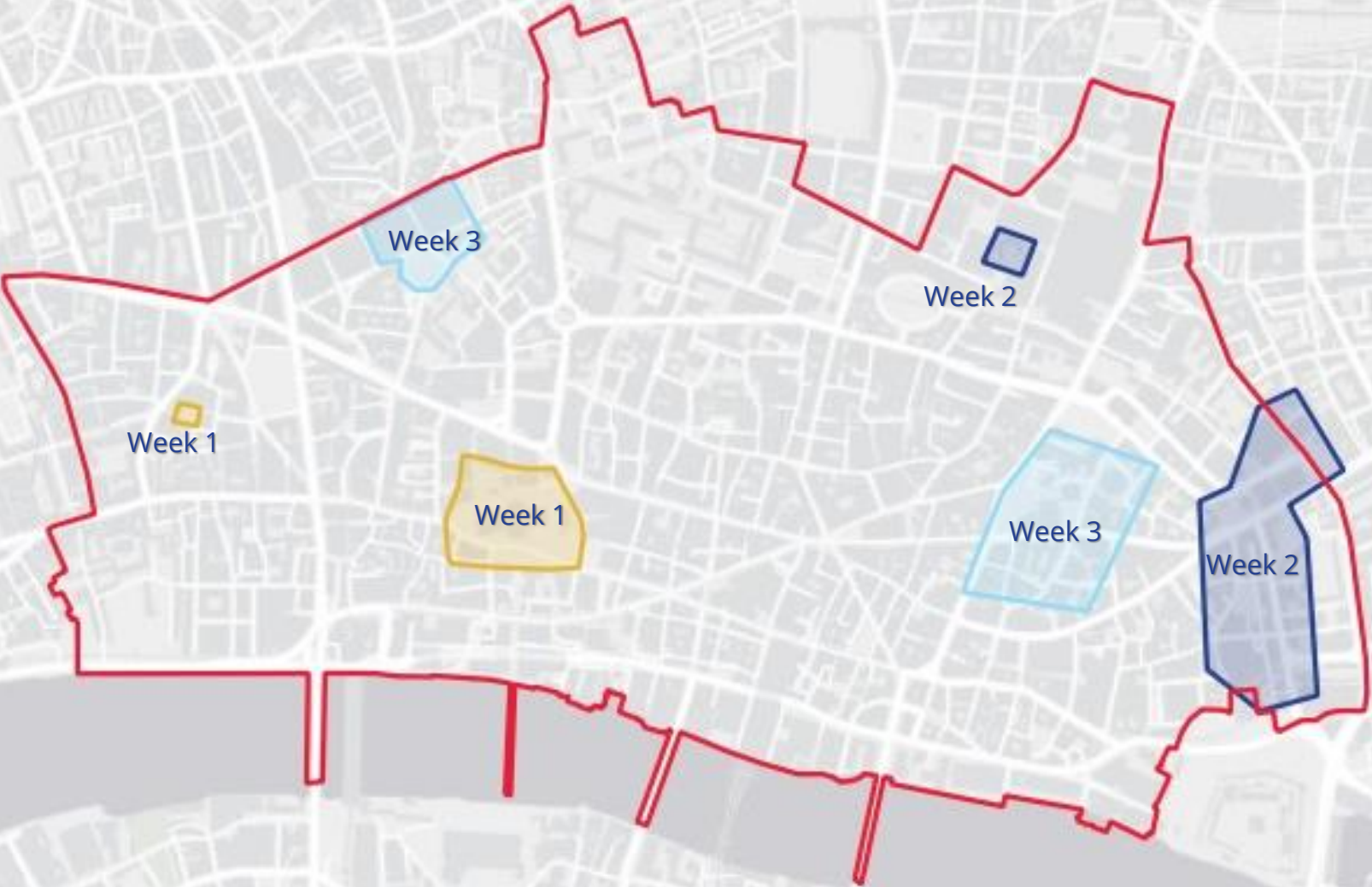
- **Mobility data:** Uses granular SDK app technology to understand visit volumes & visit behaviour
- **Spend data:** Granular spend information
- **Consumer surveys:** 1,500 in field and online consumer surveys give qualitative views of users and non-users (at a point in time)
- **Business survey:** Information from local businesses about the event



Note: (1) Baseline report (2023) combined multiple qualitative and quantitative datasets (including those used here) to set a baseline which could be used to track changes over time, including measuring impact of events

Summary | Event locations

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Summary

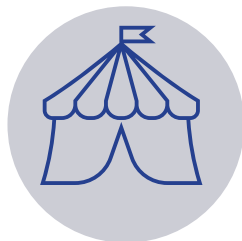
Summary | Key KPI's

Strongest performance in Week 2 of the fair – highest footfall and delivered highest visitor satisfaction

	Week 1	Week 2	Week 3	Total
Footfall	+ 25,200 – 30,800 visits ⁽¹⁾ (+10.5k net new ⁽²⁾)	+ 67,400 – 82,400 visits ⁽¹⁾ (+18.5K net new ⁽²⁾)	+ 23,600 – 28,900 visits ⁽¹⁾ (6.5k net new ⁽²⁾)	+ 116k-142k visits ⁽¹⁾ (35.5k net new ⁽²⁾)
Spends	2% to 3% uplift ⁽³⁾	1% to 6% uplift ⁽³⁾	0% to 1% uplift ⁽³⁾	1% to 3% uplift ⁽³⁾
NPS	+ 68	+ 74	+ 64	+ 68

Source: Bartholomew Fair Survey 2023, Colliers Locate Footfall, Mastercard

Notes: (1) Numbers shown in a range to account for people who may have been in the area but not visiting the fair (2) Net new = proportion of visitors in area specifically to visit the fair based on survey responses (sample: 1500 respondents). (3) range expressed as uplift measured across BID location of the events and at a more granular area around each event



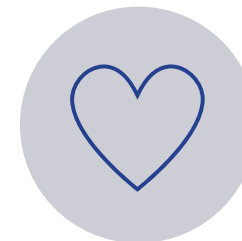
Main reason for visit

31% event visitors specifically there to visit the fair. A strong result given the range of reasons to come into the City.



Combined trip mission

29% combined visiting the fair with stopping for food & drink, further 27% also socialized with friends and family.



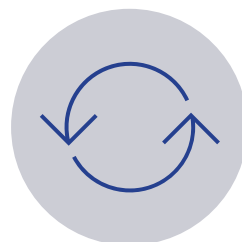
Highly rated

78% "loved" or "enjoyed" the event and overall NPS score of 64 (very strong)



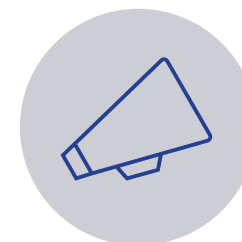
Improved perception

69% of event visitors felt the Bartholomew Fair had improved their perception of the area



Repeat visits

36% planned to visit the Fair again during the 3 weeks following first visit



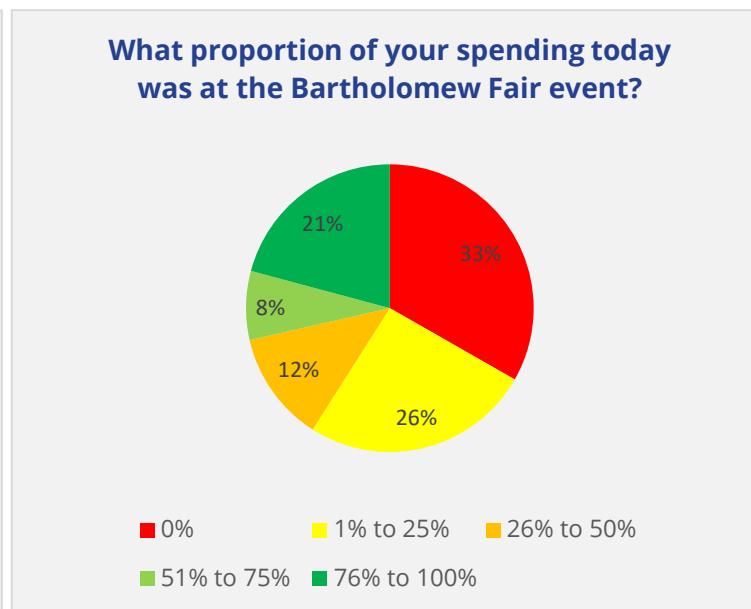
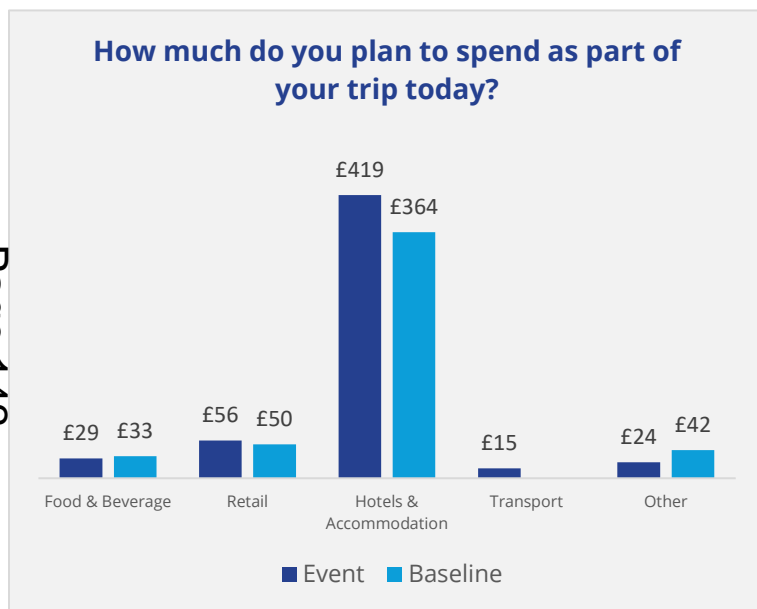
How did you hear about it?

Large proportion found out about the event by passing by or through social media.

Summary | Visit spend

Higher spend on retail and hotels versus City of London baseline average

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- Typically, higher spend on “Retail” and “Hotels” of those attending the event versus baseline report
- Those specifically visiting to attend the Bartholomew fair spending ~£52 on the day
 - If this spend figure is applied to the net new footfall figure of 35,000, it is estimated that those visiting specifically for the fair would have generated revenue of up to £1.8m.

Summary

Key takeaways

1

Event awareness

35% of event visitors became aware of event after passing by. More event marketing would increase engagement levels – particularly relevant for international and wider domestic visitors.

2

Visitor volumes

Larger visitor engagement during second week once school holidays over and more workers present in City.

3

Spend

Despite a positive impact on spending, the impact was typically lower than uplift in footfall. Key challenge is to ensure increased visits convert to increased spending for local businesses

4

Business involvement

Businesses surveyed generally keen to contribute to future events. Opportunity to increase visitation, dwell and spend with more collaboration

5

Combined trips

Many combined event visit with F&B / socializing – locating events close to key retail / leisure areas or having linked promotions could help drive local business performance via increase dwell and spend





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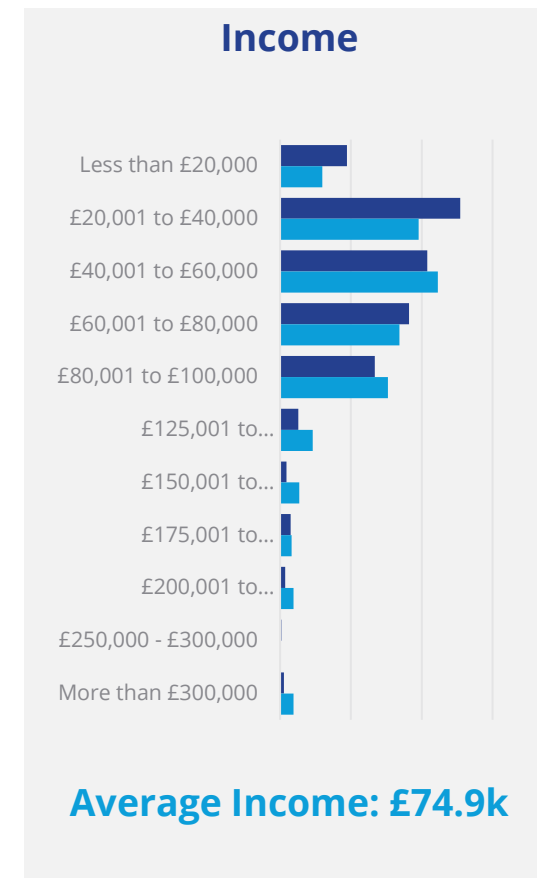
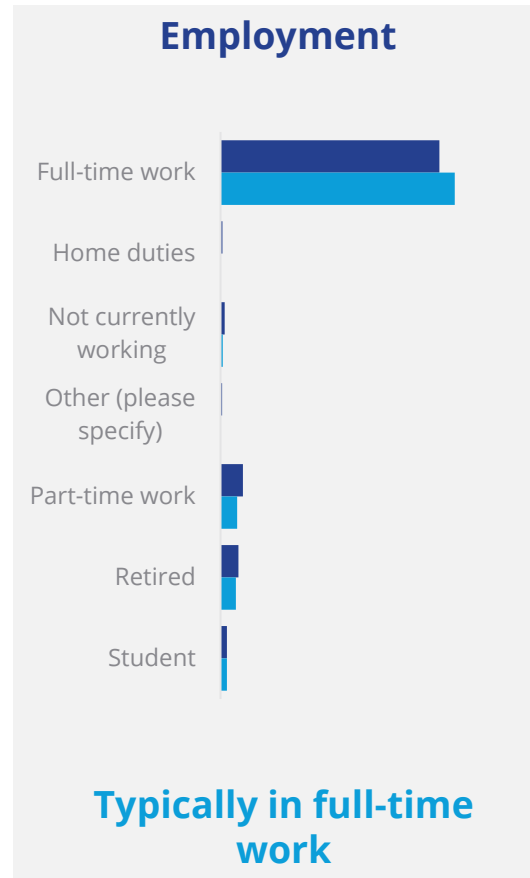
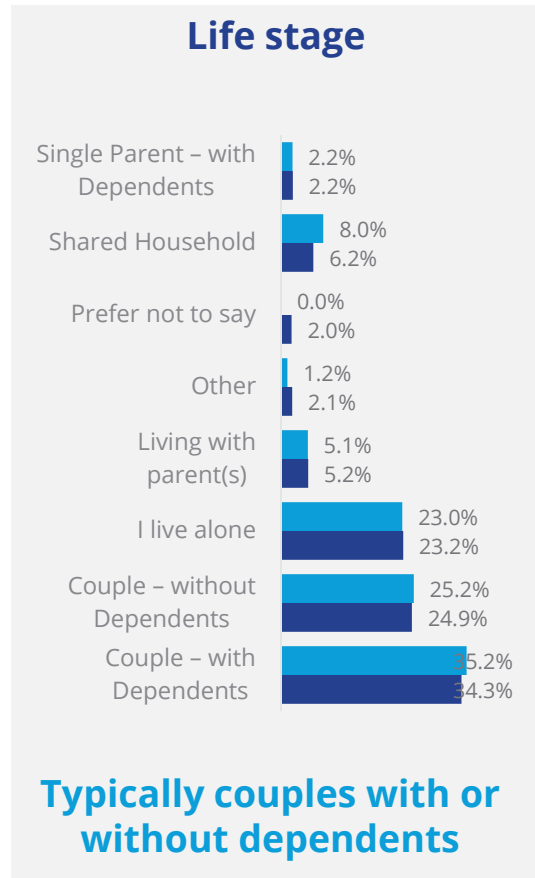
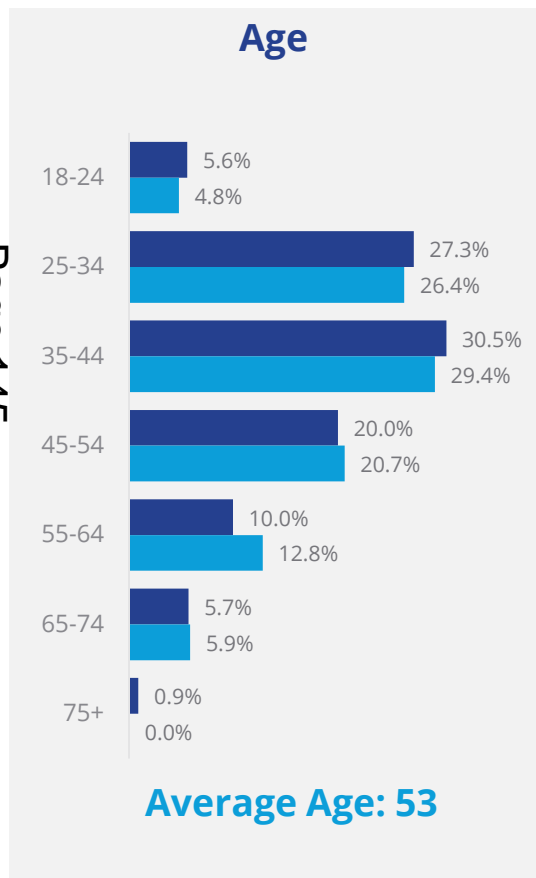
03

Who visits?

Who visits? Consumer demographics

Visitor profile broadly aligned with baseline City of London profile

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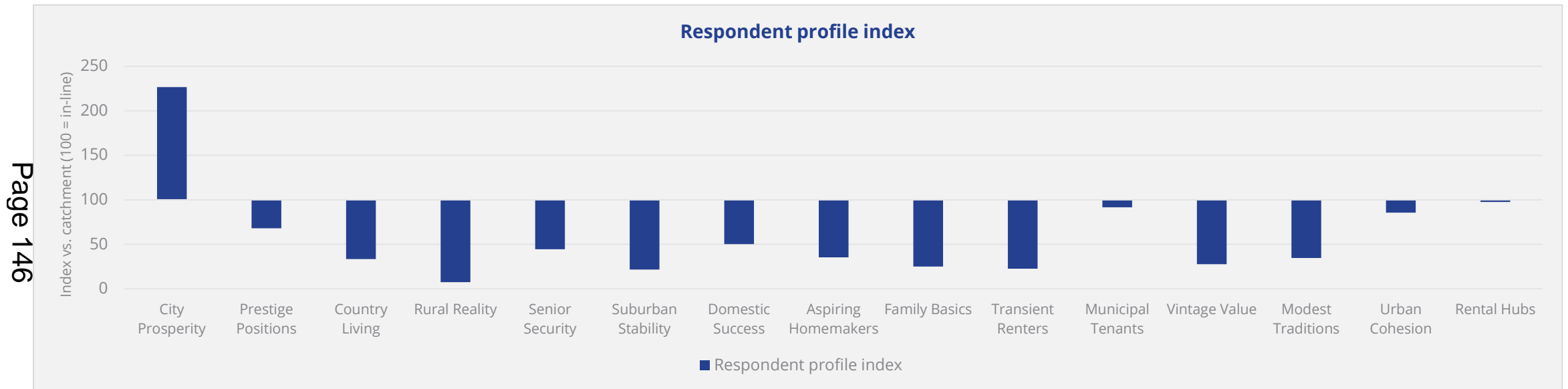


Source: Consumer Survey May 2023 & During Bartholomew Fair

City Baseline Bartholomew Fair

Who visits? Mosaic consumer profiling

Mosaic segmentation heavily skewed towards 'City Prosperity'



- Mosaic segmentation divides population into groups of individuals that are similar based on things such as age, interests, life stage and spending habits
- 'City Prosperity' was the most dominant profile for visitors to Bartholomew Fair, indexing at 226 vs. catchment average
- 'City Prosperity' are high-income residents who have expensive homes in desirable metropolitan locations

Who visits? Mosaic consumer profiling

Top 3 Mosaic groups for Bartholomew Fair respondents account for 67% respondents



City Prosperity

39%
respondents

City Prosperity

- City Prosperity are **high-income** residents who have **expensive homes** in desirable metropolitan locations. Households range in type from successful young professionals to wealthy families.
- Age: 26-35
- Income: £100 – 150k

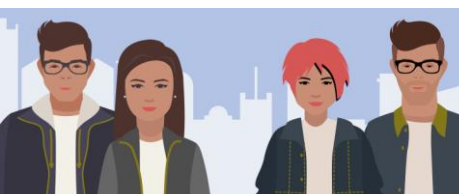


Municipal Tenants

14%
respondents

Municipal Tenants

- **Urban residents** renting high density housing from social landlords
- Age: 56-65
- Income: <£15k



Rental Hubs

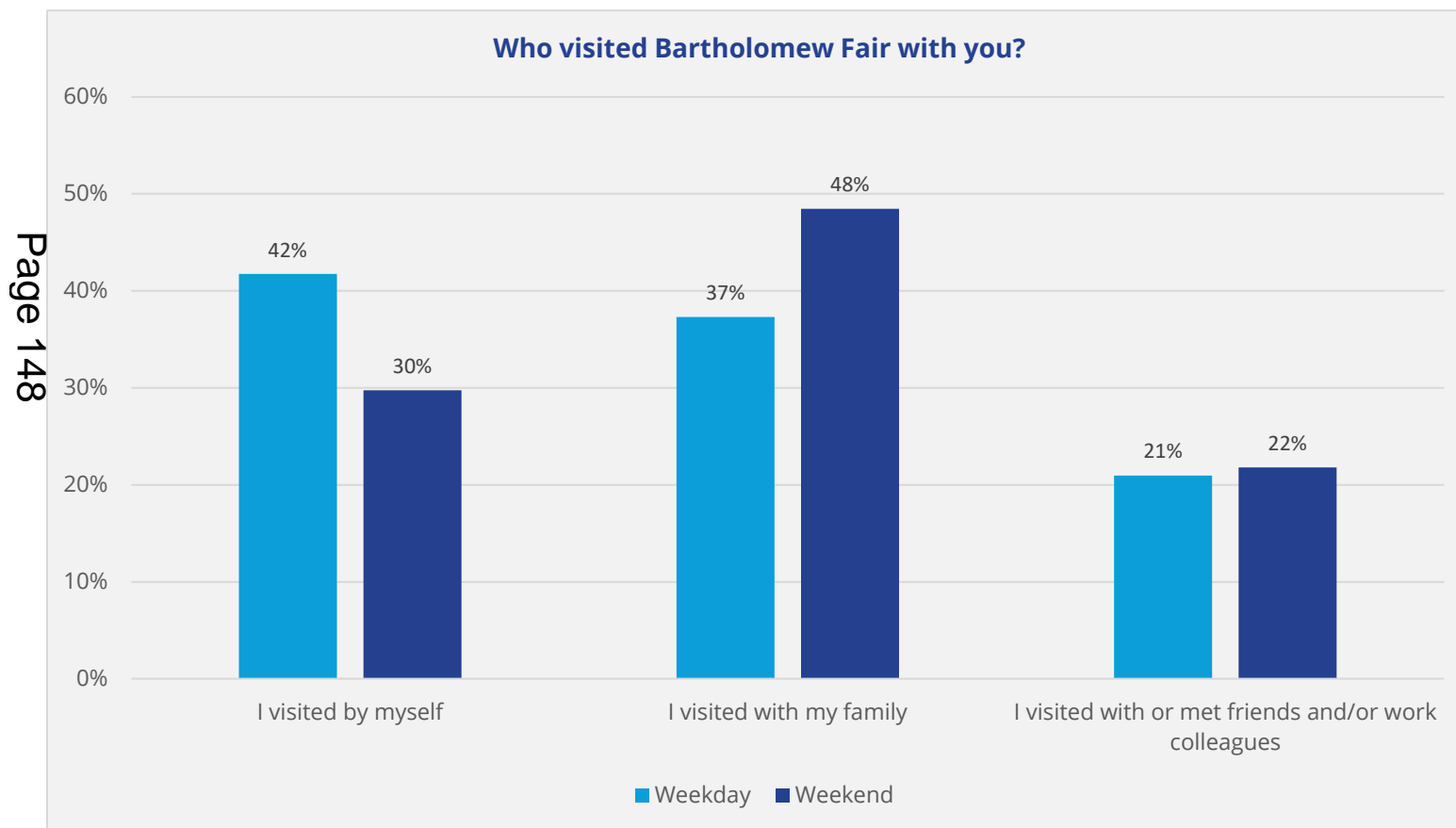
14%
respondents

Rental Hubs

- **Educated young people** privately renting in urban neighbourhoods.
- Age: 26-35
- Income: £30-39k

Who visits? Who did they visit with?

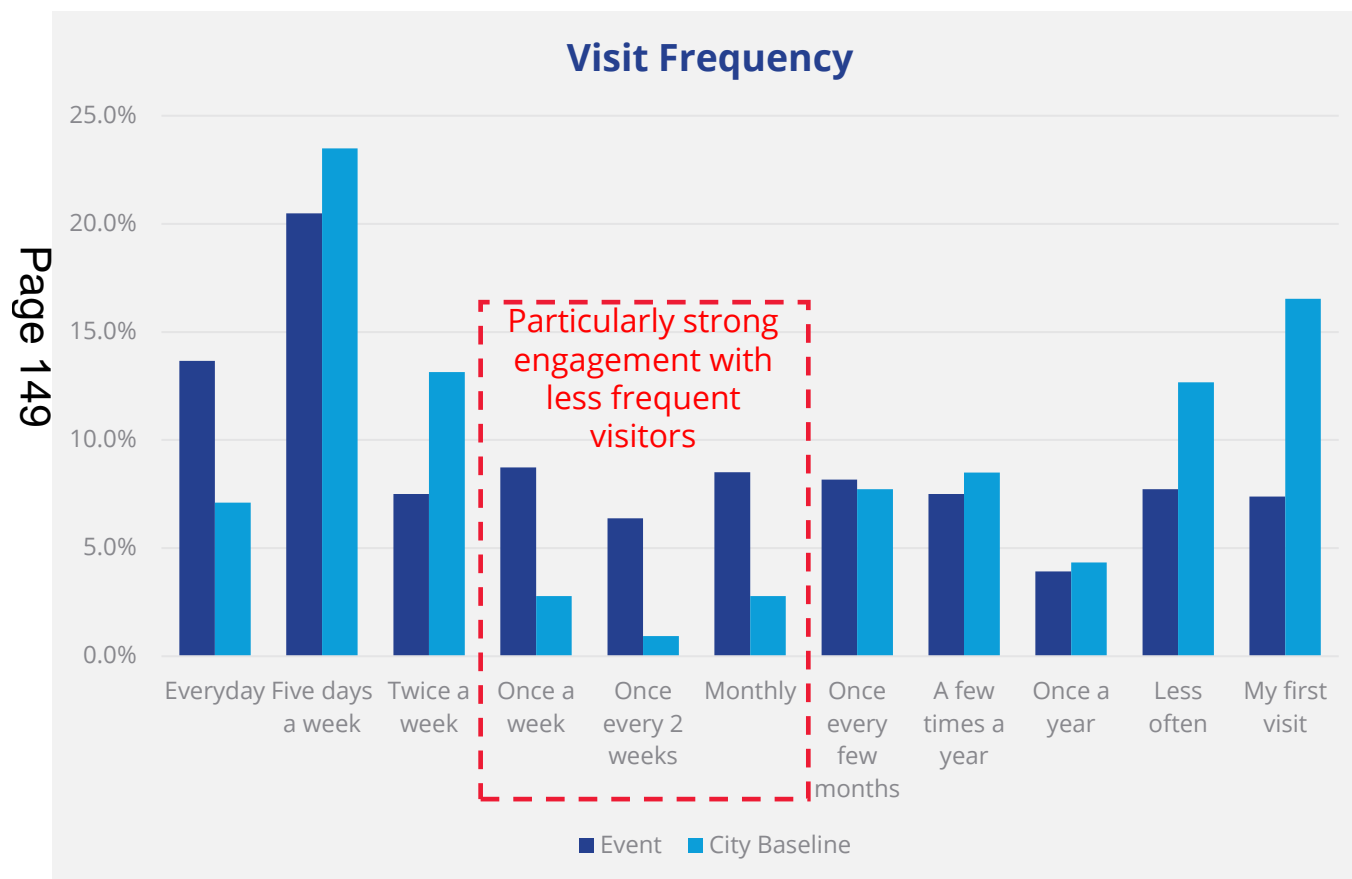
42% visited alone during the week, with 48% visiting with family at the weekend



- During the week more likely to visit alone (42%) whereas at the weekend more likely to visit with family (48%)

Who visits? Consumer demographics

Increased visit frequency during event



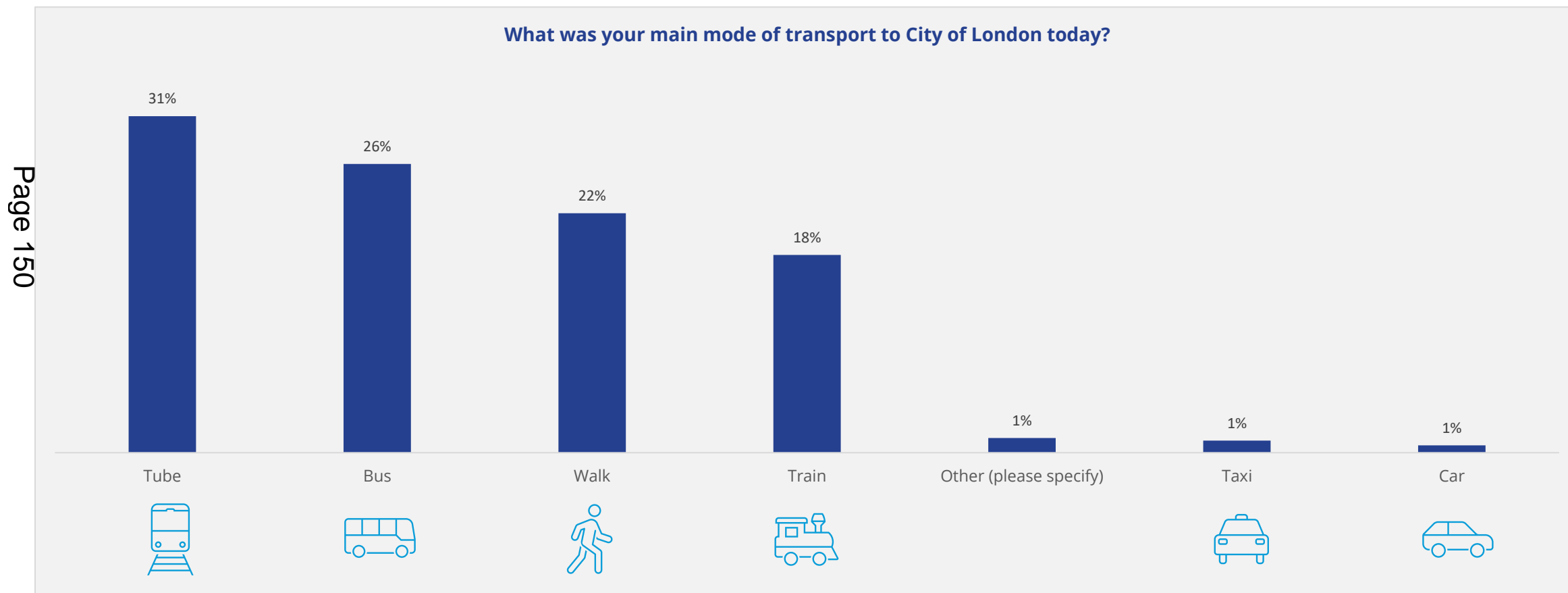
- Increased visit frequency during event versus baseline survey
- On average those visiting during the event visit City of London ~119 times per year, whilst those surveyed in baseline were visiting on average ~103 times per year

Source: Consumer Survey May 2023 & During Bartholomew Fair

Who visits? Mode of travel

Tube and Bus most common mode of transport for event visitors

What was your main mode of transport to City of London today?



Source: Bartholomew Fair Survey 2023

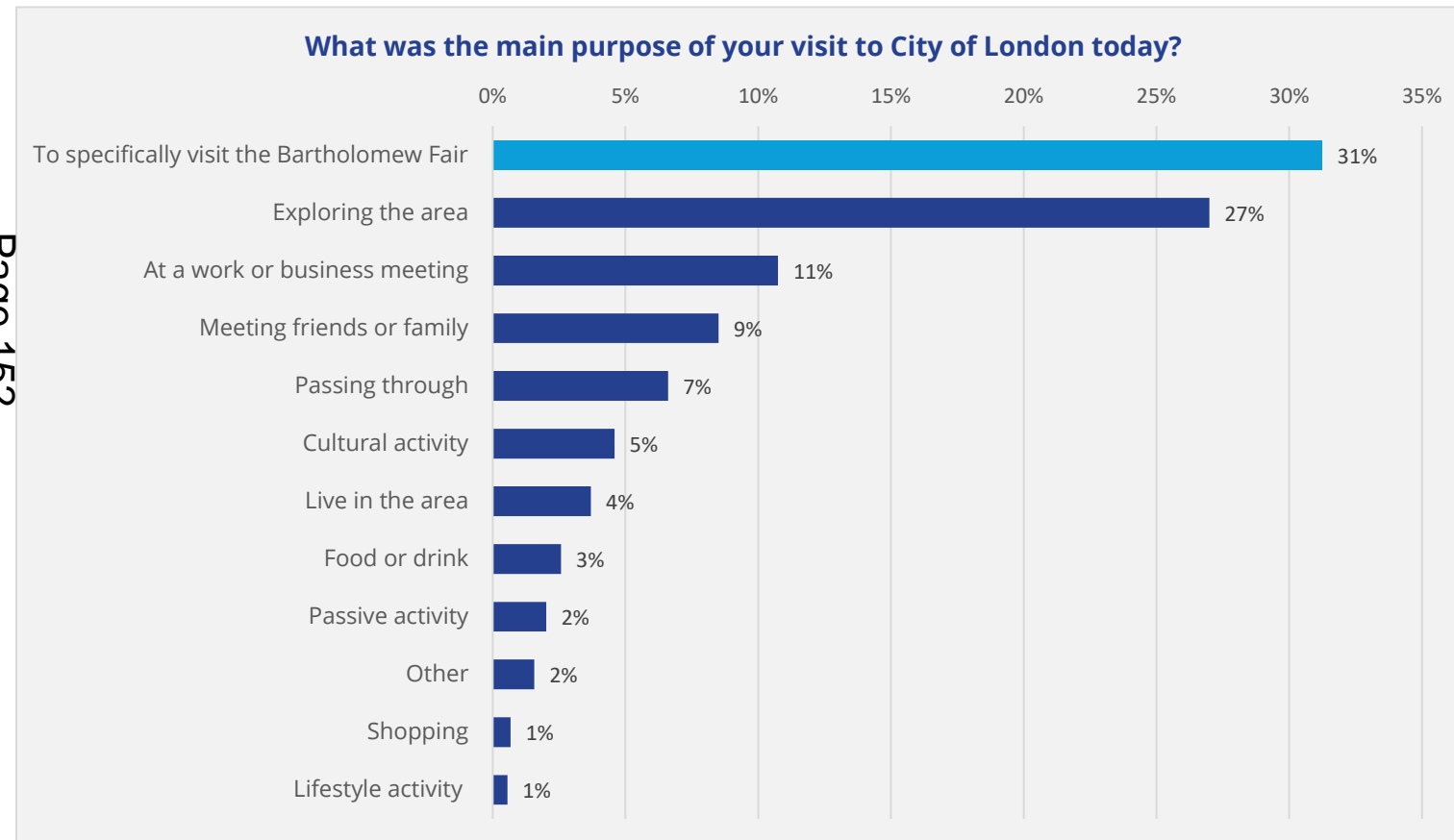
04

What did they do?



What did they do? Main reason for visit

31% of event visitors were specifically there to visit Bartholomew fair



- Of those surveyed across the period 31% were there specifically to visit the fair
 - A strong result given the range of reasons to come into the City
 - A further 27% were there exploring the area

What did they do? Main reason for visit

Main reason for visit for most segments was to visit the Fair



Worker

1. **Visit Bartholomew Fair**
2. At work or business meeting
3. Exploring the area



Domestic

1. **Visit Bartholomew Fair**
2. Exploring the area
3. Cultural activity



Catchment Resident

1. **Visit Bartholomew Fair**
2. Exploring the area
3. Meeting friends or family



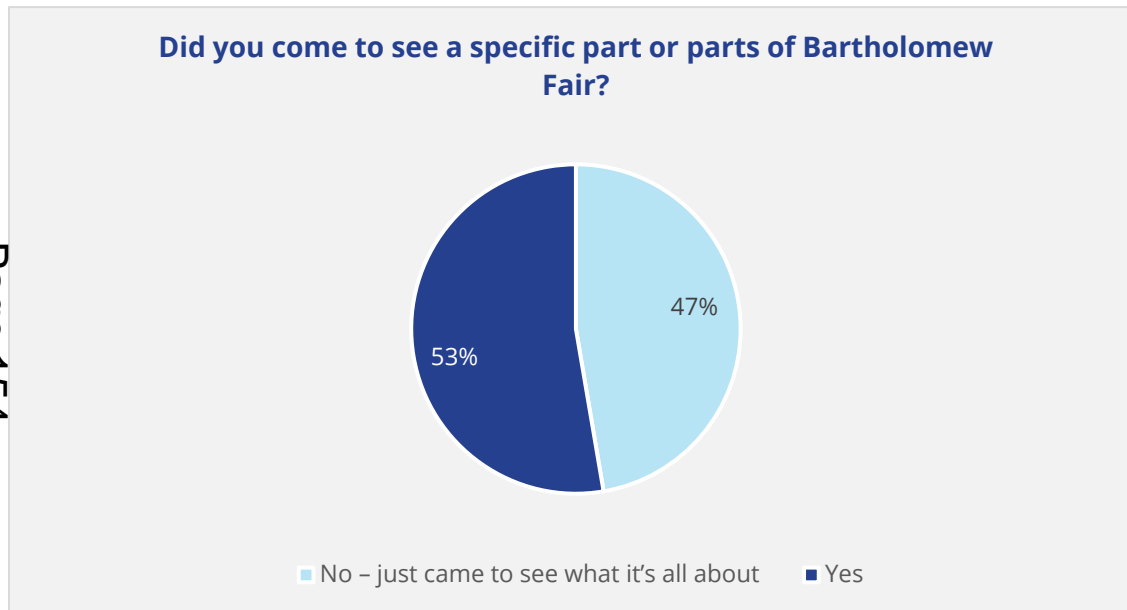
International

1. Exploring the area
2. **Visit Bartholomew Fair**
3. Passing through

What did they do? Combined visit mission

Over half of event visitors combined their trip with food and drink, or socialising with friends and family

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- 53% of those visiting came to see a specific part of the fair, whilst 47% just came to see what it was all about

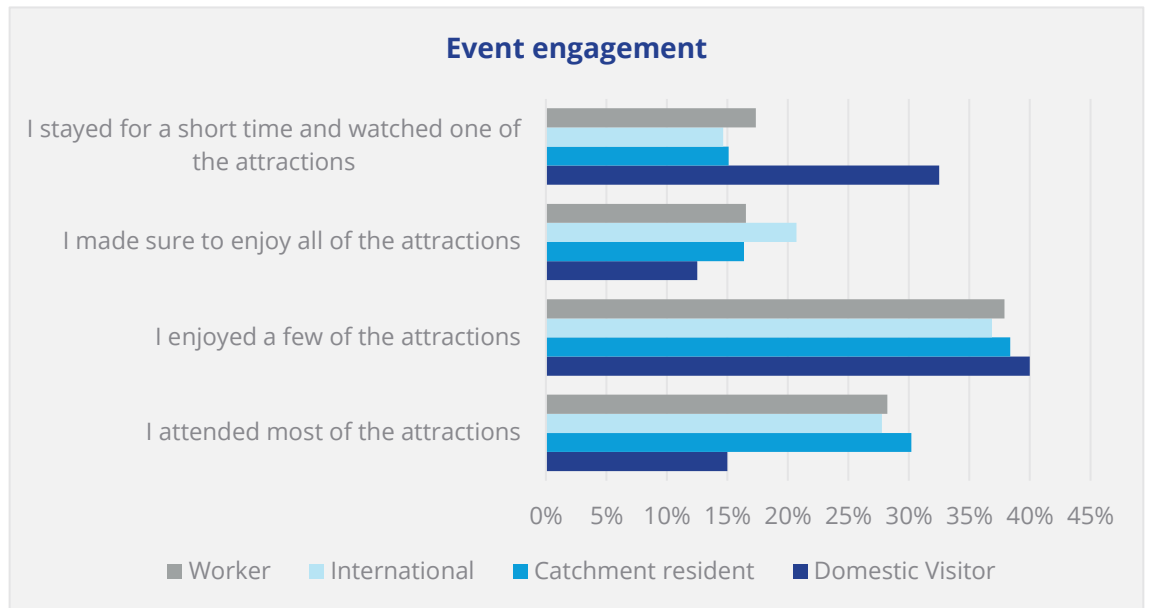
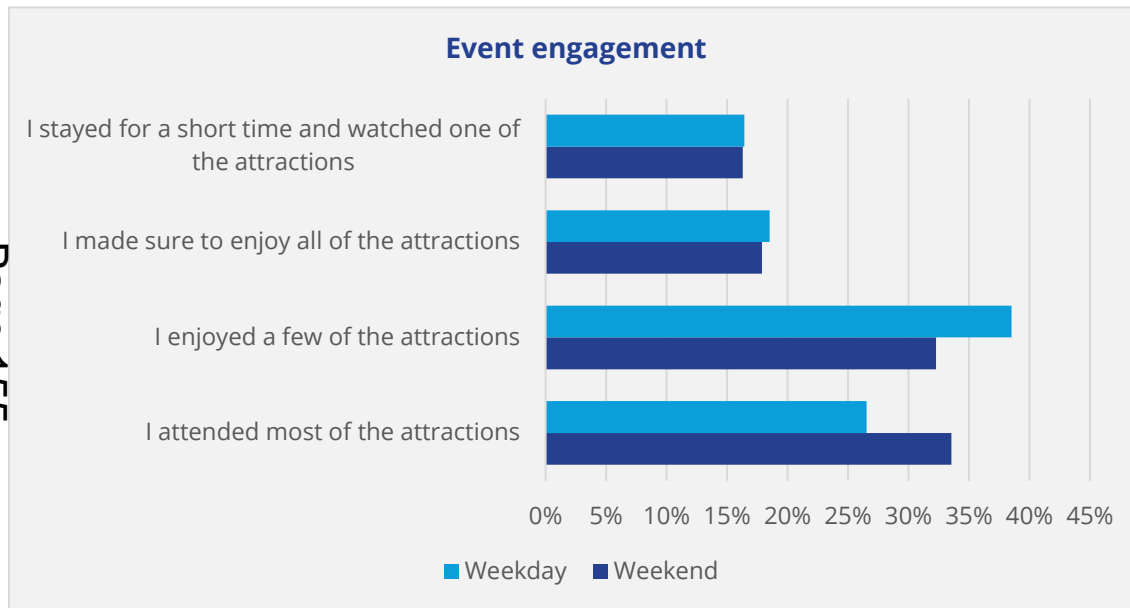


- 29% of those surveyed combined visiting the fair with stopping for food and drink

What did they do? Event engagement

More likely to engage with more of the attractions at the weekend compared to during the week

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- More likely to engage with more of the attractions at the weekend versus during the week, with 34% attending most of the attractions at the weekend (versus 27% during the week)

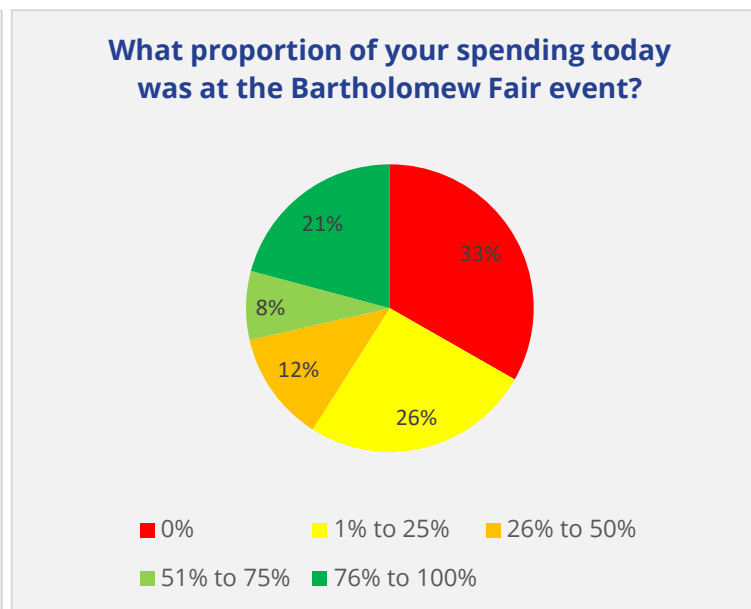
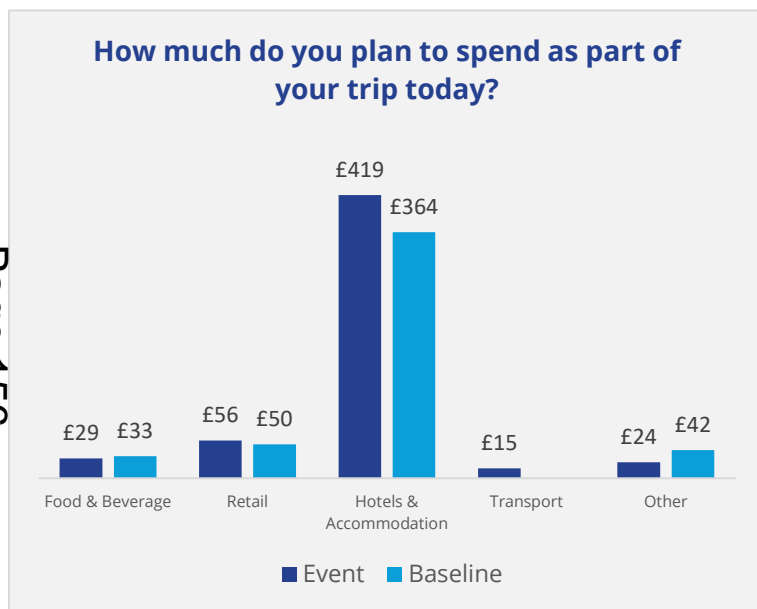
- Domestic visitors typically less engaged with 73% enjoying a one – a few attractions
- International visitors most engaged with 48% visiting most or all of the attractions

Source: Bartholomew Fair Survey 2023

What did they do? Visit spend

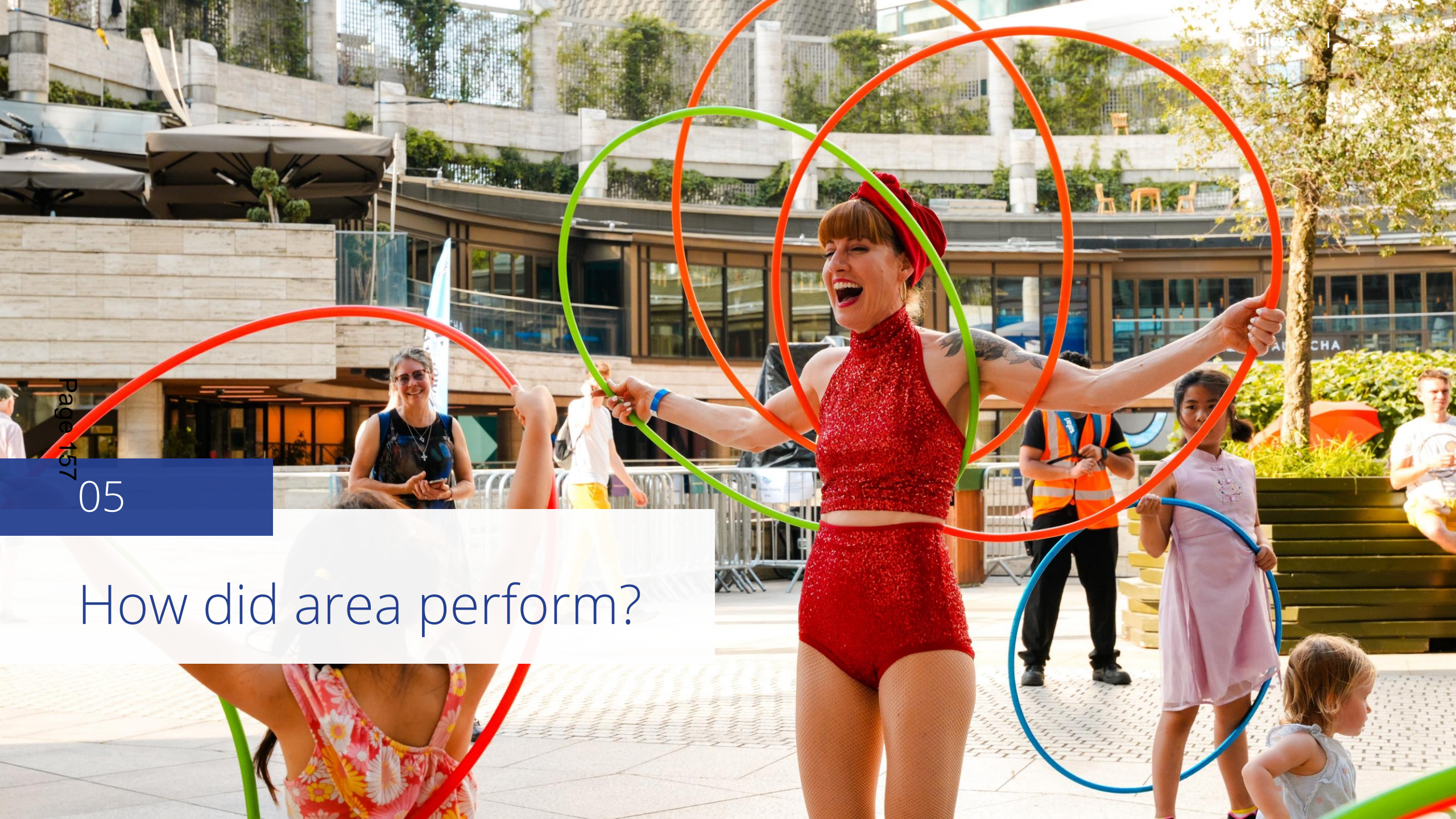
Higher spend on retail and hotels versus City of London baseline average

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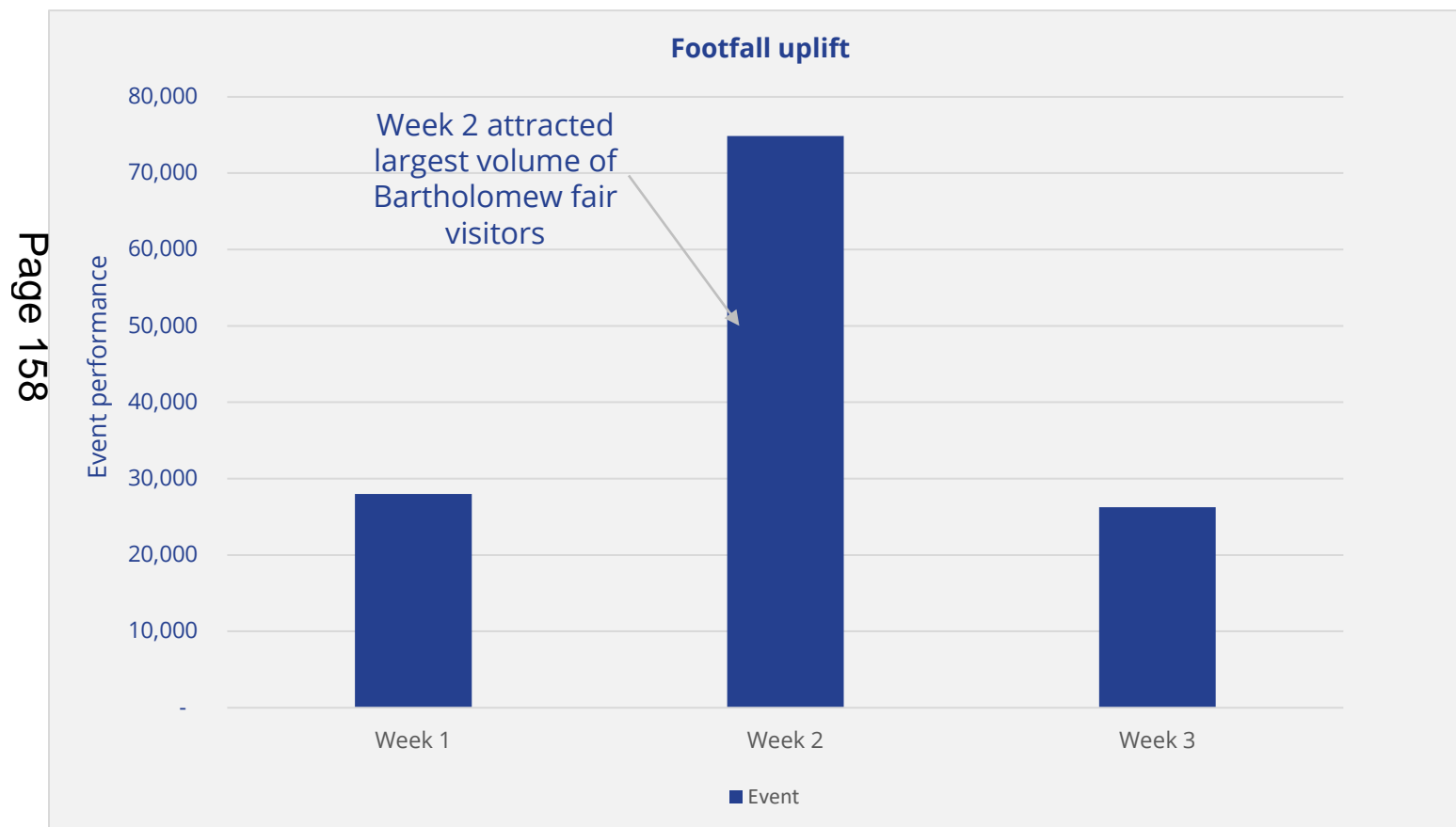
- Typically, higher spend on “Retail” and “Hotels” of those attending the event versus baseline report
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How did area perform?



How did area perform? Footfall

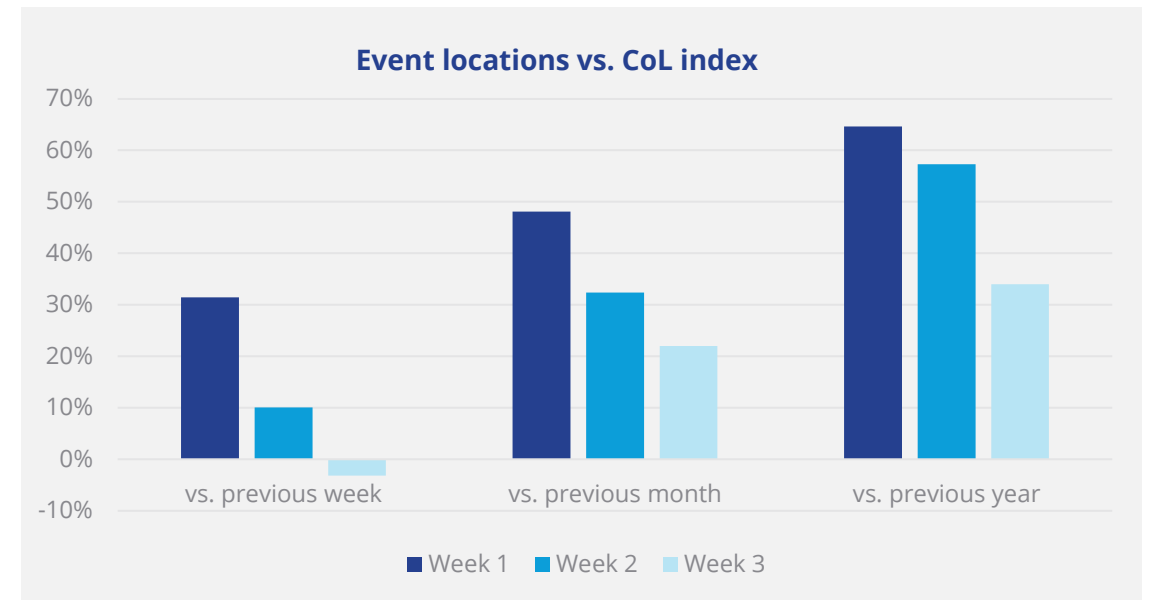
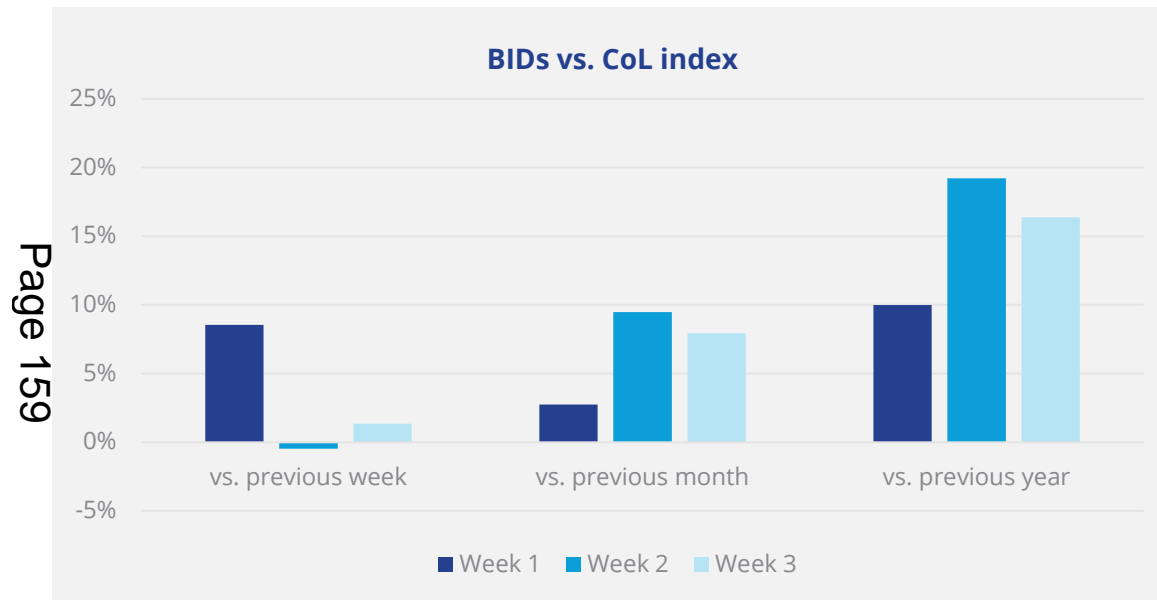
Week 2 was the busiest for the City and in turn attracted the largest volume Bartholomew Fair visitors



- Week 2 attracted the largest volume of visitors
 - City of London was significantly busier in week 2 versus week 1 and 3
- Event locations outperformed wider City of London area across every week of the Fair
 - Based on comparisons vs. same dates the previous year
 - Week 1 = +26% vs. CoL
 - Week 2 = +28%
 - Week 3 = +18%

How did area perform? Footfall

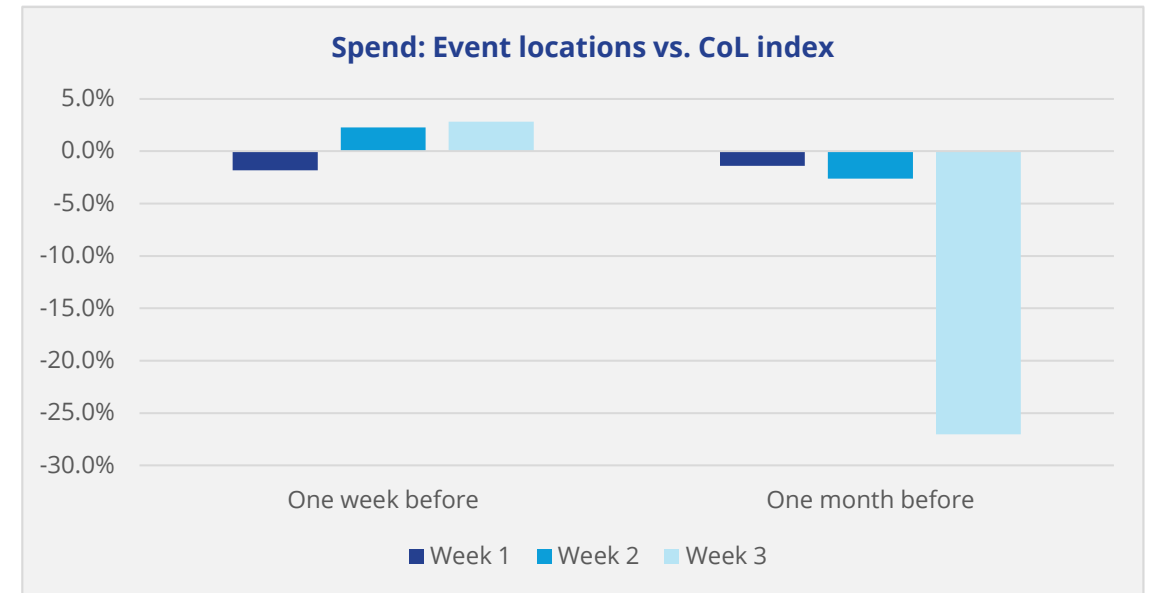
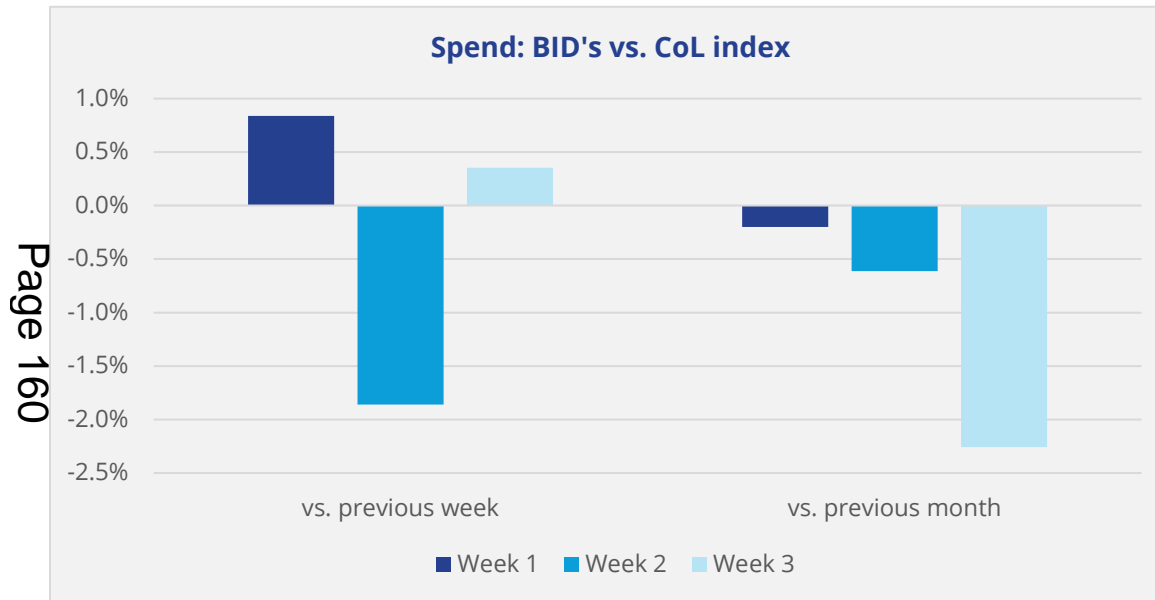
Footfall in event areas outperformed the City of London in all three weeks



- Footfall outperforming the City of London (CoL index) vs. previous month and year in all Bartholomew Fair locations
- Also outperforming City of London in week 1 vs. previous week

How did area perform? Spend

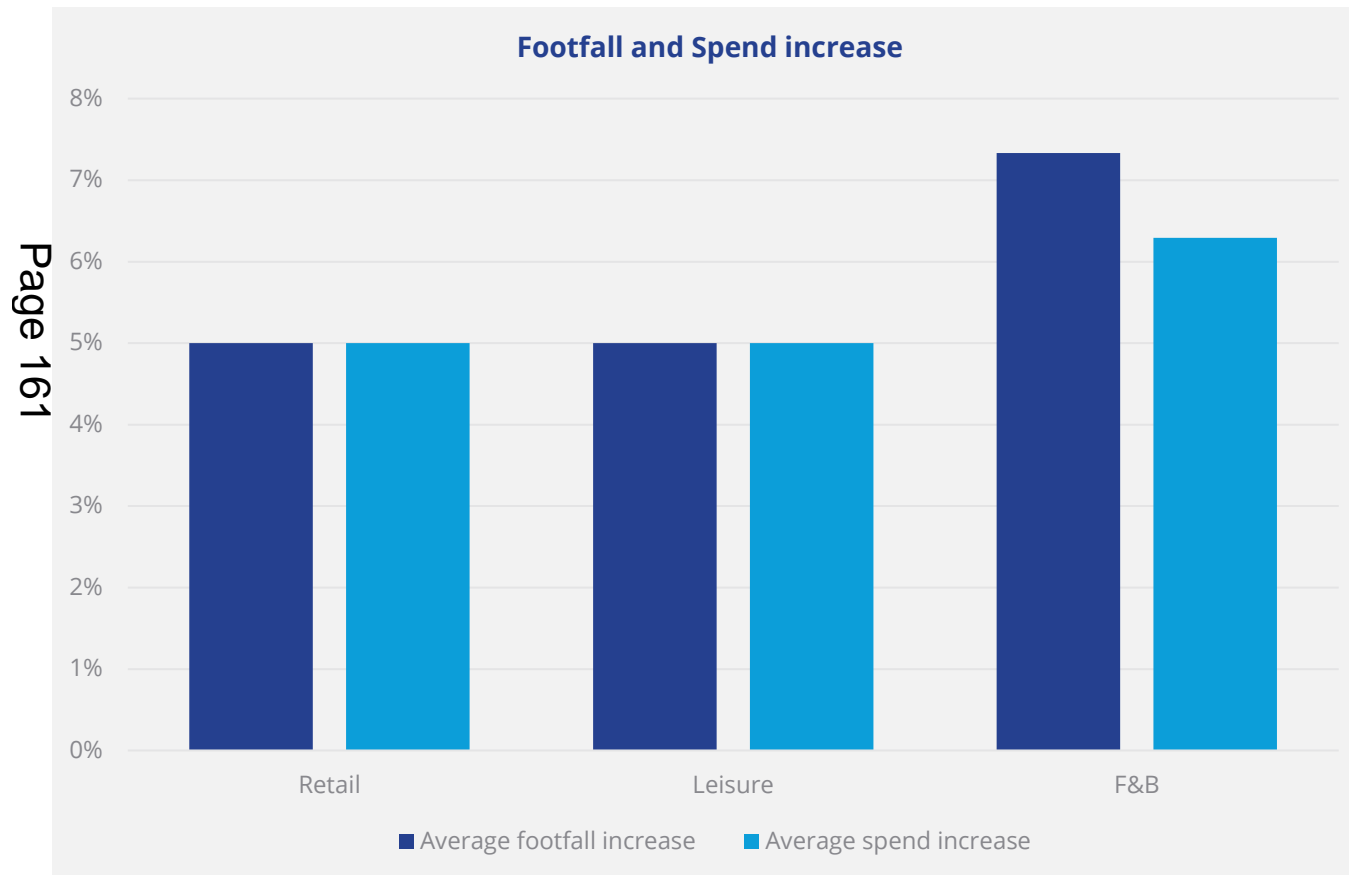
Increased footfall appears to have limited impact on overall spending



- There was limited impact on total spend in either the BID areas that were hosting the events or the areas around the BID's themselves
- On a week-on-week or versus the previous month, impact ranged from around -2% to +1% - this level of variance is typical of weekly or monthly change and so suggests there was very limited impact at a total level

How did area perform? Business survey

Business survey suggests footfall and spend increased similar amounts



- Business survey asked local businesses what impact they had seen on footfall and spend during the period
- Based on business responses footfall and spend increased similar (+5%) amounts during the fair, although footfall increased a percentage point more than spend in F&B businesses



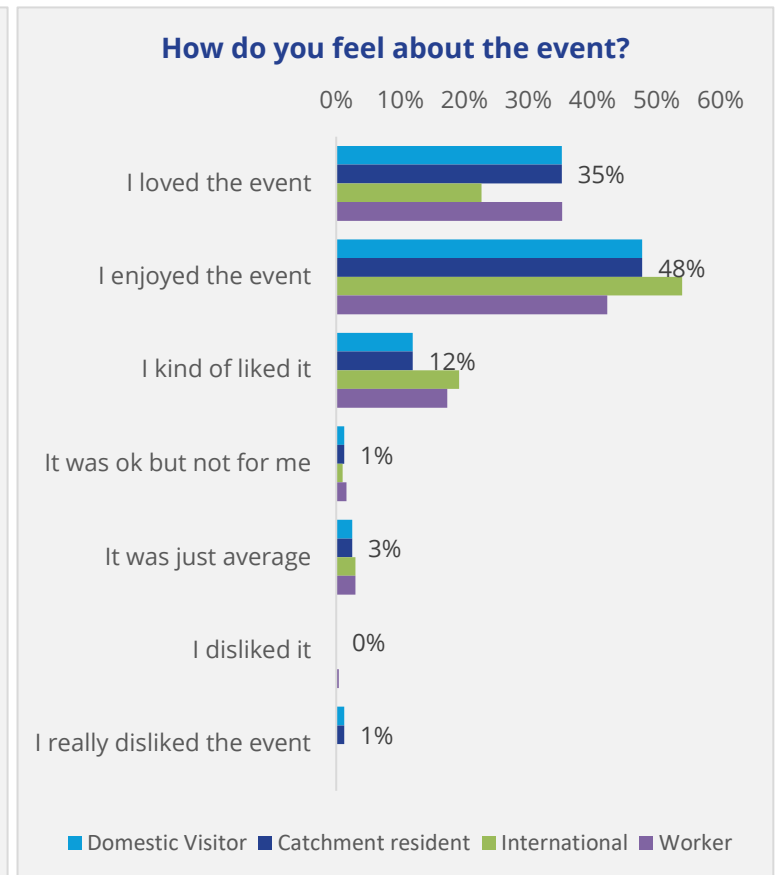
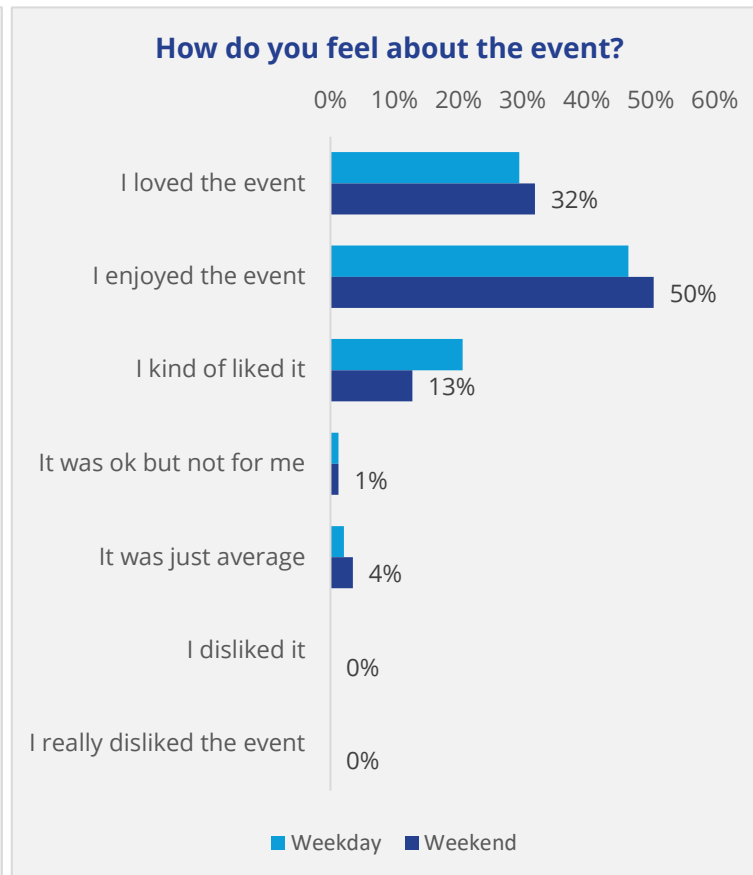
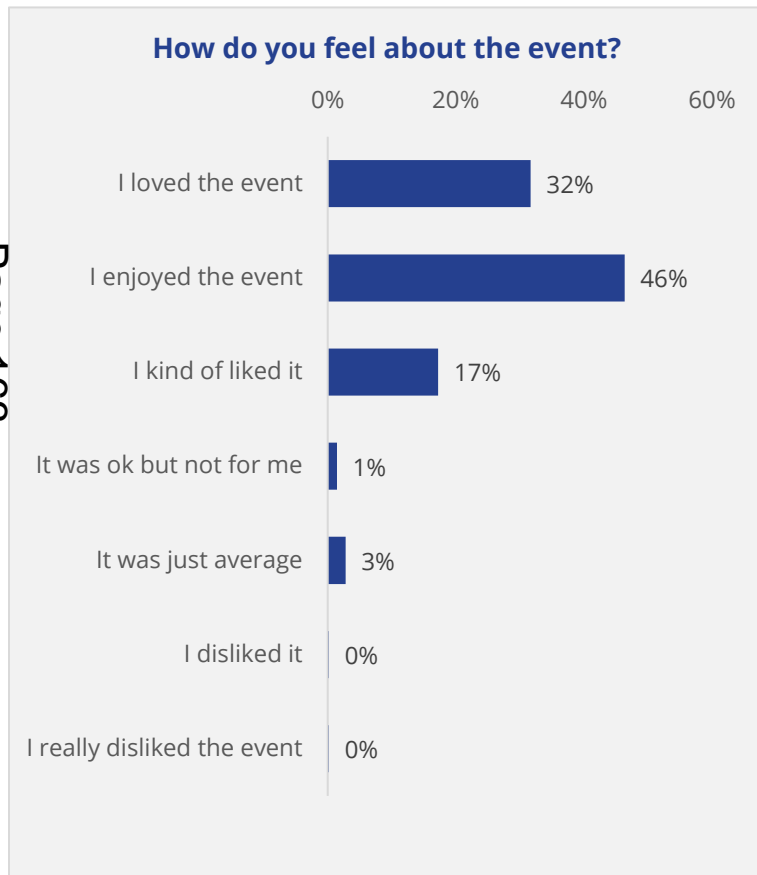
06

How was the area perceived?

How did area perform? Event enjoyment

78% event visitors loved or enjoyed the event

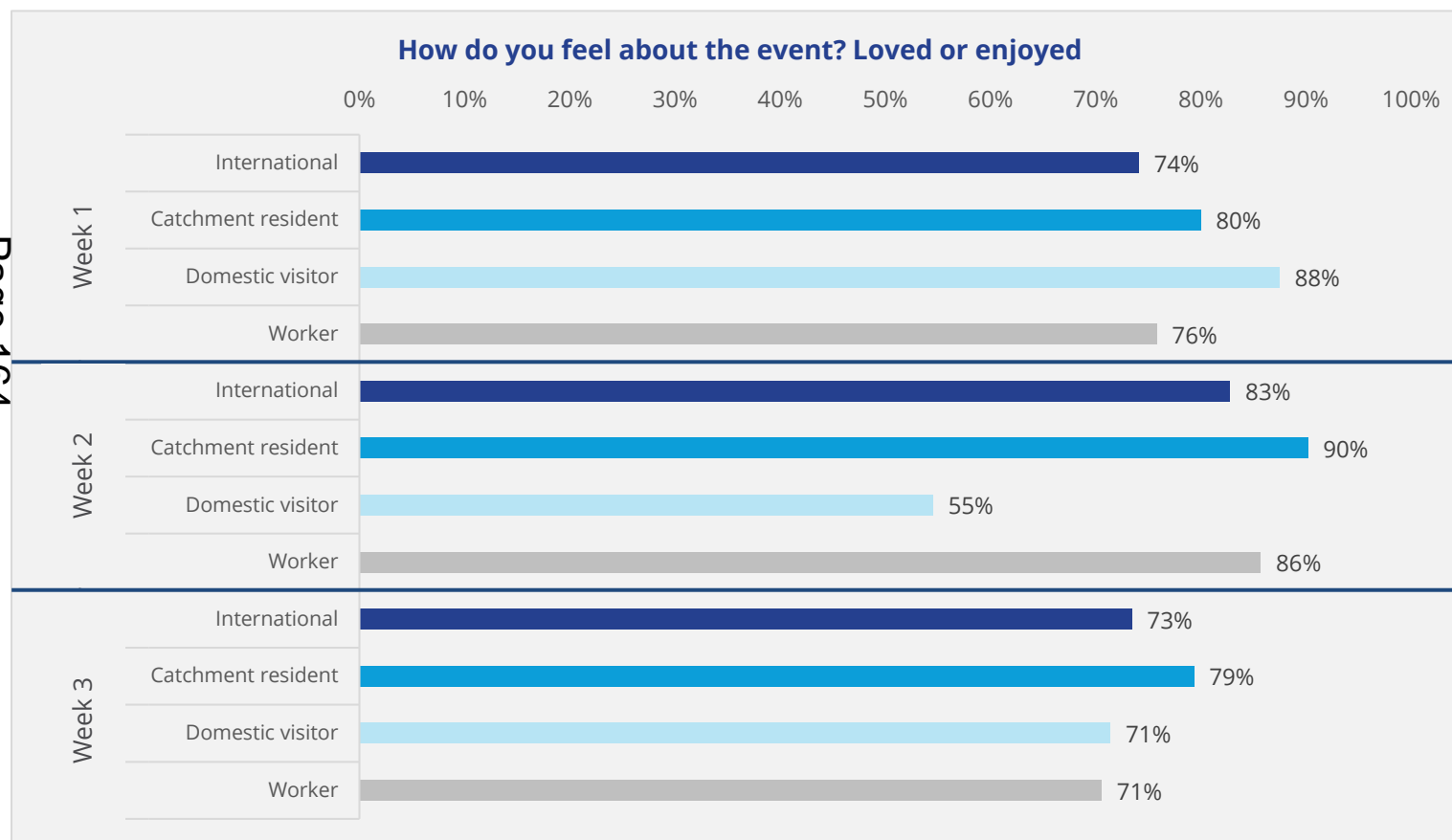
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Source: Bartholomew Fair Survey 2023

How did area perform? Event enjoyment

High proportion of catchment residents 'loved' or 'enjoyed' the event

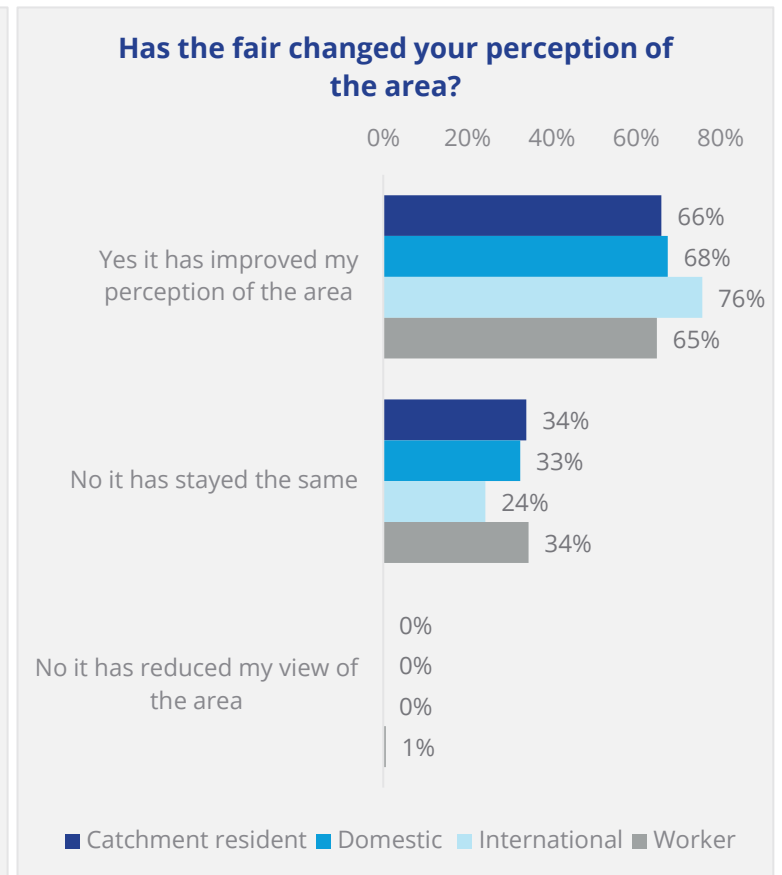
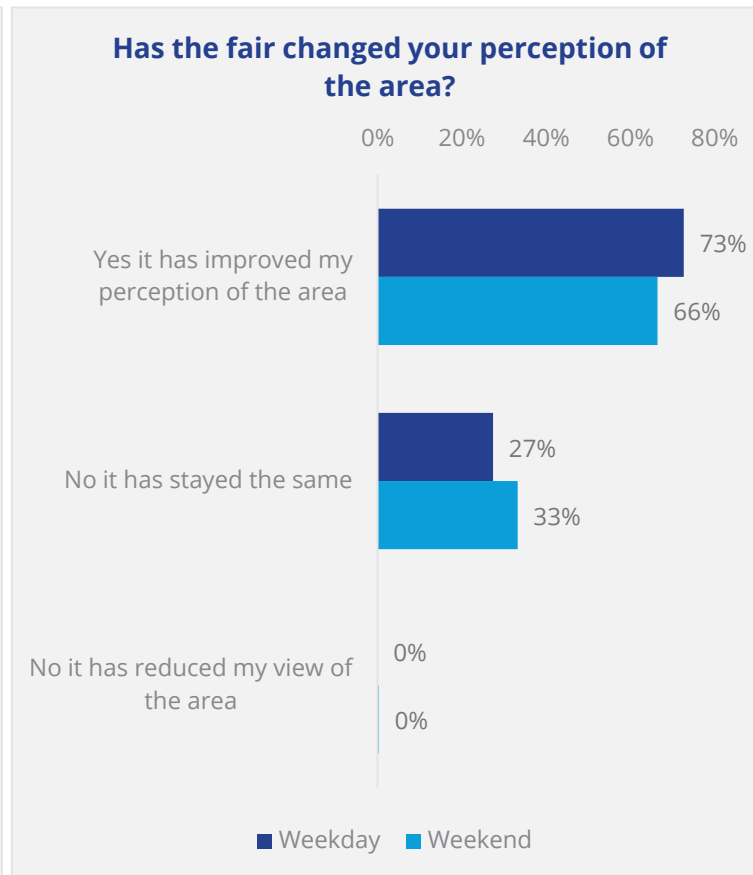
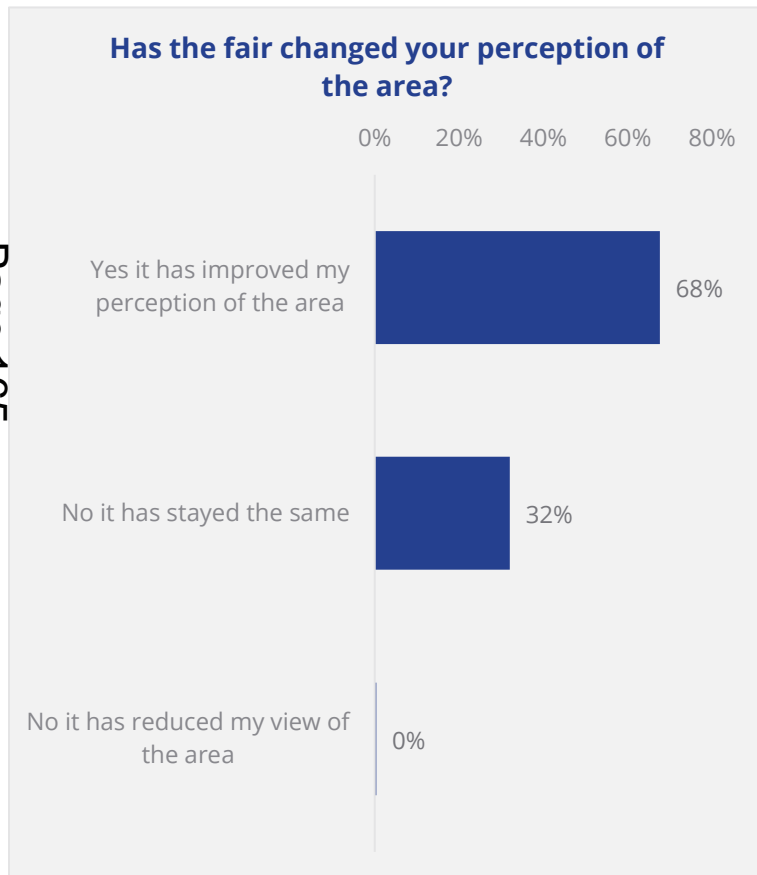


- Catchment residents most likely to state they loved or enjoyed the event
 - Week 1: 80%
 - Week 2: 90%
 - Week 3: 79%
- 88% of Domestic visitors loved or enjoyed the event in week 1, but less favourable in week 2 (55%)

How did area perform? Area perception

68% event visitors said it had improved their perception of the area

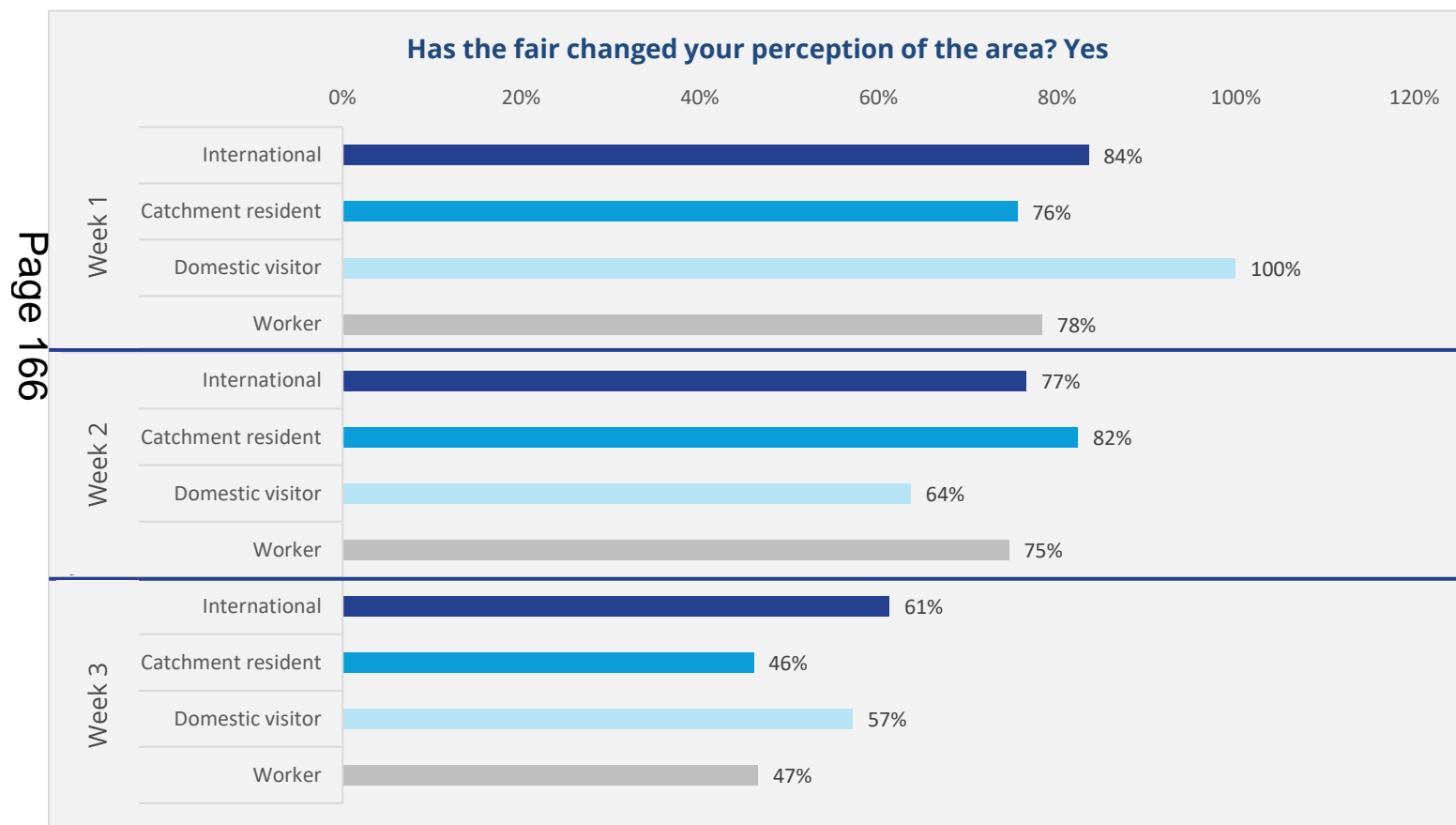
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Source: Bartholomew Fair Survey 2023

How did area perform? Area perception

International and domestic residents most likely to state fair had changed their perception of area



- International visitors and catchment residents most likely to state the fair changed their perception of the area



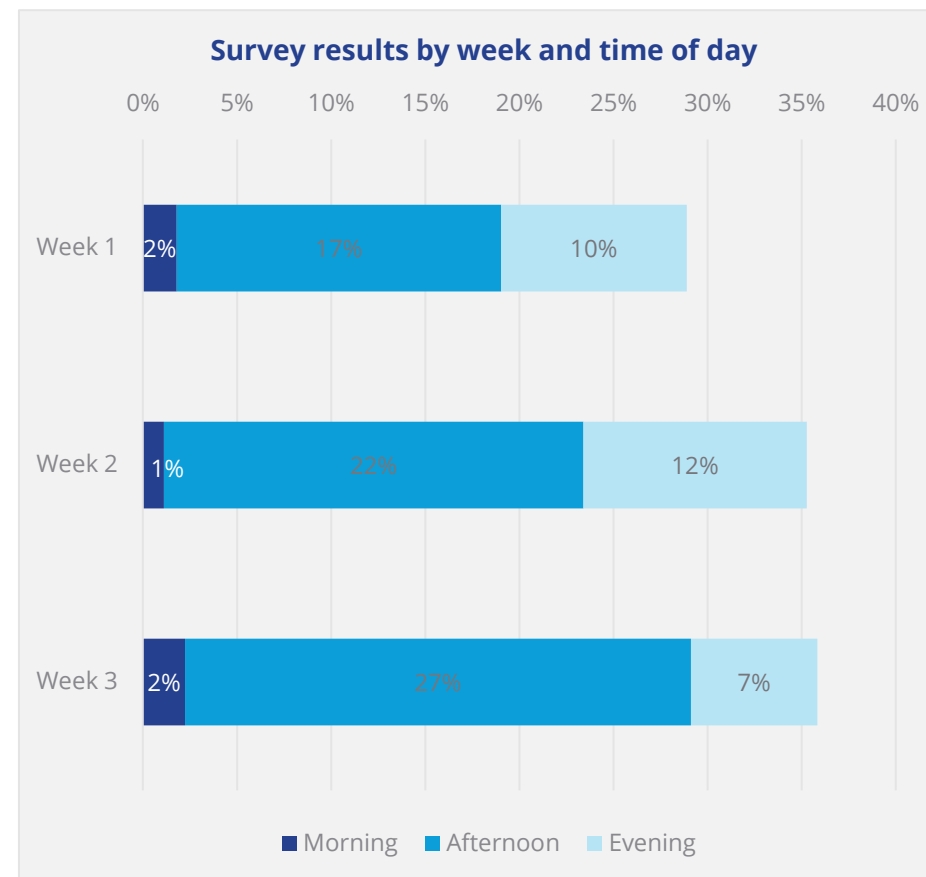
Appendix

Appendix

Surveys conducted to monitor consumer behaviour and preferences

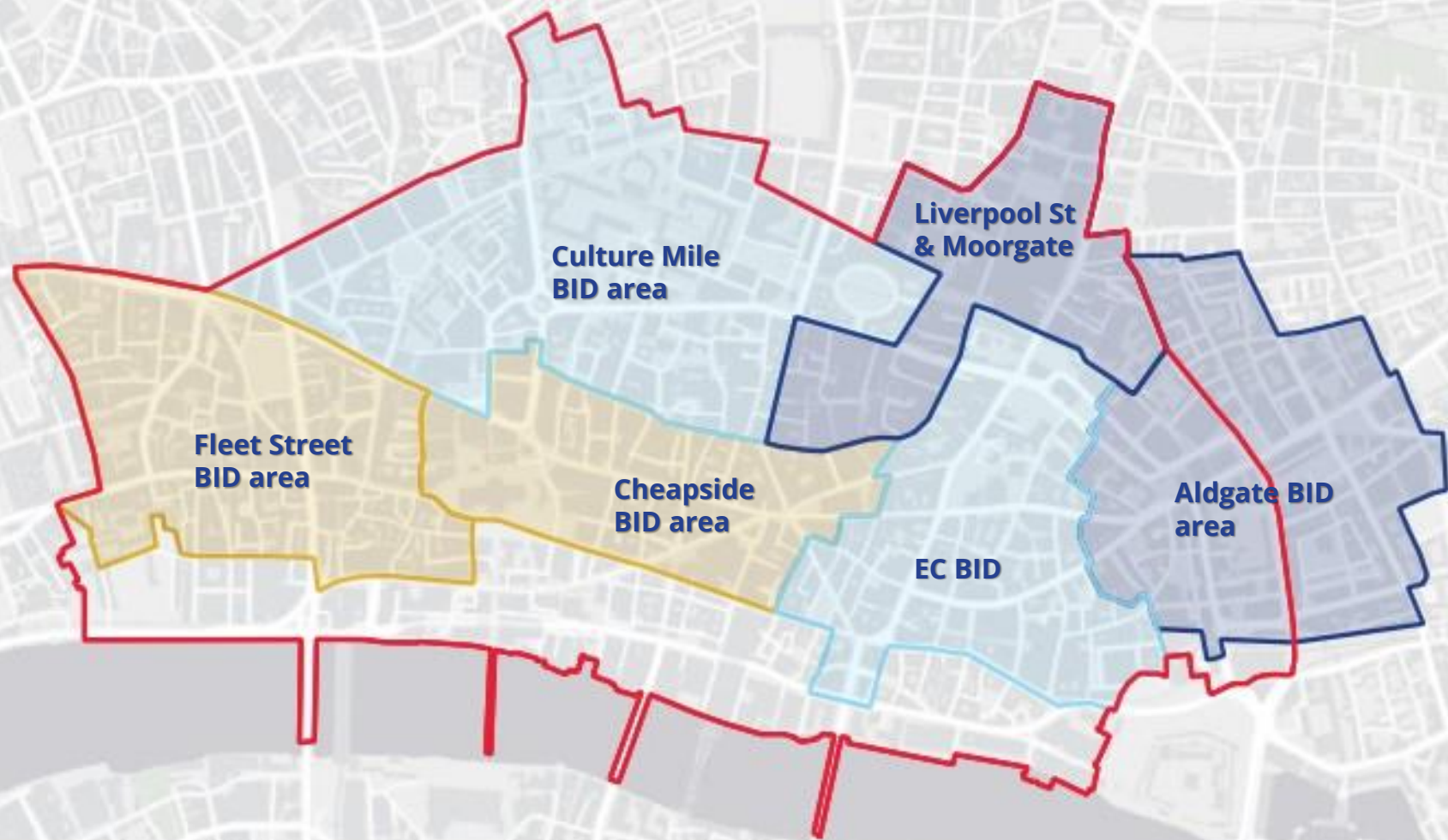
- ~1,500 in-field surveys (including follow up online survey) conducted between 31st August and 18th September
 - Explored behaviours and preferences of Event “users”
 - 12% respondents via online follow up survey. *“Morning” respondents predominantly via online follow up survey*
 - Responses calculated to be approximately 1.2% of total visitors to the fair
 - Sample size aligns with industry best practices

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Appendix | BID areas

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**Fleet Street
BID area**

**Culture Mile
BID area**

**Liverpool St
& Moorgate**

**Cheapside
BID area**

EC BID

**Aldgate BID
area**

Data tools + inputs

We combine client data and proprietary data tools with a broad range of partner insights

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Locate Insights platform



Locate **Venues**



Locate **Spend**



Locate **Footfall**



Locate **Profit**



Locate **Catchments**



Locate **Vitality**

External Data Partners



Data tools + inputs *(example)*

Footfall intelligence

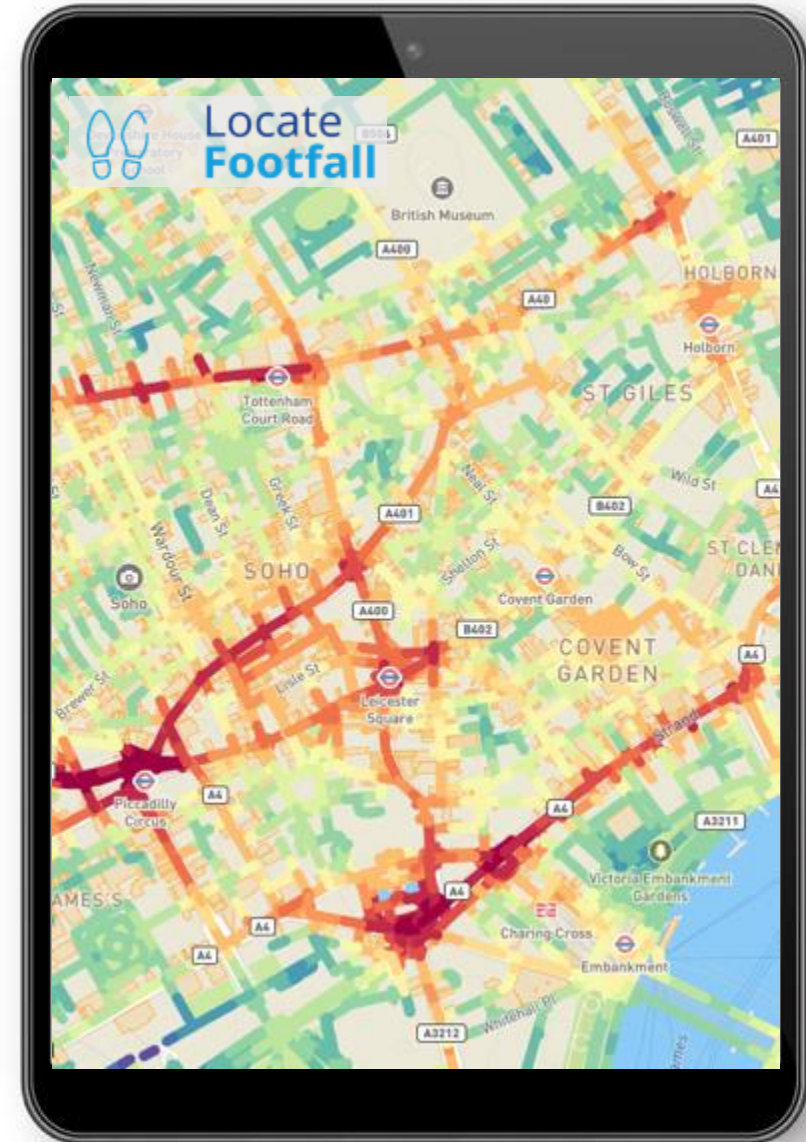
Using mobile data, we are able to profile visitors from a data pool of billions of records

Part of Colliers' proprietary LocateInsights Platform, LocateFootfall delivers unique crowd level profile & behavioural insights for use across the UK retail sector.

The platform is the product of a range of unique partnerships across the Data & Proptech markets, harnessing big data and A.I via a simple browser based tool.

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- ✓ Market leading intelligence from 80+ data sources
- ✓ Sample size of over 9 million active smartphone users
- ✓ Delivers data instantly without hardware installation
- ✓ Location data at any level of geography, over any time period



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Committee(s): Corporate Services Committee Finance Committee Policy and Resources Committee	Dated: 18 October 2023 8 November 2023 16 November 2023
Subject: Target Operating Model (TOM) – final report	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	All
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Chief Strategy Officer	For Discussion
Report author: Alice Reeves, Assistant Director Corporate Performance & Analysis	

Summary

The Target Operating Model (TOM) was approved by the Court of Common Council in December 2020. It was intended to transform City Corporation leadership and organisational structures. Efficiency savings were required to be made alongside the programme. The TOM has achieved several outcomes: it has implemented an agreed set of Organisational Design principles relating to line management structures, resulting in the restructuring of departments and institutions, and it has refreshed the senior leadership team and created enabling services. Departmental savings relating to the TOM have been successfully achieved against target.

The TOM has been extremely challenging for the organisation. Positive outcomes have been achieved. However, the original design of how the programme was to be delivered, and the sequencing of the programme, combined with the extent of the restructuring changes, has had profound effects on what was ultimately delivered, on staff morale and on some service delivery.

Recommendation(s)

Members are asked to:

- **Note** this is the final Target Operating Model programme report, with a small number of areas to complete their restructuring, anticipated by the end of 2023.
- **Note** that financial savings targets in relation to the TOM savings have been overachieved against the £4.5m target, and where remaining savings against the 12% is not yet delivered are due to be realised in the current financial year.
- **Note** the impact of the Target Operating Model programme on City of London Corporation.
- **Note** lessons learnt from the process of implementing the Target Operating Model, which has been shared with Chief Officers.

Main Report

Background

1. The TOM programme was approved by the Court of Common Council in December 2020. It was intended to transform the City of London Corporation leadership and organisational structures, by aligning resources and priorities, prioritising front-line services, and enabling the organisation to become more agile and efficient. In addition, in March 2021 the Court of Common Council approved a budgetary reduction of 12% against 2021/22 departmental budgets, where efficiency savings were required, except for City Bridge Foundation (formerly Bridge House Estates) where no savings were required and the Department for Children's and Community Services which required savings of 6%.
2. At the time it was not possible to estimate what the TOM savings would be and allocate a target to departments. This was due to each department has a different cost base. Some departments are overwhelmingly staff costs, other departments have proportionately much smaller staff costs within their overall spend. The TOM target was therefore set at a minimum value of £4.5m and is part of the overall 12% reduction totalling £17.04m.
3. The TOM programme was originally due to complete by the end of March 2022. However, due to the complexity and scale of the programme, which involved splitting departments into service (front-line) and enabling functions (corporate) and restructuring all departments and institutions, so they align with an agreed set of organisational design principles, this has taken significantly longer.
4. All areas have now completed the design of their restructuring plans (that are compliant with the organisational design principles). Some areas are still in the process of implementing these restructuring plans, these are likely to complete by the end of 2023.
5. The programme did not clearly define objectives and outcomes, except for the cost savings and Organisational Design principles – these have been (or are being) implemented.
6. The interim TOM report (Finance Committee 21 February 2023, Corporate Services Committee 1 March 2023 and Policy and Resources Committee 23 March 2023) outlined the governance for the TOM and what the programme had achieved at the end of 2022. This report focuses on the impact of the programme on the organisation.

Current Position

7. The TOM has delivered several outcomes for City Corporation, including a leadership team more representative of the community it serves, and more consistent line management structures and norms across the organisation as

set out in the Organisational Design principles. However, there have been challenges associated with the programme and its delivery.

8. To date, the TOM savings achieved are £7.334m p.a., the target for staffing cost savings was £4.5m, this has been exceeded by £2.84m.
9. Departments and institutions were restructured simultaneously, hampering elements of delivery, and is one of the reasons that restructuring was not completed by March 2022 as originally anticipated. This approach also reinforced existing silos and severely impacted upon staff morale.
10. Of the four workstreams originally set up, not all were fully resourced – including that on people and culture. This is central to City Corporation being able to achieve its objectives and has now been separated from the TOM and is being taken forward as part of the People Strategy. Part of this workstream will focus on refreshing the corporate vision, values and behaviours - staff engagement on the People Strategy is already underway.

Outcomes and Analysis

11. The TOM has been disruptive to the organisation and its staff. Moving forward activity on the people strategy, organisational culture, continuous improvement and data will be key to support staff deliver objectives and create efficiency savings. The structural changes created by the TOM, together with the arrival of the new Town Clerk and Chief Executive means that the people elements and culture change can be delivered as an integral part of business as usual.
12. Programme-level equality impacts, metrics and other measures were not defined, so detailed analysis of specific TOM impacts is challenging. It is clear, however, that programme design and ineffective project planning exacerbated the challenges in delivering wide-ranging TOM changes. Enabling functions and support services (predominantly in HR, DITS and Chamberlains) were not scaled up to manage transition which, amongst other things, negatively impacted staff morale.
13. Despite splitting between service and enabling functions, programme activity did not involve reviewing the organisation horizontally and operationally for consistency and duplication, to align the needs of service departments with provision from the corporate centre. This is generating unintended consequences and impacting on potential efficiency gains. It is also reducing interoperability between departments that are already affected by staffing cuts. For several internally facing enabling functions (and some others) it has created uneven workloads and instability across the organisation.
14. Financially, the overall 12% savings is close to achieving its targets. Annual savings from the TOM total £7.334m - has been achieved through redundancy and flexible retirement The total 12% savings target is £17.04m, leaving unachieved savings of £0.86m. These are being addressed in

2023/24 with departments still going through their TOM. These savings are permanent and delivered on an annual basis.

15. The TOM cost the City Corporation £10.045m between 2019/20 and 2021/22 - most of this spend relates to redundancy and flexible retirement costs. There may still be further redundancy costs that are yet to be realised from those areas still implementing staff changes. During this period, costs relating to consultancy spend were £1.51m (for project and programme services provided by external providers). In addition, there are new ongoing salary costs of £1.8m p.a. mainly due to staffing changes arising from the TOM, of which have been resourced through reprioritisation of existing budgets. Of the £10.045m total costs, £8.245m are one-off costs to the Corporation.
16. Many lessons have been identified following the TOM. These have been shared with Chief Officers and should be taken into consideration for any future change programmes. Now that City of London Corporation has restructured it is in a better position to manage change.

Proposals

17. Members of Policy & Resources Committee, Corporate Services Committee and Finance Committee to note the status and impacts of the TOM programme - that some restructuring and cost savings activity will continue until the end of the calendar and financial year, respectively – and that there will be no more reports on the TOM.

Corporate & Strategic Implications – The TOM is delivering a more consistent and updated corporate and leadership structure for the organisation. It brings departments to a starting point to deliver transformational change; however, it does not deliver this. The TOM has successfully delivered new leadership structures, but further work is needed for culture change to happen.

Financial implications – A small balance of the 12% savings are still being realised, to be delivered in 2023/24. The general 12% savings applied to budgets totalled £17m. The TOM savings target (linked to staffing reductions) agreed by Court of Common Council in 2020/21 was £4.5m – this is the figure that has been exceeded. At the time this decision was made, it was not possible to estimate what the TOM savings would be and allocate a target to departments as each department has a different cost base. The TOM target was therefore a range with a minimum value of £4.5m and is part of the overall 12% reduction totalling £17m. In addition to savings, some new and strengthened functions were proposed that required investment (e.g. EDI, Chief Strategy Officer and office of the Chair of Policy and Resources) – these are where the new ongoing staffing costs apply.

Resource implications – Programme management resource ceased in March 2022, so programme support is limited to ensuring governance processes are functioning. This should not affect delivery by the end of 2023.

Legal implications - None

Risk implications – The longer the programme delivery aspect of the TOM process takes, the longer it will take for the organisation to focus on transformational change and realise the benefits of TOM.

Equalities implications – A programme level PSED or EIA was not completed. However, departmental restructuring plans were required to detail EIA implications and, where relevant, PSED assessments and actions.

Climate implications - None

Security implications - None

Conclusion

18. The TOM has been a wide-ranging and complex programme transforming City Corporation structures. New structures have been agreed and implemented or are due to be implemented by the end of 2023.
19. The 12%, or other agreed, cost savings are on track to be achieved by departments and institutions, noting that other cost savings initiatives are now underway given financial pressures.
20. The TOM programme had profound impacts on staff morale. The conclusion of the TOM programme represents an opportunity for City Corporation. The organisation has been restructured, and a new Town Clerk and Chief Executive is in post, with a vision for people and culture within the organisation that will support delivery of collective corporate goals.
21. Any lessons learnt from this TOM should be reviewed and applied in the event of further restructuring programmes being considered.

Appendices

- Appendix 1 – TOM Final Report

Background Papers

None

Previous report to Committee on this subject:

Target Operating Model (TOM) – Interim update report - Finance Committee 21 February 2023, Corporate Services Committee 1 March 2023 and Policy and Resources Committee 23 March 2023

Non-Public report of the Establishment Committee - Court of Common Council – 3 December 2020 (available on request from the Town Clerk's Department)

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Target Operating Model: Final Report

October 2023

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Introduction

The Target Operating Model (TOM) was approved by the Court of Common Council in December 2020. The purpose of the TOM was “to update and simplify the structures and ways of working of the City of London Corporation to enable us to be radical, more agile and proactive to withstand both internal and external challenges. Fundamentally, the TOM’s aspiration was to ensure best use of resources to deliver our mission: to create a vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK”¹.

The TOM interim update report² was published in early 2023. This summarised where activity had reached by the end of 2022 and what had been achieved, including TOM-related savings, and outstanding activity. Information explaining the context, background, governance and organisational design (OD) principles of the TOM programme can be found in the Interim Report.

This is the final TOM programme report. This report is retrospective and covers the corporate restructure and its impacts. The design phase of the TOM completed earlier this year (the majority of departments completed TOM restructuring in 2021/22); the remaining restructure implementation agreed during the design phase (through Officer and Member governance structures) is underway and likely to complete at end of 2023. OD principles are now widely implemented, meaning there is an opportunity to use the new corporate structures combined with the developing People Strategy, transformational change and organisational culture to address remaining challenges.

The TOM has been extremely challenging for the organisation as, like many complex bodies, the organisation adjusts to post-covid financial realities and adapts for the future. Positive outcomes have been achieved, however, the original poor design of how the programme was to be delivered, and the sequencing of the programme combined with the extent of the restructuring changes, have had profound effects on what was ultimately delivered, on staff morale and on some service delivery.

Measuring TOM outcomes is also challenging. These were not defined from the outset, were not consistently communicated and shifted during the process. Beyond the OD Principles, TOM savings target of £4.5m in relation to staffing cost reductions (and agreed exceptions or variations), no performance indicators or success criteria were set for the programme. Of the four programme workstreams, only one has a defined outcome, and three were resourced. The analysis in this report consequently focuses on how far the intentions of the workstreams were implemented in the absence of measurable outcomes and any unintended consequences of the programme.

On TOM related finance targets, the cost of the programme to date has been £10.045m, mainly relating to redundancy and flexible retirement costs. The TOM has made annual savings of £7.344m against a target of £4.5m. The overall 12% savings target was £17.04m (including £4.5m TOM target), of this total annual savings of £16.18m have been achieved. The savings shortfall is being addressed in the 2023/24 financial year; star chambers took place during May/June 2023 to ensure these savings will be delivered. Figures do not include costs for filling roles temporarily where necessary, or buying in services where staff had left (in some cases as a consequence of the TOM).

The TOM has been a catalyst for transformation and reform and is now an opportunity to realign around priorities, both political and from the new Town Clerk and Chief Executive. This will take time and resource to embed. Modernised structures are in place, but investment needs remain, in order to generate and deliver successful outcomes and prioritisation. This report covers:

1. **TOM outcomes:** analysis of what has or has not worked
2. **TOM finance review:** the costs and savings associated with the TOM to date, including project costs, implementation costs and all other costs linked to TOM activity

¹ TOM Steering Group Terms of Reference

² Target Operating Model (TOM) Interim Update – December 2022

3. **Restructuring and Head of Profession (HoP) implementation:** an update on areas still implementing OD principles and Heads of Profession with provisional timelines
4. **Ongoing activity:** activity linked to TOM outcomes being delivered through newer and refreshed workstreams

Part 1: TOM Outcomes

This section focuses on programme delivery and the extent to which the intentions of the TOM were achieved. The programme aimed for wide-scale change, affecting a large number of roles. Programme design hampered delivery, with some support services not being prepared to manage the process. This has had profound impacts that are set out in the first part of this section.

Programme delivery was split into four workstreams. The first three of these were resourced, the fourth was not (with the exception of institutions, see below). Analysis below explores delivery of each workstream.

- a. Tier 1 restructure, talent & leadership
- b. Organisational design
- c. Enabling functions
- d. Ways of working, institutions, behaviours & culture

In addition to restructuring, departments were required to make cost savings (with some exceptions/variations), see part 2: finance.

Scope and programme design

The TOM programme had far-reaching ambitions, with restructuring affecting most roles within the organisation. Restructuring very large complex departments required far reaching changes affecting staff. This is especially true for areas such as Environment where modernisation has required significant change, affecting jobs and livelihoods.

Programme design and ineffective project planning further exacerbated the challenges in delivering wide-ranging TOM changes. Enabling functions and support services (predominantly in HR, DITS and Chamberlains) were not scaled up to manage transition which, amongst other things, negatively impacted staff morale and put additional pressure on these teams.

In particular, the lack of planning for HR capacity needed to support a restructure had major negative impacts. The department was simultaneously required to support restructures while restructuring itself, and was under resourced in the extreme at a point when it played a critical role in supporting restructuring and recruitment. During this process, HR staff were also suffering from restructure related uncertainty about their own roles. This delayed decision making, resulting in some staff suffering very long periods of uncertainty while recruitment and restructuring decisions were made, resulting in City Corporation losing skilled, experienced staff.

Staff were further affected by a hiring moratorium, creating significant secondary pressures on existing roles and impacting on morale and motivation of staff remaining in the organisation. All of these impacts impaired corporate ability to deliver services. Where gaps were addressed through hiring of temporary staff this incurred costs. Where departments were permitted only to recruit to fixed term contracts this resulted in higher staff turnover leading to poor project delivery due to a lack of continuity.

Furthermore, the programme stated an aspiration of culture change but prioritised meeting savings targets. These, alongside implementing Organisational Design Principles (see next section), became the focus of the programme.

The combination of the scale, programme design and workstream structure (further detail below) created complexity in the context of an ineffective delivery structure.

Leadership and management

Workstream 1 focussed on restructuring executive leadership. An independent review of organisational design was conducted by McLean Partnership³. This identified that City Corporation was challenged in its efforts to achieve the Corporate Plan 2018-2023 outcomes. Specific issues identified related to management structures being unfit for purpose and recommendations fed into workstream 1 (Tier 1 restructure) and 2 (Organisational Design). Findings stated:

- Management structure is unwieldy and lacks agility, with the size of the management team too large
- Size and structure of the organisation supports a lack of engagement and reinforces a siloed approach
- Too many tiers of management, particularly between grade F and grade H
- Average span of responsibility for managers is too low
- Span of responsibility for the Town Clerk and Chief Executive is in excess of any meaningful standard norm
- Duplication of roles and responsibilities
- Demographics of the organisation at senior levels does not fully represent the City it serves

Leadership transformation was achieved early. McLean Partnership recommendations identified the need for a slimmed down management structure more representative of the community it serves. The new executive team is more diverse and line management numbers for the Town Clerk and Chief Executive have been adapted in line with new structures. An updated organogram at annex A provides further detail on management structures.

Further detail on the relationship between the institutions and the broader City Corporation, including line management arrangements between the Town Clerk and Chief Executive and Institutions is in the 'Ways of Working' section below.

Organisational design

Workstream 2 dealt with the remaining McLean Partnership recommendations not covered above. These led to the development of the OD principles, used as the guiding structure for transforming departments and institutions.

OD principles

- Create no more than six layers in the organisation (excluding Town Clerk and Chief Executive)
- Create shared management objectives for all senior management grades
- Ensure spans of managerial control will be equalised to one manager per six employees in most circumstances
- Phase out all one to one management responsibility
- Organise our services to create the new operating model, for example reviewing duplication of roles
- Use agreed designations for the most senior three tiers in the organisation
- Create an agreed Establishment for each department and workforce plan so that vacancies are managed and not left unfilled without planned activity

Implementation of the OD principles is still outstanding in a small number of areas (see part 3). However, overall principles have been consistently implemented across City Corporation. Agreed

³ Independent Management Review – McLean Partnership, March 2020

designations are in place for senior tiers of management, standardised spans of management control (phasing out one to one management and limiting one manager to no more than six employees) have in most cases been implemented, with a small number of exceptions where no alternative was practicable. This restructuring has also decreased the number of layers in the organisation. The table in part 3 maps the delivery of the OD principles, updated from the interim report.

Senior leadership ensured that OD principles were adhered to. Chief Officers provided assurance that OD principles were adhered to via the Executive Leadership Board and updated in establishment plans.

Enabling functions & service departments

Workstream 3 was aimed at restructuring City Corporation service provision and aligning corporate resources with service delivery by prioritising front line services and strengthening enabling (corporate) services. This section covers the modernisation that took place within departments and alignment between enabling functions and service departments.

Departments

Outward-facing service departments (DCCS, Environment and IG) were reimaged alongside cross cutting enabling departments providing corporate business support. Beyond splitting functions by type, no work was envisaged (or took place) to align the needs of service departments with provision from the corporate centre.

For several of the internally facing enabling functions the TOM has created uneven workloads and instability across the corporation, with some service responses deemed as not fit for purpose and struggling to fulfil the basics in terms of service delivery. Despite the well-intentioned benefits of the COO department when it was first created, many areas of dysfunction and lack of dynamism are concentrated within the COO function which has had to manage this while creating a new departmental identity. The department includes include Human Resources (HR), Digital, Information & Technology (DITS), Health & Safety (H&S), Markets, Commercial, Project Governance and Equality, Diversity & Inclusion (EDI).

The work that has been undertaken to-date to significantly transform and improve service response includes:

- The TOM process under the COO exposed an underinvestment in the Project Management Offices (PMOs). Teams previously split across Surveyors and the COO were merged, and a review has led to development of proposals for the transformation of our approach. These include the establishment of a professional and appropriately resourced enterprise-wide Portfolio Management Office and merger with the Commercial team.
- Health & Safety was previously split between departments, was under-resourced and pitched at too junior a level. A single team is now led by a Director of Health & Safety at Chartered Membership level for IOSH, with subject matter experts remaining in more complex departments (such as Environment and the Police). The H&S Management System is going through an overhaul process, supported by an external review to make it appropriate for the organisation and resolve limited assurance levels
- Due to the profound restructuring needs of HR (and the importance of their role in delivering outputs following on from workstream 4 below) this area has required transformation funding to rebuild and transform their service effectively - this remains ongoing. The extensive capability gaps identified during the TOM process have now been recruited to.
- The IT Department has been repositioned as DITS (Digital, Information & Technology Services) and a formal operational level agreement is in place with City of London Police under a shared

service model. Changes in leadership have enabled improvements on aged infrastructure and disaggregated systems to enable a better platform for new tech adoption.

- Equality, Diversity & Inclusion became a standalone team with an expanded remit to include service delivery, community and workforce issues. Personnel gaps in the team have meant progress has been focussed on the basics, statutory requirements and re-establishing engagement and approach for the Staff Networks, Dignity at Work Advisor networks and links to delivery departments.

While the majority of these are enabling functions, Markets are not. During the TOM design process initial discussion focussed on locating Markets within City Surveyors. Upon the approval of the Markets Co-location Project as a major project, the project team was incorporated into the Markets division. This operational/project team remains an anomaly within an enabling services department.

Some benefits have been realised for other enabling services, though some areas are still experiencing knock-on challenges:

- Governance & Member Services experienced significant change: here the TOM has allowed for the creation of a few specialist roles where experience and capacity was previously lacking, an innovation that is boosting the department from a local and organisational perspective, particularly in the areas of IT Support and Member Learning & Development.
- The Corporate Strategy function was enhanced under TOM to include corporate risk management, reflecting an intention to develop an integrated and aligned, professional and insight-led approach to strategy, planning, risk management and change to strengthen strategic planning capabilities. However, due to lack of budget allocation for this team (beyond for staffing), there are limitations on what can be achieved. Further investment is necessary to realise the full ambitions of the TOM in relation to developing capability to anticipate change and progress data driven decision-making (see part 4).
- Prior to the TOM it had been identified that there was inadequate support for the Chair of Policy and Resources to properly discharge their duties in the role (which could lead to reputational risks and ineffective relationship and stakeholder management). The TOM and a growth bid created an Office of the Policy Chair which include both a Policy Unit and Private Office directed by the Executive Director and Private Secretary. The Office has established itself as the primary conduit between the Policy Chairman, the Corporation and external stakeholders. The Office supports the Policy Chairman by providing advice, coordinating logistics, and long-term planning. Within the Office of the Policy Chair, the Policy Unit works closely with Chief officers and Members on cross-cutting policy, discrete projects and emerging issues. The Unit helps to articulate and shape the Policy Chair's objectives, translating these goals into tangible programmes and outcomes, collaborating closely with departments across the organisation, and tracking delivery.

Separating the organisation into service and enabling departments has also generated improvements for service departments.

For DCCS the TOM has allowed for key frontline services to be strengthened to meet operational demands and secure the statutory footing of services. This is leading to a reduction of agency staff and associated savings.

The first phase of the Environment TOM (this department required multiple phases to restructure due to its size and complexity) improved the structure in The Commons, making it more relevant and mainstream; in Epping Forest and the Commons it has also driven an update of decades old job descriptions that did not correlate to roles. It has boosted Planning, making the Planning and Development Division more integrated, responsive and agile. By bringing together different areas of work, it has also created a more integrated approach in merging policy formulation and delivery, through schemes encouraging innovation. The City Operations Division brings into one team the whole of the Square Mile, including City Gardens, enabling improved cross team working.

Where this restructure has been less effective is how the restructuring was linked to the Governance Review conducted by the Lord Lisvane⁴. This recommended a reorganisation of Committees to align their identity and structures more closely to the Corporation's needs. Following the TOM the Environment Department in fact gained committees (through the creation of a new sub-committee) and is now required to service 12 committees (Grand and Sub), including five by one single division. Although this could be seen to reflect an increase in responsibility, in reality it translates to a significantly increased workload for fewer staff, adding further pressure to enabling services, in particular finance, where there is no additional resource.

Interdependencies

Despite splitting between service and enabling functions, no work was envisaged (or resourced) to review the organisation horizontally and operationally for consistency and duplication (for example of enablers such as HR or IT functions within Institutions), to align the needs of service departments with provision from the corporate centre. This is generating unintended consequences, impacting on potential efficiency gains. It is also reducing interoperability between departments that are already curtailed by staffing cuts.

The siloed focus of cost reductions led to a loss of capacity in some services, causing a degradation in service provision. Some of this pressure may have been alleviated had the programme explored technological solutions - these could have supported service areas where staffing gaps existed or were created by TOM. Consequences include delays in recruitment and penalty charges due to failure to meet payment deadlines. Having the right number of staff is critical, however some of these challenges may have been better managed by earlier exploration of technological solutions such as e-invoicing and better process development, although noting that our current aged systems need to be addressed before such benefits can be realised.

Duplication of different functions has not been reviewed, and similar roles may be proliferating. Unless duplication is addressed at a corporate level, enabling departments cannot create economies of scale, and are likely either to need to increase budgets, or plan for service degradation. Duplication can also inhibit the development of depth of knowledge within specialist teams – depth which can be a driver for recruitment, development and progression for staff, and which benefits the organisation.

The simultaneous restructuring of departments meant it was not possible to review the needs of service departments, as these were not known. Achieving alignment between supply and demand is necessary to optimise efficiency. If a service area review or change in activities results in growth then logically there is likely to be a knock-on growth requirement for enabling functions - or if, for example, automation is implemented as part of service efficiency, then an increase in IT and transformational support is likely to be required to underpin this.

Feedback from different departments points to demand for enabling services currently outpacing supply in areas such as finance, HR, DITS and legal. Anecdotal evidence suggests less support being available due to reduced capacity and outdated, clunky systems, leading to delays, less rigorous scrutiny and lower levels of support. This results in further delays for users, with associated increases in costs, and a diminished corporate capacity for agility.

Interdepartmental service provision (both for service providers and users) is one area where the TOM programme created or exacerbated inefficiencies that impact upon delivery. For example, service demand and volume of work has not changed for City Surveyor's Department (CSD) though roles have been lost without commensurate resource to make efficiency solutions. There has also been a TOM-driven reduction in resource within the financial services facility, where business partners now cover multiple departments (as opposed to being a dedicated function) and within the

⁴ Corporate Governance of the City of London Corporation, Report of a Review by the Lord Lisvane KCB DL, September 2020

central finance capacity. This has reduced the speed and comprehensiveness of responses to queries, creating a knock-on effect on the ability and agility of CSD to provide its own services internally and externally.

Developing processes that support the design, delivery and management of service provision as a core precept will help build in mechanisms for resolving current arrangements being a drag on efficiency. This is likely to require a review of service needs for all departments and will take a number of iterations before it is resolved, and supply and demand are balanced. Overall, these interdependencies can be greatly improved through better data, specifically management information (MI) data that is shared between departments. Service areas do not currently have the capacity to predict demand: for example DITS has seen significant increase in demand in the past 12 months for software licenses and devices (reflecting the end of the recruitment freeze and post TOM staffing increase). This has led to strain on services and budgets. Developing shared MI that captures upstream changes will improve downstream forecasting, meaning accurate predictions of change can be fed into budget setting by services, who will then be able to match real time demand with increased agility, while minimising service degradation. Overall, this workstream has been successful: in the longer term this will help the organisation create cross-cutting efficiency savings. Where there remain challenges and constraints on delivery, this is due to funding limitations, staffing gaps, a lack of robust shared MI, and because there has been no horizontal review to align service supply and demand. There may be benefits in undertaking this work to improve efficiency.

Ways of working, institutions, behaviours and culture

Following the onset of the pandemic, it was recognised by City Corporation leadership and Members that there was a need for the organisation to be more agile and responsive, make better use of resources including data, and combat existing silos to deliver outcomes.

This workstream brought together many different types of activity and deliverable. For the purposes of clarity, the section has been split into two parts: institutions and ways of working (covering silos and decision-making). As noted above this workstream was not resourced, so no activity took place to develop behaviours and culture. However, due to the importance of corporate culture and behaviours, these are being progressed through the People Strategy – this is detailed in part 4: ongoing activity.

Institutions

There is no specific definition for the term 'Institution' within City Corporation. Each area that is referred to as an institution has different functions, statutory duties and/or structural arrangements and status (such as being a charity).

The TOM aimed to enhance the autonomy and to clarify and optimise the relationship between the institutions and the broader City Corporation. The TOM delivered institutions that are accountable to their boards for delivery of outcomes specific to their institution, and accountable to the Town Clerk and Chief Executive for contribution to wider City Corporation outcomes. The Institution leadership and line management arrangements are detailed below. The City Corporation institutions and Board members will broadly:

1. Be accountable to their own boards for the delivery of outcomes specific to their institution and successful overall performance.
2. Be responsible for the leadership and management of their own teams and accountable for their budgets.
3. Be accountable to the Town Clerk and Chief Executive for contribution to wider City Corporation outcomes

4. The City of London Police Authority Team will report to the Town Clerk and Chief Executive in his capacity as Chief Executive of the Police Authority
5. The Managing Director of the City Bridge Foundation reports to the Town Clerk & Chief Executive but is also directly accountable to the CBF Board, consistent with the charity's governing documents and how the Court manages conflicts of interest as trustee of CBF.

The arrival of the new Town Clerk and Chief Executive in February 2023 saw the following additional outcomes added to the above:

6. The Institution leaders will attend and contribute to the Town Clerk and Chief Executive Chaired City Corporation monthly Executive Leadership Board meeting
7. Undertake the Institution leaders' annual appraisals and objective setting and share the outcomes with the Town Clerk and Chief Executive for comment and sign off
8. Engage the Town Clerk and Chief Executive and City Corporation Comptroller, City Solicitor and Chief People Officer in any conversations of poor performance or misconduct of the Institution ELB member and work within corporate policies

For the purposes of local authority functions the Town Clerk and Chief Executive is, the head of paid service and the chief executive officer across all the Corporation's functions. Accountable to various committees but ultimately the Court of Common Council, the Town Clerk and Chief Executive is responsible for the officer corps including chief officers. Under the scheme of delegation, the powers of any chief officer can be assumed by the Town Clerk and Chief Executive. As the Court's most senior officer he has the power to issue reasonable management instructions to those who report to him and is ultimately responsible for the day-to-day management of chief officers, where such management is required.

Feedback from institutions indicates that the TOM has improved operational effectiveness, increasing focus on distinct business areas, including developing shared services for schools, and more sector specific agility; alongside better regulatory compliance, including with the Charity Governance Code, as relevant.

Ways of Working: Silos

This paper has already indicated that programme design undermined the capacity to deliver intended objectives including breaking down silos. Where horizontal reviews took place there has been success on de-siloing, for example in Markets. Here, the three existing markets were brought together under a single management team, requiring a review of existing roles, resource and activity. This removed duplication, has driven up standards and consistency across the department, delivering more consistent oversight and increased collaboration and creating efficiency savings. This structure now includes the Markets Co-location Project team to ensure a holistic approach between the current and future markets development.

Continuing to improve alignment between enabling functions and service provision will allow for deeper consideration of the City Corporation value chain and increased efficiency within the organisation.

Ways of Working: data & decision-making

The TOM aspired to better use of data for decision-making and the development of a corporate business analytics capability. Again, no workstreams, defined outcomes or channels to deliver these outcomes were developed.

The ability to drive this forward was also hampered by programme design: the CSPT restructure removed technical capability (for PowerBI) from this team and focussed on building analytical

capability. DITS restructuring did not consider where technical capability had been lost, so has not rebuilt this. This has led to a gap in the management of the back-end corporate data. There is also limited capability to drive forward corporate data management and governance or any ethical or financial considerations or opportunities related to this. While unaddressed, this gap is creating data silos and duplication of data, and preventing effective sharing of corporate data.

In 2022, DITS received additional funding to upgrade to the enhanced Microsoft E5 licence for all City Corporation staff. The business case was predicated on the additional security functionality available through E5 with the enhanced licence giving departments access to Microsoft's Business Intelligence tool, PowerBI. This presents an opportunity to make the first step in addressing the proliferation of reporting and business intelligence tools in use across City Corporation and move to a more standardised approach, where the reporting tool and the data itself can be shared more widely.

Transparent data and proactive use of management information to inform decision-making and measure performance is underdeveloped within the organisation, and requires further investment to fully deliver the outcomes intended through the TOM. CSPT and DITS are collaborating to drive improvement: the former is working with individual departments and teams to help identify key data streams to produce management information and performance data upon which to base decisions and in doing so, enhancing corporate analytical capabilities; the latter is taking forward work on a data maturity assessment that will create a baseline and provide recommendations for improvement. More performance focussed activity, reporting and accountability will also be driven through the business planning process, ELB and SLT and the development of a new Corporate Plan that will include the measurement of outcomes, performance monitoring and regular reporting.

Improved data capabilities will generate better management information and enable more effective alignment of activity and resources with corporate outcomes. Data can be used to identify efficiency savings, and automating the use of data will create efficiencies and free up staff to focus on delivering work.

Part 2: TOM finance

Since the TOM was launched, the financial situation for City Corporation has changed. Further cost savings options and measures (including opportunities for income generation) are now required to support new cost pressures being identified – these are outside the scope of this report.

When the TOM was originally agreed, a savings target of £4.5m was set. This was mainly intended to be delivered by salary savings achieved by headcount reduction. At the time this decision was made, it was not possible to estimate what the TOM savings would be and allocate a target to departments as each department has a different cost base. The TOM target was therefore a range with a minimum value of £4.5m and is part of the overall 12% reduction totalling £17m. Specific departmental savings targets were set, with most departments required to make 12% savings, with the exception of Bridge House (no savings required) and DCCS (6% savings).

TOM costs

Between 2019/20 and 2021/22 the totals costs of the TOM were **£10.045m**: most of this spend relates to redundancy and flexible retirement costs

- The total costs for redundancy/flexible retirement to 2022/23 are **£7.9m** (one-off cost pressure)
 - There may be further redundancy costs which are yet to be realised from those areas which have not yet finalised their TOM, or are still restructuring – see part 3. These costs are not yet known
- During this period the costs relating to Consultancy were **£1.51m** (one-off cost pressure)
 - These costs relate to payments made to external providers for Project and Programme costs
- Additionally there are new salary costs of **£1.8m** (resources reprioritised within existing envelope)
 - These are ongoing and are a result of staffing changes arising from the TOM

12% / TOM savings

The annual 12% savings target including TOM total **£17.04m**

- Of this total, the savings relating to TOM, reduction in staff costs total **£7.334m**
 - These were achieved through redundancy, flexible retirement and holding current vacancies
 - The target for staffing cost savings was £4.5m; this has been exceeded by **£2.84m**
- The remaining **£8.849m** of savings have been achieved from non-pay initiatives (including income generation)
- The total 12% savings (including TOM savings) target is **£17.040m**, this leaves unachieved savings of **£0.857m**

The unachieved savings are being addressed in 2023/24. Plans for realising these savings were discussed as part of the Medium Term Financing Plans with Chief Officers at the recent Star Chambers ahead of the RASC away day.

For a detailed breakdown of savings delivered by individual departments, refer to annex F.

Part 3: Outstanding TOM activity

Restructuring and implementation of OD principles

The table below summarises where restructuring remains underway at the time of writing, with best estimates of completion dates. Departments or institutions that are still implementing TOM are required to complete formal governance processes. It is anticipated that the TOM will be completed by the end of 2023, over 18 months after it was originally scheduled to end.

Some areas previously under the Deputy Town Clerk functions now sit with the Town Clerk's department following the arrival of the new Town Clerk and Chief Executive. This was not a TOM-related change and does not affect the OD principles. The table below indicates which areas have not yet completed TOM restructuring. For the full list refer to annex C.

Area	TOM remaining activity
Environment	Phase 2 (Natural Environment Epping Forest and North London Open Spaces) final structure agreed and implementation progressed, expect completion late 2023
City Bridge Foundation	<p>A two-phased approach to designing and implementing the future operating structure of CBF was proposed: Phase 1, focused on embedding a comprehensive leadership team across the charity's primary and ancillary objects and support functions; and Phase 2 focusing on the charity's wider resourcing needs, directed by the newly established leadership team.</p> <p>Phase 1 has been successfully implemented. Key external factors have delayed the full implementation of Phase 2, notably a delay in appointments to the new leadership team, the City Bridge Foundation Supplemental Royal Charter, and the impact of Covid 19 on the work of the charity. To ensure areas that can be implemented earlier than others are progressed, and employee security can be provided where possible, Phase 2 will be treated and implemented going forward on a business-as-usual basis; change estimated over the next 18 months. Any change proposals will align with the City Corporation's design principles and will be undertaken in accordance with appropriate governance.</p>
City of London School City of London Girls School City of London Freemans School	Shared services leadership team completed September 2023, along with most functional posts, with final more junior positions to be staffed in IT and finance by end 2023.
Barbican Centre	<p>A strategic framework has been co-designed with colleagues across the business that focused initially on our purpose and values and which has been used to inform our organisational goals and priorities. We have additionally initiated a piece of work around an audience strategy which presents a market shift in focus. Both pieces of work will enable us the opportunity to understand the resource, size, shape and capability needed to deliver against our aspirations.</p> <p>Alongside the above, to help with organisation review discipline the Barbican Centre has developed an approach and framework to manage organisational reviews in structured/systemised and more disciplined</p>

	<p>ways that includes building in operating model requirements and addresses internal needs. This approach and process has been drawn from best practice and experience and is designed to deliver an improved operating model and organisational structures that ensures the Barbican Centre is fit for the future sustainable, has the right capabilities, agile, adaptable and has a culture that delivers against our strategic framework and priorities.</p> <p>To address immediate challenges and opportunities there are a few operational areas that have been reviewed (these include creative collaboration and marketing).</p> <p>We have also needed to manage a few exits from the organisation including at Director level. The composition of the executive and management level will invariably be impacted. The two director roles that are leaving the organisation are subject to a report to Corporate Services on 6 September 2023, within which we describe our intended response to these changes.</p> <p>We are conscious there is a fair bit of organisation change in parts of the organisation – this is a natural consequence of transformation and whilst we start rebuilding the top layer of the organisation we will start to shape the structures, capabilities and skills for the future we need for the Barbican Centre moving forward.</p>
City of London Police (CoLP)	<p>City of London Police has completed its proposed designs which were discussed at Police Authority Board and its Resource Risk & Estates Committee in May, and Corporate Services Committee in July. Consultation on the proposed model will take place from 29 August to 27 September. Designs will be finalised and implementation will commence from mid-October. Activity is anticipated to be complete at the end of 2023.</p>

Head of Profession: implementation and role development

The role of Head of Profession (HoP) was designed to lead and champion a specific profession across Departments, Services and Institutions. They must ensure the standardisation and development of their enabling service, and influence cross-cutting activity such as risk management within that specific profession. The HoP represents the interests of their profession on a range of issues, such as pay and grading. HoP functions are held alongside day to day posts. Because of the variety of professions, each function requires very different management.

The Interim Report highlighted that the development of HoP roles and responsibilities varied in maturity. This is still the case, though progress is being made in some areas.

A HoP has the remit to look across different areas of the organisation. This could be used to support efficiency by looking at potential duplication of activity and streamlining. Alignment of this profession with other enabling functions alongside a greater integration of risk management, will be critical to the successful delivery of the City Corporation's corporate outcomes and priorities. Activity is now underway on behalf of the Chief Strategy Officer to develop the HoP role, including guidance and advice required on the processes, tools and techniques used in strategy development, business

planning, risk management, and measuring and reporting organisation performance designed to improve capability.

HoP activity will be taken forward as business as usual, with HoPs responsible for developing the individual roles and roles within each defined profession within City Corporation, as well as ensuring optimal communications into ELB, relevant committees and other relevant groups. The scope of a HoP and specific authority exercised by each HoP role still require definition, and a clear corporate understanding of the role communicated. For details of the individual HoP roles, refer to annex D.

Part 4: Ongoing activity

As outlined above, some TOM programme workstreams were not resourced, most critically that of People and Culture. To progress these, work is now being taken forward outside the context of the TOM.

People and culture

As already noted, work to develop organisational culture was not completed. As set out above, the TOM has negatively impacted on staff morale. The lack of HR resource (discussed above) slowed down decision making processes resulting in the already low morale surrounding job losses being drawn out and driven further down. This specific lack of resource is also why the workstream on culture and ways of working never gained traction.

Both people and culture are central to City Corporation being able to achieve its objectives successfully. This is why culture change activity will become a workstream of the People Strategy, being delivered by HR. Part of this workstream focuses on refreshing the corporate vision, values and behaviours (led by the Town Clerk and Chief Executive with the involvement of the Senior Leadership Team working with their teams).

The creation of City Corporation's first People Strategy was initiated from an original eight theme framework (see annex E1) approved by Corporate Services Committee in December 2022. Engagement occurred across City Corporation in spring 2023 and this work, also informed by the results of recent employee surveys, has led to a refinement down to five core themes (E2): My Contribution, My Reward; My Wellbeing & Belonging; Effective Leadership; My Talent & Development; Modernising & Transforming our City Corporation. Work will continue through autumn to engage our employee and member communities in the continued development of the People Strategy and to connect it fully with the new Corporate Plan. Our intention is to publish the People Strategy by April 2024. Associated vision and values engagement work will commence from early 2024. Following review by the Corporate Services Committee, Policy & Resources Committee and Court of Common Council, we hope to also communicate our final vision and values by summer 2024.

Employee surveys

An all-employee survey was undertaken in spring 2022, with all areas within City Corporation responsible for taking forward actions from that initial survey. Since then two additional internal pulse surveys have taken place: one on Reward (feeding into a larger Total Reward Project) and one on Workplace Attendance. A second all-employee survey is planned for 2023/2024, building on the 2022 survey. Consistency between surveys enabling progress tracking will be a critical, though it is expected that some modifications are likely. Work on the survey will be completed in spring 2024. This activity is led by HR.

Continuous improvement & transformation

A need for Continuous Improvement activity was identified during the TOM review that created the COO department. Funding was sought for a small number of phase 1 pilot projects focusing on continuous improvement took place (including trialling the use of Rapid Improvement Events, workshops designed to help solve problems and/or improve processes in different services). Now

confirmed as a permanent capability this function has been absorbed into the Transformation and Improvement team, within the newly combined Project Governance & Commercial team.

A focussed and sustained programme on continuous improvement is considered important, and responds to a need identified through the staff survey. It will support the Corporation to face current financial challenges by ensuring efficiency and productivity. Making it easier to get things done and ensuring our systems and business processes are efficient and function well will make a big difference to how staff experience working at the Corporation.

The Transformation Team will focus on taking forward Phase 2 of the Continuous Improvement Pilot and associated Rapid Improvement Events, and improving transformation on a macro scale. This includes developing a unified vision for transformation and a systematic approach to change management to ensure transformation efforts are successful. Work will take place across three key disciplines:

- Transformation
- Enterprise Change Management
- Continuous Improvement

This activity will address a need to unify strategic transformational programmes and support and enable transformation projects (including RPR) by providing a common approach to change and capability to manage change effectively. It will enable improved productivity through training and localised workshops focussing on improving processes and ways of working. Tools will also be designed to make change more effective, and the ability to deliver it more efficient.

Governance & organisational design advice

Officer governance processes were set up alongside Member Governance activity to manage TOM in the form of the Design Advisory Board (DAB) and Steering Group, as detailed in the interim report. The intention of the DAB was to provide cross-cutting advice and guidance on proposals for departmental and institutional design. This has been valuable in pooling corporate knowledge and experience with the outcome of enhancing outputs and identifying (and resolving) potential issues. This has also shaped organisational design in a more collaborative way.

The last elements of the design phase of the TOM were agreed earlier in 2023 and are now in the process of implementation. OD principles are business as usual and the DAB and Steering Group have been stood down. All guidance relating to TOM remains available on the intranet with the Chief Strategy Officer serving as the Chief Officer point of contact for questions on alignment and compliance with TOM principles. This does not affect Member Governance arrangements.

Conclusion

The TOM has achieved much for the organisation. New leadership structures are in place from which to progress activity, including in key areas such as people and culture. All departments and institutions are likely to have restructured by the end of 2023.

However, TOM also profoundly affected staff, and has directly resulted in a loss of skills and morale. Key areas of learning are around programme design. Poor preparatory planning for service areas meant they were unprepared to support the extensive organisational change created by the TOM. The origins of the TOM may have been based in culture change, but the programme focussed solely on a limited number of outcomes: savings targets and OD restructure principles. The programme missed out on delivering innovation and progressing work to remove silos because it was hampered by its design (and requirement for simultaneous restructuring of departments) and due to the speed and urgency of the attempt to deliver the programme by March 2022.

The programme is close to achieving its cost savings targets, and work is ongoing to monitor these until they are delivered. However, cuts in some corporate service areas are impacting upon service delivery in other departments.

Consolidation of departments across service and enabling functions has been successful, which has delivered benefits for both service departments and enabling functions. Challenges remain on breaking down silos and aligning supply and demand of services, which may generate efficiency savings, especially with better use of data.

In future it is likely there will be a need to review intra-departmental service provision and address opportunities to adapt to current and future challenges to ensure effective delivery of services, as some areas may not be optimally resourced to deliver these. This will require a collaborative approach.

Activity on the people strategy, organisational culture, continuous improvement and data is now critical to support staff in delivering against their objectives (and by extension corporate objectives) and to create efficiency savings.

The structural changes created by the TOM and the arrival of the new Town Clerk and Chief Executive with a clear vision for City Corporation means that the people elements and culture change can be delivered as an integral part of business as usual.

Annex A: Executive leadership organogram

Executive leadership structure organogram post TOM implementation. This is correct at the time of writing.

TOWN CLERK & CHIEF EXECUTIVE		
DIRECT REPORTING (17)		INDIRECT REPORTING (1)
Chamberlain & Chief Financial Officer	Executive Director of Community & Children's Services	City of London Police Commissioner
Chief Operating Officer	Executive Director of Environment	
Chief Strategy Officer	Executive Director of Innovation & Growth	
City Surveyor & Executive Director of Property		
Comptroller & City Solicitor Deputy Chief Executive		
Deputy Town Clerk		
Remembrancer		
Executive Director of Corporate Communications and External Affairs		
	Barbican Chief Executive Officer	
	City of London School Head Teacher	
	City of London School for Girls Head Teacher	
	City of London Junior School Head Teacher	
	Freeman's School Head Teacher	
	Guildhall School of Music and Drama Vice Principal & Director of Music	
	Managing Director of Bridge House Estates	

Annex B: Lessons learnt

The table below includes all lessons learnt from the TOM programme, including those from the interim report. Starred lessons are those that are new in this report.

Many of the lessons below are relevant to wide-scale corporate change programme management within the organisation. Other lessons have been shared with Chief Officers and the relevant lead department(s). Lessons (and what should be done differently) can broadly be split into three key areas:

- The programme over-promised and underdelivered: in future, focus on simple, achievable and measurable aims
- The programme dragged on: in future execute quickly but coordinate impacts and outcomes across the organisation
- Staff were left bruised and disillusioned: in future get the internal comms right with honest, transparent, regular communication

No	Detail
1	Scope & Project/programme management: Complex organisational change needs adequate time and resource: significantly more than was set out in the original TOM plans – timelines were too short to achieve all original intentions given the complex nature of City Corporation. All workstreams should be fully scoped and resourced when the programme starts.
2	Support and sequencing: Change programmes require significant support from specific corporate functions such as HR and programme management – these functions should be adequately resourced for the full duration of the programme, and should not undergo change processes at the same time as the areas they are supporting, especially the HR function.
3	Governance: Officer governance structures added significant value to TOM process and provided valuable assurance to Members and Committees that OD principles were being followed while avoiding repetition / duplication of work
4	Comms: Communication of change programmes is key to success: internal comms should be significantly more extensive and staff more engaged in any future programme to improve ability to deliver successfully
5	Cross-cutting programme: new structures have been developed with limited input from across the organisation. This means that siloes have been reinforced; future activity should specifically be reviewed to prevent reinforcement of siloes
6	Performance & success criteria: no criteria were set out at the start of the programme, so there is no way of clearly indicating the extent of the success (or not) of the programme. Performance measures will need to be developed retrospectively which will not be able to take the change delivered by the programme into consideration.
7	Structure: splitting the organisation between front line and corporate support services has improved clarity within the organisation and helped break down some siloes. Awareness should not be lost that both types of function are critical to the effective and successful operation of the organisation and require funding and resource commensurate to the function they perform across the organisation.
8	Structure & Income generation: this was not included in the TOM programme; given the change in economic circumstances, departments who are income generating may benefit from reviewing opportunities to further develop funding streams and the organisational support/design required to achieve this.
9	Chauffeuring and fleet management has been identified as areas where further cost savings could be made. A review into this may support cost saving efforts under the HoP
10	Process: Reviewing organisational structures uncovered that in some cases job descriptions had not been reviewed for many years (in some cases for in excess of a decade). Structures should be put in place to ensure these are reviewed and kept up to date at a frequency that is relevant to the role/department.

11	Staff sentiment in relation to key TOM outcomes should be monitored in future staff surveys to develop a dataset to indicate success measures for the intentions of the programme
12	Digital, technology and data systems: A review of digital, technology and data systems across the corporation may identify opportunities to delivery more efficient, leaner services through technology. It may also support transforming ways of working.
13	Establishment Control: overall final establishment should be produced alongside programme closure. Department plans are owned and activity to develop them led by Chief Officers.
14	Measures for TOM as BAU: Measures and metrics to be developed to understand and monitor organisational success in the context of TOM outcomes. Oversight of TOM as BAU is held by the Chief Strategy Officer; activity on metrics will require input from across the organisation.
15	HoP: further development of the Head of Profession function, and planning for scoping these roles to ensure effectiveness for City Corporation.
16*	Project delivery: future transformations should ensure that there is an appropriately sized and resourced programme office in relation to the scale of the programme, realistic timetabling, clearly developed programme objectives with tracked benefits and outcomes (including tracking of cross departmental efficiencies and benefits), and regular organisational communications
17*	Moratorium on recruitment meant that many vacancies were held in some areas/departments – this prevented work being progressed and caused upstream challenges and increased pressure on remaining staff
18*	In some cases City Corporation needed the right tools as well as restructuring: fast tracking new technology solutions may have created early efficiency savings on which to base restructure
19*	Any future restructuring and cost saving efforts needs to focus on City Corporation holistically (including on how resources align with objectives), including to prevent silos being deepened by restructuring processes
20*	The TOM has not resolved challenges on some interdependencies and service responsibilities between departments: resolving these may create operational efficiencies
21*	The original intention was that TOM would be implemented hand in hand with Lisvane recommendations as governance is central to organisational competence and efficiency – this has not happened
22*	TOM work had the knock-on effect of a wholesale review of job descriptions in parts of City Corporation (which in some cases had not been reviewed for many years) – building in these type of reviews regularly may benefit the organisation
23*	In some departments/institutions the TOM created much closer links between services that naturally support and assist one another as these functions were moved more closely together: repeating this across different departments may generate opportunities for cost and efficiency savings
24*	TOM OD criteria have created overdue consistency across the organisation, but this does not mean that processes have been reviewed and streamlined. Creating space for this to happen may generate efficiency savings.
25*	While removing one to one management chains was necessary in some areas – in some departments this has effectively blocked the opportunity enhance staff skillsets by allowing them to develop line management responsibilities
26*	In some departments cuts were required despite growth in service demand, impacting resilience of services and severely stretching teams – in future consideration should equally be given to service provision options in the face of any cuts
27*	Enabling services were critical to delivering TOM effectively and fast. They were not prepared, lengthening TOM processes and impacting on morale. For any future change programmes, relevant enabling services should be reviewed and prepared before any restructuring takes place. Exploring technological solutions to improve enabling services before any changes may also improve the facilitation of change.

Annex C: TOM implementation

Implementation of OD principles and restructuring (including provisional timelines) as at 31 August 2023

Area	TOM Status
Town Clerk's Including Deputy Town Clerk functions	Completed 2022
Comptroller and City Solicitor's	Completed 2021
Innovation & Growth	Completed 2021
Community & Children's Services (DCCS)	Completed 2021
Remembrancer's	Completed 2021
Guildhall School of Music and Drama (GSMD)	Completed 2022 As part of the new GSMD strategic plan and new business model a 'size and shape' exercise is taking place to ensure currency and viability of programmes to inform estate and facilities planning. Major changes resulting from this may have an impact on temporary staff.
London Metropolitan Archive	Completed 2022
City Surveyor's	Completed 2023
Chamberlain's	Completed 2022 and implemented except for Financial Services Division
Chief Operating Officer's	Completed 2022
Environment	Phase 1 (Planning and Development Divisions: City Operations Division; Port Health and Public Protection Division; Directorate and Business Services Division as well as The Commons team in Natural Environment) completed 2022 Phase 2 (Natural Environment Epping Forest and North London Open Spaces) final structure agreed and implementation progressed, expect completion late 2023
City Bridge Foundation	Phase 1 completed 2022 (creation of Leadership Team), including increased autonomy Further change will be incremental by team and treated as business-as-usual change estimated over the next 18 months to avoid delays across phase 2 and provide employee security where possible. Any proposals will be brought to Members in line with governance outlined in the organisational change guide and will align with the Organisational Design Principles.
City of London School City of London Girls School City of London Freemans School	Shared services leadership team completed September 2023, along with most functional posts, with final more junior positions to be staffed in IT and finance by end 2023.
Barbican Centre	A strategic framework has been co-designed with colleagues across the business that focused initially on our purpose and values and which has been used to inform our organisational goals and priorities. We have additionally initiated a piece of work around an audience strategy which presents a market shift in focus. Both pieces of work will enable us the opportunity to understand the resource, size, shape and capability needed to deliver against our aspirations.

	<p>Alongside the above, to help with organisation review discipline the Barbican Centre has developed an approach and framework to manage organisational reviews in structured/systemised and more disciplined ways that includes building in operating model requirements and addresses internal needs. This approach and process has been drawn from best practice and experience and is designed to deliver an improved operating model and organisational structures that ensures the Barbican Centre is fit for the future sustainable, has the right capabilities, agile, adaptable and has a culture that delivers against our strategic framework and priorities.</p> <p>To address immediate challenges and opportunities there are a few operational areas that have been reviewed (these include creative collaboration and marketing).</p> <p>We have also needed to manage a few exits from the organisation including at Director level. The composition of the executive and management level will invariably be impacted. The two director roles that are leaving the organisation are subject to a report to Corporate Services on 6 September 2023, within which we describe our intended response to these changes.</p> <p>We are conscious there is a fair bit of organisation change in parts of the organisation – this is a natural consequence of transformation and whilst we start rebuilding the top layer of the organisation we will start to shape the structures, capabilities and skills for the future we need for the Barbican Centre moving forward.</p>
City of London Police (CoLP)	<p>City of London Police has completed its proposed designs which were discussed at Police Authority Board and its Resource Risk & Estates Committee in May, and Corporate Services Committee in July. Consultation on the proposed model will take place from 29 August to 27 September. Designs will be finalised and implementation will commence from mid-October. Activity is anticipated to be complete at the end of 2023.</p>

Annex D: Head of Profession

HoP Function & Lead	HoP in place	Activity Description / How the role will be developed / current plans for role and profession
Commercial Commercial Director	Yes	Work is ongoing to embed the HoP role. An online Commercial Academy was launched in January 2023 to provide clearer bite-sized guidance to service areas regarding the Procurement Code and roles and responsibilities. The Service continues to develop a network of officers involved in procurement and contract management across the Corporation.
Legal Comptroller & City Solicitor	Yes	Currently unspecified
Estates & Facilities Management City Surveyor	Yes	Work is on-going to communicate and embed the City Surveyor's role as HoP. The department aims to align its approach with others across the Corporation to ensure a consistency across the organisation and communicate the role and remit of this HoP across the organisation.
Corporate Comms & Marketing Executive Director of Comms & External Affairs	Yes	Corporate Comms & Marketing HoP function has been centralised under the ED for Comms & External affairs. Further activity will take place in due course.
Security Strategic Security Director	Yes	Work is ongoing through the Senior Security Board and thematic subgroups across the portfolios. With the draft Terrorism (Protection of Premises) Bill, 'Martyn's Law' ⁵ work is being monitored to ensure compliance, with the approved security contract under review.
Business Planning Chief Strategy Officer	Yes	This portfolio was expanded to include risk and strategy development. Work ongoing to review and update the business planning process and lead development and alignment of HoPs
Events Remembrancer	Yes	Event Mapping activity is taking place reviewing event formats, audiences, resourcing and systems. Future activity aims to focus on: <ul style="list-style-type: none"> • Implementing new approaches for the sharing of information and collaboration across all event teams • Reviewing event planning and evaluation processes to ensure events are strategically aligned with wider Corporation outcomes and objectives • Developing an EDI framework for events • Creating a talent pipeline by supporting event apprentices across the organisation
Financial Services Chamberlain	Yes	The Chamberlain has statutory responsibilities to ensure the effective financial management of the City Corporation's affairs in its public (inc. charitable) and private capacities. As HoP for finance ensure adequate

⁵ Public safety requirements for venues/organisations due to be implemented post Manchester Arena bombing

		<p>resourcing and delivery of an effective finance function. Overseeing adherence to financial regulations and procedures, managing financial risk and issues, developing capability of finance staff and enabling decision making. Thereby enhancing collective value of the function.</p> <p>The Financial Services Director chairs the Finance Leadership Group- drawing together all finance leads for departments and institutions alongside the Corporate Treasurer, Assistant Director, Financial Shared Services, the Head of Internal Audit and key posts within corporate accounting for professional oversight and to build strong and collaborative relationships to deliver the above responsibilities and drive improvements within the finance service.</p> <p>The City Bridge Foundation and Charities Finance Director is the professional lead for charities finance.</p>
<p>Internal Audit Head of Internal Audit</p>	Yes	<p>All Internal Audit activity across all operations of the City of London Corporation is delivered by a single team under the leadership and line management of the HoP.</p> <p>There is potential to expand the remit of the HoP to incorporate the work of second line assurance functions: developing approach to improve effectiveness and support upskilling of these teams (currently being influenced through the delivery of planned Internal Audit reviews of these functions).</p>
<p>Health & Safety Director of Health and Safety and lead for the Corporate Health and Safety Team</p>	Yes	<p>Health and Safety HoP covers:</p> <ul style="list-style-type: none"> • Advising departments on adequate competent provision, the appropriate professional standards required and sector benchmarking • Through professional networks, matching suitable professionals within the Corporation to development roles for professional growth • Championing the Level 6 Occupational Health and Safety qualification and supporting professionals working toward Chartership status with IOSH; leading the commitment to develop the health and safety professional and strengthening the integrity of the profession internally • Driving the continual improvement of City Corporation's health and safety management system through engagement with internal and external interested parties to ensure governance and policy supports change • Supporting departments in focusing and prioritising their workstreams to best deliver departmental health and safety aims and objectives through the department health and safety business plans • Collaborating with other Heads of Profession to deliver the best outcomes for significant projects
<p>IT Digital, Information and Technology Service Director</p>	Yes	<p>Work has commenced to consolidate the organisation's application estate, and in September 2023 this had achieved a 50% reduction.</p>

		<p>A future Technology State and Roadmap is being developed, allowing greater alignment around our choice of technology. This will be strengthened by a new Digital & IT Strategy which will focus on innovation through simplicity, convergence, and automation.</p> <p>The organisation's Managed Service Partner contract with Agilisys is coming to an end, and several services have successfully transitioned in-house.</p> <p>Co-Design of the future service to better align with organisational priorities has commenced, and this is expected to result in some changes to the structure to better accommodate services transitioning in.</p> <p>Work continues to strengthen the relationship with institutions with a move towards increased collaboration and convergence.</p> <p>Data will be a big focus for us this as a Data strategy is developed, allowing the organisation to make better data driven decisions.</p>
<p>HR Chief People Officer</p>	Yes	<p>HoP role development underway; guidance and further activity planned</p> <p>As part of the People Strategy, the Head of HR Profession role will be set out, including guidance, engagement and dotted line responsibility for all Institutional Directors/ Heads of HR across the Corporation.</p> <p>There is an opportunity to create a HR Profession Centre of expertise and to share and drive HR best practice.</p> <p>Gaps identified are consistency of practice and risks of setting precedents which jeopardise single employer status.</p>
<p>Programme Management Project Governance Director</p>	Yes	<p>Established as part of the implementation of the proposals set out in the project governance review. A change network has been established, bringing together officers leading business change and transformation in services across the Corporation</p>
<p>Business Support Chief Operating Officer</p>	Yes	<p>The business support area is poorly defined, with further activity due in 2023. This role would likely require a cross-cutting, horizontal review process which is not felt to be appropriate or beneficial for business support at this time, following the team/vertical TOM processes already completed.</p>
<p>Fleet Management Chief Operating Officer</p>	Yes	<p>Discussions on HoP scope underway; specific guidance planned and new draft policy completed.</p>
<p>Philanthropic & Charitable Activities Managing Director City Bridge Foundation</p>	Yes	<p>Further development to take place</p>
<p>Arts Artistic Director – Barbican Centre</p>	Yes	<p>The Head of Profession, Arts & Culture role is focussed on connecting the many different aspects of culture and cultural offerings within the City of London.</p> <p>Much can be achieved by unifying and amplifying much of the excellent work already taking place across the Square Mile. This role will be used to add value and improve efficiency across existing activity, as an urgent need has been identified to shape and articulate a</p>

		<p>strategic framework for City of London arts and cultural activity that unites:</p> <ol style="list-style-type: none"> 1. The emerging programme being developed by the Destination City team 2. The existing output from our major cultural institutions 3. The legacy of Culture Mile 4. The many applications received each month from developers and producers seeking permission to initiate, commission, present, or install cultural / artistic projects within the City of London <p>In addition, the HoP for Arts & Culture will lead the development of an Arts & Culture Content Strategy in collaboration and consultation with a wide range of stakeholders.</p> <p>The HoP for Arts and Culture will also leverage the profile of the role to help unite the current arts and cultural activity taking place in the Square Mile, as:</p> <ol style="list-style-type: none"> 1. Co-Chair of the City Arts Initiative (CAI) 2. Attending the Cultural Heritage and Archives Committee (CHL) 3. Established and chair the advisory group for artwork commissions as part of the Barbican Podium Project 4. A member of the City Envoy Network
<p>Equality Diversity and Inclusion Director of EDI</p>	<p>Yes</p>	<p>Noting there is a vacancy in the EDI Director post currently, a network of EDI leads has been created with increasing joint working across parts of the Corporation for Staff Networks and officers.</p>

Annex E1: People Strategy framework

Original City of London Draft People Strategy Framework as of December 2022

No	Theme	Ambition for the City of London and its People	Human Resources & OD Focus
1	Developing the organisation	<p>Our senior leaders will act as role models, creating an open and honest culture, treating people fairly by listening and acting on feedback</p> <p>Leadership will be visible and will empower line managers by introducing greater people management delegations to inform evidence-based decision making and effective employee relations</p>	<ul style="list-style-type: none"> • The Chief Executive will lead a review and refresh of our vision values and behaviours, supported by HR & OD • Views of all colleagues will be sought regularly through regular all staff surveys and pulse surveys and actions will be taken based on feedback received
2	Attracting and retaining the best talent	We will deliver a great employee experience across the entire employee lifecycle	<ul style="list-style-type: none"> • Talent management and succession planning initiatives will create job families, flexible progression, and career paths for staff • The employer brand will be reviewed and enhanced to attract the best talent • Modern working patterns, workplaces and people practices will be offered
3	Transformation (of our ways of working)	Our working practices will empower managers with devolved key people functions to effectively manage performance, meet KPIs and manage change effectively	<ul style="list-style-type: none"> • I-Trent will be upgraded to better embrace the digital environment and how we work • An Enterprise Resource Planning (ERP) will be considered as a way to increase self-service, deliver better automation, and improve processes through reduced bureaucracy • A framework will be created and will inform the commissioning of a new provider to support the management and supply of the contingent workforce • Service Level Agreements will be put in place to manage performance and ensure KPIs are met
4	Reward & recognition	We will support, recognise and reward our workforce	<ul style="list-style-type: none"> • The pay framework (in consideration of the financial position and in liaison with the Chamberlain's department) will inform the creation of a Total Reward concept • Consideration will be given to benefits and intergenerational fit, terms and conditions and job evaluation
5	Performance	We will encourage a performance based culture that enables the City of London to recognise and celebrate the excellence of its people	<ul style="list-style-type: none"> • A holistic approach to leadership and management development and people management will improve the performance of the workforce
6	Learning & development	We will have a learning culture focused on continuous improvement	<ul style="list-style-type: none"> • Coaching and mentoring will be encouraged • Hybrid learning methods will be offered

			<ul style="list-style-type: none"> • An agile project management approach linked to continuous improvement will be encouraged • The induction programme for employees and line managers will be revised • Career / learning opportunities including apprenticeships and placements will be developed to enable tailored personal and professional development
7	Wellbeing & belonging	We will take a person-centred approach within the full employee life cycle	<ul style="list-style-type: none"> • The employee wellbeing offer will be reviewed and linked to effective health and safety practices, including attention to physical and psychosocial hazards • Opportunities for employees' voices to be amplified through improved staff surveys will enable triangulation of engagement measures through data and insights • Effective occupational health services will be delivered to maximise attendance through reduced sickness absence
8	Equality, diversity & inclusion	Linked to our EDI strategy, we will fully embed Equality, Diversity and Inclusion across the organisation	<ul style="list-style-type: none"> • Targeted strategies and mitigations will reduce pay gaps and support implementation of our Public Sector Equality Duty • Regular and annual workforce modelling, planning and reporting will be incorporated into our business planning processes • EDI learning and development programmes will be reviewed
Golden Threads		Human Resources will be a high performing function	
		The City of London will develop a Head of HR profession	
		Reporting and management information will be standardised	
		Insight from data will enable engagement and performance	

Annex E2: People Strategy framework

Revised City of London *Draft People Strategy Framework as of September 2023 based on employee engagement (*subject to Committee approval)

1	My Contribution, My Reward	<p>Total reward project too broad, need to focus on pay and recognition as baseline</p> <p>Renamed Project to Ambition 25: My Recognition, My Reward</p> <p>Pay Award offer agreed and piloting ideas for recognition schemes</p>
2	My Wellbeing & Belonging	<p>What is wellbeing? Values need to be role modelled</p> <p>Wellbeing includes psychological safety where colleagues can share ideas and take risks. We will be inviting employees to help us develop our new values</p>
3	Trustworthy (Effective) Leadership	<p>Effective leadership feels top-down. How can we better understand connections to Members?</p> <p>Trustworthy leadership embodies credibility, reliability, good relationships, and shared purpose. We will regularly update on progress with colleagues and Members</p>
4	My Talend & Development	<p>We need clearer career pathways. Our learning is outdated and needs to be revamped for a digital age</p> <p>My Recognition, My Reward project and focusing on key elements of inclusive recruitment, including apprenticeships and regularly reviewing our development offerings</p>
5	Modernising & Transforming our City Corporation	<p>Our people systems and processes need streamlining and modernising</p> <p>City People Improvement Projects and Enterprise Resource Planning (ERP) Project</p>

Annex F: Breakdown of total savings achieved to date by department

Financial Services continue to monitor the savings. Star Chambers have been undertaken with Heads of Finance and Chief Officers to ensure that savings are delivered on a permanent basis. Any planned savings are built into the Medium Term Financial Plan. These are addressed as a whole, regardless of which savings programme they originated from.

Department	Total TOM - 12% Savings*
Total	16,182,602
DCCS	1,228,000
CS	2,697,163
DBE	2,882,000
CLS	227,000
CLSG	91,000
CLFS	105,000
Remembrancer	199,000
MCP - COO	290,000
MCP - DBE	-
GSMD	778,439
Open Spaces	1,686,000
Culture	24,000
Mansion House CCC	48,000
Mansion House	382,000
Chamberlains	1,800,000
COO	1,489,000
Comptroller	101,000
Innovation and Growth	958,000
LMA	531,000
Town Clerk	666,000

* TOM 12% savings did not apply universally: City Bridge Foundation was exempt and DCCS required to make 6% savings

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