



Policy and Resources Committee

Date: THURSDAY, 14 DECEMBER 2023
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Deputy Christopher Hayward (Chairman)	Alderman Alastair King DL
Deputy Keith Bottomley (Deputy Chairman)	The Rt. Hon. The Lord Mayor Ald. Michael Mainelli (Ex-Officio Member)
Tijs Broeke (Vice-Chair)	Paul Martinelli
Caroline Haines (Vice-Chair)	Catherine McGuinness
Munsur Ali	Deputy Andrien Meyers
Deputy Randall Anderson (Ex-Officio Member)	Deputy Brian Mooney
Deputy Rehana Ameer	Deputy Alastair Moss (Ex-Officio Member)
Deputy Henry Colthurst (Ex-Officio Member)	Benjamin Murphy
Mary Durcan (Ex-Officio Member)	Alderman Sir William Russell
Helen Fentimen	Ruby Sayed (Ex-Officio Member)
Deputy Marianne Fredericks	Tom Sleigh
Jason Groves	Deputy Sir Michael Snyder
Alderman Timothy Hailes	Deputy James Thomson
Deputy Ann Holmes (Chief Commissioner) (Ex-Officio Member)	James Tumbridge
Deputy Shравan Joshi	Deputy Philip Woodhouse
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 16 November 2023 (Pages 7 - 20)
- b) * To note the public minutes of the Capital Buildings Board meeting held on 4 October 2023

4. **CORPORATE PLAN 2024-2029**

Report of the Chief Strategy Officer.

For Decision
(Pages 21 - 130)

5. **REVISED TERMS OF REFERENCE FOR NATURAL ENVIRONMENT BOARD**

Report of the Executive Director of Environment.

For Decision
(Pages 131 - 140)

6. **CHANGE TO COMPETITIVENESS ADVISORY BOARD (CAB) TERMS OF REFERENCE**

Report of the Executive Director of Innovation and Growth.

For Decision
(Pages 141 - 148)

7. **DESTINATION CITY REVIEW 2023-24**
Report of the Executive Director of Innovation and Growth.
For Decision
(Pages 149 - 160)
8. **COMMUNITY INFRASTRUCTURE LEVY NEIGHBOURHOOD FUND - APPROVAL OF UPDATED COMMUNITY INFRASTRUCTURE LEVY NEIGHBOURHOOD FUND POLICY**
Report of the Managing Director of the City Bridge Foundation.
For Decision
(Pages 161 - 202)
9. **COMMUNITY INFRASTRUCTURE LEVY AND ON-STREET PARKING RESERVES CAPITAL BIDS (QUARTER 2 - 2023/24) & CAPITAL BIDS FOR 2024/25 CAPITAL PROGRAMME**
Joint report of the Executive Director Environment and Chamberlain.
For Decision
(Pages 203 - 230)
10. **APPOINTMENT OF POLICY LEADS FOR CLIMATE ACTION AND SUSTAINABLE FINANCE**
Report of the Town Clerk.
For Decision
(Pages 231 - 238)
11. **CITY OF LONDON CARE EXPERIENCED AS A PROTECTED CHARACTERISTIC POLICY APPROVAL**
Report of the Director of Community and Children's Services.
For Decision
(Pages 239 - 248)
12. **BEMS UPGRADE PROJECT PHASE 1 STAGE 3 GUILDHALL EAST WING**
Report of the City Surveyor.
For Decision
(Pages 249 - 268)
13. **CAPITAL FUNDING UPDATE**
Report of the Chamberlain.
For Decision
(Pages 269 - 282)

14. **REVIEW OF POLICY INITIATIVES FUND/COMMITTEE CONTINGENCY FUND,
YEAR ENDING MARCH 2023**

Report of the Chamberlain.

For Decision
(Pages 283 - 298)

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

Report of the Chamberlain.

For Information

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

Report of the Town Clerk.

For Information

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

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

19. **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

20. **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 16 November 2023 (Pages 299 - 302)
- b) * To note the non-public minutes of the Capital Buildings Board meeting held on 4 October 2023

21. **LONDON NAUTICAL SCHOOL AND THE CITY OF LONDON ACADEMIES TRUST**
Report of the Director of Community and Children's Services.

For Decision
(Pages 303 - 308)

22. **CITY OF LONDON CORPORATION OVERSEAS OFFICES**
Report of the Executive Director of Innovation and Growth.

For Discussion
(Pages 309 - 324)

23. *** MAJOR PROGRAMMES OFFICE DASHBOARD**
Report of the Chamberlain.

For Information

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

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

Part 3 - Confidential Agenda (circulated separately)

26. **FUNDING FOR THE NEW COMMERCIAL, CHANGE AND PORTFOLIO DELIVERY DIVISION**
Report of the Chamberlain.

For Decision

POLICY AND RESOURCES COMMITTEE

Thursday, 16 November 2023

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 16 November 2023 at 1.45 pm

Present

Members:

Deputy Christopher Hayward (Chairman)
Tijs Broeke (Vice-Chair)
Munsur Ali
Deputy Rehana Ameer
Deputy Henry Colthurst (Ex-Officio Member)
Mary Durcan (Ex-Officio Member)
Helen Fentimen
Deputy Marianne Fredericks
Jason Groves
Alderman Timothy Hailes
Deputy Ann Holmes (Chief Commoner) (Ex-Officio Member)
Alderman Vincent Keaveny, CBE
Paul Martinelli
Catherine McGuinness
Deputy Andrien Meyers
Deputy Brian Mooney
Benjamin Murphy
Alderman Sir William Russell
Ruby Sayed (Ex-Officio Member)
Deputy Sir Michael Snyder
Deputy Philip Woodhouse

Officers:

Ian Thomas, CBE	- Town Clerk and Chief Executive
Gregory Moore	- Deputy Town Clerk
Jen Beckermann	- Executive Director and Private Secretary to the Chairman of Policy and Resources Committee
Polly Dunn	- Assistant Town Clerk and Executive Director of Governance and Member Services
Benjamin Dixon	- Town Clerk's Department
Sam Hutchings	- Town Clerk's Department
David Mendoza Wolfson	- Town Clerk's Department
Chris Rumbles	- Town Clerk's Department
Emily Slatter	- Town Clerk's Department
Kristy Sandino	- Town Clerk's Department
Caroline Al-Beyerty	- Chamberlain
Sonia Virdee	- Chamberlain's Department

Judith Finlay	- Director of Community and Children's Services
Dionne Corradine	- Chief Strategy Officer
Bob Roberts	- Executive Director Environment
Paul Wright	- Remembrancer
Simi Shah	- Executive Director of Innovation and Growth
Luciana Magliocco	- Innovation and Growth
Peter Young	- City Surveyor's Department

The Chairman took the opportunity to offer his congratulations to Michael Mainelli on his recent admission as Lord Mayor, to wish him well in this role and to thank him for his valued contribution to the work of Policy and Resources Committee over the past year. The Chairman added that the Lord Mayor would of course be most welcome to join Policy and Resources Committee at any point during his mayoral year.

The Chairman extended his thanks to Alderman Nicholas Lyons for his valued contribution to the work of Policy and Resources Committee during his time on the committee.

Noting he had given his apologies for today's meeting, the Chairman welcomed Alderman Alastair King to Policy and Resources Committee, in his absence, following his recent appointment as a representative of the Court of Alderman.

1. APOLOGIES

Apologies were received from The Rt Hon the Lord Mayor Michael Mainelli, Deputy Keith Bottomley, Caroline Haines, James Tumbridge, Deputy James Thomson, Deputy Shravan Joshi, Alastair Moss and Alderman Alastair King.

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

Deputy Christopher Hayward declared a non-pecuniary interest in respect of item 20 as Chair of Barts Guild Charity, whilst noting that this would not preclude him from contributing during discussion of the item.

Jason Groves declared an interest in respect of item 5 as a Member of the Financial Services Council of the Confederation of British Industry.

Alderman Timothy Hailes declared an interest in respect of item 21 as a Church Warden of St Lawrence Jewry.

3. MINUTES

- a) The public minutes of the Policy and Resources Committee meeting held on 19 October 2023 were approved as an accurate record.

4. POLICY LEAD (SUSTAINABILITY)

The Chairman provided the Committee with an oral update in relation to the advertised vacancy for a Sustainability Policy Lead.

The Chairman confirmed that there were two excellent applications and, following officer assessment, both candidates scoring extremely well. In discussion with the Policy Leadership team, it had been noted that there was going to be an incredible amount of work in this area over the next year. Firstly, to drive forward delivery against the ambitious climate action targets and, secondly, to deliver on the sustainable finance ambitions of the Competitiveness Strategy and Vision for Economic Growth.

The Policy Leadership team were minded to create two Policy Leads; one for climate action and one for sustainable finance. However, more time would be needed to determine exactly what the split would look like and to socialise this with the candidates. The Chairman indicated his intention to bring a proposal back for Members' consideration in December, not wanting to rush it and with it being important to ensure the process was done properly. Members offered their endorsement of this approach.

The update was noted.

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

The Committee considered a joint report of the Executive Director of Corporate Communications and External Affairs and Executive Director of Innovation and Growth providing an update on work undertaken by the Confederation of British Industry to address issues relating to its culture and governance processes and seeking agreement to unsuspend the City Corporation's Membership.

The Chairman confirmed that officers were of the view that CBI had put in place initial suitable steps that would allow for the City Corporation to be able to monitor their progress effectively. Officers would be monitoring the work being undertaken by CBI to ensure important changes were being implemented and embedded. The Chairman added how he would be looking for a level of reassurance that all the work that CBI were undertaking was delivering a new and clean CBI and one that the City Corporation could lend its brand to.

A Member sought an assurance that Policy and Resources Committee would be given an opportunity to review the position further in January in good time to allow for a decision to be taken. The Chairman offered his personal assurance that Policy and Resources Committee would be given an opportunity to take a final decision based on the advice of officers.

Reference was made to an ongoing police investigation and any potential reputational implications this may present for the City Corporation, with it being noted that the police investigation related to behaviours of individuals that were no longer employed by CBI and so would not impact on the City Corporation's position. A Member added how the City Corporation would need to consider its role leading up to a general election, with it being clear that both Government

and Shadow Cabinet remain in discussions with CBI; it was important for the City Corporation to have a place at the table.

A Member, also Chairman of Finance Committee, remarked on a need to understand how much was being spent and the benefits being achieved through the City Corporation's range of corporate memberships, with a holistic view needed to understand the value they offer. The Director of Innovation and Growth agreed to bring a report back looking at the range of City Corporation memberships. A Member added how it was important for the City Corporation to be involved in a wide range of organisations in its efforts at representing stakeholders and the City.

The Chairman concluded the discussion remarking on how Government were wanting one organisation to speak on behalf of business, with CBI having put robust measures in place to ensure it was delivering on changes that were needed to its culture and governance.

RESOLVED: That Members: -

- Agreed 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 would 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.

6. **CAPITAL FUNDING UPDATE**

The Committee considered a report of the Chamberlain seeking approval to the release of funding (following gateway approvals) to allow schemes to progress.

RESOLVED: That Members: -

- (i) Reviewed the schemes summarised in Table 2 and, particularly in the context of the current financial climate, confirmed their continued essential priority for release of funding at this time and accordingly:
- (ii) Agreed to 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) Agreed to release of £0.076m of City Cash contingency.

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

The Committee considered a report of the Director of Community and Children's Services regarding provision of annual travel cards for Care Leavers and seeking approval of initial funding in support of this.

The Chairman provided an update confirming that the London Children in Care Council had been negotiating with Transport for London to provide free travel costs for all of London's Care Leavers, which he was pleased to be able to

confirm had resulted in Transport for London having recently agreed to meet 50% of the costs from April 2024. In efforts at being in line with the London wide ambition, it was proposed that the City Corporation matches this funding to be able to provide free annual bus passes to all Care Leavers in the City.

Funding from Policy Initiatives Fund was being requested to cover initial costs for a time limited period up until the end of the current financial year. From April 2024, at which point Transport for London would meet 50% of the costs, the City Corporation would look to meet the other 50% of funding from a reprofiling of the Community and Children's Services Department budget. The Chairman added how the agreement with Transport for London had been a recent development.

As such, Policy and Resources Committee were being asked to today to agree to a cost of £32,500 to be drawn from Policy Initiatives Fund to cover a period of 12 months funding.

RESOLVED: That Members: -

- Approved a cost of £32,500 to cover a period of funding for 12 months up until April 2024.

8. STRATEGIC ENGAGEMENT AT THE 2024 PARIS OLYMPICS AND PARALYMPICS

The Committee considered a report of the Executive Director of Corporate Communications and External Affairs setting out a proposal for the City Corporation to engage in the upcoming Olympic and Paralympic Games in Paris in July, August and September 2024.

A number of Members spoke in support of the City Corporation looking to engage at the Paris Olympics, with a number of points raised regarding the potential of further funding being requested, what the benefits were and understanding value for money being achieved and looking to include key KPIs in advance of the event. A further point was raised regarding Communications and Corporate Affairs Sub-Committee continuing to monitor plans for engagement and how this would be achieved for a global event; understanding how visibility would be achieved through social media and putting in place measures and benchmarks so it can be understood how the City Corporation's brand had been enhanced.

Members noted that it was a one-off request for £100k, split across the Olympics at £75k and Paralympics at £25k, and with there being no additional requests for funding.

The Chairman referred to soft power as being difficult to quantify, capturing outcomes and being able to demonstrate it clearly. The Chairman added how he wanted to ensure value for money was being achieved, which was the reason Communications and Corporate Affairs Sub-Committee would be actively monitoring the engagement.

The Executive Director of Corporate Communications and External Affairs confirmed how the proposal was still at the stage of negotiating what exactly the

City Corporation would be getting through its sponsorship. It was further explained how a new approach to monitoring events would include political engagement, business engagement and developing a communications plan around this.

A Member remarked on the difficulty in describing the real value through the City Corporation's engagement; there was a retention piece for businesses and if the City Corporation were not to engage others would, which was difficult to quantify.

Reference was made to positive gains being achieved through the City Corporation's engagement at the Games; going back to grass roots and potentially funding young people looking to be present at the Games. The Chairman suggested this was an area that could be further explored as part of sports engagement that could be brought back to Communications and Corporate Affairs Sub-Committee and Policy and Resources Committee at an appropriate point.

The Chairman concluded the discussion and remarked on the importance of achieving value for money from the City Corporation's engagement in this area.

RESOLVED: That Members: -

- Agreed 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.

9. **MEMBERS' BEDROOMS POLICY**

The Committee received a report of the Town Clerk relating to a revised Members' Bedroom Policy.

The Chairman confirmed that ahead of the meeting today a number of Members had approached him on the proposals within the report, with a range of questions and suggestions. The Chairman referred discussions with the Deputy Town Clerk and Chair of Civic Affairs Sub-Committee, following on from the feedback of Members, following which they had collectively agreed that it would be in the best interests of this Committee, and indeed the wider Court Membership, to take this feedback, consider it further in mapping any impacts and report back.

The Chairman confirmed that he was minded to defer this item, noting that it would require further consideration by Civic Affairs Sub-Committee.

A question was raised regarding sharing the report with the wider Membership of the Court of Common Council, with it being clarified in response that Members were already aware of the report, and they were free to read it should they choose to do so.

RESOLVED: That Members: -

- Noted the withdrawal of this item.

10. **THE MONUMENT**

The Committee considered a resolution from Natural Environment Board in which they had expressed their concern at the decision to move The Monument into the Natural Environment Division and proposing the Town Clerk be asked to identify appropriate governance (operational division and committee oversight) of it.

The Chairman introduced the item remarking on how he was certain that Members would agree on a need to find a way for the site to break even.

The Executive Director of Environment suggested that Policy and Resources Committee received the resolution in a positive manor with it providing a catalyst to look at how it would be possible to get the Monument into a position whereby it was breaking even or making a profit, whilst also allowing an opportunity to identify where it would best sit at the City Corporation moving forwards.

During the discussion that followed, reference was made to the site being a major tourist attraction detailing the history of the City and with a need to ensure it remained an accessible site. There was a further suggestion to look at the commercialisation of the site, with it having the potential to make a profit if it was done in the right way.

A Member referred to the huge amount of history attached to the site and suggested linking it with other successful tourist locations in the City e.g., Tower Bridge.

The Chairman confirmed that Members were being asked to note the resolution today with a fuller update to follow on an approach to agree moving forwards.

RESOLVED: That Members: -

- Noted the resolution of Natural Environment Board.

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

The Committee received a report of Executive Director of Innovation and Growth presenting an evaluation of the recent revival of Bartholomew Fair as a major City event, which took place between 31 August and 16 September 2023.

The Executive Director of Innovation and Growth introduced the item, highlighting a number of issues including a key issue on spend, offering her apologies to the Chair and all Members of the Committee for the overspend on the event. The Director confirmed that no request for additional funding would be forthcoming, and the Department would be looking at a at options for a reallocation of funding.

The Chairman thanked the Director for the apology, adding how an overspend was not good, with work now required to achieve working to budget on revenue spend.

The Town Clerk reiterated the apology of the Director on the overspend and assured Members that lessons had been learned. The Town Clerk added how

Members would understand a need to reset on Destination City, through establishing and developing clear metrics and deliverables. Members noted that an independent review of Destination City was due to take place, to be conducted by Paul Martin, and with terms of reference due to come back for Members consideration early next year.

The Chairman took the opportunity to offer his endorsement of Destination City, adding how the report today was focussed on the Bartholomew Fair event and asked that Members focused their remarks on this event.

During the discussion that followed, a number of areas were highlighted including footfall and spend as being fundamental in understanding actual value. Bartholomew Fair was seen as a positive event from a cultural perspective with good feedback from residents, but there being a concern with the overspend of 13% and whether this would result in reduced activity in other areas. There was reference to increased footfall in the City creating more litter and a need to increase the cleansing budget as result, whilst also looking at increasing public conveniences on offer to meet the increased demand.

There was a suggestion that the report was difficult to digest, with clear metrics needed to demonstrate what was being achieved through the spend on Destination City. It appeared that impacts on businesses were minimal and there was a need to ensure any spend resulted in a sustainable impact moving forwards.

Another hidden cost included policing requirements through increased footfall in the City and this wider picture must not be lost.

Members noted that lessons were to be learned, but with feedback generally being that it was considered a very good event. Reference was made to the huge amount of culture in the City, with unique treasures and there being a need to build on these, working with BIDs, hotels, looking at when to hold events with summertime a quiet period for businesses and with this being a time when they need support.

It was suggested starting publicity further in advance in future, through a pre-event announcement, publicising to businesses to encourage people to come into the office.

A Member added how there was a need to accept that holding large scale events was not working for the City Corporation as host having done so on two occasions. The Member added how there was a need to improve the vibrancy on offer in the City moving forwards to ensure the City was a destination people wanted to visit.

The Director explained that additional funding would not be requested; a budget reallocation through a Christmas event that had already been agreed would not now proceed due to the current lack of skill set identified in running these events. It was also considered prudent to await the outcome of the Independent Review.

The Director added her agreement on the importance of sustainability of events and what they would continue to offer moving forwards.

RESOLVED: That Members: -

- Noted 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.

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

The Committee received a report of the Chief Strategy Officer providing Members with a final Target Operating Model programme report.

During discussion of the item, reference was made to the impact of the Target Operating Model on staff morale, with lessons needing to be learnt from the process and to ensure these were embedded moving forwards.

The Chief Strategy Officer referred to a focus through each department on those areas where they have found it difficult to recruit. The Town Clerk acknowledged how the process had been difficult for staff, with lessons having been learned, with finance metrics and savings targets having been met but at a human cost.

The Town Clerk referred to a new People Strategy that would be focussed from the bottom up looking at how staff can be supported through coaching and engaging a huge number of people. Events were already taking place, and these were receiving really positive levels of engagement, with one such event attracting 820 people. Focussed events were also taking place, with one such session at the Barbican Centre relating to racism owing to concerns raised on this issue, with these proving to offer really strong engagement. Silos were also being dealt with through the People Strategy, through putting in place a structure and transformation programme in looking to address this.

The Town Clerk added how his visits to staff had shown him how many of them were committed to the organisation, with him seeing incredible work across the organisation and with the Celebrating People Awards seeing its highest number of entries this year. Positive work continued in a wide range of areas including a positive report from Ofsted on the City's work on children, working through challenges on housing and ensuring residents were getting a better response and also through work of Innovation and Growth in looking to secure economic growth. This presented a snapshot of all the good work that was taking place.

The Town Clerk referred to industry standard for direct reports being between four and nine, with his predecessor having had 25 direct reports and with this now down to 11. The City Corporation was a vastly complex organisation, with six institutions to manage, which would be done through working with Chairs and Boards to ensure an appropriate system was in place moving forwards in looking to achieve this.

The Chairman thanked the Town Clerk for his update and stressed how he wanted to put on record the thanks of this Committee to each and every member

of staff, as well as thanks to the Town Clerk for his continued leadership of the entire organisation.

Resolved: That Members: -

- Noted that this was the final Target Operating Model programme report, with a small number of areas to complete their restructuring, anticipated by the end of 2023.
- Noted 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% were not yet delivered were due to be realised in the current financial year.
- Noted the impact of the Target Operating Model programme on City of London Corporation.
- Noted lessons learnt from the process of implementing the Target Operating Model, which has been shared with Chief Officers.

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

The Committee received a report of the Executive Director of Innovation and Growth providing results of the planned quarters 1 and 2 activities of the year of the Climate Action Strategy Programme, including a description of progress as well as potential risks.

RESOLVED: That Members: -

- Receive the report and note its content.

14. POLICY AND RESOURCES CONTINGENCY/DISCRETIONARY FUNDS

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

RESOLVED: That Members: -

- Receive the report and note its content.

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

There were three questions raised as follows:

Alderman Timothy Hailes – Member expertise, skills and interests

Would the Chairman agree with me that better understanding and leveraging the considerable expertise, skills, and interests of all our elected members has the potential to significantly enhance our organisational effectiveness and compliment the "policy lead" concept that you have pioneered since taking up office?

Would he further agree that this starts with an effective and user-friendly single digital data source which captures the very wide range of activities the Corporation engages in – including services, policy, professional sectoral and geographical relationships – aligned to individual member expertise and experience?

Would he agree that Committee Chairs, Members and Officers would all benefit from a more joined up approach in this area to replace the rather ad hoc and piecemeal approach we currently appear to adopt based far too often on an individual decision makers subjective knowledge and could I ask for an options paper to be commissioned to come back to this committee for further consideration along with resourcing implications in delivering such a solution.

The Chairman responded confirming he agreed with what the Member had said about making the most of the talent and expertise of all of our elected Members.

Firstly, on the digital solution, work has already begun as part of the City Corporation's Digital, Data and Technology Strategy looking at how to bring together the various CRM systems used across the Corporation.

Then there were three further elements that needed to be taken into consideration:

First, that we were transparent and systematic in how we capture members' interests and expertise.

Second, the quality and regularity of information the Corporation receives from Members regarding their expertise and skill i.e., the input needs to be high quality to ensure the output was high quality.

Lastly, clarity on how that information was deployed and used, for example in determining which Members should be invited to attend particular functions.

The Chairman asked officers to come back with a paper setting out the position and next steps on these three elements.

The Chairman thanked the Member for bringing the question to Policy and Resources Committee.

Deputy Brian Mooney – Expanding the City franchise

The Chairman promised to come back by the end of the year with a brief report on steps that could be taken, or advocate, to expand the City's franchise. Looking at how to increase and radicalise the franchise and commit to ensuring it does come back. If this were the case, when it might be expected?

The Chairman confirmed that he would ask officers to quickly provide a timeline for a paper on this item outside of this meeting that he would then feed back to the Committee.

In the meantime, the Chairman assured Members that voter registration activities continued on a positive trajectory. Despite there being no all-out elections due this year, the current Ward List now stood at over 20,000, which presented a positive step in the right direction.

Jason Groves – Commercial Opportunity Assessment

Looking across the City Corporation, would the Policy Chairman agree with me that we don't sufficiently look at the commercial opportunities to make full use of our assets. For example, if we seek for Guildhall School of Music and Drama to rival the Julliard School, how do we intend to raise an endowment needed to match that ambition? When we look at our building stock on Hampstead Heath, do we look for ways to invest to maximise commercial return. These questions could be repeated across the Corporation's assets. Could we give some thought into investing in some in-house Commercial expertise to maximise the return on the Corporation's assets.

The Chairman responded confirming that he had thought for some time that we needed to become more commercial as a Corporation and generate more income. Certainly, at Resource Allocation Sub-Committee Away Day in the summer there was broad consensus on this from Members. The Chairman understand that a commercial opportunity assessment was now underway to identify opportunities for commercialisation across the Corporation. The Chairman had been told that a commercial plan would be brought before Members by the end of this financial year.

There was a piece of work on advertising also underway; that would report to Resource Allocation Sub-Committee early in the new year. There was also work happening in the Environment department to assess commercialisation opportunities and support delivery of the charities review.

The Chairman confirmed that he was in total agreement. There was a need to raise our commercial maturity as an organisation, and he looks forward to these various strands of work being progressed in the near future.

The Chairman welcomed this issue being drawn to Members' attention today.

16. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no additional items of business.

17. 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.

18. NON-PUBLIC MINUTES

- a) The non-public minutes of the Policy and Resources Committee meeting held on 19 October 2023 were approved as an accurate record.

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

The Committee considered a report of the Executive Director of Innovation and Growth relating to the Beckford and Cass Statue Plaque.

At this point in the meeting, in accordance with Standing Order No. 40, a decision was taken to extend the length of the meeting.

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

The Committee considered a joint report of the Town Clerk and Comptroller and City Solicitor relating to the Voluntary Hospital of St Bartholmew.

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

The Committee considered a report of the City Surveyor relating to a Memorandum of Understanding between the City Corporation, the London Diocesan Fund and St Lawrence Jewry Church.

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

The Committee received a report of the Town Clerk advising Members of action taken by the Town Clerk, in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order Nos. 41(a) and 41(b) since the last meeting.

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

There were no questions.

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

There were no additional items of business.

The meeting ended at Time 3.52pm

Chairman

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

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Committee(s): Policy and Resources Committee (for Decision) Court of Common Council (for Decision)	Dated: 14/12/2023 11/01/2024
Subject: Draft Corporate Plan 2024-2029	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	N/A
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	£20,000
What is the source of Funding?	To be identified by the Chamberlain as detailed in paragraph 22.
Has this Funding Source been agreed with the Chamberlain’s Department?	Yes
Report of: Chief Strategy Officer	For Decision
Report author: Tabitha Swann, Head of Corporate Strategy & Risk	

Summary

The draft Corporate Plan 2024-29 provides a strategic framework to guide the City of London Corporation’s planning and decision-making over the next five years. Together with other key workstreams (such as the People Strategy), it helps ensure everything City Corporation does aligns to achieving our stated aims and objectives.

The draft considers the ongoing work and commitments of City Corporation, our political priorities and the views of Members, Officers and external stakeholders, as well as the need to build on the previous plan with the inclusion of performance measures and more focussed outcomes.

Approval is sought from Policy and Resources Committee for the draft to be submitted to the January 2024 Court of Common Council for formal endorsement. Design work on the format, graphics, copy editing into plain English and promotional materials is in progress and will be completed once the draft plan has been approved.

Recommendation

Members are asked to:

1. Approve the draft Corporate Plan 2024-29 content at Appendix 1, not wording, (which will be refined and reduced), or the design/format. Specifically:
 - a. Agreement of six outcomes (content focus); and
 - b. The direction of travel for the performance measures.
2. Authorise the Town Clerk to agree and finalise any minor changes to the content of the draft Corporate Plan 2024-2029, in consultation with the Chairman and Deputy Chairman; noting that the design will be finalised in consultation with the Town Clerk, Chairman and Deputy Chairman.
3. Recommend that the Court of Common Council adopts the Corporate Plan 2024-2029.

Main Report

Background

1. The Corporate Plan 2024-2029 provides the strategic framework to guide the City of London Corporation's thinking and decision-making over the next fantastic five years. Alongside financial planning, a new People Strategy, Digital Strategy and Transformation, it drives the City of London Corporation's ambition to be world-class.
2. On 6 July 2023, the Policy & Resources Committee agreed that the next corporate plan should run from April 2024 until March 2029, with the current Corporate Plan 2018-23 extended until 31 March 2024.¹ This was subsequently agreed by Court of Common Council on 20 July 2023.
3. Overseen by the Chief Strategy Officer, the draft Corporate Plan 2024-2029 has been shaped by input from internal and external stakeholders, as well as the City Corporation's political priorities and other agreed commitments - e.g., its strategies, projects and programmes. In addition, lessons have been applied from the previous plan, especially around the need for performance measures. Further details on this development process can be found in the section below and in the appendices.
4. This paper seeks approval of the draft Corporate Plan outcomes in order that this be submitted to the Court of Common Council in January 2024 for formal endorsement. Design work on the format, graphics, copy-editing in plain English and promotional material will be completed before publication. The Corporate Plan 2024-29 will commence on 1 April 2024.²

Corporate Plan Drafting and Development

5. The Corporate Plan 2024-29 is attached at Appendix 1. This is intentionally high-level but gives a flavour of the content that will be reflected albeit in a different format. The existing Corporate Plan 2018-2023 was examined to learn lessons and identify areas for improvement, and a light-touch PESTLE analysis of macro trends and socio-economic factors was undertaken to understand the wider operating environment, alongside a review of City Corporation strategies that are extant or in development.
6. Input from Members of the Court of Common Council, Independent Committee Members, Officers of the City Corporation and engagement with external stakeholders helped define the purpose, outcomes, outputs and approach to measuring performance. Appendix 2 provides further details on this as well as the rationale, global trend analysis (Appendix 2a), external engagement analysis (Appendix 2b), strategies, major projects and programmes (Appendix 2c) which all informed the draft Corporate Plan.

¹ [Approach to next Corporate Plan](#) – Policy & Resources Committee, 6 July 2023

² While the Corporate Plan will take effect on 1 April, the Plan will be launched on 2 April – the day after the Easter Monday bank holiday.

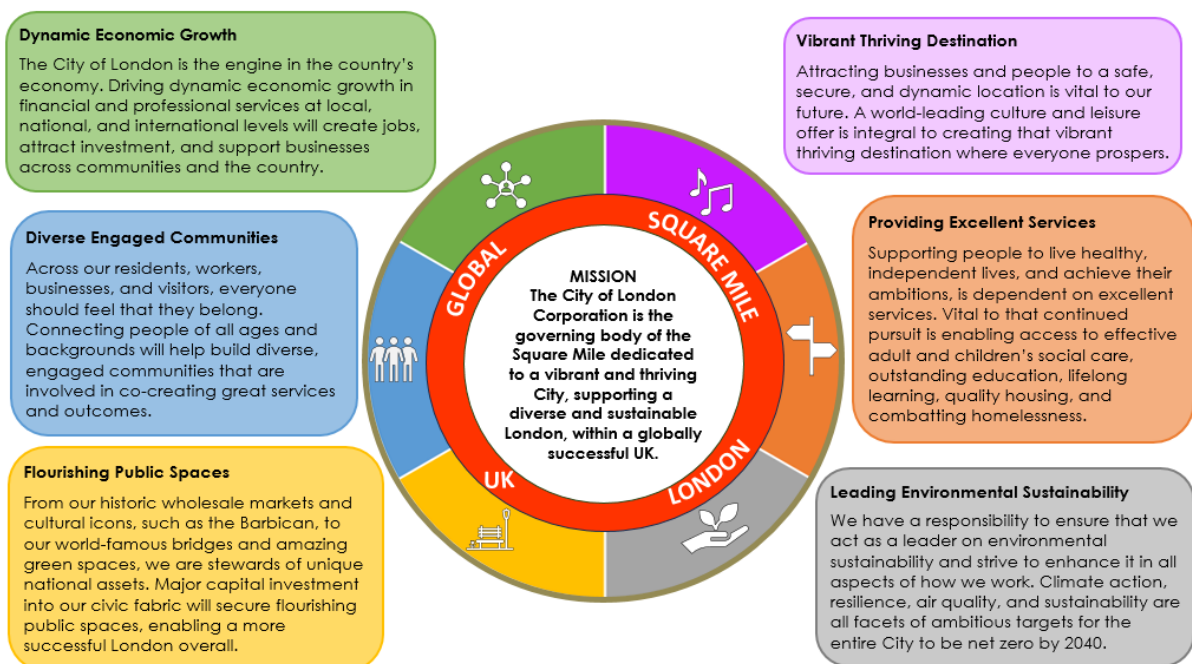
7. More broadly, the following working assumptions and aims framed the work:
- a. The overarching purpose of the plan is not to detail everything the City Corporation does, but instead is to define the key outcomes we want to achieve in the next five years to help us spend our resources (time and money) on what we value.³
 - b. That said, although the plan – in tandem with collaborative leadership and wider transformational change – provides a catalyst for improved ways of working, it is not a one-stop-shop to solve silo working and budget/prioritisation challenges.
 - c. The plan will be a living document that is reviewed and refreshed over the five-year period. An annual progress report will be produced, linked to performance metrics.
 - d. Once agreed, the strategic outcomes in the plan will be embedded and reflected within other processes and documents in City Corporation, e.g., business planning, budget setting, programme and project governance, risk management and personal objectives, etc. This will ensure that there is a ‘golden thread’ through everything we do.
8. The Corporate Strategy and Performance Team have worked closely with the Executive Director of Corporate Communications and External Affairs and members of her team to finalise the draft plan and ensure it reflects the wider narrative and sets the context around the work of City Corporation, and that the content is clearly articulated in as simple a way possible.

Corporate Plan 2024-29

9. The Corporate Plan 2024-29 consists of the following elements:
- a. A foreword by the Town Clerk (to be finalised after approval of the plan)
 - b. A foreword by the Policy Chairman (to be finalised after approval of the plan)
 - c. A context section detailing ‘who we are’, key facts about City Corporation (illustration included to be further refined) and two maps outlining our responsibilities inside and outside the Square Mile
 - d. A summary of the six outcomes for 2024-29 (currently dial format)
 - e. An executive summary (to be finalised after approval of the plan)
 - f. A more detailed breakdown of each outcome, with context setting, overarching objectives and performance measures
 - g. An annex outlining how we will monitor impact
10. The design and layout will ensure it is easy for our stakeholders to read and identify the key elements of interest to them, both in physical and digital copies. The tone will reflect a desire to be brilliant at the basics and strive to being world class, recognising that different parts and portfolios governed by City Corporation are at various stages of maturity.
11. The Corporate Plan 2024-29 differs from the current iteration in:

³ Context around the breadth of what we do and how we do this is included in the introduction to the plan, the key fact sheet and maps. This references the importance of delivering our statutory duties and services, as well as maintaining the ‘brilliant basics’, including in our enabling services.

- a. Greater emphasis on prioritisation (whilst still reflecting the extensive portfolio covered by City Corporation).
 - b. Additional detail on how the outcomes will be delivered and measured for success.
 - c. Intent to incorporate reviews and adaptations, to ensure its continued relevance to the City Corporation throughout the five-year period, with a report produced annually on progress.
12. The City Corporation’s mission⁴, legal, statutory, regulatory obligations and commitments remain unchanged. And, our ambition to be world class is not limited to what we deliver. It is equally critical to how we discharge our role from being values-driven to striving for equity (in addition to equality, diversity and inclusion). Our wide reach and responsibilities influence globally, nationally, across London, and in the Square Mile. This ‘place-based’ lens has also been used when defining the outcomes and considering performance measures.
13. The six outcomes⁵ are deliberately presented in a way that does not imply an inherent order of importance, with outcomes rotating in response to the workstreams within and across different departments and systems. They are currently portrayed in a dial format (noting this may change following design work), see below:



⁴ ‘The City of London Corporation is the governing body of the Square Mile and is dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK.’

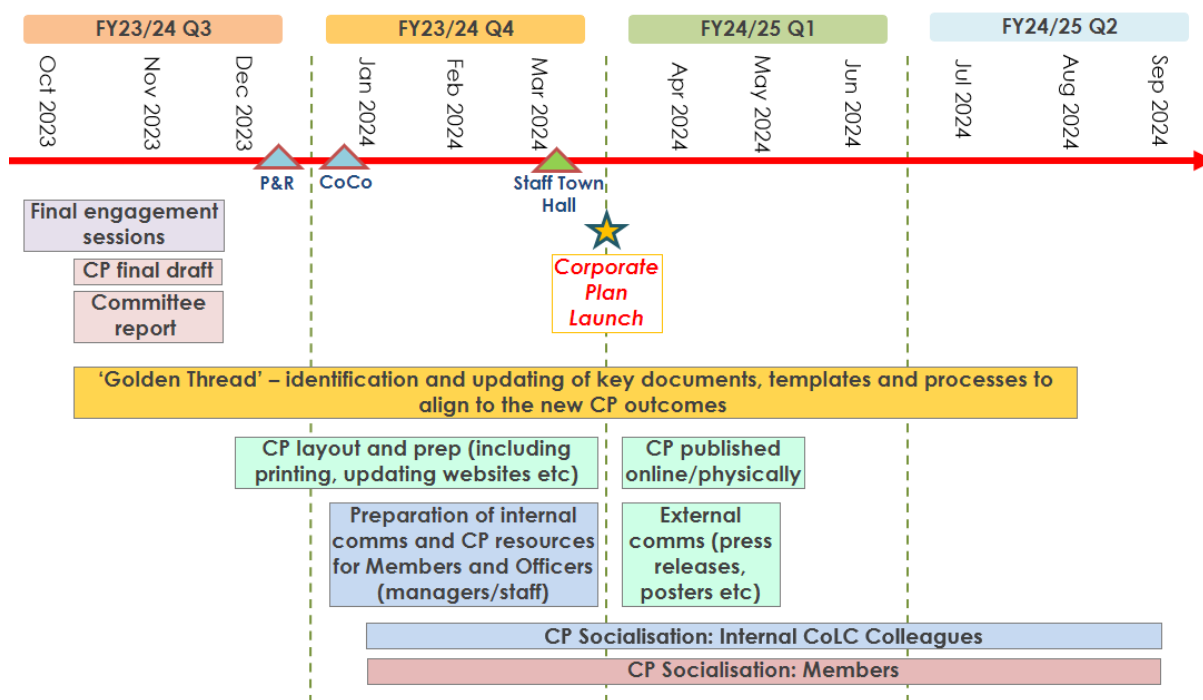
⁵ These reflect the political priorities, including resetting the relationship with our residents, supporting the Square Mile’s recovery and SMEs, promoting the UK’s Financial and Professional Services Sector and ensuring the UK leads on tech innovation and green finance.

Monitoring Progress

14. As mentioned above, the Corporate Plan 2024-29 will be a living document that can adapt during its five-year span. Some of the proposed content will last beyond 2029, but we will also need to reflect changes emerging during the 2024-29 period. It will be reviewed and refreshed to ensure we continue to meet our stated outcomes (supplementing these as required) and will be reported on annually.
15. The Corporate Plan 2024-29 is the first time we are bringing together data sets from across the organisation to analyse high-level performance, and we are aware there are many gaps. Given the maturity of elements of City Corporation's data infrastructure and capabilities, our capacity to collect, manage and monitor data is limited. The Corporate Plan 2024-29 will be used to identify opportunities to improve what type of data we collect and how. This will continue to mature over the lifetime of the plan and as this develops, so will the measures.
16. The planned approach to monitoring Corporate Plan performance outcomes can be found at Appendix 3.

Next Steps

17. Once the Corporate Plan 2024-29 has been approved by Members of this Committee and by the Court of Common Council, we will commence the plans to socialise the document with our stakeholder groups – this will include Members, Officers and external stakeholders.
18. Planning is underway internally pre-publication and for the external launch (internet site, press releases, posters, hard and soft copy versions of the plan etc). This process will extend beyond the launch date to help embed the plan into City Corporation processes and ensure that the presentation of the plan, outcomes and measures is relevant to our various stakeholder groups, internal and external.
19. The timeline below outlines the phases of this work:



Corporate & Strategic Implications

Strategic implications

20. When approved, the Corporate Plan 2024-29 will form the City of London Corporation corporate strategy, covering the five-year period as well as providing context and direction longer term.

Financial and Resource implications

21. The Corporate Plan 2024-29 is a strategic framework for guiding City Corporation's thinking. If new activity to deliver Corporate Plan 2024-29 is identified, its funding source will need to be identified and where applicable, Member agreement sought, before it can be adopted into the Corporate Plan. For any new activity occurring in FY2024/25 the funding source will be existing budgets, where necessary by prioritisation, or from revenue generation.
22. The cost of the development, design and publication of the Corporate Plan 2024-29 will be met through a combination of the Corporate Strategy & Performance Team's budget, Transformation Budget and contingency monies identified by the Chamberlain. Excluding internal staff costs, this equates to approximately £30,000 (£10,000 of which has already been assigned from transformation fund carry forward). The final figures will be confirmed once the draft products and associated designs are agreed.

Legal implications

23. None.

Risk implications

24. None.

Equalities implications

25. The Corporate Plan 2024-29 was developed in line with our Public Sector Equality Duty 2010 and is intended will have a positive impact on the City of London Corporation's fostering of greater diversity, equality and accessibility for all. A full Equalities Impact Assessment has been completed and is at Appendix 4.

Climate implications

26. The Corporate Plan helps drive the work towards targets outlined in the City of London Corporation's key strategies, including the Climate Action Strategy and Air Quality Strategy.

Security implications

27. There are no direct security implications. The Corporate Plan emphasises the importance of enabling a safe and secure environment, including through the City of London Police's national lead on cyber and economic crime.

Conclusion

28. This report provides the draft Corporate Plan 2024-29 and outlines the approach to its development.
29. Policy and Resources Committee approval will enable Corporate Plan 2024-29 to progress in January 2024 for adoption by the Court of Common Council.

Appendices

- Appendix 1 Draft Corporate Plan 2024-29
- Appendix 2 Corporate Plan 2024-29 Development – Context, Feedback & Rationale
 - 2a Global Trends Analysis
 - 2b External Stakeholder Engagement Analysis
 - 2c Strategies, Major Programmes and Projects and Other Sources
- Appendix 3 Monitoring Corporate Plan Performance Outcomes
- Appendix 4 Corporate Plan 2024-29 Equalities Impact Assessment (Part A & Part B)

Background Papers

[Approach to next Corporate Plan](#) – Policy & Resources Committee, 6 July 2023

Tabitha Swann

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[COVER PAGE]

DRAFT

Click and enter subtitle

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Foreword – Town Clerk [First draft to discuss with TC]	5
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Our Mission:

The City of London is the governing body of the Square Mile, dedicated to a vibrant and thriving City, supporting a diverse and sustainable London, within a globally-successful United Kingdom.

Foreword – Policy Chairman

[to be written once outcomes agreed by Members]

Foreword – Town Clerk

[to be written once outcomes agreed]

Who we are / Impact

[Four Pages with Maps: possible pull-out section to be detached from plan in physical document]

[Illustrative: more to include, repetition to be removed and format to be agreed with design agency]

Our Mission

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

About the City of London Corporation

The City of London Corporation looks after the City of London ('the City' or 'Square Mile') on behalf of all who live, study, work, and visit, providing modern, efficient, and high-quality local services and policing for all.

Our independent and non-partisan political voice and convening power, enables us to promote the interests of people and organisations across London and the UK and play a valued role on the world-stage.

We aim to support London's communities through responsible business, charitable giving, improving the capital's air quality, providing education and skills for young people, and delivering affordable housing across London.

We protect and conserve 19 major green spaces in London and Southeast England – including Hampstead Heath and Epping Forest - and over 200 smaller ones in the Square Mile. They include important wildlife habitats, sites of scientific interest and national nature reserves. They are protected from being built on by special legislation.

We are the port health authority for London, the largest port health authority in the UK. We protect public health by preventing infectious disease, ensuring water quality, making vessel inspections, and enforcing environmental controls.

We have a long history, a unique constitution, our own Lord Mayor, and a dedicated police force. The City Corporation provides local government services for our 8,600 residents and 614,500 City workers based in the Square Mile. To be truly representative of its population, businesses and other organisations registered in the Square Mile are entitled to nominate voters to City elections so that – alongside registered residents – they can have a say on the way the City Corporation is run.

Key Facts **[Illustrative: more to include, repetition removed and format TBC]**

(General)

- There are 8,600 residents living in the City of London.
- There are 614,500 workers in the City of London.
- 1 in 53 UK workers are employed in the City.
- 10 million people visit the Square Mile each year.

(Diverse remit)

- We provide London's Port Authority Health Service, patrolling 94 miles of Britain's busiest waterways along the River Thames from Teddington to the outer Thames Estuary.
- We operate three pre-eminent wholesale food markets (Smithfield Meat Market, Billingsgate Fish Market, New Spitalfields Fruit and Vegetable Market), providing a vital link in the food supply chain for London and the South of England.
- We manage the Heathrow Animal Reception Centre, and our staff look after about 14,000 dogs and cats, 400 horses, 150,000 reptiles, 1,000 birds and 25 million fish that are imported through Heathrow Airport each year.
- The City of London Police is the national lead force on fraud and economic crime, which includes delivering the UK's national fraud and cyber-crime reporting centre.
- We are a committed Charity Trustee and impactful funder evidenced by over £20m of philanthropic giving which the City Corporation undertakes annually with support from the Central Grants making function.

(Sustainability)

- We look after 11,000 acres of green spaces, which is approximately the same size as 20 Hyde Parks.
- These remove an estimated 16,000 tonnes of CO2 per year, equivalent to 44% of the City Corporation's carbon footprint.
- And receive over 25 million visits each year from Londoners and beyond.

(Culture and Heritage)

- We are the country's fourth biggest funder of culture, investing £130m every year in heritage and cultural activities.
- Guildhall School of Music and Drama was ranked as number one in the Arts, Drama and Music by the Complete University Guide 2023.
- The Guildhall Art Gallery displays more than 250 portraits, paintings, and sculptures and is free of charge to visit.
- The Barbican Centre holds thousands of events for the public each year and opens its doors for approximately 1.5 million visitors annually.

(Community)

- We are the strategic housing authority for the City of London and a landlord responsible for over 1,900 social tenanted properties and over 900 leaseholder properties across London. We provide over 1,800 social housing units on 11 estates across six Boroughs.

(Education)

- Six of our City of London Academies Trust's schools hold an outstanding Ofsted rating.
- The City of London Freeman's School is consistently placed among the top five co-educational boarding schools in the UK based on A Level outcomes.
- The City of London School is ranked as "excellent" by the Independent Schools' Inspectorate for both quality of pupils' academic and other achievements, and for quality of pupils' personal development.

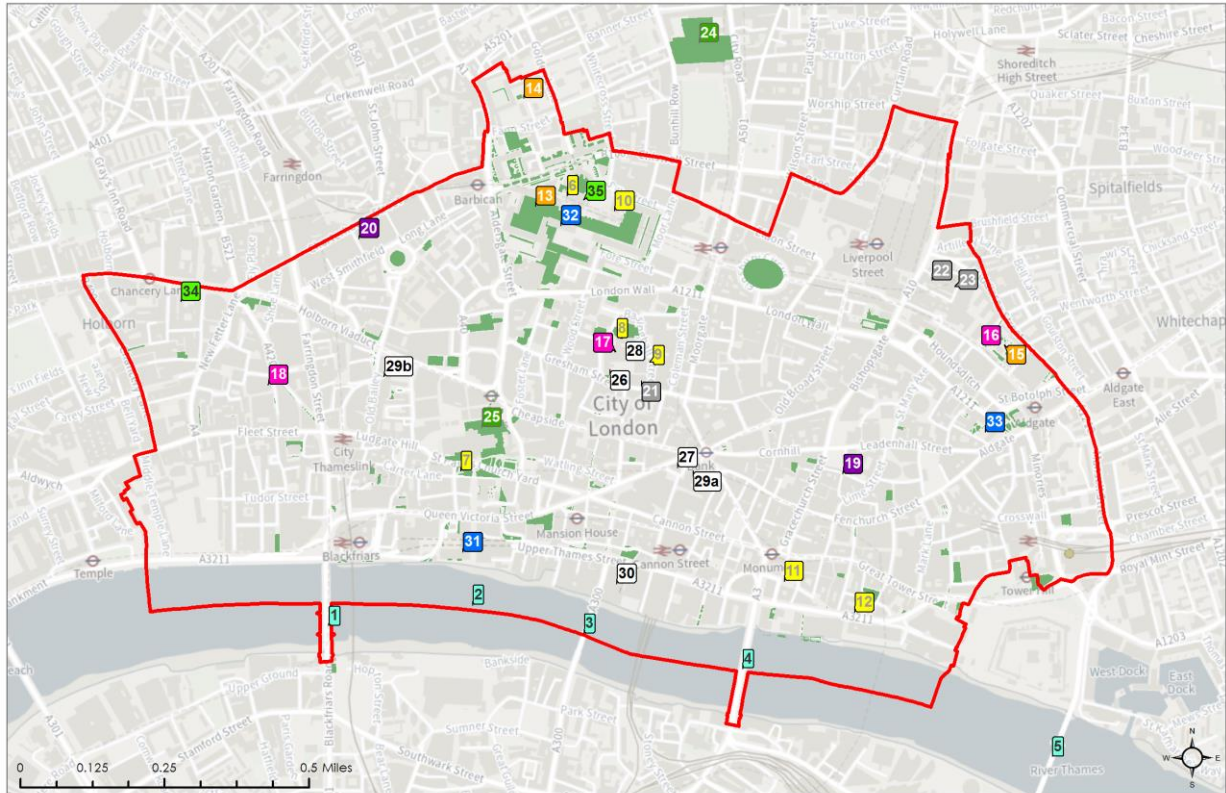
(Financial)

- The City generates nearly £85bn in economic outputs annually, supporting the UK economy.
- The City accounts for one in every five financial services jobs in GB.
- The City also contributes to services across the UK, generating £1.1bn in business rates alone.
- City jobs are at a record high and have grown over 13% since pre-pandemic 2019 to 2022, with nearly 73,000 more jobs than in 2019.

(Assets)

- Property Fund Management – maximising rental income managing long-term performance to City Fund and City Estates assets amounting to circa £3b by value across 250 properties. Portfolio performance exceeded the industry benchmark (MSCI total returns) over a 5-, 10- and 28-year timeframe.
- Salisbury Square Development – creating a new civic hub in the square mile, including a headquarters for the City of London Police, a new modern facility for HM Courts and Tribunals Service, combining Magistrates, Crown and Civil Courts in the heart of London's legal centre creating 45,785 sq. m of space.
- Power Purchase Agreement (PPA) – The PPA involved the construction of a solar farm in Dorset which has reduced energy costs the City Corporation by £20m per annum. The first of its kind in the UK within the public sector.
- Revenue Projects – managing circa 400 projects at any point in time with a value more than £30m.
- Museum of London – relocating the Museum of London to West Smithfield, enabling the museum to welcome more visitors from London and around the world, creating a world-class learning experience, and to tell the story of the capital in more compelling and innovative ways, capable of hosting blockbuster exhibitions and events. 26,769 sq. m of space.

Our responsibilities in the Square Mile

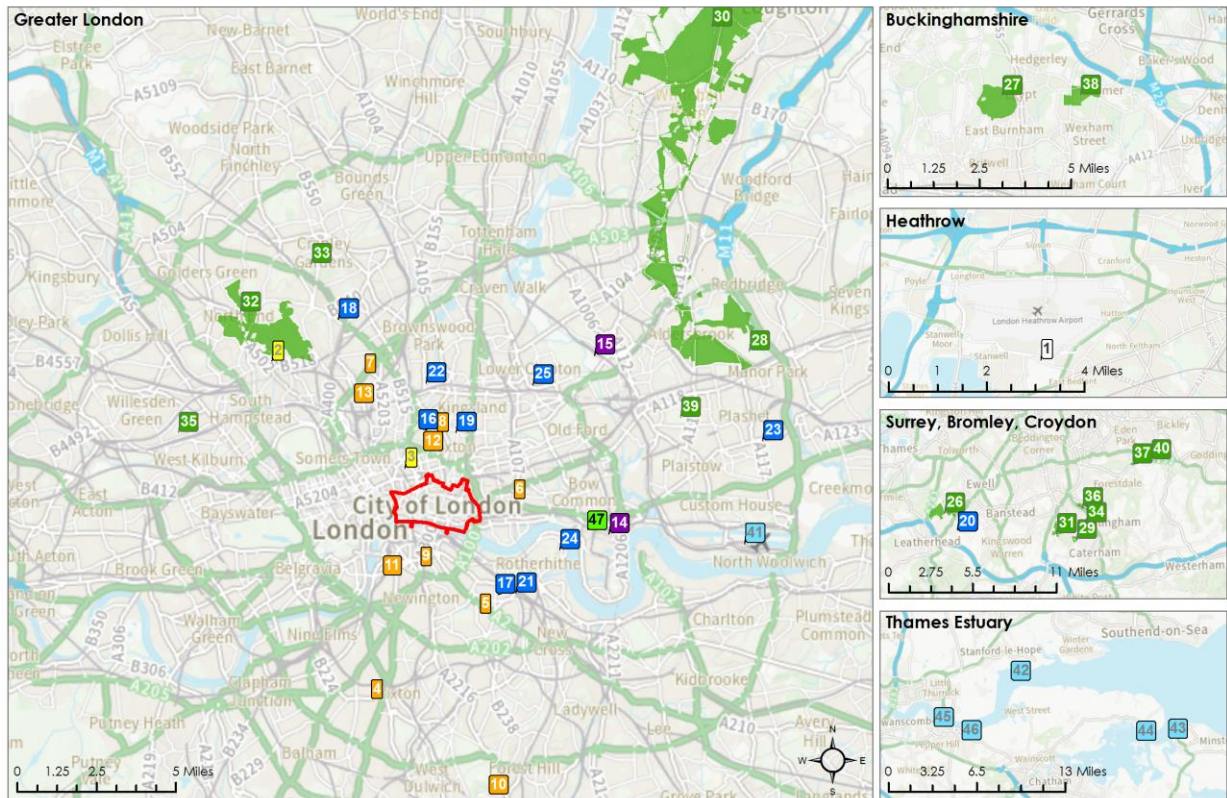


KEY

Blackfriars Bridge	1	City of London Police Headquarters	21
Millennium Bridge	2	Bishopsgate Station	22
Southwark Bridge	3	City of London Police (Support services and operational functionality)	23
London Bridge	4	Bunhill Fields	24
Tower Bridge	5	City Gardens (all green areas)	25
Barbican Arts Centre	6	City Bridge Foundation	26
City of London Information Centre	7	City of London Magistrates Court	27
City of London Police Museum	8	Guildhall	28
Guildhall Art Gallery and Roman Amphitheatre	9	Mansion House - Office & Home of the Lord Mayor of the CoL	29
Guildhall School of Music and Drama	10	Central Criminal Court (The Old Bailey) - Office & Home of the Sheriffs of the CoL	29
The Monument	11	Walbrook Wharf	30
Billingsgate Roman House & Baths	12	City of London School	31
Barbican Estate	13	City of London School for Girl	32
Golden Lane Estate	14	The Aldgate School	33
Middlesex Street Estate	15	Gresham College	34
Barbican Library	16	London Symphony Orchestra	35
Artizan Street Library			

Small Business Research and Enterprise Centre (SBREC) 17
 Shoe Lane Library 18
 Leadenhall Market 19
 Smithfield Market 20

Our responsibilities outside the Square Mile



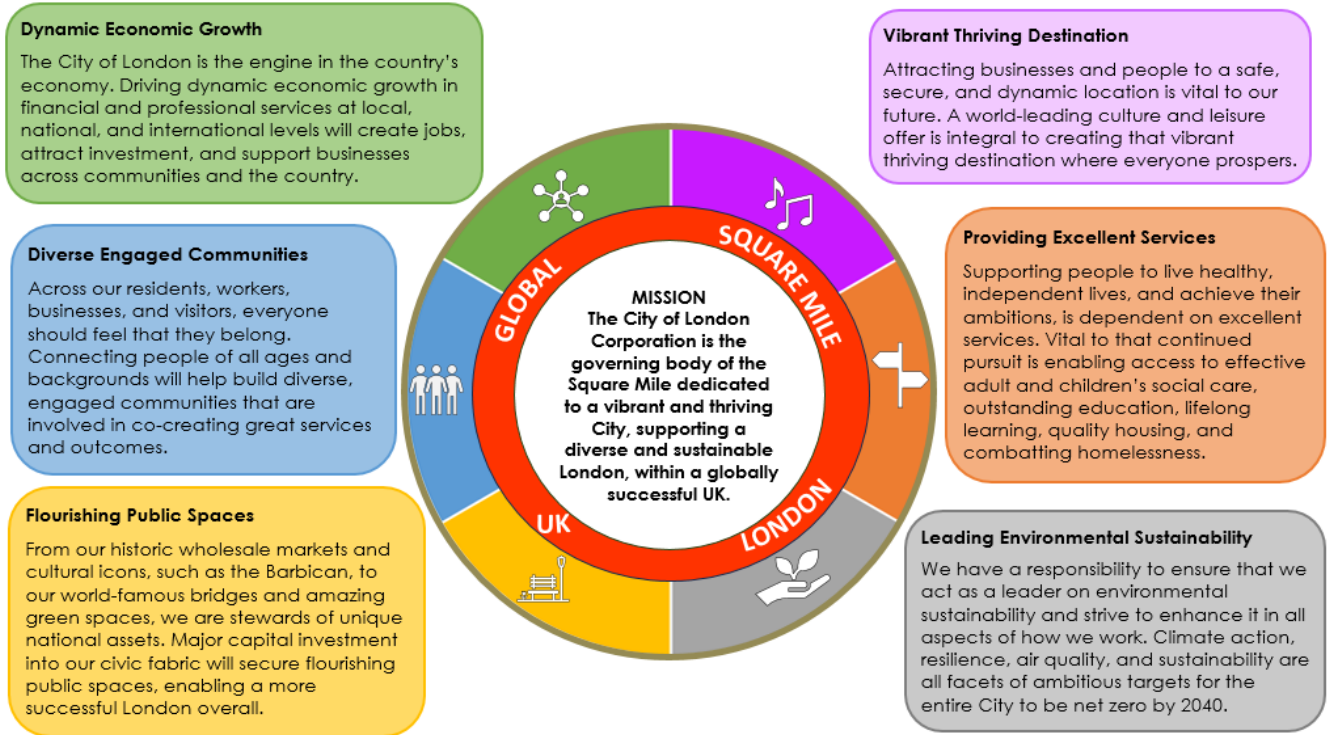
KEY

Heathrow Animal Reception Centre	1	The City Academy, Hackney	25
Keats House	2	Ashted Common	26
London Metropolitan Archives	3	Burnham Beeches	27
Almshouses	4	Cemetery and Crematorium	28
Avondale Square	5	Coulsdon Common	29
Dron House	6	Epping Forest	30
Holloway Estate	7	Farthing Downs and New Hill	31
Isleden House	8	Hampstead Heath	32
Southwark Estates	9	Highgate Wood	33
Sydenham Hill Estate	10	Kenley Common	34
William Blake Estate	11	Queen's Park	35
Windsor House Estate	12	Riddlesdown	36
York Way Estate	13	Spring Park	37
Billingsgate Market	14	Stoke Common	38
New Spitalfields Market	15	West Ham Park	39
COL Academy (Islington)	16	West Wickham Common	40

COL Academy (Southwark)	17	London City Airport	41
COL Academy Highgate Hill	18	London Gateway	42
COL Academy Shoreditch Park	19	Sheerness	43
City Of London Freeman's School	20	Thamesport	44
Galleywall Primary	21	Tilbury	45
Highbury Grove Secondary' School	22	Denton Office	46
Newham Collegiate Sixth Form Centre	23	Museum of London Docklands	47
		Combined Markets Facility planned for the future 2027/28 – at Dagenham Dock.	
Redriff Primary School	24	New international office opens in the US in December 2023.	

Overview of Six Outcomes

[SAMPLE VISUALISATION – full infographic to be detailed in design stage]



Dynamic Economic Growth

The City of London is the engine in the country's economy. Driving dynamic economic growth in financial and professional services at local, national, and international levels will create jobs, attract investment, and support businesses across communities and the country.

Vibrant Thriving Destination

Attracting businesses and people to a safe, secure, and dynamic location is vital to our future. A world-leading culture and leisure offer is integral to creating that vibrant thriving destination where everyone prospers.

Flourishing Public Spaces

From our historic wholesale markets and cultural icons, such as the Barbican, to our world-famous bridges and amazing green spaces, we are stewards of unique national assets. Major capital investment into our civic fabric will secure flourishing public spaces, enabling a more successful London overall.

Providing Excellent Services

Supporting people to live healthy, independent lives, and achieve their ambitions, is dependent on excellent services. Vital to that continued pursuit is enabling access to effective adult and children's social care, outstanding education, lifelong learning, quality housing, and combatting homelessness.

Leading Sustainable Environment

We have a responsibility to ensure that we act as a leader on environmental sustainability and strive to enhance it in all aspects of how we work. Climate action, resilience, air quality, and sustainability are all facets of ambitious targets for the entire City to be net zero by 2040.

Diverse Engaged Communities

Across our residents, workers, businesses, and visitors, everyone should feel that they belong. Connecting people of all ages and backgrounds will help build diverse, engaged communities that are involved in co-creating great services and outcomes.

Executive Summary

The Next Five Years

The Corporate Plan is..

Evaluation [Or Evaluating our Impact?]

Outcome – Dynamic Economic Growth

Headline Statement

The City of London is the engine in the country's economy. Driving dynamic economic growth in financial and professional services at local, national, and international levels will create jobs, attract investment, and support businesses across communities and the country.

Context / Impact

- The City drives the economy, generating over £85bn in economic output annually.
- There are 615,000 workers in the City of London, or 1 in every 52 GB workers. City jobs have grown over 13% since pre-pandemic 2019 to 2022.
- Financial and professional services employ over 2.5 million people across the country with two-thirds outside of London.
- The industry produced £278bn of economic output, 12% of the entire UK's economic output, and £100bn in tax revenue.
- Our groundbreaking Vision for Economic Growth report could help unlock £225bn of investment through insurance reforms, pension reforms and net zero investments to drive economic growth across the UK.
- The City of London Police (CoLP) is the National Lead Force for fraud and the National Police Chiefs' Council lead for economic and cyber-crime, providing a single point of contact into policing for all the partners involved in the fraud response – from banking to the Home Office.
- More than 98% of businesses in the City are SMEs. We provide a range of support, information and advice that encourages and enables growth.

We will...

- Drive economic growth and competitiveness by implementing the Vision for Economic Growth, raising investment levels, becoming a digital-first economy, and anchoring the UK as a leader in sustainable finance.
- Maintain London's position as the leading financial and professional services centre in the world by retaining a world class business environment.
- Promote the UK as a place that is open, innovative, and sustainable.
- Ensure that the City has the safest, most secure business environment in the world.
- Be a leading global centre for sustainable finance and expertise.
- Maximise our global reach in key advanced and high-growth markets.
- Use our convening power effectively to support and speak on behalf of the sector.

Performance Measures Include...

- A #1 ranking for the UK in the Competitiveness Benchmarking Composite Score.
- A #1 for London in the Global Green Finance Index (GGFI).
- City of London Police: positive outcomes in our work protecting the UK from the threat of fraud, economic and cyber-crime.
- Square Mile: increasing weekday worker numbers.

Outcome – Vibrant Thriving Destination

Headline Statement

Attracting businesses and people to a safe, secure, and dynamic location is vital to our future. A world-leading culture and leisure offer is integral to creating that vibrant thriving destination where everyone prospers.

Context / Impact

- The City is the birthplace of London with a unique and diverse offer: unrivalled history and heritage, world-class arts and culture, and outstanding restaurants, cafes, hotels, pubs, and bars.
- The City Corporation is the fourth largest funder of heritage and cultural activities in the UK, investing over £130m annually.
- We are one of the nation's most significant cultural guardians - the home of the world leading and internationally renowned Guildhall School of Music and Drama, the Barbican Centre and Tower Bridge.
- **[Fact related to City of London Police to be added here].**
- We are using our planning powers to create new inclusive public spaces and cultural experiences, including better cultural signage.
- We also seek to facilitate growth through our planning policies aiming for office development of the highest quality, ensuring that it is designed to provide sustainable, flexible floorspace that meets the varied needs of occupiers.

We will...

- Cement our place as London's central business district where businesses want to be and workers, residents and visitors want to spend time.
- Make the City a thriving, seven-day-a-week destination, through our flagship Destination City programme, and build economic prosperity through flourishing retail, leisure and business.
- Home to an exciting all-year-round events programme.
- Grow the City's cultural offer through new development.
- Strengthen our cultural offer through partnerships with brands, the City's Business Improvement Districts, and landowners.
- Boost the supply of skilled workers for sustainable buildings, enabling central London to decarbonise its built environment at scale.
- Undertake a new City Occupiers and Investment study to assess the short and long-term demand for office space and amenities and attract major tenants and occupiers.
- Help start up business and SMEs to scale and grow through our SME strategy. Adopt City Plan 2040 for sustainable growth and development direction.
- Provide more space for walking and making the City's streets more accessible.

Performance Measures Include

- Increasing visitor numbers, expenditure, and visits to our cultural attractions.
- Increasing road safety, decreasing motor traffic, and encouraging environmentally sustainable forms of transport.

- Reducing local and neighbourhood crime and improving confidence in the City of London Police.
- Deliver 3:1 return on investment on growth bid budget (through new partnerships).
- Square Mile: increasing provision of office space, decreasing empty office floor space.

Outcome – Flourishing Public Spaces

Headline Statement

From our historic wholesale markets and cultural icons, such as the Barbican, to our world-famous bridges and amazing green spaces, we are stewards of unique national assets. Major capital investment into our civic fabric will secure flourishing public spaces, enabling a more successful London overall.

Context / Impact

- We are co-locating London's historic wholesale markets – Billingsgate and Smithfield – in purpose-built facilities at Dagenham Dock to secure their long-term future, bringing over 10,000 jobs and investment to Greater London.
- We are creating a new civic hub at Salisbury Square in the heart of London's legal centre to be the headquarters of the City of London Police and a flagship combined court for His Majesty's Courts and Tribunals Service.
- We are reinvigorating a historic part of the City at Smithfield with a vibrant cultural and commercial offer and providing a new home for the Museum of London.
- We manage over 11,000 acres of open space in London and southeast England, including Burnham Beeches, Epping Forest, and Hampstead Heath.
- We invest over £38m a year managing our open spaces.
- Our open spaces attract over 23 million visits annually.
- We are the sole trustee of City Bridge Foundation, a world-class bridge owner and responsible for five Thames crossings, and London's biggest independent charity funder.
- City Bridge Foundation supports over 500 organisations across London, at any one time, awards over £20 million a year to charitable organisations across the capital funding causes from child poverty to female equality. It has made an additional £200 million of funding available to 2026.

We will...

- Complete the development at Salisbury Square.
- Relocate Smithfield Market and Billingsgate Market to a purpose-built site at Dagenham.
- Relocate the London Museum to the former Smithfield market buildings.
- Deliver a major project to refurbish the Barbican Estate infrastructure.
- Deliver the St Paul's Gyrotory project to achieve better traffic management and increased pedestrianisation.
- Ensure our open spaces and historic sites are thriving, accessible and enrich people's lives.

Performance Measures Include...

- Delivery of regeneration and redevelopment projects.
- Increasing natural environment biodiversity.
- Our performance as a committed trustee for all our charities, including City Bridge Foundation.

Outcome – Providing Excellent Services

Headline Statement

Supporting people to live healthy, independent lives, and achieve their ambitions, is dependent on excellent services. Vital to that continued pursuit is enabling access to effective adult and children's social care, outstanding education, lifelong learning, quality housing, and combatting homelessness.

Context / Impact

- We have a unique family of schools comprising a maintained primary school, sponsored academies in London boroughs, and independent schools.
- We are a social landlord with 12 housing estates across the City of London and six neighbouring London boroughs, comprising approximately 2,000 homes.
- We have a joint Public Health team with Hackney, delivering services commissioned to improve the health and wellbeing of the City's different populations, and focused strategies capturing our specific aims and driving forward the work we do.
- We manage five libraries, which we have promoted as warm spaces in winter, to help people facing rising energy and living costs.
- We invest £700,000 annually in the Grange Road hostel run by St Mungo's in Southwark, helping some of the Square Mile's most vulnerable rough sleepers with complex needs.
- We commission the City of London Outreach Team service, delivered by Thames Reach, to support rough sleepers into permanent and safe accommodation.
- We provide a vital link in the food supply chain for London and the South by operating three thriving wholesale food markets.
- We run the City of London Cemetery and Crematorium; operate the Heathrow Animal Reception Centre; provide animal health services London-wide; and, as the London Port Health Authority, undertake controls on imported food and feed through London's ports.

We will...

- Provide outstanding education, lifelong learning, and skills.
- Deliver new social rented homes and focus on housing management quality and service standards.
- Improve housing management, communication and engagement across our social housing portfolio and the Barbican Estate.
- Complete a refurbishment programme for the Grade II listed Golden Lane Estate.
- Promote the health, wellbeing, and quality of life of people of all ages.
- Focus on equality, diversity and inclusion to improve social mobility and reduce inequalities, including health inequalities.
- Respond to new adult social care legislation and inspection requirements.
- Protect and promote public, animal and environmental health (including at our borders) and consumer protection.

- Provide our Licensing Service, considering the views of our residents, workers, and visitors, with a business-friendly approach.
- Deliver clean air and control excessive noise in the Square Mile.
- Provide a responsive street cleaning service.
- Use libraries and community spaces to support learning, tackle social isolation, and build resilience.
- Implement a new homelessness strategy and help prevent homelessness by reviewing and revising the supported accommodation pathway.

Performance Measures Include...

- The quality of our services, including children's and adult social care.
- The quality of our housing, including meeting the Decent Homes Standard, energy efficiency standards and satisfaction with our housing repair service.
- Educational attainment and equity.

Outcome – Leading Sustainable Environment

Headline Statement

We have a responsibility to ensure that we act as a leader on environmental sustainability and strive to enhance it in all aspects of how we work. Climate action, resilience, air quality, and sustainability are all facets of ambitious targets for the entire City to be net zero by 2040.

Context / Impact

- Our open spaces remove around 16,000 tonnes of carbon from the atmosphere a year, equivalent to 44% of the City Corporation's annual carbon footprint in its own operations.
- Our Climate Action Strategy – with its £68 million investment – commits us to achieving net zero carbon emissions in our own operations by 2027.
- We have cut our annual carbon emissions by 31% and energy consumption by 21% between 2018/2019 and 2021/2022.
- Since 2018, we have been using 100% renewable electricity.

We will...

- Continue our Climate Action Strategy work to bring the City Corporation's direct emissions in our operations to net zero by 2027.
- Work in partnership to deliver a net zero Square Mile by 2040.
- Ensure City development minimises carbon and meets the highest standards for sustainability.
- Improve energy efficiency by retrofitting our buildings and use renewable energy.
- Create a climate resilient City by reducing the risk of overheating and flooding.
- Integrate climate considerations into all our decisions.
- Require increases in biodiversity from development.
- Enhance carbon removal in our green spaces.
- Implement a Circular Economy strategy and embed circular economy principles into our building projects.

Performance Measures Include...

- Reach net zero in our direct emissions in our operations by 2027.
- Reduce emissions in line with 2040 net zero target.
- Progress towards World Health Organisation air quality guidelines.
- Reduce energy consumption and increase use of renewable energy.

Outcome – Diverse Engaged Communities

Headline Statement

Across our residents, workers, businesses, and visitors, everyone should feel that they belong. Connecting people of all ages and backgrounds will help build diverse, engaged communities that are involved in co-creating great services and outcomes.

Context / Impact

- We help communities and networks become better connected through The City Belonging Project.
- Our Community Infrastructure Levy Neighbourhood Fund distributes over £2 million in grants annually across the City.
- We always undertake statutory public consultation on planning applications within the City.
- Our planning system is helping to create free, inclusive cityscapes.
- We actively promote participation in our democratic process, encouraging people to stand for election, to vote in our city-wide elections and to put questions to their elected representatives.
- We continued to engage SMEs, including through a SME survey, to inform a new SME Strategy.
- City of London Police are committed to working with communities on all aspects of neighbourhood policing and ensuring people feel safe in the Square Mile through initiatives such as Street Safe and Ask for Angela.

We will...

- Engage with all our communities across the City and work to increase participation in co-creating and delivering services.
- Increase the electorate registered to vote in City-wide elections pre and post 2025.
- Increase the number of candidates standing for election in the City-wide elections in 2025.
- Emphasise inclusion as an important aspect of new development in our City Plan 2040.
- Listen to our communities' views on crime and disorder.
- Conduct effective resident panels and problem-solving neighbourhood policing.
- Reset City Corporation's relationship with residents including through regular City Question Time sessions.

Performance Measures Include...

- Increase number of voters at 2025 elections.
- Increase number of candidates at 2025 elections.
- Increase number of contested wards at 2025 elections.
- Increase engagement with workers and resident communities.

Annex: How we will monitor impact

Our objective

Monitoring and reporting on corporate performance will ensure we are on track to achieve our stated outcomes. It will allow us to map success and identify areas that may benefit from additional resource or where improvement may be required. For the first time, our impact will be tracked and reported on.

Our aspirations

For each outcome, an initial selection of performance measures have been identified that will allow us to keep track of progress. These are based on agreed metrics that support existing strategies and business plans, that will be refined over the lifetime of the Corporate Plan.

Our aim is to track both quantitative and qualitative performance information, and report on this annually. Reporting mechanisms will be iterative: this is a new way of working as we develop data maturity and capability.

Our reporting will improve year on year as more data becomes available and is used for our analytical work, and will extend to the development of scorecards and dashboards.

Some targets already exist within our suite of performance metrics; the same is true for benchmarking and SMART measures. Once we have sufficient data and have improved our data management capabilities, we will include a more expansive suite of comparative metrics.

Appendix 2: Corporate Plan 2024-29 Development – Context, Feedback & Rationale

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Appendix 2: Corporate Plan 2024-29 Development – Context, Feedback & Rationale

Introduction

The draft Corporate Plan 2024-29 provides a strategic framework to guide the City of London Corporation's planning and decision-making over the fantastic next five years. Alongside financial planning, a new People Strategy, Digital Strategy and Transformation, it drives the City of London Corporation's ambition to be world-class. This report focuses on the assumptions, principles and rationale for the Corporate Plan 2024-2029.

Assumptions

Corporate Plan 2024-29 is grounded in the following:

- City of London Corporation Mission¹ and political² priorities have not changed.
- Business continues for existing and planned future activity.
- Corporate Plan 2024-29 will focus on a few key outcomes and associated measures
- Statutory duties³ are unchanged.
- Trend⁴ analysis informs our context.

Principles

Lessons learnt from the Corporate Plan 2018-2023 have become the underlying principles informing the framework for Corporate Plan 2024-2029:

- Corporate Plan 2024-29 should build on what went before and lays the foundation for the future
- Success must be measurable; data is required to measure progress or success effectively.
- A focus on place recognises our spheres of operation and influence: the Square Mile, London, the UK and globally; this defines our ambition as a world class organisation and gives a spatial representation to the many different areas of corporate business.
- Staff should see how their contribution relates to our core purpose.
- Corporate Plan 2024-29 is informed by extensive engagement and collaboration.
- Corporate Plan 2024-29 does not stand alone. It is to be implemented through and alongside other cross-cutting strategies and programmes including the Medium-Term Financial Plan.
- Corporate Plan 2024-29 is agile and iterative for the future with a golden thread between that departmental plans, business plans and individual staff reports

Three lenses were used to develop the Corporate Plan 2024-29:

- a. External trends: PESTLE
- b. Feedback: internal and external workshops and surveys
- c. Corporate business: planned and ongoing work

This annex presents the headline findings from each of these three areas with further detail in appendices A (Global trends analysis detail) and B (External stakeholder engagement analysis).

¹ The City of London Corporation is the governing body of the Square Mile dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK

² Destination City, Green City, Tech City, Residents, SMEs

³ As the local authority for the City of London, the City of London Corporation must fulfil its statutory and legal duties, and act in accordance with legislation set by central government.

⁴ Where analysis has been possible; sources include: [Tech Trends 2022 | Deloitte Insights](#); [2022 Government Trends | Deloitte Insights](#); [Local Government Association Research bulletin](#)

Analysis & Findings

External trends

A review of global trends was undertaken to help identify change drivers that may affect us in future. Highlights are summarised in the table below and included in appendix A. Officer workshops gathered evidence on change drivers and how CoLC could respond, identifying deliverables and activities that support the Corporate Plan 2024-29 draft outcomes.

The trends may affect our operations in different ways. Themes around communities and society, the economy, our role in making the spaces we own attractive come through strongly, as does our role as service provider and agent in building resilience tackling future challenges and opportunities. This strengthens the case for focussing on brilliant basics being in place to create the space to address complex challenges and managing our resources efficiently so that costs can be managed.

Societal	Economic
<ul style="list-style-type: none"> • Increasing inequality and income disparity: larger demand for social support networks and impact on crime • Lack of home building drives up housing costs: homelessness, multigenerational homes; challenge to live/work in London / demand for accommodation • Shrinking economy leads to shrinking job market in context of widespread inequality • Impact of high inflation • Support/care for ageing population 	<ul style="list-style-type: none"> • Fluctuating trade context post Brexit; global/EU financial centres focus on larger markets /City • Ageing population/inequality: economic pressure on health services/ underexploited experience • Housing costs dominate spend: limiting personal investment, business startups, discretionary spend • Country-first economic policies & weakening international trade links Trade: imports challenging for small businesses; changing service industry reliance on imports & immigration
Political & Legal	Environmental & Technological
<ul style="list-style-type: none"> • Devolution agenda • International instability/conflict • Working population change: birth rate/ changing migration patterns • Changing public perception on climate change measures/green agenda & new build efforts • Divisive politics impacts political consensus on social mobility/economy/diversity • Recession & impacts on local services including education • Impacts of taxation and national deficit • Widening service delivery responsibility for Local Authorities • Building regulation change 	<ul style="list-style-type: none"> • Large scale human migration as consequence of climate change • Urban heat/extreme temperatures: travel disruption, increased energy need for cooling • Frequency of crop/food failures: food scarcity/need for innovation • Rising sea levels • Divisive Politics: push-back on climate change measures/green agenda & new build efforts • Skills development for technology • Antitrust • Changing work practices: digitisation, automation, distance working • Artificial Intelligence; Cybersecurity

This work has informed how we have structured the outcomes and set out the associated performance measures – especially where these directly interrelate to macro trends. For example: societal trends affect our role as service provider as they affect our communities. By emphasising activity on housing, health and education we are directly addressing current and future challenges.

The levers we have to address economic challenges are being used to create a great Square Mile that is desirable, safe and inclusive to business and the public. Our investments in the public realm also contribute to City and, by extension, the UK.

Feedback

Work to develop the Corporate Plan 2024-29 included the following internal engagement with stakeholders:

- a. Officer and Member engagement sessions to gather feedback and ideas informing and shaping the plan.
 - i. Six Corporate Plan and People Strategy Townhall Awareness Sessions with over 220 staff led by the Town Clerk & Chief Executive, Chief Strategy Officer, and Interim Chief People Officer at four locations, and a final session with over 800 staff led by the Town Clerk on 3 October.
 - ii. Virtual Member briefings in September, October, and November 2023.
 - iii. Briefings at various Committee Away Days and one-to-one meetings between Chief Officers and their respective Committee chairs and deputy chairs.
- b. An intranet information hub and Town Clerk-led communications emphasising the importance of Corporate Plan 2024-29 and ensuring all officers are aware of how to contribute to its development, including through an online feedback form.
- c. An email inbox (CSPT@cityoflondon.gov.uk) to receive and respond to questions and feedback.
- d. Executive Leadership Board and Heads of Profession workshops in July and August 2023.
- e. Monthly City of London Corporation Strategy Forum workshops between July and November 2023.
- f. Stakeholder feedback in earlier resident meetings and consultations, including on the City Plan 2040.
- g. Previous engagement activities for the Corporate Plan Annex 2024 (now superseded by the Corporate Plan 2024-2029).

External Engagement Survey (Commonplace and paper copies):

In addition to the above, an external engagement online platform (hosted by Commonplace), and paper-based surveys⁵ were made available at City Corporation sites, inviting external feedback between 4 September and 16 October 2023. 573 contributions from 382 individuals were received over the six-week period and to date 472 people have signed up for notifications on the plan's progress (although the survey period has ended, the site remains open to view⁶). Letters were also received on behalf of organisations such as charities and neighbouring Local Authorities.

Stakeholders were asked a series of questions regarding their views on the City Corporation's remit of responsibilities, with the option to provide information on their background and connection to the city. A detailed breakdown of responders and analysis of responses is available at Appendix B.

- External engagement numbers: the volume of contributions during the survey window was a success, with the conversion rate (rate by which those viewing the page, also provide input) also proving to be a higher-than-average percentage for plans of this type (18% compared to the 16% average); most feedback was gathered via the website
- Proportional representation: we were unable to capture proportional representation throughout the survey, despite extensive advertising through multiple channels (not simply focussing on specific areas or groups). Comparing respondent data to census data on residential population and data on workforce population indicates the group of respondents does not encompass the full diversity of the city in terms of age, ethnic background, and socio-economic background

This is particularly valuable input for the Corporate Plan as it indicates the value of the work identified under the proposed 'Communities' outcome. Strategically we need to understand our

⁵ Including Guildhall West Wing Reception; Barbican Library; Shoe Lane Library; Artizan Street Library; Golden Lane Estate Office; Middlesex Street Estate Office; Barbican Estate Office; Golden Lane Community Centre; Portsoken Community Centre; London Port Health Authority Reception; Heathrow Animal Reception Centre; City of London Cemetery and Crematorium; Highgate Road; Guildhall Art Gallery; Parliament Hill Café; Parliament Hill Lido; Golders Hill Park Café; West Ham Park Office.

⁶ [Community Forum - City Of London Corporation Corporate Plan 2024-2029](https://citycorporateplan.commonplace.is/) : <https://citycorporateplan.commonplace.is/>

many and diverse communities (both people and business) better, and proactively mature how we engage and interact with them.

Stakeholder feedback also gave some useful insights on the value attached to different areas of current CoLC business.

- Value: this indicated the importance of environmental issues and flourishing open spaces across all geographic dimensions of CoLC. This was consistent amongst respondent categories with the high proportion of “Users of Green spaces” only slightly enhancing the importance of these themes. The top three themes (in this order) are:
 - Environmental Sustainability
 - Flourishing open spaces
 - Economic competitiveness
- Intersectionality: there are differences between way demographic groups prioritised themes
 - Professional workers and younger responders valued economic competitiveness
 - Respondents from a lower socio-economic background valued services and accessibility

This data needs to be interpreted with care due to very large numbers of respondents identifying as ‘green space users’, nevertheless it demonstrates the value of our efforts to shape our environmental sustainability – whether that is in our extensive green spaces or within the Square Mile. These are consequently core outputs in the Corporate Plan. Of equal perceived importance is our corporate focus on environmental sustainability, now an outcome in its own right within the Corporate Plan.

Finally, stakeholder feedback demonstrates the importance of our responsibilities as a service provider and enabler for residents and communities. This is covered through the Corporate Plan outcome on services (which covers our statutory responsibilities).

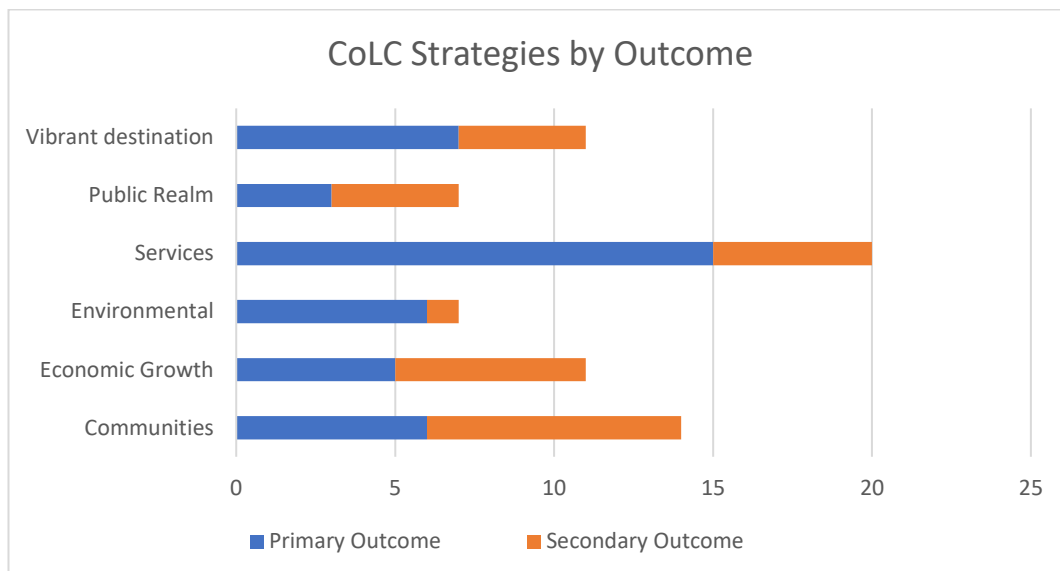
a. Corporate Business

City Corporation encompasses an exceptionally broad range of activity. A review indicated that approximately 50 CoLC strategies are either in progress or in development⁷; core strategies for the purposes of the draft Corporate Plan are included at Appendix C. Investment in the form of major projects and initiatives is underway in multiple areas, and we are responsible for a wide range of statutory duties.

More dynamically, CoLC manages multiple risks and takes forward a programme of internal audit reviews each year, implementing various improvements based the findings of each review⁸ - these risks and reviews can indicate areas in our operations that might warrant increased emphasis, such as social housing management. To understand where CoLC efforts are focussed, live strategies were mapped to emerging themes for the Corporate Plan.

⁷ [Corporate Strategy Pipeline \(sharepoint.com\)](#)

⁸ [Internal Audit Reviews Completed 2021-22](#); [Internal Audit Reviews Completed 2022-23](#)



Mapping indicated a weighting towards CoLC’s role as service provider (covering social care, health, welfare, education, jobs, housing and learning) improving community outcomes – mainly as many different strategies exist in this space. Efforts to shape and enhance our immediate environment in terms of cultural offering, safety and appeal to public and business, and our role in generating economic growth in London and beyond also have a high prominence.

Our major projects and initiatives cover investment commitments designed to improve the fabric of London for its users. These include investments in the public realm that cover the Museum of London move and the St Paul’s Gyratory project amongst others. These impact upon our offering as a destination, but also affect other outcomes, including economic growth, public realm and our environmental sustainability - either directly or indirectly. Operationally we also deliver services, such as our Port Health Authority responsibility, that take place locally but impact much wider.

Our statutory duties are wide ranging and mainly focus on services, and recent relevant reporting⁹ provided to Policy and Resources Committee in September 2023 informed our thinking.

Conclusion

Evidence gathering from the three core interlinked dimensions related to our business - external trends, stakeholder feedback and current corporate business - has delivered valuable insights and helped shape the outcomes in the draft Corporate Plan.

Trend analysis has indicated where our business is focussed on dealing with global megatrends that may be relevant to us in future. Outlining these challenges reinforces the need to ensure we deliver brilliant basics and can be agile and efficient as an organisation. Much of this work is happening outside the scope of the Corporate Plan 2024-29 through other linked programmes (such as the People Strategy). This reinforces the importance of delivering these alongside the Corporate Plan 2024-29 to achieve a fantastic five years.

Gathering stakeholder feedback has heavily reinforced the value of the community outcome identified in the new plan. Activity here will improve and expand our mechanisms of working with the public, business and all of our diverse communities. Insights also highlight the value placed by stakeholders upon our work to improve our spaces, the value placed upon green / outdoor spaces, our environmental outcomes, and our role in delivering statutory duties.

Finally, reflecting on our output upon completion of the previous Corporate Plan 2018-23, departmental outputs are weighted towards our services and shaping our environment. This delineation fits given our role as the governing body of the Square Mile and commitment to creating

⁹ [Appendix 2 Report of relevant statutory duties.pdf](#)

a vibrant and thriving City and our wish to support a diverse and sustainable London within a globally successful UK.

Appendix 2a: Global trends analysis detail

Economic

- The UK is an international financial and professional services (FPS) hub that is open to businesses from across the world. UK FPS
 - produced £278bn in economic output. 12% of the entire economic output of the UK in 2022; contributed nearly £100bn in taxes. Financial and related professional services paid 13% of the UK's tax contribution in 2020; exported £128bn. The UK was the largest net exporter of financial services in the world in 2021; and generated £2bn of capital investment in FDI. The UK attracted the highest foreign direct investment for financial services in Europe in 2022.
 - The City accounts for one in every five financial services jobs in Great Britain.
 - The City contributes to the rest of the economy, generating £1.1bn in business rates. This represents 5% of England's total business rates collection.
 - Financial services in the City accounted for over £48bn in GVA in 2020. This represents nearly a third (29%) of the GVA from the whole of the UK's financial services sector¹⁰
- The UK FPS sector is not competing globally as strongly as it has historically
 - London not the leader for the first time ever in CoLC's annual benchmarking report (2023) - only equal with New York¹¹
 - The Global Financial Centres Index (GFCI 34) (September 2023) provides evaluations of future competitiveness and rankings for 121 financial centres around the world. New York leads the index, with London second¹².
 - UK GDP falling behind other OED countries¹³
- The UK FPS sector has a strong track record in attracting foreign direct investment (FDI) – it is the world's second most popular FPS FDI destination and is considered the most attractive place to invest in Europe.¹⁴
 - Between 2017 and 2021, the UK attracted investment from 64 countries over the world, the highest among all financial services centres¹⁵
 - Innovation has been at the heart of UK financial and professional services. FDI activities in fintech and in tech firms supporting financial services demonstrate the UK's appeal in this area. In 2021, fintech firms accounted for one third of all FS projects.¹⁶
- Declining numbers of microbusiness may indicate a level of business owner fatigue in the current economic climate or a need for there to be a stronger SME offer
 - Data shows the impact of pandemic, but further 2.5% decline from 2022 to 2023¹⁷ is likely to be attributable to challenging economic conditions
- Post-pandemic recovery is still a reality
 - Daily worker numbers not back to earlier levels; footfall mid-week higher than Mon/Fri¹⁸
 - Visitor numbers not yet recovered to pre-pandemic levels¹⁹, but weekend visits rising²⁰
 - The future need for visitor accommodation in City of London was assessed in January 2023 in order to inform the City Plan 2040, forecasting demand capacity for an additional 350 rooms per annum in City of London to 2037²¹

¹⁰ Sources: ONS, Business Register and Employment Survey 2022 (2023 release); ONS, Regional gross value added (balanced) by industry: local authorities by ITL1 region 2021 (2022 release); Ministry of Housing, Communities & Local Government, National non-domestic rates collected by councils, forecast for 2022-2023. Business rates use National Non-Domestic Rates [City of London Factsheets February 2023](#)

¹¹ [Our global offer to business \(theglobalcity.uk\)](#)

¹² [Public Reports - Long Finance](#)

¹³ [economy2030.resolutionfoundation.org/reports/stagnation-nation/](#)

¹⁴ Source: EY, 2021 [The UK: a top destination for financial and professional services investment \(theglobalcity.uk\)](#)

¹⁵ [The UK: a top destination for financial and professional services investment \(theglobalcity.uk\)](#)

¹⁶ [ibid](#)

¹⁷ [Inter-Departmental Business Register \(IDBR\) - Office for National Statistics \(ons.gov.uk\)](#)

¹⁸ [Microsoft Power BI](#)

¹⁹ [Microsoft Power BI](#)

²⁰ [CWPA18 Destination_City.indd \(citypropertyassociation.com\)](#)

²¹ [Visitor Accommodation Needs Study 2023 \(cityoflondon.gov.uk\)](#)

- In 2017 the GLA forecast growing demand for accommodation across London, projecting demand to reach 196.4 million nights by 2041 from 138.5 million visitor nights in 2015²²
- City Property Association’s Visualising Destination City report quotes a Consumer Survey (May 2023): 71% of visitors typically spend whilst visiting City of London, average spend is ~ £110²³

Societal

- Our population is growing, increasing demand for services and more diverse than a decade ago
 - 2021 Census data shows the City of London resident population increased by 16.6% to 8,600 in 2021, from around 7,400 in 2011. This was the 3rd highest population increase among London area local authorities.²⁴
 - Increasing numbers of Adult Social Care requests are being received and NHS England data shows spend per person increase of 41% in 2022/23 compared to 2021/22²⁵
 - Mental Health and wellbeing needs have increased since the pandemic and in 2022/23 the CoLC total spend on public mental health was 129% higher than in 2019/20²⁶
 - Absence from education is higher than before the pandemic²⁷
- Our worker base is likely to continue to grow, increasing demand for services, accommodation and jobs
 - City worker numbers have risen by 29,000 since 2021, now total 617,000, and GLA data predicts are estimated to grow by a further 85,000, up to 2040.²⁸
- Housing prices and the cost of living are continuing to increase, impacting most on the poorest among us. Unaffordable housing – due to rising mortgage or rental costs - or living in a home that is in poor condition – such as damp, too hot or too cold - can impact on health.
 - The Marmot Review (2010) said housing is a “social determinant of health” meaning it can affect physical and mental health inequalities throughout life²⁹.
- City Corporation has identified housing maintenance and service standards as an area of focus.
 - Pennington Choice’s independent review of customer service and repairs functions made 24 recommendations for improvement, which are being actioned in the Resident Focus Project³⁰
- Homelessness
 - Households assessed as homeless increased by 34% in 2022/23 from the previous year³¹
- Rising crime levels, especially street crime could mean people feel less safe and secure
 - Thefts from the person August 2023 data is broadly comparative with Feb 2020 data (pre-pandemic), but shoplifting incidences are higher³²
- Communities have growing expectations of being able to participate in local decision making. Increasing voter registration and seats contested is an indicator of increasing participation.
 - The Ward List increased from c.13,000 in 2021-2022 to c.19,000 in 2022-2023
 - 11 of the 13 aldermanic elections held since March 2022 were contested.
- Access to education, skills and health is not equal, more so since the pandemic, and the changing economic conditions are also a factor in increasing/reducing inequality

²² [Projections of demand and supply for visitor accommodation in London | London City Hall](#)

²³ [CWPA18_Destination_City.indd \(citypropertyassociation.com\)](#)

²⁴ [How life has changed in City of London: Census 2021 \(ons.gov.uk\)](#)

²⁵ [Gross current expenditure on adult social care per adult aged 18 and over in City of London | LG Inform \(local.gov.uk\)](#)

²⁶ [Total Expenditure - Public mental health in City of London | LG Inform \(local.gov.uk\)](#)

²⁷ [Pupil absence in schools in England, Autumn and spring term 2022/23 – Explore education statistics – GOV.UK \(explore-education-statistics.service.gov.uk\)](#)

²⁸ [Local authority county – Business Register and Employment Survey \(BRES\): Table 5 - Office for National Statistics \(ons.gov.uk\)](#)

²⁹ [Health Equity in England: The Marmot Review 10 Years On - The Health Foundation](#)

³⁰ [Resident Focus Project - City of London](#)

³¹ [Households assessed as homeless per thousand \(Annual\) in City of London | LG Inform \(local.gov.uk\)](#)

³² [Microsoft Power BI Crime – crime monthly totals and notable changes in crime frequency](#)

- Health disparities and health inequalities impact on the physical and mental wellbeing, and the life chances of the individuals and groups most affected.³³
- Social determinants of health and health inequities are amenable to change through policy and governance interventions.³⁴
- Younger generations have experienced disrupted education and they face a tougher labour market than that seen prior to the pandemic³⁵.
- Wider economic and societal changes are creating skills shortages and making the skills challenge more acute. These changes include the UK's exit from the European Union, which has reduced the supply of workers from member states and potentially increased the need for the country to train its own workers, and the requirement to achieve 'net zero' greenhouse gas emissions by 2050, which is likely to affect around one in five jobs across the UK³⁶

Political & Legal

- Global supply chains are changing as global events are shaping the world we operate in, including driving up supply chain, construction and other costs
 - Pricing pressures on UK office development were forecast to continue during 2023, noting additional expenditure is increasingly required to respond to a tightening sustainability agenda, as well as increased labour costs and labour shortages³⁷
- Legal and Statutory duties are being delivered in the context of a more pressured resourcing envelope and greater need in neighbouring boroughs (and more local authorities in England considering issuing s.114 notices³⁸)
 - Noise and air quality improvements are supported by our Transport Strategy (City transport statistics reveal that cyclists now make up 25% of all traffic³⁹)
 - Uplift in planning applications: 1,023 applications to September 2023, compared to 820 in the same period last year⁴⁰.
 - The City Corporation is negotiating development proposals that would provide over 500,000 sqm of much needed office space, equivalent to roughly 70 football pitches, with a further 500,000 already approved and under construction.

Environmental & technological

Climate change is one of the most complex and challenging issues we are facing in the 21st century. Geographically, it is likely to cause weather related disruptions and worsen the urban heat island effect; globally it is likely to put pressures on communities located in areas vulnerable to disruption, food supply chains and much more. The UK government and the Climate Change Committee (CCC) have set out six priority risk areas based on the Climate Change Risk Assessment⁴¹ where the impacts of climate change mean adaptation (the planning and measures needed to cope with the impacts of climate change) is most needed: flooding and coastal change, health and well-being from high temperatures, water shortages, natural capital – the “world's stock of natural resources including soil, air and water”, food production and trade, and pests and diseases and invasive non-native species.

- All of the top 10 warmest years in the UK records back to 1884 have occurred since 2002. The last decade was the second wettest since records began, exceeded only by the preceding decade. 2020 was the first year to have temperature, rain and sunshine rankings in the top 10 since records began⁴²

³³ [Health disparities and health inequalities: applying All Our Health - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/news/health-disparities-and-health-inequalities-impacting-on-physical-and-mental-wellbeing)

³⁴ [Social determinants EURO \(who.int\)](https://www.euro.who.int/en/health-topics/determinants)

³⁵ [BN-Inequalities-in-education-skills-and-incomes-in-the-UK-the-implications-of-the-COVID-19-pandemic.pdf \(ifs.org.uk\)](https://www.ifs.org.uk/publications/114)

³⁶ [Developing workforce skills for a strong economy \(nao.org.uk\)](https://www.nao.org.uk/publications/2022/developing-workforce-skills-for-a-strong-economy/)

³⁷ [Build costs – construction challenges to continue \(knightfrank.com\)](https://www.knightfrank.com/en-gb/insights/construction-challenges-to-continue/)

³⁸ [Local government section 114 \(bankruptcy\) notices | Institute for Government](https://www.instituteforgovernment.org.uk/news/local-government-section-114-bankruptcy-notices)

³⁹ [Cyclists outnumbering motorists in City of London during peak times | Evening Standard](https://www.eveningstandard.com/news/cyclists-outnumbering-motorists-in-city-of-london-during-peak-times/)

⁴⁰ [City Corporation unveils new images of the future City of London skyline by 2030 amid strong year for development](https://www.gov.uk/government/news/city-corporation-unveils-new-images-of-the-future-city-of-london-skyline-by-2030-amid-strong-year-for-development)

⁴¹ www.gov.uk/government/publications/uk-climate-change-risk-assessment-2017

⁴² www.metoffice.gov.uk/about-us/press-office/news/weather-and-climate/2021/climate-change-continues-to-be-evident-across-uk

- City of London Corporation has been ranked in the top 20 best performing councils in the UK for its work in combatting climate change by Climate Emergency UK, which assessed all UK councils on their progress towards net zero⁴³.
 - The City Corporation has already cut its annual carbon emissions by 31%, and energy consumption by 21%, between 2018/2019 and 2021/2022⁴⁴.
 - Since 2018, it has been using 100% renewable electricity⁴⁵.
 - Through a £40 million Power Purchase Agreement with international energy provider Voltalia, the City Corporation buys all the electricity produced by a solar farm in Dorset. The facility provides over half of its electricity, powering sites which it runs, including the Barbican Centre, the Old Bailey, Guildhall, several schools, social housing estates, and wholesale markets across the capital.⁴⁶
- Technology is changing the way we work, AI and automation present opportunities, but also new skills needs.
 - The UK is leading artificial intelligence (AI) investment in Europe placing it ahead of its closest competitors⁴⁷
 - Digitisation in insurance and business services has been a facilitator of AI growth, with financial and legal services seeing adoption rates of 26% and 30%, respectively, while some 90% of banks already dedicate some resources to Generative AI initiatives and machine learning applications.⁴⁸
 - Around one in six UK organisations, totalling 432,000, are embracing at least one AI technology⁴⁹
- Technologies can be physical devices such as drones, wearable technology, the internet of things and robots, directed by people to collect data, access information, or to perform useful tasks in the place of a person. Jobs are expected to change, rather than disappear, but digital transformation needs to assess also and prepare for the specific risks and opportunities that automation presents to workers.

⁴³ [City Corporation ranked amongst top UK councils tackling climate change \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk/news/2022/07/city-of-london-ranked-amongst-top-uk-councils-tackling-climate-change)

⁴⁴ [City Corporation cuts carbon emissions by 31% and publishes public Climate Action Dashboard \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk/news/2022/07/city-of-london-cuts-carbon-emissions-by-31-and-publishes-public-climate-action-dashboard)

⁴⁵ [City Corporation goes 100% renewable \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk/news/2022/07/city-of-london-goes-100-renewable)

⁴⁶ [City's 'pioneering' green energy deal could be blueprint for local authorities \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk/news/2022/07/city-of-london-pioneering-green-energy-deal)

⁴⁷ [AI: Accelerating Innovation. How Artificial Intelligence is turbocharging UK financial and professional services \(theglobalcity.uk\)](https://www.theglobalcity.uk/news/2022/07/ai-accelerating-innovation)

⁴⁸ *ibid*

⁴⁹ *ibid*

Appendix 2b: External Stakeholder engagement analysis

Introduction

The following analysis provides insight into public feedback received from online engagement that took place for the new Corporate Plan 2024-29. From 2 September to 16 October 2023 an online survey was conducted to gather feedback on the themes related to the new Corporate Plan from external stakeholders. The website, managed by Commonplace, was marketed to stakeholders through various digital platforms. Hard copies of the questionnaire were distributed in relevant City Corporation locations throughout our estates, both in the Square Mile and locations such as Parliament Hill Lido, West Ham Park office and Golders Hill Park cafe. Feedback that has been received via hardcopies has been incorporated into this analysis.

Most feedback was gathered via the website, with engagement peaking at its launch, followed by a second peak of activity in mid-October just before the engagement window closed.

Respondents and Contributions

Overall, **573** contributions were received over a 6-week period with **382** of the contributors (**67%**) providing at least some information regarding personal characteristics or their connection to the city (these 382 are referred to as respondents on Commonplace and for the purpose of this analysis).

The conversion rate of **18%** (number of visitors to the site who provided feedback) was higher than other local plans of this type which average at **16%**.

City Connections: Contributors are invited to disclose their connection to city based on a number of options. Of those connections

- **28%** are **users of green spaces outside of the Square Mile**
- **26%** are **workers in the Square Mile**
- **22%** are **residents in the Square Mile**
- **6%** are **visitors**

Age: Contributors were invited to disclose their age. Of those

- **44%** are aged between 45-64
- **28%** of respondents are aged between 25-44
- **26%** of respondents are 65 and over (only 3 respondents aged between 16-24)

In terms of **workers in the Square Mile** this is unlikely to be reflective of the age mix with **61%** of workers in the city estimated to be aged between 22-39⁵⁰.

Residents of the Square Mile: Of the respondents who are residents of the Square Mile, **92%** were 45 and over. This is not a proportional representation of age when compared to census data which estimates **39%** of the residential population to be 45 and over; In terms of ethnicity **5%** of respondents who are residents in the Square Mile are from black, Asian or minority ethnic backgrounds while census data estimates our residential population to be **29%** black, Asian or minority ethnic background. **15%** of residents identified as coming from a lower socio-economic background which indicates there is some representation from the City's social housing estates.

Workers in the Square Mile: Of respondents who are **workers in the Square Mile** we saw an over representation of older workers. **61%** of the City's workforce⁵¹ are estimated to be between 22-

⁵⁰ 2021 Census data indicates that 39% of the residential population is 45 and over, with approximately 52% aged between 20-44

⁵¹ City statistics briefing (2023) reports that 61% of the City's workforce are aged between 22 and 39 and that 37% of workforce are Black, Asian or minority ethnic

39 while only **14%** of survey respondents who are **workers in the Square Mile** are aged between 22-39. In addition to this the City’s workforce is estimated to be **37%** black, Asian or minority ethnic background but only **7%** of workers fell into this category in the survey.

Socio economic background: Of respondents who answered questions regarding their socio-economic background.

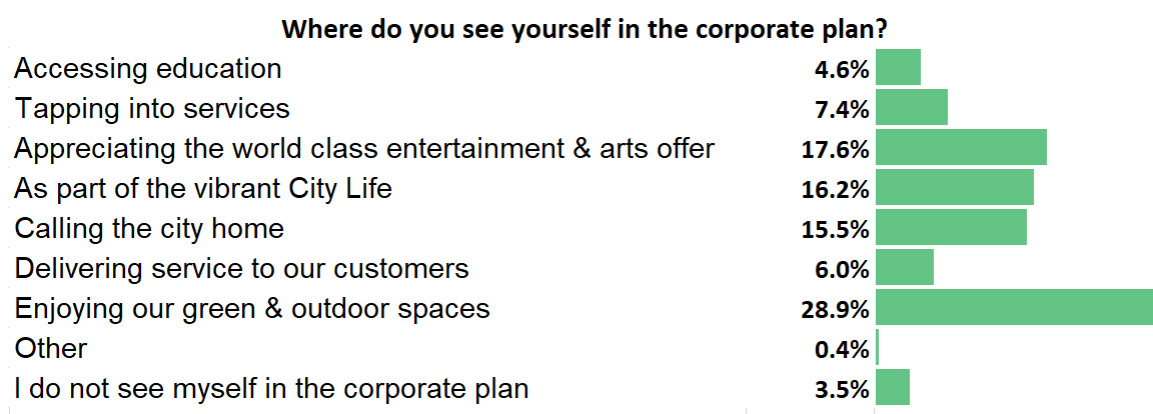
- **22%** answered as coming from a lower socio-economic background
- **64%** from a professional background
- The remaining **14%** intermediate

This is unlikely to be completely reflective of workers in the city with **50%** of the FPS workforce estimated to be from a working class or intermediate background⁵².

Ethnic minorities: **8%** of respondents were from black, Asian or minority ethnic backgrounds. The City’s workforce is estimated to be **37%** black, Asian or minority ethnic.²

Stakeholder input & Contributions

Question 1: Where do you see yourself in the corporate plan?



21% of people answered this question. Many of the group (**29%**) opted for ‘Enjoying our green and outdoor spaces’. It should be noted that **users of green spaces outside of the Square Mile** answered mainly between ‘Enjoying our green and outdoor spaces’ and ‘As part of a vibrant city’ with other connections to the city demonstrating a more even distribution between themes.

Responses from **Workers in the Square Mile** were more evenly spread between ‘As part of a vibrant City’, ‘enjoying our green spaces’ and ‘appreciating world class entertainment’.

Residents in the Square Mile answered strongly with ‘Calling the city home’ and ‘Enjoying our green spaces’.

In terms of the younger and older demographics, people over 60 tended to give slightly higher importance to ‘calling the city home’ (**22%**); people under 45 gave higher importance to ‘Being part of a vibrant City’ (**29%**).

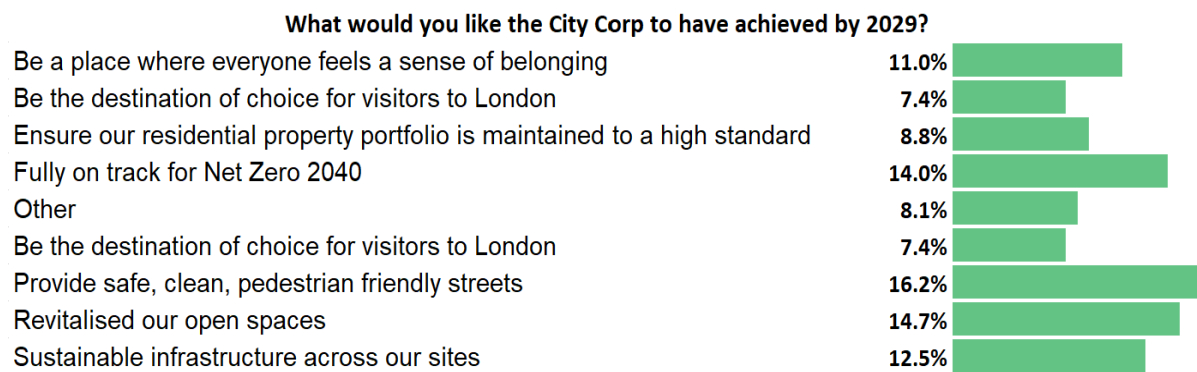
Respondents who answered as coming from a lower socio-economic background gave ‘Enjoying our green spaces’ the highest importance at **37%**.

Generally speaking, there is significant variance between demographics and connections to the city and the way they answered this question with the one constant being ‘enjoying our green spaces’. Younger people placed greater emphasis on a vibrant city perhaps indicative of concerns around

⁵² Breaking the class Barrier (2022); Research and recommendation paper created in partnership with the socio-economic diversity taskforce reports around half of the FPS workforce are from a working class or intermediate background

post pandemic recovery. The older demographic place greater importance on ‘calling the city home’ potentially pointing to the greater number of home owners amongst this demographic.

Question 2: What would you like the City Corporation to have achieved by 2029?



24% of people answered this question with **43%** of respondents favouring the three themes of ‘sustainable infrastructure’, ‘revitalised spaces’ and ‘safe friendly streets’.

This is fairly consistent across the various connections to the City with ‘safe and clean pedestrian streets’ being of particular importance to **visitors, residents and workers**.

Interestingly respondents who identified as coming from a lower socio-economic background were split mainly between ‘Provide safe, clean, pedestrian friendly streets’ (**33%**) and ‘Fully on track for net zero’ (**22%**) Suggesting respondents on lower incomes have a greater interest in the City being a safe and friendly space.

People aged between 16 and 34 gave ‘sustainable infrastructure’ higher importance at **33%**.

A significant minority responded with ‘other’ (**8%**), of those who did only **27%** expanded on this contributing the following ‘safe, efficient cycle friendly streets’, ‘more trees and planting on the streets’ and ‘zero emission zones/limited public transport in the city’.

Contributions for this question highlight the value of the City being a safe, clean and sustainable space. This is consistent across the connections to the City with **visitors, workers and residents** rating these themes highly. Themes regarding sustainability score highly as well pointing to a heightened awareness of environmental issues.

Place based questions - What is most important Nationally/Globally/For the City/For London?

Contributors were invited to provide their views on how we can deliver against our priorities in the years to come based on twelve themes in the context of four places. The purpose of which is to get stakeholder’s views on how they see The City of London in a National, Global, London and Square Mile context. This question had twelve available themes, of which respondents could choose multiple themes.

‘Environmental sustainability’ scored highest, with ‘flourishing open spaces’ scoring a close second. This is consistent across all places apart from London where flourishing spaces scores slightly higher than ‘Environmental sustainability’.

For **workers in the Square Mile** ‘economic competitiveness’ scores highest in a global and national context but still takes equal importance with ‘Environmental sustainability’ globally and nationally. Workers also answered higher than any other connection for ‘The City as a leading location for visitors’ demonstrating a slightly heightened interest in the cultural offer of the city amongst workers. **Users of greenspaces** scored consistently highest for ‘Environmental sustainability’ and ‘flourishing open spaces’ amongst all four places.

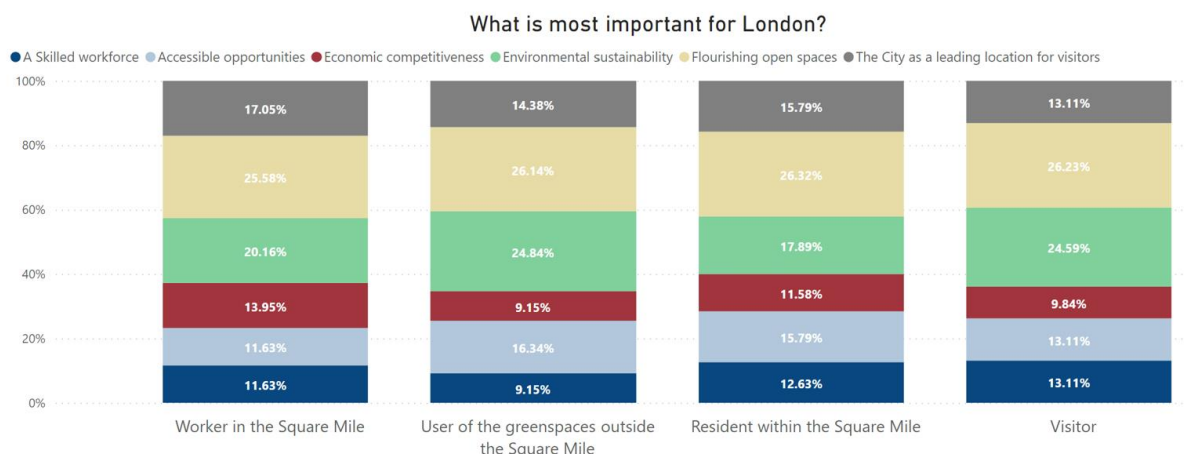
The place-based questions had the highest response rate with the **74%** of contributors answering these questions.

What is most important for London?

Most people valued ‘Environmental sustainability’ and ‘Flourishing open spaces’ as most important in the context of London.

This may indicate a high level of awareness from our stakeholders regarding the climate crisis and environmental degradation as well as indicate the desire and need for access to green / open spaces post pandemic.

All socio-economic backgrounds and age groups valued ‘Environmental sustainability’ and ‘Flourishing open spaces’ as the top two most important themes.



Note: Visuals focus on the main themes and most common connections to the City and will not include all themes and connections.

What is most important for the City (Square Mile)?

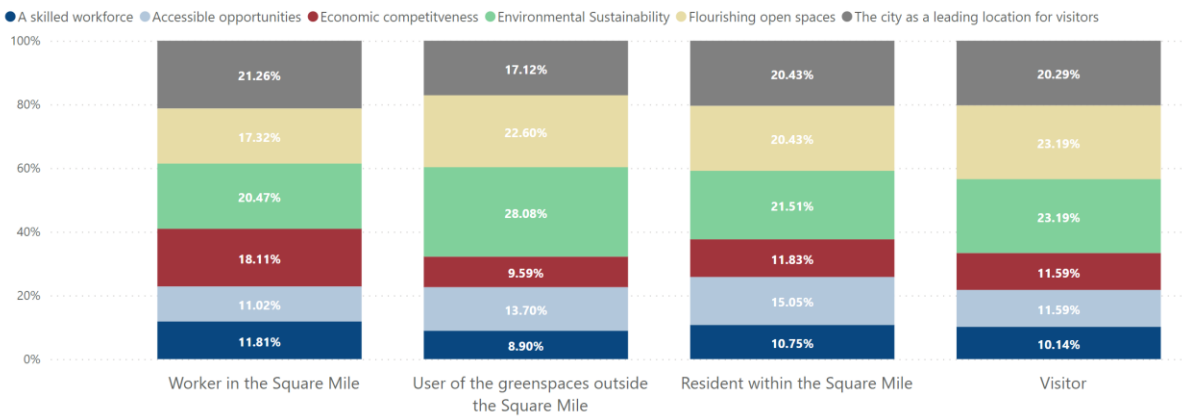
Again, most people valued ‘Environmental sustainability’ and ‘Flourishing open spaces’ as most important with the only significant difference being ‘The City as a leading location for visitors’ taking a higher percentage than other places.

In terms of themes seen as of most importance for the City (Square Mile), respondents from a lower socio-economic background answered notably higher for ‘Accessible services and opportunities for all’ and ‘Addressing the needs of our residents’. This could be interpreted as stakeholders on lower incomes placing greater importance on services and opportunities in the context of the current economic climate.

Respondents from a professional background answered notably higher for ‘Economic competitiveness’. This is explained somewhat by many respondents of a professional background also being workers in the Square Mile which suggests there is a career focused prioritisation amongst this demographic.

Considering the above there appears to be a correlation between the income of respondents and their priorities within the Square Mile.

What is most important for the City (Square Mile)?



Note: Visuals focus on the main themes and most common connections to the city and will not include all themes and connections

What is most important nationally?

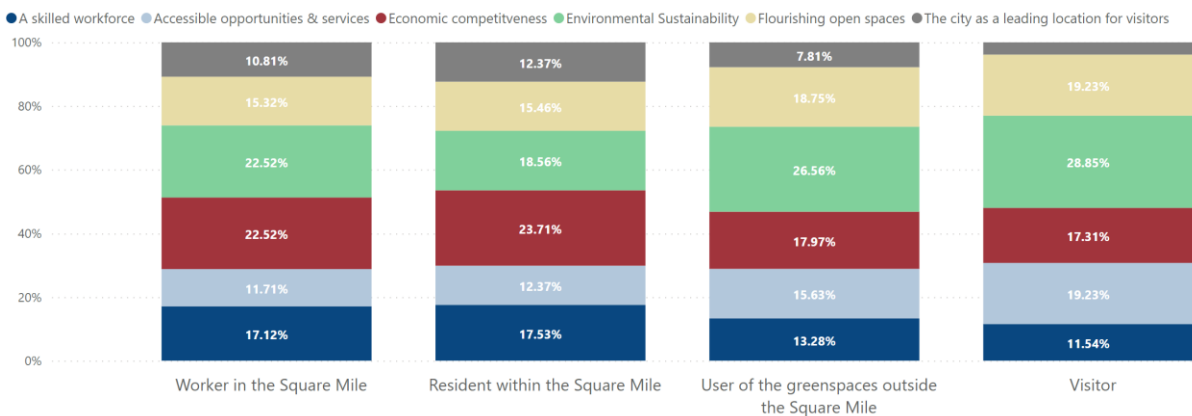
'Environmental sustainability' and 'Flourishing open spaces' score highly again. This could be linked to the importance of the environment and concerns around the UK's impact on climate change.

'Economic competitiveness' takes on greater importance in a national context than in London or the Square Mile. Indicative of concerns around the national economic climate.

'Accessible service and opportunities for all' scored notably highly for people from a lower socio-economic background. This could be interpreted as stakeholders on lower incomes placing greater importance on services and opportunities in the context of the current economic climate.

Respondents aged between 16-34 tended to give economic competitiveness a higher importance in a national context, particularly for workers (25%), which could be explained by younger respondents starting out in the job market and perceiving wider economic competitiveness as a key factor contributing to their future success.

What is most important Nationally?

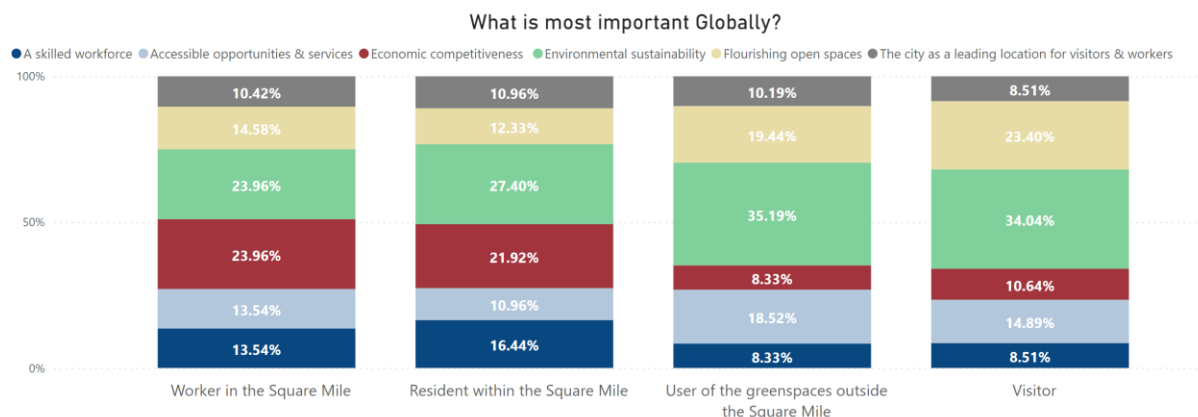


Note: Visuals focus on the main themes and most common connections to the city and will not include all themes and connections

What is most important globally?

Environmental sustainability scored highest here amongst all place-based questions; This could imply that respondents believe City Corporation's major contribution globally is towards environmental sustainability (as opposed to other activity), it may also reflect the high level of awareness of the climate crisis and environmental degradation amongst our stakeholders. **Visitors** and **users of green spaces** gave economic competitiveness less importance over **workers in the Square Mile**, while responses from **workers in the Square Mile** attached equal importance to 'Economic competitiveness' and 'Environmental sustainability'.

In terms of socio-economic background and age there is universal agreement in a global context on the value of 'Environmental Sustainability,' 'Economic Competitiveness' and 'Flourishing open spaces'.



Note: Visuals focus on the main themes and most common connections to the city and will not include all themes and connections

Conclusion

The volume of contributions during window of the survey has been a success, with the conversion rate also proving to be a higher-than-average percentage. The number of contributors who volunteered personal information also proved helpful to produce intersectional insight and analysis.

In terms of respondent information, when compared to census data on residential population and data on workforce population, the group of respondents does not encompass the full diversity of the City in terms of age, ethnic background, and socio-economic background. Nevertheless, the information gathered helps inform the Corporate Plan 2024-29, and allows for more insight into our broad range of stakeholders. Overall, this demonstrates the value of ongoing efforts made by City Corporation of growing stakeholder engagement and understanding our stakeholder needs and values.

For the purposes of this survey there is very limited reliable information about the demographic makeup of the largest group of respondents, the 'users of greenspaces', so it is not known whether there is proportional representation for this group.

There is unanimous agreement by stakeholders on the value of environmental sustainability and flourishing open spaces with very limited differences between demographic and connection to the city. Contributions to the survey highlight the importance of environmental issues and flourishing open spaces: this may reflect stakeholder concerns regarding the environment as well as the desire and need for access to green / open spaces post pandemic.

In terms of the intersectionality between demographics and themes there is a greater importance placed on economic competitiveness for workers from a professional background, and younger respondents, which may reflect their focus and needs. There is slightly more importance placed on services and accessibility for stakeholders from a lower socio-economic background, areas which could be perceived as key determinants for experiencing successful livelihoods/outcomes.

Appendix 2c: Selection of strategies and major programmes identified as core to the Corporate Plan 2024-29 & list of sources

Of the City Corporation strategies in delivery or development, the following have been initially identified as key to the Corporate Plan 2024-29 draft outcomes, particularly for performance measurement.

Extant Strategies	Strategies in development / to be developed
<ul style="list-style-type: none"> • Air Quality Strategy 2019-2024 • Anti-Social Behaviour Strategy 2022-2025 • Biodiversity Action Plan 2021-2026 • Bridging London Strategy 2020-2045 • Children’s and Young People’s Plan 2022-2025 • City of London Police Policing Plan 2022-25 • City of London School Strategic Vision 2019-2024 • Climate Action Strategy 2020-2027 • Competitiveness Strategy 2021-2025 • Destination City 2022- • Early Help Strategy 2023-2026 • Education, Skills and Cultural and Creative Learning Strategies 2019-2024 • Guildhall School of Music and Drama Strategic Plan 2023-30 • Homeless and Rough Sleeping Strategy 2023-2027 • Investment Property Strategy (reviewed annually with a rolling 5-year horizon) • Library Strategy 2021-2023 • Noise Strategy 2016-2026 • Procurement Strategy 2020-2024 • Safer City Partnership 2022-2025 • Social Mobility Strategy 2018-28 • Square Mile Sport Strategy 2023-2030 • Transport Strategy 2024-2044 	<ul style="list-style-type: none"> • Adult Social Care Strategy • Barbican Strategic Framework • Circular Economy Strategy • City of London Joint Health and Wellbeing Strategy 2023-2027 • City Plan 2040 • Digital, Data and Technology Strategy 2024-2029 • EDI Strategy • Natural Environment Strategy • People Strategy 2024-2029 • Small and Medium Enterprises (SME) Strategy • Social Housing Management Plan • Utility Infrastructure Strategy

Some major City Corporation projects and programmes

- Bank Junction Traffic and Public Realm
- Barbican Renewal
- City of London Boys School - Phases 1, 2 and 3
- Climate Action and Net Zero ambitions
- Cool Streets and Greening Programme
- Cycling Programme
- Delivery of excellent public services
- Destination City
- Enterprise Resource Planning (ERP)
- Guildhall Refurbishment Masterplan
- Guildhall Yard East (City of London Police)
- Housing Delivery

- Income Generation
- Liverpool Street Area Healthy Streets Plan
- Moorgate Traffic
- Operational Property Review
- Parliament Hill Athletics Track Resurfacing
- Salisbury Square development
- Smithfield and Billingsgate Markets Co-Location
- Smithfield redevelopment
- St. Paul's Gyratory and Public Realm Project
- Vision for Economic Growth
- Wanstead Park Ponds

Sources include:

- Avison Young
- City Property Association
- Evening Standard
- EY
- Gov.uk
- Greater London Authority
- Institute for Government
- Institute of Fiscal Studies
- Knight Frank
- LG Inform
- Met Office
- National Audit Office
- Office for National Statistics (ONS)
- Resolution Foundation
- The Global City (CoLC)
- The Health Foundation
- WHO
- Z/Yen

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Appendix 3: Monitoring Corporate Plan Performance & Outcomes

The draft Corporate Plan 2024-29 provides a strategic framework to guide the City of London Corporation's planning and decision-making over the next five years. This report focuses on performance monitoring for the Corporate Plan 2024-29.

Monitoring and reporting on corporate performance will ensure that City Corporation is on track to achieve its aims and objectives. It will allow us to map success and identify areas that may benefit from additional resource or improvement may be required.

The last Corporate Plan 2018-23 did not include success measures, so there was no tracking or reporting of progress against objectives. The Corporate Plan 2024-29 changes this in a number of ways. We will report on organisational progress against outcomes on an annual basis. Reporting will include both quantitative and qualitative performance information on each outcome included in the Corporate Plan.

For each outcome in the new Corporate Plan a small and specific selection of performance measures (data streams) and/or key Departmental/Institutional Strategies or programmes have been identified, the monitoring of which will allow us to measure progress. These are set out below, alongside lessons from the previous Corporate Plan, and detail of how what reporting will look like in future.

Due to the lack of maturity and capability on data within the organisation, setting up performance reporting will be iterative and take time. In some areas limited performance measurement is taking place, so this requires initiating before we can start framing and measuring outputs. Consequently, reporting improving year on year as more and/or better data becomes available, and further analysis can take place. A full aspirational list of the data we would like to bring online over the lifespan of the Corporate Plan is included below.

Most data requires baselining, meaning that no targets can be set from the outset unless previously agreed (such as for the Climate Action Strategy). Targets can be set once more data is available for monitoring, and corporate use of data is more mature. The objective is to work towards developing effective targets during the lifespan of the Corporate Plan. Where possible benchmarking will be considered, especially where this is reliably available through government data sources (such as OFLOG) or on policing data.

Not all the data identified below is possible to collect at present; where it does the data will need to be cleaned and ordered in such a way that it can be used for analytical purposes and updated reliably in future. We are working with teams across City Corporation to support and enhance the capability to manage this.

Lessons from the previous Corporate Plan

The Corporate Plan 2018-23 comprised twelve outcomes but did not include success measures or metrics which could be tracked and reported to evaluate its progress. Progress was not reported and initial work on a Corporate Performance Framework was paused in 2020 as the Covid-19 pandemic hit. This, combined with a lack of available data for proposed metrics and the Target Operating Model restructure, meant it could not be completed. This means that no evidence base has been compiled from data linked to the previous plan, so in order to inform the current plan evidence was gathered and stakeholder feedback was analysed (see separate appendix 2: – draft Corporate Plan rationale and feedback).

Lessons from the previous plan and creation of a corporate performance framework are set out below, alongside proposals for improvement in the new Corporate Plan.

Lesson	New Approach
No trackable success measures or metrics identified	Suite of draft measures included in this document; further measures to be made available once available.
No reporting or progress evaluation	Progress on the Corporate Plan will be reported annually through Policy & Resources Committee. Individual teams and departments are required to share corporate data relevant to deliverables to contribute to reporting.
Minimal available data	Data and evidence will be sourced from across City Corporation, and externally where relevant. This remains a challenge for the organisation and is discussed in more detail below. Development of a Corporate Digital, Data and Technology Strategy will be key to the ability to deliver through better sharing and use of data across the organisation.
Initial efforts on a corporate performance framework paused due to pandemic and TOM restructure	Dedicated Corporate Performance & Analysis team in place, within the Corporate Strategy function and closely aligned to DITS.

New ways of working for performance monitoring

Our approach for monitoring performance on the new Corporate Plan will be different to previous attempts to create a Corporate Performance Framework. We will start small, and ensure that the performance monitoring works and is robust by creating corporate plan performance metrics in the following way:

MODULAR: start with available data, focus on measurable outcomes (strategy delivery).

ITERATIVE: analyse, review, improve at each step.

SHARE & COLLABORATE: this is corporate data, from which City Corporation can benefit.

In addition, the corporate performance monitoring going forward will:

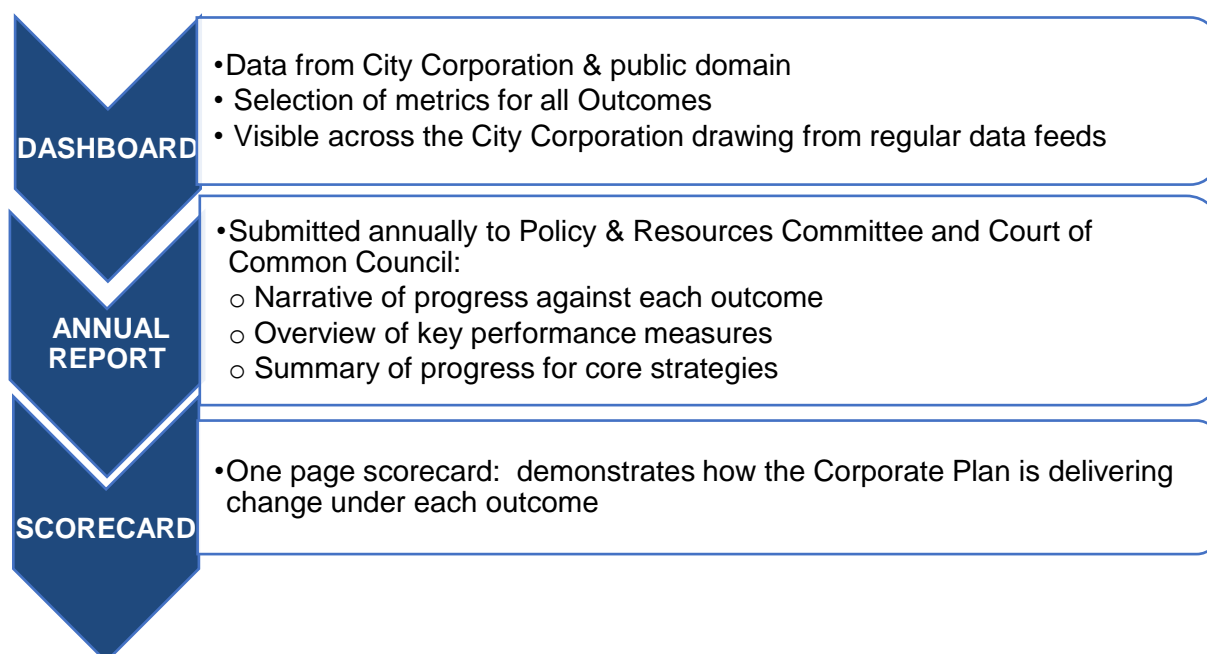
- Enable and empower officers and members in oversight and accountability of the activities of the City Corporation.
- Be data-driven and evidence-led, provide a clear and measurable assessment of activity, and demonstrate whether outcomes have been achieved.
- Be developed alongside aims and objectives, so that there are established metrics and, as well as comparative analysis using internal and/or external benchmarking where appropriate.
- Include performance products, metrics, and targets that are iterated and improved as circumstances develop.
- Be accompanied by regular reporting that is transparent and visible across City Corporation, to reduce silos and duplication in reporting, and to demonstrate commonality of aim and purpose.
- Establish clear ownership and accountability for each identified performance measure.

A long-term objective is to develop targets and SMART objectives for the Corporate Plan. These are not available immediately either due to lack of available data and/or not having been set by teams who own the area of activity. These will be developed as capability within teams improves and data sources are clearly identified and baselined wherever possible.

Reporting on the Corporate Plan

Reporting will include a review of each corporate plan outcome and will be a mix of narrative reporting about the delivery of key projects and activities, and an evaluation of data and metrics identified as performance measures at organisational level.

Reporting will include the use of regular data feeds that will be compiled into a dashboard, and quantitative evidence that will demonstrate whether progress is being delivered against each objective.



Corporate Data

There remain major challenges in collecting and analysing corporate data. If it exists or is available, data is usually spread across the organisation; it is not routinely shared, nor is it always held in formats and repositories that are useable or suitable for analysis. Data quality is inconsistent and requires much time to rectify and allow for a high confidence level for data to be usable. All these challenges need to be overcome to allow for successful reporting and analysis of corporate outcomes.

This means that reporting capability will be developed incrementally over the lifespan of the new Corporate Plan.

Initial years will focus on bringing online regular and reliable data feeds that can be used for analysis and reporting – these are the data feeds identified below; we will initially be using reliable data feeds that are used for regulatory or public reporting (including to Government / OFLOG data for statutory duties, and our public reporting on Net Zero objectives), while working with teams across the organisation to create and improve regular data feeds. Data from Business Plans will also be used where relevant.

Once reliable data feeds are in place, baseline data can be developed in the many areas where this is not already available. This will allow us to track year on year change and progress and set targets.

In the early years of reporting, we are not in a position to set targets unless these have already been agreed separately, such as for the Climate Action Strategy or for Destination City, both of which will be used as trackable outcomes and targets for the Corporate Plan. Generating targets for our outcomes will be reviewed in later years, once data feeds are more reliable and robust baselines are available.

Corporate Plan Scorecard

Bringing together data feeds is vital for monitoring corporate performance, but the more metrics centralised in one performance analysis product, the more difficult it is to judge if the City Corporation is achieving the change outlined in the Corporate Plan outcomes.

This challenge emerged during the development previous Corporate Performance Framework, which attempted to centralise over 200 Corporate KPIs, drawn from departmental business plans, corporate strategies, and a variety of other sources. To tackle this for the reporting on the Corporate Plan 2024-2029, a weighted Scorecard will be produced as part of the annual report, providing an aggregate picture of whether each outcome's performance measures are on target. The Scorecard, and the methodology behind its weighting, will be developed as part of the reporting cycle for Year One of the Corporate Plan.

Strategies and Projects/Programme

As part of overall reporting on the Corporate Plan, it is necessary to review progress of key strategies and programmes against their targets, in order to understand whether work is still on track on an annual basis.

Monitoring of Departmental and cross-cutting Strategies, Programmes and Plans/Projects takes place via relevant Committees by Chief Officers. Where relevant, these updates will also be used for monitoring Corporate Plan outcomes and will be included in the annual report. This make up the qualitative part of the reporting, and strategy / programme owners will contribute updates to be compiled for the annual Corporate Plan reports.

Interdependencies

Our major delivery partner is DITS, however, success is also reliant on other teams improving their capabilities in managing and sharing data.

- **DITS Digital Strategy delivery**

Measuring corporate performance is reliant on investment in a corporate technology platform and digital capability where data can and should be stored and managed for the whole organisation. This requires a corporate approach to data, without which we will not be able to effectively harness our data for analytics or, in future, to make effective use of machine learning or AI.

Robust data governance is required to ensure that our data is available, effectively catalogued and of high quality, otherwise performance metrics, reporting and other outputs will not be reliable.

- **Data sharing across CoL**

Better data sharing will improve analysis on corporate performance. At present many silos are in place and sharing is limited. This will need to be overcome to allow for robust reporting on the new corporate plan. In addition, setting effective measurable performance metrics for departmental/institutional strategies and other key organisational

deliverables will also contribute to improving the way we measure our success. At present metrics are the exception not the rule.

- **Management Information availability**

Better management information will enable development of internal performance tracking (including SLAs for service departments). The introduction of the ERP will go some way to resolving this issue, which is scheduled to be delivered during the lifespan of the new Corporate Plan.

Summary Performance Measures

The below table outlines some of the proposed areas in which the performance of each Corporate Plan outcome will be assessed, alongside a summary of the underlying performance measures. These are the likely measures we will be able to report on after year 1 of the plan, given constraints on data capabilities. The table also outlines some of the core strategies and projects where progress is are likely to be reported on (for a fuller list of core strategies see appendix 2c). A fuller list of performance measures currently identified and mapped to the Corporate Plan outcomes follows; these are still under development and included to give a sense of the direction of travel.

	Dynamic Economic Growth	Diverse Engaged Communities	Flourishing Public Spaces	Vibrant Thriving Destination	Providing Excellent Services	Leading Sustainable Environment
Performance Measures	<p>The Square Mile</p> <ul style="list-style-type: none"> -Weekday worker numbers <p>Competitiveness Strategy</p> <ul style="list-style-type: none"> -#1 ranking in Competitiveness Benchmarking Composite Score <p>Green Finance</p> <ul style="list-style-type: none"> -London ranks #1 in the Global Green Finance Index (GGFI) <p>Policing</p> <ul style="list-style-type: none"> -Action Fraud Impact -Measures tackling economic & cyber crime 	<p>Democratic Engagement</p> <ul style="list-style-type: none"> -Increase number of voters & of contested wards in 2025/2029 elections <p>Fostering Community</p> <ul style="list-style-type: none"> -Engagement with workers and residents 	<p>Public Realm Regeneration</p> <ul style="list-style-type: none"> -Performance of delivery of regeneration/ redevelopment projects <p>Open Spaces</p> <ul style="list-style-type: none"> -Conservation of the biodiversity and habitats of our open spaces <p>Charitable Governance</p> <ul style="list-style-type: none"> - CoL performance as a committed charitable trustee (CBF & all charities for which CoL is a trustee) 	<p>Culture & Visitors</p> <ul style="list-style-type: none"> -Visitors to Square Mile & CoL Attractions -Destination City targets <p>Infrastructure & Transport</p> <ul style="list-style-type: none"> -Cyclist, motor vehicle, freight, cycle accident numbers -Digital Infrastructure for business <p>Policing</p> <ul style="list-style-type: none"> -Neighbourhood crime, violent crime, ASB <p>Business Attraction</p> <ul style="list-style-type: none"> -Office Floorspace 	<p>Quality of Services</p> <ul style="list-style-type: none"> -Including: Children's and Adult Social Care, housing, homelessness & rough sleeping, SEND <p>Quality of Housing</p> <ul style="list-style-type: none"> -Decent homes standard -Delivery of new housing -Health & safety in housing <p>Education Outcomes</p> <ul style="list-style-type: none"> -Educational attainment, skills / employability, cultural & creative learning -Equity: disadvantaged pupils' grant 	<p>Climate Action</p> <ul style="list-style-type: none"> -Deliver Net Zero commitments: net zero in our direct emissions in our operations by 2027, progress towards net zero in our supply chain and in Square Mile <p>Air Quality</p> <ul style="list-style-type: none"> -Progress towards WHO guidelines <p>Sustainability</p> <ul style="list-style-type: none"> -Energy consumption, onsite generation of renewable energy
Strategy/ Programme Delivery	<p>Competitiveness Strategy</p> <p>Small and Medium Enterprise (SME) Support</p> <p>Policing Plan: Protecting the UK from economic & cyber crime threat</p>	<p>City Belonging Project</p> <p>Volunteering Strategy</p>	<p>Natural Environment Strategy</p> <p>Biodiversity Action Plan</p> <p>City Plan 2040</p>	<p>Destination City</p> <p>Barbican Strategic Framework (Measures under development)</p> <p>City Plan 2040</p> <p>Transport Strategy</p>	<p>Homeless and Rough Sleeping Strategy</p> <p>Children's and Young People's Plan</p> <p>Social Mobility Strategy</p> <p>Housing Strategy (under development)</p> <p>Carers Strategy (under development)</p> <p>Public Health</p>	<p>Climate Action Strategy</p> <p>Air Quality Strategy</p> <p>Waste Strategy</p> <p>Circular Economy Strategy</p>

Proposed performance measures - Corporate Plan 2024-2029

The below list elaborates on the above performance measures table, providing a more detailed breakdown of specific measures and attendant data streams which have been mapped to the Corporate Plan outcomes. Not all the data identified below is possible to collect at present (as it may not exist within the organisation); where it does, the data will need to be cleansed and ordered in such a way that it can be used for analytical purposes and updated reliably in future. Some teams currently lack the capability to do this, and we are working with them to support and enhance relevant skills. Once data sources are established, baselines and appropriate benchmarks can be identified, and targets and SMART measures developed.

Measures below may not all be used, and may be adapted and improved; additional metrics may also be identified and included. Once an appropriate methodology has been determined, measures will be weighted by performance area as part of the Corporate Plan Scorecard as outlined in the above report.

Diverse Engaged Communities Metrics

Democratic engagement

- Ward List size
- Number of workplaces registering voters
- Number of candidates standing for election in election years (2025/2029)
- Number of uncontested wards in election years (2025/2029)

Fostering Community

- Number of workers and residents contactable by email
- Number of workers and residents attending City of London Corporation Events per year
- Number of workers and residents attending a City of London Corporation event for the first time
- Number of workplaces and estates represented at City of London Corporation events per year
- Number of workplaces and estates represented at a City of London Corporation event for the first time
- % of City workplaces where we have a contact person and email for community engagement purposes

Dynamic Economic Growth Metrics

Square Mile as London's central business district

- Weekday worker footfall in the Square Mile
- Comparative data for London in relation to London Boroughs and other UK, European and global cities

Competitiveness Strategy (to be reviewed in 2025: metrics may change/targets update)

- #1 ranking in Competitiveness Benchmarking Composite Score (based on benchmarking on at what makes international financial centres competitive through five core dimensions: innovation, financial reach, infrastructure, talent, and business environment)

- Our Global Offer to Business | London and the UK's competitive strengths in a critical time (theglobalcity.uk)
- Share of Global Assets Under Management
- UK FPS Sector Access to International Talent
- Favourability of Financial Services Regulation
- Amount of Private Equity and Venture Capital Investment in UK Tech/Fintech

Green Finance

- London ranking in the Global Green Finance Index (GGFI)
- UK Issuance of Green and Sustainable Bonds (# and % increase)

Protecting the UK from the threat of economic and cyber crime

- Provide a consistent level of satisfaction with the Action Fraud telephone reporting service
- Provide a consistent level of satisfaction with the Action Fraud online reporting service
- Provide a National Fraud Intelligence Bureau (NFIB) outcome to all victims, within 28 days
- National positive outcomes for economic and cyber crime are increased (charge, caution, community resolution)
- Law enforcement capabilities to tackle economic and cyber crime are developed through training and accreditation

Flourishing Public Spaces Metrics

Regeneration - project delivery RAG status for key public realm projects, including:

- Barbican Renewal: major infrastructure refurbishment
- Salisbury Square: civic hub with City of London Police HQ and combined court for His Majesty's Court and Tribunals service
- St Paul's Gyratory: achieving better traffic management and increased pedestrianisation
- Museum of London: a new home in Smithfield alongside local cultural and commercial regeneration
- Markets: co-locate Billingsgate and Smithfield in purpose-built facilities in Dagenham Dock with creation of 10,000 jobs

Open Spaces Stewardship

- Climate Emergency UK Council Climate Action Scorecard - Biodiversity

Providing Excellent Services Metrics

Quality of Services

- Unpaid carers: quality of life score
- Users of adult social care: quality of life score
- Outcomes-based measures on rough sleeping (under development)
- Effectiveness of early help / early intervention.
- Overall tenant satisfaction. Introduced by the regulator of social housing in 2023 as part of the tenant satisfaction survey. Considers full housing service (including neighbourhood management and handling of complaints)

- Number of social care assessments undertaken in designated timescale. Demonstrates high quality efficient and effective services that respond to need, help people achieve their outcomes and meet our statutory obligations

Quality of Housing

- Reaching energy efficiency targets for housing: on way to carbon neutral housing stock by 2050. We should be able to see incremental improvements in 5yr cycle of corporate plan
- Delivering agreed housing targets
- Decent Homes Standard of housing stock: Statutory obligation and main indicator of overall quality of housing stock
- Fire risk assessment compliance: Legal obligation of landlords every 12 months. Aim for 100% compliance in high rise buildings post 2020 Hackitt report (Grenfell response)
- Overall satisfaction with housing repair service.
- Introduced by the regulator of social housing in 2023 as part of the tenant satisfaction survey
- Major works refurbishment programmes delivered

Education Outcomes

- Pupil experiences are equitable across the identified groups and across age ranges and gender
- 100% destination and progression pathways for pupils (i.e. no NEET pupils)
- Learners from the family of schools, from early years through to post 16 receive sustained education in and through the arts and culture, including a strengthened role of music and the performing arts
- Learners in the Family of Schools who are from disadvantaged backgrounds have access to enrichment and experiences that will develop their social and cultural capital, and enhance their Fusion skills (Disadvantaged Pupils Funding, City Premium Grant)

Leading Sustainable Environment Metrics

Climate Action

- Net zero carbon by 2027 in the City Corporation's operations (Scopes 1 & 2)
- Net zero carbon by 2040 across the City Corporation's whole value chain (Scope 3)
- Support net zero carbon by 2040 in the Square Mile

Air Quality

- Progress towards WHO guideline for NO₂
- Progress towards WHO guideline for PM_{2.5}
- Progress towards WHO guideline for PM₁₀

Sustainability

- Onsite generation of renewable energy
- Total energy consumption from in kilowatt hours (kWh) from owned and COLC operated estate
- Energy Intensity – Total energy consumption in kilowatt hours (kWh) per gross internal floor area from owned and COLC operated estate
- Percentage of household waste sent for reuse, recycling, or composting

Vibrant Thriving Destination Metrics

Culture & Visitors (targets will be revised post 2025)

- Visitor levels to the Square Mile (Footfall Data) - Increase footfall by 5% from 2019 baseline to 22m in 2025 [Destination City]
- Spending within the Square Mile (Mastercard Spending Data) - Increase spending by 7.5% from 2019 baseline to £2.25bn in 2025 [Destination City]
- Deliver 3:1 Return on Investment (on growth bid budget, through new commercial and contra-deal brand partnerships) [Destination City]
- Visits to City of London Corporation cultural / heritage attractions (for locations run/ provided by City Corporation, including outside of the Square Mile)

Infrastructure & Transport

- Motor vehicle traffic within the Square Mile
- Motorised freight vehicle volume within the Square Mile
- Number of people cycling within the Square Mile
- Number of people killed /seriously injured within the Square Mile
- Number of kilometres of Pedestrian Priority Streets within the Square Mile
- Digital Infrastructure for Square Mile Businesses: 5G/Broadband coverage

Policing

- Violence & Sexual Offences recorded by City of London Police
- Theft from Person Offences recorded by City of London Police
- Other Theft Offences recorded by City of London Police
- Anti-Social Behaviour Incidents recorded by City of London Police
- City of London Police positive outcome rate
- City of London Police victim satisfaction levels
- The public feel safe / has confidence in the City of London Police (public survey scores)

Business Attractiveness

- Number of businesses operating within the Square Mile (FPS Sector/ SMEs/High Street)
- Empty Office Floorspace in the Square Mile
- Demand for Office Floorspace in the Square Mile
- Additional Provision of Office Floorspace in the Square Mile

Gaps and aspirational measures

A number of gaps and aspirational metrics have been identified that could be developed by the relevant teams (though in some cases may need funding / expertise to develop), plus some external. These include, but are not limited to:

Dynamic Economic Growth	Diverse Engaged Communities	Flourishing Public Spaces
Smart City / Digital Connectivity Contribution to UK Growth/Productivity	Communities' engagement (users/residents/workers/businesses) metrics reflecting scope of activity Digital inclusion Improved understanding of our community groups and related needs	Economic value of natural/green spaces to surrounding areas (requires investment) Biodiversity measurements
Vibrant Thriving Destination	Providing Excellent Services	Leading Sustainable Environment
Night-time economy metrics Empty shop front levels Healthy streets indicators High Street Voids/Closures Quality of/satisfaction with cultural offering Crime Severity Score for Square Mile SME growth	Statistics of deprivation (due 2026, Office of National Statistics) Service Quality: SLAs for service departments / response times for local authority services Tenant satisfaction survey: Introduced by the regulator of social housing in 2022. Usage of and satisfaction with City of London Corporation maintained community assets (e.g. libraries etc) Feedback metrics: adult social care Metrics: commissioned services Engagement and coproduction with service users – metrics	Corporate environmental measures: carbon footprint / air miles Availability of EV charging points in the Square Mile Percentage of CoL fleet made up of hybrid/electric vehicles

This is not an exhaustive list and it will continue to be developed as we build and improve our mechanisms for reporting on Corporate Plan 2024-29 delivery. The next round of business planning activities may also produce potential measures.

In addition, the People Strategy, the Digital Strategy, and potentially the City Corporation (draft) Equality Objectives and/or a Equality, Diversity and Inclusion Strategy will help identify specific performance measures linked to their intended outcomes, that can be included in due course and where appropriate as performance metrics.

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Equality Impact Assessment

EQIA FORM

CITY OF LONDON

Equality Impact Assessment Template.

Directorate: Corporate Strategy and Performance Team Service Area: Town Clerk's Department	Lead Officer: Dionne Corradine Date completed: 30 November 2023
Service / Function / Policy / Procedure to be assessed: Corporate Plan 2024-2029	
Is this: New / Proposed <input checked="" type="checkbox"/> X Existing/Review <input type="checkbox"/> Changing <input type="checkbox"/> (Please tick appropriate box)	Review date: Annually (in line with reporting) and/or any time when the Corporate Plan is updated

Part A – Initial Equality Impact Assessment to determine if a full Equality Impact Assessment is required.

What are the aims and objectives/purpose of this service, function, policy or procedure?

The Corporate Plan 2024-2029 sets out the overarching strategic outcomes for City Corporation for the next five years. The Corporate Plan exists to inform City of London Corporation staff, stakeholders, and communities of our strategic direction, we want to achieve, and strategies in place that will deliver these outcomes.

The Corporate Plan is reliant on the principles of collaboration, constructive dialogue with all our partners, celebrating equity, equality diversity and inclusion, achieving consensus around common goals. The Plan sits above corporate strategies, plans and major programmes currently delivered by City Corporation. This Equality Impact Assessment applies specifically to the Corporate Plan – other policies, strategies, programmes, and services that contribute to delivery of the Corporate Plan are required to have their own Equality Impact Assessment. The Plan itself sets our strategic direction and will influence, though not create, services, functions, policies, or procedures. We are committed to carrying out our equality duties and have developed the Corporate Plan with reference to these and the City Corporation draft Equality Objectives.

To inform the content of the Corporate Plan, both internal and external engagement is necessary. Extensive internal engagement with Officers and Members has taken place. To enable external feedback on the Corporate Plan, an online platform was created. To reach those who may not have digital access, paper-based feedback forms are available at City Corporation sites in the Square Mile and Greater London. Engagement will continue as the Corporate Plan evolves.

Please indicate its relevance to any of the equality duties (below) by selecting Yes, or No?

	Yes	No
Eliminating unlawful discrimination, victimisation, and harassment	x	
Advancing equality of opportunity	x	
Fostering good community relations	x	

If not relevant to any of the three equality duties and this is agreed by your Head of Service, the Equality Impact Assessment is now complete - please send a copy to the Equality Team. If any of the three equality duties are relevant, a Full EQIA will need to be undertaken (PART B below).

PART B: Full Equality Impact Assessment.

Step 1 – Identifying outcomes and delivery mechanisms (in relation to what you are assessing)

<p>What outcomes are sought and for whom?</p>	<p>The Corporate Plan 2024-2029 sets out the overall strategic context in which City Corporation operates. These are summarised in six strategic outcomes outlined in the Corporate Plan 2024-29. Outcomes are intentionally high level, and City Corporation will use Corporate Plan outcomes to drive organisational direction informing strategy, policy, and delivery.</p> <p>The Corporate Plan itself does not outline delivery mechanisms for City Corporation – these are set out in departmental, thematic, or institutional strategies, policies, plans and services. Departments and Institutions designing delivery mechanisms (including departmental or institutional strategies, policies, plans, processes, and services) are responsible for ensuring that they are aligned with the Corporation Plan intentions.</p> <p>The Corporate Plan highlights the spheres of influence for City Corporation and the outcomes we seek to achieve within these: from global and UK level (for example by the Lord Mayor of London or for financial services), to London, Square Mile and green spaces (for example through planning policy and the management of areas such as Epping Forest and Hampstead Heath) through to services to residents and statutory responsibilities for activity including social care. The breadth of these activities is unique to our organisation.</p> <p>Staff data has been reviewed as part of this EQIA, as staff will be responsible for designing the delivery mechanisms (strategies, policies, services etc) that will deliver our strategic outcomes. However, the sheer breadth of the Corporate Plan means it is too high-level to undertake a meaningful equalities impact assessment (EQIA) on the plan itself, therefore specific EQIAs are required to take place at the level of individual departmental and institutional planning for mechanisms that will deliver Corporate Plan outcomes.</p> <p>A number of core strategies that support the delivery of the Corporate Plan have been identified. All of these should have individual EQIAs associated with them. The Corporate Plan 2024-2029 exists alongside City Corporation’s proposed Equality Objectives for 2023-27, which set out corporate intentions on equalities. The Corporate Plan is also being developed alongside the City Corporation’s new People Strategy (which will also have an associated EQIA).</p>
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Equality Impact Assessment

Are there any associated policies, functions, services or procedures?	<p>The Corporate Plan 2024-29 is deliberately a high-level strategic document, setting direction for the large number of departments and institutions delivering our wide range of day-to-day functions. The Corporate Plan does not include specific policies, functions services or procedures. It is intended that individual departmental or institutional strategies, policies, functions, services, and procedures will, over time, align with the direction of the Plan.</p> <p>These specific strategies, policies, functions, services, procedures, and plans are the level at which tangible outcomes and delivery mechanisms are set, and where it is possible to meaningfully assess the equalities impacts of our activity. Each of these should undertake a full EQIA, collating and analysing data on equalities impacts of the tangible outcomes that are sought.</p>
If partners (including external partners) are involved in delivering the service, who are they?	<p>The Corporate Plan 2024-29 is designed to inform our stakeholders of our strategic direction and the broad outcomes we want to achieve. All parts of the organisation will align their delivery with the outcomes described in the Corporate Plan.</p> <p>Where partners, including external partners, are involved in delivering services, this takes place at the level of individual departmental or institutional strategies (and policies, functions, services etc), not at the level of the Corporate Plan.</p> <p>Individual departments and institutions work closely with a wide range of partners to deliver our services – hence why it is critical to ensure full EQIA activity takes place on the design and delivery of the next tier of strategies, policies, plans etc so equalities data can be effectively collated and scrutinised.</p>

Step 2 – What does the information you have collected, or that you have available, tell you?

What evidence/data already exists about the service and its users? (In terms of its impact on the ‘equality strands’, i.e., race, disability, sex, gender re-assignment, age, religion or belief, sexual orientation, maternity/pregnancy, marriage/civil partnership and other socially excluded communities or groups) and **what does the data tell you?** e.g., are there any significant gaps?

Analysis of City Corporation Employees

The Corporate Plan 2024-2029 impacts City of London Corporation employees as it sets the overall strategic direction for City Corporation and all employees will ultimately be involved with its delivery.

The following data from the City Corporation’s HR department breaks down its employees by protected characteristics as of 30 October 2023. Data has been provided on two groups. ‘Directly Employed’ consists of full time, part time and directly employed temporary employees of the City Corporation, including its Institutions (the Barbican Centre, City Bridge Foundation, City of London School, City of London School for Girls, Freeman’s School, Guildhall School of Music & Drama, and City of London Police [civilian employees]).

‘Including Casuals’ consists of the Directly Employed cohort, plus casual and agency workers, contractors, and consultants.

Analysis of this data by protected characteristic has been used when considering the impact on staff for the development of the Corporate Plan itself and the planning of internal engagement with staff. It will also be used as part of each separate EQIA completed for policies, strategies, and plans derived from or supporting the delivery of the Corporate Plan. However, low disclosure rates for data related to protected characteristics for City Corporation employees outside of sex and age are a barrier to analysis of the equality impacts on City Corporation employees. This has been noted as an issue to be addressed in the action plan section of this EQIA.

Age

91.3% of those Directly Employed by the City Corporation are aged between 25 and 64 years, with the largest proportion (36%) aged 35 to 49 years, closely followed by those aged 50 to 64 years (34.1%). Only 4.5% of those Directly Employed are aged between 20 and 24 years. When we in Casuals, there are some notable differences. The proportion aged 25 to 64 years is 8.6 percentage points lower, at 82.7%, with a concomitant rise in the proportion aged 20 to 24 years by 6.2 percentage points higher to 10.7%. The three groups between 25 and 64 years are also more balanced when including Casuals compared to just looking at Direct Employees, with a range of 4.4 percentage points between the categories 25 to 34 years and 35 to 49 years for Casuals, compared to 14.8 percentage points for the Directly Employed. The below table shows the full percentage breakdown.

Equality Impact Assessment

Cohort Name	Aged 16 to 19 years	Aged 20 to 24 years	Aged 25 to 34 years	Aged 35 to 49 years	Aged 50 to 64 years	Aged 65 to 74 years	Aged 75 to 84 years	Aged 85 years and over	Unknown
Directly Employed	<1	4.5	21.2	36.0	34.1	3.5	<1	0.0	<1
Including Casuals	1.2	10.7	25.6	30.0	27.1	4.4	<1	<1	0.0

Disability

4.5% of those Directly Employed by the City Corporation self-certify as Disabled. However, more than a quarter of those Directly Employed have not provided the City Corporation with this data. Whilst the Self-Certified as Disabled proportion is slightly lower if we include Casuals, the Not Known proportion is even higher, at 35.9%. The below table shows the full percentage breakdown.

Cohort Name	Self-Certified as Disabled	Self-Certified as Not Disabled	Not Known
Directly Employed	4.5	69.5	25.9
Including Casuals	3.8	60.3	35.9

Sex

There is a virtual even split in the proportion of females and males Directly Employed by the City Corporation, whilst there is a slightly higher proportion of females when including Casuals. The below table shows the full percentage breakdown.

Cohort Name	Female	Male	Unspecified
Directly Employed	50.2	49.8	0.0
Including Casuals	50.9	49.1	<1

Equality Impact Assessment

Race

For both those Directly Employed by the City Corporation and when including Casuals, White – British is the most common ethnicity, at over 40% for each. The next largest (excluding the large proportions, particularly when including Casuals, of no responses) is White – EU, at just over 5% for each. When just looking at those Directly Employed by the City Corporation, there are slightly higher proportions identifying as Asian or Black ethnicity groups than when including Casuals. The below table shows the full percentage breakdown.

Cohort Name	Directly Employed	Including Casuals
Arab	<1	<1
Asian - Bangladeshi	1.4	<1
Asian - British	1.6	1.0
Asian - Indian	1.4	<1
Asian - Pakistani	<1	<1
Any other Asian background	<1	<1
Black - African	2.5	1.7
Black - British	2.9	2.0
Black - Caribbean	2.0	1.4
Any other black background	<1	<1
Chinese	<1	<1
Irish	1.4	1.2
Mixed - Asian & White	<1	<1
Mixed - White and Black African	<1	<1
Mixed - White & Black Caribbean	1.0	<1
Any other mixed background	<1	1.1
White - British	49.3	42.8
White - EU	5.2	5.4
White - Other European	<1	<1
White - any other white background	2.9	2.9
Any other ethnic group	1.0	<1
Not stated	21.9	32.5
Prefer not to say	<1	<1

Equality Impact Assessment

Religion or Belief

None/No religion makes up the largest proportion of responses from those Directly Employed by the City Corporation, at just over one third (34.2%), followed by Christian at 28.4%. All other religions make up small proportions, with Muslim being the largest at 3.3%. There is also a large group of people not providing any data (27.5% combining the Not Stated and Unknown categories). When including Casuals, the overall trends (None/No religion as the largest group, followed by Christian) are the same, but as at a slightly reduced percentage, with a resultant rise in the proportion not providing data (37% combining the Not Stated and Unknown categories). Other also shows a larger proportion at 4.9%, 2.2 percentage points higher than just those Directly Employed. The below table shows the full percentage breakdown.

Cohort Name	Buddhist	Christian	Hindu	Jewish	Muslim	None / No religion	Other	Sikh	Spiritual	Not stated	Unknown
Directly Employed	<1	28.4	1.4	<1	3.3	34.2	2.7	<1	1.0	4.3	23.2
Including Casuals	<1	21.4	<1	<1	2.1	31.4	4.9	<1	0.8	3.3	33.7

Gender Reassignment

For both cohorts, Not Known is the largest response group when it comes to data relating to Gender Reassignment, with over 90% for those Directly Employed. This makes it very difficult to draw any concrete conclusions using this data. It is notable, however, that, unlike most other questions related to the Protected Characteristics, including Casuals reduces the proportion with no response. The below table shows the full percentage breakdown.

Cohort Name	Gender identity different from sex registered at birth	Gender identity the same as sex registered at birth	Information Refused	Not Known
Directly Employed	<1	7.4	<1	92.4
Including Casuals	<1	13.6	<1	85.8

Pregnancy and Maternity

2.1% of those Directly Employed by the City of London Corporation have been on maternity leave in the 12 months between November 2022 and October 2023. Comparative data including Casuals is not available.

Equality Impact Assessment

Cohort Name	Employees on Maternity Leave in Last 12 Months
Directly Employed	2.1
Including Casuals	Data unavailable

Sexual Orientation

For both cohorts, Heterosexual is the area that makes up the largest proportion of response, at over 50% for when either excluding or including casuals. The proportions identifying as Sexual Orientations other than Heterosexual are similar when excluding or including Casuals, with a slight increase in the proportion identifying as Bisexual when including Casuals. Whilst those Directly Employed have a higher rate of Declining to Specify, when including Casuals, the proportion of no responses increases by 7.4 percentage points. The below table shows the full percentage breakdown.

Cohort Name	Asexual	Bisexual	Gay	Heterosexual	Lesbian	Pansexual	Queer	Declined to specify	Unknown
Directly Employed	<1	2.1	3.0	57.4	<1	<1	<1	5.1	31.2
Including Casuals	<1	3.1	3.0	50.2	<1	<1	<1	4.1	38.6

Marriage and Civil Partnership

Not Specified/Unknown makes up the highest proportion of responses relating to Marriage and Civil Partnership for those Directly Employed by the City Corporation, at 40.6%. Where there is a response, the largest groups are Married, at 28.4%, and Single, at 19%. The overall trends on proportion are the same when including Casuals, though lower proportions for the response groups are likely due to the much lower response rate, with 57% having no recorded Marital/Civil Partnership status. The below table shows the full percentage breakdown.

Cohort Name	Civil Partner	Divorced	Married	Partner	Separated	Single	Widowed	Not Specified / Unknown
Directly Employed	<1	2.8	28.4	7.2	1.0	19.0	<1	40.6
Including Casuals	<1	2.0	20.2	5.2	<1	14.2	<1	57.0

Social Inclusion and Social Mobility

In accordance with a decision by Members, Social Inclusion and Social Mobility will be included in future reporting around equalities, and features in the draft Equality Objectives for 2023-2027 under the heading of “Socio-Economic Diversity”. As such, the City Corporation invites employees to disclose data on social mobility indicators. These include type of school attended, Free School Meal eligibility, familial attendance at university, and main household earner occupation when aged 14). As completion rate for these fields currently stand at 11%, any conclusions derived are not meaningful and do not stand up to scrutiny. It is a key action for the City Corporation to improve the disclosure rate and undertake the required analysis. One method by which awareness will be raised is through the establishment of a new Staff Diversity Network on Social Mobility in 2024.

Analysis of External Communities

In addition to considering the employees of the City Corporation, it is also important to consider the wider communities impacted by the Corporate Plan 2024-2029. The Corporate Plan has been developed using a place-based framework, considering the influence and impact the City Corporation has through four ascending geographic levels where it operates. All the communities that exist or move through those geographic areas will be impacted by the Corporate Plan 2024-2029. The four identified geographic levels are:

Square Mile

The City Corporation is the governing body for the geographic area of the City of London, also known as the Square Mile. The Square Mile is home to 8,600 residents, is the place of work of over 587,000 employees, and is visited by over 10 million people each year.

London

The City of London Corporation’s operations extend beyond the boundaries of the Square Mile across the Greater London area. These include operating more than 2,700 housing properties across six London boroughs, the Heathrow Animal Reception Centre, three wholesale food markets, and acting as London’s Port Authority for the River Thames. City Bridge Foundation, the charity for which the City Corporation is the sole trustee, maintains five of London’s key bridges and provides financial, philanthropic, and non-financial (time, skills, assets) support to London’s communities. The City Corporation also serves as steward and operator of over 11,000 acres of green space across the Greater London area, including Hampstead Heath and Epping Forest, which receive over 23 million visits each year. In addition, many workers and visitors to the Square Mile will be residents of other London boroughs. The City of London Corporation is also involved in education across London; it has one maintained primary school, and ten sponsored academies as part of the City of London Academies Trust, and supports three independent schools, collectively known as the City of London Family of Schools. In addition, many workers and visitors to the Square Mile will reside within Greater London.

UK

The City of London Corporation's Competitiveness Strategy seeks to strengthen the UK as the world's leading global hub for the financial and professional services (FPS) sector and to drive economic growth. The Square Mile is at the heart of the UK FPS, with City workers accounting for 13% of the UK's FPS jobs. In addition, many workers and visitors to the Square Mile will reside across the UK.

Global

The City of London Corporation is an organisation with global reach, with the Lord Mayor acting as an international ambassador for the FPS sector, and the Square Mile itself being a global business hub for FPS; 14% of City workers come from European Economic Area (EEA) countries, and a further 27% come from non-EEA countries. As above, the work of the City Corporation's Competitiveness Strategy seeks to strengthen the UK as the world's leading global hub for the FPS sector. In addition, the Square Mile is home to world famous attractions, such as St Paul's Cathedral and the Barbican Centre, which draw an international audience.

Publicly available data is used by the City Corporation to provide an understanding of the demographics and protected characteristics of the communities which constitute these four areas. The following section gives a summary of the 2021 Census by protected characteristics for the geographic areas outlined above. Please note that as of the writing of this Equality Impact Assessment the data for the Scottish Census (conducted in 2022) has not been released.

Therefore, rather than consider the UK, we will be considering "England" and "England and Wales". Please note that, as the City of London has a small population, relatively small numerical changes may cause large percentage changes, making any analysis less robust than looking at a larger population. 2021 Census data, and comparative data for 2011, has been taken from the ONS website: [Census - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk)

The analysis in this summary has informed the overall development of the place-based framework for the Corporate Plan and the planning of external engagement with residents, workers, visitors, and service users across geographic levels. It will also be used as part of each separate EQIA completed for policies, strategies, and plans derived from or supporting the delivery of the Corporate Plan. These EQIAs will also require more granular data to fully assess potential equalities impacts and to plan mitigations. A full analysis of all the data which would inform these is beyond the scope and scale of the Corporate Plan, but a survey of the EDI policies, activities, and available data, as well as current gaps, related to communities and groups impacted by the services provided and activities undertaken by the City of London Corporation, and therefore the Corporate Plan 2024-2029, can be found in the annex to this document.

Equality Impact Assessment

Population

According to the 2021 Census, the City of London has a population of 8,600 residents (to the nearest 100), an increase of 16.4% from 7,400 in the 2011 Census. This population growth, whilst small in numeric size, is significantly higher as a percentage increase than the 7.7% increase across London and 6.6% increase across England.

Age

The median age of residents was recorded in the 2021 Census as 37 years, down from 39 in 2011. The aged 20 to 24 years bracket saw the largest increase (3.8 percentage points), unlike the London and national trends, which all saw decreases. The aged 35 to 49 years bracket saw the largest decrease (-3.5 percentage points), in line with the national trends, but opposed to London, which saw a small increase. The below table shows the full percentage breakdown.

	Aged 4 years and under		Aged 5 to 9 years		Aged 10 to 15 years		Aged 16 to 19 years		Aged 20 to 24 years		Aged 25 to 34 years		Aged 35 to 49 years		Aged 50 to 64 years		Aged 65 to 74 years		Aged 75 to 84 years		Aged 85 years and over	
Area name	2011	2021	2011	2021	2011	2021	2011	2021	2011	2021	2011	2021	2011	2021	2011	2021	2011	2021	2011	2021	2011	2021
City of London	3.2	2.5	2.5	1.9	2.7	2.4	2.2	2.2	7.4	11.2	24.1	25.8	24.7	21.2	19.1	18.8	8.0	8.3	4.5	4.3	1.6	1.4
London	7.2	6.0	5.9	6.0	6.7	7.2	4.6	4.4	7.7	6.7	19.9	18.1	22.4	22.7	14.4	16.9	5.8	6.5	3.8	3.8	1.5	1.6
England	6.3	5.4	5.6	5.9	7.0	7.2	5.1	4.6	6.8	6.0	13.5	13.6	21.3	19.4	18.1	19.4	8.6	9.8	5.5	6.1	2.2	2.4
England and Wales	6.2	5.4	5.6	5.9	7.0	7.2	5.1	4.6	6.8	6.0	13.4	13.5	21.3	19.3	18.1	19.5	8.7	9.9	5.6	6.2	2.2	2.4

Disability

The percentage of non-disabled residents of the City of London increased slightly between 2011 and 2021 and is higher than London and national levels. The ONS advises that responses may have been affected by perceived health status and activity limitations during the COVID-19 pandemic, as well as advising caution when making comparisons between 2011 and 2021, as the question wording and response options were changed. The below table shows the full percentage breakdown.

Area name	Disabled under the Equality Act: Day-to-day activities limited a lot		Disabled under the Equality Act: Day-to-day activities limited a little		Not disabled under the Equality Act	
	2011	2021	2011	2021	2011	2021
City of London	5.6	3.9	8.2	7.9	86.3	88.2
London	9.4	7.1	9.8	8.5	80.8	84.3
England	9.1	7.5	10.2	10.2	80.7	82.3
England and Wales	9.3	7.6	10.2	10.2	80.5	82.2

Sex

The City of London has fewer female residents than male, by a factor of ten percentage points, though the proportion of female residents did increase by half a percentage point between 2011 and 2021. This is contrary to wider London and national trends. London saw a slightly higher percentage point shift towards the female population between 2011 and 2021, retaining a higher proportion of female residents. The national breakdown also shows a higher proportion of females, but with a more limited increased between census years. The below table shows the full percentage breakdown.

Area name	Female		Male	
	2011	2021	2011	2021
City of London	44.5	45.0	55.5	55.0
London	50.7	51.5	49.3	48.5
England	50.8	51.0	49.2	49.0
England and Wales	50.8	51.0	49.2	49.0

Race

The City of London saw a decrease in its White residential population of 9.2 percentage points between 2011 and 2021, with concomitant rises in its Asian, Asian British or Asian Welsh, Mixed or Multiple ethnic groups, and Other ethnic group populations. These changes were larger than those at a London and national level, but in line with overall trends. The City of London shows higher levels of non-White ethnic groups than the national breakdown, but below those seen for London overall, particularly the Black, Black British, Black Welsh, Caribbean, or African population, where the proportion is 10.8 percentage points lower than London. The below table shows the full percentage breakdown.

Area name	Asian, Asian British or Asian Welsh		Black, Black British, Black Welsh, Caribbean or African		Mixed or Multiple ethnic groups		White		Other ethnic group	
	2011	2021	2011	2021	2011	2021	2011	2021	2011	2021
City of London	12.7	16.8	2.6	2.7	3.9	5.5	78.6	69.4	2.1	5.6
London	18.5	20.7	13.3	13.5	5.0	5.7	59.8	53.8	3.4	6.3
England	7.8	9.6	3.5	4.2	2.3	3.0	85.4	81.0	1.0	2.2
England and Wales	7.5	9.3	3.3	4.0	2.2	2.9	86.0	81.7	1.0	2.1

Religion or Belief

In the 2021 Census, the most common response from City of London residents was No Religion, at 43.8%, an increase of 9.6 percentage points from 2011. The most common response in 2011 was Christian, which saw a concomitant fall of 10.6 percentage points in 2021. This is in line with national trends, though the decrease was smaller than the overall national trend (13.1 percentage points), but higher than London (8 percentage points). Unlike the City of London, Christian remained the largest response group nationally and in London. However, the ONS advises caution when making comparisons between years and areas when looking at religion as the question is voluntary and has varying response rates. The below table shows the full percentage breakdown.

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Area name	No religion		Christian		Buddhist		Hindu		Jewish		Muslim		Sikh		Other religion		Not answered	
	2011	2021	2011	2021	2011	2021	2011	2021	2011	2021	2011	2021	2011	2021	2011	2021	2011	2021
City of London	34.2	43.8	45.3	34.7	1.2	1.1	2.0	2.4	2.3	2.1	5.5	6.3	0.2	0.1	0.4	0.6	8.8	8.9
London	21.0	27.1	48.7	40.7	1.0	0.9	5.0	5.1	1.8	1.7	12.6	15.0	1.5	1.6	0.6	1.0	7.7	7.0
England	24.8	36.7	59.4	46.3	0.5	0.5	1.5	1.8	0.5	0.5	5.0	6.7	0.8	0.9	0.4	0.6	7.1	6.0
England and Wales	25.2	37.2	59.3	46.2	0.4	0.5	1.5	1.7	0.5	0.5	4.9	6.5	0.8	0.9	0.4	0.6	7.1	6.0

Gender Reassignment

The 2021 Census did not collect any data with respect to Gender Reassignment. Instead, it featured for the first time a question on Gender Identity. The question was voluntary and was only asked of people aged 16 years and over. The City of London broadly follows the national trend. The percentage breakdown for 2021 is displayed below, but with no comparable data for 2011.

Area name	Gender identity the same as sex registered at birth	Gender identity different from sex registered at birth but no specific identity given	Trans woman	Trans man	Non-binary	All other gender identities	Not answered
	2021	2021	2021	2021	2021	2021	2021
City of London	92.1	0.1	0.1	0.1	0.1	0.0	7.4
London	91.2	0.5	0.2	0.2	0.1	0.0	7.9
England	93.5	0.2	0.1	0.1	0.1	0.0	6.0
England and Wales	93.5	0.2	0.1	0.1	0.1	0.0	6.0

Pregnancy and Maternity

The 2021 Census did not collect any data with respect to Pregnancy and Maternity. Whilst NHS England does produce annual data on maternity, including the number of births, this data is categorised by Commissioning Region and NHS Foundation Trust, rather than local authority, so will not provide specific data on City of London residents.

As an alternative, NHS England is now producing experimental data on maternity as part of the Maternity Services Dashboard, which can provide us with some of the relevant information - [Maternity Services Monthly Statistics, Final July 2023, Provisional August 2023, experimental statistics - NHS Digital](#) . The most recently published confirmed dataset breaks down the number of women booking antenatal appointments in July 2023. Antenatal appointment bookings by City of London residents were evenly split between the three age categories between 30 and 44. Whilst the proportion of women aged 30 to 34 is in line with London and national trends, women aged 35 to 39 and 40 to 44 are overrepresented, with the latter 26.7 percentage points higher than the London value. However, as the sample size is very small, we should treat these findings with caution.

Area name	Age of Women with an Antenatal Booking Appointment - July 2023							Value Outside Report Parameters
	Under 20	20 to 24	25 to 29	30 to 34	35 to 39	40 to 44	45 or over	
City of London	0.0	0.0	0.0	33.3	33.3	33.3	0.0	0.0
London	1.5	9.8	22.7	34.0	24.8	6.6	0.7	0.0
England	3.2	12.6	26.7	33.5	19.1	4.5	0.4	0.0

Sexual Orientation

The 2021 Census featured for the first time a question on Sexual Orientation. The question was voluntary and was only asked of people aged 16 years and over. 7.6% of City of London residents identify as Gya or Lesbian, a much higher percentage than seen in London and nationally (5.4 and 6.1 percentage points respectively). A higher percentage also identified as Bisexual, with a resultant lower proportion identifying as Straight or Heterosexual. The percentage breakdown for 2021 is displayed below, but with no comparable data for 2011.

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Area name	Straight or Heterosexual	Gay or Lesbian	Bisexual	Pansexual	Asexual	Queer	All other sexual orientations	Not answered
	2021	2021	2021	2021	2021	2021	2021	2021
City of London	79.3	7.6	2.3	0.3	0.1	0.1	0.0	10.4
London	86.2	2.2	1.5	0.4	0.0	0.1	0.0	9.5
England	89.4	1.5	1.3	0.2	0.1	0.0	0.0	7.5
England and Wales	89.4	1.5	1.3	0.2	0.1	0.0	0.0	7.5

Marriage and Civil Partnership

According to ONS analysis, the City of London saw England's third largest percentage point rise in the proportion of people aged 16 years and over who had never been married or in a civil partnership (from 50.8% in 2011 to 57.4% in 2021). The City of London is now the English local authority area with the sixth-highest percentage of adults who had never been married or in a civil partnership. The City of London is in line with wider London with Never married and never registered a civil partnership as the most common response, compared to nationally where Married or in a registered civil partnership remains the most common response, despite falling between census years. The below table shows the full percentage breakdown.

Area name	Never married and never registered a civil partnership		Married or in a registered civil partnership		Separated, but still legally married or still legally in a civil partnership		Divorced or civil partnership dissolved		Widowed or surviving civil partnership partner	
	2011	2021	2011	2021	2011	2021	2011	2021	2011	2021
City of London	50.8	57.4	34.8	30.4	2.6	2.1	7.8	7.0	4.0	3.0
London	44.1	46.2	40.2	40.0	3.2	2.3	7.4	7.3	5.0	4.2
England	34.6	37.9	46.8	44.7	2.7	2.2	9.0	9.1	6.9	6.1
England and Wales	34.6	37.9	46.8	44.6	2.6	2.2	9.0	9.1	7.0	6.1

Equality Impact Assessment

Workforce of the Square Mile

The City Statistics Briefing, produced annually by the City Corporation's Innovation and Growth Department, compiles some demographic information about the workforce population, particularly on the FPS sector. In the most recent release, published in July 2023, the following insights were drawn:

- Females are underrepresented in the City workforce, making up 36% of employees.
- 61% of the City workforce is aged between 22 and 39 years, higher than the equivalent group for England and Wales (40%).
- 37% of the City's workforce identify as Black, Asian or of Minority Ethnic Origin.

The full briefing can be found here: [City statistics briefing - City of London](#)

Has there been any consultation with, or input from, customers / service users or other stakeholders? If so, with whom, how were they consulted and what did they say? If you haven't consulted yet and are intending to do so, please list which specific groups or communities you are going to consult with and when.

Stakeholder engagement has been central to the development of the Corporate Plan 2024-29. The Plan was developed over a short timeframe (summer/autumn 2023) during which regular engagement took place.

Internal / Staff engagement

- a. Staff workshops with the Executive Leadership Board, Heads of Profession and Strategy Forum.
- b. Dedicated workshop for City Corporation's Staff Diversity Networks: City Pride LGBTQ+ Network / Multi-Faith Network / Disability, Ability, and Wellbeing Network (DAWN) / Women's Inclusive Network (WIN) / Carers and Parents' Network / City of London Ethnicity and Race (CLEAR) Network / Young Employee's Network (YEN).
- c. 'Town Hall' awareness sessions (for Corporate Plan and People Strategy) for staff held across four City Corporation sites and online to maximise accessibility.
- d. Dedicated intranet page for staff with opportunity to provide feedback.
- e. Six dedicated Member Engagement Sessions (including sessions with external Members of Committees who are not Common Councillors), alongside presentations at three Committee Away Days.

Feedback from internal/staff engagement concluded that the Corporate Plan should focus on:

- Increasing the awareness of the City Corporation's role and activities.
- Aspirations for excellence within the City Corporation.
- Supporting and linking in the City Corporation's open spaces.

- Sustainability across environment and finance.
- The City Corporation's services and support for residents, housing, and safety.
- The City Corporation and its Institutions working together alongside the communities they serve.

Furthermore, feedback indicated that the Corporate Plan should include metrics to measure success, evidence informed deliverables with positive impact, and have a well-communicated sense of direction.

Aspirations for City Corporation at the end of the Corporate Plan lifecycle in 2029 included:

- Being ready and agile for changing workforce and world.
- Facilitating partnership delivery.
- Promoting greater equity and inclusivity.
- Being a highly regarded champion for mental health and wellbeing.

External engagement

- a. Online external engagement survey for residents, students, workers and visitors and others interested in providing feedback. Paper versions of the external engagement survey aimed that those without digital access were made available at City Corporation sites.
- b. Feedback from resident meetings and consultations, including on the City Plan 2040; engagement activities earlier in 2023 for the Corporate Plan Annex 2024 (now superseded).

The external engagement survey ran from 4 September to 16 October 2023, with engagement peaking at its launch, followed by a second peak of activity in mid-October just before the engagement window closed. Visitors were invited to provide feedback based on a series of questions regarding their views on the City Corporation's remit of responsibilities and themes of the Corporate Plan, with the option to provide information on their background and connection to the City.

Overall, 573 contributions were received over a 6-week period, with 382 of the respondents providing at least some information regarding personal characteristics or their connection to the City of London. The conversion rate (number of visitors to the site who provided feedback) was high compared to other plans of this type, at 18%. The majority of respondents (82% of the total) fell into the following four categories when specifying their connect to the City of London:

- User of greenspaces outside the Square Mile e.g., Epping Forest [28%]
- Worker in the Square Mile [26%]
- Resident within the Square Mile [22%]
- Visitor to the Square Mile [6%]

Respondents were also invited to disclose information around their age, ethnicity, and socio-economic background, from which the following insights were gathered:

- 86% of respondents disclosed their age. 28% were aged between 25 and 44 years, compared to 44% aged 45 to 64 years, and 26% aged 65 years or older. It is of note that 92% of respondents identifying as Resident within the Square Mile were aged 45 years or older.
- 89% of respondents disclosed their socio-economic background. 22% identified as being from a lower socio-economic background, 14% from an intermediate socio-economic background, and 64% from a professional background. It is of note that 15% of respondents identifying as Resident within the Square Mile identified as being from a lower socio-economic.
- 70% of respondents disclosed their ethnicity. 8% identified their ethnicities as part of one of the Asian, Black, or Mixed/Multiple Ethnic background categories, with the remaining 92% identifying as White.

When we compare this information to 2021 Census data on the residential population of the Square Mile, and the data from the City Statistics Briefing on the workforce population, the respondents to the external engagement survey does not encompass the full diversity of the City of London in terms of age, ethnic background, and socio-economic background. Nevertheless, the information gathered helps inform the Corporate Plan 2024-29, and allows for more insight into our broad range of stakeholders. Overall, this demonstrates the value of ongoing efforts made by City Corporation of growing stakeholder engagement and understanding our stakeholder needs and values. There is very limited reliable information about the demographic makeup of the largest group of respondents, 'users of greenspaces,' so it is not known whether there is proportional representation for this group.

Feedback across our place-based approach highlighted the importance of environmental issues & flourishing open spaces across all the geographic levels the City Corporation operates in. This was consistent amongst respondent categories with the high proportion of "User of Green Spaces" only slightly enhancing the importance of these themes. In terms of the intersectionality between demographics and themes, workers from a professional background and younger respondents placed greater importance on economic competitiveness, which may reflect their focus and needs. Stakeholders from a lower socio-economic background placed slightly more importance on services and accessibility, areas which could be perceived as key determinants for experiencing successful livelihoods/outcomes.

Are there any complaints, compliments, satisfaction surveys or customer feedback that could help inform this assessment? If yes, what do these tell you?

The City of London Corporation engages a third-party agency, People Insight, to conduct a full survey of its employees on a regular basis, to provide an objective, quantitative and qualitative measure of engagement and identify issues to help make positive changes to the workplace. This information is supplemented by pulse surveys on a variety of more specific subjects. Response data is broken down by demographics such as department, length of service and a range of others for chief officers and senior management, to assist with target action planning where most needed. Analysis is provided for demographic breakdowns with five or more responses to ensure that individual responses remain anonymous.

The results of the most recent full staff survey were presented to the Corporate Services Committee in June 2022. With an overall response rate of 51%, the survey shows an aggregate engagement score of 52%, eleven percentage points below the external benchmark. Across the ten themes of the survey, all scored lower than the external benchmark, in particular Purpose, Wellbeing, Pay & Reward, and Engagement.

Specific questions with high favourable responses included:

My line manager treats me fairly and with respect – 85%.

If I were to make a mistake, my line manager would be supportive in helping me learn from it – 82%.

I know how the work I do helps the Corporation to achieve its aims – 77%.

I feel I can discuss my wellbeing with my manager – 77%.

Specific questions with lowest favourable responses included:

I know how well the corporation is doing against its objectives – 23%.

I believe action will be taken as a result of this survey – 24%.

The Corporation has a culture of openness and transparency – 26%.

I have experienced some discrimination or unwelcome comments or conduct here – 27%.

It was also noted that there was a general drop in engagement and other areas after the first 12 months of service, with confidence in career aspirations being met at City Corporation dropping from 53% to 33%. Employees with longer service (3 – 5 years and 5 – 10 years) felt the least supported through change in comparison to other groups.

The full results can be viewed via the link below:

[Results of the 2022 Staff Survey - Corporate Services Committee - Thursday, 30th June, 2022](#)

In June 2022, Members agreed that a polling organisation be commissioned to carry out a survey of 500 City residents and 1,000 City workers. The aim of the survey was to help determine satisfaction levels with the services we provide and perceptions of the City as a place to live and work, to see how well we are delivering against the Corporate Plan and help shape future versions. The City of London Corporation last carried out surveys of four key City stakeholders (workers, residents, businesses, and senior executives) in 2013. The survey was conducted between October and December 2022, and the results presented to the Communications & Corporate Affairs Committee in February 2023, and the findings were shared with Chief Officers for them to consider what they mean for their service areas.

The survey broadly presents a positive picture of the Square Mile and the City Corporation, with 90% of residents being satisfied (very or fairly) with the City as a place to live and 90% of workers being satisfied with the City as a place to work. Most residents (around 90%) also agree that the City of London is safe, clean, visually attractive, has good shops, bars and restaurants, and is enjoyable to walk around. Slightly less workers agree on each of these points. Over two thirds of residents (69%) and workers (74%) are satisfied with the way the City Corporation performs its functions, though 12% of residents are unfavourable towards the City Corporation – and 13% are not satisfied with the way it performs its functions. Satisfaction levels with the way the City Corporation performs its functions have dropped since 2013 when they were for 87% for residents and 75% for workers. This is however, in line with LGA polling which shows satisfaction levels with local councils currently averaging just over 60% and steadily going down over the last year from just over 70%. The full results can be viewed via the link below:

[Results of Survey of City Residents and Workers - Communications & Corporate Affairs \(Policy & Resources\) Committee - Tuesday, 14th February, 2023](#)

Step 3 – Identifying the negative impact.

a. **Is there any negative impact on individuals or groups in the community?**

Barriers:

What are the potential or known barriers/impacts for the different 'equality strands' set out below? Consider:

- **Where** you provide your service, e.g., the facilities/premises.
- **Who** provides it, e.g., are staff trained and representative of the local population/users?
- **How** it is provided, e.g., do people come to you or do you go to them? Do any rules or requirements prevent certain people accessing the service?
- **When** it is provided, e.g., opening hours.
- **What** is provided, e.g., does the service meet everyone's needs? How do you know?

* Some barriers are justified, e.g., for health or safety reasons, or might actually be designed to promote equality, e.g., single sex swimming/exercise sessions, or cannot be removed without excessive cost. If you believe any of the barriers identified to be justified, then please indicate which they are and why.

Solutions:

What can be done to minimise or remove these barriers to make sure everyone has equal access to the service or to reduce adverse impact? Consider:

- Other arrangements that can be made to ensure people's diverse needs are met.
- How your actions might help to promote good relations between communities.
- How you might prevent any unintentional future discrimination.

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Equality Themes	Positive Impacts	Negative Impacts Identified	Solutions (Ways to mitigate negative impact)
<p>Age (including children, young people and older people)</p>	<p>The Corporate Plan 2024-29 is a high-level overview of strategic corporate intentions and is intended to align with the City Corporation’s proposed Equality Objectives for 2023-27.</p> <p>Given the scale and scope of the Corporate Plan, we cannot clearly identify any positive impacts at this time. Every policy, strategy, and plan derived from or supporting the delivery of the Corporate Plan should be subject to a separate EQIA to identify any positive impacts.</p> <p>All such assessments and decisions should make use of all available data and should consult relevant internal and external stakeholder groups, including the City Corporation’s Staff Diversity Networks, to identify what those positive impacts on this specific group may be.</p>	<p>The Corporate Plan 2024-29 is a high-level overview of strategic corporate intentions. Because of this it is not possible to identify any positive or negative impacts from the strategic outcomes it outlines. Consequently, departmental, or institutional-level strategies, policies, processes, plans and services etc that set out how the strategic intentions will be delivered, will need to be undertake specific EQIAs to identify and understand negative impacts.</p> <p>All such assessments and decisions should make use of all available data and should consult relevant internal and external stakeholder groups, including the City Corporation’s Staff Diversity Networks, to identify what those positive impacts on this specific group may be.</p>	<p>Every policy, strategy, and plan derived from or supporting the delivery of the Corporate Plan 2024-29 should be subject to a separate Equality Impact Assessment, to prevent, manage, and mitigate any potential negative impacts.</p> <p>We expect that any such assessments and decisions make use of all available data and consult relevant stakeholder groups, including the City Corporation’s Staff Diversity Networks, to identify and mitigate any negative impacts on this specific group.</p>

Equality Impact Assessment

<p>Disability (including carers)</p>	<p>The Corporate Plan 2024-29 is a high-level overview of strategic corporate intentions and is intended to align with the City Corporation’s proposed Equality Objectives for 2023-27.</p> <p>Given the scale and scope of the Corporate Plan, we cannot clearly identify any positive impacts at this time. Every policy, strategy, and plan derived from or supporting the delivery of the Corporate Plan should be subject to a separate EQIA to identify any positive impacts.</p> <p>All such assessments and decisions should make use of all available data and should consult relevant internal and external stakeholder groups, including the City Corporation’s Staff Diversity Networks, to identify what those positive impacts on this specific group may be.</p>	<p>The Corporate Plan 2024-29 is a high-level overview of strategic corporate intentions. Because of this it is not possible to identify any positive or negative impacts from the strategic outcomes it outlines.</p> <p>Consequently, departmental, or institutional-level strategies, policies, processes, plans and services etc that set out how the strategic intentions will be delivered, will need to be undertake specific EQIAs to identify and understand negative impacts.</p> <p>All such assessments and decisions should make use of all available data and should consult relevant internal and external stakeholder groups, including the City Corporation’s Staff Diversity Networks, to identify what those positive impacts on this specific group may be.</p>	<p>Every policy, strategy, and plan derived from or supporting the delivery of the Corporate Plan 2024-29 should be subject to a separate Equality Impact Assessment, to prevent, manage, and mitigate any potential negative impacts.</p> <p>We expect that any such assessments and decisions make use of all available data and consult relevant stakeholder groups, including the City Corporation’s Staff Diversity Networks, to identify and mitigate any negative impacts on this specific group.</p>
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Equality Impact Assessment

<p>Sex (men and women)</p>	<p>The Corporate Plan 2024-29 is a high-level overview of strategic corporate intentions and is intended to align with the City Corporation’s proposed Equality Objectives for 2023-27.</p> <p>Given the scale and scope of the Corporate Plan, we cannot clearly identify any positive impacts at this time. Every policy, strategy, and plan derived from or supporting the delivery of the Corporate Plan should be subject to a separate EQIA to identify any positive impacts.</p> <p>All such assessments and decisions should make use of all available data and should consult relevant internal and external stakeholder groups, including the City Corporation’s Staff Diversity Networks, to identify what those positive impacts on this specific group may be.</p>	<p>The Corporate Plan 2024-29 is a high-level overview of strategic corporate intentions. Because of this it is not possible to identify any positive or negative impacts from the strategic outcomes it outlines.</p> <p>Consequently, departmental, or institutional-level strategies, policies, processes, plans and services etc that set out how the strategic intentions will be delivered, will need to be undertake specific EQIAs to identify and understand negative impacts.</p> <p>All such assessments and decisions should make use of all available data and should consult relevant internal and external stakeholder groups, including the City Corporation’s Staff Diversity Networks, to identify what those positive impacts on this specific group may be.</p>	<p>Every policy, strategy, and plan derived from or supporting the delivery of the Corporate Plan 2024-29 should be subject to a separate Equality Impact Assessment, to prevent, manage, and mitigate any potential negative impacts.</p> <p>We expect that any such assessments and decisions make use of all available data and consult relevant stakeholder groups, including the City Corporation’s Staff Diversity Networks, to identify and mitigate any negative impacts on this specific group.</p>
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Equality Impact Assessment

<p>Race (including Gypsies & Travelers and Asylum Seekers)</p>	<p>The Corporate Plan 2024-29 is a high-level overview of strategic corporate intentions and is intended to align with the City Corporation’s proposed Equality Objectives for 2023-27.</p> <p>Given the scale and scope of the Corporate Plan, we cannot clearly identify any positive impacts at this time. Every policy, strategy, and plan derived from or supporting the delivery of the Corporate Plan should be subject to a separate EQIA to identify any positive impacts.</p> <p>All such assessments and decisions should make use of all available data and should consult relevant internal and external stakeholder groups, including the City Corporation’s Staff Diversity Networks, to identify what those positive impacts on this specific group may be.</p>	<p>The Corporate Plan 2024-29 is a high-level overview of strategic corporate intentions. Because of this it is not possible to identify any positive or negative impacts from the strategic outcomes it outlines.</p> <p>Consequently, departmental, or institutional-level strategies, policies, processes, plans and services etc that set out how the strategic intentions will be delivered, will need to be undertake specific EQIAs to identify and understand negative impacts.</p> <p>All such assessments and decisions should make use of all available data and should consult relevant internal and external stakeholder groups, including the City Corporation’s Staff Diversity Networks, to identify what those positive impacts on this specific group may be.</p>	<p>Every policy, strategy, and plan derived from or supporting the delivery of the Corporate Plan 2024-29 should be subject to a separate Equality Impact Assessment, to prevent, manage, and mitigate any potential negative impacts.</p> <p>We expect that any such assessments and decisions make use of all available data and consult relevant stakeholder groups, including the City Corporation’s Staff Diversity Networks, to identify and mitigate any negative impacts on this specific group.</p>
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Equality Impact Assessment

<p>Religion or belief (including people of no religion or belief)</p>	<p>The Corporate Plan 2024-29 is a high-level overview of strategic corporate intentions and is intended to align with the City Corporation’s proposed Equality Objectives for 2023-27.</p> <p>Given the scale and scope of the Corporate Plan, we cannot clearly identify any positive impacts at this time. Every policy, strategy, and plan derived from or supporting the delivery of the Corporate Plan should be subject to a separate EQIA to identify any positive impacts.</p> <p>All such assessments and decisions should make use of all available data and should consult relevant internal and external stakeholder groups, including the City Corporation’s Staff Diversity Networks, to identify what those positive impacts on this specific group may be.</p>	<p>The Corporate Plan 2024-29 is a high-level overview of strategic corporate intentions. Because of this it is not possible to identify any positive or negative impacts from the strategic outcomes it outlines. Consequently, departmental, or institutional-level strategies, policies, processes, plans and services etc that set out how the strategic intentions will be delivered, will need to be undertake specific EQIAs to identify and understand negative impacts.</p> <p>All such assessments and decisions should make use of all available data and should consult relevant internal and external stakeholder groups, including the City Corporation’s Staff Diversity Networks, to identify what those positive impacts on this specific group may be.</p>	<p>Every policy, strategy, and plan derived from or supporting the delivery of the Corporate Plan 2024-29 should be subject to a separate Equality Impact Assessment, to prevent, manage, and mitigate any potential negative impacts.</p> <p>We expect that any such assessments and decisions make use of all available data and consult relevant stakeholder groups, including the City Corporation’s Staff Diversity Networks, to identify and mitigate any negative impacts on this specific group.</p>
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Equality Impact Assessment

<p>Gender Re-assignment (those that are going or have gone through a transition: male to female or female to male)</p>	<p>The Corporate Plan 2024-29 is a high-level overview of strategic corporate intentions and is intended to align with the City Corporation’s proposed Equality Objectives for 2023-27.</p> <p>Given the scale and scope of the Corporate Plan, we cannot clearly identify any positive impacts at this time. Every policy, strategy, and plan derived from or supporting the delivery of the Corporate Plan should be subject to a separate EQIA to identify any positive impacts.</p> <p>All such assessments and decisions should make use of all available data and should consult relevant internal and external stakeholder groups, including the City Corporation’s Staff Diversity Networks, to identify what those positive impacts on this specific group may be.</p>	<p>The Corporate Plan 2024-29 is a high-level overview of strategic corporate intentions. Because of this it is not possible to identify any positive or negative impacts from the strategic outcomes it outlines. Consequently, departmental, or institutional-level strategies, policies, processes, plans and services etc that set out how the strategic intentions will be delivered, will need to be undertake specific EQIAs to identify and understand negative impacts.</p> <p>All such assessments and decisions should make use of all available data and should consult relevant internal and external stakeholder groups, including the City Corporation’s Staff Diversity Networks, to identify what those positive impacts on this specific group may be.</p>	<p>Every policy, strategy, and plan derived from or supporting the delivery of the Corporate Plan 2024-29 should be subject to a separate Equality Impact Assessment, to prevent, manage, and mitigate any potential negative impacts.</p> <p>We expect that any such assessments and decisions make use of all available data and consult relevant stakeholder groups, including the City Corporation’s Staff Diversity Networks, to identify and mitigate any negative impacts on this specific group.</p>
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<p>Pregnancy and Maternity</p>	<p>The Corporate Plan 2024-29 is a high-level overview of strategic corporate intentions and is intended to align with the City Corporation’s proposed Equality Objectives for 2023-27.</p> <p>Given the scale and scope of the Corporate Plan, we cannot clearly identify any positive impacts at this time. Every policy, strategy, and plan derived from or supporting the delivery of the Corporate Plan should be subject to a separate EQIA to identify any positive impacts.</p> <p>All such assessments and decisions should make use of all available data and should consult relevant internal and external stakeholder groups, including the City Corporation’s Staff Diversity Networks, to identify what those positive impacts on this specific group may be.</p>	<p>The Corporate Plan 2024-29 is a high-level overview of strategic corporate intentions. Because of this it is not possible to identify any positive or negative impacts from the strategic outcomes it outlines. Consequently, departmental, or institutional-level strategies, policies, processes, plans and services etc that set out how the strategic intentions will be delivered, will need to be undertake specific EQIAs to identify and understand negative impacts.</p> <p>All such assessments and decisions should make use of all available data and should consult relevant internal and external stakeholder groups, including the City Corporation’s Staff Diversity Networks, to identify what those positive impacts on this specific group may be.</p>	<p>Every policy, strategy, and plan derived from or supporting the delivery of the Corporate Plan 2024-29 should be subject to a separate Equality Impact Assessment, to prevent, manage, and mitigate any potential negative impacts.</p> <p>We expect that any such assessments and decisions make use of all available data and consult relevant stakeholder groups, including the City Corporation’s Staff Diversity Networks, to identify and mitigate any negative impacts on this specific group.</p>
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Equality Impact Assessment

<p>Sexual orientation (including gay, lesbian, bisexual and heterosexual)</p>	<p>The Corporate Plan 2024-29 is a high-level overview of strategic corporate intentions and is intended to align with the City Corporation’s proposed Equality Objectives for 2023-27.</p> <p>Given the scale and scope of the Corporate Plan, we cannot clearly identify any positive impacts at this time. Every policy, strategy, and plan derived from or supporting the delivery of the Corporate Plan should be subject to a separate EQIA to identify any positive impacts.</p> <p>All such assessments and decisions should make use of all available data and should consult relevant internal and external stakeholder groups, including the City Corporation’s Staff Diversity Networks, to identify what those positive impacts on this specific group may be.</p>	<p>The Corporate Plan 2024-29 is a high-level overview of strategic corporate intentions. Because of this it is not possible to identify any positive or negative impacts from the strategic outcomes it outlines. Consequently, departmental, or institutional-level strategies, policies, processes, plans and services etc that set out how the strategic intentions will be delivered, will need to be undertake specific EQIAs to identify and understand negative impacts.</p> <p>All such assessments and decisions should make use of all available data and should consult relevant internal and external stakeholder groups, including the City Corporation’s Staff Diversity Networks, to identify what those positive impacts on this specific group may be.</p>	<p>Every policy, strategy, and plan derived from or supporting the delivery of the Corporate Plan 2024-29 should be subject to a separate Equality Impact Assessment, to prevent, manage, and mitigate any potential negative impacts.</p> <p>We expect that any such assessments and decisions make use of all available data and consult relevant stakeholder groups, including the City Corporation’s Staff Diversity Networks, to identify and mitigate any negative impacts on this specific group.</p>
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<p>Marriage and Civil Partnership</p>	<p>The Corporate Plan 2024-29 is a high-level overview of strategic corporate intentions and is intended to align with the City Corporation’s proposed Equality Objectives for 2023-27.</p> <p>Given the scale and scope of the Corporate Plan, we cannot clearly identify any positive impacts at this time. Every policy, strategy, and plan derived from or supporting the delivery of the Corporate Plan should be subject to a separate EQIA to identify any positive impacts.</p> <p>All such assessments and decisions should make use of all available data and should consult relevant internal and external stakeholder groups, including the City Corporation’s Staff Diversity Networks, to identify what those positive impacts on this specific group may be.</p>	<p>The Corporate Plan 2024-29 is a high-level overview of strategic corporate intentions. Because of this it is not possible to identify any positive or negative impacts from the strategic outcomes it outlines. Consequently, departmental, or institutional-level strategies, policies, processes, plans and services etc that set out how the strategic intentions will be delivered, will need to be undertake specific EQIAs to identify and understand negative impacts.</p> <p>All such assessments and decisions should make use of all available data and should consult relevant internal and external stakeholder groups, including the City Corporation’s Staff Diversity Networks, to identify what those positive impacts on this specific group may be.</p>	<p>Every policy, strategy, and plan derived from or supporting the delivery of the Corporate Plan 2024-29 should be subject to a separate Equality Impact Assessment, to prevent, manage, and mitigate any potential negative impacts.</p> <p>We expect that any such assessments and decisions make use of all available data and consult relevant stakeholder groups, including the City Corporation’s Staff Diversity Networks, to identify and mitigate any negative impacts on this specific group.</p>
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Equality Impact Assessment

<p>Human Rights</p>	<p>The Corporate Plan 2024-29 is a high-level overview of strategic corporate intentions and is intended to align with the City Corporation’s proposed Equality Objectives for 2023-27.</p> <p>Given the scale and scope of the Corporate Plan, we cannot clearly identify any positive impacts at this time. Every policy, strategy, and plan derived from or supporting the delivery of the Corporate Plan should be subject to a separate EQIA to identify any positive impacts.</p> <p>All such assessments and decisions should make use of all available data and should consult relevant internal and external stakeholder groups, including the City Corporation’s Staff Diversity Networks, to identify what those positive impacts on this specific group may be.</p>	<p>The Corporate Plan 2024-29 is a high-level overview of strategic corporate intentions. Because of this it is not possible to identify any positive or negative impacts from the strategic outcomes it outlines. Consequently, departmental, or institutional-level strategies, policies, processes, plans and services etc that set out how the strategic intentions will be delivered, will need to be undertake specific EQIAs to identify and understand negative impacts.</p> <p>All such assessments and decisions should make use of all available data and should consult relevant internal and external stakeholder groups, including the City Corporation’s Staff Diversity Networks, to identify what those positive impacts on this specific group may be.</p>	<p>Every policy, strategy, and plan derived from or supporting the delivery of the Corporate Plan 2024-29 should be subject to a separate Equality Impact Assessment, to prevent, manage, and mitigate any potential negative impacts.</p> <p>We expect that any such assessments and decisions make use of all available data and consult relevant stakeholder groups, including the City Corporation’s Staff Diversity Networks, to identify and mitigate any negative impacts on this specific group.</p>
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Step 4 – Changes or mitigating actions proposed or adopted

**Having undertaken the assessment are there any changes necessary to the existing service, policy, function or procedure?
What changes or mitigating actions are proposed?**

The unique nature of City Corporation means that it spans an extremely broad remit of activity, whether delivered through the corporate centre or by our family of institutions. The Corporate Plan is where the strategic direction for this scope is summarised, with the Corporate Plan used as a means of informing our stakeholders about our strategic direction of City Corporation.

The Corporate Plan does not in and of itself change existing services, policies, functions, and procedures. All parts of the organisation will work towards the outcomes described in the Corporate Plan, in the context of our existing equality, diversity and inclusion objectives. We have identified a need for EQIAs to take place on departmental and institutional strategies, policies, services, and other delivery mechanisms – this must take place to ensure that we can fully understand and mitigate against any negative equalities impacts. However, several barriers and improvements have been identified that will improve how City Corporation collates and manages EDI data. These are set out below in part C – action plan.

The Corporate Plan is based on our values as an organisation, which include a commitment to equality, diversity, and inclusion, and conforms to our requirement to meet relevant equality legislation. This is also being reflected in planning for publication and promotion of the final plan once approved, to ensure the document meets accessibility requirements, uses plain English, is available in both hard and soft copy format and is easy to read onscreen and print from digital, depending on stakeholder requirements.

Step 5 – Monitoring

How are you going to monitor the existing service, function, policy or procedure?

It is corporate policy for EQIAs to be carried out for corporate services, functions, policies and procedures, and it is the role for the corporate EDI directorate to ensure this takes place. It is the responsibility of the owners of our services, functions, policies and procedures to ensure that relevant EDI activity is monitored.

The intention is for the Corporate Plan to be iterative. As and when it changes the EDI impacts will be reviewed – this is likely to be on an annual basis. Monitoring for the overall strategy will take place as part of the annual reporting on the strategy.

Part C - Action Plan

Barrier/s or improvement/s identified	Action Required	Lead Officer	Timescale
<p>Scale and scope of Corporate Plan 2024-29 proved a barrier to a detailed assessment of potential positive or negative impacts on individual stakeholder groups by equality theme.</p>	<p>All policies, strategies, and plans aligned to and supporting the delivery of the Corporate Plan 2024-29 outcomes should be subject to a separate Equality Impact Assessment to ensure this more detailed work is completed on a case-by-case basis.</p> <p>Processes should be created to ensure this takes place, alongside mechanisms to sample quality / completeness.</p>	<p>Lead Officer(s), / Director of Equality, Diversity, & Inclusion on a policy/strategy/plan basis</p> <p>Overall responsibility for the Corporate Plan 2024-29 lies with the Chief Strategy Officer</p>	<p>To specific policy/strategy/plan timescales</p> <p>Overall process to be reviewed as part of Corporate Plan annual reporting</p>
<p>Lack of comprehensive and shared resource of demographic/EDI data within the organisation on service and user information for wider analysis.</p>	<p>EDI Directorate to determine appropriate standardised approach and/or relevant template or solution for departments to set up quality data capture.</p>	<p>EDI lead - Director of Equality, Diversity, & Inclusion</p> <p>Technological solutions lead – Director DITS</p>	<p>To be reviewed as part of Corporate Plan annual reporting</p>
<p>Limited/inconsistent collection of relevant and appropriate equalities data acts as a barrier to enabling us to understand if we are meeting EDI targets.</p>	<p>Chief Officers to review whether appropriate mechanisms are in place to collect relevant equalities data in a compliant manner, so EQIAs can be completed for the design of customer facing services / policies etc.</p>	<p>Change lead – relevant Chief Officer(s)</p> <p>Technological solutions lead – Director DITS</p> <p>Data Protection Support lead – Compliance Team</p>	<p>To be reviewed as part of Corporate Plan annual reporting.</p>

Equality Impact Assessment

<p>Low disclosure rates for data related to protected characteristics (outside sex and age) and social mobility indicators for City Corporation employees. Response rates are even lower generally when including Casuals. This is a barrier to analysis of the equality impacts on City Corporation employees.</p>	<p>EDI Directorate and HR Department to work on improving disclosure rates.</p>	<p>Director of Equality, Diversity, & Inclusion / Chief People Officer</p>	<p>To be confirmed once Director of Equality, Diversity & Inclusion appointed.</p>
<p>Current understanding of the communities we serve is limited; and may prevent us from fully realising EDI objectives</p>	<p>Developing better understanding of groups we serve, to enable overall better design for all. This forms part of the Corporate Plan 2024-29 and progress will be reported via this.</p>	<p>Head of Campaigns & Community Engagement</p>	<p>To be reviewed as part of overall Corporate Plan reporting; measures included in Corporate Plan performance measures.</p>

Equality Impact Assessment approved by:

<p>Head of Service: Emma Green – EDI Director, Barbican</p>	<p>Date: 30 November 2023</p>
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Please send an electronic copy of the Equality Team

Annex 1: Communities and groups impacted by the services provided and activities undertaken by the City of London Corporation

The following section draws from text and data already available in the public domain, as well as contributions from across the City of London Corporation and its Institutions. It illustrates some of the groups impacted by activity of the City of London Corporation, what data is collected and used regarding EDI for those groups, where there are identified gaps, and any existing policies that influence this work. When analysing the impact of departmental strategies, policies, services, and plans on the communities served by the City Corporation, as part of undertaking a full EQIA, the sources cited below should be considered.

Community/Group	Department / Institution	Summary of Department/Institution Data Collection/Evidence Base for Communities and Groups Impacted by Services
<p>City of London Corporation Employees</p>	<p>Operations - Corporate HR Function</p>	<p>The City Corporation’s HR department collects data on its employees to inform its commitments under the Public Sector Equality Duty, its Equality Objectives and Action Plan, and wider HR policy. These reports detail the employee profile for full time, part time, and directly employed temporary employees, based on six protected characteristics (Sex, Age, Ethnicity, Disability, Religion & Belief, and Sexual Orientation). It does not include any data on City of London Police Officers and Staff, and any City Corporation staff who are classed as casual and agency workers, contractors, and consultants. In addition, the reports include analysis on overall employee profile, salary and grades, top 5% earners, and the City Corporation’s Gender, Ethnicity, and Disability Pay Gaps.</p> <p>The City Corporation also collects data on marital status, caring responsibilities, and social mobility indicators as part of its records on employees (type of school attended, Free School Meal eligibility, familial attendance at university, main household earner occupation when aged 14). These currently do not form part of the annual reporting requirements. Disclosure for all the types of demographic data outlined is on a voluntary basis (bar sex and age, which is compulsory), and disclosure rates vary. The Annual Equalities and Inclusion Monitoring Reports are reviewed by the City Corporation’s Corporate Services Committee and are then published on the City Corporation’s website: Equality and inclusion - City of London.</p>

Equality Impact Assessment

<p>Common Councillors and Aldermen</p>	<p>Town Clerk's Department - Governance and Member's Services</p>	<p>There is no statutory obligation to collect or publish data related to the protected characteristics of those standing for election to the City Corporation's Court of Common Council or Court of Aldermen. As such, the City Corporation's Governance and Member Services Team does not collect this data for either candidates for election, or for those elected as Councillors or Aldermen.</p>
<p>Residents and Workers Based in the Square Mile</p>	<p>Town Clerk's Department - Corporate Communications and External Affairs (Campaigns and Community Engagement)</p>	<p>The City Corporation does not routinely collect data on demographics and special characteristics on its residential population of the Square Mile. However, quotas were set to help ensure the views of a diverse range of people were obtained as part of the survey of City Residents and Workers conducted in 2022.</p> <p>Various departments (such as the Department for Community and Children's Services) do make use of publicly available data on the residential population of the Square Mile. The most recently published data are the 2021 Census Results, which can be found here: Census 2021 results - Census 2021. The Corporate Strategy and Performance Team will be incorporating Census 2021 data into the City Intelligence Dashboard, to provide a consistent and easily accessible baseline for the whole City Corporation.</p> <p>In addition, residents are invited to voluntarily disclose data around demographics and special characteristics and consent to the analytical use of this data as part of feedback processes to regular residents' meetings and consultations. This data has been used to inform the City Corporation's understanding of the different groups of residents it frequently engages with, and which groups need to be targeted to increase engagement.</p> <p>The City Corporation does not routinely collect data on demographics and special characteristics on its worker population of the Square Mile. However, quotas were set to help ensure the views of a diverse range of people were obtained as part of the survey of City Residents and Workers conducted in 2022.</p> <p>An EDI survey of the residential and worker community within the Square Mile is under consideration.</p>

Equality Impact Assessment

<p>Financial and Professional Services (FPS) Sector</p>	<p>Innovation and Growth</p>	<p>The City Corporation's Innovation & Growth Department works to strengthen the UK's competitiveness as the world's leading global hub for FPS to support a thriving economy. To facilitate this, the department uses a CRM (Customer Relationship Management) system to record information related to contact with key stakeholders. This CRM records details on the gender and special requirements (including disabilities) for consenting stakeholders, but this is primarily for the purposes of communication and arranging events.</p> <p>Under the terms of the privacy notice of this CRM, the department provides insights on the gender breakdown of events are provided to help drive diversity initiatives, such as reallocating declined invitations to next rank down in seniority of stakeholders to boost female representation.</p> <p>Whilst this is a priority area of development for the department, the current privacy notice for the CRM does not allow for the storing of additional sensitive information. As such, other avenues for collecting anonymised data to derive these insights are being explored, such as feedback surveys on events with the option to disclose demographic information or making use of publicly available data from industry bodies.</p>
<p>Planning & Development Service Users (including Small Businesses)</p>	<p>Environment Department – Planning & Development Division</p>	<p>The District Surveyor's Office provides services to the Square Mile, through its Building Control and Engineering teams, ensuring that residents, developers and the construction industry are provided with customer focused, efficient and cost-effective services. It does not collect any demographic data on its service users.</p> <p>The Small Business Research and Enterprise Centre (SBREC) is the City Corporation's small business start-up support service, sitting under the Planning & Research Division. Customers can consent to disclose data on protected characteristics when they sign up for support. A departmental EDI working group is currently working on an Environment EDI action plan, which will link into the proposed Corporate EDI actions. One area of action will be to audit the EDI data collected across the divisions, assess use, and develop a cross-department storage process.</p>

<p>Residents of and Visitors to the Square Mile</p>	<p>Environment Department - City Operations Division</p>	<p>The City Operations Division brings together all operational, transport and public realm activity on the Square Mile’s streets and public spaces into one integrated group, including front-line services, (street cleansing, highway maintenance, domestic waste collection, gardens maintenance, parking enforcement etc) with core public service duties (road safety management, highway licensing, utility street works, major on-street events etc).</p> <p>EDI data is collected on a project-by-project basis, which is used to inform decision-making and/or policy development. Aside from when responding to traffic orders and associated consultations data at the discretion of the division. Data collected includes special category and sensitive data around demographics (e.g., health data as related to disability). Each time data is collected a specific use case is identified through the DPIA (Data Protection Impact Assessment) process, generally with a specific time limited project. Protected characteristic is used to tailor policy and project development to ensure delivery of equitable and fair outcomes.</p> <p>The division also uses a variety of publicly available demographic data and guidance (such as Census data, National Best Practice, the City of London Street Accessibility Tool etc) to inform Projects and Policy development and Equality Impact Assessments. Any data published in an Equality Impact Assessment is anonymised and not attributable to an individual. A specific example would be the use of published road traffic collision data (including age and gender of victim, date/time, location, vehicle(s) involved in the collision, circumstances, and contributory factors). This data helps to demonstrate which demographics that experience greater risk on the City’s streets, so that overall casualty numbers can be reduced, and inequalities can be addressed.</p> <p>A departmental EDI working group is currently working on an Environment EDI action plan, which will link into the proposed Corporate EDI actions. One area of action will be to audit the EDI data collected across the divisions, assess use, and develop a cross-department storage process.</p>
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Equality Impact Assessment

Visitors to City of London Corporation Managed Open Spaces	Environment Department - Natural Environment Division	<p>The Natural Environment Division manages over 11,000 acres of open space within and beyond London. Currently the division does not collect any demographic or diversity data on its service users.</p> <p>A departmental EDI working group is currently working on an Environment EDI action plan, which will link into the proposed Corporate EDI actions. One area of action will be to audit the EDI data collected across the divisions, assess use, and develop a cross-department storage process.</p>
Port Health & Public Protection Service Users	Environment Department - Port Health & Public Protection Division	<p>The Port Health & Public Protection Division deals with public protection by providing comprehensive and effective environmental health, trading standards and licensing services for the City of London. The City of London Cemetery & Crematorium stores demographic data on deceased persons as part of the funeral booking process. This information is limited to age at the time of death, their sex as of birth, and their religious beliefs. Other teams within the division, including the Port Health Team and the Public Protection Team, do not collect any demographic or diversity data on its service users.</p> <p>A departmental EDI working group is currently working on an Environment EDI action plan, which will link into the proposed Corporate EDI actions. One area of action will be to audit the EDI data collected across the divisions, assess use, and develop a cross-department storage process.</p>
Housing Tenants	Department of Community and Children's Services	<p>The City Corporation manages two housing estates within the Square Mile (Golden Lane Estate and Middlesex Street Estate), as well as ten other estates situated in six different London boroughs (Avondale Square Estate, Dron House, Isleden House, Holloway Estate, Windsor House, York Way Estate, Southbank Estates, Horace Jones House, Sydenham Hill Estate, and William Blake Estate).</p> <p>The City Corporation also manages the City of London Almshouses Estate, a small development that offers homes for people aged 55 and over on a below average income or state benefits, who are in need of housing and require sheltered accommodation.</p>

Equality Impact Assessment

		<p>The City Corporation's Housing Management Information System records information about the protected characteristics and demographics of tenants living on these housing estates. Information recorded includes sexual orientation, gender identity, marital status, preferred language, employment status, nationality, ethnic group, religious belief, and disability. This information is used by the Housing Management Team when creating and reviewing policies, work on accessibility and inclusion, and the completion of Equality Impact Assessments.</p> <p>The data held within the Housing Management Information System was updated on a wholesale basis as part of the Tenancy Visits Project in 2019, with a 95% response rate. The City Corporation will look to update the data held on tenants on a more frequent basis going forward, in line upcoming changes to regulatory requirements for landlords.</p>
<p>Local Authority Service Users</p>	<p>Department of Community and Children's Services</p>	<p>The Department of Community and Children's Services has a wide remit to provide care and support to the residential and worker population of the City of London. Services provided by the department include Children's Social Care, Adult Social Care, the Education Strategy Unit, Homelessness & Rough Sleeping, Housing, Libraries, Public Health (shared with the London Borough of Hackney) and Commissioned and Partnership Services. (The City of London Family of Schools and Housing Services will be covered separately in this assessment).</p> <p>Users of these services include, but are not limited to, Children in Need, Children Looked After, Care Leavers, Carers, vulnerable adults in need of tenancy support, receiving reablement or a package of care, people at risk of homelessness or who are statutorily homeless, and residents/workers accessing library provision, and participants in refugee settlement schemes.</p> <p>Where there is a statutory responsibility, the Department collects sensitive personal data on the protected characteristics of users of services it directly operates. This data is used for government returns and contributes to policy and service development and can impact the level of funding received.</p>

Equality Impact Assessment

		<p>This data also informs the commissioning process for areas such as culturally sensitive practice. When commissioning services from third parties, providers send sensitive personal data on the protected characteristics of users as part of the contract management process.</p> <p>Aggregated non-personal data is also used to complete Equality Impact Assessments on specific strategies and service developments. These are submitted to the Community and Children’s Services Committee as part of the approval process and published as part of committee papers.</p> <p>The department also makes use of aggregated data collected by commissioned partners or sourced from public bodies (such as the Office for National Statistics, the Joseph Rowntree Foundation, the Combined Homelessness and Information Network) to further enhance its analysis of these issues.</p>
<p>Pupils of the City of London Family of Schools</p>	<p>Department of Community and Children’s Services / City of London School / City of London School for Girls / Freeman’s School</p>	<p>The City of London Corporation is responsible for one maintained primary school (The Aldgate School) and is the sole sponsor of ten academies (Galleywall Primary School, Redriff Primary School, City of London Primary Academy Islington, City of London Academy Southwark, City of London Academy Shoreditch Park, City of London Academy Highbury Grove, City of London Academy Highgate Hill, Newham Collegiate Sixth Form, The City Academy Hackney, City of London Academy Islington) - collectively known as the City of London Academies Trust. It is also the proprietor of four independent schools (City of London School, City of London School for Girls, City Junior School, City of London Freeman’s School). In its pursuit of educational excellence, the City Corporation has drawn these schools together, collectively known as 'the City of London Family of Schools'.</p> <p>Collectively, the City Corporation, the Family of Schools, and cultural and business partners in the City of London and beyond, deliver a shared vision: ‘To prepare people to flourish in the rapidly changing world through exceptional education, cultural and creative learning and skills which link to the world of work’.</p>

		<p>All schools are required to submit data to the Department for Education on certain protected characteristics and equality themes for their pupil cohorts. These include age, gender, Free School Meal eligibility, ethnicity, language, and Special Educational Needs & Disabilities (SEND).</p> <p>This data is anonymised and aggregated and published annually on the Department for Education website: Explore our statistics and data – Explore education statistics – GOV.UK (explore-education-statistics.service.gov.uk)</p> <p>Each school will also have their own initiatives, plans, and policies related to equality, diversity, and inclusion, which are published on their websites: Our Vision and Values The Aldgate School Equal Opportunities City of London Academies Trust (cola.org.uk) Policies – City of London School Policies – City of London School for Girls (clsq.org.uk) Policies – City Junior School City of London Freemans School – Policies and Documents</p>
<p>City of London Police Workforce</p>	<p>City of London Police</p>	<p>The City of London Police collects data on its entire workforce using the following protected characteristics: age, disability, marital & civil partnership status (in respect of eliminating unlawful discrimination), pregnancy & maternity/paternity, ethnicity (including ethnic or national origins, colour, and nationality), religion or belief (including lack of belief), sex, gender identity, and sexual orientation. This data is used for anonymised reporting and monitoring purposes.</p> <p>In addition to this data, which has a statutory or business information requirement, the workforce is invited to maintain additional personal information about themselves in a confidential area within HR Self Service. Disclosure rates vary as data capture is not mandatory for all protected characteristics.</p>

		<p>The City of London Police reports to the Home Office on all the above listed protected characteristics (excepting marriage and civil partnership status) annually as part of the Police Workforce Census. Marital & civil partnership status is reported to College of Policing for promotion information.</p> <p>The City of London Police publishes its Public Sector Equality Duty Report, which includes a breakdown of this information as well as a review of the force’s Equality Objectives, annually on its website: Equality and diversity employment statistics City of London Police</p> <p>Diversity information (such as gender, ethnicity, disability, and sexual orientation) is provided to specific strategic meetings internally and to City of London Corporation oversight committees (e.g., Police Authority Board / Resource, Risk and Estates Committee / Professional Standards and Integrity Committee) to review change over time, and to help set recruitment and retention strategies. In monitoring changes in this data, the City of London Police can evaluate its Equality and Inclusion Strategy and the programmes of work which form part of it, including actions undertaken in relation to the National Police Race Action Plan and National Plan addressing Violence Against Women and Girls. This data, as well as relevant demographic data held by the wider City Corporation, is also used to inform business planning and service development / change.</p>
<p>Residents of and Visitors to the Square Mile</p>	<p>City of London Police</p>	<p>The City of London Police collects and records demographic data as part of its statutory obligation around recording crime. Anonymised data is published online: Stats and data City of London Police. An example of this would be the monthly publication of stop and search data, which includes the gender, age, self-defined ethnicity, and officer defined ethnicity of persons searched.</p>
<p>Visitors to and Employees of the Barbican Centre</p>	<p>Barbican Centre</p>	<p>The Barbican finalised its new EDI strategy in February 2023. The strategy and associated action plans were designed in partnership with people who have a full spectrum of experiences including those with lived experience of oppression, the Barbican’s Diversity Networks and key stakeholders. They take into account feedback from over half of the Barbican team, plus several commissioned reports and expert advice. The strategy uses an EDI maturity matrix and competency framework to ensure focus on the action areas that will make the greatest contribution to change.</p>

		<p>A key focus of the strategy is to empower and enable staff to deliver on the EDI agenda – identifying actions and tracking progress – ensuring that EDI is part of everybody’s role, and to helping build a truly inclusive culture.</p> <p>The strategy uses a monitoring and evaluation framework to identify actions and monitor progress against targets. Alongside the new Audience Strategy, the EDI Strategy will help to increase and diversify audiences and make sure that work engages with and responds to the world we live in.</p> <p>The Barbican is also working in partnership with its Diversity Networks to create two ‘strand’-specific EDI action plans, including an anti-racism action plan, and a full strategic review of wellbeing, mental health, and reasonable adjustments for the entire organisation.</p> <p>As part of the Barbican’s EDI Action Plan, diversity data will be used to inform decision making and support the achievement of targets. Data will be collected through staff and audience data, regular surveys and tracking the impact of EDI training. This data will be transparent and be made available to staff and published externally where appropriate.</p> <p>Further information can be found here: Our Equity, Diversity and Inclusion Work Barbican</p>
<p>Visitors to the Guildhall School of Music and Drama</p>	<p>Guildhall School of Music and Drama</p>	<p>Equality, Diversity, and Inclusion is taken into account in the GSMD Strategic Plan, which can be found here: Financial & other corporate documents Guildhall School of Music & Drama (gsmd.ac.uk).</p> <p>This will be further elaborated on in the GSMD EDI Strategy, which is under development as of this assessment. A new Head of EDI will join GSMD in November 2023, with a remit that will include ensuring that the correct data is captured and analysed to set targets in line with these strategies. A priority will be working with data on the student population to ascertain gaps and recommend improvements as part of an ongoing EDI action plan.</p>

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Agenda Item 5

Committee(s): Natural Environment Board (for decision) Policy and Resources Committee Court of Common Council (for decision)	Dated: 04/12/2023 14/12/2023
Subject: Revised Terms of Reference for Natural Environment Board	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	
Does this proposal require extra revenue and/or capital spending?	Y / <u>N</u>
If so, how much?	£
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	Y / <u>N</u>
Report of: Interim Executive Director of Environment	For Decision
Report author: Ken Dunbar	

Summary

The Open Spaces and City Gardens Committee, became the Natural Environment Board in April 2023. The proposals in this report are intended to strengthen the Natural Environment Board as a Strategic Committee co-ordinating the City of London Corporation's overarching approach to the natural environment, whilst recognising the unique and historic charity trustee role of the Corporation in the management of the natural environment.

The Natural Environment Board will operate in a similar manner to the Corporation's Education Board and, as such, will play a crucial role in developing, overseeing and monitoring delivery of the Natural Environment Strategy.

This report proposes to tap into a broader talent pool, attracting individuals with diverse skills and experiences that can enrich the Board's decision-making processes. There will be an open and transparent recruitment process to those external appointments.

The proposed, revised Terms of Reference for the Natural Environment Board will help to ensure oversight of the Natural Environment Strategy and alignment with the Corporate Strategy and the governing documents of the individual Natural Environment Charities.

Recommendation(s)

Members are asked to:

- a) Approve the terms of reference of the Natural Environment Board, as set out in Option 1, subject to any comments, for submission to the Policy and Resources Committee and the Court of Common Council;
- b) Members consider whether any change is required to the frequency of the Committee's meetings.
- c) Delegate Authority to the Town Clerk in consultation with the Chairmen and Deputy Chairmen of the Natural Environment Board and Policy & Resources Committee, to consider any final changes to the Terms of Reference arising from discussion.

Main Report

Background

1. Members will be aware that, at the Meeting of the Court of Common Council on 27 April 2023, Open Spaces and City Gardens Committee was renamed the Natural Environment Board.
2. This change occurred at an important juncture for the Natural Environment Division as it neared completion of its Target Operating Model process and was embarking on a new strategic direction with a new Natural Environment Strategy in development. The proposed revised Natural Environment Board Terms of Reference (ToRs) are seen as a key step in ensuring a more strategic, performance focused and co-ordinated approach to the work Natural Environment as it embarks on a five-year strategy and delivery plan.
3. The proposed ToRs will help to differentiate the responsibilities of the Natural Environment Board from the Natural Environment Committees, namely Epping Forest and City Commons, West Ham Park and Hampstead Heath, Highgate Wood and Queens Park, which are each responsible for delivering the Management Plans and strategies for the Green Spaces under each Committee's purview. There is also a clear differentiation between the Natural Environment Board's strategic role and its operational role over City Gardens.
4. The role of the Natural Environment Board which oversees over 11,000 acres of green spaces throughout London and the South East, has never been more important. This infrastructure plays a key role in the Corporation's Climate Action Strategy and enables the Corporation to demonstrate leadership on environmental matters at a local, regional, national and international level.
5. Through its ownership and management of some of the most spectacular parks, natural landscapes and green spaces in London and the Southeast, the Corporation demonstrates its commitment to nature resilience, biodiversity, carbon reduction, conservation, and the consequent health benefits and public enjoyment that arise from use of the open spaces. The City of London Corporation can lay claim to owning over 14 times more green and blue infrastructure than its overall urban area within the Square Mile.

6. The Corporation has a unique leadership position in terms of its investment in the natural environment, and in light of the emerging evidence about the natural capital value of Corporation's green spaces, the need for a strategic and co-ordinated approach has never been greater. The emerging work on a Natural Capital Account for the Corporation and the emerging Natural Environment Strategy will underpin the Corporation's wider strategic goals, and this should be profiled, prominently, in the City of London Corporation's new Corporate Strategy.
7. The Natural Environment Board needs to play a greater role in oversight and scrutiny of the full range of the Natural Environment activities and programmes, developing policy and reviewing performance. This should ensure that its strategy and associated delivery plans align with, and underpin the Corporation's wider goals and aspirations, including advising on the design and use of green spaces. This should also enable it to take advantage of the opportunities for new policy initiatives, including extending its education and learning impact, and enhancing carbon sequestration and nature resilience, adopting a more commercial approach whilst at all times recognising the objects of the various charities, including conserving the natural aspect.
8. It is intended that the Natural Environment Board will operate in a similar manner to the Corporation's Education Board and, as such, given its crucial role in developing strategy, the need for the best possible expertise at Board level is vitally important. Accordingly, in addition to the expertise on the Board, it is proposed to augment the Board with up to four external representatives who, in addition to the expertise of Members, bring specific areas of expertise to the Board specifically, but not exclusively, addressing the following areas:
 - Biodiversity & nature resilience (including climate action)
 - Community engagement
 - Access & recreation
 - Culture, heritage & learning
 - Resourcing including income generation.

(It should be noted that external representatives are required to sign up to the Corporation's Code of Conduct, which should provide a level of assurance on governance and accountability.)

Current Position

9. The nomenclature change from Open Spaces and City Gardens to Natural Environment Board was agreed at a meeting of the Court of Common Council in April 2023, but the detail surrounding its roles and responsibilities were not amended.
10. Whilst the Natural Environment Board has assumed, as intended, a more strategic and oversight role, it continues to hold operational responsibility for the green spaces and city gardens within the Square Mile. It is intended that this will continue to be the case, with the functions relevant to city gardens, remaining unchanged.
11. The proposals set out in this report will help to better define the role, functions and membership of the Natural Environment Board and, in due course, better distinguish the Board's function as distinct from that of the various Natural Environment Committees (and the individual charities), thereby reducing a tendency towards dual reporting. By defining the body as a Board, this will help to demonstrate a clear

difference between the strategy and oversight role as distinct from the traditional Committee role where responsibilities and delegations are generally well understood. There will, of necessity, be an overlap on some matters.

12. As Members will be aware, the Natural Environment Charities Review scoping exercise is in progress. As part of this work Officers are reviewing the City Corporation's governance arrangements for those charities. Until this review has progressed the Natural Environment Charities Review will not be making any recommendations for amending ToRs.
13. It will be for Directors to determine how matters are reported to each of the Natural Environment Charity Committees and the flow of information between the Committees and the Board.

Options

- 14 Option 1 (This Option is recommendation)

The proposals in this report seek to better define the role of the Natural Environment Board as the vehicle to drive a cohesive Natural Environment Strategy whilst being cognisant of the unique and historic charity dimension to the work of the Corporation. It also aims to tap into a broader talent pool, attracting individuals with diverse skills and experiences that can enrich the Board's decision-making processes.

- 15 Option 2 (This option is not recommended)

Another option would be to do nothing, thereby retaining the existing arrangements whilst awaiting the completion of the Natural Environment Charity review. However, the review of the Natural Environment Charities is likely to take some time, due to the complexity and breadth of issues being considered and differences in the governance arrangements of the Natural Environment Charities. There is a clear need to drive the new overarching Natural Environment Strategy which will further support the Natural Environment Charities in delivering their objects and management plans.

Terms of Reference

16. Except where specific responsibilities are referred to it, the Board will not take over the role of Natural Environment Charity Committees, or indeed other City Corporation Committees. The Natural Environment Board will be a vehicle for taking a strategic approach, ensuring effective oversight and scrutiny and ensuring the Natural Environment Strategy complements and underpins the new Corporate Strategy.
17. It is proposed that the following terms of reference are adopted for the Natural Environment Board:

The Natural Environment Board to be responsible for:-

Natural Environment Strategy and Policy

- the approval, monitoring and regular review of the Natural Environment strategy, overseeing the overall policy and performance framework for Natural Environment and City Gardens;
- overseeing the delivery of the Natural Environment Strategy, ensuring policies, programmes and activities encompassing Nature Resilience and Biodiversity (including Climate Action), Access and Recreation, Community Engagement, Culture, Heritage, and Learning align with the City of London corporate strategy and wider Corporation strategies and plans, and the governing documents of the charities;
- dealing with, and making recommendations to the Court of Common Council where appropriate, all matters relating to the strategic management (e.g. policy, financial and staffing) of the City of London Corporation's natural environment where such matters are not specifically the responsibility of another Committee; and,
- The allocation of grants in relation to the Natural Environment taking account of any views or recommendations expressed by the Epping Forest and Commons Committee, West Ham Park Committee or Hampstead Heath, Highgate Wood and Queen's Park Committee as relevant;
- the appointment of the Director of Natural Environment (in consultation with the Port Health and Environmental Services Committee);
- the management and day-to-day administration of the gardens, churchyards and open spaces in the City under the control of the Common Council, together with Bunhill Fields Burial Ground;
- arrangements for the planting and maintenance of trees and other plants and shrubs in green spaces and in footpaths adjacent to highways in the City;
- advising on applications for planning permission relating in whole or in part to the gardens, churchyards or green spaces in the City under the control of the Common Council; and,
- the functions of the Common Council under the Local Government (Miscellaneous Provisions) Act 1976 to make safe by felling, or otherwise, dangerous trees in the City generally on receipt of notices served on the City of London Corporation in the circumstances set out in Section 23 of the Act and where trees are in danger of damaging property.

Membership

- 18 As this is an extant body it is proposed that the Court appointed membership remains as existing, save for the appointment of up to four external representatives:

A Non-Ward Committee consisting of:

- eight Members elected by the Court of Common Council, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment.
- the following ex-officio Members:-
 - the Chair and Deputy Chair of the Epping Forest & Commons Committee

- the Chair and Deputy Chair of the Hampstead Heath, Highgate Wood & Queen's Park Committee
- up to four external representatives, appointed by the Natural Environment Board, with appropriate expertise in the areas of strategic focus for Natural Environment (i.e. non-Members of the Court of Common Council, without voting rights)

Quorum

The quorum to consist of any five Common Council Members

Meetings

The Natural Environment Board will generally meet six times a year.

Terms

External representative appointments will be staggered over a period of 2-4 years.

Natural Environment Board support

- 19 There will be no material change to the existing level of officer support for the Board, however there will be a need to give careful consideration to the agenda and associated agenda planning to ensure the Board focuses on its strategy and oversight role in addition to its operational role on City Gardens. There will be a nominal resource requirement for the recruitment, induction and training of external appointments.
- 20 The proposed changes should reduce any perceived duplication in reporting and enable a clearer focus on developing strategy and in reviewing performance in the delivery of the new Natural Environment Strategy.

Recruitment of External representatives

- 21 Should the proposal for External Representatives be approved, there will be an open and transparent approach to the recruitment of external representatives, which will follow a similar approach to the recruitment of external representatives on other City of London Committees, such as the City Bridge Foundation Board, including advertising on the Corporation website and use of LinkedIn and other mechanisms to generate interest. All adverts will include a role profile which highlights the skills, expertise and unique perspectives the Natural Environment Board is seeking to achieve with these key external appointments.

Proposals

- 22 The proposed Terms of Reference for the Natural Environment Board will help to ensure strategic oversight of the Natural Environment Strategy and ensure alignment with the Corporate Strategy of the Corporation. It will have responsibility for developing, implementing and monitoring the Natural Environment strategy and for optimising its impact on the Corporation's broader objectives.

Conclusion

- 23 The City of London Corporation plays a unique role in the conservation and management of 11000 acres of green spaces. The integral relationship between its natural assets and its climate action and nature resilience and recovery programmes, together with its commitment to supporting learning, education and improved health and wellbeing, requires that this is managed in a strategic and co-ordinated manner.
- 24 The emerging Natural Environment Strategy sets the framework for effective scrutiny and oversight of Natural Environment programmes and activities at a strategic level. The Natural Environment Board, supported by external representatives who have specific expertise in the areas of focus, will play a key role in ensuring co-ordination and strategic alignment between the Natural Environment strategy and the Corporation's new Corporate Strategy, and, by necessity, the governing documents of the charities.

Key Data

N/A

Corporate & Strategic Implications

Financial implications - none

Resource implications - none

Legal implications – None

Risk implications- failure to define the role and function could result in dual reporting and extensive overlap

Equalities implications – The changes have neither a positive, nor negative impact on the Public Sector Equality Duty 2010

Climate implications – no direct impact

Security implications – no direct impact

Appendices

App 'A' Terms of Reference

Background Papers

N/A

Bob Roberts
Executive Director of Environment

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Appendix A

LYONS, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 27 th April 2023, doth hereby appoint the following Committee until the first meeting of the Court in April, 2024.
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NATURAL ENVIRONMENT BOARD

1. **Constitution**

A Non-Ward Committee consisting of,

- eight Members elected by the Court of Common Council, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
- the following ex-officio Members:-
 - the Chairman and Deputy Chairman of the Epping Forest & Commons Committee
 - the Chairman and Deputy Chairman of the Hampstead Heath, Highgate Wood & Queen's Park Committee
- up to four external non-voting representatives, appointed by the Natural Environment Board with appropriate expertise in the Natural Environment, including biodiversity & nature resilience, community engagement, access & recreation, culture, heritage & learning and income generation
- up to one observer nominated by the Epping Forest & Commons Committee, Hampstead Heath, Highgate Wood & Queen's Park Committee and West Ham Park Committee.

2. **Quorum**

The quorum consists of any five Members.

3. **Membership 2023/24**

- 7 (4) Oliver Sells, K.C.
- 3 (3) Andrew Stratton McMurtrie, J.P.
- ~~2 (2) Ian Luder, Alderman for three years~~
- ~~2 (2) Graeme Doshi-Smith, Deputy for three years~~
- 2 (2) Benjamin Murphy
- 2 (2) James Bromiley Davis for two years
- 6 (1) Caroline Wilma Haines
- 13 (1) Wendy Mead, O.B.E

together with the ex-officio Members and external representatives referred to in paragraph 1 above.

~~together with one observer nominated by the Epping Forest & Commons Committee, Hampstead Heath, Highgate Wood & Queen's Park Committee and West Ham Park Committee referred to in paragraph 1 above.~~

4. **Terms of Reference**

To be responsible for:-

- (a) the approval, monitoring and regular review of the Natural Environment strategy, overseeing the overall policy and performance framework for Natural Environment and City Gardens;
- (b) overseeing the delivery of the Natural Environment Strategy, ensuring policies, programmes and activities encompassing Nature Resilience and Biodiversity (including Climate Action), Access and Recreation, Community Engagement, Culture, Heritage, and Learning align with the City of London corporate strategy and wider Corporation strategies and plans, and the governing documents of the charities;
- (c) dealing with, and making recommendations to the Court of Common Council where appropriate, all matters relating to the strategic management (e.g. policy, financial and staffing) of the City of London Corporation's natural environment where such matters are not specifically the responsibility of another Committee;
- (a) The allocation of grants in relation to **Open Green** Spaces taking account of any views or recommendations expressed
- (d) by the Epping Forest and Commons Committee, West Ham Park Committee or Hampstead Heath, Highgate Wood and Queen's Park Committee as relevant;

Open Spaces

- (b) ~~dealing with, or making recommendations to the Court of Common Council where appropriate, all matters relating to the strategic management (e.g. policy, financial and staffing) of the City of London Corporation's open spaces where such matters are not specifically the responsibility of another Committee; and~~

~~(e)~~ the appointment of the Director of ~~Open Spaces~~ **Natural Environment** (in consultation with the Port Health and Environmental Services Committee);

~~(e)~~ **City Open Spaces Gardens**

~~(f)~~ the management and day-to-day administration of the gardens, churchyards and ~~open green~~ spaces in the City under the control of the Common Council, together with Bunhill Fields Burial Ground;

~~(e)~~ arrangements for the planting and maintenance of trees and other plants and shrubs in ~~open green~~ spaces and in footpaths adjacent to highways in the City;

~~(f)~~ advising on applications for planning permission relating in whole or in part to the gardens, churchyards or ~~open green~~ spaces in the City under the control of the Common Council; and

~~(g)~~ the functions of the Common Council under the Local Government (Miscellaneous Provisions) Act 1976 to make safe by felling, or otherwise, dangerous trees in the City generally on receipt of notices served on the City of London Corporation in the circumstances set out in Section 23 of the Act and where trees are in danger of damaging property.

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Committee(s)	Dated:
Policy & Resources	14 th December 2023
Subject: Change to Competitiveness Advisory Board (CAB) Terms of Reference	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 5, 7, 10, 11, 12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	NA
What is the source of Funding?	NA
Has this Funding Source been agreed with the Chamberlain’s Department?	NA
Report of: Simi Shah, Acting Director of Innovation & Growth	For Decision
Report author: Ben Dixon, Head of Policy, Office of the Policy Chairman Daniel O’Byrne, Strategic Engagement and Operations Director, Innovation and Growth	

Summary

This report seeks agreement to expand the membership of the Competitiveness Advisory Board (CAB) for its next term (2024-27) increasing both the number of elected Members and private sector members. The CAB is an advisory Board of the Policy & Resources Committee created in 2021 following the Fraser Review.

If agreed, the new CAB Membership would comprise 8 Members of the Court of Common Council (currently 4) to join the 4 ex-officio Members (Chair and Deputy Chair of P&R, Chair and Deputy Chair of GP Aldermen) and 12 external members drawn from the private sector (currently 8). An expression of interest exercise for elected Members would be held early in the new year with the aim of making appointments at February P&R.

Recommendations

Members are asked to:

- AGREE to increase the Membership of the Competitiveness Advisory Board so it will comprise 12 external members and 12 elected Members (4 ex-officio and 8 Members drawn from the Court of Common Council).

Background

1. On 18th February 2021 the Policy and Resources adopted the recommendations of the Fraser 2.0 report including the creation of the CAB.

2. The role of the Advisory Board is:
 - a. To provide informal guidance or direction to Innovation & Growth and other officers on the implementation of the Competitiveness Strategy (whilst being clear that formal oversight would be held by Policy & Resources, with this group reporting in on an advisory basis).
 - b. To provide expertise and insight to officers and Policy & Resources on the ingredients of global success of UK Financial and Professional Services, acting as an internal forum for the testing of ideas and prioritisation in the work of promotion and policy of the sector.
 - c. To offer additional support to the Chair of Policy and Resources and the Lord Mayor as champions of UK financial and professional services (UK FPS).
 - d. To provide advice on the strategic deployment of hospitality as required.
3. The composition of the Steering Committee as previously agreed by Policy and Resources was as follows:
 - a. Chair of the Policy & Resources Committee (Chair)
 - b. Chair of the General Purposes Committee of Aldermen (Deputy Chair)
 - c. Deputy Chairman of the Policy & Resources Committee
 - d. Deputy Chairman of the General Purposes Committee of Aldermen
 - e. Four Members of the Court of Common Council with relevant expertise
 - f. Four co-opted external members with relevant expertise.
4. It was proposed that appointments are renewed yearly. Members could serve up to 3-4 years at the pleasure of the Chair. External members were asked to make at least two-year commitments.
5. Criteria for membership of the non ex-officio members of the Board was previously agreed by Policy and Resources as follows:
 - a. The Board would best benefit from broad and deep expertise across a number of markets and sub-sectors relevant to UK financial and professional services sector (FPS). Preference will be given to those with senior level experience and expertise on 2 or more sectors and/or markets.
 - b. Expertise and experience should be based on direct market participation.
 - c. Composition of the Board should balance diversity of perspective, thought, expertise and experience.
 - d. The Board will also benefit from members who: 1. have experience and expertise within new and emerging sub-sectors and themes of FPS and 2. in managing FPS businesses located in London with headquarters in foreign jurisdictions.
6. Internal Members were recruited to the Board by submitting a Expression of Interest (EOI) to the Office of the Policy Chairman. Officers in Innovation and

Growth sifted and scored the applications for presentation to the ex-officio Members of the Board. These Members were confirmed by this Committee on 8th April 2023 alongside the approach for the external recruitment of co-opted Members.

7. Proposals for co-opted external members was prepared by the Innovation and Growth Executive Director and presented to the 4 ex-officio Members for agreement. Invitations were issued directly by the then Chair of the Policy and Resources Committee.
8. In both the previous term and the next one there is a high value in constituting a Board with a diversity of perspectives and expertise and was used for the criteria of selection.

Priority Markets	Sectors	Perspectives
US	Banking	Sustainability
Europe	Asset Management	New FPS/Tech
China	Professional Services	Regulatory
India	Legal	Global Customer
Japan	Insurance	Cross UK
	Market Infrastructure	

Current Position

9. A current list of Members, which reflects that diversity, can be found in Appendix 1. The Board has consistently met quarterly since the summer of 2021. The Board first met in July 2021 and the membership has stayed consistent since that time with the exception of some changes in the ex-officio membership.
10. The CAB has been a very successful mechanism to inform the onward development of the Competitiveness Strategy. It provides the Chairman and this Committee one, but not the only, perspective in developing policy and strategies on how to strengthen and promote the UK's financial and professional services sector.
11. The CAB is conducted as an in person meeting only. This has facilitated debate and discussion in a productive way. However, due to the senior nature of both the internal and external attendance rate has meant that some meetings have had less than 8 members in attendance. While the overall board carries diverse perspectives, this could be improved in the context of a sole meeting.
12. The policy leads are not all regular Members of the Board. They are invited guests of the Chairman on relevant topics.

13. The Lord Mayor while not a Member of the Board has also attended at the pleasure of the Chair when in London.

Options

14. It is proposed to increase the membership of internal to 8 members from the Court (rather than current 4) to join the 4 ex-officio Members. And to increase the external Members to 12 from a current 8.
15. It is proposed that no other changes to the terms are made for the 2024-2026 including the method of recruitment of internal and external Members.

Next Steps

16. Assuming confirmation of the above, expression of interest will be requested from internal Members by 10th January 2024. A paper to confirm internal Members will come to February Policy and Resources.
17. External invitations to be issued from the Chairman of Policy and Resources along a similar timeline.
18. A joint meeting of both the 2021-2023 and 2024-2026 Boards will take place in the second quarter of 2024. The 2024-2026 Board will take full duties from July 2024.

Corporate and strategic implications

19. Strategic implications - The approach outlined in this report supports the commitments set out in the Corporate Plan, 2018-23, and the strategy itself is being designed to impact upon the outcomes and high-level actions of commitments 5, 6, 7 and 8.
20. Financial implications – No financial implications arise from the recommendations in this report.
21. Resource implications – No resource implications arise from the recommendations in this report.
22. Legal implications – No legal implications arise from the recommendations in this report.
23. Risk implications – No risk implications arise from the recommendations in this report.
24. Equalities implications – Members internally will have equal opportunity to access the CAB membership process. Consideration of diversity of thought

expertise and perspective will drive composition across the Board membership.

25. Climate implications – No climate implications arise from the recommendations in this report.

26. Security implications – No security implications arise from the recommendations in this report.

Conclusion

27. It is within the Corporation's core purpose to steward the UK's financial centre and financial, tech, and professional services sectors through current and future challenges and opportunities. A stronger and more diverse CAB will allow us to fulfil this important role by combining the deep industry expertise that exists in the Membership with external industry voices.

Appendices

28. Appendix 1 - Current list of Members

Author

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Benjamin.Dixon@cityoflondon.gov.uk

Daniel O'Byrne
Strategic Engagement and Operations Director, Innovation and Growth
Daniel.O'Byrne@cityoflondon.gov.uk

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Competitiveness Advisory Board (CAB) Membership

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Edward Braham, Chair at M&G

Dominic Christian, Common Councillor, City of London Corporation and Global Chairman of Reinsurance Solutions, Aon

David Craig, Co-Chair, Taskforce for Nature-related Financial Disclosures (TNFD) and Co-Chair the India-UK Financial Services Partnership (IUKFP)

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Deputy Christopher Hayward, Chairman of the Policy and Resources Committee, City of London Corporation, **Chairman of CAB**

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The Rt. Hon. The Lord Mayor Alderman Nicholas Lyons, City of London Corporation

Shravan Joshi, Common Councillor, City of London Corporation

Laura Mason, CEO, Legal & General Retirement Institutional

Darragh McCarthy, Founder and CEO of FinTrU

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Alderman Sir William Russell, Chairman of General Purposes Committee, City of London Corporation, **Deputy Chairman of CAB**

Ruth Wandhofer, Independent NED, Chair of Payment System Regulator (PSR)

Alderman Sir Charles Bowman, Alderman, Deputy Chairman of General Purposes Committee, City of London Corporation

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Agenda Item 7

Committee(s): Culture, Heritage and Libraries – For Discussion Policy and Resources – For Discussion	Dated: 20/11/2023 14/14/2023
Subject: Destination City Review 2023-24	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	3, 5, 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: Simi Shah, Acting Executive Director, Innovation & Growth	For Decision
Report author: Luciana Magliocco, Destination Director	

Summary

This paper outlines the context and Terms of Reference for the Destination City Review commissioned by the Town Clerk. This is the first step in a Member-led reset of Destination City. The review, led by Paul Martin, will:

- Consider how to meet evolving expectations of the Destination City programme; and,
- Make recommendations on how the next phase of Destination City can best support the Square Mile to be a world leading place for workers, residents, visitors, businesses and investors.

The review will be conducted so that there is ample time and opportunity for Members to input their views and ideas. It is intended that Members and other key stakeholders who have yet to be engaged will be consulted before the end of January 2023. A summary of the initial fact-finding is attached in Appendix 2.

Recommendation(s)

Members are asked to:

- Note the report on the Destination City Review 2023-24.
- Endorse the Terms of Reference of the Martin Review (as shown at point 7 in the report).

Main Report

Background

1. In 2021, the Destination City Independent Review carried out by Danny Lopez and Kate Keating made recommendations for targeted interventions that seek to build the City's leisure offer. Its primary objective is to drive footfall that encourages spend.
2. P&R and CHL Committees approved the Independent Review as being vital for raising the City's leisure appeal to one that is worthy of its world-class business brand and befits a global city. This was endorsed by Court on 13 January 2022.
3. In September 2022, the Destination Director joined the Corporation and after another six-months of recruitment, the structure outlined in the Independent Review was established.
4. A set of strategic priority areas to shape and deliver future programme implementation were set out in the Destination City Implementation Plan. In November 2022, P&R and CHL approved the following strategic priorities:
 - Brand Identity
 - Destination website
 - Insights Programme
 - Commercial Partnership Strategy
 - Destination City Delivery Programme
 - Culture Mile Transition
 - Stakeholder Engagement Strategy
 - Measurement Framework

It should be noted that these priorities are collective and require wider departmental collaboration hence are not all owned by the Destination team. These priorities have been further refined in subsequent committee reports.

5. One year on it is important to (a) review that current plans adhere to the previous vision, and (b) consider future plans in light of a cross Corporation strategy.

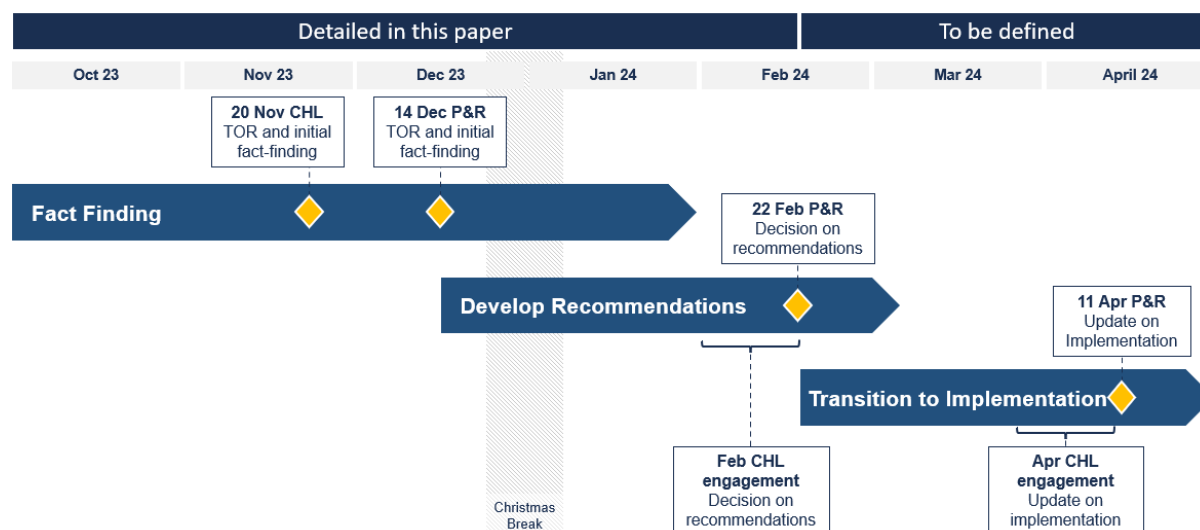
Current Position

6. In September 2023, the Town Clerk commissioned another independent review of Destination to make recommendations on how the mandate can be renewed and reinvigorated, identifying goals to include under the Destination City umbrella, and departments that could contribute to the Corporation's ambitions.
7. The independent review, led by Paul Martin, has been commissioned with the following Terms of Reference:
 - **Create a strategy and narrative** that sets out the different potential workstreams involved (e.g. strategies, teams, partners) with associated

responsibilities, deliverables, KPIs, and interdependencies which contribute to the shared outcome of footfall that creates spend.

- **Deliver a set of recommendations** to how this desired shared outcome can be best delivered (particularly the vision, strategy & implementation plan, and communication & engagement plan), including any proposed changes and/or new workstreams.
 - **Define a measurement model** to monitor and assess performance and report on results (outcomes and outputs) in a clear, cohesive and consistent manner.
8. The review will consider how an Arts and Culture Strategy is both aligned, and distinct from, the leisure offer.
 9. The Martin Review will gather and evaluate views of members, senior officers and external stakeholders of the existing programme. This requires a highly consultative approach with City of London Corporation members, staff and partners. The proposed consultation list is detailed in Appendix 1.
 10. The Martin Review's initial fact-finding consulted with a subset of key stakeholders to form the initial findings. The objective was to bring both the initial findings and the Terms of Reference to P&R and CHL committees for Member feedback. Once committees note this report and endorse the Terms of Reference then Members will be engaged and consulted until the end of January 2023.
 11. Members will be invited to engage with the review either by requesting a 1:1 meeting, through a series of drop-in sessions and an online portal for those Members who wish to submit feedback electronically is being considered should members find this useful. There will also be engagement with external stakeholders, which is proposed to take the form of round tables.
 12. In terms of governance, updates from the Martin Review will be presented to P&R and CHL for consultation. The Town Clerk will be the project sponsor and requested the Executive Director for Innovation & Growth (IG) to take lead on: ensuring that a broad range of stakeholders are consulted; the quality assurance of the approach; and, integrating the output into the Corporation's governance process.
 13. To ensure other committees are involved during the consultation process, it is proposed that nominated representatives from other committees will be consulted in parallel with the process for P&R and CHL committees. Where engagement is identified beyond P&R and CHL, the chair of those committees will be asked to nominate member(s) to represent their respective committees.
 14. CHL meets less frequently than P&R and the review will seek options outside of the timetable for committee to ensure that CHL members are consulted and have the opportunity to engage.

15. Appendix 2 presents Paul Martin’s initial response from discussions during initial fact-finding.
16. Member feedback from P&R and CHL will help to shape emerging findings from November to December 2023 and inform a set of recommendations. A progress update will be provided to Committee in February 2024. A provisional timetable is illustrated below.



Corporate & Strategic Implications

17. Strategic implications – includes alignment with the Corporate Plan across outcomes 3, 5, 7 and 10. The outcomes of this review will also be aligned to the new Corporate Plan 2024-29.
18. Financial implications – these will be determined by the outcome of the Review.
19. Resource implications – the cost of the scope outlined in the paper will be met from the local risk budget of the Innovation & Growth Department.
20. Legal implications – none identified.
21. Risk implications – given the high profile of the programme for the Corporation, there are reputational risks if the next phase of the programme does not reflect the collective views of members.
22. Equalities implications – the recommendations will be in-line with the Corporation’s equalities priorities.
23. Climate implications – sustainability has been one of the considerations of the Destination City programme and the Martin Review will take this into account.
24. Security implications – the recommendations will highlight any security implications where it is possible to identify any potential risk, and mitigating actions.

Conclusion

25. The Destination City programme was set up in the wake of the pandemic. Over the last two years the context has changed. So too has the opportunity for the Corporation to reflect on what has been achieved so far, and the shape of Destination City for the future.

26. The Martin Review will make recommendations to Members on how the next phase of Destination City can best support the Square Mile in being a world leading destination for workers, residents, visitors, businesses and investors. Initial findings are attached and it is vital that there is ample time and opportunity for input by Members as it is prepared.

Appendices

- Appendix 1 – Proposed stakeholder consultation list
- Appendix 2 – Destination City Review – response from initial fact-finding
- Appendix 3 – Paul Martin: summary of credentials and expertise

Background Papers

- Destination City – Independent Review (Confidential) - 13 December 2021, Culture, Heritage and Libraries and 16 December 2021, P&R.
- [Proposals for the implementation of Destination City](#) - 14 November 2022, Policy and Resources and 17 November 2022, CHL.
- Destination City – Growth Bid Reprofile (Non-Public) - 23 March 2023, P&R.
- [Destination City Overview](#) - 17 July 2023, CHL.
- [Destination City - Destination City Reprofile update and forward plan](#) – 18 September 2023, CHL and 21 September 2023, P&R.

Luciana Magliocco
Destination Director

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Appendix 1: Proposed stakeholder consultation list

City of London Senior Leadership – Members and Chief Officers

- Chair of Policy and Resources and their office;
- Policy and Resources Committee Members;
- Culture, Heritage and Libraries Committee Members;
- Chairs of relevant committees
- Member policy leads in relevant areas (e.g. SME strategy)
- Town Clerk & Chief Executive;
- Executive Directors of Innovation & Growth; Environment; Planning; Corporate Strategy; Communications.

Heads of areas and teams responsible for internal delivery

- Local Plan team;
- City Consumer team (currently Destination team);
- City Property Advisory Team,
- Small Business Research and Enterprise Centre;
- Transport team;
- Public Realm team;
- Resident engagement and worker engagement

External partners – both delivery and commercial

- Directors of amenities and attractions – e.g. Barbican, Guildhall Art Gallery, Tower Bridge, Tower of London; St Pauls
- City BIDs leadership

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Appendix 2: Destination City Review – response from initial fact-finding

Destination City review – summary of progress

1. Alongside a literature review, I have met with 61 people to discuss their experience of, and insight into, Destination City. This comprises 35 officers, 13 members and 13 colleagues from businesses and relevant organisations.

2. Key findings so far are that Destination City has become successfully established as a flagship City of London Corporation programme since its launch in May 2022. Notably, the aspiration of Destination City commands support and advocacy from businesses outside the Corporation, as well as internally. The initial targets set for Destination City were to increase visitor numbers by 5% from a peak of 21 million in 2019 to 22 million by 2025; and to increase spend by 7.5% from £2.1 billion in 2019 to £2.25 billion in 2025. The City has recovered well over the past year although the distribution of both visitor numbers and spend has markedly redistributed over the 7 day week – itself an example of how post-pandemic demand is significantly different from the pre-pandemic era.

3. In the past 18 months, Destination City has set a confident and outward-looking mission for the Square Mile in a positive, commercial and ‘can do’ tone.

4. Although the aspiration of Destination City commands widespread recognition, interpretations of the vision vary, and a degree of confusion exists as to the purpose and remit of the Destination City team in Innovation & Growth. For example, is Destination City a 3 year programme to ensure the Square Mile recovers and exceeds its pre-pandemic footfall and spend? Alternatively, is the ambition for Destination City longer term and transformational? How is professional and political accountability for Destination City effectively discharged, and what is the relationship between Destination City and the anticipated cultural strategy? Should Destination City be seen as the central officer team located in Innovation & Growth, or a collaborative partnership between the CoLC, businesses and cultural institutions? How can the programme quickly become data driven, in order to assess a commercial return on investment?

5. The review methodology enables these questions to be addressed through a participative process that draws on the richness of experiences and insights within and outside the Corporation. In the weeks and months ahead, there is every opportunity for members, officers and third parties to engage in this work to achieve the desired clarity of vision, governance, accountability and performance management.

6. At this interim stage, and to provide a transparent sense of direction, what I have heard so far inclines towards the Destination City programme being a long-term plan for the Square Mile as a magnetic business destination, visitor destination and creative, entrepreneurial place to live and work. The way that people live and work now has changed so fundamentally – ‘bleisure’ and the need for the Square Mile to “earn the commute” requires sociable and attractive offices set within a lively and atmospheric streetscape experience.

7. Building on this vision, the programme should be collaborative between all CoLC departments, cultural institutions and the business community embedded within a governance structure that utilises existing expertise.

8. A focus on visitor numbers and spend needs to be balanced with attention to social inclusion and equity – Destination City must embrace the City’s long-standing and impressive commitment to serving the public good.

9. Destination City is therefore not only about place marketing (although this is essential and needs more attention) but the future development of a liveable, lively and connected City in a uniquely historic, cultural and characterful setting. Future decisions on allocation of the Destination City programme budget should flow from this collaborative approach.

10. Professional leadership of Destination City requires Board level orchestration of the City’s exceptionally impressive capabilities and cultural assets working closely with business partners. In the development of a new cultural strategy, consideration needs to be given to spatial, temporal and community approaches that enable well planned, coordinated and sustained programmes of activity.

Appendix 3: Paul Martin – summary of credentials and expertise

Paul Martin has the unusual distinction of having been a London borough Chief Executive in four different places - Sutton (2005/10); Wandsworth (2010/20); Richmond-upon-Thames (concurrently with Wandsworth in a shared service, 2016/2020); and Ealing (as interim Chief Executive, 2022). His first Chief Executive job was in the newly created unitary authority of Peterborough City Council where he was the youngest Chief Executive in the country (1998/2002). Prior to becoming a Chief Executive, he was Assistant Chief Executive for 5 years at Cambridgeshire County Council. His earlier career was in cultural services, as Area Organiser for Cultural Services at Manchester City Council.

Key achievements include the regeneration of Battersea Power Station and the wider Nine Elms area. Paul worked on this for over a decade and led the council's officer team in the programme governance of the area's regeneration, which included the tax increment financing of the construction of the Northern Line extension. Regeneration in local places gets no bigger than this - 25,000 new jobs, £7.9 billion in economic growth, 16,000 new homes.

Another highlight was the creation of the shared service between two very different London boroughs - Wandsworth and Richmond-upon-Thames. The priority here was to maintain and improve service standards while dramatically reducing costs by £20 million each year in increased efficiency. Careful planning coupled with attention to the ethos and values of each council, and building on the best achievements of both councils, created a strong platform to build a durable shared service. The only arrangement of its kind nationally, it has now seen both councils through change in political administration and the transformation of cross cutting leadership capacity and capability.

During a distinguished career, Paul has worked with over 1,000 councillors, learning much about the ingredients of a great partnership between officers and members based on a shared understanding of roles and mutual respect. His view is that effective teamwork and governance lies at the heart of this, and helps organisations get the most out of their whole teams.

Mr Martin has also worked for national Government in the UK as Regional Director, Government Office of the Southeast (2002/2005) and Interim Chief Executive of the self-governing crown dependency of Jersey (2020/2021). This involved spending a year living and working in Jersey, following a turbulent period for the island state. The Government fulfils the roles of both national and local government, it is the island's legislature and wholly owns nearly all the island's key infrastructure (including telecoms, airport, ports etc.) making this a fascinating place to work. Importantly, the island has only very limited party politics - most States Assembly members are independents, including the whole of the Council of Ministers. This provides quite a different context to working within a party-political council as he has done earlier in his career.

In a quest to continue his development and learning, last year he applied for and was awarded an EB 1 visa by the US Federal Government as "an alien of extraordinary

ability" - in order to experience living and working in the US. Recently, he has been working for a UK based management consultancy which is considering growth in the US market. This has involved living and working in the County of Los Angeles - the biggest local authority in the US serving 10m residents, with \$807billion in annual output.

Finally, Paul is dedicated to the highest standards and innovation in public services, to help ensure the present and future prosperity and well-being of populations. He believes this depends on great people working for great organisations that have the ambition to be world class.

Agenda Item 8

Committee(s): Resource Allocation Sub (Policy and Resources) Committee – For decision Policy and Resources Committee – For Decision	Date(s): 30/11/2023 14/12/2023
Subject: Community Infrastructure Levy Neighbourhood Fund – Approval of updated Community Infrastructure Levy Neighbourhood Fund Policy	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 7, 10
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
Report of: Managing Director of City Bridge Foundation	For Decision
Report author: Jack Joslin, Head of the Central Grants Unit	

Summary

The City Corporation adopted a Community Infrastructure Levy (CIL) in 2014. National CIL Regulations require that 15% of CIL receipts be reserved for neighbourhood funding. Local authorities are required to engage with communities on how this neighbourhood funding should be used to support development of the area. The process and nature of this engagement is outlined in the City Corporation’s Statement of Community Involvement (May 2023).

A consultation with City communities took place for seven weeks from 6 September to 25 October 2023 to: identify community priorities; assess support for the introduction of three cross-cutting criteria to differentiate between equally strong applications; to consider the introduction of a fallow period of 12 months for applicants who have received five year’s funding; to identify areas for improvement in the processes and management of the CILNF. 207 completed surveys were received. Members are asked to approve several proposed changes to the CILNF Policy in response to comments from City communities and for the programme to adopt this new policy from January 2024.

Recommendation

Members are recommended to:

1. Note the response and key findings of the consultation on the City CIL Neighbourhood Fund, set out in **Appendix 1**;
2. Approve the proposed community priorities and revised policy for the City CIL Neighbourhood Fund, set out in **Appendix 2**;
3. Subject to the approval of recommendation 2, delegate the approval of funding applications below £100,000 from the City CIL Neighbourhood Fund to the CIL

Neighbourhood Fund Officers Panel and delegate the approval of funding applications for £100,000 and above from the CIL Neighbourhood Fund to the Resource Allocation Sub-Committee, and

4. Approve the proposed terms of reference for the City CIL Neighbourhood Fund Officers Panel, set out in **Appendix 4**.

Main Report

Background

1. Under the 2008 Planning Act and the Community Infrastructure Levy Regulations 2010 (as amended), a local authority may adopt a Community Infrastructure Levy (CIL) setting out how it will require contributions from development towards the cost of providing new infrastructure. CIL regulations allow for up to 5% of CIL receipts to be used to fund the administrative costs incurred in operating a CIL. Regulations also require that 15% of CIL receipts shall be reserved for neighbourhood funding. Where a neighbourhood plan or neighbourhood development order has been made 25% of CIL receipts from development in the plan area is reserved for the delivery of neighbourhood priorities as identified in the neighbourhood plan.
2. Regulations require that the Neighbourhood Fund must be used to support the development of the local council's area, or any part of that area. CIL Regulations (59C) and 59(F) allows a wider scope of projects to be funded through the CIL Neighbourhood Fund than that allowed for other CIL funding, including:
 - a) the provision, improvement, replacement, operation or maintenance of infrastructure; (the same criteria as for other CIL funds) or
 - b) anything else that is concerned with addressing the demands that development places on an area (additional flexibility for neighbourhood fund).
3. Where there is no existing parish, town or community council, neighbourhood plan or development order, then the local authority will retain neighbourhood CIL funds. In accordance with national Planning Practice Guidance, local authorities should set out clearly and transparently how they will engage with communities and the use of the neighbourhood fund should match the priorities expressed by these local communities.
4. The City of London's Statement of Community Involvement (May 2023) section 3.30 sets out how the City Corporation will engage with City communities to understand community priorities for the allocation of monies from the CIL Neighbourhood Fund.

Current Position

5. The City of London CIL came into effect on 1 July 2014. Management of the City CIL Neighbourhood Fund (CILNF) process is aligned with the City's existing grant allocation process, through the Central Grants Unit. The current City CILNF

Funding Policy is set out at **Appendix 3**. The current neighbourhood portion of the City CIL funding available for distribution as at October 2023 is just over £5.3 million.

Financial year	Funds committed
2020/21	£544,327
2021/22	£2,050,344
2022/23	£3,099,542

6. The City CILNF has been in operation since September 2020, providing a wide range of funding to support City of London Communities. The grant programme is open access and available to apply to throughout the year.
7. Within the City of London, there are no existing parish, town or community councils. There are no adopted neighbourhood plans or neighbourhood development orders. There is one neighbourhood forum – the Barbican & Golden Lane Neighbourhood Forum. The Barbican & Golden Lane Neighbourhood Forum was designated in July 2023 and is in the process of establishing safe, secure and fit for purpose infrastructure. Given that the City is little over one square mile in area, the City Corporation considers that there are now two neighbourhood areas for the purposes of collection and spending of CIL Neighbourhood Funds. The proposed priorities and policy for the City CIL Neighbourhood Fund will cover all of the square mile whilst the CGU and Planning Teams undertake further work with the Barbican & Golden Lane Neighbourhood Forum in relation to how it applies to the Barbican & Golden Lane Neighbourhood Area.

Proposals

8. At the meeting of the Sub-Committee in October, members were informed of the delay to the consultation on the CILNF to avoid the school summer holidays. Consultation took place for seven weeks between 6 September and 25 October 2023. Responses were received from 207 respondents. **Appendix 1** sets out a summary of the community priorities and key issues arising from these representations and suggested amendments to the CILNF policy.
9. Community priorities and key themes arising from the consultation included:
 - a. Very strong support for the introduction of three cross-cutting criteria to inform decision-making between similarly strong proposals: Prioritising proposals that enable everyone to flourish and reach their full potential regardless of their socio-economic background; Prioritising proposals that create a greener City by addressing climate change and managing our environment for this generation and generations to come; Prioritising proposals that ensure community engagement and empowerment in decision making about activities and services offered. These cross-cutting criteria reflect key themes within the City of London’s emerging Corporate Plan and EDI objectives.
 - b. Identification of eight community priorities for the distribution of CIL Neighbourhood funding that closely align with the challenges that City communities are currently facing: Preserve existing and create more green

space in the City including estate gardens and gardening clubs; Prioritise proposals that address the needs of people from disadvantaged backgrounds, minoritised communities, older people, disabled people, LGBTQIA+ people and those living in poverty; Sport, exercise and health activities including promoting walking and cycling; Activities and services for children, young people and families; Making public spaces and services fully accessible for disabled people and the elderly; Projects and activities that have been co-designed by engaging the community in the development of the proposal and/or proposals that demonstrate community support; Mitigate climate change & enhance biodiversity & wildlife; Improve street cleanliness.

- c. Support from City communities for the introduction of a 12-month fallow period before organisations who have received funding for five years can reapply to CILNF to enable new applicants to access to funding.

10. Community suggestions for the improvement of CILNF processes and management identified through consultation included:

- a. Central Grants Unit to actively identify and reach out to potential applicants including grassroot community groups, sole traders, independents and businesses to make sure their needs are met.
- b. Improve awareness of the CILNF through better communications and promotion of successful funded projects.
- c. Ensure greater transparency in relation to decision making and the criteria used to inform decisions.

11. The Central Grants Unit will respond to these suggestions through:

- a. Development and roll-out of a comprehensive communications plan to be implemented in early 2024 to raise awareness of the CILNF and the projects it has funded. This will include encouraging funded applicants to credit and support the wider promotion of their CIL Neighbourhood funded work.
- b. Working through the audience owners who supported the community consultation to map and engage community groups, independent businesses and other potential applicant organisations with the aim of encouraging the development of suitable proposals for CILNF funding.
- c. Updating the CILNF website to provide easy to access information on CILNF criteria and funded projects.

12. Considering the feedback from the consultation Officers have refined the CILNF Policy, to ensure it outlines key community priorities is more accessible for applicants. Members are asked to review the amended policy at **Appendix 2** and approve for it to be implemented from January 2024. **Appendix 3** sets out the current CIL Neighbourhood Fund policy for reference.

13. To ensure that the CILNF can adapt to community needs in a timely matter, Officers are requesting a change in the scheme of delegation for the Neighbourhood Fund.

Members are asked to delegate the approval of funding applications below £100,000 from the City CIL Neighbourhood Fund to the CIL Neighbourhood Fund Officers Panel. All applications between £100,000 and £500,000 will continue to be presented to RASC for decision. An enhanced Terms of Reference for the CILNF Officer Panel is at **Appendix 4** for Approval.

Corporate & Strategic Implications

14. **Corporate Plan Implications:** the CILNF can resource community-led infrastructure improvements and activities across the City and contribute towards meeting the 3 aims of the Corporate Plan 2018-23. The cross-cutting criteria agreed during the consultation reflect key themes within the City of London's emerging Corporate Plan 2024 and EDI objectives.
15. **Security Implications:** the CILNF fulfils a statutory requirement for the spending of CIL. There are no direct security implications, though future funded projects may bring security benefits.
16. **Financial Implications:** the CILNF makes use of that proportion of City CIL monies which are required by statute to be used to assist in the delivery of new infrastructure to meet community needs (15% of CIL funds). The costs of management of the grant application process will be met through the 5% of CIL funds set aside by statute to cover CIL administration.
17. **Equalities and resourcing implications:** the CIL Neighbourhood Fund and proposed revised policy have been subject to a full Equality Analysis. The Equality Analysis has concluded that there are no adverse impacts arising from these proposals for equality groups and social mobility. The CGU has developed an Equalities Action Plan outlining the actions it will take to improve the positive equalities impact of the CILNF.

Conclusion

18. Community Infrastructure Levy legislation requires local authorities to reserve between 15% and 25% of CIL receipts for neighbourhood funding. Where there is no recognised parish or town council or neighbourhood forum, the local authority will retain the neighbourhood fund but must spend it on infrastructure which meets community needs. The local authority must consult the community on how these funds will be used. A Public Consultation has taken place to identify key community priorities between 6 September and 25 October 2023. Members are asked to review the findings of the consultation and agree the new CILNF Policy and scheme of delegations.

Appendices

Appendix 1 – CILNF 2023 Consultation Key Findings

Appendix 2 – Proposed City of London Community Infrastructure Levy Neighbourhood Fund Policy (Nov 2023)

Appendix 3 – Current City of London Community Infrastructure Levy Neighbourhood Fund Policy (Jul 2022)

Appendix 4 – CILNF Officers Panel Terms of Reference (Nov 2023)

Background Papers

Report to Policy & Resources Committee 02/05/2019: City of London Community Infrastructure Levy – Approval of Neighbourhood Fund

Jack Joslin

Head of Central Grants Unit

E: jack.joslin@cityoflondon.gov.uk

Community Infrastructure Levy Neighbourhood Fund: 2023 Consultation Key Findings

Context

1. Local authorities are required to engage with communities on how CIL neighbourhood funding should be used to support development of the area. The process and nature of this engagement for the City of London is outlined in the City Corporation's Statement of Community Involvement (May 2023) Section 3.30.
2. The CILNF and the CILNF consultation are managed within the City Corporation by the Central Grants Unit. The Central Grants Unit undertakes consultation on community funding priorities to inform changes to the CILNF structure and funding regime. The City's Statement of Community Involvement requires that consultation will take place over a minimum six-week period, with information published on the City Corporation website and information sent to consultees on the City Plan consultee database, plus other interested parties identified by the Central Grants Unit.
3. CGU's previous consultations and updates to the Community Infrastructure Levy Neighbourhood Fund (CILNF) policy were undertaken in May 2019 and Spring 2022.
4. The current consultation sought to engage with City communities to determine their priorities for the CILNF and to seek their views on the introduction of potential cross-cutting criteria as a mechanism to support decision-making of equally strong applications and ensure that the CILNF embedded and delivered the City Corporation's EDI objectives. In anticipation of growing demand for funding, the survey also asked members of the City's communities their views on the potential introduction of a fallow period for applicants who had received five years' continuous funding. The consultation also sought community views on how to improve the delivery of the CILNF and asked about the current challenges communities were facing.

Structure

5. The 2023 CILNF survey was timed to miss the school summer holidays. The survey was open from 6 September and ran for seven weeks until 25 October 2023.
6. In preparation for initiating improved promotion and outreach for the CILNF in 2024, CGU worked through 73 third-party audience owners to cascade information to residents and City workers through e-newsletters, organisation websites, direct email and social media. In addition the survey was promoted through newspaper advertising alongside a tightly focused poster and leaflet distribution campaign. For communities with no access to the internet hard copy questionnaires in English and Bengali were distributed through community centres and group organisers.

	Audience Owner to cascade/Specific Comms Channel
Reaching individual Residents	
Via CoL Teams/Members	CoL Members Briefing ; City Resident Newsletter; City Plan Consultation Database; Home Newsletter; Golden Lane & Middlesex St Socials; Barbican Bulletin; Golden Lane Community Centre Newsletter; Estate Notice Boards; City Family Arts Network; Guildhall Newsletter; Family Information Service; eShot newsletter; Library Notice Boards; DCCS Internal Newsletter; Family of Schools Newsletter; Golden Lane Community Centre & Portsoken Community Centre notice boards; CoL Corporation social media; CoL website CGU & Consultation pages; Central Grants Unit previous grant applicants (last 3 years)
Via Commissioned Services	Healthwatch; Age UK East London; Carer Connections; Age UK City of London; City Connections; St Luke's Newsletter; Family Action
Via Local Networks & Groups	Portsoken Community Centre Advisory Board; City Parents & Carers Group; Golden Lane Estate Residents Association Newsletter; Middlesex Street Estate Residents Association; Guinness Trust (Mansell Street Estate); Portsoken Gardening Club; Toynbee Art Club (Artisan Library); Forget Me Not Memory Group; Golden Baggers Gardening Club; Hive Curates; Library User Groups; Friends of City Gardens
Via Neighbourhood Forum	Barbican & Golden Lane Neighbourhood Forum
Via Grantees	Age UK London; East London Dance; London International Festival of Theatre website; Learning Through the Arts; Imagine Golden Lane; Pollinating London Together; Barbican Communities
Reaching individual Residents/Workers	
Via Religious Groups	PwC Hindu Network; City Hindus; City Sikhs; Bevis Marks Synagogue; St Pauls Cathedral; Dean for the City of London; St Mary Le Bow
Via Commissioned Services	Business Healthy Network; City Advice;
Via Adverts	City Matters; City AM
Reaching individual Workers	
Via CoL Teams	City Network Group; CityHR Network; Small Business Enterprise Centre; CoL Livery Website & Livery Newsletter; City Belonging Project; Destination City Hotels & Attractions
Via BIDs	Eastern City Partnership BID; Primera; Aldgate Connect BID; Cheapside Business Alliance BID; Fleet Street Quarter BID; Culture Mile BID
Via Local Networks	The Heart of the City
Via grantees	Whizz Kidz Sponsor Newsletter; Historic Royal Palaces Sponsor Newsletter

Response

7. Completed surveys were received from 207 respondents. This represents a 550% increase on the number of respondents compared to the 2022 survey and a 1,200% increase on the number of respondents compared to 2019.
8. 12% of responses were collected as hard copy surveys, 88% of responses were collected through the online survey.
9. Respondents were evenly spread between those that lived and those that worked in the City. 40% of respondents live in the City, 38% of respondents work in the City and 22% of respondents both live and work in the City.

CIL Neighbourhood Fund Priorities

10. The CILNF funds projects that deliver community benefit and value for money. As the number of good quality applications for funding increases, we need additional criteria to help steer decision making whilst still ensuring that the fund remains responsive to changing community needs.
11. Respondents were asked to score how important they felt three cross-cutting criteria would be in informing the final decision-making between similarly strong proposals: Prioritising proposals that enable everyone to flourish and reach their full potential regardless of their socio-economic background; Prioritising proposals that create a greener City by addressing climate change and managing our environment for this generation and generations to come; Prioritising proposals that ensure community engagement and empowerment in decision making about activities and services offered. These cross-cutting criteria reflect key themes from the City of London's Corporate Plan and the City of London's EDI objectives.
12. 71% of those surveyed strongly agreed or agreed with prioritising proposals that enable everyone to flourish and reach their full potential regardless of their socio-economic background. 16% neither agreed nor disagreed. Only 13% disagreed or strongly disagreed. The 71% who strongly agreed or agreed were comprised of 27% residents, 28% City workers and 15% who were both residents and City workers.
13. 72% of those surveyed strongly agreed or agreed with prioritising proposals that create a greener City by addressing climate change and managing our environment for this generation and generations to come. 11% neither agreed nor disagreed. Only 17% disagreed or strongly disagreed. The 72% who strongly agreed or agreed were comprised of 30% residents, 27% City workers and 14% who were both residents and City workers.
14. 75% of those surveyed strongly agreed or agreed with Prioritising proposals that ensure community engagement and empowerment in decision making about activities and services offered. 15% neither agreed nor disagreed. Only 10% disagreed or strongly disagreed. The 75% who strongly agreed or agreed were comprised of 32% residents, 26% City workers and 17% who were both residents and City workers.

15. There was strong alignment between the views of residents and City workers in support of all three cross-cutting criteria.
16. In addition to the introduction of cross-cutting criteria, respondents were asked to list any other priorities they thought the Neighbourhood Fund should consider when distributing funding.
17. Priorities identified by over 5% or more of respondents were (in descending importance): Preserving existing and creating of more green space in the City including estate gardens and gardening clubs (9%); Prioritise proposals that address the needs of people from disadvantaged backgrounds, minoritised communities, older people, disabled people, LGBTQIA+ people and those living in poverty (7%); Sport, exercise and health activities including promoting walking and cycling (6%); Activities and services for children, young people and families (6%); Making public spaces and services fully accessible for disabled people and the elderly (6%); Prioritise proposals and activities that have been co-designed by engaging the community in the development of the proposal and/or proposals that demonstrate community support (5%); Mitigating climate change & enhancing biodiversity & wildlife (5%); Improving street cleanliness (5%).
18. The eight community identified CILNF priorities closely align with the challenges that respondents reported their communities were facing.
19. The most pressing challenge reported (17% of respondents) was the lack of trees and green space (with seating), poorly maintained green spaces & lack of biodiversity. An important aspect of this issue was the need for additional seating so that these spaces could be enjoyed by workers, residents and the elderly.
20. This challenge is directly addressed within the community identified CILNF priorities and suggested cross-cutting priorities.
21. Significant challenges for communities (in descending order of importance were): High levels of air pollution (14%); Lack of well-maintained playgrounds, sports facilities, pitches and activities for children and young people (13%); Noise pollution from vehicles, construction & late licence bars (12%); Lack of community centres/spaces for people to gather (11%).
22. Other challenges, identified by over 5% or more of respondents, were (in descending importance): Lack of services, activities and day centre for elderly residents (9%); Social isolation, loneliness and lack of community cohesion events and networks (9%); Poor traffic management, congestion, bus re-routing (9%); Overdevelopment and poor planning decisions (9%); Littering, lack of bins & lack of street cleanliness (9%); Antisocial behaviour (8%); Struggling retail especially at weekends (8%); Lack of step-free access, narrow pavements and unsafe uneven pavements causing difficulty for wheelchair users, older people and prams (7%); Cost of living increases including rise in service charges, heating costs and food poverty (7%); Lack of consultation with residents about their needs and how best to deliver them (7%); Dangerous use of bikes & e-scooters including riding and discarding on pavements (6%); Need to bring workers back to the City to work (6%); Closure and lack of local amenities including banks, local shops, family

businesses, difficulty accessing doctors and NHS dentists (6%); Poor maintenance and repair of housing & poor estate management (5%). Many of these issues fall outside of the remit of CILNF but might inform other areas of the City Corporation's work.

Eligibility for CIL Neighbourhood Funding

23. Currently organisations can apply for funding for up to five years either as a single grant or a series of grants. To ensure new applicants have access to funding, members of the City's communities were asked how strongly they agreed with the proposal to introduce a 12-month fallow period before organisations who have received continuous funding for five years can reapply.
24. 39% of those surveyed strongly agreed or agreed with the introduction of a 12-month fallow period. 37% neither agreed nor disagreed. 23% disagreed or strongly disagreed. The 39% who strongly agreed or agreed were comprised of 17% residents, 14% City workers and 8% who were both residents and City workers.

Suggested improvements to how CILNF operates

25. Respondents to the survey were asked whether they had any suggestions on how the Neighbourhood Fund could improve how it operates. This question only received responses from 52% of respondents with a further 2% stating they had no suggestions. This reflects the fact that many respondents had little or no prior knowledge of CILNF.
26. Suggested improvements identified by over 5% or more of respondents were (in descending importance): Actively identify and reach out to potential applicants including grassroots community groups, sole traders, independents and businesses to make sure their needs are met (14%); Improve awareness of the fund through improved comms and promotion of success stories (11%); Transparency in relation to investment decisions (8%); Provide more information about the CILNF's funding criteria (6%).
27. These suggested improvements will inform and shape our future CILNF comms and engagement work.

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Revised City of London Community Infrastructure Levy Policy (Nov 2023)

Summary of key changes

1. Key changes to the CLINF Policy proposed in response to comments received through community consultation undertaken in September/October 2023 and suggested improvement to CILNF management and processes are:
 - a. Greater clarity has been provided to potential applicants on the scope of infrastructure improvements that can be funded through the Neighbourhood Fund (Clause 10) and the length of provision of maintenance costs (Clause 11).
 - b. Introduction for provision of funding for Access Audits (Clause 12) and the requirement for an access audit and consideration of its findings within all large funded CILNF infrastructure projects (Clause 57) to better embed equalities and inclusion requirements within the fund's criteria.
 - c. Expanded information for applicants to provide a clearer description of the breadth of activities that can be funded through CILNF (Clause 13).
 - d. Diversification of applications through the introduction of a 12-month fallow period for applicants who have received funding for five years (Clauses 16 and 43) to allow new applicants to be funded as demand for CIL Neighbourhood funding increases.
 - e. Alignment of the CILNF Policy with the updated City of London's Statement of Community Involvement approved by Planning and Transportation Committee in May 2023 (Clauses 18 and 22), the designation of the Barbican & Golden Lane Neighbourhood Area, the replacement of Regulation 123 Lists and the government's introduction of Infrastructure Funding Statements (Clause 26).
 - f. Adoption of eight community priorities to guide CILNF decision-making in line with community concerns and to address community identified challenges (Clause 20).
 - g. Introduction of three cross-cutting criteria endorsed by the City's communities to provide a transparent and equitable mechanism for decision-making between equally strong applications that meet community priorities (Clause 21).
 - h. Greater clarity has been provided to reinforce that only infrastructure projects or activity undertaken within the City of London and which benefit City of London communities are eligible for CILNF funding. This revision acknowledges that many organisations delivering activity and projects in the City of London are not necessarily based in the City of London (Clauses 23 and 34).
 - i. Greater transparency has been provided to potential applicants on the assessment of applications through the provision of a comprehensive list of eligibility and assessment criteria (Clauses 30 to 34, Clauses 38 to 40, Clauses 48 to 54 and Clauses 65 and 66).
 - j. Confirmation that grants can be awarded on the condition of receipt of planning and other consents in order to not unnecessarily delay the development of

important projects whilst retaining mechanisms to assure the successful delivery of funded projects (Clause 49).

- k. Clarification that applications for large infrastructure projects in excess of £100,000 should demonstrate how the project will deliver value for money and how this can be evidenced in terms of environmental value, social value as well as financial value (Clauses 55 and 56).
- l. Increase in the minimum level of funding for which applications can be made to £10,000 (Clause 58), in response to the lack of demand for grants of less than £10,000, to ensure that small applications do not lead to disproportionate administrative cost and to provide a natural progression of applicants from the Stronger Communities Fund (applications to £10,000) to the CILNF (applications from £10,000 to £500,000).
- m. Confirmation that the maximum level of funding for which applications can be made is £500,000 (Clause 59), removing any ambiguity about the maximum level of request.
- n. Introduction of a maximum total level of any grant/s awarded or consecutive grants awarded to the same applicant organisation of £500,000 within any five year period to ensure wide distribution of CIL neighbourhood funding to a diverse range of grassroot, small and well-established organisations (Clause 60).
- o. In line with Members' request, increase to the thresholds for delegated authority to align with those already used by City Bridge Foundation, providing for delegated authority to determine a proportion of applications, whilst retaining the requirement for Committee approval for larger value applications (Clauses 62 to 64):
 - i. Applications under £100,000 – to be determined by officer delegation.
 - ii. Applications for £100,000 and over – determined by the Resource Allocation Sub-Committee, with advice from the CILNF Officers Panel.
- p. Greater accountability has been provided through the inclusion of a comprehensive complaints procedure for applicants (Clause 67).

Draft as at 1 November 2023

City of London

Community Infrastructure Levy

Neighbourhood Fund Policy



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Neighbourhood Fund Policy

CIL introduction and legislative background

1. The Community Infrastructure Levy is a charge levied on new development, introduced by the Planning Act 2008. It is intended to help local authorities deliver the infrastructure needed to support development. The power to set a charge came into effect from April 2010, through the Community Infrastructure Levy Regulations 2010, which have subsequently been amended.
2. The City of London Corporation implemented a Community Infrastructure Levy (CIL) for the City of London from 1 July 2014.
3. Further information on the City of London's CIL is available on the City Corporation's website at <https://www.cityoflondon.gov.uk/services/planning/planning-policy/community-infrastructure-levy-cil-and-planning-obligations-s106>

CIL Neighbourhood Fund Requirements

4. Community Infrastructure Levy Regulations require that 15% of CIL receipts should be reserved to enable the delivery of neighbourhood priorities. These receipts should be passed directly to existing parish and town councils where development has taken place. Where a neighbourhood plan or neighbourhood development order has been made 25% of CIL receipts from development in the plan area is reserved for the delivery of neighbourhood priorities as identified in the neighbourhood plan.
5. Where there is no existing parish, town or community council, neighbourhood plan or development order, then the local authority will retain neighbourhood CIL funds, but should engage with communities where development has taken place and agree with them how best to spend the neighbourhood CIL.
6. Within the City of London, there are no existing parish, town or community councils. There is one neighbourhood forum – the Barbican & Golden Lane Neighbourhood Forum. There are no adopted neighbourhood plans or neighbourhood development orders. Given that the City is little over one square mile in area, the City Corporation

considers that it should be regarded as two neighbourhoods for the purposes of collection and spending of CIL Neighbourhood Funds. The City Corporation therefore retains the CIL Neighbourhood Fund and should seek community views on how this Fund should be used.

Community Definition

7. The City of London has a resident population of approximately 8,000 and a daily working population of approximately 513,000 occupying nearly 9 million square metres of office floorspace. For the purposes of the CIL Neighbourhood Fund, 'community' is defined as local residents, City workers and the owners and occupiers of City buildings.

What can the City of London's CIL Neighbourhood Fund be used for?

8. CIL Regulations 59(C) and 59(F) require that the Neighbourhood Fund be used to support the development of the neighbourhood. The scope of projects that can be funded by the Neighbourhood Fund is wider than that for general CIL funds and comprises:
 - a. The provision, improvement, replacement, operation or maintenance of infrastructure; or
 - b. Anything else that is concerned with addressing the demands that development places on an area.
9. This definition is deliberately wide and allows the City Corporation to work collaboratively with local communities to determine priorities and how the Fund should be used.
10. For the purposes of the CIL Neighbourhood Fund the City Corporation considers infrastructure to include the construction, refurbishment, repair, restoration, repurposing, expansion or fit out of new or existing buildings or open space; lighting; public art; street furniture or other physical improvement that enhances the neighbourhood for the benefit of City of London communities.
11. The CIL Neighbourhood Fund can also fund the reasonable on-going maintenance costs of funded infrastructure improvements for up to a maximum of three years from the completion of the infrastructure provided that the maximum grant award of £500,000 is not exceeded and that the maximum five year length of grant award is not exceeded.

12. The CIL Neighbourhood Fund can fund the costs of an Access Audit prior to a subsequent application for infrastructure improvements.
13. CIL Regulations allow greater flexibility in the use of the Neighbourhood Fund compared with other CIL expenditure. Neighbourhood Funds may therefore be used to fund revenue expenditure and activities including events, workshops, celebrations, projects or anything else that addresses the impact of development on the neighbourhood.
14. To avoid creating long term commitments on the Neighbourhood Fund, any requests for revenue funding should be clearly justified, showing demonstrable community benefit, and time limited to a maximum of 5 years.
15. Projects should be delivered within the agreed timescale (maximum 5 years from the date of grant awarded) unless a grant extension is agreed.
16. In recognition of the value in providing continuous and consistent support to City communities through work funded via the CIL Neighbourhood Fund, organisations will be permitted to reapply for funding at the end of a grant to provide funding for up to a maximum of 5 years from the date of the initial grant awarded. Applicants in receipt of 5 years of funding will not be eligible to reapply for CIL Neighbourhood Funding for a period of 12 months. Any organisation seeking to reapply to the CILNF will have to demonstrate a successful track record of delivering positive outcomes for City communities in their previously funded work. The CIL Neighbourhood Fund will need to balance a portfolio of existing organisations and new applicants to the CIL Neighbourhood Fund to ensure that the funds available are not concentrated in a small number of returning organisations.

Community Priorities

17. The City of London's Statement of Community Involvement May 2023 as approved by the Planning and Transportation Committee sets out how the City Corporation will engage with City communities to ensure that consultations are effective, inclusive and open and accessible for everyone.
18. The Statement of Community Involvement (May 2023) section 3.30 states that public consultation should be carried out on a regular basis a The CIL Neighbourhood Fund and consultation are managed within the City Corporation by the Central Grants Unit. The Central Grants Unit should undertake occasional consultation on community funding priorities to

inform changes to the CIL Neighbourhood Fund structure and funding regime. This consultation will take place over a minimum six-week period, with information published on the City Corporation website and information sent to consultees on the City Plan consultee database, plus other interested parties identified by the Central Grants Unit.

19. The City Corporation community consultation on priorities for the use of the City's CIL Neighbourhood Fund undertaken in 2019 identified support for the Fund to be used primarily to deliver infrastructure and services that meet local community identified needs.

20. Community consultation on priorities for the use of the City's CIL Neighbourhood Fund undertaken in 2023 identified support for the Fund to be use for the following priorities and identified needs:

- a) Preserving existing and creating of more green space in the City including estate gardens and support for gardening clubs.
- b) Addressing the needs of people from disadvantaged backgrounds, minoritised communities, older people, disabled people, LGBTQIA+ people and those living in poverty.
- c) Sporting, exercise and health activities including promoting walking and cycling.
- d) Activities and services for children, young people and families.
- e) Making public spaces and services fully accessible for disabled people and the elderly.
- f) Proposals and activities that have been co-designed by engaging the community in the development of the proposal and/or proposals that demonstrate community support.
- g) Mitigating climate change & enhancing biodiversity & wildlife.
- h) Improving street cleanliness.

21. When there are too many strong applications for the Neighbourhood Funds available, determination of applications will consider the extent to which the application meets one or more of the following cross-cutting criteria:

- a. Proposals that enable everyone to flourish and reach their future potential regardless of their socio-economic background.

- b. Proposals that create a greener City by addressing climate change and managing our environment for this generation and generations to come.
 - c. Proposals that ensure community engagement and empowerment in decision making about activities and services offered.
22. A full review of the Neighbourhood Fund, including priorities and governance, will be undertaken at least every 5 years.

Governance Process

23. The City Corporation's CIL Neighbourhood Fund will be allocated following the assessment of eligible applications that meet the assessment criteria for infrastructure projects or activities that take place within the City of London and which benefit City of London communities.
24. The determination of these applications will rest with the City Corporation.
25. The City Corporation will publish details of funded applications on the City Corporation's website at: [CIL Neighbourhood Approved Grants](#).
26. The City Corporation will prepare an annual report for the CIL Neighbourhood Fund as a separate item within the wider annual CIL and s106 monitoring report. The Neighbourhood Fund monitoring will include details of:
- Total CIL Neighbourhood Fund receipts for the reporting year;
 - Total CIL Neighbourhood Fund expenditure for the reporting year;
 - Details of CIL Neighbourhood Fund expenditure for the reporting year, including the amount spent on each individual project;
 - Total CIL Neighbourhood Fund monies remaining.

Application Process

27. The application process will be managed by the City Corporation's Central Grants Unit. Information about the Neighbourhood Fund and how to apply will be posted on the City Corporation's website at: <https://www.cityoflondon.gov.uk/about-us/working-with-community/community-infrastructure-levy-neighbourhood-fund>

28. Applications can be made at any time and should be submitted via an online application form which will be posted on the City Corporation's website at:
<https://citycorporationgrants.my.site.com/fundingprograms/s/funding-program/a028d00000Bp70V/cil-neighbourhood-fund>

Eligibility Criteria

29. CIL Neighbourhood Fund applications will be accepted from the following types of organisation:
- Constituted voluntary organisations and resident associations
 - Constituted business organisations and associations
 - UK Registered charities
 - Registered community interest companies (CIC)
 - Charitable companies (incorporated as not for profit)
 - Registered charitable incorporated organisations
 - Exempt or excepted charities
 - Registered charitable industrial and provident society (IPS) or charitable community benefit society (BenCom).
30. Applicant organisations should have a clear set of governing rules and governing document appropriate to their legal status.
31. Applicant organisations should have a minimum of three unrelated members on their governing body.
32. Applicant organisations are required to provide at least one year's signed, audited or independently examined accounts for the organisation.
33. Applicants should have robust financial procedures in place to ensure that funds are used appropriately. The applicant must have an ordinary business bank account and all cheques from the bank account must be signed by at least two individual representatives of the organisation who are not related to one another and who do not live at the same address.
34. Applications must be for infrastructure or activities that benefit City of London communities and take place within the City of London. Applications should demonstrate City-based support.

35. Applications cannot be accepted from individuals. Individuals who wish to apply for funding should do so through a City-based constituted organisation or group falling into the above definition.
36. Applications will not be accepted from political parties or organisations involved in political lobbying.
37. Applications from City Corporation service departments will be accepted where they:
 - Have the support of a City-based community group, or
 - Can demonstrate that delivery will meet community priorities, either through consultation with communities, or through an adopted City Corporation strategy which can demonstrate community support.
38. Applicant organisations should have a safeguarding policy that ensures the organisation provides a safe and trusted environment which safeguards anyone who comes into contact with it, including beneficiaries, staff and volunteers. Application organisations seeking funding for activities with or for young people and vulnerable adults must have a robust safeguarding policy in place which outlines procedures, training, incident reporting and safeguarding risks.
39. Applicants in receipt of a rejected application cannot reapply to CIL Neighbourhood Fund for 12 months from the submission date of the rejected application.
40. Applicants may have no more than one active CIL Neighbourhood grant at any time.
41. Applications for infrastructure funding to mitigate the direct impacts of specific development will not be accepted. Such mitigation should be delivered as part of the development process and funded through s106 Planning Obligations.
42. Applications to fund projects which are already in receipt of other City CIL funding, s106, or s278 funding for site specific mitigation will not normally be accepted.
43. Applicant organisations who have received five year's funding will be subject to a fallow period of 12 months before they can reapply for CIL Neighbourhood Funding. The start of funding will be measured from the date of first grant awarded. Continuous funding will be considered as funding in each of the five calendar years from the date of grant awarded irrespective of short gaps between the allocation of

continuation grants. The 12 month fallow period will be measured from the date of approval of the applicant's Year Five Information & Learning End of Project report.

Application Advice

44. The Central Grants Unit provides pre-application advice and support to applicants. The Central Grants Unit will also provide feedback to unsuccessful applicants. Requests for advice should be emailed to grants@cityoflondon.gov.uk
45. The Central Grants Unit cannot provide assistance with project management or delivery of schemes funded through the Neighbourhood Fund.

Assessment Criteria

46. Applications should demonstrate that funding will be used to meet the Regulatory requirements for CIL funding set out in Community Infrastructure Levy Regulations, namely to support the development of the area by:
 - d. the provision, improvement, replacement, operation or maintenance of infrastructure; or
 - b. anything else that is concerned with addressing the demands that development places on an area.
47. Applications should evidence of the feasibility, deliverability and sustainability of the project.
48. Applications should set out clear timescales for delivery.
49. Applications for infrastructure projects should have obtained all necessary planning and other consents prior to the release of funding.
50. Applications should not include expenditure for any spending commitments made before the date of grant awarded.
51. Applicants should not apply to CLINF for any part of a project that is already funded.
52. Applications that include a request for funding towards a post where the post holder will work more than 17.5 hours per week must submit a job description to outline the key roles and responsibilities of the post, the hours, the pay rate/salary.

53. We are a Living Wage Friendly Funder. Any post paid for in full or part by a grant must be paid the London Living Wage as a minimum.
54. Applications for funding to support infrastructure and projects should specify the activities (outputs) that will be delivered and the differences (outcomes) that will be achieved as a result of delivering the project. Applicants should submit a monitoring framework with measurable targets that sets out how the organisation will track progress against intended outputs and outcomes.
55. Applications for funding in excess of £100,000 should demonstrate how the project will deliver value for money, including through the identification of any contributory or match funding. This can include contributions in time or expertise, for example, where a local community delivers infrastructure improvements themselves, but is not necessary for a successful bid.
56. Applications for infrastructure projects in excess of £100,000 should seek three quotes for all elements of intended work/materials over the value of £10,000. Submission of original quotes may be requested during the assessment process. Applicants should indicate which quote they consider represents best value for money. When assessing value for money the City Corporation will consider environmental value, social value as well as financial value.
57. Applications for the realisation of infrastructure projects of £100,000 or more should usually evidence that an access audit has been undertaken in relation to the proposed project and that its recommendations have informed the submitted proposal.

Value of Bids

58. The minimum value for applications to the CIL Neighbourhood Fund is £10,000. Applicants seeking smaller grants should consider applying to the City Corporation's Stronger Communities Fund:
<https://www.cityoflondon.gov.uk/about-us/working-with-community/central-grants-programme/stronger-communities>
59. The maximum grant awarded from the CIL Neighbourhood Fund is £500,000.
60. The total value of any grant/s awarded or consecutive grants awarded to the same applicant organisation cannot exceed £500,000 within any 5 year (60 month) period measured from the date of grant awarded of the initial grant to the applicant organisation.

Awards Process

61. The determination of applications will be made through a combination of officer delegation and Committee approval, depending on the financial value of the application.
62. Funding applications for under £100,000 will be determined by City Corporation officers under delegated authority. Decisions should normally be made within 12 weeks of the receipt of a valid application.
63. Decisions taken under delegated authority will be reported to the Resource Allocations Sub-Committee.
64. Applications for £100,000 and over will be considered by the City Corporation's Resource Allocation Sub-Committee, normally on a quarterly basis. Applications will be considered as items in the public part of the meeting agenda. Decisions should normally be made within 6 months from the receipt of a valid application.
65. Where a grant has been awarded for revenue expenditure, applicants have up to one year from the date of the grant letter in which to begin to draw down funds. Where a grant has been awarded for capital expenditure, applicants have up to two years from the date of the grant offer letter in which to draw down funds. The grant offer may be revoked where the grant is not drawn down as outlined above unless an alternative timescale has been agreed in writing. The City Corporation will monitor delivery of projects, including taking action to ensure that projects are delivered on time, or seek to recover funds if projects do not proceed within agreed parameters.
66. Applicants who withdraw their application during the assessment process may reapply to the CIL Neighbourhood Fund at any time.

Complaints Process

67. Any applicant wishing to complain or express dissatisfaction about the conduct, standard of service, actions or lack of action by the Central Grants Unit during the assessment of their application should follow the City of London's simple three-stage procedure outlined on the Corporation's website at: [Feedback - City of London](#). At Stage 1 complainants should contact grants@cityoflondon.gov.uk upon which their complaint review will be undertaken by the Head of Central Grants Unit. A full response should be provided within ten working days. At Stage 2 a complaint review will be undertaken by the Chief Officer of the Department or a nominated Senior Officer (Chair of CILNF Officer

Panel). A full response should be provided within ten working days or the complainant will be advised of any delay At Stage 3 complainants should contact complaints@cityoflondon.gov.uk upon which a complaint review will be undertaken by the Town Clerk & Chief Executive or a Senior Officer acting on his/her behalf. A full response should be provided within ten working days or the complainant will be advised of any delay.

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City of London

Community Infrastructure Levy

Neighbourhood Fund



City of London Community Infrastructure Levy

Neighbourhood Fund

Introduction and legislative background

1. The Community Infrastructure Levy is a charge levied on new development, introduced by the Planning Act 2008. It is intended to help local authorities deliver the infrastructure needed to support development. The power to set a charge came into effect from April 2010, through the Community Infrastructure Levy Regulations 2010, which have subsequently been amended.
2. The City of London Corporation implemented a Community Infrastructure Levy (CIL) for the City of London from 1 July 2014.
3. Further information on the City CIL is available on the City Corporation's website at: <https://www.cityoflondon.gov.uk/services/environment-and-planning/planning/planning-policy/Pages/Community-Infrastructure-Levy.aspx>

CIL Neighbourhood Fund Requirements

4. Community Infrastructure Levy Regulations require that 15% of CIL receipts should be reserved to enable the delivery of neighbourhood priorities. These receipts should be passed directly to existing parish and town councils where development has taken place. Where a neighbourhood plan or neighbourhood development order has been made 25% of CIL receipts from development in the plan area is reserved for the delivery of neighbourhood priorities.
5. Where there is no existing parish, town or community council, neighbourhood plan or development order, then the local authority will retain neighbourhood CIL funds, but should engage with communities where development has taken place and agree with them how best to spend the neighbourhood CIL.
6. Within the City of London, there are no existing parish, town or community councils and no adopted neighbourhood plans or neighbourhood development orders. The City Corporation therefore retains the CIL Neighbourhood Fund and should seek community views on how this Fund should be used. In exercising this role, the City Corporation has considered whether specific communities or

neighbourhoods should be identified. However, given that the City is little over one square mile in area, the City Corporation considers that it should be regarded as a single neighbourhood for the purposes of collection and spending of CIL Neighbourhood Funds.

What can CIL Neighbourhood Funds be used for?

7. CIL Regulation 59(F) requires that the Neighbourhood Fund be used to support the development of the neighbourhood. The scope of projects that can be funded by the Neighbourhood Fund is wider than that for general CIL funds and comprises:
 - a. The provision, improvement, replacement, operation or maintenance of infrastructure; or
 - b. Anything else that is concerned with addressing the demands that development places on an area.
8. This definition is deliberately wide and allows the City Corporation to work collaboratively with local communities to determine priorities and how the Fund should be used.

Scale of the City CIL Neighbourhood Fund

9. The City of London CIL was implemented from 1 July 2014.
10. At July 2022, the total amount of CIL monies available through the CIL Neighbourhood Fund was £5.8 million.

Community Priorities

11. The City Corporation has adopted a Regulation 123 List which identifies the types of infrastructure that it will consider funding using the Community Infrastructure Levy. This Regulation 123 List is kept under review and any proposals for change will be subject to public consultation. The current Regulation 123 List is available on the City Corporation's website at:
<https://www.cityoflondon.gov.uk/services/environment-and-planning/planning/planning-policy/Pages/Community-Infrastructure-Levy.aspx> . The Regulation 123 List is used principally to guide the use of CIL monies outside of the Neighbourhood Fund.
12. In considering how to use the CIL Neighbourhood Fund, Planning Practice Guidance states that where there is no parish, town or community

council, charging authorities should engage with communities where development has taken place on their priorities for funding.

13. The City Corporation consulted on priorities for the use of the City's CIL Neighbourhood Fund during May 2022. This consultation revealed support for the Fund to be used primarily to deliver infrastructure and services that meet local community identified needs.

14. The City's Neighbourhood Fund has been established to be applied to funding applications from local communities and community groups and to deliver improvements in infrastructure which have the potential to deliver benefit to City residents, workers and visitors. The Fund could be used for:

- Smaller scale projects, deliverable for under £50,000, in response to locally identified needs.
- Larger projects of over £50,000 and normally less than £500,000.

Community Definition

15. The City of London has a resident population of approximately 8,000 and a daily working population of over 500,000 occupying nearly 9 million square metres of office floorspace. The City Corporation's Statement of Community Involvement already recognises that it is not appropriate to regard the 'local community' as just the resident community. For the purposes of the CIL Neighbourhood Fund, 'community' is defined as local residents, City workers and the owners and occupiers of City buildings.

Governance Process

16. The City CIL Neighbourhood Fund will be allocated following consideration of valid applications (i.e. those that meet the adopted assessment criteria for the Neighbourhood Fund) from communities within the City of London or close to the City of London where projects support the development of the City. The determination of these applications will rest with the City Corporation. The City Corporation will publish details of funded applications on the City Corporation's website.

17. The City Corporation will prepare an annual report for the CIL Neighbourhood Fund as a separate item within the wider annual CIL and s106 monitoring report. The Neighbourhood Fund monitoring will include details of:

- Total CIL Neighbourhood Fund receipts for the reporting year;
 - Total CIL Neighbourhood Fund expenditure for the reporting year;
 - Details of CIL Neighbourhood Fund expenditure for the reporting year, including the amount spent on each individual project;
 - Total CIL Neighbourhood Fund monies remaining.
18. City Communities will be consulted on an annual basis on community priorities for the City CIL Neighbourhood Fund. A full review of the Neighbourhood Fund, including priorities and governance, will be undertaken at least every 5 years.

Neighbourhood Fund Application Process

19. The application process will be managed by the City Corporation's Central Grants Unit. Information about the Neighbourhood Fund and how to apply will be posted on the City Corporation's website at: <https://www.cityoflondon.gov.uk/services/environment-and-planning/planning/planning-policy/Pages/Community-Infrastructure-Levy.aspx>
20. Fund applications can be made at any time and should be submitted via an online application form which will be posted on the City Corporation's website.

Organisations eligible to bid for funding

21. Neighbourhood Fund applications will be accepted from the following types of organisation:
- Constituted voluntary organisations and resident associations
 - Constituted business organisations and associations
 - Registered charities
 - Registered community interest companies
 - Charitable companies (incorporated as not for profit)
 - Registered charitable incorporated organisations
 - Exempt or excepted charities
 - Registered charitable industrial and provident society or charitable cooperative.

22. Applications should be from City-based organisations or should demonstrate City-based support. Applications cannot be accepted from individuals. Individuals who wish to apply for funding should do so through a City-based constituted organisation or group falling into the above definition. Applications will not be accepted from political parties or organisations involved in political lobbying.
23. Applications from City Corporation service departments will be accepted where they:
 - Have the support of a City-based community group, or
 - Can demonstrate that delivery will meet community priorities, either through consultation with communities, or through an adopted City Corporation strategy which can demonstrate community support.
24. Applications for infrastructure funding to mitigate the direct impacts of development will not be accepted. Such mitigation should be delivered as part of the development process and funded through s106 Planning Obligations.

Assistance with Applications

25. The Central Grants Unit can provide assistance to applicants with the completion of application forms. Contact details are available on the City Corporation's website. The Central Grants Unit cannot provide assistance with project management or delivery of schemes funded through the Neighbourhood Fund.

Assessment Criteria

26. Applications should demonstrate that funding will be used to meet the Regulatory requirements for CIL funding set out in Community Infrastructure Levy Regulations, namely to support the development of the area by:
 - a. the provision, improvement, replacement, operation or maintenance of infrastructure; or
 - b. anything else that is concerned with addressing the demands that development places on an area.
27. Infrastructure improvements funded through the Neighbourhood Fund should deliver improvements necessary to support development of the City. Normally, such funding will deliver new infrastructure, but funding will also be available to meet reasonable on-going maintenance costs.

Applications should, therefore, identify and include an allowance for future maintenance of any infrastructure to be provided.

28. CIL Regulations allow greater flexibility in the use of the Neighbourhood Fund compared with other CIL expenditure. Neighbourhood Funds may therefore be used to fund revenue expenditure. To avoid creating long term commitments on the Neighbourhood Fund, any requests for revenue funding should be clearly justified, showing demonstrable community benefit, and time limited to a maximum of 5 years.
29. In recognition of the value in providing continuous and consistent support to City communities through work funded via the CIL Neighbourhood Fund, organisations will be permitted to reapply for funding at the end of a grant. Any organisation seeking to reapply to the CILNF will have to demonstrate a successful track record of delivering positive outcomes for City communities in their previously funded work. The CIL Neighbourhood Fund will need to balance a portfolio of existing organisations and new applicants to the CIL Neighbourhood Fund to ensure that the funds available are not concentrated in a small number of returning organisations.
30. For larger projects of over £50,000, applications should also consider whether the project meets the priorities identified in the City Corporation's Regulation 123 List and projects identified in City Corporation strategies that have been subject to public consultation. Funding decisions will not be made solely on the basis of compliance, or otherwise, with the Regulation 123 List.
31. Applications should include evidence of the feasibility, deliverability and sustainability of the project.
32. Where possible, the application should be supported by a delivery plan or business plan, which sets out the timescales for delivery, that any necessary consents have been obtained and the mechanisms in place to ensure that the funds are used appropriately.
33. Projects should be delivered within a 12 month period from the grant of funding unless an alternative timescale has been agreed. If delivery over a longer timescale is anticipated, this should be set out clearly in the application and a justification provided for the extended timescale. The City Corporation will monitor delivery of projects, including taking action to ensure that projects are delivered on time, or seek to recover funds if projects do not proceed within agreed parameters.

34. Applications for funding in excess of £50,000 should demonstrate how the project will deliver value for money, including through the identification of any contributory or match funding. This can include contributions in time or expertise, for example, where a local community delivers infrastructure improvements themselves, but is not necessary for a successful bid.
35. Applications to fund projects which are already in receipt of other City CIL funding, or s106, s278 funding for site specific mitigation will not normally be accepted.
36. Developers may wish to support an application from a constituted City-based organisation or group, as set out above, where the proposed infrastructure cannot be delivered through other means.

Value of Bids

37. The minimum value for applications for infrastructure funding is £1,000.
38. Individual applications should normally not exceed £500,000. Information on the available funds will be published on the City Corporation's website on a quarterly basis to inform applications.
39. Applications in excess of £500,000 will only be considered in exceptional circumstances, where there is demonstrable benefit to more than one of the City's communities and where the proposal aligns with other City Corporation ambitions, set out in published strategies.

Awards Process

40. The determination of applications will be made through a combination of officer delegation and Committee approval, depending on the financial value of the application. The adopted thresholds accord with those used by the City Bridge Trust in its consideration of grant applications.
41. Funding applications for under £25,000 will be determined by City Corporation officers under delegated authority. Decisions should normally be made within 12 weeks of the receipt of a valid application.
42. Applications for between £25,000 and £50,000 will be determined by a panel of City Corporation officers under delegated authority and in consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub-Committee. Decisions should normally be made within 16 weeks of the receipt of a valid application.

43. Decisions taken under delegated authority will be reported to the Resource Allocations Sub-Committee.
44. Applications for over £50,000 will be considered by the City Corporation's Resource Allocation Sub-Committee, normally on a quarterly basis. Applications will be considered as items in the public part of the meeting agenda.

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**Terms of Reference for the City of London Corporation
Community Infrastructure Levy Neighbourhood Fund Officer Panel**

1. Purpose

The Community Infrastructure Levy Neighbourhood Fund Officer Panel (CILNFOP) is an officer body, with responsibility for discussing and directing matters relevant to the policy, management and allocation of the Community Infrastructure Levy Neighbourhood Fund (CILNF), and communicating issues or making CILNF grant recommendations for the consideration of the Resource Allocation Sub-Committee (RASC) or Members, as required.

The CILNFOP will:

1. Provide a forum for a cross-departmental group of Officers to:
 - 1.1 Comply with Community Infrastructure Levy Regulations (2010) and all subsequent amendments in relation to the purpose and administration of CIL Neighbourhood Funds;
 - 1.2 Establish, review and oversee the ongoing implementation of CILNF policy in line with evolving grant making good practice and local community need;
 - 1.3 Regularly monitor and review the value of CILNF available for distribution to ensure the value of grants awarded does not outstrip the level of funds available;
 - 1.4 Discuss detailed grant application assessments in relation to CILNF priorities and make recommendations for CILNF application rejection or funding for the consideration of RASC or Members, as required;
 - 1.5 Under delegated authority to determine CILNF funding applications for applications under £100,000;
 - 1.6 To report on decisions taken under delegated authority to the RASC;
 - 1.7 To engage with communities where development has taken place and seek community views to determine priorities and how the CILNF should be used;
 - 1.8 To undertake a full review of the CILNF, including priorities and governance, at least every 5 years;
 - 1.9 To engage with Neighbourhood Forums established within the City of London;

- 1.10 To approve an annual report for the CILNF to include details of the total CILNF receipts in the reporting year; total CILNF expenditure in the reporting year; details of CILNF expenditure for the reporting year, including the amount spent on each individual project; total CILNF monies remaining.

2. Constitution and Membership

- 2.1 The CILNFOP is made up of Officers drawn from across City Corporation Departments selected on the basis of their skills, knowledge and experience in order to ensure that the CILNFOP has an appropriate balance and breadth of skills, knowledge and experience necessary to deliver CILNF policy, priorities and related grant-making recommendations.

2.2 Membership

Name	Job Title
Rob McNicol (Chair)	Assistant Director for Policy and Strategy – Built Environment
Tom Noble	Group Manager (Business Development & Development Management) – Built Environment
Melanie Charalambous	Policy and Projects – Built Environment
Ellie Ward	Head of Strategy & Performance – Community & Children's Services
Claire Callan-Day	Environmental Health Technician – Built Environment
Simon Owen	Head of Finance – Financial Services
Micah Mclean	Equalities, Diversity & Inclusion Officer
Laurie Miller-Zutshi	Head of Offer – Cultural & Visitor Development
Jake Tibbetts	City Gardens Manager
Rachel Levy	Head of Barbican and Community Libraries

- 2.3 Other relevant Officers, or external experts, will be invited to the meeting as and when required.
- 2.4 The Chair of the CILNFOP will be the Assistant Director, Policy and Strategy, Built Environment in line with the authority delegated to the role outlined in the Corporation of London's Scheme of Delegations to Officers Section D6.

3. Quorum

A quorum for the CILNFOP is three Officers.

4. Meetings and Decisions

- 4.1 CILNFOP meetings will be chaired by the CILNFOP Chair, but if s/he is not present Officers present can nominate an Officer to chair the meeting;
- 4.2 Any vote at a meeting shall be decided by a show of hands;

- 4.3 In a split vote the Chair will have the casting vote;
- 4.4 Where matters require wider consideration or escalation, the CILNFOP can provide memoranda, including any recommendation, to other Strategic Officer groups (as relevant to their terms of reference);
- 4.5 Where matters require Member consultation or formal decisions, the CILNFOP can report into the Chair and Deputy Chair of the RASC;
- 4.6 Where a grant recommendation or decision under delegated authority is required urgently and falls outside the timetable of CILNFOP meetings, Officers can vote on application assessments or issues for decision circulated via email between meetings indicating their recommendation to the Chair within 3 working days.

5. Declaration of interests

At the start of each meeting Officers must declare:

- 5.1 The nature and extent of any interest, direct or indirect, which they have in relation to a potential funded organisation and/or grant request;
- 5.2 Withdraw from the meeting for that item after providing any information requested by the Chair and other Officers;
- 5.3 Not be counted in the quorum for that part of the meeting;
- 5.4 Have no vote on the matter.

6. Meeting duration and timings

Meetings will take place in person and/or remotely approximately every month and shall aim to last no more than 90 minutes. The frequency of meetings will be reviewed at appropriate intervals. When there are no application assessments for review in any given month the meeting will be cancelled.

7. Documentation

Agendas, assessment reports and any additional documentation, will be produced and circulated to the group five working days in advance of each meeting by the Central Grants Unit. Minutes will be captured at each meeting and circulated between meetings by the Central Grants Unit.

8. Review of Terms of Reference

The CILNF's terms of reference shall be reviewed at least annually and in light of any recommendations made or similar bodies established.

Agreed by CILNF Officers Panel: 8 November 2023
Review date: 8 November 2024

Agenda Item 9

Committee(s): Resource Allocation Sub Committee Finance Committee City Bridge Foundation Board Policy and Resources Committee	Dated: 02/11/2023 06/11/2023 28/11/2023 14/12/2023
Subject: Community Infrastructure Levy and On-Street Parking Reserves Capital Bids (Quarter 2 - 2023/24) & Capital Bids for 2024/25 Capital Programme	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	These bids span all 12 outcomes of the Corporate Plan
Does this proposal require extra revenue and/or capital spending?	Yes – subject to decision agreed, ring-fenced monies held will be committed to future approvals
If so, how much?	Up to £16.5m
What is the source of Funding?	City Fund (including CIL and OSPR), City's Cash & City Bridge Foundation
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of: Bob Roberts, Executive Director Environment Department and Caroline Al-Beyerty, Chamberlain and Chief Finance Officer Report author: Bhakti Depala, Assistant Director, City Development and Investment Unit, and Yasin Razaaq, Group Accountant Corporate Capital	For Decision

Summary

Following on from new governance arrangements for the allocation of the City's Community Infrastructure Levy (CIL) and On-Street Parking Reserves (OSPR). The committee are asked to consider the infrastructure projects listed in this report and prioritise these for funding in financial years 2023/24 to 2027/28.

The committee is also asked to consider new capital bids as part of the annual capital bidding process for the financial year 2024/25, Policy and Resources Committee and Finance Committee have provided a central funding envelope of £20m for City Fund and £5m for City Cash in relation to new bids for 2024/25. New capital bids where funding is requested from City Bridge Foundation would receive funding from unrestricted income funds, if considered to be in the best interests of the charity.

Bids were invited from departments in June 2023, informed by information held by the Chamberlains' department regarding funding availability.

As part of the quarterly process for CIL and OSPR funding within City Fund, five bids were received which are detailed in this report and summarised in table 4 in the main

report. For all other Capital and Supplementary Revenue (SRP) schemes, a further seventeen bids were received, of which fourteen bids were progressed and endorsed for onwards approval by Priorities Board.

The committee are asked to review these projects against the CIL and OSPR funding priorities, and the assessment criteria for capital and supplementary revenue projects detailed in the body of the report.

Priorities Board, after review, recommend to RASC for approval of the following,

- Three of the five CIL and OSPR bids in table 4, without amendments, of which two bids are to be considered under the capital bids process, these are:
 - Car Parks Fire and Health Safety Actions - Fire Doors, Lighting and CCTV system replacement; and
 - City Cluster Programme
- Fourteen capital bids in table 5, of which:
 - two are to be funded by CIL and OSPR funds (as listed above); and
 - funding of three 'cross fund' schemes have been amended to either partially fund spend expected to be incurred in 24/25, or feasibility works to allow a better assessment of the requirement and options available.

Any fully approved bids will have to go through City of London Corporation's gateway process before progressing to the next stage.

Recommendation(s)

Members of Resource Allocation Sub Committee, Finance Committee and Policy and Resources Committee are asked to:

For projects bids considered under City CIL and OSPR funding:

- Review the project bids in line with the eligibility and prioritisation criteria as set out in Appendix 1.
- Note the forecast balances for City CIL and OSPR as detailed in paras 2.1 and 2.2 of the report, which incorporates the recommendations of the Priorities Board,
- Resource Allocation Sub Committee to recommend to Policy and Resources, and for Policy and Resources Committee to approve, the allocation of City CIL and OSPR funding to the three revenue schemes (listed in section 3.1 and detailed in Appendix 2):
 - City Gardens Revenue Budget
 - Ground Penetrating Radar Survey (GPRS) for Infrastructure Strategy; and
 - Street Furniture ASB Protection Measures

For new capital bids for the financial year 2024/25:

- Approve the new capital bids submitted (listed in section 3.2 and detailed in appendix 2), amounts requested and purposes for which these are requested, including two schemes funded by CIL (Bid AB2 – City Cluster Programme) and OSPR monies (Bid AB1 – Car Parks Fire and Safety).

- Approve the recommendations of the Priorities Board in relation to three schemes of the fourteen Capital and SRP bids. These are listed below with further detail found in paragraph 3.26.
 - Network Contract - Support and Refresh,
 - Corporate Device Stock Replacement
 - Public Switched Telephone Network (PSTN) Replacement
- To note new bids which require funding from City Bridge Foundation (CBF), will need to be considered as being in the best interests of the charity, noting the separate legal duties of the City Corporation as a Trustee.
- Note that the final decision for capital bids for inclusion in the 2024/25 draft budgets will be confirmed at the joint meeting of RASC and the Service Committee Chairmen and CBF Board in January 2024, with final approval in February /March by Finance Committee and the Court of Common Council
- Note the future funding requirements under section 7.

Members of City Bridge Foundation Board are asked to:

- Approve the five ‘cross fund’ capital bids submitted (referenced as AB10 to AB14 inclusive in Table 5 within the report), for which indicative amounts requested and purposes for which these are requested are listed in section 3.2 and detailed in Appendix 2 respectively.
- Approve the recommendations of the Priorities Board in relation to the three schemes of the five joint-funded Capital and SRP bids. These are listed below with further detail found in paragraph 3.26.
 - AB11 - Corporate Device Stock Replacement
 - AB12 - Network Contract - Support and Refresh,
 - AB14 - Public Switched Telephone Network (PSTN) Replacement
- To note new bids which require funding from City Bridge Foundation (CBF), will need to be considered as being in the best interests of the charity, noting the separate legal duties of the City Corporation as a Trustee.
- Note that the final decision for capital bids for inclusion in the 2024/25 draft budgets will be confirmed at the joint meeting of RASC and the Service Committee Chairmen and CBF Board in January 2024. With final approval in February /March by Finance Committee, CBF Board, and the Court of Common Council.

Main Report

1.0 Background

- 1.1 RASC agreed at their meeting on 12 December 2022 to establish new governance arrangements for the allocation of the City CIL and OSPR. Policy and Resources Committee are asked now to review the projects against the CIL and OSPR funding priorities.
- 1.2 The Community Infrastructure Levy (CIL) Regulations 2010 require the City Corporation (as a CIL charging authority) to apply CIL to funding the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area.
- 1.3 The On Street Parking Reserve (OSPR) has a very limited remit for allocation as set out in Section 55(3A) of the Road Traffic Regulation Act 1984 (as amended) and the London Local Authorities and Transport for London Act 2003 set out in the report.
- 1.4 Bids for the City CIL and OSPR were invited from departments in early June 2023, informed by information held by the Chamberlains' department regarding funding availability. Five bids were received which are detailed in this report and summarised in the table below for consideration. The Priorities Board have reviewed the projects against the CIL funding priorities and OSPR funding priorities detailed in the body of the report. To note, of the five bids received it is recommended that two are within the criteria for classification of capital expenditure and should therefore be considered as part of the overall capital bids process (see paragraph 1.7 below).
- 1.5 The annual capital bid process was introduced as a means of prioritising the allocation of central funding for capital schemes. Due to hyperinflationary pressures, this was paused during 2023/24 with a contingency sum held to meet urgent works within City Fund and City's Cash. Requirements applicable to CBF continue to be considered through the lens as to what is in the best interests of the charity. The current bids are for programmes commencing in 2024/25.
- 1.6 Policy and Resources Committee and Finance Committee have provided a central funding envelope of £20m for City Fund and £5m for City Cash in relation to new bids for 2024/25. This level of spend is affordable alongside the approved major project spend/ investment, which currently sits at £2.28bn across City Fund and City Cash.
- 1.7 A total of 19 bids for Capital and Supplementary Revenue (SRP) schemes were received, of which fourteen were progressed onto Priorities Board for consideration. The remaining five bids were rejected as part of the capital bids process as these did not meet the criteria for classification of capital expenditure. The fourteen bids totalled £25.2m, split between the funds: £16.9m City Fund; £6.9m City's Cash; and £1.3m for the City Bridge Foundation (CBF). These are indicative allocations based on an estimate apportionment of

'cross fund' schemes; the actual recharge will be determined once further work has been undertaken to identify areas of activity that projects relate to e.g., works on a HRA (Housing Revenue Account) dwelling, will be recharged in full to the HRA.

- 1.8 The bids include two for CIL and OSPR funding; the funding approvals for these have been progressed through the CIL and OSPR Capital Bids (Quarter 2 - 2023/24 process). Due to the scale of funding involved as explained under section 1.4, it is recommended that these bids are now considered as part of this annual bidding round.
- 1.9 The approved bids will progress from Resource Allocation Sub Committee, Finance Committee, Policy & Resources (P&R) Committee and CBF Board to provide in principle funding approval to the schemes.
- 1.10 The indicative costs of agreed schemes will then be incorporated into medium term financial plans/ financial forecasts to assess the financial impact in context of each corporation fund and will be confirmed at the joint meeting of RASC and the service committee chairmen and CBF Board in January 2024. The final approval before these bids are incorporated in the capital programme is in February /March by Finance Committee, and the Court of Common Council.
- 1.11 Any fully approved bids will have to go through City of London Corporation's gateway process before progressing to the next stage.

2.0 Current Position

- 2.1 As at 1st September 2023, the City held £67.7m in General City CIL (excluding admin 20%). Further CIL income of £37m is projected up to 2027/28 as shown in Table 1 below. Currently, £44.8m has been committed to several approved schemes, therefore funding of £59.9m (forecast until 2027/28) is available to be allocated to new schemes.

Table 1: General CIL Financial Summary:

	Prior Year Actual/ Approved	2023/24 Forecast	2024/25 Forecast	2025/26 Forecast	2026/27 Forecast	2027/28 Forecast	TOTAL
	£m	£m	£'m	£m	£m	£m	£m
TOTAL INCOME (80% CIL - General Pot)	(57.7)	(10.0)	(8.8)	(9.1)	(9.4)	(9.7)	(104.7)
TOTAL OF CAPITAL, SRP	12.7	20.6	10.3	1.2			45
DEFICIT/(SURPLUS) Brought Forward @ 1st April		(45.0)	(34.4)	(33.0)	(40.9)	(50.2)	(59.9)
DEFICIT/(SURPLUS) Carried Forward @ 31st March	(45.0)	(34.4)	(33.0)	(40.9)	(50.2)	(59.9)	

2.2 As at 1st September 2023, the City held £56.2m in OSPR. Further income of £47m is projected up to 2027/28 as shown in Table 2 below. Currently, £88.2m has been committed to several approved schemes, therefore funding of £15m (forecast until 2027/28) is available to be allocated to new schemes.

Table 2: OSPR Financial Summary:

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	TOTAL
	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	
	£m	£m	£m	£m	£m	£m	£m
Expenditure - salaries, enforcement contract, other running expenses	3.7	3.7	3.8	4.0	4.1	4.2	23.4
Income - PCN's, parking meters, suspended bays, dispensations	(13.8)	(12.6)	(12.9)	(13.3)	(13.7)	(14.1)	(80.6)
NET REVENUE SURPLUS GENERATED IN YEAR	(10.2)	(8.8)	(9.1)	(9.4)	(9.7)	(10.0)	(57.1)
TOTAL OF CAPITAL, SRP & REVENUE COMMITMENTS	5.62	23.85	9.65	3.29	2.85	2.93	48
TOTAL BIDS (AGREED BY PRIORITIES BOARD)	0.00	4.77	9.95	8.56	1.91	1.91	27
TOTAL CAPITAL BIDS & MAJOR SCHEME DEPENDENCIES AND ON-HOLD	0.00	6.76	4.77	2.35	2.30	2.39	19
DEFICIT/(SURPLUS) Brought Forward @1st April	(51.7)	(56.2)	(29.7)	(14.4)	(9.6)	(12.2)	
DEFICIT/(SURPLUS) Carried Forward @ 31st March	(56.2)	(29.7)	(14.4)	(9.6)	(12.2)	(14.9)	

2.3 It should be noted that these figures are based on projected future income levels and will need to be reviewed regularly. Additionally, the CIL and OSPR ring-fenced funds cannot move into a deficit position in any one year, so phasing of schemes will be crucial to avoid this happening.

2.4 CIL and OSPR are discrete funding allocations of the City's overall capital programme, totalling £2.28bn, excluding CBF. Table 3 summarises the forecast capital programme for centrally funded approved schemes at the end of Quarter 1, split between capital, SRP, and major projects, and analysed by Fund.

Table 3: Quarter 1 Capital and SRP forecast:

	23/24 £m	24/25 £m	25/26 £m	26/27 £m	27/28 Onwards £m	Total £m
City Cash BAU Capital	48.5	59.8	4.6	-	-	112.9
City Cash BAU SRP	31.0	0.2	1.1	0.8	-	33.1
City Cash BAU Total	79.5	60.0	5.7	0.8	-	146.0
Major Projects City Cash	198.4	129.5	268.6	249.5	104.2	950.2
Total City Cash	277.8	189.5	274.3	250.3	104.2	1,096.2
City Fund BAU Capital	137.4	132.7	53.1	10.8	10.3	344.3
City Fund BAU SRP	12.8	3.4	4.2	1.2	0.3	21.9
City Fund BAU Total	150.2	136.1	57.3	12.0	10.6	366.2
Major Projects City Fund	172.5	202.3	306.9	107.3	29.9	818.9
City Fund Total	322.7	338.4	364.2	119.3	40.5	1,185.1
Combined Total	600.5	527.9	638.5	369.6	144.7	2,281.3

Excludes new bids for 2024/25

3.0 Bids Summary

3.1 OSPR and CIL Bids

3.1.1 Table 4 below summarises the project bids received against the criterion set out in Appendix 1 for CIL and OSPR funding. Further details in relation to each bid is set out in Appendix 2.

3.1.2 All these bids were approved by Priorities Board for onward approval.

Table 4: CIL and OSPR Project Bids - Quarter 2 (2023/24)

Proposed Bid	CIL requested £m	OSPR requested £m	Funding Priority
City Gardens Revenue Budget	-	0.20 (per annum)	OSPR - Highway and cleansing maintenance operations.
Ground Penetrating Radar Survey (GPRS) for Infrastructure Strategy	-	0.15	OSPR - Revenue funding for highway and cleansing maintenance operations - Projects that support the outcomes of the Transport strategy - City of London, with additional priority given to projects that would support the delivery of Vision Zero by reducing serious and fatal collisions and projects that would improve accessibility.
Street Furniture ASB Protection Measures	-	0.10	OSPR - Revenue funding for highway and cleansing maintenance operations - Projects that support the outcomes of the Transport strategy - City of London, with additional priority given to projects that would support the delivery of Vision Zero by reducing serious and fatal collisions and projects that would improve accessibility
Total	-	0.45	

**The Car Parks Fire and Safety actions scheme, and City Cluster programme are capital bids and therefore form part of the annual Capital and SRP programme, but funded by OSPR and CIL monies respectively. These bids have therefore been considered as part of the new capital bids process and not in isolation and therefore included within the Capital and SRP bids summary below for completion.*

3.2 Other Capital and SRP Project Bids

- 3.2.1 In total 19 bids were submitted totalling £26.3m; after review and challenge it was deemed that five of these did not meet the bid criteria and have been removed. The estimated cost of the rejected bids totalled £1.1m.
- 3.2.2 Of the total submissions there are 14 bids outlined in the proposal section for consideration, these have been summarised in table 5 totalling £25.2m. This includes the following two schemes covered as part of the CIL and OSPR bidding process:
- Car Parks Fire and Health Safety Actions is an OSPR funded project, and
 - the City Cluster Programme funding is using CIL.
- 3.2.3 Whilst bids in relation to City Fund are within the £20m envelope, City's Cash exceeds the overall envelope by £1.9m. Members of the RASC are asked to consider which bids are endorsed for onward approval to Policy and Resources and Finance Committee's.
- 3.2.4 The bids have been assessed on an essential/important/advisable basis. Proposals that span across all funds have been split using the following recharge method, 55% to City Fund, 37% to City Cash and 8% to CBF. These are indicative allocations; the actual recharge will be determined once further work has been undertaken to identify areas of activity that projects relate to e.g., works on a HRA (Housing Revenue Account) dwelling, will be recharged in full to the HRA.

Table 5: Summary of bids considered by priorities board, in £m

Ref	Project	Fund	Essential/ Advisable/ Desirable	Project Category	City Fund £m	City Cash £m	CBF £m	Total £m
AB1	Car Parks Fire and Health Safety Actions - Fire Doors, Lighting and CCTV system replacement	City Fund	Essential	Health and Safety	0.400			0.400
AB2	City Cluster Programme	City Fund	Essential	Fully or substantially reimbursable	5.900			5.900
AB3	Central Criminal Court Public Gallery Safety Improvements	City Fund	Essential	Health and Safety	0.250	-	-	0.250
AB4	Central Criminal Court Additional Fire Alarm Requirements	City Fund	Essential	Health and Safety	0.700	-	-	0.700
AB5	Fire Doors and Shutters - Central Criminal Court	City Fund	Essential	Health and Safety	0.250	-	-	0.250
AB6	Pipework - Central Criminal Court	City Fund	Essential	Health and Safety	0.250	-	-	0.250
AB7	City Commons: Boundary livestock fencing replacement West Wickham & Coulsdon Commons (WW&CC) and Stoke Common	City Cash	Essential	Health and Safety	-	0.092	-	0.092
AB8	City Commons: Entrance board replacement	City Cash	Essential	Health and Safety	-	0.160	-	0.160
AB9	Epping Forest Copped Hall Park Tudor Square Pond Sluice Gates	City Cash	Essential	Statutory Compliance	-	0.470	-	0.470
AB10	Guildhall Complex Fire Alarm Replacement	All	Essential	Health and Safety	0.495	0.333	0.072	0.900
AB11	Corporate Device Stock Replacement	All	Important	Brilliant Basics	0.138	0.093	0.020	0.250
AB12	Network Contract - Support and Refresh	All	Important	Brilliant Basics	5.5	3.700	0.800	10.000
AB13	Audio Visual Equipment	All	Advisable	Brilliant Basics	0.077	0.052	0.011	0.140
AB14	Public Switched Telephone Network (PSTN) Replacement	All	Essential	Statutory Compliance	2.750	1.850	0.400	5.000
	Total				16.952	6.912	1.338	25,202

3.2.6 Priorities Board endorsed all schemes for onward consideration noting the following comments and reduction in initial funding for AB12 and AB14 :

- For schemes relating to the Central Criminal Court (AB3 – AB6), Priorities Board queried whether any of these were covered by the current Cyclical Works Programme (CWP) - officers confirmed they did not.
- That the Corporate Device Stock Replacement (AB11) included funding for replacement of existing stock, and stock for new accounts arising from an increasing establishment. It was agreed that there were strategic benefits in a centrally managed procurement arrangement of corporate devices. However, Priorities Board recommended investigating a recharge mechanism for new accounts where the establishment had increased, to support the capital costs incurred.
- That both the Corporate Device Stock Replacement (AB11) and Network Contract Support and Refresh (AB12) would be delivered over three years, and £4.25m of the total £10.69m requested is profiled for delivery in 24/25. Priorities Board recommend to that a partial approval of the amounts relating to 24/25 would be appropriate to reduce the cumulative resource request. The department would need to return in future years to request additional funding requirements.
- For the Public Telephony Service Network, Priorities Board recommends that an initial funding of £0.12m is approved from Finance Committee contingencies, for a feasibility assessment to be commenced this year to identify the location and extent of required works, and what options are available to manage this over a long-term period, noting the urgency due to the network being switched off in 2025. At the time of writing the report it was still unknown how much will be required in 2024/25 therefore an indicative amount of £2.5m have been put forward and will be updated to the committee.

Table 6 summarises the financial impact of the recommendations of the Priorities Board.

Table 6: Summary of approvals by priorities board, in £m

Project	Comments	City Fund	City Cash	CBF	Total
Projects approved as outlined in table 5 (AB1-AB10, AB13)		8.322	1.107	0.083	9.512
Projects with Amendments					

Corporate Device Stock Replacement (AB11)	Investigate a recharge mechanism for new accounts where the establishment had increased, to support the capital costs incurred.	0.138	0.093	0.020	0.250
Network Contract - Support and Refresh (AB12)	Partial approval of the amounts relating to 24/25	2.338	1.573	0.340	4.250
Public Switched Telephone Network (PSTN) Replacement (AB14)	Feasibility assessment required to identify the location and extent of required works, and what options are available to manage this over a long-term period. Currently indicative amount of £2.5m has been put forward	1.375	0.925	0.200	2.500
Total		12.172	3.697	0.643	16.512

3.2.7 Table 7 summarises the estimated funding impact across the funds if above recommendations by Priorities Board are adopted.

Table 7: Funding Source by financial year in £m, if Priorities Board recommendations are adopted in full.

Fund	24/25, £m	25/26, £m	26/27, £m	Total
City Fund-OSPR	0.400			0.400
City Fund-CIL	1.000	2.600	2.300	5.900
City Fund	5.872	-	-	5.872
City Cash	3.341	0.356	-	3.697
CBF	0.643	-	-	0.643
Total	11.256	2.956	2.300	16.512

4.0 Future Bids

4.1 HR, Payroll, Finance Solution, ERP (Enterprise Resource Planning)

4.1.1 The ERP replacement programme's objective is to provide the City Corporation with a fully integrated HR, Payroll, Finance and Procurement solution. Following approval of gateway 3 and initial commercial tender exercise to establish a preferred platform, officers have undertaken a full budgetary review to cover all anticipated costs of implementing a chosen solution to reflect current market conditions, and lessons learned by other public sector organisations who have implemented ERP systems recently. A paper setting out the revised funding requirement will be bought to RASC for consideration, with impacts for CBF to be provided to the MD of the charity under delegated authority.

4.2 Museum of London

4.2.1 The relocation of the Museum of London to new premises is a jointly funded programme between the City of London, Museum of London and Greater London Authority, led by the New Museum Board. The City's contribution is fully eligible for CIL funding. The Priorities Board are considering how much of the CIL funding could prudently be released for the New Museum of London infrastructure. The Financial Services Director has confirmed a funding gap of £54m. A proposal will need to be bought forward for this Resource Allocation Sub Committee's attention shortly.

4.3 Cyclical Works Programme (CWP) – Car Parks element

4.3.1 The Cyclical Works Programme (CWP) is an ongoing programme seeking to remediate the dilapidation of assets across the Corporations portfolio, including City Fund's Car Parks. The cost of CWP works on these car parks can be met by the OSPR. City Surveyors and Environment are drafting a proposal to be received by priorities board for consideration against OSPR criterion for onward recommendation to RASC.

4.3.2 The table below shows the indicative cost of CWP works needed to City Fund car parks over the next three years.

Table 7: Estimated cost of CWP works required to City Fund Car Parks

	2024/25	2025/26	2026/27	Total
	£m	£m	£m	£m
Capital	0.29	0	0	0.29
Revenue	2.29	1.05	0.76	4,094
	<u>2.58</u>	<u>1.05</u>	<u>0.76</u>	<u>4,388</u>

5.0 Cyclical Works Programme funding update

- 5.1 City Surveyors currently estimate that the cost of clearing the current backlog of urgent repairs and forward plan under the CWP is £130.9m, comprising £45.7m relating to City Cash, £42.2m Guildhall and £42.3m City Fund respectively. City Surveyors and the Chamberlain's department are working to develop a sustainable delivery plan to address this backlog, with a paper due to RASC in December.

6.0 Corporate & Strategic Implications

- 6.1 The City Gardens Revenue Budget project apply OSPR towards Priority 1 - highway and cleansing maintenance operations. It would support the outcomes of the London Transport Strategy, Climate Action Strategy and Destination City.
- 6.2 The bid request for the Car Parks Fire and Health Safety Actions - Fire Doors, Lighting and CCTV system replacement would apply OSPR towards Priority 2 - investment in off-street car parks. The project would support the outcomes of the London Transport Strategy in reducing the need for on street parking, helping to ensure street space is used efficiently and effectively. The works have been identified following fire risk assessments and a number of surveys and are listed as a major risk and aligns to broader Corporate Health and Safety Risks and Strategy objectives.
- 6.3 The bid request for the Ground Penetrating Radar Survey (GPRS) for Infrastructure Strategy would apply OSPR towards funding towards Priority 1 - highway and cleansing maintenance operations. The project would support the outcomes of the London Transport Strategy objectives relating to efficient and effective use of our streets and ensuring accessibility and resilience to future changes. It would also support the Climate Action Strategy in considering the potential expansion of local heat networks across the Square Mile.
- 6.4 The Street Furniture ASB Protection Measures project would apply OSPR towards Priority 1 - highway and cleansing maintenance operations and Priority 3 support the outcomes of the London Transport Strategy. The project would support the outcomes of a key strategic objective of the Transport Strategy, ensuring people can safely walk and cycle in the City.
- 6.5 The City Cluster Programme would facilitate the outcomes of the London Transport Strategy Support, Destination City and the Climate Action Strategy by enhancing the public realm, provision of more greenery and improving accessibility. The project aligns with the City Cluster Vision and these improvements are considered to be Essential to accommodate the expected growth in City workers and visitors as a result of several new developments in the area.
- 6.6 The Capital bids as part of their submission were required to align with corporate and strategic plans. The capital bids address aspects of the corporate plan including health and safety, work to improve our open spaces and ensuring that we are improving our digital capacity.

7.0 Financial implications

- 7.1 CIL general (excluding admin 20%) currently has forecast available funds of £59.9M up to 2027/28. If all bids recommended by the Priorities Board were to receive full funding requested (£5.9M), this would reduce the City CIL available balance to £54M for the period up to 2027/28.
- 7.2 OSPR currently has forecast available funds of £15M up to 2027/28. If all bids recommended by the Priorities Board were to receive full funding requested (£1.7M), this would reduce the OSPR available balance to £13.3M for the period up to 2027/28.
- 7.3 It should be noted that these figures are based on future income levels that are projections and will need to be refined each year. Furthermore, the CIL and OSPR ring-fenced funds cannot move into a deficit position in any one year, so phasing of schemes will be crucial to avoid this happening.
- 7.4 Further City CIL to be received in this financial year (2023/24) is estimated to be £6.8M from developments that have commenced, and the CIL liability is due to be paid within the next 6-12 months.
- 7.5 The Capital and SRP project bids that are approved for City Fund and City Cash, within the approved funding envelope of £20m and £5m respectively will be met from the general reserves of each fund.
- 7.6 New capital bids where funding is requested from City Bridge Foundation would receive funding from unrestricted income funds, if considered to be in the best interests of the charity.

8.0 Legal implications

- 8.1 The proposed projects have been considered against the criteria for the use of CIL and OSPR and the ranking of each is set out above. The OSPR bids are in accordance with the Road Traffic Regulation Act 1984 and the London Local Authorities and Transport for London Act 2003. The CIL bid would comply with Section 216 of the Planning Act 2008 and Regulation 59 of the Community Infrastructure Levy Regulations 2010 as the CIL would be applied to the provision, improvement, replacement, operation or maintenance of infrastructure (as defined) to support the development of the City.

9.0 Risk implications

- 9.1 There are risks associated with development in the City not being brought forward if the Critical and essential infrastructure projects are not progressed.

10.0 Equalities Impact

- 10.1 There are no equalities implications associated with the proposals within this report. Each project will undertake an Equalities Impact Assessment.

11.0 Conclusion

- 11.1 The guidance for allocating CIL firstly identifies if the type of project is infrastructure in accordance with Test 1 and Test 2 requires the board to consider if the infrastructure proposed is needed to support the development of the City. For CIL funding priorities projects are identified as Critical, Essential or Important. The City Cluster project has been assessed in accordance with these criteria, as set out in paragraph 5 and meet both Test 1 and Test 2.
- 11.2 The requests for OSPR meet the funding priorities and are considered to be in accordance with the applicable legislation.
- 11.3 RASC, Policy and Resources and Finance Committee's have been asked to agree in principle funding for the CIL and OSPR in addition to the annual capital bids in appendix 2
- 11.4 CBF Board have been asked to agree in principle funding for the five cross fund capital bids submitted.

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Appendices

- Appendix 1 – Funding Criterion
- Appendix 2 – Detailed bid criteria

Appendix 1 - Funding Criterion

1. For all bids irrespective of funding sources, the Committee will take account of the extent to which projects support delivery of the Corporation's strategies and initiatives, including the '*Climate Action Strategy - City of London*' and '*Destination City*'. Bids should set out how the project would support the relevant strategic objectives.

CIL

2. The Community Infrastructure Levy Regulations 2010 require the City Corporation (as a CIL charging authority) to apply CIL to funding the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area. National Planning Practice Guidance provides that "Local authorities must spend the levy on infrastructure needed to support the development of their area and they will decide what infrastructure is needed. The Levy can be used to increase the capacity of existing infrastructure or to repair failing existing infrastructure, if that is necessary to support the development." "Infrastructure" is defined by Section 216 of the Planning Act 2008 to include (a) roads and other transport facilities; (b) flood defences; (c) schools and other educational facilities; (d) medical facilities; (e) sporting and recreational facilities; and (f) open spaces.
3. Priorities for CIL allocations are set out in the City Corporation's Infrastructure Delivery Plan - July 2013 (IDP) and are to be applied by the Priorities Board when recommending infrastructure projects.

The **CIL** funding priorities are categorised as follows:

- Critical:

Lack of infrastructure is a physical constraint to growth; development cannot come forward if the infrastructure is not provided.

- Essential:

Development cannot come forward in a sustainable and acceptable way if the infrastructure is not provided.

- Important:

Development can come forward if the infrastructure is not delivered, but some sustainability goals will need to be compromised and some adverse impacts accepted.

OSPR

On Street Parking Reserve has a very limited remit for allocation as set out in Section 55(3A) of the Road Traffic Regulation Act 1984 (as amended) and the London Local Authorities and Transport for London Act 2003 set out in the report.

The **OSPR** funding priorities are identified in legislation, which provides that any surplus not applied in the financial year may be carried forward. If it is not to be carried forward, it may be applied by the City for one or more of the following purposes: -

- a. making good to the City Fund any deficit charged to that Fund in the 4 years immediately preceding the financial year in question;
- b. meeting all or any part of the cost of the provision and maintenance by the City of off-street parking accommodation whether in the open or under cover;
- c. the making to other local authorities, or to other persons, of contributions towards the cost of the provision and maintenance by them, in the area of the local authority or elsewhere, of off-street parking accommodation whether in the open or under cover;
- d. if it appears to the City that provision in the City of further off-street parking accommodation is for the time being unnecessary or undesirable, for the following purposes, namely: -
 - meeting costs incurred, whether by the City or by some other person, in the provision or operation of, or of facilities for, public passenger transport services;
 - the purposes of a highway improvement project in the City;
 - meeting the costs incurred by the City in respect of the maintenance of roads at the public expense; and
 - for an “environmental improvement” in the City;
- e. Meeting all or any part of the cost of the doing by the City in its area of anything which facilitates the implementation of the Mayor’s Transport Strategy, being specified in that strategy as a purpose for which a surplus can be applied; and
- f. making contributions to other authorities, i.e. the other London Borough Councils and Transport for London, towards the cost of their doing things upon which the City in its area could incur expenditure upon under (a)-(e) above

Other Capital and SRP Project Bods

1. Service areas were asked to submit bids for central funding for capital projects based on the following criteria:

The project 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.

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.

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.

Appendix 2 – Details of Bids

OSPR Bids

City Gardens Revenue Budget

This bid requests a contribution to maintain the provision and standard of the City's green infrastructure both on-street and in our green spaces.

A number of open spaces within the square mile only received 5 years funding for ongoing maintenance, this has supported resources for this period of time but will be leading to an upcoming funding shortfall.

The shift in footfall across the working week and the increased use of City Gardens at weekends is putting a strain on existing resources. On busy weekends, the team are finding it challenging to keep on top of the essential maintenance works such as litter picking and the opening and closing of the gardens which make our spaces accessible and pleasant for City visitors.

The redevelopment of Finsbury Circus, the City's largest and oldest open space will complete in 2024. The garden has been specifically designed to facilitate events which will support the Destination City programme, as well as providing planting to increase biodiversity and adapt to future changes in Climate.

In order to support events and maintain our Gardens as flagship open spaces in the Square Mile, additional resources are required.

A bid of £0.2m per annum is requested from OSPR.

The project would support the following strategies and priorities:

- Priority 1 - Revenue funding for highway and cleansing maintenance operations.
- Transport Strategy - Indirectly support air quality objectives of the Transport Strategy by maintaining trees and greenery in City owned green spaces. (Well-maintained planting is a key element of the Transport Strategy vision).
- Destination City - Destination City events will regularly benefit from the green spaces maintained by the City Gardens services, in particular, the new Finsbury Circus Garden.
- Climate Action Strategy - The City Gardens team are working alongside the Climate Resilience and Public Realm team to plant more trees and redevelop a number of our key public open spaces with more biodiverse and climate resilient planting schemes. This enhanced commitment will also provide valuable shade and reduce street temperatures.
- Corporate Plan Priorities - We have clear air, land and water and a thriving sustainable natural environment; and - Our spaces are secure resilient and well maintained.

Car Parks Fire and Health Safety Actions - Fire Doors, Lighting and CCTV system replacement

This bid is for additional funding for the Environment's four City Car Parks which require capital funding for essential Fire Safety and Health and Safety works to ensure that they are safe and that risks are appropriately mitigated.

This investment forms part of the wide-ranging strategy developed post-Grenfell which also incorporates the Corporation's Health and Safety and Fire Policies for operational awareness and minor works. Please note the project plan and cost have been informed by learnings on similar projects within the Car Parks estate.

Funding will enable replacement/upgrades of Fire Doors, Lighting and CCTV systems. This equipment has been identified during the regular inspection process as being non-compliant and posing fire and health and safety risks. The funding request is for remedial actions or replacements to be carried out to ensure all work for the fire door, lighting and CCTV system meet the required Fire and Healthy and Safety standards within the Car Parks.

These works are fully separate to the major fire safety project at London Wall car park approved at the last Priorities Board. Instead, they represent a collection of smaller scale requirements that would otherwise have to be considered through the Capital Works Programme bidding process, but the availability of OSPR specifically for maintaining off-street parking facilities allows the necessary Capital Works Programme investment to be focused elsewhere.

Although some of these four car parks have the potential for future redevelopment, it is not expected that any of the four would be declared surplus before 2030, and as such these works are recommended to ensure the respective facilities remain safe and fit for purpose in the medium term.

A bid for £400,000 is requested from OSPR (includes £40,000 risk provision). (Spend Profile - 23/24 Evaluation and Design Development Stage Q4- £150,800, 24/25 Construction and Implementation stage Q2 -£249,200)

The project would support the following strategies and priorities:

- Priority 2 - Investment in off-street car parks
- Transport Strategy in reducing the need for on street parking, helping to ensure street space is used efficiently and effectively, supporting accessibility and reducing emissions from vehicles which may otherwise idle.
- The works required have been defined following fire risk assessments and a number of surveys and are listed as a major risk on Pentana - ENV CO HW 010 which aligns to broader Corporate Health and Safety Risks and Strategy objectives.

Ground Penetrating Radar Survey (GPRS) for Infrastructure Strategy

This bid would fund a complete Ground Penetrating Radar Survey of the City's roads and footways. City Operations is in the process of establishing a Utility Infrastructure Strategy to inform our service priorities and key objectives for our

highway and public realm infrastructure. This is closely aligned to the City's long-term Transport Strategy and is about to go out for public consultation. The bid would enable the data required to inform the Infrastructure Strategy and capital programme planning.

A complete, detailed baseline of the utility infrastructure that lies immediately below our road network is a key element of the Infrastructure Strategy. Current datasets are useful but are generally project specific and are overly reliant on local knowledge from individual officers. As such the information is inconsistent, unreliable and incomplete.

This lack of consistent information means we cannot help utilities plan their network expansion requirements (i.e. we don't fully know where there's space under our roads) and we cannot easily plan our own highway capital improvements (such as plant new trees and reconstruct the highway) without first excavating the road to check for underground plant.

The data will also be of use to Planning Colleagues in considering new developments and to City Surveyors in their assessment for the potential expansion of local area heat networks such as Citigen.

It would also aid utilities in their advance planning process for street-works activities, minimising abortive works to prove new routes for expansion and thereby reducing disruption to the public. Establishing an Infrastructure Strategy to inform our service priorities, results, development and innovation for highway infrastructure.

A bid for £150,000 is requested from OSPR. (Spend profile of £75,000 in FY 23-24 and £75,000 in FY 24-25)

The GPR Survey project supports the following strategies and priorities:

- Revenue funding for highway and cleansing maintenance operations
- Transport Strategy objectives relate to efficient and effective use of our streets, minimising disruption through roadworks, ensuring accessibility and resilience to future changes.
- Climate Action Strategy - This survey data will be invaluable in considering the potential expansion of local heat networks across the Square Mile, a key element within the delivery plan for the City Local Area Energy Network under the Climate Action Strategy.

Tech City - Innovation through the use of intelligent install solutions and similar AI tools which aligns with the Tech City strategy.

Corporate Outcomes are enabled through an effective utility infrastructure strategy including People are safe and feel safe on our roads and Communities are cohesive and have the facilities they need.

Street Furniture ASB Protection Measures

This bid is being submitted to secure funds to retrospectively apply street furniture remediation from anti-social behaviour, specifically anti-skateboarding measures.

In recent years, we have made sure that all projects involving changes on street, have included appropriate anti-skateboarding measures such as discrete notches within the planters, kerbs and/or the seating to stop skateboarding damage to these highway assets. However, when the streets became less busy during Covid, we experienced an influx of skateboarders who found a range of locations within the square mile to the detriment of a number of public realm assets, often including material damage. The problem generally occurs in areas which have not had the benefit of the more recent projects which now include design features to deter skateboarding and prevent or at least minimise skateboarding damage.

The works include retrospectively apply anti-skateboarding measures including notches in planters and kerbs, to introduce of corduroy paving before and after steps, and/or deterrents on handrails. Note that these measures have been successfully trailed in an area around St. Paul's. This success has informed a better understanding of what is required and the relevant costs to complete a programme of works to include: St. Paul's Churchyard, Sermon Lane/Peters Hill, Aldgate Square, Fann Street, Mitre Square and more recently in and around the Guildhall.

A bid for £100,000 is requested from OSPR is requested. (Spend Profile £50,000 in FY 23-24 and 50,000 in FY 24-25)

In terms of OSPR funding priorities, the project supports the following strategies and priorities:

- Priority 1 - Highway and cleansing maintenance operations.
- Priority 3 - Projects which support outcomes of the Transport Strategy
- Transport Strategy - people can safely walk and cycle in the City
- Destination City – support premier locations for visitors and events and reduce negative impacts on these spaces from anti-social behaviour.

CIL Bids

City Cluster Programme

The City Cluster has the most development activity of any part of the City. Over the next five years a number of significant buildings including several towers will be completed which will transform the townscape and bring many more people into the area. It is essential that the streets and public realm are transformed in order to enable and support this development and provide a high-quality environment that is commensurate with the developments. The City Cluster programme is the Committee approved mechanism to deliver this change.

This programme is overseen by a Programme Board which includes Ward Members from Aldgate, Lime Street, Langbourn and Bishopsgate wards, local stakeholders and is Chaired by the Chair of Planning and Transportation Committee. It also includes the Chair of the EC BID and representation from the City Property Association and TfL.

The City Cluster area is undergoing a dramatic transformation with four consented developments being built in the City Cluster and nearly six tall building

developments either approved or in the pipeline seeking planning approval. This creates some real challenges to accommodate increased footfall, servicing requirements and growth in local infrastructure in order to accommodate pre-construction, construction and building occupation requirements. Therefore, changes are required to provide an inclusive and fit for purpose environment across the area to support the developments already granted and those yet still to be considered.

This City Cluster area alone has generated in excess of £80m in CIL contributions.. Developers are also supportive of the programme and have specifically requested that their CIL contributions are used for this programme.

These buildings will see a huge increase in the number of people using the already crowded streets in the area and will increase demand for a high-quality environment that is commensurate with the quality of the developments and support the changing needs of City workers and visitors, providing resilient environments and facilities to support sustainable travel modes and provide public spaces for people to dwell in throughout the area.

The current lack of suitable infrastructure is a physical restraint to growth in the area. The programme looks at making changes across the area and covers physical changes needed for safety as well as softer changes to improve ground level greening and welcoming environment for the large volumes of people in the area. It is a coordinated approach and failure to deliver all of the programme will create areas within the Cluster that do not meet the expectations of the local stakeholders and would jeopardise the success of encouraging a concentration of workers who stay longer in the City, supporting the Destination City aims.

There are a number of inter-connected projects within the programme, including the transformation of the main streets such as Leadenhall Street and Fenchurch Street where many of the new towers are situated. All of these projects have been assessed in terms of their outcomes and agreed as the highest priorities by the programme board.

City Cluster Programme: Summary of high priority projects (2024-2027) includes:

1. Leadenhall Street transformative change (high concentration of new developments, key east-west movement route)
2. Fenchurch Street pedestrian priority measures and enhancements (high concentration of new developments, proximity to transport hubs)
3. Bury Street, Mitre St and Creechurch Lane accessibility and public realm improvements (EC BID priority and local business community)
4. Healthy Streets Plan – southern area of City Cluster and Fenchurch area (essential to coordinate with EC BID proposals, wider City vehicular and servicing strategies, Climate resilience and mitigation measures).
5. Greening and climate resilience - Lloyds Avenue and area wide improvements (Ward Member priority and Climate Action Strategy delivery).
6. Lime Street - Fenchurch Street pedestrian crossing improvements at key walking and cycling route, and connectivity to Leadenhall Market.

The projects are currently at design development stage and subject to confirmation of the funding strategy. A phased approach is to be undertaken to deliver the schemes.

This programme has strong support from ward Members and local stakeholders including the ECBID who will be contributing £1M to the programme if this bid is successful. This contribution would be dependent on the successful application of funds in this bid and would be withdrawn if the bid is unsuccessful and projects are cancelled.

The EC BID have stated that they would support quick results and would like key projects to start on site in spring 2024. This is particularly applicable to Creechurch Lane area where there are temporary installations that need to be replaced by a permanent scheme. The construction of the transformational project at Leadenhall Street is also time critical as we have a restricted window in which to deliver this project in the most efficient and coordinated manner with the developments and their associated S278 highway works, in order to avoid disruption and limit costs. This means that works must start in summer 2024, and, in order to meet this deadline, funding must be confirmed by this autumn.

The developers who have contributed, have specifically requested CIL contributions are used for this purpose. There is a reputational risk from the development industry and political ramifications that if CIL contributions are not used within the area, the Corporation is prioritising the use of CIL to meet our corporate capital pressure and is not being used to deliver infrastructure necessary to support new development.

Officers have considered whether the programme would be eligible for OSPR funding. Officers are of the view that the use of CIL funding is more appropriate in this area due to the number of new development schemes that have generated the vast amount of CIL funding for the City. By contrast, the focus for OSPR is around supporting on-going maintenance budgets for front line services and those projects that are ineligible for CIL.

A bid for £5.9m is requested from CIL (including £0.4m risk provision) (Spend Profile; FY 24/25: Q1 £0.2m, Q2 £0.2m, Q3 £0.3m Q4 £0.3m, FY 25/26: Q1 0.5m, Q2 0.5m, Q3 0.8m, Q4 0.8m and FY 26/27: Q1 £0.8m, Q2,0.5m Q3 £0.5m, Q4 £0.5m).

The total project value would be £12.7m. The remaining £6.8m would be pooled from other funding sources including S278 and S106 funding, EC BID contribution and Climate Action Strategy (funding for Cool Streets and Greening Programme). Although the project spans multiple years, there is an expectation that projects are fully funded in order to progress, therefore the full amount is being requested now.

When reviewed alongside the CIL funding priorities, the project meets the criteria for Test 1 and Test 2, and is considered Essential to accommodate growth in visitors, City workers and events in support of the City Cluster Vision and Destination City programmes.

The delivery of the programme is structured around three work streams, and compliments the City Cluster Vision, Destination City and the London Transport Strategy. The workstreams include projects that will improve:

- 1) the function of the streets and walking environment,
- 2) greening and environmental resilience of the public realm, and
- 3) activation and engagement as part of the Destination City initiative.

These three workstreams have been progressed following engagement with stakeholders and are aligned with corporate priorities.

The projects that this bid would support, align with the City Cluster Vision which outlines a framework for the creation of a positive and welcoming street environment to support the City's Corporate Strategies. The programme will ensure the streets and spaces are attractive, safe, and inclusive. The ability to place the City Cluster as a destination beyond the working hours, welcoming visitors and workers alike remains a key aim of the programme.

Other Capital and SRP Bids

AB3 - Central Criminal Court Public Gallery Safety Improvements, £0.25m, Essential

Design is for a closed space using glass panels within the brass railings so that nothing could be dropped through or fall through all Court Room Public Galleries.

This will address fall risk and hazard for public and working at height compliance for staff. Current railings/balustrades do not meet minimum standard height requirements.

AB4 - Central Criminal Court Additional Fire Alarm Requirements, £0.7m, Essential

A fire_alarm replacement project was undertaken and completed to address the immediate concerns of a system that was no longer fit for purpose, this project was completed in June 2023, however as good as the system currently is, extensive additional works to provide a full Life Safety and Property Protection system throughout the building is still deemed a requirement.

To note, the agreement between COL & HMCTS includes a provision for joint funding (up to 95%) for improvements "to enhance the quality or extend the scope of an existing facility" whereby all other works are 'repairs' which fall to the COL to fund. "Repairs" include the "replacement of worn out and obsolete features by their modern equivalent".

The urgency of this replacement has been reinforced by the severity of concerns raised following visits by the London Fire Brigade in 2018. The alarm replacement project was completed this year to address the immediate concerns, however, there has always been an intention for a full Fire Strategy resulting in extensive additional works to provide a full Life Safety and Property Protection system.

AB5 – Fire Doors and Shutters - Central Criminal Court, £0.25m, Essential

The replacement of non-compliant fire doors and remediation work from last fire door survey 2018.

New fire safety regulations in 2022 specified that fire-resisting doors are one of the most important measures to safeguard the means of escape from fire. Fire risk assessment and surveys have identified whether the doors are adequate to resist the spread of fire and smoke. It has been found that the existing doors are inadequate they need to be replaced or other doors will need remediation to ensure they act accordingly in the event of a fire.

AB6 - Pipework - Central Criminal Court, £0.25m, Essential

This is the replacement of all identified corroded pipework between 50 and 116 years of age.

If the pipes burst, we could end up with no heating, cooling or service to a particular area affecting business continuity for the Courts.

AB7 - City Commons: Boundary livestock fencing replacement West Wickham & Coulsdon Commons (WW&CC) and Stoke Common, £0.092m, Essential

Livestock fencing is an essential safety feature that prevents livestock (sheep, cattle and goats) from getting onto the roads and impacting road use and adjacent properties.

The grazing is an obligation to meet the priority lowland heathland habitat management requirements under the site's statutory Site of Special Scientific Interest (SSSI) designation. Phased patch of the fences has been undertaken each year by site and the current request is for a significant 250m section of fence replacement which needs more substantial investment and contractor support. A further 400m section will need to be replaced within the next five years and they are currently exploring further external funding options to achieve this.

AB8 - City Commons: Entrance board replacement, £0.16m, Advisable

There were large distinctive bespoke black entrance boards installed thirty years ago across the COL Natural Environment Estate. There have been two incidents where signs have failed, given the large size we were fortunate property or people were not impacted. Annual condition monitoring has led to the removal of half of the signs for safety reasons with the remaining signs well beyond their design life.

The project seeks to replace 40 signs at Ashted Common and West Wickham and Coulsdon Commons. These will be based on off-the-shelf structures which provide a more financially sustainable option and the much smaller overall size will greatly reduce the safety concerns.

AB9 - Epping Forest Copped Hall Park Tudor Square Pond Sluice Gates, £0.47m, Advisable

Engineers have advised that repairs to sluice gates are required as they are in danger of collapse.

Tudor Square Pond is a medieval landscape feature and is rated as of high importance by Heritage England. The repair of the sluice gates will arrest the decline of the registered landscape

AB10 - Guildhall Complex Fire Alarm Replacement, £0.9m, Essential

Guildhall Complex requires repair and upgrade of the current fire systems. The works are proposed to take place in two Stages. Stage 1 will reflect the remedial works in order to bring the current system up to compliance and back to a fault free condition. Stage 2 will be for the upgrade of the obsolete fire alarm control panels site wide in addition to the full graphics systems.

This will address defects in our current Fire Alarm system and helps with our obligation to comply with the Fire Regulatory Fire Safety Order 2005.

AB11 - Corporate Device Stock Replacement, £0.69m Important

The procurement of new corporate devices to meet the demands of increasing staff numbers and replacement of end of life or faulty devices.

The COL device refresh programme was completed between 2020 – 22, however since that time overall staff numbers have increased by around 300 (12%) and replacement devices are required for those that are broken or faulty outside of their original warranty. This bid is intended to fund replacement devices up until the next widespread refresh which would be required in 2026.

AB12 - Network Contract – Support and Refresh, £4.25m, Important

This is needed to cover the retender and transition to the new network support contract prior to the end of the contract in January 2025. Funding will need to include the replacement of any Network equipment across COL and COLP prior to January 2025 and longer term, the refresh of the Network across existing COL and COLP buildings in line with the new Network strategy.

The Network Support contract ends in January 2025 and will become non compliant or cease. An unsupported or end of life network would place significant risk on the effective delivery of services with increased risk of network outages.

This bid is subject to further detail on the profiling and requested amount prior to full approval.

AB13 - Audio Visual Equipment, £0.14m, Advisable

The replacement of existing audio visual equipment across Committee Rooms and Corporate Meeting Room, originally installed in 2020, which is now end of life. There are in excess of 60 audio visual installations across Guildhall and other sites.

Failure to replace this equipment could mean that audio visual equipment becomes unstable or fails to function which will impact significantly upon Committee Meetings and hybrid officer meetings.

AB14 - Public Switched Telephone Network (PSTN) Replacement, £2.5m, Essential

This project is the identification, assessment and remediation of existing telephone lines before the services end in December 2025 including services such as social housing lifts, door entry systems, barrier access control, care lines, office building with lifts and Fire alarm systems.

Should these systems fail to be upgraded by the end of 2025, this could lead to essential services being inactive, without anyone being aware. Failure to complete this work on time will have significant reputational and financial impact, along with the potential to endanger life.

This bid is subject to further detail on the profiling and requested amount prior to full approval.

Committee(s): Policy & Resources	Dated: 14 th December 2023
Subject: Appointment of Policy Leads for Climate Action and Sustainable Finance	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	5, 6, 7, 10, 11
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Town Clerk	For Decision
Report author: Ben Dixon, Head of the Policy Unit, Office of the Policy Chairman	

Summary

Following advertisement for a Sustainability Policy Lead, two Expressions of Interest (Eols) were received. These Eols were assessed by an officer panel and subsequently reviewed by the Policy Leadership Team.

The panel found that both candidates were well qualified and met the assessment criteria outlined in the call for applications. Given the Corporation’s substantial ambitions in this area, it is recommended to create two policy leads; one for Climate Action and one for Sustainable Finance in order to ensure coverage of this important policy area.

Recommendation(s)

It is recommended that two policy lead roles are created, with appointments made as follows:

- Alderman Alison Gowman be appointed as Climate Action policy lead.
- Irem Yerdelen be appointed as Sustainable Finance policy lead.

Main Report

1. At the October meeting of the Policy & Resources Committee, it was agreed to advertise to the whole Court the vacancy of the position of Sustainability Policy Lead.
2. A call for Expressions of Interest was sent on 23rd October; with an application deadline of 30th October.
3. Two Expressions of Interest were received by the deadline:

- Alderman Alison Gowman
- Irem Yerdelen

Initial Assessment Stage

4. An officer panel carried out an initial assessment of the Expressions of Interest against the criteria identified:
 - a. Experience in Climate Action and/or Sustainability within Financial or Professional Services.
 - b. Understanding of Sustainable Finance or Infrastructure with or in COLC target markets.
5. The officer panel consisted of:
 - c. Benjamin Dixon, Head of the Policy Unit, Office of the Policy Chairman
 - d. Jennifer Beckermann, Executive Director and Private Secretary, Office of the Policy Chairman
 - e. Kerstin Matthias, Policy and Innovation Director
 - f. Kate Neale, Climate Action Programme Director

Officer Assessment

6. Following assessment, the panel concluded that both candidates were well qualified and met the assessment criteria. They would each be well suited to make a significant contribution to the City Corporation's activities in advancing our position on Sustainability and Climate Action.
7. Alderman Alison Gowman's Eoldemonstrated extensive and deep experience against the criteria of involvement with climate action, both professionally and within the City Corporation.
8. The panel noted considerable involvement in the City of London's climate action and sustainability work over a sustained period. In particular, the panel noted her role in setting up the Green Finance Institute, founding the Livery Climate Action Group as well as considerable international experience such as participation and leadership at previous Conference of the Parties (COP) meetings.
9. Irem Yerdelen's Expression of Interest also demonstrated a high level of relevant professional experience, particularly in respect of risk and insurance. The panel noted considerable professional activity on sustainability, nature and climate disclosure.
10. Furthermore, the panel noted considerable activity within the City Corporation and its partners, including in supporting the implementation of the Climate Action Strategy and our activities with Heart of the City.

11. The officer panel concluded that both candidates have clear and significant understanding and knowledge of the field.
12. Both candidates have a clearly identifiable passion for the subject matter as well as considerable professional experience.
13. The panel noted that the two candidates had significantly different levels of experience as elected Members and the levels of experience demonstrated in the Expressions of Interest were reflective of this.

Next Steps

14. The officer panel noted that:
 - The Sustainability portfolio as it stands is significant with several time-consuming responsibilities. The City Corporation has significant ambitions in the coming period, both in terms of hitting its climate action targets and in supporting and promoting UK sustainable finance.
 - Both candidates scored highly in the assessment.
 - One of the original intentions of the policy lead programme was to increase the involvement of Members from across the whole Court.
15. It is therefore recommended to create two policy lead positions as follows:
 - Climate Action policy lead, concentrating on supporting the Policy Chairman in delivery of the City Corporation's ambitious Climate Action Strategy.
 - Sustainable Finance policy lead, concentrating on supporting the Policy Chairman in promotion and development of the UK's green finance offer, in line with the City Corporation's Competitiveness Strategy.

Benjamin Dixon
Head of the Policy Unit, Office of the Policy Chairman
benjamin.dixon@cityoflondon.gov.uk

APPENDIX 1 – Alderman Alison Gowman Expression of Interest

APPENDIX 2 – Irem Yerdelen Expression of Interest

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APPENDIX 1 - Alderman Alison Gowman Expression of Interest

The City Corporation has been radical and a powerhouse of action by creating, funding and implementing a climate action strategy that is outstanding and we now need to build on that momentum. At the same time its leadership in green finance, nature and sustainability is a key message at home and abroad. I have an established profile and experience and track record in all these areas within London, the UK and with international connections.

Experienced as a lawyer at DLA Piper, a leading firm around S+ESG and renewable energy, including work in waste and PPAs. I was instrumental in setting up the Green Finance Initiative with the wider business community (acting as Deputy Chair to Sir Roger Gifford) and founding NED at the Green Finance Institute (to 2022). Also founder and chair of **Livery Climate Action Group** with over 94 Liveries now actively involved. This has expanded to include wider professional engagement with a Green Aviation Task Group and embryonic insurance led FS engagement on climate risk. Initiated liaison with City Churches and Inner and Middle Temple.

Trusted partner with **Government**. Engagement with Environmental Audit Committee led to their first enquiry into Green Finance in 2015. Significant liaison with HM Treasury and BEIS as part of Finance Friends of COP26.

Corporation committee experience as a key member in creating the Climate Action Strategy. This included team working across Committees and members, liaising with Chairs and officers over queries and concerns. Known and trusted collaborator with members and officers. Served on most major committees listed (also member of former CASC) and Capital Buildings. Lead member on sustainability both for City Bridge Foundation and London Museum.

I initiated and chaired the City's Energy and Sustainability Subcommittee (2010 - 2016) and encouraged the City's first Carbon Descent Plan to reduce emissions leading to the Corporation becoming the first local authority to be certified under the Carbon Trust Standard on energy reduction (2012). Led renewal of contract with Citigen for CHP generation.

Understanding of international market. I led groups at COP25 and 26. Capitalised on my understanding of green finance in visits to US, Canada and China (virtually) with Lord Mayor in 2022, promoting green and sustainable finance, building on existing links. Continued strong links with China Construction Bank. Also with CIBC (spoke at their annual conference 2023) and CDPQ and speaking at the Canada UK Colloquim 2022. I have an established network across Europe, especially Germany, and via the FC4S. My links with Japan are via Nomura who are based in my Ward.

I lead the Corporation's engagement with LatAm, especially Brazil and working with LatAm Embassies on pensions and investment matters. Appointed by DIT on the UK-Peru Infrastructure Taskforce (2018) working on green financing of new infrastructure deals.

Personal Experienced speaker with good networks. Ready to hit the ground running due to my in-depth knowledge and commitment.

APPENDIX 2 - Irem Yerdelen Expression of Interest

I am currently a Partner of the largest global sustainability consultancy firm (ERM); working with corporate, finance sector and sovereign clients on a daily basis, spending 50hr weeks on the sustainability topics and making impact in the world via advising on how to 'operationalise' sustainability. I chose this area as my focus not only because there is an urgency to act on Climate Change but also it's my purpose to channel my passion into helping the generations yet to come. I regularly speak about ESG / Sustainability at conferences & panels, produce thought leadership and influence young talent to work on this field. You can see my articles on my LinkedIn profile www.linkedin.com/in/irem-yerdelen2018

I am fully committed to support CoLC on this area and bringing the time, energy and dedication needed. I have been actively engaging and working with the previous lead Keith Bottomley and officers on a regular basis since I became a member. I have put my hand up for the Ward Pilot Scheme on implementing Corporation's CAS at ward level and working closely with officers and Heart of the City to execute plans.

Experience in Climate Action and/or Sustainability within Financial or Professional Services.

I bring 16 years of risk and insurance industry experience and have been working at major risk advisory firms in the City's FPS cluster, across the topics of Reinsurance, Alternative Risk Transfer Solutions, Risk Management Strategy. Early on in my career I focused on Natural Catastrophe exposures and providing capital market solutions to FTSE style organisations for managing & mitigating such risks; which is these days translated into Physical Climate Change impact. I am now utilising my transferable skills to advise Finance sector organisations (such as Banks, Insurers, Asset Managers, Infrastructure / Private Equity funds, etc) to take Climate Action by setting up dedicated strategy, identifying and managing their climate-related risks & opportunities (physical & transition); by reporting on climate-related financial disclosures; by performing a pivotal role in the UK's ambitious goal of becoming the world's first net zero-aligned financial centre.

A recent example is a project that I led, which was related to the development of a Transition guidance document that outlines minimum requirements for (Re)Insurance market to formulate comprehensive climate strategies within the next three years. This guidance serves as a practical roadmap, offering clear areas to focus and measure, as well as actionable recommendations to implement. By aligning industry practices with the UK's climate and sustainability objectives, my project team and I sought to drive significant positive change within the insurance sector in the short-term.

Besides, I advise finance organisations on operationalisation of relevant business strategies and tactical actions to achieve future climate resilience and with that effect I have been involved in shaping up market wide frameworks and policy guidance, example being: Financial Stability Board (FSB)'s global framework Task force on Climate-Related Financial Disclosures (TCFD).

Understanding of Sustainable Finance or Infrastructure with or in COLC target markets

We need to position the UK as a one-stop shop for sustainable finance in the eyes of other countries & companies, guiding with transparency and expertise. UK sustainable finance activity is growing so far across asset classes and City of London ecosystem is ripe for it to flourish further. I regularly support financial services clients to navigate the complex regulatory landscape associated with climate risk and disclosures, as well as Net Zero transition guidance. Good example to share as a subject matter expert, I advise Private Equity / Infrastructure funds and supporting their Portfolio Companies in setting up net zero roadmap, metrics and targets (science-based), decarbonisation plans and implementing the relevant technologies (levers) to achieve incremental carbon reduction. Alongside how to manage their water exposure and biodiversity impact.

During COP28 CoLC will focus on areas such as *transition finance, voluntary carbon markets, nature* that feature in our ongoing sustainable finance workstreams and provide an opportunity to showcase UK leadership. Having held senior positions, I managed and coordinated multifaceted programmes worth several millions, globally involving many people at a time. This brings the ability of liaising and engaging with variety of internal & external stakeholders in a collaborative way to drive results and support the Policy Chairman and the Lord Mayor to make progress on these sustainable finance focus areas and create momentum. For example, I will be able to offer a technical viewpoint as well as the relevant connections from the Public and Private sectors that would support the Corporation's success in this field.

Lastly, worth highlighting the below relevant points regarding my involvement thus far:

I attended Net Zero Delivery Summit, representing CoLC and joined follow-up meetings related to sustainable finance topics.

I am representing CoLC for The Cities Commission for Climate Investment, a partnership which is developing a business case for attracting private investments for retrofitting UK homes on mass.

Supporting the High Growth Markets policy lead in sounding board capacity to share market insight & expertise on Sustainability at regular meetings.

I am an active member of the Barbican Renewal Committee which will be the biggest sustainability / infrastructure related project that Corporation need to undertake to reduce necessary carbon emissions by 2027, offering support to Barbican & City Surveyor teams.

Agenda Item 11

<p>Committees: Equality, Diversity and Inclusion Sub-Committee – For discussion</p> <p>Community and Children Services – For decision</p> <p>Policy and Resources – For decision</p> <p>Court of Common Council – For decision</p>	<p>Dated:</p> <p>11th December 2023</p> <p>13th December 2023</p> <p>14th December 2023</p> <p>11th January 2024</p>
<p>Subject: CoL Care Experienced as a Protected Characteristic Policy approval</p>	<p>Public</p>
<p>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</p>	<p>Contribute to a flourishing society</p> <ol style="list-style-type: none"> 1. People are safe and feel safe. 2. People enjoy good health and wellbeing. 3. People have equal opportunities to enrich their lives and reach their full potential. 4. Communities are cohesive and have the facilities they need.
<p>Does this proposal require extra revenue and/or capital spending?</p>	<p>No</p>
<p>If so, how much?</p>	<p>NA</p>
<p>What is the source of Funding?</p>	<p></p>
<p>Has this Funding Source been agreed with the Chamberlain’s Department?</p>	<p>NA</p>
<p>Report of: Judith Finlay, Director Community and Children’s Services</p>	<p>For Decision</p>
<p>Report author: Chris Pelham, Assistant Director People Directorate, Community and Children Services</p>	

Summary

In May 2022, the Independent Review of Social Care published its final report to Government: [Final Report - The Independent Review of Children's Social Care](#). The

review looked in-depth at the experience of care, including the experience of people who had been in care. The review considered extensive feedback and consultation from public bodies, national voluntary organisations and charities, on the experiences of care. The final report recommended that Government should make care experience a protected characteristic.

The Government chose not to implement this recommendation, but local authorities across the country are taking their own action to adopt this principle within their local authority policy and procedural arrangements.

In January 2023, Lambeth became the first London local authority to commit to treating care experience as an additional equality strand, alongside the protected characteristics set out in the Equality Act 2010. Since then, six more London local authorities have made this commitment, and all other London local authorities are considering this as part of their commitment to the London Care Leavers Compact. This is in addition to a further 24 local authorities nationally, with many more making progress on approvals to also adopt the Compact.

The London Care Leavers Compact was established in 2022 to deliver a consistent and high-quality offer for care leavers across the capital. Supported by the Department for Education's funded London Innovation and Improvement Alliance, the Compact provides a framework for all London local authorities to develop consistency, breadth and quality in the support offered to London's care leavers.

The City of London's own Corporate Equalities Objectives set out our commitment to meeting the ambitions of the London Care Leaver Compact.

A report was presented to the Safeguarding Sub-Committee in June 2023, noting the progress that the City of London Corporation (CoLC) has made in respect of the Care Leavers Compact. The report also highlighted our commitment to having care experienced adopted as a protected characteristic.

This report is seeking approval to adopt a specific City of London policy approving care experienced as a protected characteristic (see Appendix 1). In doing so, the CoLC will be further demonstrating its ambitions towards improved opportunities for care leavers in line with the CoLC's wider commitment to strengthening social mobility and equal access opportunities for all.

The policy will go to the Equality, Diversity and Inclusion Sub-Committee for information/discussion, then Community and Children's Services Committee and Policy and Resources Committee for approval and, if approved, it will continue on to the Court of Common Council for approval.

Recommendations

Members are asked to:

- Endorse the CoLC's recognition of care experienced as if it were a protected characteristic where practicable and, in doing so, approve the CoLC's specific policy, 'Care Experienced as a Protected Characteristic' (Appendix 1).

Main Report

Background

1. A CoLC care leaver is a young person aged between 18 and 25 who has been looked after by the CoLC for more than 13 weeks after their 14th birthday, including some time after their 16th birthday. All CoLC care leavers are entitled to access support from the Children Social Care Service. We proactively encourage them to engage with this support through the allocation of a qualified social worker throughout their period in care, up to the age of 25 years. Care leavers are also referred to as 'care experienced', which is reflected in this paper and the 'Care Experienced as a Protected Characteristic' policy.
2. The Independent Review of Children's Social Care headed by Josh MacAlister published a final report in May 2022 that noted:

Many care experienced people face discrimination, stigma, and prejudice in their day to day lives. Public perceptions of care experience centre on the idea that children are irredeemably damaged and that can lead to discrimination and assumptions being made. One young person told the review that a teacher had told them "You're smart - for a kid in care", another young person said "I don't want people to point out that I am in care if I don't want that mentioned. It makes me so cross – that shouldn't happen."

This stigma and discrimination can be explicit, and often comes with assumptions about the likely characteristics of children and adults that have care experience. They can also be implicit and are evidenced in the way care experience is discussed in schools, workplaces, and the media. At its worst this can lead to care experienced people being refused employment, failing to succeed in education or facing unfair judgements about their ability to parent when they have children and families of their own. Hearing testimony from care experienced people sharing the discrimination they have experienced, even from a very young age, it is clear that such discrimination can be similar in nature to other groups that have a legally protected characteristic under the Equality Act (2010). So, while there may be ways that society can help reduce stigma and discrimination, including creating greater public consciousness on these issues, just as with other areas of equality, there is a case to go further. Therefore, the government should make care experience a protected characteristic.

3. The Government chose not to implement this recommendation, but councils across the country are now taking their own action. Seven London local authorities have currently adopted care experienced as a protected characteristic, with all other London local authorities exploring this option as part of the wider regional work of the London Care Leavers Compact. This is in addition to 24 other local authorities nationally adopting care experienced as a protected characteristic.

4. The City of London, alongside the other 32 London local authorities, is committed to meeting the goals and ambitions of the London Care Leaver Compact and has set this out in our own Corporate Equalities Objectives.
5. Furthermore, as part of the CoLC commitment to the Care Leaver Compact, the City of London will be working with partners across the Square Mile to enhance employment and training opportunities for all care leavers. This workstream will align with Destination City ambitions and support the CoLC to improve social mobility opportunities for people who are care experienced.
6. As corporate parents, all council officers and Members share a collective responsibility to ensure that care experienced children and young people who may have had disrupted experiences of family life get the support they need to live the happiest and healthiest lives possible. This includes responsibilities to:
 - Ensure that the support we provide to our care experienced children and young people is of the same quality we would expect for our own children
 - Challenge the negative attitudes and prejudice that exist in relation to care experienced children and young people in all aspects of society
 - Act as champions for the needs of our looked-after children and care leavers in all our spheres of influence
 - Proactively seek out and listen to the voices of our care experienced children and young people when developing new council policies.
7. As already noted, the Independent Review of Children's Social Care 2022 recommended that:

“Government should make care experience a protected characteristic” and “new legislation should be passed which broadens corporate parenting responsibilities across a wider set of public bodies and organisations.”
8. While this recommendation was not implemented by the Government, having a specific CoLC policy that recognises care experienced should where practicable be treated as a protected characteristic will demonstrate our commitment to challenging and eliminating discrimination and prejudice against this group of young people.

Current Position

9. As at the start of November 2023, the CoLC was supporting 56 care leavers. Of this group, 89% were in employment, education or training, and 96% were in suitable accommodation.
10. In respect of our commitment to the London Care Leaver Compact, specific CoLC examples include:
 - Our policy of making Council Tax exempt for all our care leavers

- Meeting the cost of using Transport for London bus services for our care leavers
- Prioritising our care leavers within our housing allocations policy.

11. CoLC Members have always demonstrated a commitment to supporting our care experienced population. Following a focused visit of our care leaving services in November 2018, Ofsted noted that:

“Care leavers in the City of London benefit from a strong service that ensures that they are very well supported. They receive effective help which enables most to achieve good outcomes. There is a determined and appropriately ambitious political and corporate focus to sustain and improve outcomes for care leavers.”

12. Furthermore, in 2020, during the full Inspection of Children Social Care Services, Ofsted judged the experience and progress of ‘Children in Care and Care Leavers’ to be “Outstanding” noting the following:

- Children in care and care leavers are extremely well supported.
- Commitment to ensuring that needs are met is demonstrated by senior leaders, councillors, health partners and children’s social workers, resulting in an extremely good level of service.
- Extremely strong involvement and interest from council members.
- Particular sensitivity shown regarding cultural diversity.
- Strong use of advocacy and independent visiting.
- Good housing offer, with support and moving only when ready.

13. In 2023 Ofsted introduced a separate judgement on care leavers, in recognition of the unique set of presenting needs of this cohort of young people.

14. Oversight and monitoring of the impact of policy and service performance in respect of our young people who are care experienced is reported to the Safeguarding Sub-Committee, Chaired by the Chair of Community and Children’s Services.

15. Establishing a specific CoLC policy will treat care experienced as a protected characteristic and will further demonstrate our continued ambition and commitment to delivering outstanding support for our care experienced population. The proposed change will extend the protection against direct and indirect discrimination to this group in our local policy and practice. It should be noted that the requirement to make “reasonable adjustments” under the Equality Act (actions and alterations to increase accessibility) applies specifically and only to the protected characteristic of disability. Any local change will remain consistent with that requirement and limitation in order not to create the risk of discrimination against other protected characteristics.

Options

16. There are two options:

- a) For Members to approve that the CoLC should treat care experienced as if it were a protected characteristic where practicable to do so as set out in the specific policy (Appendix 1). This is the preferred option.

In doing so, we will be contributing to meeting the specific goal set out in the Corporation's Equalities Objectives 2023-2027 to implement the London Care Leaver Compact.

It will also demonstrate our commitment to improving social mobility opportunities for people who are care experienced, and support the wider ambitions to enhance employment and training opportunities for care experienced people in the Square Mile and the CoLC.

- b) For the Community and Children's Services Committee not to approve that the CoLC should treat care experienced as if it were a protected characteristic. This is not the preferred option.

Pursuing option (b) will mean the CoLC is not aligned to the regional and national local government ambitions to improve equal access to opportunities for people who are care experienced.

Proposals

17. To adopt option (a) and treat care experienced as if it were a protected characteristic, as set out in the policy at Appendix 1. In doing so, the CoLC recognises that:

- Care experienced people are a group who, without this protection, are likely to face discrimination as defined by the principles set out in the Equality Act 2010
- Future decisions, services and policies made and adopted by the CoLC should have due regard to the requirements set out in the CoLC 'Care Experienced as a Protected Characteristics' policy.
- In discharging the Public Sector Equality Duty under s.149 of the Equality Act, the Corporation will include care experienced in the annual publication of information relating to people who share a protected characteristic in services and employment and generally have due regard to the need to eliminate discrimination against and promote equality of opportunity for care experienced people.

18. If agreed by Members, the report will go to the Equalities Diversity and Inclusion Sub Committee for information and discussion, and Policy and Resources and the Court of Common Council for approval.

Corporate & Strategic Implications

19. **Financial implications:** Having this status should not impact on the current funding for people who are care experienced. Implementation of the policy would require regular monitoring, with emerging risks presented to Members as required.
20. **Resource implications:** Having this status should not impact on the current funding for people who are care experienced. Implementation of the policy would require regular monitoring of impact in terms of finance and resource, with emerging risks presented to the Community and Children's Services Committee as required.
21. **Legal implications:** The Corporation is entitled to adopt the policy outlined above. Treating care experienced as if it were a Protected Characteristic will not directly bring into play the enforcement mechanisms set out in the Equality Act. However a failure to take into account the policy where it applies or departing from it where it is not reasonable to do so may result in Judicial Review.
22. **Risk implications:** Adopting this policy will reduce the likelihood of care experienced people in CoLC encountering discrimination because of this personal characteristic. It is likely to assist and ensure that there is access to equal opportunities to CoLC care experienced people in terms of education, employment, training and housing needs. The Corporation will be expected to follow the Policy unless there are reasonable and justifiable reasons for not doing so.
23. **Equalities implications:** An individual is protected from discrimination based on a certain characteristic. The Equality Act 2010 sets out the following protected characteristics;
 - Age
 - Disability
 - Gender reassignment
 - Marriage and civil partnership
 - Pregnancy and maternity
 - Race
 - Religion or belief
 - Sex
 - Sexual orientation
24. While acknowledging that the status of care experienced is not currently recognised as a legally binding protected characteristic within the Equality Act 2010, adopting the specific CoLC policy strengthens equal access of opportunity to care experienced people in the City of London. As such, it is a change in approach, not law, whilst adhering to the spirit and principles of the Equality Act 2010..
25. Furthermore, we will be contributing to meeting the goal set out in the Equalities Objectives to implement the London Care Leaver Compact and demonstrating our commitment to improving social mobility opportunities for people who are care experienced. Adopting this policy will also enhance our ongoing commitment as a

corporation to meeting the broader goals and ambitions regarding Equality, Diversity & Inclusion, as set out in our Equalities Objectives 2023–2027.

26. **Climate implications:** There are no known climate implications.

27. **Security implications:** There are no known security implications.

Conclusion

28. This report has set out the background and context to why the CoLC should adopt its own specific policy that recognises care experienced should be treated as a protected characteristic. In doing so, the CoLC will demonstrate its continued commitment to supporting the broader Equality, Diversity & Inclusion agenda, as set out in our Equalities Objectives 2023–2027.

29. The Corporation will be taking a clear regional leadership role in recognising that adopting this policy will provide equal opportunity access to a group of people who would otherwise be discriminated against because of their history of being in care.

30. Adopting the policy will also demonstrate our regional commitment to the Care Leaver Compact, provide a strong foundation for the CoLC to be a leader in developing opportunities for all care experienced people in the Square Mile, and meet our Destination City ambitions.

Appendices

- Appendix 1 – City of London Corporation: Care Experienced as a Protected Characteristic – Policy

Chris Pelham

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Appendix 1: City of London Corporation

Care Experienced as a Protected Characteristic – Policy

October 2023

Introduction

The City of London Corporation (CoLC) recognises that people who are care experienced may face unique challenges as they transition into independence and adulthood. The CoLC is committed to creating an inclusive and supportive environment for people who have been in the care of the CoLC. This policy reflects our commitment to ensuring that people who have been in the care of the CoLC will not be discriminated against because of their status as a care experienced person.

Definitions

Care experienced: An individual who has been in the care of the CoLC, either foster care, residential care, semi-independent provision, or other similar arrangements, and has since reached the age of 18, and is entitled to support until they are 25 years old.

Objectives

To provide CoLC care experienced people with equal access to education, training employment, and accommodation.

To collaborate with relevant agencies, organisations, and stakeholders to ensure that comprehensive and holistic support is available to CoLC care experienced people.

To create a supportive and inclusive environment that promotes the wellbeing and integration of CoLC care experienced people within the community.

Key Principles

Equal Opportunities: CoLC care experienced people shall have access to the same opportunities and rights as their peers, regardless of their care history.

Tailored Support: Services and support shall be tailored to the individual needs of CoLC care experienced people, recognising their unique circumstances.

Collaboration: The CoLC shall collaborate with educational institutions, employers, housing providers, and other relevant organisations, including the Corporation itself, to ensure that a coordinated and effective support network is available for CoLC care experienced people.

Advocacy: The CoLC shall actively advocate for the rights and needs of CoLC care experienced people within its policies and procedures, including acknowledgement

by all departments of their understanding and commitment to this policy within their corporate parenting responsibility.

Measures and Provisions

Education and Training: The CoLC to provide opportunities for access to scholarships, bursaries, and mentorship programmes to facilitate access to higher education and skill development for CoLC care experienced people. Prioritise care leavers for work experience opportunities, adult education services and ringfenced apprenticeships.

Employment: The CoLC to collaborate with employers (including internally) to offer opportunities to access internships, job training, apprenticeships and, career guidance to CoLC care experienced people.

Housing: The CoLC to prioritise the opportunity for CoLC care experienced people to access affordable housing and support, that ensures an opportunity for a smooth transition to independent living.

Implementation and Monitoring

The CoLC will regularly assess the effectiveness and impact of this policy through data collection, feedback mechanisms, and stakeholder consultations, reporting back to the relevant CoLC committees on the progress of the implementation.

In the delivery of the Public Sector Equality Duty, the CoLC will include care experience in the publication and review of Equality Objectives.

Future decisions, services and policies made and adopted by the CoLC should be assessed through Equality Impact Assessments to determine the impact of changes on people with care experience, alongside those who formally share a protected characteristic.

<p>Committees:</p> <p>Projects & Procurement Sub Committee (For information)</p> <p>Policy and Resources Committee (For Decision)</p>	<p>Dates:</p> <p>4 December 2023</p> <p>14 December 2023</p>
<p>Subject: BEMS Upgrade Project – Phase 1, Stage3: Guildhall East Wing</p> <p>Unique Project Identifier: 12268</p>	<p>Gateway 3/4/5: Options Appraisal and Authority to Start Work (Regular)</p>
<p>Report of: City Surveyor</p> <p>Report Author: Brendan Crowley</p>	<p>Public For Decision</p>

<p>1. Status update</p>	<p>Project Description: Building Energy Management Systems (BEMS) monitor and control the Heating, Ventilation and Air Conditioning (HVAC) systems, and other building systems across the Corporation. The BEMS is vital for ensuring the continuity and performance of building services, including their energy efficient operation. The BEMS systems at several sites are now obsolete, unsupported, and at end-of-life. ‘BEMS Upgrade Project Phase 1’ includes upgrades for: London Metropolitan Archives, Walbrook Wharf and the Guildhall East Wing and is being delivered in 3 stages.</p> <p>Note: there is a request to de-scope the migration of the BEMS in the CoLP GYE offices due to future planned works in this building, please see further explanation below in section 4.</p> <p>RAG Status: Amber (Amber at last gateway)</p> <p>Risk Status: Medium (Medium at last gateway)</p> <p>Total Estimated Cost of Project for stage 3 (excluding risk): £684,226. £716,495. (incl. risk). This is an increase of £1,208 from the Gateway2 issue report.</p> <p>Change in Total Estimated Cost of Stage 3 of Project (including risk): £1,208</p> <p>Spend to Date: Spend to date for Stage 3 of the project is £20,372 on Consultancy fees.</p>
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	<p>Funding Source: City Fund/City’s Cash & CWP funding</p> <p>Slippage: The initial project cost estimate (which informed earlier GW papers) were developed from a set of initial broad-brush site surveys. These estimate costs needed to be refined with more detailed technical surveys. Guildhall East Wing is a complex building which required a detail design specification to be delivered by Hilson Moran Ltd. This design took additional time along with the generation of accurate pricing for the BEMS specialist. This project also required the full completion of the PSDS GYE AHU project before this BEMS project could be started. Practical completion of the PSDS project is expected in Oct 2023. See section 3. for budget implications of de-scope.</p>
<p>2. Next steps and requested decisions</p>	<p>Next Gateway: Gateway 6: Outcome Report</p> <p>Note: that central funding has been agreed in principle and will therefore require further approval of RASC to draw down the funds.</p> <p>Requested Decisions: Approve Option 3: Migration of BEMS systems to Ecostruxure platform at Guildhall East Wing, except GYE Police Offices. This involves the migration of the relevant BEMS systems on site, procured via the Minor Works Frame, and delivered by the Minor Projects Team.</p> <ol style="list-style-type: none"> 1. Approve that a budget of £663,854 excluding risk be allocated to Stage 3 Guildhall East Wing, to reach the Gateway 6. Breakdown of costs: <ul style="list-style-type: none"> • Consultants Fees = £20,465 • Works = £643,389 2. Note that by approving Option 3, there is a de-scope of the project to exclude GYE Police Offices, further explanation in section 4. 3. Approve that a CRP budget of £32,269 is allocated to Stage3: Guildhall East Wing, to reach the next gateway. Please Appendix 2 Risk Register for details. 4. Next Steps: <ol style="list-style-type: none"> a) Secure project approval. b) Appoint Consultancy services for delivery & project management. c) Procure principal contractor services from preferred supplier via minor works framework. d) Request fixed cost proposal form contractors via principal contractor. e) Carry out hand over to assigned project manager from City Surveyor’s Minor Projects Team. f) Engage with site stakeholders at Guildhall to plan the phasing of the works. g) Start installation works.
<p>3. Budget</p>	

7. Note: the provisional funding approved to meet the total estimated project cost for 'BEMS Upgrade Project – Phase 1' project was £823,920 (excl. risk), £904,769 (incl. risk). In addition to this, approval was given for the reallocation of £229,200 of the unrequired central funding (£114,600 City Fund and £114,600 City's Cash) from 'Energy Reduction Programme – Phase 1' to the 'BEMS Upgrade ProjectCPG Estate – Phase 1' in the November 2021 GW2 issue report, see supporting papers. Additional funding is from CWP C1522CW002L. Please refer to table 2 in Appendix 3 for project funding matrix.
8. Approval was previously given for Phase 1 to be delivered in three stages. This paper addresses Stage 3 - the works at Guildhall East Wing.
9. The cost of Stage 3 is estimated to be £684,226 (excl. Risk), for funding stream breakdown for stages 1, 2 & 3 of the project please refer to table 2 in Appendix 3.
For recommended option 2:
Costed Risk Provision requested for this Gateway: £32,269 (as detailed in the Risk Register – Appendix 2)

Please see below Phase 1 Project overall cost summary (for details on actual Stage 1 & 2 project spend to date see App. 3):

Phase1 Stage	Cost Excl. Risk	Risk budget	Cost Incl. Risk	Comments
Stage 1 – GH (PSDS)	£325,558*	£6,833	£332,391	Delivered as part of PSDS Project in 2022/23
Stage2 – LMA & WW	£234,642	£34,838	£269,480	Completed in Sept 2023
Stage3 - GH	£684,226	£32,269	£716,495	Addressed in this paper
Phase1 Total	£1,244,426	£73,940	£1,318,366	

*Note: variations relating to BEMS for the PSDS project were funded by CWP fund R0720CW007L.

4. Overview of project options

10. 'BEMS Upgrade Project Phase 1' is being delivered in 3 stages. Stage 1 & 2 have already been delivered in two separate stages, stage 1 relates to the Guildhall and was delivered as part of the 'Guildhall Ventilation PSDS Project'. Stage 2 covered the upgrades at London Metropolitan Archive (LMA) and Walbrook Wharf, see background papers. Stages 1 and 2 were completed in September and October 2023.

	<p>11. De-scope: On advice from the Guildhall Manager all projects for the GYE CoLP Offices are to be put on-hold for now, due to the planned CoLP office refurbishment project when replacement or changes to any of the existing plant and assets will be incorporated into CoLP design requirements. As a result, we request that the migration of the BEMS system for the offices are de-scoped from this project. The preferred approach would be to upgrade the BEMS as part of the office refurbishment project. All other BEMS panels remain in scope for this project. This reduction scope has not resulted in a reduction project cost, however. Initial estimates were based on broad-brush surveys which didn't have sufficient detail. Detailed design work by Hilson Moran Consultants, together with cost increases on hardware & labour have meant the true cost is higher than initially estimated. Therefore, the available budget can cover the reduced scope for Stage 3 but no more, therefore there is no intention to request further funding now or at GW5.</p> <p>12. If the decision is to keep the GYE CoLP Offices in-scope for this project stage then further funding will be required. As stated above detailed design / QS work has arrived at cost of £800,000 for the GYE offices, proving the initial high-level costings at GW1 were vastly underestimated. This sum will be required to be added to the current available funding, to fund the work in offices. It is felt this is not a sensible investment considering the uncertainty around the future use of the offices, and the likely whole-sale reconfiguration of the M&E / BEMS services for the offices during the refurbishment project.</p> <p>13. Options presented in this report:</p> <p><u>Option1</u> – The “Do nothing” approach.</p> <p><u>Option2</u> – Migration of legacy BEMS systems to Ecostruxure platform at Guildhall East Wing, keeping the GYE police Office in scope.</p> <p><u>Option3</u> – Migration of legacy BEMS systems to Ecostruxure platform at Guildhall East Wing, excluding the GYE police Office from the scope.</p>
<p>5. Recommended option</p>	<p>Option 3 - Migration of legacy BEMS systems to Ecostruxure platform at Guildhall East Wing, excluding the GYE police Office from the project scope. This is the preferred option as the existing system is end of life and at risk of failure, new BEMS platform will provide benefits in terms of performance and savings. Inclusion of GYE offices in the scope is not seen as a sensible investment. We recommend that the works be procured via Minor Works framework.</p>
<p>6. Risk</p>	<p>A CRP of £32,269 is required to migration the following common risks for the projects:</p> <ul style="list-style-type: none"> • <i>Supply and instal of equipment costs higher than expected.</i> • <i>Consultancy services - costs higher than expected.</i> • <i>Asbestos removal cost higher than expected.</i> • <i>Poor environmental control during works at LMA - danger to archived artefacts.</i> • <i>Unforeseen extra Out of hours working required.</i>

	<ul style="list-style-type: none"> IT costs higher than expected due to need for network segregation.
7. Procurement approach	CityProc have approved direct award to preferred supplier via Minor Works Framework for Stage 3.
8. Design summary	<p>13. MCC9 BMS Panel Net-Controller Extend Enterprise Server licensing as needed for the required EcoStruxure controller and take a backup of the Net-Controller II. Decommission and replace the Net-Controller II and input/output modules with an EcoStruxure AS-P Automation Server and input/output modules. Connect the AS-P to the existing local CoL IT network Ethernet data point. Replace all input instrumentation.</p> <p>14. MCC8 BMS Panel Net-Controller Decommission and replace the Net-Controller II and input/output modules with an EcoStruxure AS-P Automation Server, input/output modules and Ethernet managed switch for a private network connected to the second port of the AS-P. Connect the AS-P to the existing local CoL IT network Ethernet data point. Re-connect the RS-485 sub-network. All Infnit controllers to be replaced with RS-485 compatible RCPs. Replace all input instrumentation.</p> <p>15. MCC11 and Fire Damper BMS Panel Net-Controller Decommission and replace the Net-Controller II and input/output modules with an EcoStruxure AS-P Automation Server, input/output modules and Ethernet managed switch for a private network connected to the second port of the AS-P. Connect the AS-P to the existing local CoL IT network Ethernet data point. Re-connect the RS-485 sub-network. All Infnit controllers to be replaced with RS-485 compatible RCPs. Replace all input instrumentation.</p>
9. Delivery.	<p>Details of how the project will be delivered, including the proposed contractor(s) and/or supplier(s)</p> <p>16. Project will be managed by the Minor Works Team (City Surveyors). Client-side Project Manager will be Chris Sharpe.</p> <p>17. Contract for the works will via the Measured Terms Contract– Sykes & Sons Ltd.</p> <p>18. BEMS specialist has already been engaged to propose solutions and costs. Sykes will request a quote from 3 supplier and consult with the client on these.</p>
10. Success criteria	<p>19. Replacement of all obsolete legacy BEMS hardware and software</p> <p>20. Successful installation and commissioning of new EcoStruxure BEMS hardware and Software.</p>

	<p>21. Improved system reliability and future proofing business as usual operation of these key corporation sites and through installation modern building controls.</p> <p>22. Enhanced user experience through interactive graphics, trend data presentation and alarm management facilities.</p> <p>23. Integration of the new BEMS system with 3rd party systems on site, and with the Enterprise server at Guildhall. As well at the new Building Analytics software package being procured via the PSDS. programme</p>
11. Progress reporting	Progress report will be provided to the senior responsible officer and the City Surveyor on a regular basis. Project Vision will be updated monthly, and issue reports will return to committee as necessary.

Appendices

Appendix 1	Project Cover Sheet
Appendix 2	Risk Register
Appendix 3	Phase 1 Project Summary

Contact

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Options Appraisal Matrix

Option Summary	Option 1	Option 2	Option 3
1. Brief description of option	Do nothing approach.	Migration of legacy BEMS systems to Ecostruxure platform at Guildhall East Wing, keeping the GYE Police Offices in scope.	Migration of legacy BEMS systems to Ecostruxure platform at Guildhall East Wing, excluding the GYE Police Office from the project scope.
2. Scope and exclusions	No Capital or CWP funding investment required with the decision not to install new BEMS platforms.	Full migration of BEMS system at Guildhall East Wing, funded by a combination of City's Cash, City Fund and CPW funding. Procure works via the Intermediate Works Frameworks as single contract. It is estimated that an additional £800,000 will be required to fund the migrate the BEMS for offices, to be added to the current available funding.	Migration of BEMS at Guildhall East Wing excluding the GYE Police Office system. To be funded by a combination of City's Cash, City Fund and CPW funding. Procure works via the Intermediate Works Frameworks as single contract.
Project Planning			
3. Programme and key dates	n/a	<ol style="list-style-type: none"> 1. Secure project approval - Nov 2023 2. Procure consultancy services for Phase 1 Stage 3 – Dec 2023 3. Procure principal contractor services from preferred supplier via minor works framework – Jan 2024 4. Place order with Contractor Mar 2024 5. Set out project phasing for on-sites works with consultant, PM and contractor - Feb 2024 	<ol style="list-style-type: none"> 1. Secure project approval - Nov 2023 2. Procure consultancy services for Phase 1 Stage 3 – Dec 2023 3. Procure principal contractor services from preferred supplier via minor works framework – Jan 2024 4. Place order with Contractor Mar 2024 5. Set out project phasing for on-sites works with consultant, PM and contractor - Feb 2024 6. Engage with site stakeholders at Guildhall to and agree project phasing - Feb 2024

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Option Summary	Option 1	Option 2	Option 3
		<ol style="list-style-type: none"> 6. Engage with site stakeholders at Guildhall to and agree project phasing - Feb 2024 7. Start on site April 2024 8. Practical completion of works on both sites Dec '24 9. System handover June '25 10. Gateway 6 report 6 months after project completion 	<ol style="list-style-type: none"> 7. Start on site April 2024 8. Practical completion of works on both sites Dec '24 9. System handover Jan'25 10. Gateway 6 report 6 months after project completion
<p>4. Risk implications</p>	<ul style="list-style-type: none"> • Carbon Action Strategy not supported by not utilising latest Building control technology. • Reduced ability to enable energy and carbon savings. 	<p>Risk Status: Medium.</p> <ol style="list-style-type: none"> 11. It is estimated that an additional £800,000 will be required to fund the migration of the BEMS for offices, to be added to the current available funding. 12. Potential for current Police Office BEMS to fail before office refurbishment project takes place. 13. Guildhall works Principal Contractor quote is Higher than expected. 14. IT enabling works costs higher than expected 15. Asbestos removal cost higher than expected 16. Supply and install equipment cost higher than expected. 17. Supply and install equipment cost higher than expected. 18. Consultancy services - addition requirements Fee 	<p>Risk Status: Medium.</p> <ol style="list-style-type: none"> 11. Guildhall works Principal Contractor quote higher than expected. 12. IT enabling works costs higher than expected 13. Asbestos removal cost higher than expected 14. Supply and install equipment cost higher than expected. 15. Supply and install equipment cost higher than expected. 16. Consultancy services - addition requirements Fee

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Option Summary	Option 1	Option 2	Option 3
5. Stakeholders and consultees	None	Peter Ochser – Guildhall building Manager. Luca Pagliaroli – Guildhall Tech Services manager David Clelland – IT Johnathon Cooper – City Surveyors Chris Sharpe - City Surveyors Graeme Low – City Surveyors •	Peter Ochser – Guildhall building Manager. Luca Pagliaroli – Guildhall Tech Services manager David Clelland – IT Johnathon Cooper – City Surveyors Chris Sharpe - City Surveyors Graeme Low – City Surveyors
6. Benefits of option	No resource requirements to manage the project.	19. Mitigate risk of system failure and impact on business continuity, through removal of all obsolete legacy BEMS hardware and software. 20. Improved system reliability and ensuring business-as-usual for these key corporation sites and through installation of a modern building controls platform. 21. Enhanced user experience through interactive graphics, trend data presentation and alarm management facilities. 22. Support for the Carbon Action Strategy through improved plant optimisation and reduction in energy consumption and carbon emissions. 23. Integration of the new BEMS system with 3 rd party systems on site, and with the Enterprise Server at	17. Mitigate risk of system failure and impact on business continuity, through removal of all obsolete legacy BEMS hardware and software. 18. Improved system reliability and ensuring business-as-usual for these key corporation sites and through installation of a modern building controls platform. 19. Enhanced user experience through interactive graphics, trend data presentation and alarm management facilities. 20. Support for the Carbon Action Strategy through improved plant optimisation and reduction in energy consumption and carbon emissions. 21. Integration of the new BEMS system with 3 rd party systems on site, and with the Enterprise Server at Guildhall. As well as the new Building Analytics

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Option Summary	Option 1	Option 2	Option 3
		Guildhall. As well as the new Building Analytics software package being procured via the PSDS programme.	software package being procured via the PSDS programme.
7. Disbenefits of option	<ul style="list-style-type: none"> No potential energy/carbon savings delivered. Carbon Action Strategy not supported. 	<p>It is estimated that an additional £800,000 will be required to fund the migrate the BEMS for offices, to be added to the current available funding.</p> <p>Likely waste of significant funding due to the uncertainty around the future use of the offices, and the likely whole-sale reconfiguration of the M&E / BEMS services for the offices during the refurbishment project.</p>	Requirement for additional Project Management resource from City Surveyors to oversee project.
Resource Implications			
8. Total estimated cost	£0.00	£ 1,516,495 Including Risk	£716,495 Including Risk
9. Funding strategy	n/a	<ul style="list-style-type: none"> City Fund City's Cash CWP funding 	<ul style="list-style-type: none"> City Fund City's Cash CWP funding
10. Investment appraisal	n/a	The Corporate Energy Team have carried out assessment of the ROI based on the savings delivered by option 2 (a & b) compared to no associated saving with option 1. This	The Corporate Energy Team have carried out assessment of the ROI based on the savings delivered by option 2 (a & b) compared to no associated saving with option 1. This ROI is

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Option Summary	Option 1	Option 2	Option 3
		ROI is modest as this is not an energy efficiency project. It is an essential business continuity project to replaced failing equipment.	modest as this is not an energy efficiency project. It is an essential business continuity project to replaced failing equipment.
11. Estimated capital value/return	n/a	The project is estimated to deliver savings of £15,000/ann. in maintenance and energy costs.	The project is estimated to deliver savings of £12,000/ann. in maintenance and energy costs.
12. Ongoing revenue implications	n/a	There is no additional on-going revenue implications for the new equipment as it is like for like replacement of assets already maintained as part of the City's BEMS Service Contract.	There is no additional on-going revenue implications for the new equipment as it is like for like replacement of assets already maintained as part of the City's BEMS Service Contract.
13. Affordability	n/a	Option is not fully covered under the allocated and approved Capital and GH east Wing BEMS CWP C1522CW002L funding budget.	Option is covered under the allocated and approved Capital and GH east Wing BEMS CWP C1522CW002L funding budget.
14. Legal implications	n/a	n/a	n/a
15. Corporate property implications	none	Consultation required with City Surveyors Corporate Property Team to ensure new equipment captured in the asset register for each site, replacing of existing legacy assets.	Consultation required with City Surveyors Corporate Property Team to ensure new equipment captured in the asset register for each site, replacing of existing legacy assets.
16. Traffic implications	none	none	none

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Option Summary	Option 1	Option 2	Option 3
17. Sustainability and energy implications	<ul style="list-style-type: none"> No potential energy/carbon savings delivered. Carbon Action Strategy not supported. 	Project is being developed by the Corporate Energy team via the to deliver energy and carbon saving in line with the Climate Action Strategy	Project is being developed by the Corporate Energy team via the to deliver energy and carbon saving in line with the Climate Action Strategy
18. IS implications	none	Opportunity Outline submitted to IT PMO for survey to any IT network extension requirements associated with the project. IT have provided network architect support.	Opportunity Outline submitted to IT PMO for survey to any IT network extension requirements associated with the project. IT have provided network architect support.
19. Equality Impact Assessment	none	none	none
20. Data Protection Impact Assessment	none	none	none
21. Recommendation	Not recommended	Not recommended	Recommended

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Project Coversheet

[1] Ownership & Status

UPI:

Core Project Name: BEMS Upgrade Project - Phase 1, Stage3: Guildhall East Wing.

Programme Affiliation (if applicable): BEMS Upgrade Project-CPG Estate – Phase 1.

Project Manager: Brendan Crowley

Definition of need: The Current BEMS platform is obsolete, end-of-life & increasingly unreliable. We intend to:

1. Mitigate the Life Safety Risk posed by the failure of the obsolete system which monitors &, in some cases, controls the fire & smoke emergency plant with the installation a new, fit-for-purpose BEMS.
2. Mitigate this significant business risk to the Corporation with the upgrade of the system the latest BEMS platform, Schnieder EcoStruxure.
3. Invest in a modern, flexible & easily optimised control system for the CPG estate building assets. Bringing with it improved building energy performance and, as such, supporting the Carbon Action Strategy with a target of reaching Net Zero CO2 emissions by 2027.
4. Use the new BEMS as a platform to implement further innovative smart building technologies and to allow for integration with other systems e.g. CAFM software, energy management software and IoT integration.

Key measures of success:

1. Have a fully reliable, resilient BEMS which meets customer needs at the stage 3 site: Guildhall East Wing.
2. Have building assets that are optimised to operate as efficiently as possible via a new BEMS platform and via integration with energy management software, resulting in energy consumption savings.

Expected timeframe for the project delivery:

Original range:

- Lower Range estimate: 1/11/2021
- Upper Range estimate: 1/6/2023

Revised range:

- Lower Range estimate: 1/08/2024
- Upper Range estimate: 31/01/2025

Key Milestones:

Are we on track for completing the project against the expected timeframe for project delivery? No

The project has been delayed due to longer than anticipated survey time at the Guildhall) required to develop the fully costed proposal for the BEMS upgrades to inform the GW345 paper. A delay in completing Stage 1 GYE AHU (PSDS) project as pushed on delivery timeframe for Stage 3 as both projects could not have been delivered in parallel for building operation reasons.

Has this project generated public or media impact and response which the City of London has needed to manage or is managing? No

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Briefing' G1 report (as approved by Chief Officer 04/02/21):

- Total Estimated Cost (excluding risk): £822,000
- Costed Risk Against the Project: £82,200
- Estimated Programme Dates:
GW 2 - PSC -31/03/21, CASC 28/04/21

Scope/Design Change and Impact: Approval was previously given for Phase 1 to be delivered in two stages, with stage 1 which relates to the Guildhall being delivered as part of the 'Guildhall Ventilation PSDS Project', see background papers. It was then requested

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in the Gateway345 paper (Stage2 LMA and Walbrook Wharf) that Phase 1 be progressed in three stages as follows:

- Stage 1: PSDS Guildhall Art Gallery ventilation BEMS upgrade project (as approved at GW2).
- Stage 2: LMA and Walbrook wharf BEMS upgrade, which this report will address.
- Stage 3: Guildhall East Wing BEMS upgrade (this GW 345 paper).

‘Project Proposal’ G2 report (as approved by PSC 14/04/21):

- Total Estimated Cost (excluding risk): **£823,920**
- Resources to reach next Gateway (excluding risk): £16,867
- Spend to date: £1,916.40
- Costed Risk Against the Project: £7,250
- CRP Requested: £7,250 at GW2
- CRP Drawn Down: £0.00
- Estimated Programme Dates:

GW2 (Issue) – CPB 03/11/2021, PSC 03/11/2021

- Total Estimated Cost (excluding risk): £1,190,355
- Resources to reach next Gateway (excluding risk n/a)
- Spend to date: £1,916.40
- Costed Risk Against the Project: £121,023
- CRP Requested: n/a
- CRP Drawn Down: £0
- Estimated Programme Dates:

Scope/Design Change and Impact:

‘Options Appraisal and Design’ G345 report Stage 2 LMA and Walbrook wharf (as approved by PSC Delegated Authority:

- Total Estimated Cost (excluding risk): £234,642
- Resources to reach next Gateway (excluding risk): £234,642
- Spend to date: £4,858.20
- Costed Risk Against the Project: £34,838
- CRP Requested: £34,838
- CRP Drawn Down: £34,838

Estimated Programme Dates: Practical completion of works for both sites is Oct 2023

‘Options Appraisal and Design’ G345 report Stage 3 Guildhall:

- Total Estimated Cost (excluding risk): £234,642
- Resources to reach next Gateway (excluding risk): £684,226
- Spend to date: £20,372
- Costed Risk Against the Project: £32,269
- CRP Requested: £32,269
- CRP Drawn Down: £0

Estimated Programme Dates: Practical completion of works for both sites is Jan 2025

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Scope/Design Change and Impact:

'Authority to start Work' G5 report (as approved by PSC xx/yy/zz):

- Total Estimated Cost (excluding risk):
- Resources to reach next Gateway (excluding risk)
- Spend to date:
- Costed Risk Against the Project:
- CRP Requested:
- CRP Drawn Down:
- Estimated Programme Dates:

Scope/Design Change and Impact:

**Total anticipated on-going commitment post-delivery [£]:<Current Range>
Programme Affiliation [£1,318,366]: for all of Phase 1 programme.**

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City of London: Projects Procedure Corporate Risks Register

Project Name:	BEMS Upgrade Project-Phase 1, Stage3: Guildhall Ea	PM's overall risk rating:	Medium	CRP requested this gateway	£ 32,269	Average unmitigated risk	6.6	Open Risks	17
Unique project identifier:	12268	Total estimated cost (exc risk):	£ 686,226	Total CRP used to date	£ -	Average mitigated risk score	4.2	Closed Risks	0

General risk classification										Mitigation actions										Ownership & Action			
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed Impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification on post-mitigation	Impact Classification on post-mitigation	Costed Impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to Issues	Comment(s)
R1	5	(10) Physical	Presence of asbestos containing material which requires management prior to surveys/works being undertaken	Additional project costs and time delays	Unlikely	Minor	2	£10,000.00	Y - for costed impact post-mitigation	C - Uncomfortable	Survey to reduce uncertainty (cost included in project budget), add in float time to account for potential delays. If risk provision is insufficient then review impact on business case (and payback) before considering whether to either descope to exclude areas of higher management cost to to request additional funding.	£0.00	Unlikely	Minor	£1,000.00	2	£0.00	Management/removal of asbestos to allow safe installation of works.	20/09/2023	City Surveyor's, Corporate Energy Team	Graeme Low		Post Mitigation cost to be covered from Principal Contractor contingency
R2	5	(2) Financial	Supply and install equipment costs higher than expected.	Insufficient budget to deliver all project scope &/or enabling works, hence impact on business case.	Unlikely	Serious	4	£6,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Work closely with PC and Consultant engineer to ensure full scope is achieved and all potential, additional enabling works are identified.	£0.00	Unlikely	Serious	£21,769.00	4	£0.00	Cover any additional equipment costs	20/09/2023	City Surveyor's, Corporate Energy Team	Graeme Low		Post Mitigation cost to be covered from Principal Contractor contingency
R3	5	(2) Financial	If enabling works costs higher than expected	Additional project costs and time delays	Possible	Serious	6	£6,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Close collaboration with RDC Tech and Col. IT to assess impact on IT network	£0.00	Unlikely	Serious	£3,500.00	4	£0.00	Cover extra IT costs	20/09/2023	City Surveyor's, Corporate Energy Team	City Surveyor's, Corporate Energy Team	Graeme Low	
R4	5	(2) Financial	Extra Out of hours working required	Insufficient budget to cover extra OOH Working	Possible	Serious	6	£12,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Engagement with Stakeholder to establish how much work needs to be OOH	£0.00	Possible	Minor	£3,000.00	3	£0.00	Cover extra OOH costs sub contractors	20/09/2023	City Surveyor's, Corporate Energy Team	Graeme Low		Post Mitigation cost to be covered from Principal Contractor contingency
R5	5	(5) H&S/Wellbeing	Disruption to site services/operations during installation	Some level of disruption (interruption to the operation of building assets being replaced) is inevitable. The potential impact of the disruption could be some ventilation, heating or cooling systems being unavailable for a number days.	Unlikely	Serious	4	£0.00	N	B - Fairly Confident	Good project planning, driven by competent appointed Project Manager, to minimise the likelihood and impact of known or potential disruption. This could include the timing of works, provision of temporary alternative services, and ensuring this is well communicated to stakeholders.	£0.00	Likely	Minor	£0.00	4	£0.00		20/09/2023	City Surveyor's, Corporate Energy Team	Graeme Low		
R6	5	(5) H&S/Wellbeing	An accident/injury related to the works being undertaken for the installation	Depends on the nature of the accident/injury, but potentially; project delays and legal action.	Possible	Major	12	£0.00	N	B - Fairly Confident	Ensure project is specified, designed, procured, and installed/managed in accordance with regulations and Col policies. A competent Project Manager, with appropriate experience in building services installations, will be appointed to manage the projects from GW3/4 stage until installation completion and hand-over and ensure compliance with regulations and Col. policies.	£0.00	Rare	Extreme	£0.00	8	£0.00		20/09/2023	City Surveyor's, Corporate Energy Team	Graeme Low		
R7	5	(4) Contractual/Partnership	Installation is not compliant	Depending the nature of the compliance this could have minor to major issues. It could result in essential services being shut-down or building areas being unoccupied.	Unlikely	Major	8	£22,000.00	N	B - Fairly Confident	Through due diligence, Control of Contractors, and Project Manager resources; ensure specification and installation meets standards. Enhanced scrutiny should be given to works to services which have higher risks.	£0.00	Rare	Extreme	£0.00	8	£0.00		20/09/2023	City Surveyor's, Corporate Energy Team	Graeme Low		
R8	5	(4) Contractual/Partnership	Occupants/users are not satisfied with final outcome	Poor performance from new building services could result in minor or major dissatisfaction depending on the resulting issues.	Unlikely	Major	8	£0.00	N	B - Fairly Confident	Through due diligence, Control of Contractors, and Project Manager resources; ensure specification and installation meets standards. Enhanced scrutiny should be given to works to services which have higher risks.	£0.00	Rare	Major	£0.00	4	£0.00		20/09/2023	City Surveyor's, Corporate Energy Team	Graeme Low		
R9	5	(2) Financial	Consultancy services - addition requirements Fee	If Consultant requires extra hours to complete services	Possible	Minor	3	£5,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Work closely with Successful consultancy firm to ensure services are cover under tender fee proposal	£0.00	Unlikely	Serious	£3,000.00	4	£0.00	Cover extra hours consultancy services	20/09/2023	City Surveyor's, Corporate Energy Team	Graeme Low		

R10	5	(2) Financial	Additional £800,000 will be required to fund the migration the BEMS for the GYE police offices, to be added to the current available funding.	Current funding cant cover the cost of migrating the GYE Police offices BEMS	Likely	Extreme	32	£800,000.00	N	8 – Fairly Confident	Descope GYE Police offices BEMS from Project	£0.00	Unlikely	Serious	£0.00	4	£0.00		13/10/2023	City Surveyor's, Corporate Energy Team	Graeme Low		
R92								£0.00				£0.00			£0.00		£0.00						
R93								£0.00				£0.00			£0.00		£0.00						
R94								£0.00				£0.00			£0.00		£0.00						
R95								£0.00				£0.00			£0.00		£0.00						
R96								£0.00				£0.00			£0.00		£0.00						
R97								£0.00				£0.00			£0.00		£0.00						
R98								£0.00				£0.00			£0.00		£0.00						
R99								£0.00				£0.00			£0.00		£0.00						
R100								£0.00				£0.00			£0.00		£0.00						

Appendix 3 Phase1 Project Summary:

Phase1 Stage	Cost Excl. Risk	Risk budget	Cost Incl. Risk	Committed	Comments
Stage 1 – GH (PSDS)	£325,558*	£6,833	£332,391	£332,391	Delivered as part of PSDS Project in 2022/23
Stage2 – LMA & WW	£234,642	£34,838	£269,480	£255,625	Completed in Sept 2023
Stage3 - GH	£684,226	£32,269	£716,495	N/A	Addressed in this GW345 paper
Phase1 Total	£1,244,426	£73,940	£1,318,366		

Table 1 Phase1 project cost budget breakdown including spend to date / committed cost.

Funding Streams	Stage 1	Stage 2	Stage 3	Fund Stream Totals
BEMS Ph1 Capital funding- City's Cash	£166,196		£159,316	£325,511
BEMS Ph1 Capital funding- City Fund	£166,196	£253,700	£159,363	£579,258
BEMS Ph1 GW 1 Original Capital funding allocation				£904,770
ERP Ph 1 Capital funding - City's Cash			£114,600	£114,600
ERP Ph 1 Capital funding - City Fund			£114,600	£114,600
ERP Ph 1 Capital funding Total				£229,200
CWP C1522CW002L			£169,455*	£169,455
R0722CW003L		£8,000		£8,000
S106 -LMA		£7,780		£7,780
Stage Totals	£332,391	£269,480	£717,334	
Project Total				£1,319,205

Table 2 Phase1 project budget funding matrix

* CWP fund C1522CW002L had an initial balance of £169,455. £20,372 of this was used for consultant fees to get to GW345, a further £1,600 was used for a separate BEMS cyclical works job, bringing the current balance to £147,483.

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Committee(s): Policy & Resources Committee	Date(s): 14 December 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?	No
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	£1.195m
What is the source of Funding?	£1.04m from City Fund CIL, £0.155m from City Cash
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 £38.1m 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 £17.1m 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 £7.4m have been agreed. A schedule of the current 2022/23 allocations is included in Appendix 3.

Release of £0.389m to allow progression of three schemes summarised in Table 2 'Project Funding Requests' is now requested.

Recommendations

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 £0.389m for the schemes progressing to the next Gateway in Table 2 from City Fund CIL (£0.234m) and City Cash (0.155m)
- (iii) To agree the release of up to £0.860m for the Critical works and Phase 1 of Barbican Renewal Infrastructure Programme from City Fund.

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, members 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.
10. The Enhancing Cheapside scheme was part of the 2023 CIL and OSPR Capital Bids (Quarter 1 - 2023/24) paper that was approved by RASC on the 5th September.

¹ Contributions from City Bridge Foundation 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

11. There are three schemes with 'in principle' funding approved as part of the capital bids that have progressed through the gateways, for which release of up to £0.389m is requested:

Table 2: Project Funding Requests	Next Gateway	Funding Status	Capital Bid Round	City Fund	City's Cash	Bridge House Estates	Total
				£m	£m	£m	£m
Funding to progress to next Gateway							
Guildhall School of Music & Drama Heating, Cooling & Ventilation	GW4		2021/22		0.155		0.155
Barbican and Golden Lane Healthy Streets	GW3		2021/22	0.109			0.109
Enhancing Cheapside	GW3/4		2023/24	0.125			0.125
				0.234	0.155	-	0.389

12. Further details of the individual schemes are provided in Appendix 4 attached.
13. 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.
14. Funding for these schemes can be met from the provisions set aside from the CIL balances of the City Fund £0.234m and £0.155m from City Cash.
15. There is an additional request to drawdown £0.860m for the Critical works and Phase 1 of Barbican Renewal Infrastructure Programme in order to complete an options appraisal to reach Gateway 4. The Barbican renewal is required to update 40-year-old building services infrastructure. In March 2023 the Resource Allocation Sub-Committee endorsed budget of £25.2m to develop the long-term Renewal Masterplan and to begin some of the most critical works required to keep the Barbican open and operational and to help deliver on the City's Climate Action Strategy.
- 16.

Conclusion

17. 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 and Barbican Renewal Works.

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-installment	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 Pavours	-	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	0.575	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	38.062	-	-	-

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	1.133	0.626		
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	0.100	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	0.000			
GSMD - Guildhall School of Music & Drama Heating, Cooling & Ventilation		2.000		2.000	2.000	0.200		0.155
GSMD - Guildhall School - Milton Court Correction of Mechanical Systems		0.600		0.600	0.600			
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	0.000			
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	0.155
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	6.422		
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		
Barbican and Golden Lane Healthy Streets	0.250			0.250		0.114		0.109
Sub-Total - Climate Action	33.163	9.258	0.649	43.070	42.820	9.894	0.000	0.109
Total Bids Fulfilling the Funding Criteria	65.336	17.652	0.745	83.733	82.509	17.106	0.000	0.264

Previous Funding Allocation	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	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:								
BEMS Upgrade Phase 2 - Heathrow Animal Reception Centre and various OS sites at 6	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	2.076		
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	0.42		
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 Gyrotory - Design Development	0.556	-	-	0.556	0.556	0.556		
St Paul's Cathedral External Re-lighting	1.160	-	-	1.160	1.160	0.600		
Total Green Funding Bids	17.007	9.044	0.115	26.166	26.742	7.430	0.000	0.000
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 three schemes for which approval to release central funding of £0.389m up to is now sought, as summarised in Table 2 of the main report.

Enhancing Cheapside release of £125k of CIL funding to progress the scheme.

- The project proposes to public realm and highways improvements to enhance Cheapside, the City's 'high street'.
- Delivers enhancements to complement existing projects developed in the area by decluttering and rationalising the street furniture along Cheapside; more greening and low maintenance planting, improved pedestrian movement through a change of road layout, enhanced lighting and wayfinding, new seating as well as supporting activation and events.
- £125k to undertake complete the evaluation and design, including site surveys and consultants to progress to GW3/GW4.
- This funding was approved by RASC on 5th Sep 2023 CIL and OSPR Capital Bids (Quarter 1 - 2023/24)
- The overall estimate for the project is £1m with, £500k from CIL and £500k from OSPR.

Barbican and Golden Lane Healthy Streets Plan release of £109k of CIL funding to progress the scheme

- Identify opportunities to improve air quality and the experience of walking, cycling and spending time in the Barbican and Golden Lane area and increase greening. The plan will then develop and test the feasibility of traffic management changes required to the highway network to deliver these changes and associated benefits. The ultimate objective of the plan is to reduce traffic, improve air quality and enhance the public realm in the area.
- £104K to progress to GW4 for Stakeholder engagement, including with residents' groups, schools and businesses and appointment of consultancy services to provide advice on the detail and scope of any modelling required, to inform the Healthy Neighbourhood Plan's proposed projects and to meet Transport for London's modelling requirements. The detailed development of proposals and opportunities to comprise a draft Healthy Neighbourhood plan.
- The overall estimate for the project is £250K, previously £114k has been released.

Guildhall School of Music & Drama Heating, Cooling & Ventilation release of £155k to progress

- To improve the environmental conditions across the Silk Street and Milton Court Guildhall School of Music & Drama (GSMD) buildings. Specifically, this project will focus on:
Silk Street – ventilation, heating and cooling for the entire building
Milton Court – mechanical systems and controls for specific venue areas
- Release of £101.4K to appoint consultants for professional services to Gateway 3/4 and costed provision of £54k.
- The overall estimate for the project is £2.6m, funded from City Cash.

30/10/2023 P&R Delegated (for RASC)

Committee(s): Policy & Resources Committee – For Decision	14/12/2023
Subject: Review of Policy Initiatives Fund/Committee Contingency Fund, year ending March 2023	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?	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: The Chamberlain	For Decision
Report author: Anna Flashman, Head of the Chamberlain’s Office Benjamin Dixon, Head of the Policy Unit, Office of the Policy Chairman	

Summary

1. Policy & Resources Committee requested a review of the Policy Initiatives Fund (PIF)/Contingency Fund to provide assurance around Value for Money and strategic fit.
2. This report provides the findings of an assessment of PIF/Contingency Funds awarded in 2022/23 and makes recommendations to improve the process and reporting in the future.
3. This work has been undertaken jointly between the Chamberlain’s Department and the Office of the Policy Chairman, taking in both financial and policy considerations.
4. In proposing a refreshed policy, it has been attempted to strike the right balance between providing additional assurance and the need to retain the flexibility and speed for which PIF is intended.

Recommendation(s)

The Committee is asked to:

- **Note** the findings of the 2022/23 PIF/Contingency review.
- **Approve** a refreshed PIF/Contingency policy, **at Appendix 1**, which will standardise applications for PIF/Contingency and provide additional assurance on how applications will meet policy, delivery and financial outcomes.

Main Report

Background

5. In 2022/23 the collective overall of value of schemes funded from the Policy Initiative Fund (PIF) and Contingency/Discretionary funds was £1.97m.
6. Members have raised concerns with the use of PIF/Contingency funding, in particular:
 - Whether outcomes were being secured and represented Value for Money.
 - PIF/Contingency being used in cases where it is not clear why departmental resources could not be used.
 - Use of PIF/Contingency for repeat expenditure.
 - Lack of information on how PIF/Contingency bids link to the Committee's priorities.
 - PIF/Contingency being used to support revenue costs of external organisations.
 - Lack of information about how PIF/Contingency expenditure is evaluated, measured and reported back on.
7. As a result, Members commissioned a review of funding allocated from the PIF/Contingency fund against outcomes aligned against the Corporate Plan and City of London Corporation (CoLC) strategies.

Methodology

8. Officers were asked to complete a VFM questionnaire and submit the original committee report for each PIF/Contingency bid to ensure that all initiatives were assessed in a consistent and transparent manner (Appendix 3).
9. Departments were encouraged to focus on outcomes that were aligned with the Corporate Plan and CoLC strategies. These forms were reviewed by an officer panel who initially assessed whether the bids were in scope for funding by cross referencing each bid against the current policy (Appendix 4). Each questionnaire was scrutinised against the original committee report and where possible assessed against cost minimisation, output maximisation and effectiveness.
10. The majority of the initiatives could only be assessed in terms of the delivery of outputs rather than the effectiveness of those outputs in achieving defined policy outcomes, which limited the ability to fully certify that value for money had been achieved. The panel were unable to make an assessment where PIF /Contingency projects were assessed as ongoing.
11. The panel sought to identify trends and commonalities in the applications, using these findings to make recommendations for the future operations of the funds. Data relating to the review is set out at Appendix 5.

Findings and key themes

12. All PIF bids were aligned to the categories as described by the current policy and most of these fell within the sponsorship category.
13. Some committee reports including Commitment to UN Sustainable Development Goals and Adoption of Competitiveness Strategy - Development of an 'Asset Under Management' Campaign demonstrated a clear strategic priority link to CoLC.
14. Good practice was identified during the review in the request for reallocation of funding for one specific scheme which was no longer delivering outcomes relevant to Policy priorities (CoLC Scholarship - Anglo-Irish Literature).
15. The majority of the VFM questionnaires listed the projects/initiatives links to the Corporate Plan and CoLC strategies but did not provide further details. However, a few clearly evidenced the strategic links to outcomes (e.g. Support for Financial and Literacy Inclusion Campaign).
16. The majority of bids did not include a measurable success/benefits criterion in the committee report as specified by the current policy. However, the current policy is not prescriptive how benefits/success criteria should be set out. Therefore, the majority of the bids simply provided the outputs and activities to be delivered, however, some showed examples of better practice including setting up smart objectives and their outcomes. Only a handful of the committee reports contained clear milestones of the key deliverables, a start and end date or any measures to mitigate any risks or evaluate the success of the project (e.g. Survey of Residents and Workers).
17. The majority of the initiatives could only be assessed in terms of the delivery of outputs specified, rather than the effectiveness of those outputs in achieving defined policy outcomes. It would provide better value for money if it were clear how outputs meet policy priorities. For instance, where we provide sponsorship to external organisations, the link to the CoLC plans and priorities and benefits are made clearer.
18. A number of PIF schemes relate to policy priorities for which no other funding could be identified. However, it is not clear whether it is the highest priority of the Policy & Resources Committee, nor is there a clear mechanism to make this judgement.
19. A number of authors writing the VFM assessment were unable to supply the original committee report and were unfamiliar with the initiative/project as the officer who had submitted the bid have left the CoLC.
20. There was a lack of clarity as to whether Contingency can be used for multi-year bids, however, the guidance stating *unforeseen* would imply it should only be for one year, pending resources being identified for subsequent years.
21. 7% of PIF awards covered CoLC staffing costs to support external organisations, but this was to fund policy initiatives entered into jointly with other organisations

e.g. City UK. This seems a reasonable approach for as long as the initiative remains relevant to core policy priorities.

22. A few awards financed day to day essential business as usual revenue spend to fund items which the panel believed was not the right fit for short-term funding agreements (e.g. membership - Options to Promote Supplier Diversity). However, the officers confirmed that local risk funding will be requested if MSDUK membership is required post financial year 2024/25. This would need to be prioritised within the Department's local risk funding envelope.

Proposals

23. On the basis of the Committee's concerns of the operations of PIF and of the findings of the review, it is recommended to refresh the PIF/Contingency policy.

24. In doing so, there is a recognition that there must be a balance between providing additional assurance on the one hand whilst retaining flexibility and speed on the other.

25. The proposed refreshed policy would standardise all PIF/Contingency reports received by the Committee ensuring that Members are presented with consistent information.

26. Applicants will be required to report biannually on progress against agreed outcomes via the P&R Committee's regular PIF/Contingency update report.

27. Additional assurance will be provided by the Head of the Policy Unit and Assistant Director of Financial Services Division through informal engagement *prior* to PIF/Contingency bids being submitted to P&R.

28. The proposed refreshed policy is set out in full at **Appendix 1**. It will require applicants to set out key information for each bid, including:

- Rationale for project
- Strategic/policy priority link
- Outcomes, Deliverables and how these will be reported and evaluated
- How cost effectiveness will be managed
- How benefits will be sustained once PIF/Contingency has run out.

Conclusion

29. The proposed draft PIF/Contingency policy aims to standardise the information that the Committee receives in order to make informed decisions regarding the use of the PIF/Contingency Fund. It also seeks to provide the Policy & Resources Committee the assurance that future initiatives deliver VFM.

30. In doing so the aim is to provide an off-the-shelf template that will provide sufficient information for Members to take an informed decision whilst retaining flexibility and speed on the other.

Corporate & Strategic Implications

Strategic implications

The revised policy aims to support all key outcomes in the Corporate Plan by ensuring that all PIF/Contingency awards achieve defined policy outcomes.

Financial implications

This new policy will help ensure VFM in the use of the contingency/PIF monies as set out in the body of report.

Resource implications None

Legal implications None

Risk implications None

Equalities implications None

Climate implications None

Security implications None

Appendices

- Appendix 1 – Proposed PIF/Contingency Policy
- Appendix 2 - Policy and Resources Committee - Policy Initiative Fund/Contingency Fund 2022/23 to 2025/26 (27.04.23)
- Appendix 3 - PIF & Contingency VFM Assessment Questionnaire
- Appendix 4 - Current PIF/Contingency Fund Bid Policy
- Appendix 5 – Review Data

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December P&R

Draft proposed PIF/Contingency Fund Bid Policy

- The Policy Initiatives Fund (PIF) should be used to fund projects and initiatives identified during the year which support the City Corporation's overall aims and objectives, or policy priorities identified by the Policy & Resources Committee.
- The Committee Contingency Fund is used to fund unforeseen one-off items of expenditure when no specific provision exists within the Policy Committee's budget.
- There is no specification for the *type* of project in scope but has historically included items relating to a specific initiative, e.g. research, funding for external bodies in support of the City's overall objectives, and membership of national think tanks. Applications should make clear what specific activity funding it will be used for.
- All applications should be discussed informally before submitting with the Head of the Policy Unit, Office of the Policy Chairman, Town Clerk's Department and the Assistant Director of Financial Services Division, Chamberlain's Department

PIF/Contingency Applications

- All applications for PIF/Contingency should set out the following information as standard for Members to take an informed decision:
 - **Rationale** – Why this item is not able to be funded through existing departmental local risk budgets (e.g. need has arisen mid-year, reacting to an external request or opportunity).
 - **Strategic/Priority Link** – How this item will advance either:
 - A policy lead area defined by this Committee.
 - Another Committee priority.
 - A Corporate Plan outcome.
 - Promotion of the City or City's role in London or nationally.
 - **Outcomes** – What specific outcomes will be delivered for the level of funding requested?
 - **Economy** – What steps will be taken to ensure the initiative will be delivered in the most cost-effective manner?

- **Delivery** - Specify the timeline for your works / activities (start date, end date, key milestone target dates) and measures that will be put in place to mitigate any risks of not delivering the planned outcomes.
 - **Evaluation** – How will success be measured? Evaluation should be proportionate to the level of funding requested.
 - **Reporting** – How will you report the results of the activity funded in addition to regular reporting through the PIF & Contingency VFM Biannual/End of Project Progress Reporting templates.
 - **Repeat Expenditure** – Has this item been funded in previous years? If so, what are the reasons for a further application for PIF/Contingency. Set out how success was evaluated for the previously funded item.
 - **Benefit Sustainment** – How will the positive effects of this initiative be sustained if this funding is withdrawn?
- To restrict the depletion of funds in future years, a two-year time limit is in place on multiyear PIF bids, with three years being an option by exception. To ensure prioritisation within the multiyear bids, the PIF from the financial year 2019/20 and onwards has £600k of its total budget put aside for multiyear bids with the rest set aside (£600k) for one off allocations, with the option to ‘top up’ the multiyear allocation from the contingency balance if Members agree to do so. This will ensure that there should always be enough in the PIF to fund emerging one-off opportunities as they come up.
 - Departments must complete a standardised progress update form biannually and at the end of the initiative for all awards.
 - When a PIF bid has been approved there should be a reasonable amount of progress/spend on the works/activities within 18 months of approval which allows for slippage and delays. If there has not been enough spend/activity within this timeframe, Members will be asked to approve that the remaining allocation be returned to the Fund where it can be utilised for other works/activities. Where no expenditure has not been made within 12 months, a report should be brought back to the Policy & Resources Committee by officers to request reprofiling of funds.
 - If the Department requires funding for the same works/activities again at a later date, the funding must be re-bid for. If there is a legitimate reason, out of the Department’s control, which has caused delays, it is recommended that these are reviewed by Committee as needed.
 - Officers must gain the approval of the Policy and Resources Committee prior to repurposing any PIF/ Contingency.
 - It is expected that recurrent expenditure is covered by local risk budgets through the budget setting process unless extenuating circumstances.

Policy and Resources Committee - Policy Initiative Fund 2022/23 to 2025/26

Budget	2022/23	2023/24	2024/25	2025/26
Initial budget	£ 1,200,000	£ 1,200,000	£ 1,200,000	£ 1,200,000
Uncommitted balance brought forward from 2021/22	£ 137,307	£ -	£ -	£ -
Unspent balances deferred from 2021/22	£ 869,049	£ -	£ -	£ -
Unspent balances in 2021/22 returned to Fund	£ 203,536	£ -	£ -	£ -
	£ -	£ -	£ -	£ -
	£ -			
Revised Budget	£ 2,409,892	£ 1,200,000	£ 1,200,000	£ 1,200,000

VFM Questionnaire	Date	Name	2022/23 Bid	2022/23 Actual	2023/24 Bid	2024/25 Bid	2025/26 Bid
1	22/02/2018	Sponsorship of Wincott Awards	£ 4,000	£ 4,000.00			
2	07/06/2018	City of London Corporation - Engagement with Strategy World Economic Forum (WEF)	£ 76,339	£ 59,773.65			
3	05/07/2018	Events Partnership with The Strand Group, King's College London	£ 35,787	£ 22,000.00			
4	17/10/2019	City Week 2020 Event Sponsorship	£ 25,000	£ 25,000.00			
5	20/02/2020	Future.Now - Application for Funding	£ 4,000	£ 2,921.76			
6	20/02/2020	Sports Engagement Events & Initiatives (Tokyo 2020 Games)	£ 30,236	£ 29,808.30			
7	11/06/2020	British Foreign Policy Group (BFPG)	£ 17,000	£ 2,500.00			
8	24/09/2020	Commitment to UN Sustainable Development Goals	£ 1,100	£ 550.00			
9	21/01/2021	Support for Innovate Finance	£ 100,000	£ 100,000.00	£ 150,000		
10	18/02/2021	Commonwealth Enterprise and Investment Council: Renewal of Strategic Partnership	£ 20,000	£ 20,000.00			
11	08/04/2021	Standing International Forum of Commercial Courts	£ 50,000	£ 50,000.00	£ 50,000		
12	06/05/2021	Options to Promote Supplier Diversity	£ 17,000	£ 11,067.32			
13	08/07/2021	Voluntary Carbon Markets	£ 4,806	£ 4,750.00			
14	08/07/2021	Adoption of Competitiveness Strategy - Development of an 'Asset Under Management' Campaign	£ 70,000	£ 34,503.57			
15	16/11/2021	Sports Engagement Update	£ 75,000	£ 72,274.68	£ -	£ -	
16	16/12/2021	Impact Investment Institute Membership (III)	£ 87,000	£ -	£ 113,000	£ 100,000	
17	20/01/2022	Summit on Impact Investing	£ 93,505	£ 93,505.41			
18	17/02/2022	Franco-British Young Leaders' Programme - Gala Dinner 2022	£ 14,201	£ 14,964.75			
19	17/02/2022	Support for Financial and Literacy Inclusion Campaign	£ 75,000	£ 75,000.00			
20	17/02/2022	Commonwealth Games Baton Relay Celebrations	£ 70,000	£ 32,793.91			
21	05/05/2022	Support for Integrity Council for the Voluntary Carbon Market (IC-VCM) & UK-VCM	£ 130,000	£ 133,858.00	£ 130,000	£ 200,000	
22	13/06/2022	The Beckett Pageant For London	£ 10,918	£ 10,918.00			
23	Urgency	CFIT	£ 500,000	£ 476,665.40			
24	Urgency	Support for Task Force to delivery Code of Conduct for Environment, Social and Governance (ESG) Ratings Providers	£ 58,000	£ 22,146.48			
25	Urgency	Enhancing the impact of Col's Overseas workstreams through a permanent presence	£ 60,000	£ 2,966.80			
26	Urgency	Crypto AM Summit & Awards	£ 50,000	£ 50,000.00			
27	15/12/2022	Vision 2030 – laying the foundations for the success of UK Financial & Professional Services	£ 30,000	£ -			
N/A for 22/23	23/02/2023	Delivering the Residential Reset			£ 150,000		
N/A for 22/23	23/02/2023	City Week 2023 Event Sponsorship			£ 25,000		
N/A for 22/23	23/02/2023	Finalising Col Overseas Presence			£ 65,000	£ 100,000	£50,000
		Total Allocations	£ 1,708,892	1,351,968.03	£ 683,000	£ 400,000	£ 50,000
		Balance Remaining	£ 701,000		£ 517,000	£ 800,000	£ 1,150,000

Policy and Resources Committee - Contingency 2022/23 to 2025/26

Budget	2022/23		2023/24	2024/25	2025/26	2026/27
Initial Budget	£ 300,000		£ 300,000	£ 300,000	£ 300,000	£ 300,000
Uncommitted balance brought forward from 2021/22	£ 210,719		£ -	£ -	£ -	£ -
Unspent balances deferred from 2021/22	£ 92,863		£ -	£ -	£ -	£ -
Unspent balances in 2021/22 returned to Fund	£ 772		£ -	£ -	£ -	£ -
Revised Budget	£ 604,354		£ 300,000	£ 300,000	£ 300,000	£ 300,000

VFM Questionnaire	Date	Name	2022/23 Bid	2022/23 Actual	2023/24 Bid	2024/25 Bid	2025/26 Bid	2025/26 Bid
1	08/05/2014	City of London Scholarship - Anglo-Irish Literature	£ 19,850	£ -	£ -	£ -	£ -	£ -
2	20/02/2020	Common Council Elections in March 2021 - funding a high-profile advertising campaign	£ 14,059	£ 7,253.47	£ -	£ -	£ -	£ -
3	10/12/2020	Electoral Registration Campaign Manager	£ 22,219	£ 18,484.21	£ -	£ -	£ -	£ -
4	Urgency	Lord Mayor's Show Arrangements	£ 15,000	£ 15,000.00	£ 15,000	£ 15,000	£ -	£ -
5	14/10/2021	Election Engagement Campaign	£ 15,037	£ 6,940.61	£ -	£ -	£ -	£ -
6	09/06/2022	Civic Affairs	£ 60,000	£ 2,200.00	£ -	£ -	£ -	£ -
7	09/08/2022	River Thames Reflections Flotilla	£ 15,000	£ 15,000.00	£ -	£ -	£ -	£ -
8	Urgency	Crossrail Art Programme – Liverpool Street Artworks and Close-Out Matters	£ 36,000	£ 21,000.00	£ -	£ -	£ -	£ -
9	Urgency	Survey of City Residents & Workers	£ 40,030	£ 40,030.00	£ -	£ -	£ -	£ -
N/A for 22/23	23/02/2023	Worker Engagement: The City Belonging Project	£ -	£ -	£ 70,000			
10	23/02/2023	Introducing Electronic Voting	£ 10,000	£ -				
11	23/03/2023	Irish Chambers	£ 20,000	£ 20,000.00				
		Total Allocations	£ 267,195	£ 145,908.29	£ 85,000	£ 15,000	£ -	£ -
		Balance Remaining	£ 337,159		£ 215,000	£ 285,000	£ 300,000	£ 300,000

Bids for Committee's Approval: 23 March 2023

-	-	-	-	-	-
-	-	-	-	-	-
Total Balance if pending bids are approved	£ 337,159	£ 215,000	£ 285,000	£ 300,000	£ 300,000

Appendix 3: PIF & Contingency VFM Assessment Questionnaire

Please ensure that a separate form is completed for each bid and that the specified word count is not exceeded.

1. Please enter the name of your PIF/ Contingency Initiative.
2. Please enter the planned outcomes / benefits as defined in your Committee Report.
3. What was the original timeline for your works / activities?
(Start date, end date, key milestone target dates)
4. Is the Initiative on track to be delivered on time? Yes / No
Was the Initiative delivered on time? Yes / No

If No, please include a detailed explanation for the delay and a revised delivery date. (**Word count up to 100 words**).
5. Is the initiative on track to deliver within budget? Yes / No
Was the Initiative delivered within budget? Yes / No

If No, what is the estimated increase in cost and why has the cost increased? How was / will this increase in cost be met? (**Word count up to 100 words**).
6. What measures are in place to mitigate any risks of not delivering the planned outcomes?
(Strong governance, project plan with milestones / targets, risk register / risk management controls) (**Word count up to 100 words**).
7. What steps have you taken to ensure that your initiative was / will be delivered in the most cost-effective manner?
(Relevant benchmarking metrics /comparison of similar market providers, positive budget variance, effective use of resources, partnership working) (**Word count up to 150 words**).
8. What are the benefits / outcomes that have been achieved to date? How well do these outputs achieve the original objectives as set out in the Committee Report?
(Financial savings, improved efficiency, events attendance level/notable individuals who attended, findings from research acted upon, social impact and value, testimonials, positive customer satisfaction scores, process improvements and contribution to the delivery themes of the Corporate Plan and defined corporate strategies.* (**Word count up to 500 words inclusive of an executive summary that is no longer than 150 words**).

Corporate Plan

**Please can you ensure that progress / outcomes reported are matched against the relevant themes shown below.*

Contribute to a flourishing society	Support a thriving economy	Shape outstanding environments
<p>1. People are safe and feel safe.</p> <p>2. People enjoy good health and wellbeing.</p> <p>3. People have equal opportunities to enrich their lives and reach their full potential.</p> <p>4. Communities are cohesive and have the facilities they need.</p>	<p>5. Businesses are trusted and socially and environmentally responsible.</p> <p>6. We have the world's best legal and regulatory framework and access to global markets.</p> <p>7. We are a global hub for innovation in finance and professional services, commerce and culture.</p> <p>8. We have access to the skills and talent we need</p>	<p>9. We are digitally and physically well-connected and responsive.</p> <p>10. We inspire enterprise, excellence, creativity and collaboration.</p> <p>11. We have clean air, land and water and a thriving and sustainable natural environment.</p> <p>12. Our spaces are secure, resilient and well maintained</p>

Appendix 4: Current PIF/Contingency Fund Bid Policy

The purpose of the Policy Initiatives Fund (PIF) is to allow the Committee to respond swiftly and effectively with funding for projects and initiatives identified during the year which support the City Corporation's overall aims and objectives.

The current process for identifying which items should sit within the PIF are if they fall under the below criteria:

- Items that relate to a specific initiative i.e. research;
- Sponsorship/funding for bodies which have initiatives that support the City's overall objectives; and
- Membership of high-profile national think tanks.

To restrict the depletion of funds in future years, a two-year time limit is in place on multiyear PIF bids, with three years being an option by exception. To ensure prioritisation within the multiyear bids, the PIF from the financial year 2019/20 and onwards has £600k of its total budget put aside for multiyear bids with the rest set aside (£600k) for one off allocations, with the option to 'top up' the multiyear allocation from the balance if Members agree to do so. This will ensure that there should always be enough in the PIF to fund emerging one-off opportunities as they come up.

PIF bids need to include a measurable success/benefits criterion in the report so that the successful bids can then be reviewed to see what the outcomes are and if the works/activities meet the objectives of the PIF. These measures will be used to review PIF bids on a six-monthly basis. This review will aid Members in evaluating the effectiveness/benefits of PIF bids supported works/activities which can be taken into consideration when approving similar works/activities in the future.

When a PIF bid has been approved there should be a reasonable amount of progress/spend on the works/activities within 18 months of approval which allows for slippage and delays. If there has not been enough spend/activity within this timeframe, Members will be asked to approve that the remaining allocation be returned to the Fund where it can be utilised for other works/activities. If the Department requires funding for the same works/activities again at a later date, it is suggested that they re-bid for the funding. If there is a legitimate reason, out of the Department's control, which has caused delays, it is recommended that these are reviewed by Committee as needed.

The Committee Contingency Fund is used to fund unforeseen items of expenditure when no specific provision exists within the Policy Committee's budget such as hosting one-off events.

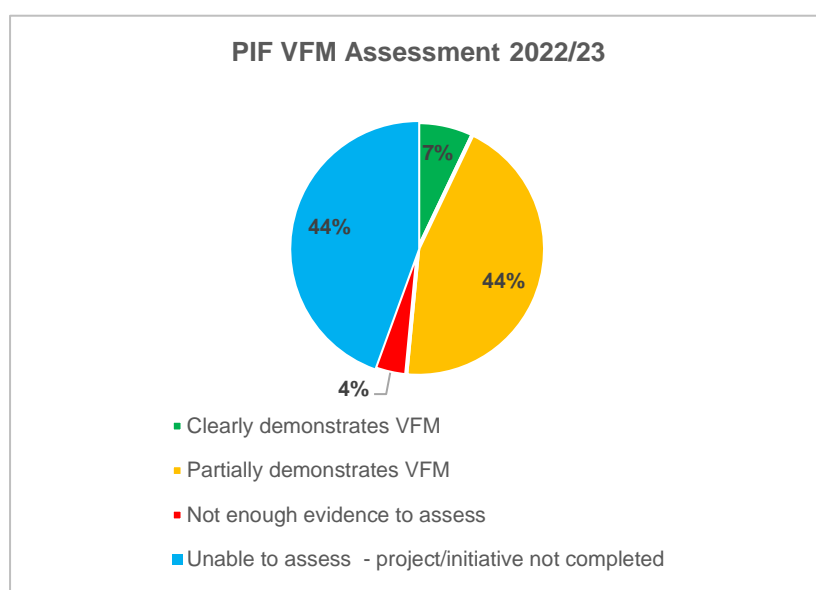
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Appendix 5: Review Data

The percentages within this section have been rounded for ease of reference.

PIF Awards 2022/23

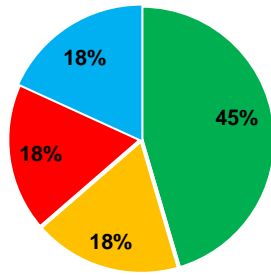
Department	No of Bids	Total Value (£)	% of Total Value
COOs	1	17,000	1%
Innovation & Growth	13	1,245,568	73%
Remembrancers	3	87,000	5%
Town Clerks	10	359,324	21%
Total	27	1,708,892	100%



Contingency Awards 2022/23

Department	No of Bids	Total Value (£)	% of Total Value
Commercial	1	36,000	13%
Innovation & Growth	1	20,000	7%
Remembrancers	2	34,850	13%
Town Clerks	7	176,345	66%
Total	11	267,195	100%

Contingency VFM Assessment 2022/23



- Clearly demonstrates VFM
- Partially demonstrates VFM
- Not enough evidence to assess
- Unable to assess - project/initiative not completed

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