



Policy and Resources Committee

Date: THURSDAY, 18 JANUARY 2024
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 CBE
Munsur Ali	Deputy Andrien Meyers
Deputy Randall Anderson (Ex-Officio Member)	Deputy Brian Mooney BEM
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	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 14 December 2023 (Pages 7 - 22)
- b) * To note the public minutes of the Member Development and Standards Sub-Committee meeting on 15 September 2023
- c) * To note the draft public summary of the Competitiveness Advisory Board meeting on 31 October 2023
- d) * To note the draft public minutes of the Communications and Corporate Affairs Sub-Committee meeting on 15 November 2023
- e) * To note the draft public minutes of the Resources Allocation Sub-Committee meeting on 30 November 2023
- f) * To note the draft public minutes of the Equality, Diversity and Inclusion Sub-Committee meeting on 11 December 2023

4. DRAFT HIGH-LEVEL BUSINESS PLAN 2024/25 - TOWN CLERK'S DEPARTMENT Report of the Town Clerk.

For Decision
(Pages 23 - 36)

5. DRAFT HIGH-LEVEL BUSINESS PLAN 2024/25 - REMEMBRANCER'S OFFICE Report of the City Remembrancer.

For Decision
(Pages 37 - 46)

6. **DRAFT HIGH-LEVEL BUSINESS PLAN 2024/25 - CORPORATE STRATEGY AND PERFORMANCE TEAM**
Report of the Chief Strategy Officer.

For Decision
(Pages 47 - 58)
7. **LONDON COUNCILS GRANTS SCHEME**
Report of the Town Clerk.

For Decision
(Pages 59 - 66)
8. **CITY OF LONDON CORPORATION CONFEDERATION OF BRITISH INDUSTRY MEMBERSHIP**
Report of the Executive Director, Corporate Communications and External Affairs and Executive Director, Innovation and Growth

For Decision
(Pages 67 - 74)
9. **DEPARTMENTAL 2024/25 BUDGET ESTIMATES - POLICY AND RESOURCES COMMITTEE**
Report of the Deputy Town Clerk, Remembrancer, Executive Director of Innovation Growth, The Chamberlain, Executive Director of Environment & Executive Director of Corporate Communications & External Affairs.

For Decision
(Pages 75 - 88)
10. **COMMUNITY INFRASTRUCTURE LEVY, ON-STREET PARKING RESERVES AND CAPITAL BIDS (QUARTER 3 - 2023/24)**
Report of the Chamberlain and Executive Director Environment.

For Decision
(Pages 89 - 116)
11. *** POLICY AND RESOURCES CONTINGENCY/DISCRETIONARY FUNDS**
Report of the Chamberlain.

For Information
12. *** DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**
Report of the Town Clerk.

For Information

13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
15. **EXCLUSION OF THE PUBLIC**
MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Part 2 - Non-Public Agenda

16. **NON-PUBLIC MINUTES**
To consider non-public minutes of meetings as follows:-
 - a) To agree the non-public minutes of the Policy and Resources Committee meeting held on 14 December 2023 (Pages 117 - 120)
 - b) * To note the non-public minutes of the Member Development and Standards Sub-Committee meeting on 15 September 2023
 - c) * To note the draft non-public minutes of the Communications and Corporate Affairs Sub-Committee meeting on 15 November 2023
 - d) * To note the draft non-public minutes of the Resources Allocation Sub-Committee meeting on 30 November 2023
 - e) * To receive a draft note of an informal meeting of the Resource Allocation Sub-Committee on 30 November 2023 (Pages 121 - 124)
17. **CARBON REMOVALS (CLIMATE ACTION) PROJECT RESCOPING REAPPROVAL (JANUARY 2024)**
Report of the Executive Director of Environment and Executive Director of Innovation and Growth.

For Decision
(Pages 125 - 134)
18. **OPTIONS ANALYSIS - PUDDLE DOCK**
Report of the City Surveyor and Executive Director of Property.

For Decision
(Pages 135 - 140)
19. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

20. **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

21. **MINUTES**

- a) To agree the confidential minutes of the Policy and Resources Committee meeting on 14 December 2023
- b) To note the draft confidential minutes of the Equality, Diversity and Inclusion Sub-Committee meeting on 11 December 2023

POLICY AND RESOURCES COMMITTEE

Thursday, 14 December 2023

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 14 December 2023 at 1.45 pm

Present

Members:

Deputy Christopher Hayward (Chairman)
Deputy Keith Bottomley (Deputy Chairman)
Tijs Broeke (Vice-Chair)
Caroline Haines (Vice-Chair)
Munsur Ali
Deputy Randall Anderson (Ex-Officio Member)
Deputy Rehana Ameer
Deputy Henry Colthurst (Ex-Officio Member)
Mary Durcan (Ex-Officio Member)
Helen Fentimen
Deputy Marianne Fredericks
Jason Groves
Deputy Ann Holmes (Chief Commoner) (Ex-Officio Member)
Deputy Shravan Joshi
Alderman Vincent Keaveny, CBE
Catherine McGuinness
Deputy Andrien Meyers
Deputy James Thomson
James Tumbridge
Deputy Philip Woodhouse

In attendance (observing online):

Paul Martinelli
Benjamin Murphy
Ruby Sayed
Madush Gupta

Officers:

Ian Thomas	- 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, Governance & Member Services
Benjamin Dixon	- Town Clerk's Department
Barbara Hook	- Town Clerk's Department
David Mendoza Wolfson	- Town Clerk's Department

Chris Rumbles	- Town Clerk's Department
Emily Satter	- Town Clerk's Department
Kristy Sandino	- Town Clerk's Department
Tabitha Swann	- Town Clerk's Department
Caroline Al-Beyerty	- Chamberlain
Sonia Virdee	- Chamberlain's Department
Genine Whitehorn	- Chamberlain's Department
Michael Cogher	- Comptroller and City Solicitor and Deputy Chief Executive
Dionne Corradine	- Chief Strategy Officer
Judith Finlay	- Director of Community and Children's Services
Chris Pelham	- Community and Children's Services Department
Deborah Bell	- Community and Children's Services Department
Bob Roberts	- Executive Director Environment
Ken Dunbar	- Environment Department
Rob McNichol	- Environment Department
Simi Shah	- Executive Director of Innovation and Growth
Lucianna Magliocco	- Innovation and Growth
Emily Tofield	- Executive Director of Corporate Communications & External Affairs
Paul Wright	- Remembrancer
Brendan Crowley	- City Surveyor's Department
Peter Young	- City Surveyor's Department
Jack Joslin	- City Bridge Foundation

Part 1 - Public Agenda

1. APOLOGIES

Apologies were received from The Rt Hon the Lord Mayor, Michael Mainelli, Deputy Brian Mooney, Alderman Sir William Russell and Alderman Alistair King.

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

There were no declarations.

3. MINUTES

a) Public minutes of the Policy and Resources Committee meeting held on 16 November 2023

The Chairman referred to a request that the minutes be updated to include reference to a suggestion that any savings / credit generated by the suspension of the City Corporation's Confederation of British Industry (CBI) membership, might be donated to an anti-bullying charity.

The Chairman acknowledged that Members were sympathetic to the intentions and thought behind this suggestion, but that it was not a proposal that was agreed by the Committee. Furthermore, officers were not of the opinion that there was any such credit / savings.

The Executive Director of Corporate Communications & External Affairs confirmed that the City Corporation had opted to suspend its Membership of CBI at the end of April 2023. There were no cost savings associated with the suspension given it was due to come up for renewal in October and, in consultation with CBI, the City Corporation opted to roll over its Membership to February when a decision was due to be made. The Director added how this decision had been taken in consultation with CBI and in the context of wide reporting of the financial turmoil and how the number of exits were impacting on them.

The Chairman suggested that Members note the point raised, further adding a point of clarification that the report coming back for Members' consideration would be a joint report of the Executive Director of Corporate Communications and External Affairs and Executive Director of Innovation and Growth.

A Member, also Chairman of Finance Committee, added that where the City Corporation was able to make savings it should not necessarily lead to spending or giving money to charity; it was important not to create a precedent which might be regretted further down the line.

A Member suggested that the City Corporation could outline Charities that the City Corporation already funds in looking to address bullying and harassment.

The Chairman concluded the discussion confirming the draft minute of the meeting would not require amendment given the proposal was not agreed.

RESOLVED: That the public minutes of the Policy and Resources Committee meeting held on 16 November 2023 were approved as a correct record.

b) **The public minutes of the Capital Buildings Board meeting held on 4 October 2023 were noted.**

4. **CORPORATE PLAN 2024-2029**

The Committee considered a report of the Chief Strategy Officer seeking approval of a draft Corporate Plan 2024-2029.

The Chairman, Town Clerk and Chief Strategy Officer took the opportunity to introduce the item, following which there was a discussion and with a number of areas highlighted as follows:-

- City of London Police, the City being a 'safe City' as well as City of London Police's lead national role on Fraud should be referenced. Changing 'thriving' City to 'safe' City.

- Reference should be made to ‘supporting’ others in providing rather than ‘providing’ outstanding Education.
- The City being a vibrant, thriving destination should be about more than simply attracting visitors; there was a need to draw out all the City Corporation has to offer.
- Key performance indicators were important, with the City Corporation needing to hold itself to account against delivery in key areas and with a quarterly summary against delivery to be produced.
- It would be helpful to have a document that can be taken from the Corporate Plan and presented to people when encouraging them to register to vote; a document setting out what the City of London does for people working in business.
- The attractiveness of the City should not simply be linked to businesses; hospitality was also a key part of the attractiveness of the City through a very well regulated and licensed hospitality sector, providing an environment in which people were able to network and making the City a great place to do business.
- There was reference to 8600 residents, but there being no breakdown of how many children, an aging population and this leading to key areas of focus. Pockets of poverty in the City should also be referenced. There was a need to emphasise that the City was a great place to live.
- It should make clear all that the City Corporation does for the rest of the UK, providing information on each area e.g., City of London Police as Lead force on fraud, the City Corporation being the fourth biggest funder of culture.
- There was reference to City Bridge Foundation’s £20m of philanthropic giving, but this forgets about the other charitable parts of the City Corporation e.g., Epping Forest.
- More should be made of the City Corporation looking outwards to wider businesses, with reference to work as part of the Vision for Economic Growth being drawn out and highlighted. Highlighting the City Corporation’s convening power, both domestic and international.
- The number of City Workers referenced was currently different in three places; if numbers were going to be quoted these needed to be spot on.
- The City’s housing stock was 10 years’ behind; monitoring was needed with clear outcomes that would provide relevant information when considering funding.
- The City provides excellent services and there was a need to bring these out e.g., carers.

The Town Clerk thanked Members for their comments, adding how the discussion had exemplified just how difficult it was to encapsulate everything the City Corporation was doing into one Corporate Plan, whilst resisting turning it into a tome. The Town Clerk added how in his view the Corporate Plan needed to be readable and concise, keeping it high level and strategic with department business plans sitting behind it to provide the detail. It was important to have a Corporate Plan that everyone could see themselves in.

The Chief Strategy Officer thanked Members for their comments, provided feedback across a number of the points raised, whilst noting that she had not heard anything during the discussion that would derail the six outcomes that had been proposed.

A Member referred to their earlier suggestion to include reference to the City being a 'Safe City' within the Corporate Plan. There was a brief discussion on an appropriate form of words for inclusion, following which there was agreement to consider this further outside of the meeting to allow time to consider the proposal in detail.

The Chairman concluded the discussion confirming the intention to review, reflect and update as appropriate the draft Corporate Plan based on the feedback given provided.

RESOLVED: That Members: -

1. Approved the draft Corporate Plan 2024-29 content at Appendix 1, not wording, (which would 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. Authorised 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. Agreed to recommend that the Court of Common Council adopts the Corporate Plan 2024-2029.

5. **REVISED TERMS OF REFERENCE FOR NATURAL ENVIRONMENT BOARD**
The Committee considered a report of the Executive Director of Environment proposing revised terms of reference for the Natural Environment Board.

The Chairman clarified the reason for speed with this decision being a break between Natural Environment Board meetings between February and May, with the intention being to appoint externals on to the Board by 1st April 2024 and going out to advertise following launch of the Natural Environment Strategy at the end of January 2024.

The Chairman highlighted a point to note relating to External Members, which was not said specifically in relation to this or the next item. The Chairman confirmed that he had asked the Town Clerk to audit the City Corporation's External Memberships as a whole. The reason for this being that, on an individual basis, the resource required to onboard, train and properly recruit external Members was relatively small, but in aggregate the demand was more significant. There had been an increase in the number of external Members post Governance Review and this now provided a good opportunity to take stock. It was not intended that the proposal presented today should in any way be held

up by this. The Chairman added how he considered it important to mention, nonetheless.

A Member sought a point of clarification on how Natural Environment Board would be linking into Destination City. A Member, also Chair of Natural Environment Board, responded and confirmed there was currently a focus looking at how open spaces within the City, with 200 City Gardens, could link in to various levels of the Destination City Programme and with discussions well advanced but not quite advanced enough to bring this to Members.

The Town Clerk clarified that Members were being asked to approve recommendation C today.

RESOLVED: That Members: -

- c) Agreed to 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.

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

The Committee considered a report of the Director of Innovation and Growth seeking agreement to expand the membership of the Competitiveness Advisory Board (CAB) for its next term (2024-2027) increasing both the number of elected Members and private sector Members.

There was recognition of the importance of CAB as a sounding board, but with a concern raised through expanding the Membership as a way to achieve fuller numbers attending meetings. It was suggested looking to identify the problem and addressing this rather than looking to expand the Membership.

In response, the Director of Innovation and Growth clarified the position as being one of very senior people on the board and in trying to align their very busy diaries rather than through any lack of interest on the part of those involved.

City Number One Group was highlighted as an example of a group that allowed for a critical mass within its Membership which resulted in the right number of people attending meetings, with CAB looking to follow this approach. It was noted that the current Membership of CAB was very strong; there was a suggestion to focus on those areas not represented as part of any expansion. City Number One Group was further highlighted as an example through management of its Membership on an annual basis, with Members potentially dropping out where they were only semi interested. It was suggested that Competitiveness Advisory Board could focus other areas in addition to Financial and Professional Services e.g., Global City, culture and tourism. A Member questioned the proposal to increase the number elected Members on the Board. In conclusion, the Director confirmed that the proposal to increase the number of Elected Members appointed to CAB was to allow for an equal number against external appointments, which was in line with other Boards at the City

Corporation. The Director further added how the Board allowed for a focus on the global competitiveness sector, which was a very specific area of focus.

RESOLVED: That Members:

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

7. **DESTINATION CITY REVIEW 2023-24**

The Committee considered a report outlining Terms of Reference for the Destination City Review.

The Chairman introduced the item and referred to Members' feedback on Destination City over recent months demonstrating that there was a need to understand how the programme was delivering against its original aims and vision to ensure its remit remained correct for the future. As such, the Town Clerk had commissioned an independent review of Destination City, to be led by Paul Martin, looking at how the programme can be renewed and reinvigorated and identifying new goals moving forward.

The Chairman added how he hoped Members would be happy to offer their endorsement of the terms of reference to allow Paul Martin to progress with this much needed work without delay. The Chairman confirmed the intention being to come back quickly with recommendations; this being the case he had asked the Vice-Chairman to assist him and Mr Martin in co-ordinating Member input.

The Chairman stressed that he was keen to ensure that any Member wanting to contribute to the review was able to do so.

During the discussion that followed the following points were highlighted: -

- The exact purpose of the review and what can be expected from it were not clear. Many people in communities would be interested in contributing to the review but they do not appear to be part of the process. Greater clarity was needed on the terms of reference.
- There was a need to be absolutely clear about the original definition and ambition of Destination City and how far or not the City Corporation had worked towards delivering against this. Clear recommendations were needed about what happens in the future.
- Clarity was needed on the officer lead for Destination City and governance arrangements.
- Recommendations from the Destination City Review could potentially impact on the Corporate Plan. It would be sensible for any recommendations arising from the Destination Review to be fed in before the Corporate Plan was finalised.
- Big businesses appeared to be missing from the stakeholder consultation list, with previous feedback from businesses that they

wanted to see a vibrant City. The voice of big businesses should be heard.

- There was a need for a much wider group of consultees than was currently reflected. Livery Companies were highlighted.
- Destination City was formulated as a post pandemic recovery strategy for the city. The City was now back, working, active and there was a need to consider what Destination City should look like moving forward.
- A mistake was made through a lack of engagement and buy in from the outset.
- The terms of reference of the review were too vague; there was a need for critical answers so that Destination City can be shaped to make it work. There was a need to drill down, establish exactly what the City Corporation were looking to get out of the review and who to collaborate with.

The Chairman noted the discussion points around consultees and of a need to broaden the base wider than was shown in the paper, which he confirmed he was happy to endorse as part of what was intended to be an inclusive process.

The Director of Innovation and Growth responded confirming that there was a wider consultation list available that she would share with Members following the meeting, with feedback and suggestions on this being welcomed to ensure all relevant stakeholders were being included. Members noted that there was no dependency on reporting back in February should further consultation and more time be needed.

Members noted that the Director of Innovation and Growth was the sole Senior Responsible Officer for Destination City, working in consultation with a Corporate Chief Officer Group to run the programme.

A Member referred to an earlier point relating to the terms of reference and wanting a commitment to sharpen these up if they were to be endorsed. The Town Clerk responded stressing that this was not the end point of the process, it was only part way through with Paul Martin talking to people to shape the recommendation today with regards the terms of reference. The Town Clerk added how the three areas of focus of the terms of reference did not appear contentious in his view and that he considered them appropriate against what was looking to be achieved from the review.

Helen Fentiman moved an amendment to the recommendation, seconded by Randall Anderson, as follows:

That Members: -

Note the report on Destination City Review

Endorse the Terms of Reference of the Martin Review (as shown at point 7 in the report), including:

- To explore and review the objective of Destination City;
- To review and make recommendations for the successful leadership of Destination City including any associated governance structure;

- To consider and make recommendations for a culture strategy for the City of London; and
- To consult in the broadest possible range of interested parties in doing so.

The Committee proceeded to vote on the amendment, with four Members voting in support of it and a majority voting against. As such, the amendment was not carried.

RESOLVED: That Members: -

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

8. COMMUNITY INFRASTRUCTURE LEVY NEIGHBOURHOOD FUND - APPROVAL OF UPDATED COMMUNITY INFRASTRUCTURE LEVY NEIGHBOURHOOD FUND POLICY

The Committee considered a report of the Managing Director of City Bridge Foundation seeking approval of several proposed changes to the Community Infrastructure Levy Neighbourhood Fund Policy in response to comments from City communities and for the programme to adopt the new policy from January 2024.

RESOLVED: That Members: -

1. Noted the response and key findings of the consultation on the City CIL Neighbourhood Fund, set out in Appendix 1;
2. Approved 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, delegated the approval of funding applications below £100,000 from the City CIL Neighbourhood Fund to the CIL Neighbourhood Fund Officers Panel and delegated the approval of funding applications for £100,000 and above from the CIL Neighbourhood Fund to the Resource Allocation Sub-Committee, and
4. Approved the proposed terms of reference for the City CIL Neighbourhood Fund Officers Panel, set out in Appendix 4.

9. COMMUNITY INFRASTRUCTURE LEVY AND ON-STREET PARKING RESERVES CAPITAL BIDS (QUARTER 2 - 2023/24) & CAPITAL BIDS FOR 2024/25 CAPITAL PROGRAMME

The Committee considered a joint report of the Executive Director Environment and Chamberlain seeking feedback on prioritisation of infrastructure projects funding in financial years 2023/24 to 2027/28 along with new capital bids as part of the annual capital bidding process for the financial year 2024/25.

RESOLVED: that for projects bids considered under Community Infrastructure Levy (CIL) and Off-Street Parking Reserves (OSPR) funding, Members: -

- Reviewed the project bids in line with the eligibility and prioritisation criteria as set out in Appendix 1.
- Noted the forecast balances for City CIL and OSPR as detailed in paras 2.1 and 2.2 of the report, which incorporated the recommendations of the Priorities Board,
- Approved 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:

- Approved the new capital bids submitted (listed in section 3.2 and detailed in appendix 2), amounts requested and purposes for which these were requested, including two schemes funded by CIL (Bid AB2 – City Cluster Programme) and OSPR monies (Bid AB1 – Car Parks Fire and Safety).
- Approved the recommendations of the Priorities Board in relation to three schemes of the fourteen Capital and SRP bids. These were 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
- Noted new bids which require funding from City Bridge Foundation (CBF), would 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.
- Noted 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,
- Noted the future funding requirements under section 7.

10. APPOINTMENT OF POLICY LEADS FOR CLIMATE ACTION AND SUSTAINABLE FINANCE

The Committee considered a report of the Town Clerk providing an update following advertisement for a Sustainability Policy Lead and seeking approval of the appointment for two Policy Lead roles.

REOLVED: That Members:

Agreed that two Policy Lead roles would be created, with appointments being made through to April 2025 as follows:

- Alderman Alison Gowman being appointed as Climate Action policy lead.
- Irem Yerdelen being appointed as Sustainable Finance policy lead.

11. CITY OF LONDON CARE EXPERIENCED AS A PROTECTED CHARACTERISTIC POLICY APPROVAL

The Committee considered a report of the Director of Community and Children's Services seeking endorsement of care experienced as if it were a protected characteristic.

RESOLVED: That Members: -

- Endorsed the City of London Corporation's recognition of care experienced as if it were a protected characteristic where practicable and, in doing so, approve the City of London Care Corporation's specific policy, 'Care Experienced as a Protected Characteristic' (Appendix 1).

12. BEMS UPGRADE PROJECT PHASE 1 STAGE 3 GUILDHALL EAST WING

The Committee considered a report of the City Surveyor relating to a project focussing on the Building Energy Management Systems (BEMS) monitor and control of the Heating, Ventilation and Air Conditioning (HVAC) systems and other building systems across the City Corporation.

RESOLVED: That Members: -

- Approved 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;
- Approved a budget of £663,854 excluding risk be allocated to Stage 3 Guildhall East Wing, to reach the Gateway 6. Breakdown of costs:
 - Consultants Fees = £20,465
 - Works = £643,389
- Noted that by approving Option 3, there was a de-scope of the project to exclude GYE Police Offices, further explanation in section 4.
- Approved that a Costed Risk Provision (CRP) budget of £32,269 being allocated to Stage 3: Guildhall East Wing, to reach the next gateway.

Noted next steps:

- 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.

13. CAPITAL FUNDING UPDATE

The Committee considered a report of the Chamberlain following on from previous papers on capital prioritisation, the capital review and the 2020/21, 2021/22 and 2022/23 rounds of annual capital bids.

RESOLVED: That Members: -

- (i) Reviewed the schemes summarised in Table 2 and, particularly in the context of the current financial climate, to confirm their continued essential priority for release of funding at this time and accordingly:
- (ii) Agreed 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) Agreed the release of up to £0.860m for the Critical works and Phase 1 of Barbican Renewal Infrastructure Programme from City Fund.

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

The Committee considered a report of the Chamberlain presenting the findings of an assessment of Policy Initiatives Fund / Contingency awarded in 2022/23 and making recommendations to improve the process and reporting in the future.

A Member referred to the assessment questionnaire and there being a need to ensure that questions were being asked at the beginning and end of the process to allow for a match up against the final outcomes, with Members noting that the questions were being standardised to achieve this.

RESOLVED: That Members: -

- Noted the findings of the 2022/23 PIF/Contingency review.
- Approved a refreshed PIF/Contingency policy, at Appendix 1, which would standardise applications for PIF/Contingency and provide additional assurance on how applications would meet policy, delivery and financial outcomes.

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

15. POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY

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: -

- Received the report and noted its content.

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

The Committee received a report of the Town Clerk advising 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).

RESOLVED: That Members: -

- Received the report and noted its content.

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

There were two questions raised as follows:

Jason Groves – Engaging with the largest 100 businesses in the City.

Would the Chairman consider asking the Director of Communications to bring a paper to Policy and Resources Committee setting out how the City Corporation engages with the largest 100 businesses in the City and making recommendations for further engagement with them.

The Executive Director of Corporate Communications & External Affairs confirmed that the request had been noted.

Marianne Fredericks – Ward newsletters

It was questioned whether a report would be coming back providing an update in relation to hard copy ward newsletters. The Executive Director of Corporate Communications & External Affairs offered the Member a reassurance that a plan was in progress to bring forward a physical ward newsletter, with an update to follow on this in January and coming back separately to the Member with more detail.

The Chairman stressed the need for Members to give advance notice of their questions in future.

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

The Chairman confirmed that there was one additional item of business on which he wanted to provide Members with an update as follows:

Barbican Strategy Group – Earlier in the year Policy and Resources Committee received a resolution from Barbican Residential Committee, asking that it look into the potential for a ‘Barbican Strategy Group’. Officers were tasked to look into this as the proposals were quite broad and unrefined. This work has involved significant consultation and whilst a need for expediency was understood, it was also something that it was important to get right. The Chairman took the

opportunity to assure Members that a draft report had now been considered by the Town Clerk's Senior Leadership Team and that a proposal would be coming forward in January 2024.

19. **EXCLUSION OF THE PUBLIC**

RESOLVED: That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Part 2 - Non-Public Agenda

20. **NON-PUBLIC MINUTES**

- a) The non-public minutes of the Policy and Resources Committee meeting held on 16 November 2023 were approved as an accurate record.
- b) The non-public minutes of the Capital Buildings Board meeting held on 4 October 2023 were noted.

21. **LONDON NAUTICAL SCHOOL AND THE CITY OF LONDON ACADEMIES TRUST**

The Committee considered a report of the Director of Community and Children's Services relating to London Nautical School and the City of London Academies Trust.

22. **CITY OF LONDON CORPORATION OVERSEAS OFFICES**

The Committee considered a report of the Executive Director of Innovation and Growth relating to City of London Corporation overseas offices.

23. **MAJOR PROGRAMMES OFFICE DASHBOARD**

The Committee received a report of the Chamberlain providing a Major Programmes Office Dashboard.

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

There were no questions.

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

There were no additional items of business.

Part 3 - Confidential Agenda

26. **FUNDING FOR THE NEW COMMERCIAL, CHANGE AND PORTFOLIO DELIVERY DIVISION**

The Committee considered a report of the Chamberlain relating to funding for the new Commercial, Change and Portfolio Delivery Division

The meeting ended 4.05pm

Chairman

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

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Agenda Item 4

Committee(s): Corporate Services Police Authority Board Policy and Resources	Dated: 10 January 2024 10 January 2024 18 January 2024
Subject: Draft High-Level Business Plan 2024/25 – Town Clerk’s Department	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1,2,3,4,5,6,7,8,9,10,11 and 12
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: Sarah Scherer, Head of Business Support	

Summary

This report presents for approval the high-level business plans for several areas of the Town Clerk’s Department for 2024-2025.

Specifically, the report brings together the following functions which report into the Deputy Town Clerk:

- Governance and Member Services
- Office of the Policy Chairman
- Strategic Security and Resilience
- Police Authority
- Corporate Health & Safety

The Office of the Lord Mayor and the London Metropolitan Archives, which also sit under the Deputy Town Clerk, will report in separate, individualised business plans, as will other areas of the Town Clerk’s Department (e.g., Corporate, Strategy and Performance and Communications).

Recommendation(s)

1. Members of the **Corporate Services Committee** are asked to approve the sections related to Governance and Member Services, Office of the Policy Chairman and Corporate Health & Safety.
2. Members of the **Policy and Resources Committee** are asked to approve the sections related to the Office of the Policy Chairman and Strategic Security and Resilience.
3. Members of the **Police Authority Board** are asked to approve the sections related to the Police Authority.
4. Members are asked to note organisational changes which will affect the Town Clerk’s Department and Deputy Town Clerk reporting lines, particularly that Electoral Services has moved to the Comptroller and City Solicitor, and that Health and Safety will report into the Deputy Town Clerk.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side business plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2024/2025, the high-level business plans have been further evolved to add more narrative and improve readability. These plans incorporate further changes to the organization since the TOM. As high-level plans, these documents do not capture the granularity of work but give the overall picture of activity, customer feedback, trends where applicable and direction of travel.

Draft final high-level Business Plans for 2024/2025

3. This report presents, at Appendix 1, the consolidated draft high-level business plans for 2024/2025 for the following functions within the Town Clerk's Department who report into the Deputy Town Clerk:
 - a. Governance and Member Services
 - b. Office of the Policy Chairman
 - c. Strategic Security and Resilience
 - d. Police Authority Team
4. These functions have individualised deliverables, but their size and remit do not necessarily warrant individualised business planning in a directly equivalent manner to the wider departmental submissions made by larger areas.
5. Given the transition of Health & Safety to the Town Clerk's Department at a late stage in the business planning process, a separate draft high-level business plan is presented in Appendix 2. (*N.B. – consequently, Appendix 2 has been omitted from circulation to the Policy & Resources Committee and Police Authority Board, in the interests of reducing superfluous paperwork to those bodies*).
6. The Office of the Lord Mayor and the London Metropolitan Archives, which also form part of the Deputy Town Clerk function, will report in separate, individualised business plans to the relevant committees.
7. The high-level plans have been developed in consultation with senior officers, considering the work activity, aspirations, and issues of each of the respective function. The intention is to establish and confirm the core workstreams for each function, so that management teams can set objectives and work plans to accomplish these overarching goals throughout the upcoming year.
8. In drafting their business plans, teams have focused on cross-departmental collaboration. The Office of the Policy Chairman business plan, for example, has been shared with Innovation & Growth, Corporate Communications, Remembrancer's and Mansion House. Governance and Member Services have consulted with the Corporate Strategy team.

9. These functions represent a headcount of 67.7 FTE all based in the Guildhall complex.

10. *Governance and Member Services*

- a. The Governance and Member Services team in the Town Clerk's Department is dedicated to supporting the Corporation's decision-making process and supporting Members in their work as elected officials and representatives of the City of London Corporation. The Team is comprised of 20 individuals who support with the day-to-day operations of committees, on matters of procedure, and by providing learning and development opportunities.
- b. The Team oversees the formal process and services of over 500 formal decision-making meetings each year, including meetings of the Court of Common Council and Court of Aldermen, their committees, sub-committees and working parties.
- c. In 2023/2024 this team saw significant change with the appointment of a new interim Assistant Town Clerk. As of writing there were 3 vacancies against a headcount of 20. We hope in the year ahead that we can get back to basics and better deliver against the core functions of our team and help the organisation (Members and Officers) better understand the role of Members and the City Corporation's decision-making functions.
- d. In 2024/2025, the team will focus on the development and implementation of a Member Development programme and the development of an Induction Programme for all potential candidates in the 2025 election. The team will also work to define a new Report Template and associated guidance and training to align with the new priorities of the 2024-2029 Corporate Plan and facilitate improved decision making.

11. *Office of the Policy Chairman*

- a. Led by the Executive Director and Private Secretary, the team works to support the Policy Chairman, Deputy Policy Chairman, Vice Chairs and Policy Leads in their role in providing leadership for the Corporation in the development of policy and drive the organization's aims and objectives.
- b. Within the Policy Unit, the team works across the organization with all Departments to deliver on the strategic priorities of the Policy Chairman, including the implementation of recommendations proposed by the sector through Vision for Economic Growth, reinvigorating activity in the Square Mile through the completion of the London Museum, the definition of an expanded Destination City remit, and SME Strategy, as well as day-to-day governance within the Corporation.
- c. In 2024/2025, the team will continue to drive a programme of external engagement that includes regular meetings/activities with key stakeholders, ensure the successful execution of the CPR overseas visits programme, support the Chair in their duties at Common Council, Policy and Resources

and RASC, and ensure timely response to inbound correspondence, while also supporting cross-cutting policy responses to emerging issues.

12. *Strategic Security and Resilience*

- a. The City of London Resilience Planning team has a duty and statutory function that offers a specialist resource aimed at helping both the City Corporation and supporting the wider Square Mile community to maintain its resilience in the face of emergencies and other business disruptions.
- b. Led by the Strategic Security Director & Counter Terrorism Advisor, the team aims to raise awareness in the Square Mile community of all aspects of contingency planning, preparing for localised and Pan London incidents supporting the wider City of London community with a key task to ensure the consistency of the Corporations own preparedness to respond to an emergency. Promote business continuity in the Square Mile providing advice and assistance to City businesses those undertaking commercial activities and voluntary organisations in the development of their business continuity management planning arrangements, as well as a responsibility to warn and inform the community of any emergencies and how to mitigate their effect.
- c. Much of the emergency planning activity which affects the Square Mile is carried out on a London wide basis. City of London Contingency Planning Team ensures that the Square Mile is adequately represented as part of these pan-London planning activities. In addition, The City of London Police and the City of London Corporation have a close working relationship in many areas including contingency planning.
- d. In 2024/2025, the team will ensure that local resilience/emergency planning & business continuity planning follows the core principles of legislation under the CCA-Civil Contingencies Act 2004 and echoes the principles that subsidiarity is at the core of local resilience emergency planning arrangements. The Head of Resilience Chairs the Local City of London Resilience Forum (Borough Resilience Forum) the partnership and multi-agency mechanism for planning for emergencies within the Square Mile and beyond

13. *Police Authority*

- a. The Court of Common Council is defined as the Police Authority for the Square Mile. The Court delegates this duty (except for the appointment of the Police Commissioner) to the Police Authority Board and its Committees (Strategic Planning and Performance; Resource, Risk and Estates; Professional Standards and Integrity; Economic Crime and Cyber; and Police Pensions Board). The Board is supported by the Director of the Police Authority and 6 staff members.
- b. The Police Authority team supports the Police Authority Board to make sure that the City of London Police runs an effective and efficient service by holding the Commissioner to account; ensure value for money in the way the police is run and assist in setting policing priorities taking into account the views of the community.

- c. In 2024/2025, in addition to fulfilling our statutory obligations, the team will promote the value of our National Lead Force role and FCCRAS implementation. In addition, they will oversee and work with the Force to improve the line of sight between inputs, activity and outputs/outcomes in relation to the delivery of the City of London Policing Plan

14. *Corporate Health & Safety*

- a. The Corporate Health & Safety function in the Town Clerk's Department is dedicated to ensuring appropriate and sufficient systems are in place to support our governance of Health & Safety risk. These mechanisms support the Corporation's decision-making process and support Chief Officers in discharging the legal requirements set upon us as an ethical, modern employer.
- b. The team is comprised of eight individuals who maintain our policies, procedures, and safety data systems, such as accident reporting and are critical in setting our organisational safety culture. Critically they make up the competent health and safety resource as required by statute under various safety related pieces of legislation, e.g. Fire.
- c. In 2023/2024 this team saw significant change with the appointment of a new Health & Safety Director and Head of Profession and the merging together of the Property and People safety functions. These changes were driven in order to: i. better improve risk visibility, ii. streamline safety processes to support governance, iii. to better support the risk profile of the Corporation and iv. to provide the Town Clerk with assurance.
- d. This year the function will ensure our safety management system is fit for purpose, following key organisational changes resulting from the Target Operating Model. We will ensure we are able to reflect back accurately our significant safety risk profile. We will also set a clear direction for all departments by implementing safety strategy that not only supports our People Strategy as part of our Corporate Plan but can develop the maturity of our risk culture. One workstream in particular will focus on the reduction of harm in order contribute to cost reduction. This work will provide clarity on safety risk, improve risk literacy for our managers, members and encouraging the use of systems, such as accident reporting and ensuring that learnings from incidents are implemented effectively to minimise recurrence and the risk of harming employees, service users and subsequently prosecution from the Health & Safety Executive.

Operational Property Assets Utilisation Assessment

- 15. In keeping with the requirements of Standing Order 56, a utilisation assessment has been undertaken of the corporate space occupied by the relevant sections of the Deputy Town Clerk function covered in this report.
- 16. Recent changes to departmental structure (with elections moving to the Comptroller & City Solicitor's department and Health & Safety relocating to join the function and changing physical location), together with the disparate geographical locations and space requirements of various sections have necessarily limited the ability to report desk usage coherently across the piece or to compare all sections in a like-for-like

fashion. Nevertheless, an assessment has been undertaken and did not identify any surplus operational property assets and currently assets allocated for the delivery of services are fully utilised. Excluding operational spaces (e.g., the Print Unit), an apportionment of 206.58 sqm is made for the various functions located on the West Wing, second floor. The utilisation assessment will continue to be kept under review, in line with the requirements of Standing Order 56 and any changes in the CoLC's Workplace Attendance Policy.

Corporate & Strategic Implications

17. Strategic priorities and commitments are expressed in Appendix 1 and Appendix 2.

Security implications

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

Financial and resourcing implications

19. The budgets for the various functions represented by this report within the Town Clerk's Department are set out in the attached appendices.

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

Equalities Implications

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

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

Conclusion

23. The Town Clerk's Department is a combination of disparate functions which work together in support of key corporate functions and encompassing a number of statutory responsibilities. This report presents the key workstreams for the coming year in line with the new business plan reporting template; as the new departmental structure embeds alongside the new business planning process, the connectivity across areas will be strengthened for future years.

Appendices

- Appendix 1 – Final high-level business plan 2024/25
- Appendix 2 – Final high-level Corporate Health & Safety business plan 2024/25 (omitted from circulation to the Policy & Resources Committee and Police Authority Board, in the interests of reducing superfluous paperwork to those bodies).

Sarah Scherer

Head of Business Support

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What's changed since last year

Governance and Member Services

- 2020-22 saw a significant amount of change, including turnover in officers and Members (c. 50% of both groups). There is a new Team structure and several governance reviews which have fundamentally changed some aspects of how we work. 2023-24 sees a 'steady state' for the first time in several years and will hopefully allow the Team to get back to basics and better deliver against the core functions of our team, and help the organisation (Members and Officers) better understand the role of Members and the City Corporation's decision-making functions.

Electoral Services and Health & Safety

- As a result of a structural realignment, the Electoral Services team have moved to the Comptrollers and City Solicitor's and Corporate Health & Safety have moved to the Town Clerk's Department.

Office of the Policy Chairman

- The Office of the Policy Chairman was fully staffed for the first time, albeit there was some churn within the team throughout; 2023-2024 represented the first year in which to establish the Office of the Policy Chair function and showcase the value this team can add across the organisation.

Strategic Security and Resilience

- Senior Security Board has been reviewed and updated, including a new Protect Bridges Board, linked with new corporate risk.
- Implementation and embedding integrated Protect Plans with COLP, COLC, stakeholders and businesses.
- Implementation of actions from debriefs of events, enhancing effective command, control and co-ordination.
- Resilience arrangements, business continuity, response, planning and implementation all developed significantly through the unprecedented response to the global Covid 19 pandemic . Strategic and operational arrangements were a key feature of the City of London response from health for the local community and ensuring local business continuity planning arrangements were in place across the whole of the Corporation's business portfolio. Post pandemic, the recovery to a 'new normal' has presented several challenges across the resilience spectrum. Covid provided proof that the key to success in planning and response to major incidents and events is via relationships and partnership working arrangements. Strategic leadership in major incidents training has been rolled out and we are ensuring our capability and resources through our staff volunteering roles to support major incidents are continually updated.

Police Authority Team

- The new target operating model for the Police Authority Team is bedding in; there is more capacity and capabilities in the Team. The City's Policing Plan was refreshed for 2023/24. The external policing context has evolved: public trust and confidence in policing is too low; financial pressures have increased; and Government has clarified expectations with the publication of a new Fraud Strategy, a second Economic Crime Plan and a revised Strategic Policing Requirement and Policing Protocol.

Our aims and objectives are

Governance and Member Services

- To offer comprehensive support to Members in the exercising of their duties as elected representatives of the City of London Corporation – by providing governance advice and learning and development opportunities
- To oversee the formal decision-making process and services of over 500 formal decision-making meetings each year, including meetings of the Court of Common Council and Court of Aldermen, their committees, sub-committees and working parties

Office of the Policy Chairman

- Support the Policy Chairman, Deputy Policy Chairman, Vice Chairs and Policy Leads to coordinate and advance the development, promulgation and implementation of the Corporation's policies, programmes, and strategic aims in collaboration with senior and Chief Officers, focusing on the strategic priorities of the Policy Chairman which include our Competitiveness Strategy manifested through Vision for Economic Growth and reinvigorating activity in the Square Mile through the completion of the London Museum, Destination City, and a SME Strategy
- Advance the Corporation's policy priorities through the establishment of strong and effective networks and partnerships across the Corporation, the Lord Mayor and Mansion House, and externally across the City of London, Westminster, and the private sector

Strategic Security and Resilience

Page 24

To assist and facilitate across the organisation a co-ordinated response of HM Contest Strategy of Protect, Prepare and Prevent strands, relevant to Local Authorities, through the Senior Security Board, considering our people, places, communities and customers. Oversee high risk events and incidents, through competent command structures

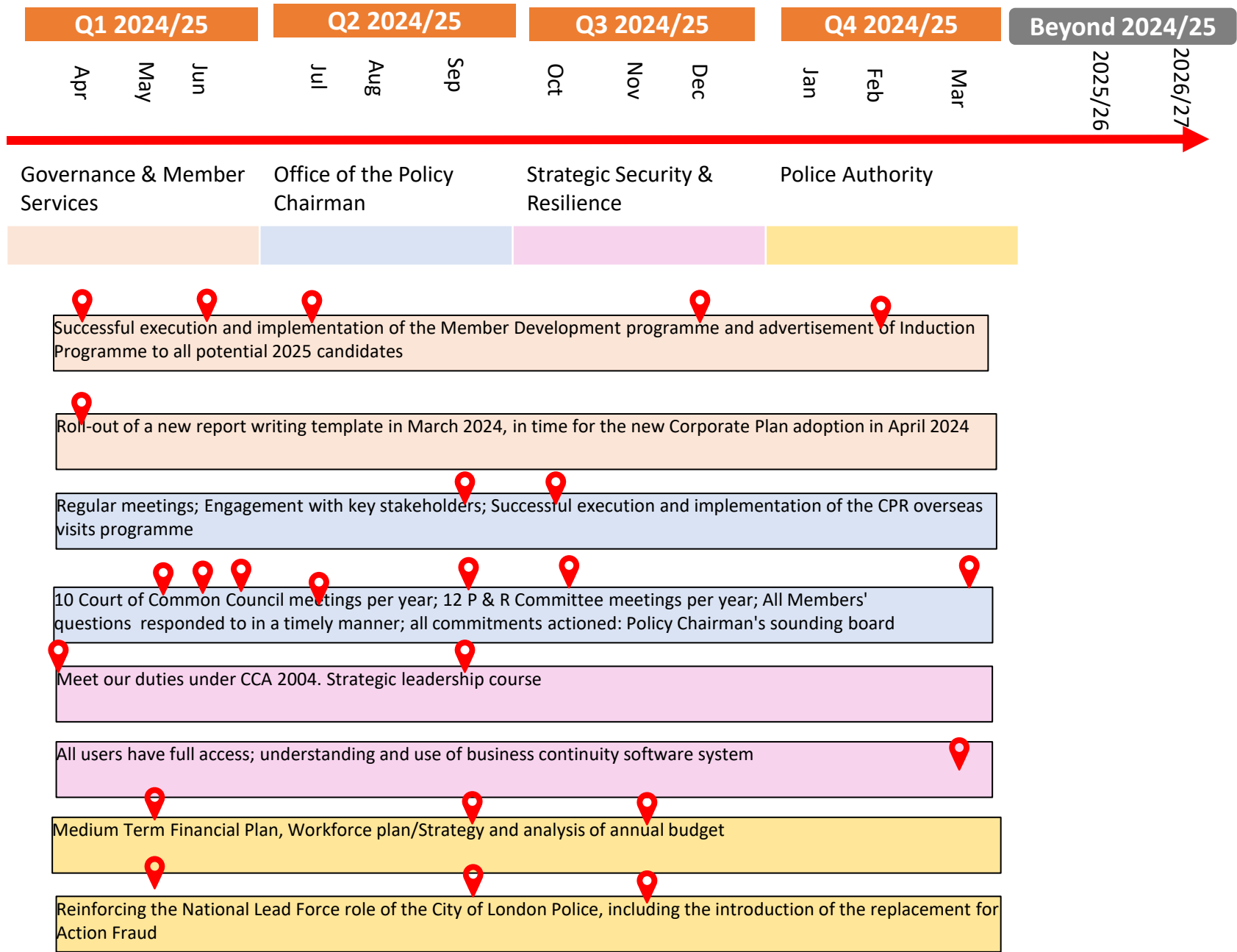
Local resilience/emergency planning & business continuity planning follows the core principles of legislation under the CCA-Civil Contingencies Act 2004 and echoes the principles that subsidiarity is at the core of local resilience emergency planning arrangements. It must also be mentioned that emergency and resilience planning underpin the Government Contest strategy particularly the 'Prepare' strand

- The overarching Aim is still linked to the CR01 risk of all the ingredients above and are a part of providing the capability and resource to ensure that the Colc can respond to a major incident impacting on the City of London and supporting the emergency services

Police Authority Team

- To support the work of the City of London Police Authority Board in fulfilling its statutory and other responsibilities to ensure the public receives an efficient and effective service from the City of London Police, and the priorities in the City of London Policing Plan are delivered

Our 2024/25 timeline planner priority workstreams and key milestones



Our major workstreams this year will be

Workstream Name	Funding allocated	People resource	Prioritisation category	Dependency	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
Member Development and Induction Development, approval, delivery and evaluation of a Member Development Programme / new Member Induction Programme <div style="text-align: center; font-size: 2em; font-weight: bold;">Page 26</div>	8%	8%	Political Expectation; Duty & Discretionary	Sub committee approval/ Member buy in/ Chief Officer buy in	Improved L & D Programme leading to increased attendance and the development of Member skillsets that allow them to better exercise their duties; More efficient meetings/Less ad-hoc member questions; Potential introduction of mandatory training; An appropriate induction plan designed to provide key information and guidance to help newly elected Members	Successful execution and implementation (measured through attendance and feedback results)	Quarterly	Increase level of attendance by 25%	N/A
						Delivery of quarterly programmes	Quarterly	100%	95%
						Advertisement of induction programme to all potential 2025 candidates in good time	End of Feb 2025	100%	N/A
Governance To establish a new report writing template(s), taking into account the new Corporate Plan	4%	4%	Duty & Discretionary	Approval of the corporate plan; Relevant Chief Officer and Member approvals	The roll-out of a clear template that will assist in the production of reports; and assist Members in their consideration of the reports; leading to more effective and timely decision-making.	Roll-out of a new report writing template and training to support the adoption of the new template	End of April 2024 Progress monitoring quarterly	90% Adherence to new template	N/A

Workstream Name	Funding allocated	People resource	Prioritisation category	Dependency	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
Supporting the Policy Chairman discharge their duties as a key spokesperson and lead the Corporation's external relations with Westminster, Brussels, London local government and internationally	80%	50%	Priority Outcome (Organisation) Political Expectation	Medium and long term planning impacted by ongoing unforeseen events and conflicting priorities UK Elections EU, US and other global elections Availability of external stakeholders	Positioning the City as a welcoming, diverse and accessible place that is open to everyone, as well as being the centre of the UKS trading and financial services industries	The CPR is well known, and well regarded across major institutions and corporations within the Square Mile – our Vision for Economic Growth is promoted and adopted by major political parties	Quarterly	90% engagement with identified priority stakeholders	N/A
						The CoLC is viewed as the national representative of the FPS sector due to increased regional engagement – we are a well-respected voice and advocate across European and global capitals	Quarterly	N/A	N/A
Supporting the Policy Chairman discharge their duties at Common Council, Policy & Resources Committee and its sub-committees	20%	50%	Duty & Discretionary	Coordination with the work of all of our Departments	CoLC is able to meet its organisational aims and objectives according to our governance procedures and obligations in a collaborative manner	The Corporation makes timely progress against our commitments; our resources are allocated effectively and within our means	Quarterly	90% adherence with new PIF/ Contingency guidelines and resource allocation processes, resulting in controlled and effective spend	N/A
						The work of our Committees is coordinated, well-planned and there is less duplication of work or the need to handle urgencies			

Workstream Name	Funding allocated	People resource	Prioritisation category	Dependency	Outcomes/Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
Strategic leadership in major incidents training	10%	10%	Duty and Statutory	Availability of senior leaders to participate in strategic leadership in major incidents training	Capability to respond to a major incident	Meet our duties under CCA 2004 Ensuring competent professional development within this capability and resource	Monitor attendance	80% of staff trained (SLT & selected senior staff)	One strategic leadership course completed for 20 senior staff in September 2023
Continue to integrate and fully implement the business continuity software system	8%	8%	Duty and Statutory	Departments identifying via business impact analysis their most critical dependencies and continued engagement with the software system	Business Continuity software system will enable departments to maintain business continuity management	All users have full access, understanding and use of the software system	Regular Business Continuity Leads meetings and regular interaction with the system provider	100% (System fully used by departments)	The introduction and implementation process has begun
Police funding and value for money Oversee and work with the Force to improve the 'line of sight'	20%	20%	Duty & Statutory	Data availability	It will ensure the future Police Estate and other change programmes are proportionate to operational requirements and improve policing outcomes	Informal assessment by HMICFRS of improvement against 21/22 PEEL 'requires improvement' rating on strategic planning, organisational management, and value for money Balanced revenue and capital budgets aligned to workforce plans, priorities and demands	Quarterly through PAB Committee Structure	HMICFRS informal assessment indicates improvement; Balanced budget	HMICFRS "requires Improvement" rating

Workstream Name	Funding allocated	People resource	Prioritisation category	Dependency	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
National Lead Force role and FCCRAS implementation Support the expansion of political engagement at national and local levels Focus on supporting the successful implementation of the new FCCRAS fraud reporting and analysis system by City Police	20%	20%	Addresses a risk on Corporation Register	Political will (national and local)	Continued improvements in national capabilities and the response to economic and cyber crime; a better service to victims of crime and law enforcement	The political direction signalled by Government supports the National Lead Force of the City of London Police The replacement service for Action Fraud is launched successfully launched in 2024/25	Quarterly through PAB Committee structure	The City Police meet The NLF Performance Measures in the 2024/25 Policing Plan	Performance against the 2022/23 Policing Plan

Partners we work with

- GLA/LB Newham/LB Barking & Dagenham/LB Tower Hamlets and Westminster. DLUHC and Cabinet Office
- Under Civil Contingencies Act 2004, all partners are category 1 and category 2 responders (essentially emergency services, transport networks and utility companies) and in the City, specific City Business groups who sit on the Local Resilience Forum
- London boroughs - specifically those in the Northeast sub region resilience group
- City of London Police
- Police and Crime Commissioners
- Central Government Departments
- The Home Office

Our Strategy and Cross-cutting strategic commitments

- Climate Action Strategy (as spokesperson; support via Policy Lead)
- Competitiveness Strategy (via international, regional and EU travel, and throughout London at major events, hosting events etc)
- Vision for Economic Growth implementation and continued advocacy (promotion across UK and across London)
- Advanced Markets and High-Growth Markets Visits and engagement programme (i.e. international travel)
- Policy Lead for Innovation in Technology
- Policy Lead for Sustainability
- Destination City (revised and expanded mandate)
- Chair of City Envoy Network
- Chair of BIDs (Deputy Chair)
- SME Strategy (delivery and approval at Court)
- Leadership in London (i.e. London Councils, Central London Forward, London Museum Tripartite)
- SMEs - wider business continuity advice to local business and promotion by local authorities under CCA 2004
- Destination City – Resilience work contributes to providing more resilient and safer Cities – LRF strengthening programme 2022-2030
- City of London Policing Plan 2022 – 2025

Our Impacts

Launch of Action Fraud Replacement



Business Continuity systems fully implemented



Improved reports and decision making



Strong external political engagement



Our People

2022 Engagement Score - Town Clerk's Department 51%

Our work locations

Guildhall Complex FTE 59.7

Asset Name	Assessment complete	Assessment completion date
Guildhall	Yes	4 December 2023

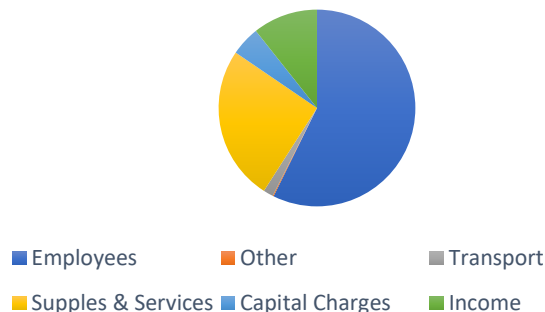
Equality, Diversity & Inclusion

There have been recent personnel changes and structural changes within the Town Clerk's Department. The aim and focus is now on realigning the main priorities; working with colleagues to merge and formulate cohesive EDI plans encompassing all sections. We continue to contribute significantly on EDI through cross-cutting activity, leading and driving change in a number of areas, including but not limited to: accessibility improvements for report templates, governance documents and meeting accessibility; developing and implementing a fair selection process for external member recruitment across all committees; meeting the diverse needs of our elected membership to ensure they can participate in meetings and exercise their democratic mandate; designing and responding to Member training requests and needs with positive EDI implications. At an individual level, we support and encourage Team members in sponsoring, leading, and participating in the new Social Mobility Network, City Pride, DAWN and CLEAR networks, amongst others. At a Team level, we have also prioritised action on wellbeing and integration; helping to embed improved EIA activity informing decision-making through report writing guidance and support; and corporate knowledge building with team-wide and individual L&D visits to CoLC locations.

Town Clerk's Department 2024-25 budget estimate allocation is £4.363M

Where our money comes from and what we spend it on

Local & Central Risk



Police Authority 2024-25 budget estimate allocation is £1M

Where our money comes from and what we spend it on



Our stakeholders (or customers) Needs

- Members
- Residents & City Businesses
- The Livery
- Officers

Key Risks

Risk Title	Score
TC TCO 08 – Management of Public meetings (C&MS)	6
CR01 – Resilience Risk	12
CR36 – Protective Security	12
TC PA 01 Police Funding	8
TC PA 02 Police Estates	12
TC PA 03 Fraud & Cyber Crime Reporting & Analysis Service Procurement	24
TC PA 04 Changes to Police Authority Governance	8

Impact

	Minor	Serious	Major	Extreme
Likely				
Possible		1	3	1
Unlikely			2	
Rare				

Committee(s): Policy & Resources Committee – For Decision	Dated: 18th January 2024
Subject: Draft High-Level Business Plan 2024/25 – Remembrancer’s Office	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	6, 7, 10, 11
Does this proposal require extra revenue and/or capital spending?	N
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: City Remembrancer	For Decision
Report author: Ruth Pinner Remembrancer’s Office	

Summary

This report presents for approval the high-level Business Plan for the Remembrancer’s Office for 2024/25.

Recommendation

Members are asked to:

- i. Note the factors taken into consideration in compiling the Remembrancer’s Office Business Plan; and
- ii. Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan 2024/25.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side Business Plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2024/25, the high-level Business Plan has been further evolved to describe the funding and people resources associated with each priority workstream. As a high-level plan, this document does not capture the granularity of departmental work but gives the overall picture of departmental activity, customer feedback, trends where applicable and direction of travel. The Corporate Strategy and Performance Team

is working closely with departments to ensure that all Departmental Business Plans are aligned with Corporate Plan 2024-29.

Draft final high-level Business Plan for 2024/25

3. This report presents, at Appendix 1, the draft final high-level Business Plan for 2024/25 for the Remembrancer's Office.

The Remembrancer's Business Plan has been developed with an understanding of Members' wishes for engagement through City events and the annual ceremonial programme, as well as the requirement for optimising the commercial aspect of Guildhall events. Parliamentary activity undertaken by the Office reflects current Corporate priorities and is reported regularly to the Communications and Corporate Affairs Sub Committee of Policy & Resources. Regular consultation is held with the Chief Commoner and Chair of the Civic Affairs Committee to confirm direction of work.

The priorities for the Business Plan are driven by the needs of the City Events programme, which is determined by Members throughout the year, and the legislative and political requirements from Parliament as well as the City's wishes for engagement or representation.

A range of events programmed throughout the year are scheduled to support the Corporate Plan and Priorities. The parliamentary work planned for the forthcoming year is also aligned with the Corporate Plan and carrying out in collaboration with other departments. In addition, the Remembrancer's Office is continually working with a range of departments to deliver events which assist in the achievement of priorities. As the Centre of Profession for Events, there is ongoing work through the Head of Event Strategy to ensure that plans are cross-cutting and take advantage of efficiencies identified.

The majority of costs within the Office are staffing, but staff resources are required in order to deliver the programme of events, engagement and representation. The Remembrancer's Office is dependent upon income generation to supplement operating costs and is maintaining a careful balance with this.

Income generated is compared to previous years with the overall objective to improve year-on-year. Surveys are routinely sent to those hiring venues at Guildhall, and to guests at City events. Responses are analysed and feedback acted on where it is possible to do so. Parliamentary activity is more difficult to measure as the work of the team is reactive to the Government's legislative programme and the underlying political environment.

It is difficult to measure the performance of the Remembrancer's Office as the majority of outcomes are qualitative, with the exception of KPIs such as income generation targets. The Remembrancer's Office is committed to continually looking for methods of gaining feedback from events and attendees to ensure service delivery is of the highest standard and also value for money.

Departmental Operational Property Assets Utilisation Assessment

4. The Remembrancer's Office occupies the first floor of the West Wing and Guildhall, as well as a small team based on the 2nd floor within the committee corridor. The space consists of the Remembrancer's Office and small bedroom, Deputy and Assistant Remembrancer Offices and an open plan office. In addition to office space, the Remembrancer's Office also utilises and oversees the Wine Store, Strong Room, and Members Changing and Gown Stores.

Throughout 2023, there has been a need to install and additional five desks across the office to meet demand. A survey was carried out to monitor the occupancy levels of desks/workstations over a 2 week period in September 2023.

The Remembrancer's Office staff are Workplace+ workers, spending four days in the office, although this can increase to five days at certain periods of the year to meet operational requirements. This factor, along with the return from maternity and introduction of new positions, means that workspaces can be at a premium and there is a pressure on ancillary space for equipment/storage, personal lockers, welfare and private meeting space.

These requirements and demands for additional secure space, means that the Remembrancer's Office is keen to work with the City Surveyor's Department on any future development works as part of the Guildhall Refurbishment Project.

Corporate & Strategic Implications

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

Security implications

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

Financial implications

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

Public sector equality duty

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

Resourcing implications

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

Conclusion

This report presents the high-level Business Plan for 2024/25 for the Remembrancer's Office for Members to consider and approve.

Appendices

- Appendix 1 – Final high-level Business Plan 2024/25

Ruth Pinner

Head of Business Services – Remembrancer's Office

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E: ruth.pinner@cityoflondon.gov.uk

Remembrancer's Office

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

Our aims and objectives are...

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

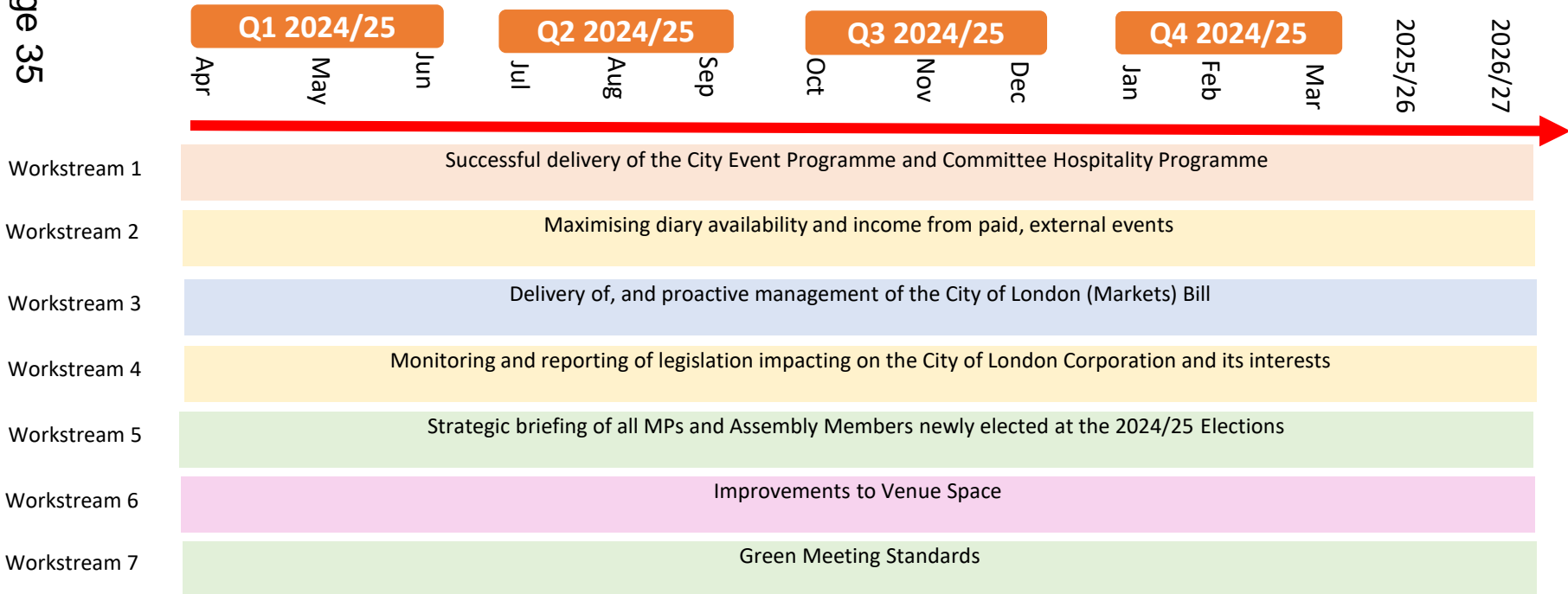
What's changed since last year...

- The succession plan for the City Remembrancer has taken place.
- Two apprentices have completed their training and moved into F/T posts.
- Two new apprentices have been appointed.
- Head of Event Strategy now in post.
- The Markets Bill has been introduced and received its Second Reading in the House of Commons.
- Events bookings have returned to pre-pandemic levels.
- The State Visits programme has resumed under the new Monarch.
- The approved caterers list has been updated to include 2 community-based caterers

Our 2024/25 timeline planner priority workstreams and key milestones

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Beyond 2024/25



Our major workstreams this year will be

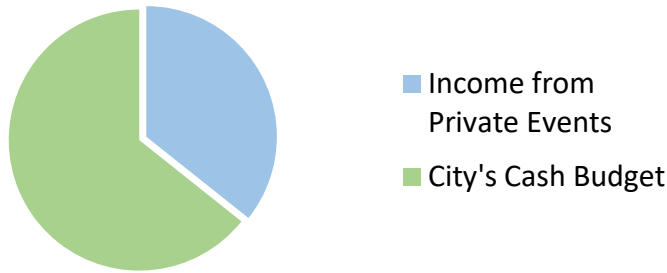
Workstream Name	Priority #	Funding allocation %	People resource %	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
Successful delivery of the City Event Programme and Committee Hospitality Programme	1	17%	24%	Political priority/Key strategic outcome or will be a key link to Corporate Plan 2025-30 outcomes	Medium and long term planning impacted by ongoing unforeseen events and conflicting priorities.	Positioning the City as a welcoming, diverse and accessible place that is open to everyone, as well as being the centre of the UKs trading and financial services industries.	An overall event satisfaction rate of 90% and above as indicated by the post-event survey.	Quarterly	95%	
							Increase survey response rate	Quarterly	25%	20%
							Increase gender diversity of overall guest lists	Quarterly	40%	35%
							Ensure diversity of guest speakers across the full event programme.	Quarterly		
Maximising diary availability and income from paid, external events	1	18%	24%	Income Generation	Demand continues to increase for in person events. Number of events from internal enquiries are maintained, reduced.	With continual budgetary pressures, increase in hire income will assist with the maintenance and conservation of the venue spaces while helping to offset event related costs for internal departments	Increase in Commercial Income	Quarterly		
							Increase Average Income per event	Quarterly		
							Increase conversion rate of enquiries to bookings	Quarterly		
Delivery of, and pro active management of the City of London (Markets) Bill	1	4%	3%	Political priority/Key strategic outcome or will be a key link to Corporate Plan 2025-30 outcomes	Subject to timetabling of Parliamentary stages by House Authorities, needing input and agreement of outside stakeholders e.g. petitioners	The Bill will, so far as within REM's control, make timely progress with issues identified rapidly	The Bill will hit its milestone targets re Parliamentary passage, unless external factors beyond our control, directly affect that	Annually	100%	
							Member will be kept regularly informed of progress/blockers to progress via appropriate Committees	Quarterly	100%	100%
Monitoring and reporting of legislation impacting on the City of London Corporation and its interests	2	5%	14%	Political priority/Key strategic outcome or will be a key link to Corporate Plan 2025-30 outcomes	Government's legislative programme; Committee schedules	Members will be informed of upcoming legislative change.	All legislation impacting on the City Corporation or its interests will be reported to the relevant service committee(s) within 2 months of Royal Assent	Quarterly	100%	
							Common Council will be informed of all measures introduced into Parliament which may have an effect on the work and services provided by the City Corporation	Quarterly	100%	
Strategic briefing of all MPs and Assembly members newly elected at the 2024/25 Elections	2	3%	4%	Political priority/Key strategic outcome or will be a key link to Corporate Plan 2025-30 outcomes	Subject to timetabling of Elections and engagement from individuals	MPs and Assembly Members will be aware of the City Corporation and its relationship with Government and London Assembly.	Bespoke briefing offered to all Members of the Assembly elected in May 2024 All new MPs written to following the General Election with a bespoke briefing offered to those with a City asset in their constituency, or where there is a known interest in FPS issues.	Annually	100%	
Improvements to Venue Space	3	1%	3%	Income Generation	Funding availability. Capacity of City Surveyors	Enhanced facilities will encourage clients to hire GH, ensure venue remains competitive.	Install new AV System across venue spaces	Annually		
							Install new Wifi System across venue spaces	Annually		
Green Meeting Standards	3	0%	3%	Climate Action	Funding availability and capacity of City Surveyors to implement improvements to the Guildhall complex (Improved insulation / heating facilities and water management)	Green Award logo will be used on online channels (website, social and UVL) and referenced by the event team during client meetings to encourage private hire of GH and ensure the venue remains competitive.	Achieve and maintain Gold Award Status	Annually	GOLD AWARD	SILVER AWARD

Medium Term Plans under consideration

Priority list (e.g. new legislation, services, projects, automation)	2025/26	2026/27	Funded or Unfunded
Ward Elections – New Member inductions	X		
Reviewing City's Election Procedures	X		
Lord Mayor's Show (INHOUSE)		X	
Potential temporary closure of event space (works)		X	

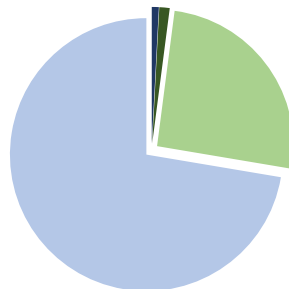
Where our money comes from

Total 2024-25 budget estimate allocation is £6.5 million



What we spend it on

- Transport Related Expenses
- Premises Related Expenses
- Supplies & Services
- Employees



Our Strategy and Cross-cutting strategic commitments

Competitiveness

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

Cultural

- The City events programme will be utilised to highlight the City's cultural offer and draw attention to City Corporation initiatives.
- The Office will seek to engage with London's diverse communities through the events programme.
- Opportunities to expand on the City's interfaith work will be explored through events.
- The Office will work with colleagues across the Corporation to continue the successful delivery of the Lord Mayor's Show and fully utilise promotional opportunities presented by it.

Air Quality and Climate Action

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

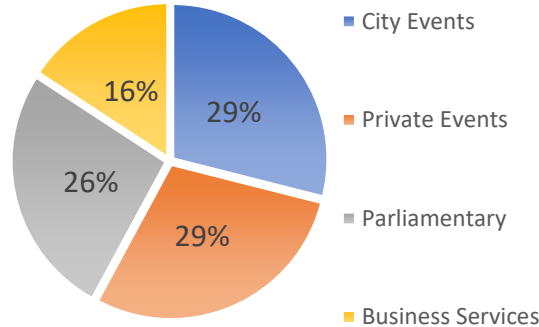
Cross-cutting

- The Office's work in Parliament will seek to further the aims of a number of the City Corporation's strategies by using briefings to MPs and submissions to Select Committees to raise awareness of initiatives and, where necessary, by seeking amendments to legislation that are relevant to City interests.
- The work of the Head of Event Strategy will further the strategic operational development and delivery of the City Corporation's programme of events, to align with and support the Corporation's strategic objectives, working collaboratively across events teams.

Our People

2022 Staff Engagement score: 69%

- Current Staff 38
- 35 Full-time, 3 Part-time
- 32% Male / 68% Female
- 20% over 50yrs, 35% under 30yrs
- 9 New Starters, 5 Leavers
- 2 Apprentices
- Bespoke departmental training sessions



Equality Diversity & Inclusion

Previously the Remembrancer's Office has sponsored the Multi-Faith Network, as well as providing Chairs and supporters to other staff networks including WIN and the new Social Mobility network.

Developed cross corporate knowledge with visits to LMA and Central Criminal Courts as well as Tower Bridge and Mansion house.

Provided opportunities for cross team work experience to ensure inclusion and development across the office.

Departmental EDI priorities

1. Arrange refresher EDI training for all staff
2. Work with EDI Team to identify potential opportunities for EQIA to be carried out
3. Ensure EDI is embedded in working practices across all teams
4. Ensure City events are accessible and welcoming to a broad range of audiences

Operational Property Utilisation Assessment

Asset name	Assessment Complete?	Assessment Completion Date
Guildhall	YES	September 2023

Our Work Location

Guildhall complex	37 FTE
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Total people resource is 37 FTE

Key Risks

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

		Impact				Total
		Minor	Serious	Major	Extreme	
Likelihood	Likely	3	3	0	0	6
	Possible	0	0	1	0	1
	Unlikely	0	1	2	0	3
	Rare	0	1	1	0	2



Our Stakeholders Needs



A world class and secure venue for hosting high profile events for VIP stakeholders.



A bespoke and meticulous event planning service.



A responsive business services team that understands the unique requirements of the office.



Timely engagement with MPs and Peers to ensure City of London policy priorities are aired in Parliament.



An efficient member facing attendants team.

Our Impacts



91% of attendees reported a new connection made

£1.8M Income Generated



"Met several people who I had not seen for ages because of Covid and restrictions, so great to feel the City is back to business again!"



163,000 Guests at Guildhall Events

"Good choice of panellists. Valuable information was shared. I would love to see more events like this."



Represented the City on 20 legal working groups

Over 150 individual briefings sent to MPs and peers



"It was such a positive and engaging event. I was able to meet many people across the Sikh community and discuss topical issues facing Sikhs"

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4 Multi Faith Events

12 Select Committees briefed



"Excellent event with a good selection of varied guests from across the services and industry"

Partners We Work With



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Committee(s): Corporate Services Committee Policy and Resources Committee	Dated: 10 January 2024 18 January 2024
Subject: Draft High-Level Business Plan 2024/25 – Corporate Strategy and Performance Team	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: Dionne Corradine, Chief Strategy Officer	For Decision
Report author: Barbara Hook, Assistant Director Corporate Planning Email: Barbara.Hook@cityoflondon.gov.uk	

Summary

This report presents for approval the high-level Business Plan for the Corporate Strategy & Performance Team, part of Town Clerk’s Department, for 2024/25. Members should note that the Chief Strategy Officer’s portfolio now also includes Equality, Diversity and Inclusion (since November 2023).

Recommendation

Members are asked to:

- i. Note the factors taken into consideration in compiling the Corporate Strategy and Performance Team Business Plan; and
- ii. Approve, subject to the incorporation of any changes sought by this Committee, the departmental High Level Business Plan 2024/25 at Appendix 1.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side Business Plans for the first time in 2017 for the 2018/19 year. Members welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.

2. For 2024/25, the high-level Business Plan has been further evolved to describe the funding, people resources and KPIs associated with each priority workstream. As a high-level plan, this document does not capture the granularity of departmental work but gives the overall picture of departmental activity, trends where applicable and direction of travel.
3. Corporate Strategy and Performance Team is part of the Town Clerk's Department. For expedience, due to the recent reforming of a Town Clerk's Department, the Chief Strategy Officer, Deputy Town Clerk and Executive Director for Communications and Corporate Affairs are presenting separate 2024-25 high level Business Plans (various Committees¹) but will in future years work together to create a unified departmental high level Business Plan for the Town Clerk's Department.
4. Developed considering the work activity, aspirations, and issues of each of the part of the Chief Strategy Officer's portfolio and focused on fostering cross-departmental collaboration, the Corporate Strategy and Performance Team high level Business Plan has been reviewed with Officer groups across the City of London Corporation through the Business Planning Forum, a newly established Strategic Planning Group which includes the Heads of Profession, and the Executive Leadership Board (as have all departmental high level Business Plans).

Draft final high-level Business Plan for 2024/25

5. This report presents, at Appendix 1, the draft final high-level Business Plan for 2024/25 for the Corporate Strategy and Performance team (CSPT).
6. Each CSPT workstream contributes to the City of London Corporation's overall goals and outcomes, and specifically works to enhance our collective capability in the key areas of risk, strategy, performance and analysis, and equality, diversity and inclusion.
7. CSPT engages with all parts of the City Corporation on its portfolio and the direction of travel for activity being taken forward in 2024-25, for example the planned work on embedding our Risk Management Strategy, and further ahead, and is also informed through discussion with Members, both in Committee and directly with Officers. Recent focus has been on shaping Corporate Plan 2024-29, and CSPT has been working closely to engage with our City of London Corporation colleagues, with Members, and with external stakeholders on its development. Our collective aspirations for the medium-term are reflected within the Business Plan and include the steps necessary to

¹ Deputy Town Clerk – Police Authority Board 10 January 2024, Corporate Services Committee 10 January 2024, Policy and Resources Committee 18 January 2024; Executive Director for Communications and External Affairs – Communications and Corporate Affairs Sub Committee 28 February 2024.

ensure the success of Corporate Plan 2024-29 and monitoring tracking performance, across the organisation.

8. Our core purpose is support and improve the organisation's collective capability to implement collaborative risk management, bring strategic alignment and enhance understanding of data, driving performance and enabling more effective decision-making, and helping to set the conditions needed for transformation and culture change within our organisation. Our workstreams for 2024-25 are:

- a) Corporate Plan 2024-29² – ensuring priorities alignment and embedding the Corporate Plan 2024-29 outcomes into strategy development and delivery across City of London Corporation.
- b) Risk Management – nurturing a robust Risk Management culture within City of London Corporation by identifying, mitigating and actively monitoring Corporate Risks.
- c) Business Planning – transitioning our process from presenting 1-year departmental Business Plans to 5-year departmental Business Plans that are refreshed annually and ensuring alignment with Corporate Plan 2024-29 outcomes.
- d) Corporate Performance – enhancing data use and monitoring across City of London Corporation to facilitate effective reporting and performance and to enable data-driven decision-making by promoting a more efficient use of data.
- e) Prioritisation – working with the Transformation team to oversee and plan steps to enhance prioritisation within City of London Corporation's decision making and activities.
- f) Head of Profession for Strategy, Business Planning and Risk – fostering a dynamic culture across City of London Corporation to ensure a unified and coherent approach to these areas within the organisation.
- g) Equality, Diversity and Inclusion (EDI) - Integrating the EDI's team into CSPT, prioritising support for its transition and development of its portfolio.

9. The department's key performance indicators (KPIs), included in page three and four of Appendix 1, will track workstream delivery progress.

Operational Property Assets Utilisation Assessment

² Subject to Member approval Corporate Plan 2024-29 will be launched 1 April 2024

10. Aligned with the requirements of Standing Order 56, CSPT undertook a utilisation assessment of the corporate space it occupies - an apportionment of 56.61 sqm at the Guildhall complex (West Wing, second floor). Occupancy was monitored³ indicating average weekly occupancy of 54% (note that occupancy was higher mid-week). The assessment did not identify any surplus operational property assets and currently assets allocated for the delivery of services are fully utilised. Utilisation will be kept under review, in line with the requirements of Standing Order 56 and changes in the CoLC's Workplace Attendance Policy.

Corporate & Strategic Implications

11. CSPT has a key role in enabling the City of London Corporation to achieve its strategic outcomes. We will continue to engage with Members, Officers, and external stakeholders to ensure the successful delivery of our strategic priorities.

Financial and resourcing implications

12. There are financial and resourcing implications related to the transfer of the EDI portfolio in to CSPT. This will be assessed during FY 2024-25 in consultation with the Town Clerk and Chamberlain. In terms of the rest of the CSPT portfolio, resources allocated to the strategic workstreams, noted in the high-level Business Plan, has been considered and can be adjusted in-year to account for emerging needs and requirements.

Public sector equality duty

13. As well as EDI now forming part of the Chief Strategy Officer's portfolio, CSPT makes a significant contribution to EDI in the Town Clerk's Department and across the City Corporation. Notably, team members actively sponsor, lead and participate in Staff Networks (WIN, CLEAR, DAWN, YEN, Pride, Social Mobility Network and Carers and Parents).

Conclusion

14. This report presents the high-level Business Plan for 2024/25 for CSPT for Members to consider and approve.

Appendices

- Appendix 1 – Corporate Strategy & Performance Team Draft high-level Business Plan 2024/25

Barbara Hook

³ 4 September – 27 October 2023

Assistant Director Corporate Planning
Chief Strategy Officer, Town Clerk Department
E: Barbara.hook@cityoflondon.gov.uk

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Corporate Strategy, Performance & EDI Team

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



Alignment to how the City Corporation achieves its strategic outcomes



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

Our aims and objectives:



Ensuring risk management is utilised in every aspect of the organisation to drive efficiency, innovation and effectiveness in its overall decision-making process.



Using data to enable evidence-led decision making and continually monitor performance to optimise results.



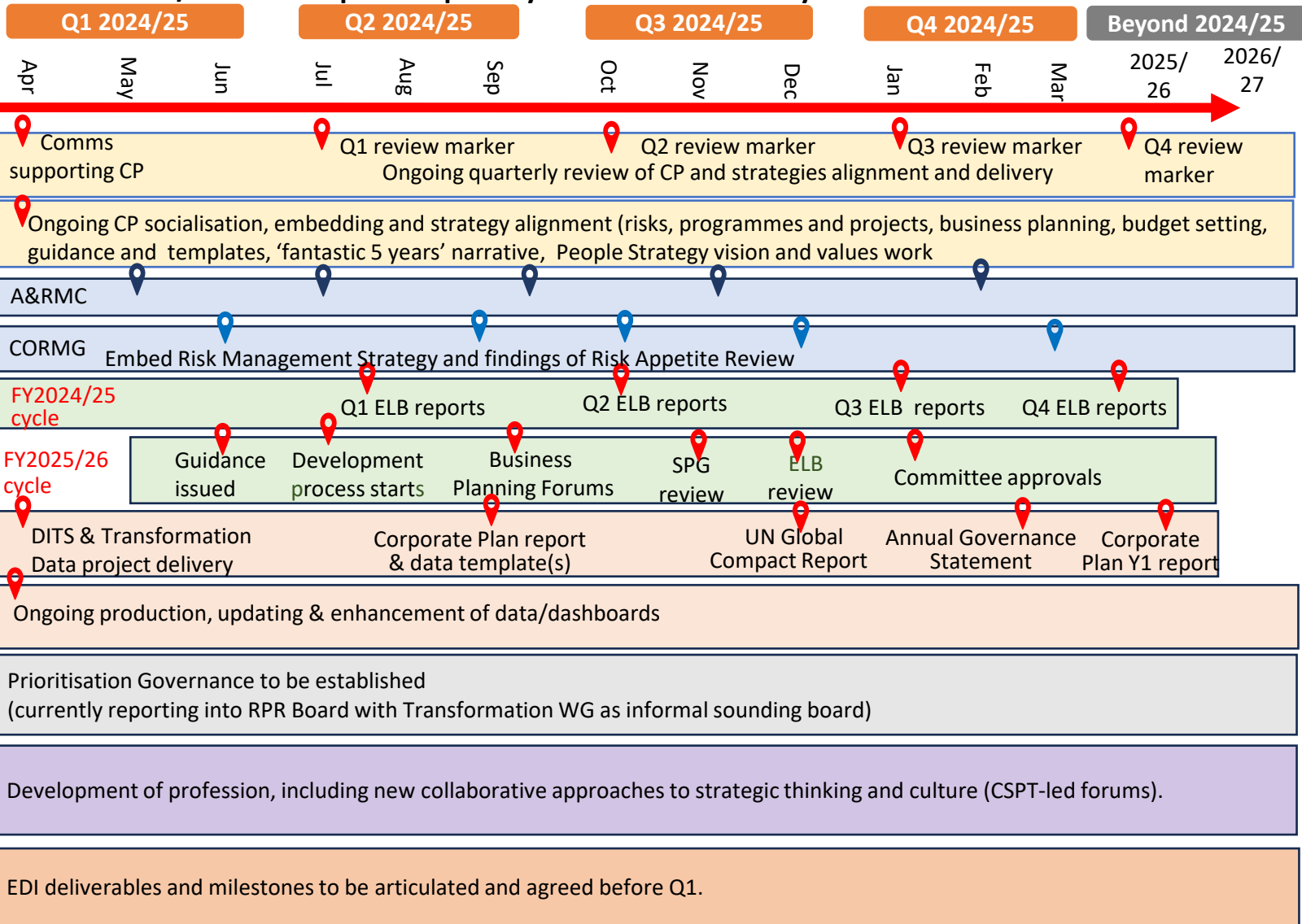
Striving to enhance the Corporation, its departments and Institutions' EDI maturity. Ensuring equity for staff, residents, service users, and business outcomes, while serving as the central authority on all EDI-related matters

What's changed since last year (FY2023/24):

- **Corporate Plan 2024-29** design, development and consultation (internal and external) completed.
- **City Corporation risk management** Chief Officer Risk Management Group (CORMG) focus on thematic risks & how these are identified/collectively addressed cross-corporation to ensure an agile risk approach. CSPT risk roles revised, with the portfolio split between four posts to better align risk with achieving successful strategic outcomes. Electronic risk registers updated to reflect Target Operating Model (TOM) changes and portals created for various Heads of Profession to counter silo working. Work began on risk appetite review.
- **Departmental Business Planning** strengthened through collaborative officer forums and Executive Leadership Board oversight. Increased focus on identifying synergies, opportunities and dependencies, insight on medium term plans and workforce planning alongside finance informed development of future CoLC priorities. Future Priority: aligning 5-year departmental business plans with Corporate Plan 2024-29.
- **Performance and Analysis** provided across the City Corporation enabling teams to identify relevant performance data to baseline and monitor, growing their capability. Cross-cutting performance data identified, dashboards and tools developed including the City Intelligence Dashboard, implementation of audit recommendations, completion of mandatory training and operational property data.
- **The Equality, Diversity, and Inclusion (EDI) team and portfolio** was incorporated into the CSPT team in November 2023. Work to rationalise, reprioritise and incorporate and align workstreams initiated. Interim EDI Director recruited.
- Lead for **Resources and Priorities Refresh** was transferred to the Transformation Team (CSO still Chief Officer sponsor). The Corporate Plan Annex 2024 workstream was superseded by decision to bring forward the new CP to start of FY24. A new CSPT-led workstream on Prioritisation created to address challenges and opportunities for improved prioritisation.
- An **interim and final TOM report**, covering progress and a full review of the TOM restructuring programme was delivered.
- **Executive Leadership Board (ELB) support** enabled Board focus on a cross-cutting issues, strategy, policy and corporate performance & risk.
- **City-Wide Resident events**, in the new Member-led format, was successfully transferred to the Head of Campaigns and



Our 2024/25 timeline planner priority workstreams and key milestones



Key: Milestone marker A&RMC Audit and Risk Management Committee CORMG Chief Officer Risk Management Group

ELB Executive Leadership Board SPG Strategic Planning Group

Our major workstreams this year will be

Workstream Name	Funding allocated	People resource	Prioritisation category	Dependency	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
Corporate Plan Ensuring alignment of priorities. Embedding Corporate Plan into CoLC strategy development. Monitoring and evaluating progress.	20%	20%	Political priority/Key strategic outcome	Political priorities Available data	Corporate outcomes are achieved	Increase People Survey Q: I understand the aims of the City Corporation	Annual	+ 5%	69%
						Identified CoLC strategies input to CP 2024-29 report	Annual	95%	New
Risk Management Supporting/embedding the right risk management culture within CoLC, ensuring corporate risks are identified, captured, effectively mitigated and actively monitored	18%	18%	Political priority/Key strategic outcome		Risks are identified, mitigated and reduced (enable successful CoLC outcomes)	4x Risk Management Forums; 6x L&D sessions (incl Ideagen) held	Annual	100%	New
						Ideagen access/risk guidance requests actioned within 5 working days	Quarterly	90%	New
						6 x COMRG held annually	Annual	100%	7 held
Business Planning Steer and scrutinize departmental business plan development and reporting. Aligning BPs with CP2024-29 outcomes. Transition to 5-year BPs refreshed annually.	13%	13%	Political priority/Key strategic outcome	Financial, major project and strategies data	Business Planning is robust and aligned to CP outcomes	Departmental Business Planning quarterly reporting deadline met	Quarterly	95%	New
						% of Business Plans with robust KPIs	Annual	100%	New
Corporate Performance Improve corporate use and monitoring of data to enable effective reporting and performance monitoring on outputs, including Corporate Plan outcomes. Create tools for data driven decision-making & driving better use of data.	13%	13%	Political Priority/Key strategic outcome	Data availability and quality	Better use of data; data in regular use to monitor outcomes	Commissioned dashboards delivered within timeframe	Annual	90%	New
						CP data streams set up for regular reporting	Annual	baseline in Yr1	New
						Support for data & performance tool requests	Annual	baseline in Yr1	New
Prioritisation Working cross-corporation through RPR and Transformation to plan and oversee steps to improve prioritisation within CoLC decision-making/activities	5%	5%	Political Priority/Key Strategic Outcome	CP; political priorities; work on culture, data, tech	CoLC is better able to prioritise & allocate resources to what is valued	Activities mapped, monitored and successfully achieved within Prioritisation Maturity Matrix	Into RPR Board each quarter	100%	New

Our major workstreams this year will be

Workstream Name	Funding allocated	People resource	Prioritisation category	Dependency	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
Head of Profession Dynamic culture of strategy, business planning and risk across CoLC	5%	5%	Political Priority/Key Strategic Outcome	CP; political priorities; People Strategy	Consistent approach to strategic development	Emerging or in-flight departmental/thematic strategies reviewed by the Strategy Forum	Monthly Strategy Forum meetings	100%	New
Equality, Diversity and Inclusion - Transition <ul style="list-style-type: none"> • EDI Team focus • Compliance • Stocktake of political and public commitments - delivery • EDI Review scoped (e.g. TORs, resource requirements, risk, interdependencies, timescales etc) 	13%	13%	Political Priority/Key Strategic Outcome	CP, MTFP, political priorities, People Strategy, EDI legal duties	Compliance with EDI duties. Ambition match resource. EDI Priorities identified and inform decision making.	KPIS will be established following first phase of work to complete a root and branch review of EDI in CoLC.	To be reviewed		

*The remaining 13% of CSPT funding and people resources is allocated to BAU

Our Work Locations

Guildhall West Wing posts=16

Operational Property Utilisation Assessment

Asset name	Assessment complete	Assessment Completion Date
Guildhall	Yes	23/11/2023

Our Strategy and Cross-Cutting Strategic Commitments

Corporate Plan 2024-29 and alignment to political priorities: Destination City, Tech City, Green City, Residents and SMES; and policy lead Member areas: Innovation & Tech, Emerging Markets, Advanced Markets, SMEs, Sports Engagement; and Mayoral themes. Key strategies include Competitiveness, Climate Action, EDI, Social Mobility, City Plan 2040, Transport Strategy.

Medium Term Plans under consideration (2025/26, 2026/27)	2025/26	2026/27	Funded/Unfunded
Implement five-year Business Planning process to support strategic planning and budgeting	Y		N/A
Benchmarking Governance process prior to producing 2024/25 Annual Governance Statement	Y		N/A
Reporting on progress against Corporate Plan outcomes	Y		N/A
Commission Inclusive Leadership coaching (EDI in partnership with the HR L&D team)	Y		Funded
EDI Initiatives TBC pending Review Outcome	Y		TBC (partial)



Our People

16 Posts

52% People Survey Engagement Score (2022 CoLC score) (CSPT < 10 returns)

Equality Diversity & Inclusion

Lead for Corporate EDI was incorporated into the Chief Strategy Officer's portfolio in November 2023. In addition, team members sponsor, lead and participate in the Women, CLEAR, DAWN, YEN, Pride, Social Mobility Network and Carers and Parents Staff Networks.

At team level, we have prioritised:

- Wellbeing – including via Team Away Days and team lunches to build team bonds
- Learning & Development – attending conferences and training events, including Local Government Partnership Network North, Next Generation Programme, Public Sector Data Summit, and UN Global Compact Annual Summit UK.
- Corporate Knowledge building – team-wide L&D visits to CoLC locations, including CoLC Cemetery and Crematorium, Freeman's School, Hampstead Heath, Epping Forest

Equality Impact Assessments Completed: 1 (Corporate Plan 2024-29)



Our Stakeholders (or Customers) Needs

1200+ internal and external Stakeholders engaged on Corporate Plan 2024-29

Partners we work with:

Our Stakeholders include all areas of the City of London Corporation, including:

Members

- Policy and Resources Committee
- Finance Committee
- Audit and Risk Management Committee
- Corporate Services Committee
- Resources Allocation Sub Committee
- SABTAC Steering Group
- Equality, Diversity and Inclusion Sub Committee
- Nomination and Effectiveness Sub Committee

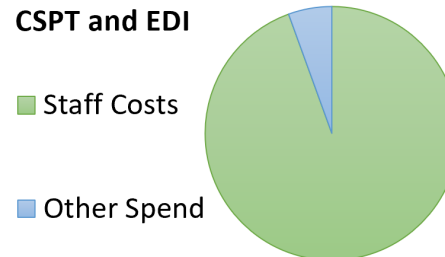
Communities

- Residents
- Visitors
- Learners
- Workers

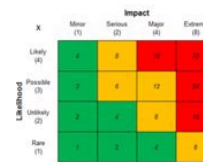
Where our money comes from and what we spend it on

2024-25 budget estimate is c. £1.427M

CSPT and EDI



Our Impacts



CORMG, SLT and ELB alert to and managing new and emerging risks

Risk, Strategy, Business Planning, and Business Intelligence Forums leading capability improvement



City Intelligence Dashboard launched



Aligning 20 Team & Department Business Plans



Over 230 staff and stakeholders engaged on EDI and over 800 staff engaged on Corporate Plan 2024-29

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Agenda Item 7

Committee(s): Policy and Resources – For Decision	Dated: 18 January 2024
Subject: London Councils Grants Scheme	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	3 and 4
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain’s Department?	Y/N
Report of: the Deputy Town Clerk	For Decision
Report author: Ben Dunleavy	

Summary

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

The City Corporation is also responsible for issuing the subscription levies to all the London Local Authorities for their contributions to the Scheme’s budget. This element of the Scheme’s operation can only be approved by the Court of Common Council; however, that decision cannot be taken before 1 February 2024, the date by which the total expenditure for the Scheme must be agreed by constituent councils. The Court is therefore required to make its decision as levying body early in February as, in accordance with regulations, levies must be issued before 15 February 2024. The Court of Common Council is not due to meet within this period and, as has been past practice, its decision will be sought under urgency procedures.

For 2024/25 London Councils is recommending that the overall level of expenditure under the Scheme is set at £6.732m. The proposed expenditure is made up of £6.668m the same as the previous year) in contributions from London local authorities (the amount to be levied).

Subscriptions to the Scheme are calculated on the basis of residential population and for 2024/25 the City Corporation’s contribution will be £8,102; the same as the previous year.

Recommendation(s)

It is recommended that: -

- approval is given to the total amount of expenditure to be incurred in 2024/25 under the Scheme (£6.732m) and to the City Corporation's subscription for 2024/25 (£8,102) as set out in Appendices A and B of this report; and
- subject to the Court of Common Council's approval (as levying body for the Scheme), the levy of £6.68m (as set out in Appendix B) be agreed. It should be noted that the Court's approval will be sought using the urgency procedures and is subject to at least two-thirds of the constituent councils agreeing the total expenditure to be incurred before 1 February 2024.

Main Report

Background

City Corporation Subscription and Overall Budget

1. The Scheme operates under section 48 of the Local Government Act 1985 ("the LGA 1985") which requires that at least two-thirds of the constituent councils (i.e. 22 out of 33 of the London local authorities) must approve the total expenditure to be incurred under the Scheme each year.
2. This approval must be given before **1 February** in the year in which that financial year begins. Where this approval is not given by that date, under the Grants to Voluntary Organisations (Specified Date) Order 1992 made under the LGA 1985, the total expenditure will be deemed to be the same as that approved in the previous year.
3. The Leaders Committee of London Councils is recommending a total expenditure of £6.732m under the Scheme for 2024/25 comprising £6.173m in payments to commissions, £435,000 in administrative expenditure, £60,000 for London Funders Membership Fees and £64,000 for the costs associated with a premises move. Of the total expenditure, £6.68m will be funded from local authority subscriptions (the same level of borough contributions as the previous year).
4. The financial year 2024/25 represents the third year of the new four-year programme of commissions provided by the Grants Committee under S.48 of the Local Government Act 1985, as recommended by the Grants Committee and approved by the Leaders' Committee in December 2019.
5. Local Authority subscriptions to the Scheme are calculated on the basis of total resident population as a proportion of the resident population of the whole of Greater London.

6. Appendix A to this report sets out details of London Councils' Grants Committee's Income and Expenditure Budget for 2024/25, and Appendix B sets out the subscriptions that each constituent council will be required to make. The City Corporation's subscription for 2024/25 is £8,102 (the same as the preceding year).

Equalities Impacts arising from the City Corporation's Subscription

7. Under the Equality Act 2010, the City Corporation must have due regard to:
 - (a) the need to eliminate discrimination (and other prohibited conduct) on the grounds of race, age, disability, gender, sexual orientation, religion or belief, pregnancy, maternity and gender reassignment ('the protected characteristics');
 - (b) the need to advance equality of opportunity between persons who share a relevant protect characteristic and persons who do not share it (including to remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic, to take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it, and to encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low); and
 - (c) the need to foster good relations between persons who share a relevant protected characteristic and those who do not.
8. Having 'due regard' means that a public body must consider the impact of its decisions on protected groups and 'due regard' is regard which is appropriate in all the circumstances.
9. The Assistant Director of Community and Children's Services has considered whether there may be any adverse effects arising from the decision of the City Corporation to contribute to the Scheme as proposed and to agree the overall expenditure to be incurred under the Scheme in 2024/25. The view remains that the City Corporation's funding contribution to the Scheme is proportionally so small that it unlikely to have any effect on a recipient organisation's ability to continue trading and will not impact upon the City Corporation's funding and support of local services. City Officers continue to work with partner boroughs and London Councils to monitor the impacts of the overall Scheme and to scrutinise its value for money.

Levy on the London Local Authorities

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

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

Appendices:

- Appendix A – provides details of London Councils’ Grants Committee’s Income and Expenditure Budget for 2024/25
- Appendix B - sets out the subscriptions that each constituent council will be required to make.

Background Papers:

London Councils Leaders’ Committee Report dated 7 December 2021.

Ben Dunleavy

Governance and Member Services Manager (Interim)

Town Clerk’s Department

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Grants Committee Income and Expenditure Budget 2024/25

Expenditure	Revised Budget 2023/24 £000	Developments £000	Inflation £000	Original Budget 2024/25 £000
Payments in respect of Grants				
London Councils Grants Programme	6,173	0	0	6,173
Membership Fees to London Funders (for all boroughs)	60	0	0	60
Sub-Total	6,233	0	0	6,233
Operating (Non-Grants) Expenditure				
Contractual Commitments				
Maintenance of GIFTS Grants IT system	10	0	0	10
	10	0	0	10
Salary Commitments				
Officers	286	-52	13	247
Members	20	0	2	22
Maternity provision	10	0	0	10
	316	-52	15	279
Discretionary Expenditure				
Staff training/recruitment advertising	7	0	0	7
Staff travel	2	0	0	2
Costs associated with premises move	0	64	0	64
	9	64	0	73
Total Operating Expenditure	335	12	15	362
Central Recharges	154	-20	3	137
Total Expenditure	6,722	-8	18	6,732
Income				
Core borough subscriptions				
Contribution to grant payments	6,173	0	0	6,173
Contribution to non-grants expenditure	495	0	0	495
	6,668	0	0	6,668
Transfer from Reserves	54	10	0	64
Central Recharges	0	0	0	0
Total Income	6,722	10	0	6,732
Net Expenditure	0	18	-18	0

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Borough Subscriptions 2024/25

ONS Mid-2020 Estimate of Population ('000)	%	2023/24 Base Borough Contribution (£)		ONS Mid-2022 Estimate of Population ('000)	%	2024/25 Base Borough Contribution (£)	Base Difference from 2023/24 (£)
214.11	2.38%	158,589	Barking and Dagenham	219.99	2.48%	165,453	6,864
399.01	4.43%	295,545	Barnet	389.10	4.39%	292,638	-2,907
249.30	2.77%	184,658	Bexley	247.84	2.80%	186,394	1,736
327.75	3.64%	242,767	Brent	341.22	3.85%	256,628	13,861
332.75	3.70%	246,470	Bromley	329.58	3.72%	247,872	1,402
279.52	3.10%	207,038	Camden	218.05	2.46%	163,992	-43,046
10.94	0.12%	8,102	City of London	10.85	0.12%	8,158	56
388.56	4.32%	287,809	Croydon	392.22	4.42%	294,987	7,178
340.34	3.78%	252,091	Ealing	369.94	4.17%	278,225	26,134
333.59	3.71%	247,088	Enfield	327.22	3.69%	246,101	-987
289.03	3.21%	214,088	Greenwich	291.08	3.28%	218,918	4,830
280.94	3.12%	208,093	Hackney	261.49	2.95%	196,664	-11,429
183.54	2.04%	135,951	Hammersmith and Fulham	185.24	2.09%	139,315	3,364
266.36	2.96%	197,291	Haringey	261.81	2.95%	196,905	-386
252.34	2.80%	186,907	Harrow	261.19	2.95%	196,434	9,527
260.65	2.90%	193,064	Havering	264.70	2.99%	199,080	6,016
309.01	3.43%	228,887	Hillingdon	310.68	3.50%	233,660	4,773
271.77	3.02%	201,298	Hounslow	290.49	3.28%	218,473	17,175
248.12	2.76%	183,779	Islington	220.37	2.49%	165,740	-18,039
156.86	1.74%	116,189	Kensington and Chelsea	146.15	1.65%	109,921	-6,269
179.14	1.99%	132,691	Kingston upon Thames	168.30	1.90%	126,578	-6,113
321.81	3.57%	238,367	Lambeth	316.81	3.57%	238,271	-97
305.31	3.39%	226,143	Lewisham	298.65	3.37%	224,613	-1,529
206.45	2.29%	152,920	Merton	214.71	2.42%	161,480	8,560
355.27	3.95%	263,146	Newham	358.65	4.05%	269,733	6,587
305.66	3.40%	226,401	Redbridge	310.91	3.51%	233,833	7,431
198.14	2.20%	146,763	Richmond upon Thames	194.89	2.20%	146,578	-186
320.02	3.55%	237,037	Southwark	311.91	3.52%	234,586	-2,451
207.71	2.31%	153,849	Sutton	210.05	2.37%	157,978	4,130
331.97	3.69%	245,890	Tower Hamlets	325.79	3.67%	245,022	-868
276.94	3.08%	205,130	Waltham Forest	275.89	3.11%	207,491	2,362
329.74	3.66%	244,235	Wandsworth	329.04	3.71%	247,463	3,228
269.85	3.00%	199,877	Westminster	211.37	2.38%	158,965	-40,912
9,002.49	100.00%	6,668,152	Totals	8,866.18	100.00%	6,668,152	0

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Agenda Item 8

Committee(s): Policy and Resources	Dated: 18 January 2024
Subject: City of London Corporation Confederation of British Industry Membership	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 5
Does this proposal require extra revenue and/or capital spending?	Y
If so, how much?	£33,075
What is the source of Funding?	Innovation & Growth Budget
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Executive Director, Corporate Communications and External Affairs and Acting Executive Director, Innovation and Growth	For Decision
Report author: Kristy Sandino, Assistant Director, Corporate Affairs, Daniel O'Byrne, Strategic Engagement and Operations Director	

Summary

The Confederation of British Industry (CBI) is a cross-sectoral business organisation whose membership includes firms and trade associations. It maintains it speaks on behalf of 170,000 businesses. After a series of sexual misconduct claims were made against CBI employees, the City of London Corporation took a decision to suspend its membership of the CBI in April 2023. Following discussions with CBI officers and bilateral meetings with the President, officers recommended an unsuspension of the membership and the Policy and Resources Committee in November took the decision to unsuspend the City Corporation's membership, with a view to making a wider decision on membership renewal in early 2024.

Since April, the CBI has appointed a new Chief Executive, Rain Newton-Smith, conducted extensive reviews into its culture, governance and processes and has published progress on these pieces of work. It announced a suspension of its events programme in April, and in July the organisation opted to resume its events and policy programme. The CBI has also confirmed it is engaging with government and political stakeholders.

Recommendation(s)

Members are asked to:

- Agree to the renewal of the City Corporation's membership of the CBI at the cost of £33,075 for 2024/2025, to be released on a quarterly basis subject to ongoing monitoring and approval by the Communications and Corporate Affairs Sub-Committee.

Main Report

Background

1. The City of London Corporation has been a member of the CBI since 2004, paying an annual membership fee. The annual subscription fee is £33,075.00 and was last paid in late October 2022. CBI agreed to an extension on the City Corporation membership until February 2024 to enable us to monitor progress prior to making a decision on membership renewal for 2024.
2. The CBI is a cross-sectoral business organisation whose membership includes firms and trade associations. It specialises in policy expertise and economic intelligence. It now claims to speak on behalf of 170,000 businesses (down from 190,000) and traditionally had a very strong regional network. The CBI holds numerous events across the year, to which the City Corporation has access by virtue of our membership.
3. Officers have engaged with CBI to understand in-depth the work that it has undertaken since the allegations were made public. The CBI has conducted reviews into its culture and work. These have included:
 - a. An external examination of CBI governance and processes carried out by Ffion Llywelyn Hague, Baroness Hague of Richmond, a consultant with significant experience in conducting board appraisals. The review has now been published and the CBI has committed to implementing all of its recommendations.
 - b. A People and Culture review by Fox Williams and Principi, a business ethics consultancy. The recommendations have now been embedded in the organisation. The CBI confidentially shared its people and culture workplan on the basis that this is for City Corporation purposes only and was not to be distributed more widely. The organisation has also changed many internal processes to improve its people and culture.
 - c. In its prospectus, the CBI promised to update members on its one-month, three-month and six-month milestones. The last of these milestones has now passed, which has led the CBI to finalise a 12-month plan to deliver its policy priorities. These were agreed by members in their formal regional council structure.
4. The CBI has also set up a Culture Advisory Committee, made up of external experts. The first Committee took place on 28 July, chaired by CBI Board member and People & Culture Lead, Jill Ader, with the next one scheduled for 11 January 2024. Key observations that CBI shared with Officers include:
 - a. The Committee's role is to steer and challenge the CBI's cultural renewal. It consists of senior external members with specialisms in people and culture issues. The Committee advises the CBI when implementing internal HR changes such as assessing mental health policies.
5. In September 2023, it was reported the CBI had secured the financing necessary to overcome a short-term cash flow challenge and now has until next September

2024 to refinance this funding. At a public event in November 2023, Rain Newton-Smith said that the CBI has secured funding for the short, medium and long-term.

6. Prior to the allegations, CBI was largely considered one of the UK's most influential business lobbying groups. Following both Government and Opposition suspending their engagement with the CBI in the spring of 2023, political engagement has since resumed.
 - a. Recently, the CBI hosted a conference which featured speeches from the Shadow Business and Trade Secretary, Jonathan Reynolds and Chancellor of the Exchequer, Jeremy Hunt.
 - b. The CBI has informed Officers that engagement has resumed with Government and the Opposition and included meeting with senior figures ahead of the Autumn Statement. CBI also had a presence at party conferences, engaging with the Cabinet and Shadow Cabinet Ministers.
 - c. Ahead of the Autumn Statement, the CBI campaigned for full expensing to be made permanent, which was announced at the Autumn Statement. It says that they have campaigned successfully on a series of other policies such as Research & Development tax credits, supporting grid connectivity, and UK membership of Horizon Europe.

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

CBI membership offer to the Corporation

8. The CBI offers its members insight and networking opportunities, and its economic intelligence unit offers members a range of products such as 'deep dives' into economic data and analysis on Bank of England updates. The 'community' benefits for members consist of networking opportunities such as the Government Affairs Network and in-person conferences on a range of policy areas.

9. Following a consultation with its members, the CBI has determined three main policy priorities under its new mission *'to serve as a catalyst between industry and*

government to drive positive change, ensuring sustainable growth for benefit of society'. Its three main focus areas that it will focus on developing policy and collective opinion on are: the future of work and skills; establishing the UK as a leading, internationally competitive location for business and tackling climate challenges and the energy transition.

- a. Of particular relevance to the City Corporation is a new 'UK Competitiveness' team. This new team was created to promote the UK as the best location to run and scale businesses and markets of the future in service of sustainable growth. The team advocate for a tax and regulatory environment that supports the UK's position as an attractive place to start and grow a business.

10. On Financial Services (FS), which is a key policy area for the City Corporation, the CBI has outlined three main priority areas it will work on for the sector under the ambition, *'...For the UK's financial services sector to be world leading, enabling all sectors of the economy to innovate and grow in a sustainable way'*:

- a. The CBI has three main priorities on financial services policy: to promote financial services as an integral enabler to thriving economies; to maintain the UK's competitiveness as a place to invest in financial services; and to be the business voice on financing the transition to net zero, championing sustainable finance.
- b. The organisation says that it will apply an 'FS lens' to all their policy areas. Its net zero work emphasises the importance of 'greening finance' and 'financing green'. Its UK competitiveness policy area advocates for the UK to maintain its position as a leading financial centre. The CBI's tech and innovation work seeks to promote UK scale-ups, fintech and open banking.

11. The City Corporation has a position on a number of FPS Councils, committees and working groups as part of its CBI membership, on a range of relevant policy areas which it could contribute in 2024. These include:

- a. Financial Services Trade Association Network (typically represented by the Policy Chairman) – bi-annual meeting with CEO Rain Newton-Smith to discuss priorities in the FPS sector.
- b. London Council (typically represented by Corporate Affairs) – part of CBI's governance structure, the Council helps set CBI policy as well as helping members to receive political and economic intelligence.
- c. Financial Services Trade Association Network (typically represented by an Innovation and Growth Senior Officer) – quarterly meeting to develop policy positions in the FPS sector.

12. There are now subsequent new groups that the CBI has suggested the City Corporation could join in 2024 if it remains a member, including a Global UK Competitiveness committee, an AI and data protection working group and a Trade and Investment working group. These three new areas of interest correspond with many of the City Corporation's policy priorities.

Current Position

13. It is the Officer recommendation that the City Corporation renew its membership of the CBI for 2024/2025 at the proposed rate, but that Officers negotiate with the CBI

for this to be paid in quarterly instalments in case further issues should arise. In addition, Officers will continue to maintain active oversight of CBI's progress and its impact in the coming 2024/2025 year and provide a quarterly update to the Communications and Corporate Affairs Sub Committee (Policy & Resources). The quarterly funding can then be released to align to this monitoring process

14. This recommendation is based on consideration of the work that CBI has done thus far as outlined, its aligned policy priorities especially on financial and professional services, and the opportunity for the City Corporation to both engage on policy development as needed, and feed in its views and recommendations ahead of a likely General Election in 2024.
15. CBI is a unique trade association in that it represents a wide array of sectors across the economy, as opposed to one specific sector. While the City Corporation advocates on its own behalf, additional forums are useful to ensure that Officer and Members are aware of a wide variety of cross-sectoral views and have every opportunity to feed in City Corporation views on subjects and policy areas of interest.
16. Membership of the CBI will also allow for the opportunity for various business networking opportunities, as CBI looks to increase its profile in the coming year back to the level it was prior to its scandal.
17. Membership of the CBI also helps the City Corporation to ensure the organisation highlights the importance of the FPS sector in underpinning all parts of the UK economy. Taking advantage of membership of the CBI's various Councils, Committees, and Working Groups will help to advocate for the FPS sector ahead of crucial political moments.
18. Officers recognise the need to present a portfolio view of memberships to this Committee so that Members are able to take future decisions on the basis of that portfolio.
19. A paper on Memberships and Subscriptions will come to Committee in March 2024.

Recommendation

20. It is the Officer recommendation that there is still a reason in the ecosystem for an organisation such as the CBI to exist and that the City Corporation should support CBI's endeavours through continue membership, as there are no current and viable direct competitors. While some trade associations are trialling new offerings similar to the role CBI has traditionally provided in the past, it has not yet been determined the level of influence of these newer offerings. Officers will continue to monitor those developments alongside managing reengagement and onward development of the new CBI. While this is the Officer recommendation, there are three potential options available for member consideration :
 - a) Continue annual CBI membership for 24-25 at offered rate of £33k. Funding can be released quarterly for 2024/2025. This is the recommended course of action.

- b) Support membership; however ask officers to renegotiate fee under Delegated Authority being granted to the Town Clerk, in consultation with the Chairs and Deputy Chairs. This would weaken an organisation which is trying to rebuild.
- c) Discontinue membership. This would further weaken an organisation which is trying rebuild and would put the Corporation out of step with peer organisations who have by and large renewed the membership.

Corporate & Strategic Implications

Strategic implications

21. Engaging with an array of stakeholders through select partnerships ensures that the City Corporation can input its views and engage key audiences on important global, national and local issues of strategic importance to the City Corporation. It also allows for the Corporation's involvement in relevant debates and events. Targeted partnerships help deliver outcomes 2 – 10 of the 2018-23 Corporate Plan.

Financial implications

22. The cost of the CBI annual membership for the City Corporation would be met through Innovation and Growth's budget. This equates to £33,075 for 2024/2025.

Resource implications

23. None identified.

Legal implications

24. None identified.

Risk implications

25. The risks of renewing and cancelling membership have been considered as above.

Equalities implications

26. None identified.

Climate implications

27. None identified.

Security implications

28. None identified.

Conclusion

29. The City of London Corporation has been a member of the CBI since 2004, paying an annual membership fee. The annual subscription fee is £33,075.00 and was last paid in late October 2022.

30. It is the Officer view that there is still a reason in the ecosystem for an organisation such as the CBI to exist and that the City Corporation should support CBI's endeavours through continue membership, as there are no current and viable direct competitors.

31. Therefore, it is the Officer recommendation that the City Corporation renew its membership of the CBI for 2024/2025 at the proposed rate, with Officers maintaining active oversight of its progress and its impact in the coming 2024/2025 year.

Kristy Sandino

Assistant Director, Corporate Affairs

Town Clerk's Department

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Daniel O'Byrne

Strategic Engagement and Operations Director

Innovation & Growth

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Committee:	Date:
Policy and Resources	18th January 2024
Subject: Departmental 2024/25 Budget Estimates - Policy and Resources Committee	Public
Report of: The Deputy Town Clerk, Remembrancer, Executive Director of Innovation Growth, The Chamberlain, The Executive Director of Environment & The Executive Director of Corporate Communications & External Affairs	For Decision
Report author: Mark Jarvis - Head of Finance, Chamberlain's Department Reece Surrige – Finance Business Partner - Chamberlains	

Summary

This report is the annual submission of the revenue budgets in relation to the operational services directly overseen by this Committee. It is asking Members to note the latest revenue budget for 2023/24 and approve the proposed revenue budget for 2024/25.

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

- i) Deputy Town Clerk – Strategic Security & Resilience, Town Clerk’s Charities, Grants and Contingencies (including grants to outside organisations and control of the Policy Initiative Fund and Contingency budgets).
- ii) Executive Director of Innovation & Growth – Innovation & Growth (which incorporates the Climate Action Strategy).
- iii) Remembrancer – Parliamentary and Ceremonial functions including the hosting of hospitality events.
- iv) The Chamberlain – Project Governance and the Major Programmes Office.
- v) The Executive Director of Environment – Small Business, Enterprise & Research Centre (SBREC).
- vi) Executive Director of Corporate Communications & External Affairs – Corporate communications, external affairs & media team.

The proposed budget for 2024/25 totals net expenditure of £28.523m, which is an increase of £2.540m (9.78%) compared with the 2023/24 original budget of £25.983m, which is principally due to:

- The full year effect of the July 2023 pay award (£0.747m),
- Net 3% inflation (£0.338m),
- Internal virement in relation to corporate volunteering budgets (£0.040m),
- Removal of continued improvement budget from project governance in line with agreed funding timeframes (£0.300m),
- A central risk budget reduction in line with Innovation & Growths agreement with the Green Finance Initiative (GFI) (£0.200m),
- A decrease in capital and support services recharges (£0.324m),
- Climate Action Strategy budgets have been reprofiled in line with their anticipated project pipeline for 24/25.

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

Summary Revenue Budgets Chief Officer and Risk (Table 1)	2023/24 and 2024/25 By	Original Budget 2023/24	Latest Budget 2023/24	Movement 2023/24 Original to 2023/24 Latest	Original Budget 2024/25	Movement 2023/24 Original to 2024/25 Original
		£m	£m	£m	£m	£m
Local Risk						
The Deputy Town Clerk		(0.870)	(0.930)	(0.060)	(0.893)	(0.023)
Executive Director of Innovation Growth		(6.046)	(9.338)	(3.292)	(6.497)	(0.451)
The Remembrancer		(1.437)	(1.473)	(0.036)	(1.570)	(0.133)
The Chamberlain		(0.547)	(0.552)	(0.005)	(0.285)	0.262
Executive Director of Environment		(0.569)	(0.595)	(0.026)	(0.625)	(0.056)
Executive Director of Corporate Communications & External Affairs		(1.840)	(2.088)	(0.248)	(2.079)	(0.239)
Total Local Risk		(11.309)	(14.976)	(3.667)	(11.949)	(0.640)
Central Risk						
The Deputy Town Clerk		(1.871)	(3.747)	(1.876)	(1.621)	0.250
Executive Director of Innovation Growth		(5.441)	(8.770)	(3.329)	(7.817)	(2.376)
The Remembrancer		(1.269)	(1.669)	(0.400)	(1.269)	0.000
The Chamberlain		(0.600)	(1.702)	(1.102)	(0.671)	(0.071)
Executive Director of Corporate Communications & External Affairs		(0.720)	(0.740)	(0.020)	(0.747)	(0.027)
Total Central Risk		(9.901)	(16.628)	(6.727)	(12.125)	(2.224)
Capital and Support Services		(4.773)	(4.773)	0.000	(4.449)	0.324
Committee Total		(25.983)	(36.377)	(10.394)	(28.523)	(2.540)

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

Recommendations

Members are asked to:

- Review and approve the Deputy Town Clerk's, Remembrancer's, Executive Director of Innovation & Growth, The Chamberlains, The Executive Director of Environment & The Executive Director of Corporate Communications & External Affairs proposed revenue budgets for 2024/25 for submission to the Finance Committee.
- Authorise the Chamberlain, in consultation with the Deputy Town Clerk, Remembrancer, Executive Director of Innovation & Growth, The Chamberlain, The Executive Director of Environment & The Executive Director of Corporate Communications & External Affairs to revise these budgets to allow for any further implications arising from Corporate Projects, other reviews and changes to the Cyclical Works Programme; and

- iii) Authorise the Chamberlain to agree minor amendments for 2023/24 and 2024/25 budgets arising during budget setting.

Main Report

1. An overview of the services provided under this Committee can be found in Appendix 1.
2. This report seeks approval to the estimate for 2024/25 in relation to the operational services overseen by this Committee. The overall budget is summarised in Table 1, including detail on the movement between the original and latest budget for the current financial year, and the movement between the original 2023/24 and proposed budget for 2024/25.

Assumptions

3. The estimates for 2024/25 include a 3% uplift for inflation based on net expenditure budget and the full year impact of pay increases to staff arising from the pay deal effective from July 2023 & the winter pay award effective from April 2023.
4. The estimate for 2024/25 does not include any potential new pay deal from July 2024.

Latest Approved Budget 2023/24

5. The latest approved budget for 2023/24 totals net expenditure of £33.377m which is an increase of £10.394m (40%) compared with the original budget of £25.983m. The main reasons for this increase are:
 - i) **Deputy Town Clerk (£1.956m net increase)** – Pay awards for July '23 & April '23 winter payment (£0.020m), Uncommitted PIF balances bought forward from 22/23 (£0.701m), Unspent PIF balances deferred from 22/23 (£0.368m), Uncommitted P&R contingency balances bought forward from 22/23 (£0.357m), Unspent P&R contingency balances deferred from 22/23 (£0.121m), and P&R project reserve carry forward from 22/23 (£0.343m).
 - ii) **The Remembrancer (£0.436m net increase)** – Pay awards for July '23 & April '23 winter payment (£0.080m), Coronation drawdown from contingency (£0.400m), Unidentified savings carried forward (£0.044m).
 - iii) **Executive Director of Innovation & Growth (£6.621m net increase)** – Pay awards for July '23 & April '23 winter payment (£0.266m), Destination City growth bid allocation 23/24 (£2.300m), Destination City growth bid carry forward 22/23 (£0.800m), Climate Action Strategy 23/24 budget allocation (£3.247m) which is a budget IG oversees for 5 departments across the organisation.

- iv) **The Chamberlain (£1.107m net increase)** – Pay awards for July '23 & April '23 winter payment (£0.012m), Transformation fund allocations to project governance to fund several organisation wide transformation projects (£1.095m).
- v) **Executive Director of Environment (£0.028m net increase)** - Pay awards for July '23 & April '23 winter payment (£0.028m).
- vi) **Executive Director of Corporate Communications & External Affairs (£0.268m net increase)** – Pay awards for July '23 & April '23 winter payment (£0.108m), Corporate Volunteering budget virement (£0.040m), COVID contingency carry forwards (£0.120m).

Estimate 2024/25

6. The proposed budget for 2024/25 totals net expenditure of £28.523m, which is an increase of £2.540m (9.78%) compared with the 2023/24 original budget of £25.983m. The main reasons for this increase are:
 - i) **Deputy Town Clerk (£0.142m net decrease)** – The full year effect of the July 23 pay award (£0.054m), net 3% inflation (£0.014m), the removal of the Future London budget as no further payments are due (£0.250m).
 - ii) **The Remembrancer (£0.133m net increase)** – The full effect of the July 23 pay award (£0.087m and net 3% inflation (£0.046m).
 - iii) **Executive Director of Innovation & Growth (£2.827m net increase)** – The full effect of the July 2023 pay award (£0.357m), a net 3% inflation uplift (£0.186m), reduction to the Green Finance Initiative budget (£0.200m) and reprofiling has been applied to the climate action strategy budgets in line with anticipated project pipeline.
 - iv) **The Chamberlain (£0.191m net decrease)** – The full effect of the July 2023 pay award and a 3% inflationary uplift (£0.109m) and the removal of project governance's continuous improvement funding (£0.300m).
 - v) **Executive Director of Environment (£0.056m net increase)** – The full effect of the July 2023 pay award (£0.038m) and a net 3% inflation uplift (£0.018m).
 - vi) **Executive Director of Corporate Communications & External Affairs (£0.266m net increase)** - The full effect of the July 2023 pay award (£0.167m), a net 3% inflation uplift (£0.059m) and a budget virement in relation to corporate volunteering (£0.040m).
 - vii) **A decrease in recharges (£0.324m)** – across all six Chief Officer Areas.

Potential Further Budget Adjustments

- i) Members should note that the Cyclical Works Programme (CWP) figures included in the Estimate Report relate only to elements of previously agreed programmes, which will be completed in 2023/24 and 2024/25. The separate bid for CWP works programme for 2024/25 has not been included in this report. The report will be submitted to Committee in January 2024 and will then require approval from Resource Allocation Sub-Committee to agree the funding. Once both Sub-Committees have agreed the 2024/25 programme Members will be advised of the outcome and Members are asked to authorise the Chamberlain to revise the budgets to allow for these approvals.
- ii) Corporate communications & external affairs division are currently reviewing communication related spend across the organisation and as such corporate communications & external affairs budgets may change throughout the year.
- iii) Climate Action Strategy is part of a multi-year programme. IG oversees this budget on behalf of a total of 5 departments. Budget figures shown in this report are estimates for 24/25 however they are subject to change based on developments in the project pipeline.

Staffing Statement

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

Table 2 Staffing Statement	Original Budget 2023-24		Proposed Budget 2024-25	
	Staffing Full-time equivalent	Estimated cost £m	Staffing Full-time equivalent	Estimated cost £m
Deputy Town Clerk	8	0.66	6	0.494
Executive Director of Innovation Growth	84.8	6.353	82.4	6.983
Remembrancer	13.24	1.273	17	1.370
The Chamberlain	11	1.136	13.5	1.174
Executive Director of Environment	6	0.356	9.6	0.612
Executive Director of Corporate Communications & External Affa	28.5	2.074	31	2.413
Grand Total	151.54	11.852	159.5	13.046

8. Staffing levels increased slightly across all chief officers between 2023/24 and 2024/25.
9. A breakdown of staffing costs and FTE's by division of service can be found in Appendix 3

Capital and Supplementary Revenue Project Costs

The latest estimated costs for the Committee's current capital and supplementary revenue projects are summarised in Appendix 4.

It should be noted that the figures exclude:

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

- forecast expenditure on future schemes which have yet to gain approval via the gateway process.

The latest Capital and Supplementary Revenue Project forecast expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2024.

Security Implications

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

Financial Implications

11. The proposed 2024/25 budget includes a 3% inflationary uplift based on the original 2024/25 net local risk budget after 2023/24 pay awards have been factored in.
12. The budgets overseen by this Committee of the Deputy Town Clerk, Executive Director of Innovation & Growth, Remembrancer, The Chamberlain, The Executive Director of Environment and The Executive Director of Corporate Communications & External Affairs have been prepared in accordance with corporate guidelines.

Public sector equality duty

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

Resourcing implications

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

Conclusion

15. This report presents budgets overseen by this Committee for 2024/25 for the Town Clerk, Deputy Town Clerk, Executive Director of Innovation & Growth, The Remembrancer, The Chamberlain & The Executive Director of Corporate Communications & External Affairs for Members to consider and approve.

Appendices

- Appendix 1 – Summary of Services by Chief Officer
- Appendix 2 – Summary Budget – analysis by risk
- Appendix 3 – Staffing Statement by Division of Service
- Appendix 4 - Capital and Supplementary Revenue Projects

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Summary of Services by Chief Officer

Deputy Town Clerk

Strategic Security & Resilience

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

Grants and Contingencies

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

Town Clerk's Charities

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

Executive Director of Innovation & Growth

Innovation & Growth (IG)

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

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

Remembrancer

Parliamentary

The Remembrancer is charged with safeguarding the constitutional position of the City of London Corporation and supports its contribution to society, the economy, and the

environment. The Office holder is one of the City's four Law Officers. The Remembrancer is the City's Parliamentary Agent and the Parliamentary Agent for the Honourable the Irish Society, and the City's Chief of Protocol.

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

State, Diplomatic and Ceremonial functions

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

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

The Chamberlain

Major Programmes Office

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

Project Governance

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

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

The Executive Director of Corporate Communications & External Affairs

The Corporate Communications & External Affairs Department

The Corporate Communications and External Affairs division is currently comprised of Corporate Affairs, Filming Unit, Media, and Publishing (including internal communications and digital). It sits at the heart of the organisation and oversees the communications and corporate affairs priorities of the organisation and its principals, building the reputation and impact of the City Corporation as a whole and helping it to deliver its goals.

The purpose of the division is to use the power of first-class strategic communications and external engagement across multiple channels and audiences to help deliver the ambitious goals of the City of London Corporation for all the diverse communities we serve on a local, London, national and global scale.

As a highly professional and critical enabling function, the Corporate Communications and External Affairs division supports the City Corporation's strategic commitments, including delivery of the Policy Chairman's priorities and the Lord Mayor's theme.

The Executive Director of Environment

Small Business Research and Enterprise Centre (SBREC)

The Small Business Research & Enterprise Centre (SBREC) is a trusted business support resource based at the Guildhall in the City of London and supports SMEs, sole traders, start-ups and pre-startups. It offers flexible workspaces with dedicated WiFi, with affordable meeting rooms for hire. It provides members with free onsite access to a wide range of specialist business research data for the UK and worldwide. It also offers a subscription membership giving remote 24/7 access to a wider range of in-depth information and data. SBREC works in partnership with many not-for-profit organisations, charities and learning institutions, partnering in projects and knowledge sharing, and delivering bespoke training. SBREC delivers a regular programme of affordable business events supporting small business growth and tailored business start-up 121 advice, both in-person and digitally. SBREC works closely with other City Corporation departments and sections, partnering in projects offering business support.

Policy and Resources Committee
Summary Budget by Risk

SUMMARY BY RISK				
Analysis of Service Expenditure by Risk	Original Budget 2023-24 £m	Latest Approved Budget 2023-24 £m	Proposed Budget 2024-25 £m	Movement 2023-24 ORI to 2024-25 ORI £m
LOCAL RISK <i>(budgets largely within direct control of Chief Officer)</i>				
EXPENDITURE				
Employees	(8.503)	(9.434)	(9.467)	(0.964)
Premises Related Expenses	(0.172)	(0.182)	(0.171)	0.001
Transport Related Expenses	(0.056)	(0.076)	(0.156)	(0.100)
Supplies & Services	(3.432)	(5.493)	(2.479)	0.953
Savings to be Applied	0.000	0.044	0.000	0.000
Total Expenditure	(12.163)	(15.141)	(12.273)	(0.110)
INCOME				
Charges for specific services	0.854	0.165	0.324	(0.530)
Total Income	0.854	0.165	0.324	(0.530)
TOTAL LOCAL RISK	(11.309)	(14.976)	(11.949)	(0.640)
CENTRAL RISK <i>(managed by Chief Officer but outturn can be strongly influenced by factors outside his/her control or are budgets of a corporate nature)</i>				
EXPENDITURE				
Employees	(2.632)	(4.124)	(4.253)	(1.621)
Transport Related Expenses	(0.004)	(0.004)	(0.006)	(0.002)
Supplies & Services	(4.998)	(10.932)	(7.719)	(2.721)
Capital Charges	(0.717)	(0.717)	(0.717)	0.000
Contingency	(1.550)	(1.421)	0.000	1.550
Total Expenditure	(9.901)	(17.198)	(12.695)	(2.794)
INCOME				
Charges for specific services	0.000	0.570	0.570	0.570
Total Income	0.000	0.570	0.570	0.570
TOTAL CENTRAL RISK	(9.901)	(16.628)	(12.125)	(2.224)
TOTAL EXPENDITURE BEFORE SUPPORT SERVICES AND CAPITAL CHARGES	(21.210)	(31.604)	(24.074)	(2.864)
SUPPORT SERVICES AND CAPITAL CHARGES				
Central Recharges	(6.414)	(6.414)	(6.087)	0.327
Capital Charges	(0.258)	(0.258)	(0.261)	(0.003)
Recharges Within Fund	0.384	0.384	0.384	0.000
Recharges Across Funds	1.515	1.515	1.515	0.000
Total Support Services and Capital Charges	(4.773)	(4.773)	(4.449)	0.324
TOTAL NET EXPENDITURE	(25.983)	(36.377)	(28.523)	(2.540)

Policy and Resources Committee
Staffing Statement

Staffing Statement	Original Budget 2023-24		Proposed Budget 2024-25	
	Staffing Full-time equivalent	Estimated cost £m	Staffing Full-time equivalent	Estimated cost £m
Resilience	7	0.565	5	0.399
Town Clerk's Charities	1	0.095	1	0.095
Total Deputy Town Clerk	8	0.66	6	0.494
Small Business Enterprise & Research Centre	6	0.356	9.6	0.612
Executive Director of Environment	6	0.356	9.6	0.612
Corporate Communications, Media & External Affairs	28.5	2.074	31	2.413
Executive Director of Corporate Communications & External Affairs	28.5	2.074	31	2.413
Innovation & Growth	72.8	5.691	70.4	6.054
Climate Action Strategy	12	0.662	12	0.929
Total Executive Director of Innovation & Growth	84.8	6.353	82.4	6.983
Ceremonial	13.24	1.273	17	1.370
Total Remembrancer	13.24	1.273	17	1.37
Major Programmes Office	8	0.600	8	0.671
Project Governance	3	0.536	5.5	0.503
Total Chamberlain	11	1.136	13.5	1.174
Grand Total	151.54	11.852	159.5	13.046

Policy and Resources Committee
Capital & Supplementary Revenue Projects

Service	Project	Exp. Pre 01/04/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	Later Years £'000	Total £'000
Citys Estate	Authority to start work						
Security	Operational Buildings Security Enhancements (residual fees)	332	234	1,658	-	-	2,224
Other Schemes	Crossrail Art Foundation	3,419	80				3,499
Other Schemes	St Lawrence Jewry Church	3,924					3,924
City Fund	Disposal Costs						
Other Schemes	Wallbrook Wharf Feasibility		150		-	-	150
TOTAL POLICY & RESOURCES		7,675	464	1,658	-	-	9,797

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Agenda Item 10

<p>Committee(s): Policy and Resources Committee – For Decision Resource Allocation Sub Committee - For Decision Finance Committee – For Information City Bridge Foundation Board</p>	<p>Dated: 18 January 2024 23 January 2024 24 January 2024 7 February 2024</p>
<p>Subject: Community Infrastructure Levy, On-Street Parking Reserves and Capital Bids (Quarter 3 - 2023/24)</p>	<p>Public</p>
<p>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</p>	<p>The capital bids span all 12 outcomes of the Corporate Plan</p>
<p>Does this proposal require extra revenue and/or capital spending?</p>	<p>Yes - subject to decisions agreed, ring-fenced monies held will be committed to future approvals</p>
<p>If so, how much?</p>	<p>up to £11.715m OSPR and £30.08 CIL; 2023/24 Capital Contingencies – City Fund £3.0m, City's Estate £2.925m; New Capital Bids: City Fund £2.3m, City's Estate £1.175m and City Bridge Foundation £0.4m</p>
<p>What is the source of Funding?</p>	<p>City Fund (including CIL and OSPR), City's Estate & City Bridge Foundation</p>
<p>Has this Funding Source been agreed with the Chamberlain’s Department?</p>	<p>Yes</p>
<p>Report of: Caroline Al-Beyerty, The Chamberlain and Bob Roberts, Interim Executive Director Environment Department</p>	<p>For Decision</p>
<p>Report author: Bhakti Depala, Assistant Director - City Development and Investment Unit and Yasin Razaaq, Capital and Project Manager, Chamberlain’s</p>	

Summary

The committee are asked to consider the amendments to the Terms of reference of the Priorities Board at Appendix 1.

The Priorities Board met on 6th December 2023 to consider bids for allocation from the City's Community Infrastructure Levy (CIL) and On-Street Parking Reserves (OSPR). Five bids for CIL and OSPR were received for the infrastructure projects summarised below (see paragraph 9 for detail of programmes):

- **Street Cleansing Resources Reintroduction: £1,413,000 annually from OSPR** (£1,413,000 from financial year 2023/24 and ongoing each year over the 5-year MTFP OSPR forecast). **Total £7.065m.**
- **Street Decluttering: £350,000 from OSPR** (£350,000 for financial year 2024/25)
- **Cyclical Works Programme (CWP) - City Fund Car Parks: £4,300,000 from OSPR** (£1,663,500 for financial year 2024/25; £1,158,500 for financial year 2025/26; £712,000 for financial year 2026/27; £73,500 for financial year 2027/28; and £692,500 for financial year 2028/29)
- **Museum of London Project: £30,000,000 from CIL** (estimated spend £15,000,000 from financial year 2024/25 and £15,000,000 from financial year 2025/26)
- **Sculpture in the City: £80,000 from CIL** (£80,000 for financial year 2023/24).

These are put before the committee for consideration for funding in financial years 2023/24 to 2027/28 - The Priorities Board agreed to recommend all the projects listed.

The board also considered an uplift in funding for the Enterprise Resource Planning (ERP) implementation, particularly around the use of capital contingencies and further use against the new capital bids envelope totalling £9,595,231. The uplift has been approved by Digital Services Committee (as host committee for the ERP project) and Finance Committee was supportive of the budget uplift at the December meeting.

Policy and Resources Committee are asked to review the projects as recommended by Priorities board against the CIL and OSPR funding priorities detailed in the body of the report, and to agree the funding recommendations of the Priorities Board.

Recommendation(s)

Members of the **Policy & Resources Committee** are invited to:

1. Delegate authority for the consideration of the following items to the Town Clerk, in consultation with the Chairman and Deputy Chairman, following scrutiny by, and recommendation from, the **Resource Allocation Sub-Committee** at its meeting of 23 January 2024:

- a) amendments to the Terms of Reference of the Priorities Board as set out in Appendix 1.
 - b) recommendations of the Priorities Board to allocate £30.08m of CIL to the new Museum of London and Sculpture in the City projects and £11.715m of OSPR to the projects listed in the summary above.
 - c) Approval of the Cyclical Works Programme funding requirements over the medium-term-financial plan against OSPR to be included in 2024/25 budget setting and medium-term financial planning.
2. Agree the additional uplift requested for the ERP totalling £9,595,231 (of which £400k is proposed to be funded by the City Bridge Foundation (CBF) and is subject to a decision by the City Bridge Foundation Board.
 3. Agree the proposal to address the Network Refresh Project funding gap (which has increased from £4.5m to £8.3m) through residual funding from completed projects and or future years contingencies.

Members of the City Bridge Foundation Board are invited to:

4. Agree the additional uplift requested for the ERP totalling £9,595,231 which requires £400k funding from City Bridge Foundation (CBF), to be considered as being in the best interests of the charity, noting the separate legal duties of the City Corporation as a Trustee.
5. Note in relation to the Network Refresh Project, work is being undertaken to establish a more accurate CBF contribution, with an allocation to be based on the buildings that are expected to receive the refresh works.

Main Report

Background

1. RASC agreed at their meeting on 12 December 2022 to establish new governance arrangements for the allocation of the City CIL and OSPR. The terms of reference for the Priorities Board were also agreed at that meeting. The terms of reference set out the membership of the Priorities Board, its purpose, and priorities as detailed below. Amendments to the terms of reference were proposed at the Priorities Board on 6th December 2023 to note change in the members of the Priorities Boards, confirm their wider functions and their recommendations to the decision makers. The amended terms of referenced are in appendix 1.
2. CIL projects are prioritised 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.

3. The process for recommending the allocation of OSPR by the Priorities Board will include consideration of the need for additional revenue funding for highway and cleansing maintenance operations, to ensure an appropriate balance between capital and revenue spend.
4. For OSPR, bids will need to demonstrate that they meet one of the following criteria:
 - Revenue funding for highway and cleansing maintenance operations;
 - Investment in off-street car parks;
 - Projects which are aligned to the outcomes of the Transport Strategy, with additional priority given to projects necessary for the delivery of Vision Zero by reducing serious and fatal collisions and improve accessibility.
5. Recommended prioritisation of CIL/OSPR will also take account of the extent to which projects support delivery of other strategies and initiatives, including the Climate Action Strategy and Destination City.

Current Position

6. As at 27th November 2023, the City held a balance of £44.9m in General City CIL (excluding 15% Neighbourhood CIL and admin 5%). Further CIL income of £48.0m is projected up to 2027/28 as shown in Table 1 below. Currently for 2023/24 onwards, £39.1m has been committed to several approved schemes, therefore funding of £53.8m (forecast until 2027/28) is available to be allocated to new schemes.

Table 1 - General CIL Financial Summary:

	End of 2022/23 Actual £'000	2023/24 Forecast £'000	2024/25 Forecast £'000	2025/26 Forecast £'000	2026/27 Forecast £'000	2027/28 Forecast £'000	Total £'000
Cumulative income (including projections)	(57,721)	(11,018)	(8,838)	(9,103)	(9,376)	(9,657)	(105,712)
Allocations	12,743	20,565	11,677	4,359	2,531	0	51,875
Surplus (income minus allocations)	(44,978)	(35,413)	(32,591)	(37,335)	(44,180)	(53,837)	(53,837)

7. As at 21st November 2023, the City held an opening balance for 2023/24 of £56.2M in OSPR. Further income of £46.5m is projected up to 2027/28 as shown in Table 2 below. Currently for 2023/24 onwards, £83.8m has been committed to several

approved schemes, therefore funding of £18.9m (forecast until 2027/28) is available to be allocated to new schemes.

Table 2 - OSPR Financial Summary:

	2022/23 Actual £'000	2023/24 Forecast £'000	2024/25 Forecast £'000	2025/26 Forecast £'000	2026/27 Forecast £'000	2027/28 Forecast £'000	TOTAL £'000
Expenditure - salaries, enforcement contract, other running expenses	3,652	4,094	4,022	4,143	4,267	4,395	24,573
Income - PCN's, parking meters, suspended bays, dispensations	(13,838)	(12,642)	(13,099)	(13,492)	(13,897)	(14,314)	(81,281)
NET REVENUE SURPLUS GENERATED IN YEAR	(10,186)	(8,548)	(9,077)	(9,349)	(9,630)	(9,919)	(56,709)
TOTAL OF CAPITAL, SRP & REVENUE COMMITMENTS	5,620	23,575	8,318	1,947	1,509	1,591	42,560
TOTAL BIDS (AGREED BY PRIORITIES BOARD)	0	4,748	10,521	8,761	2,110	2,110	28,250
TOTAL CAPITAL BIDS & MAJOR SCHEME DEPENDENCIES AND ON-HOLD	0	6,764	4,770	2,350	2,300	2,387	18,571
DEFICIT/(SURPLUS) Brought Forward @1st April	(51,652)	(56,218)	(29,679)	(15,147)	(11,438)	(15,149)	
DEFICIT/(SURPLUS) Carried Forward @ 31st March	(56,218)	(29,679)	(15,147)	(11,438)	(15,149)	(18,980)	

8. It should be noted that these figures are based on future income levels that are projections and will need to be refined each year. 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.

Options

9. The project options for allocation of funding of CIL and OSPR are listed in the table 3 below.

Table 3 - Project Bids - Quarter 1 (2023/24):

Proposed Bid	CIL requested £m	OSPR requested £m	Funding Priority
Street Cleansing Resources Reintroduction	-	1.413pa (£7.065m over 5 year OSPR MTFP forecast)	OSPR - Highway and cleansing maintenance operations.
Street De-Cluttering	-	0.350	OSPR - Revenue funding for highway and cleansing maintenance operations -Projects that support the outcomes of the Transport strategy - City of London
Cyclical Works Programme (CWP) - City Fund Car Parks	-	4.300	OSPR - Investment in off-street car parks - Supports the outcomes of the Transport Strategy

Museum of London/ General Market - Fabric and infrastructure improvements	30.000	-	CIL – Essential
Sculpture in the City	0.080	-	CIL – Important
Total	30.080	11.715	

Proposals

- **Street Cleansing Resources Reintroduction - OSPR (£1.413m per annum and £7.065m over 5 year OSPR MTFP forecast)**
- OSPR would be applied towards projects delivering **Priority 1 – Highway Cleansing Maintenance Operations**. The funding would seek to maintain and enhance the appearance of streets and the cleansing standards within the City. The request for funding is ongoing, annually with the outcomes of the additional funding closely monitored through a series of performance measures including contract KPIs with the service provider (Veolia), independent surveys from Keep Britain Tidy and in-house data such as FPN enforcement **Street de-cluttering – OSPR (£350,000)** would apply OSPR towards projects delivering **Priority 1 - highway cleansing maintenance operations** and **Priority 3 - Projects that support the outcomes of the Transport strategy outcomes**. Funding is sought for one year, April 2024 – March 2025.
- **Cyclical Works Programme (CWP) - City Fund Car Parks – OSPR (£4.3m)** seeks to apply OSPR towards the delivery of the car park’s maintenance requirements which are currently funded through the cyclical works programme. This bid seeks to directly fund the car park maintenance works programme through OSPR. Specific funding is included within this report for the next five years, but it is proposed to make OSPR the principal funding source for car park maintenance going forward in accordance with the statutory ringfencing criteria. Funding requirements in the long term will also take into account any future car park closures to ensure money is not committed unnecessarily. **Priority 2 - Investment in off-street car parks** and **Priority 3 - Supports the outcomes of the Transport Strategy projects**.
- **Museum of London/ General Market - Fabric and infrastructure improvements – CIL (£30m)**
Museum of London bid would apply CIL to essential improvement works to secure the fabric of the existing market buildings to facilitate the redevelopment of the site for the new Museum of London. The project would support the sustainable development of the market buildings and support further development of the area. The Infrastructure Delivery Plan March 2021 (IDP) acknowledges that cultural infrastructure is important to the City’s character and within a globalised context, supporting a world class destination for tourism. The City has ambitious plans for the Museum of London relocation which is listed as an **essential** project in the IDP. The use of CIL funding would not

constitute additional funding but allows City Fund to reallocate to support the Cyclical Works Programme as supported by Finance Committee in December. The Museum of London project is a flagship development for the City. Project approval will be reflected as a priority in the Infrastructure Funding Statement 2022/23.

- **Sculpture in the City – CIL (£80,000)** - Sculpture in the City have submitted a one-off bid for CIL funding towards the delivery of a rotating, outdoor, urban sculpture park. Since 2010, the project has been led by the Built Environment/Environment Dept and is a public-private partnership between the City of London and 11 organisations from the development, insurance, and finance sectors. The project has been identified as **Important** as it would deliver cultural infrastructure which in turn would increase footfall, spend and the attractiveness of the City Cluster area, identified as a key area of change. Due to budget restrictions, stakeholders have been made aware that there will be no further City of London Corporation funding.

The Sculpture in the City project is in a period of transition and its future will be considered as part of the review. The outcome of the review will confirm the continuation of Sculpture in the City in the years going forward, notwithstanding, Priority Board members agreed a 'one off' CIL contribution of £80,000 and alternative funding sources should be sought in the future.

Other Capital Bids and SRP Project Bids

10. As part of the annual bids process for 2024/25, 14 bids were endorsed by RASC, Finance Committee, CBF Board during November 2023 and Policy and Resources Committee on 14th December 2023, based on recommendations from the Priorities Board meeting of 12th October 2023. These will now progress through the budget setting cycle to Finance Committee, the CBF Board in February 2024 and before final decision by Court of Common Council in March 2024.
11. The financial impact of the current approved 2024/25 bids in addition to the changes outlined to the ERP are outlined in table 7 below.

HR, Payroll, Finance Solution, ERP (Enterprise Resource Planning)

12. 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; SAP 4/HANA has been chosen as the preferred bidder. Work is underway to finalise the procurement arrangements for a System Integrator (SI) to support the Corporations' implementation.
13. As part of the work from Gateway 3 to Gateway 4, the Programme has established a detailed resource plan / budget based on the programme plans, scope and resource availability. A detailed review of resourcing identified the required days to

support the programme would be 17,235 days vs the original plan for 8,516. The reason for the increase is to ensure that the plan is based on named resource (or a confirmed need for external resource).

14. Where resources are working part-time on the programme, if this is in excess of 10 days per month, the assumption is that they will be fully allocated to the programme with backfill in place. The previous assumption that staff would be able to support the programme alongside their day job would cause inevitable programme delays and / or operational issues due to priority conflict. The change in budget is primarily to ensure that we have support from across the programme to deliver the programme and minimise the risk of delay.

Using the recent example of Birmingham City Council where the budget increased from £19m to £46m due to 2 primary factors:

- Failure to adopt a standard way of working and requesting customisations to the system, and
- Extension of the timeline from 18months to 30 months with subsequent remedial works being required for a further 12 months.

15. A breakdown of the budget variance is included in Appendix 3 (non-public). The doubling of the budgeted days is the primary movement particularly on the change management workstream to mitigate the risk of business adoption / standardisation

16. We have benchmarked this investment against other similar programmes. The £10m budget would have been more reflective of the resourcing required for a less complex authority but not the scale or change and transformation the City will require. Investing in business change will provide the platform to fundamentally review how we work, leverage the investment and transform our service delivery model.

17. The risk of not investing in the ERP solution for the corporation is that the current solutions are increasingly becoming unfit for purpose.

- Revenue costs are predicted to rise exponentially for our existing systems,
- Planned fundamental saving review benefits will not be delivered,
- Risk to the organisation through lack of data and wider costs of support, and
- City People currently adds to our current operational costs / Departmental workload / pressures – the impact of which negatively impacts the service / support we offer to staff.

18. As a result, the required budget has increased from £9.8m to £19.4m. The ERP solution will be deployed across the breadth of City Corporation, and this is reflected in the cost allocation across the three main funds. This is summarised in table 5 below:

Table 5 – Funding allocation across funds for ERP programme

	City Fund £m	City's Estate £m	City Bridge Foundation £m	Total £m
Original Budget (£9.8m)	5.30	4.1	0.4	9.8
Required Increase (£9.6m)	5.20	4.0	0.4*	9.6
Total	10.50	8.1	0.8*	19.4

**The additional amounts attributable to CBF are subject to review and separate approval by CBF Board.*

It is recommended the additional amounts required are approved from the following areas:

Table 6 – Funding proposals against additional funding requirements on ERP

	City Fund £m	City's Estate £m	City Bridge Foundation £m	Total £m
23/24 Capital Contingencies	3.0	2.9	0.0	5.9
24/25 New Capital Bids	2.2	1.1	0.0	3.3
Unrestricted Funds	0.0	0.0	0.4	0.4
Total Funding	5.2	4.0	0.4	9.6

Members are asked to note allocating 2023/24 capital contingencies to the ERP will fully exhaust these contingencies and will not be available for any other use. Given that we are in the final quarter of the financial year, the risk is low.

The financial impact on the 2024/25 new capital bids in addition to the changes outlined to the ERP are outlined in table 7.

Table 7 – Revised Total 2024/25 New Capital Bids

	City Fund £m	City's Estate £m	City Bridge Foundation £m	Total £m
Bids approved by P&R	12.2	3.7	0.6	16.5
ERP Increase	2.2	1.1	0.4	3.7
Total	14.4	4.8	1.0	20.2

Members are asked to note the totals against City Fund and City's Estate remains within the overall envelopes approved by Policy and Resources Committee.

19. The Network Refresh project was part of the bids approved by P&R in December with an indicative amount of £4.25m approved in order to comply with the agreed budget envelope for 24/25. Subsequently more detailed scoping work has been carried out and the estimate has increased to £8.3m (£8m for 24/25 and £0.3m for 25/26 based on initial phasing estimates). Therefore, the new requirement for City's Estate in 24/25 would be over and above the £5m total envelope available for new projects. Any additional funding for City's Estate and City fund will first be considered through residual funding from completed projects and then through future years contingency for capital funding being brought forward. The project will be subject to gateway process which requires more detailed reports at each stage prior to the budget being released, so funding will need to have been confirmed at this point. There is also work being undertaken to establish a more accurate CBF contribution, with an allocation based on the buildings that are expected to receive the refresh works.

Cyclical Works Programme Funding Update

20. Further information on the CWP funding proposal is outlined in the [background report endorsed on the 12th December 2023 by the Finance Committee](#).

Corporate & Strategic Implications

Strategic Implications

21. The Museum of London project is a key strategic project that will play a substantial role in the delivery of the Corporate Strategy and other strategies including Destination City and the City Plan 2040. The delivery of cultural infrastructure through Sculpture in the City aligns with the Destination City.

Financial Implications

22. CIL general (excluding Neighbourhood CIL 15% and Admin CIL 5%) currently has forecast available funds of £53.837M up to 2027/28. If all bids were to receive full funding requested (£30.08M), this would reduce the City CIL available balance to £23.757M for the period up to 2027/28.

23. OSPR currently has forecast available funds of £18.980M up to 2027/28. If all bids were to receive full funding requested (£11.715M), this would reduce the OSPR available balance to £7.265M for the period up to 2027/28.

24. 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.
25. Further City CIL (excluding Neighbourhood CIL 15% and Admin CIL 5%) to be received in this financial year (2023/24) is estimated to be £11.018M from developments that have commenced, and the CIL liability is due to be paid within the next 6-12 months.
25. The 2023/24 Capital Contingency balances currently stand at £3m and £2.925m on City Fund and City's Estate respectively. If amounts are allocated against the ERP uplift this will bring the balance to zero.
26. The Capital and SRP project bids approved for City Fund and City's Estate are within the approved funding envelope of £20m and £5m respectively and will be met from the reserves of each fund.
27. At the time of writing this report, additional funding requirements for the Network Refresh projects still needs to be addressed.

Legal Implications

26. 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.
27. 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.
28. Consideration should also be given to the list published by the City Corporation under Regulation 121A(1)(a) which is the City's statement of the infrastructure projects or types of infrastructure which the charging authority intends will be, or may be, wholly or partly funded by CIL (other than CIL to which regulation 59E or 59F applies). The City's list which was published in December 2022 consists of:
 - Beech Street Transport & Public Realm Improvements
 - Hostile Vehicle Mitigation Security Programme
 - Eastern City Cluster Security
 - City Mental Health Centre
 - Secure City Programme CCTV & Telecommunications

- Secure City Programme
- Public Realm Security Programme

29. The legislation does not prevent the funding of qualifying infrastructure, which is not on this list, however this list is likely to create an expectation that sufficient CIL will be retained to deliver the infrastructure set out. The Infrastructure Funding Statement (IFS) is updated annually. The next IFS is due at the end of the calendar year, and it is the intention to update this to include the Museum of London. The IFS is approved by Planning and Transportation Committee and is scheduled for early 2024.

Risk Implications

30. There are risks associated with development in the City not being brought forward if the Critical and essential infrastructure projects are not progressed.

Equalities Impact

31. There are no equalities implications associated with the proposals within this report. Each project will undertake an equalities assessment.

Conclusion

32. The guidance for allocating CIL firstly identifies if the type of project is infrastructure in accordance with Test 1. All the project bids received are identified as infrastructure. Test 2 requires consideration if the proposed infrastructure is needed to support the development of the City. For the CIL funded projects that have been identified as *Critical, Essential or Important*, each project has been assessed in accordance with these criteria, as set out in paragraph 5.

33. The requests for OSPR meet the funding priorities and considered to be in accordance with the applicable legislation.

34. The Policy and Resources Committee and the Finance Committee are asked to approve the allocation of CIL/OSPR funds and the uplift in the ERP project budget as recommended by the Priorities Board.

Appendices

Appendix 1 – Updated Priorities Board Terms of Reference

Appendix 2 – CIL and OSPR Funding Bids Q3 2023-24

Appendix 3 – ERP Budget Brakedown (NON PUBLIC)

Background Papers

[CWP Funding Strategy – Finance Committee 12/12/2023](#)

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City of London

**Community Infrastructure Levy
and On-Street Parking Reserve**

**Priorities Board – Terms of
Reference**

Community Infrastructure Levy and On-Street Parking Reserve

Priorities Board – Terms of Reference

Introduction

1. This document sets out the terms of reference for the Priorities Board, including functions relating to Community Infrastructure Levy (CIL) and On-Street Parking Reserve (OSPR).

Membership

2. The Board will be chaired by the Town Clerk.
3. Membership of the Priorities Board will include the following Chief Officers:
 - Chamberlain
 - Deputy Town Clerk
 - ~~Chief Operating Officer~~
 - City Surveyor
 - Executive Director, Environment
 - Executive Director, Community and Children’s Services
 - Executive Director, Innovation and Growth
 - Chief Strategy Officer
4. The following officers may also be invited to attend the Priorities Board where relevant items are on the agenda, to advise the Board members:
 - Managing Director of City Bridge Foundation (CBF) *(for annual meeting for cross fund bids. CBF only schemes are approved by CBF Board.)*
 - Financial Services Director
 - Commercial Director
 - Assistant Director Strategic Finance
 - Capital and Project Manager
 - PMO Analyst
 - Comptroller and City Solicitor
 - Planning and Development Director
 - Director of City Operations
 - Destination Director
 - Climate Action Programme Director
5. Where Board members are not able to attend a deputy will be asked to attend in their place. Officers representing specific teams may be invited to observe or inform discussions.

Purpose

6. The purposes of this board are:

CIL/OSPR

- a) To review bids submitted by spending departments for the use of CIL/OSPR.
- b) To ensure CIL and OSPR capital funds are allocated appropriately to projects, informed by the priorities set out in paragraphs 8-12.
- c) To ensure that CIL and OSPR funds are managed prudently and are not overspent.
- d) To ensure that substantial unnecessary, unallocated CIL/OSPR surpluses are not accrued.

- e) To monitor CIL and OSPR income, allocations, expenditure and forecasts.

Wider functions

- a) To consider new capital bids prior to taking recommendations to RASC.
 - b) To review any urgent matters related to funding the capital programme (for example, new inflationary pressures or new high risk capital programmes that may need approval from contingencies held).
7. The board is an advisory board. It will make recommendations to the Resource Allocation Sub-Committee (RASC), who will make the recommendation to Policy and Resources Committee who are the decision-makers.

Priorities

8. The following criteria, which are set out in the City Corporation's Infrastructure Delivery Plan (IDP), will be applied by the Board when recommending priorities for projects seeking funding from CIL.
 - **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.
9. Given the more restrictive rules around the expenditure of OSPR, this fund should be the first 'port of call' for infrastructure related to transport, walking and cycling. CIL can be used for a wider range of infrastructure projects, where these are required to enable the growth of the Square Mile as envisaged in the City Plan.
10. The process for recommending the allocation of OSPR will include consideration of the need for addition revenue funding for highway and cleansing maintenance operations, to ensure an appropriate balance between capital and revenue spend.
11. For OSPR, bids will need to demonstrate that they meet one of the following criteria:
 - Revenue funding for highway and cleansing maintenance operations
 - Investment in off-street car parks
 - Projects which are aligned to the outcomes of the Transport Strategy, with additional priority given to projects necessary for the delivery of Vision Zero by reducing serious and fatal collisions and improve accessibility.
12. Recommended prioritisation of CIL/OSPR will also take account of the extent to which projects support delivery of other strategies and initiatives, including the Climate Action Strategy and Destination City.

Making recommendations

13. The Priorities Board will make recommendations to RASC through the Chamberlain's Capital Funding Update reports, which will set out the view of the Board in relation to bids for CIL/OSPR. Capital Funding Update reports will be provided to RASC on a quarterly basis. Final decision/approval sits with Policy and Resources Committee.

Legal advice

14. The board will be advised by a solicitor from the City Solicitor's department, who will review funding bids to assess whether they meet the regulatory criteria for CIL and OSPR funding and advise on other aspects of CIL and OSPR governance.

Financial advice

15. The Chamberlain's department will work with the Planning Obligations team to monitor CIL and OSPR income, allocations and expenditure and will provide up to date reports setting out the current position to the Group and RASC.

Meetings and process

The board will meet on a quarterly basis. Where bids seek funding from CIL/OSPR and wider City Fund capital budget, they will only be considered annually as part of the annual capital bids process during Q3. Bids that only seek funding from CIL/OSPR can be considered at any of the quarterly meetings.

Appendix 2

CIL & OSPR Allocation Bid Form	
Project reference	CILOSPRO20
Senior responsible officer	Ian Hughes
Project officer	Joe Kingston
Department	Environment
Division	Operations
Project name	Street Cleansing Resources Reintroduction
Project description and outcomes	<p>In FY 21/22 PHES Committee agreed service cuts to the value of £1.025M mainly focussed on street cleansing resources and loss-making public conveniences. These savings were made during covid and it was anticipated and accepted that some erosion in the levels of service would result from this reduced budget envelope.</p> <p>Members have raised concerns that without additional resource, the service cannot deliver the quality required to support the City's strong recovery from the pandemic, particularly at evenings and weekends.</p> <p>This funding bid resource support totalling £1.057m per annum includes the delivery of enhanced staffing and resource levels (£950k per annum) focussed primarily on the areas which were subject to the largest reduction in resources following previous service cuts - evenings and weekends. These resources are aimed at improving street cleanliness standards to support the City's ambitions around Destination City. The funding will also provide a dedicated internal staffing resource (£62k per annum) to lead on data analysis, communications and business engagement.</p> <p>The funding will also be used to operate and maintain 4 uri-lifts in the City (£45k per annum) which will specifically look to address issues around ASB related to the night time economy.</p> <p>In addition to the service reintroduction, this bid provides £356k towards the gap between centrally funded inflationary uplift of 3% and contractually required full inflationary uplift paid to Veolia, linked to RPI</p>
Project commencement (month, year)	Jan-24
Project completion (month, year)	Ongoing
Which CIL funding priority would the project meet? Critical/Essential/Important (See Funding Priorities in the Handling Note)	
How would the project meet the CIL priorities above? (please provide a justification as to how the project meets the identified priority)	N/A
Eligibility for CIL - is the project a type of infrastructure? (see Test 1 and Test 2 of the Handling Note)	N/A
How would the project meet the eligibility criteria for OSPR? (Refer to eligibility section of the handling note)	This fits under Environmental Improvements, specifically:
Which OSPR funding priority would the project meet? (See OSPR Priorities in the handling note)	"improving or maintaining the appearance or amenity of roads, land in the vicinity of roads or open land or water to which the general public has access"
How would the project meet the OSPR priorities? (please provide a justification as to how the project meets the identified priority)	Revenue funding for highway and cleansing maintenance operations
How would the project support the Transport Strategy (particularly relevant for OSPR-funded projects)?	This revenue funding will seek to maintain and enhance the appearance of streets and the cleansing standards within the City of London.
How would the project support the Policy Chairman's priorities, specifically: Destination City, Green City (including the Climate Action Strategy), and Tech City, as well as supporting residents and SMEs?	<p>This will support Proposal 37 of the Transport Strategy:</p> <p>"Ensure street cleansing regimes support the provision of a world-class public realm"</p> <p>This approach was endorsed by Port Health & Environmental Services Committee on 14Nov23</p> <p>In addition to this it supports priorities in the following way:</p> <ul style="list-style-type: none"> - Destination City - Ensuring the City has clean, well maintained streets is essential to creating an Environment and place which people want to visit. - Green City/CAS - Sustainably managing street litter - Tech City - The cleansing service is data rich and uses technology to ensure the services are optimised

	- Residents & SME's - Providing clean streets for residents and SMEs is an essential function of the City of London
How would the project support other City Corporation strategies?	Corporate Plan Priorities: * We have clear air, land and water and a thriving sustainable natural environment * Our spaces are secure resilient and well maintained
What is the next project gateway?	N/A
Total project budget	N/A
Requested CIL allocation	£
Requested OSPR allocation per annum	£1,413,000.00
Would the project require funding from wider City Fund and what is the status of this?	No
Amount of external funding	£
Source of external funding and status	
Spend profile (when would the money be spent, by year and quarter)	Annual service requirement paid to contractor monthly Increase in internal staff on local risk budget
Spend forecast	
Costed risk	N/A
Date form completed	14/11/2023

CIL & OSPR Allocation Bid Form	
Project reference	CILOSPR021
Senior responsible officer	Ian Hughes (Director)
Project officer	Giles Radford (Assistant Director)
Department	Environment
Division	Highways
Project name	Street De-Cluttering
Project description and outcomes	<p>Gradually over time, parts of our public highway have become cluttered with a proliferation of signs, posts and columns, typically performing different functions but often installed as part of separate capital and maintenance schemes or changes in regulation.</p> <p>Under the direction of the Transportation Strategy, the intention is to reduce this clutter and rationalise our street scene as a specific package of works, combining street signage onto fewer posts or attach them to buildings under the City's existing powers to do so.</p> <p>This rationalisation will also take advantage of new regulations that reduce the numbers of traffic signs that need to be illuminated, enabling them to be combined with other signs without the need for power connections.</p> <p>This initiative will focus on eight high footfall parts of the City and will aim to improve accessibility and pedestrian comfort, reduce maintenance requirements and support a more welcoming street environment. This helps support Destination City as well as our transport objectives, and as such is welcomed by key Members including the Chair of P&T and the Police Authority Board.</p>
Project commencement (month, year)	Apr-24
Project completion (month, year)	Mar-25
Which CIL funding priority would the project meet? <i>Critical/Essential/Important (See Funding Priorities in the Handling Note)</i>	
How would the project meet the CIL priorities above? <i>(please provide a justification as to how the project meets the identified priority)</i>	N/A
Eligibility for CIL - is the project a type of infrastructure? <i>(see Test 1 and Test 2 of the Handling Note)</i>	N/A
How would the project meet the eligibility criteria for OSPR? <i>(Refer to eligibility section of the handling note)</i>	A key priority of OSPR funding is maintaining an effective highway operation.
Which OSPR funding priority would the project meet? <i>(See OSPR Priorities in the handling note)</i>	<p>1. Revenue funding for highway and cleansing maintenance operations</p> <p>3. Projects that support the outcomes of the Transport strategy - City of London</p>
How would the project meet the OSPR priorities? <i>(please provide a justification as to how the project meets the identified priority)</i>	De-cluttering will make for a more effective highway, rationalising our street furniture, reducing maintenance costs and enhancing accessibility & pedestrian comfort.
How would the project support the Transport Strategy (particularly relevant for OSPR-funded projects)?	The Transport Strategy emphasises the need for improved pedestrian comfort and accessibility for all users of the City streets and footways.
How would the project support the Policy Chairman's priorities, specifically: Destination City, Green City (including the Climate Action Strategy), and Tech City, as well as supporting residents and SMEs?	Destination City goals will be supported through reduced street furniture and improved sign clarity and accessibility around roadways and footways. Climate Action will be supported through a reduction in energy use now that certain signs no-longer need illumination.
How would the project support other City Corporation strategies?	
What is the next project gateway?	N/A
Total project budget	£350,000.00
Requested CIL allocation	£ -
Requested OSPR allocation	£350,000.00
Would the project require funding from wider City Fund and what is the status of this?	No
Amount of external funding	£ -
Source of external funding and status	£ -

Spend profile (when would the money be spent, by year and quarter)	In FY 24_25, approximately £88k per quarter
Spend forecast	£350,000.00
Costed risk	N/A
Date form completed	15-Nov-23

Priorities Board CIL & OSPR Bids	
Project reference	CILOSPR022
Senior responsible officer	Ian Hughes
Project officer	Ken Stone (City Operations) Andrew Coke (City Surveyors)
Department	Environment
Division	City Operations
Project name	Car Parks Cyclical Works
Project Description and Outcomes	<p>The Environment Department's four public Car Parks require ongoing maintenance under the Cyclical Works Programme arrangement with the City Surveyor. As such their ongoing requirements have, to this point, been subject to the annual CWP bidding process, but given the limitations of central funding, they have not always been successful, leaving aspects of these facilities seriously deteriorating.</p> <p>However, the statutory regulations regarding the management of any On-Street Parking Reserve makes provision for the use of such funds to be allocated for the maintenance of on-street parking places.</p> <p>Although OPSR has been used to underwrite the overall costs of managing those car parks in the past, it is proposed to formally withdraw the car park's maintenance funding requirements from the CWP process and instead seek to provide that funding direct from the OSPR. This would reduce the draw down on the CWP and instead allocate £4.3m over five years from the OSPR, thereby underpinning the maintenance of those facilities as safe & effective for public use.</p> <p>Although some of these four car parks have the potential for future redevelopment, these works would be profiled, managed & delivered in the context of what is known at the time.</p>
Project commencement (month, year)	Apr-24
Project completion (month, year)	Mar-29
Which CIL funding priority would the project meet? <i>Critical/Essential/Important</i> (See Funding Priorities in the Handling Note)	
How would the project meet the CIL priorities above? (please provide a justification as to how the project meets the identified priority)	N/A
Eligibility for CIL - is the project a type of infrastructure? (see Test 1 and Test 2 of the Handling Note)	
How would the project meet the eligibility criteria for OSPR? (Refer to eligibility section of the handling note)	The Road Traffic Regulation Act 1984 and London Local Authorities and Transport for London Act 2003 Legislation governing OSPR directs that providing and maintaining On-street parking and Off-street Car Park Facilities are to be a primary use of surplus parking income.
Which OSPR funding priority would the project meet? (See OSPR Priorities in the handling note)	2. Investment in off-street car parks 3. Supports the outcomes of the Transport Strategy
How would the project meet the OSPR priorities? (please provide a justification as to how the project meets the identified priority)	A key priority for OSPR is investment in off-street car parks. The objective of this funding commitment is to ensure these facilities remain safe & effective for the benefit of their users.
How would the project support the Transport Strategy (particularly relevant for OSPR-funded projects)?	<p>The current level of off-street parking provision is sufficient to meet current demands, provided they are maintained as safe & effective facilities.</p> <p>In the longer term, there may be opportunities to reduce that provision as the Transport Strategy may lead towards a reduction in demand, but that is not expected to take place within the five years of this planned commitment.</p>
How would the project support the Policy Chairman's priorities, specifically: Destination City, Green City (including the Climate Action Strategy), and Tech City, as well as supporting residents and SMEs?	Parking provision needs to be sufficient to support Destination City events as well as the Transport Strategy and to do so must be maintained in a safe and fit for purpose condition.
How would the project support other City Corporation strategies?	
What is the next project Gateway?	n/a
Total project budget	£4,300,000.00
Requested CIL allocation	£
Requested OSPR allocation	£4,300,000.00

Would the project require funding from wider City Fund and what is the status of this?	No
Amount of external funding	nil
Source of external funding and status	n/a
Spend profile (when would the money be spent, by year and quarter)	Below is based on current plans which are subject to review, gateway processes where relevant and possible re-prioritisation within the five year period: 24/25 - CWP planned works £1,663,500 25/26 - CWP planned works £1,158,500 26/27 - CWP planned works £712,000 27/28 - CWP planned works £73,500 28/29 - CWP planned works £604,000
Spend Forecast	At this stage, forecast profile is the same as the spend profile above
Costed Risk	£88,500.00
Date form completed	20/03/2023

CIL & OSPR Allocation Bid Form	
Project reference	CILOSPR023
Senior responsible officer	Paul Wilkinson.
Project officer	Mark Lowman
Department	City Surveyors
Division	Property Projects
Project name	Major fabric and infrastructure improvements necessary to facilitate the redevelopment of the General Market (GM) .
Project description and outcomes	To stabilise the major deterioration of the structure and fabric of the General Market and surrounding to support structures provide a sound platform on which to build a new World Class Museum for London.
Project commencement (month, year)	Apr-23
Project completion (month, year)	Apr-24
Which CIL funding priority would the project meet? <i>Critical/Essential/Important (See Funding Priorities in the Handling Note)</i>	Essential
How would the project meet the CIL priorities above? <i>(please provide a justification as to how the project meets the identified priority)</i>	Essential improvement to the fabric and infrastructure of the GM and PM works to facilitate the New Museum of London move to West Smithfield
Eligibility for CIL - is the project a type of infrastructure? <i>(see Test 1 and Test 2 of the Handling Note)</i>	Infrastructure, Highways and Building fabric works essential to maintain the integrity of the General Market to support New Museum of London move to West Smithfield
How would the project meet the eligibility criteria for OSPR? <i>(Refer to eligibility section of the handling note)</i>	N/A
Which OSPR funding priority would the project meet? <i>(See OSPR Priorities in the handling note)</i>	N/A
How would the project meet the OSPR priorities? <i>(please provide a justification as to how the project meets the identified priority)</i>	N/A
How would the project support the Transport Strategy (particularly relevant for OSPR-funded projects)?	N/A
How would the project support the Policy Chairman's priorities, specifically: Destination City, Green City (including the Climate Action Strategy), and Tech City, as well as supporting residents and SMEs?	The New Museum of London move to West Smithfield is a key component in the Destination City vision and will provide the providing the most Westerly -to allow the New Museum to operate out of its new home in the General Market and Poultry Market sites.
How would the project support other City Corporation strategies?	The Smithfield site provides a 'once in a lifetime' opportunity to locate the new London Museum so close to the major Farringdon railway interchange. The scheme will contribute hugely to the regeneration of an area which has seen very little investment in many years and will increase the attractiveness of the East and West Markets for a range of uses when the meat market finally relocates. The Museum will be the North Western gateway to Destination City, at the heart of the Culture Mile BID and location of an Elizabeth Line station. The New Museum of London is in the best tradition of the most innovative projects overseen by the City. At Smithfield the relocation of the Museum will contribute to significant economic regeneration making its mark for both the people of London and London's reputation in the world
What is the next project gateway?	Outside Gateway approval process
Total project budget	30m
Requested CIL allocation	30m
Requested OSPR allocation	£ -
Would the project require funding from wider City Fund and what is the status of this?	Yes
Amount of external funding	£337m - wider New Museum of London budget
Source of external funding and status	GLA contribution (£70m) MOL contribution (£70m)
Spend profile (when would the money be spent, by year and quarter)	2024 / 2025/ 2026
Spend forecast	2024 / 2025/ 2026
Costed risk	included within the budget range
Date form completed	27-Mar-23

CIL & OSPR Allocation Bid Form	
Project reference	CIOSPR024
Senior responsible officer	Damian Nussbaum and Bob Roberts
Project officer	tbc
Department	Innovation and Growth/Environment
Division	Destination City/Natural Environment
Project name	Sculpture in the City
Project description and outcomes	<p>Sculpture in the City is: a rotating, outdoor, urban sculpture park; a public-private partnership between the City of London and 11 organisations from the development, insurance and finance sectors. Since 2010, the project has been led by the Built Environment/Environment Dept, however due to budget restrictions this is no longer possible.</p> <p>This is a one-year application for funding to be fair to partners and stakeholders but working assumption must be there will be no further City of London Corporation funding.</p>
Project commencement (month, year)	Jan-24
Project completion (month, year)	Sep-24
Which CIL funding priority would the project meet? <i>Critical/Essential/Important (See Funding Priorities in the Handling Note)</i>	Important
How would the project meet the CIL priorities above? <i>(please provide a justification as to how the project meets the identified priority)</i>	<p>Sculpture in the City could make a contribution to the Destination City initiative.</p> <p>Destination City seeks to significantly increase footfall and spend within the Square Mile by attracting experience seekers (workers, visitors and residents) to participate in the City's rich and unique offer.</p> <p>This increase in footfall and spend will increase the attractiveness of the Square Mile to future investors, developers and occupiers and therefore support further growth.</p> <p>Sculpture in the City is also located in the City Cluster area, which is identified as a key area of change in the current and emerging Local Plan and itself is a focus for significant development and growth.</p>
Eligibility for CIL - is the project a type of infrastructure? <i>(see Test 1 and Test 2 of the Handling Note)</i>	<p>Sculpture in the City meets both Test 1 and Test 2 as follows:</p> <p>Test 1 - The project, will include cultural infrastructure, namely: A rotating exhibition of physical sculpture accessible to the public 24/7 A calendar of public activations linked to the sculpture – specifically complementing the Destination City 'hero' events and EC BID activities. Draft Local Plan policy CV5 states: "Art can contribute significantly to the quality of the environment, particularly where it enhances a sense of place and local identity and is a form of community infrastructure".</p> <p>Test 2 - See Row 14 for an explanation of how the provision of cultural infrastructure through this project supports the development of the area.</p>
How would the project meet the eligibility criteria for OSPR? <i>(Refer to eligibility section of the handling note)</i>	The project will deliver environmental improvements within the City's public realm of streets and spaces, specifically in improving the appearance of streets, land adjacent to streets and land to which the public has access. The project does this through its annual rotating exhibition of sculpture, which is accessible to the public 24/7.
Which OSPR funding priority would the project meet? <i>(See OSPR Priorities in the handling note)</i>	Supports outcomes of the Transport Strategy
How would the project meet the OSPR priorities? <i>(please provide a justification as to how the project meets the identified priority)</i>	Supports outcomes of the Transport Strategy by delivering against Proposal 7: Provide more public space and deliver world-class public realm. Specifically by "Working with partners to make the experience of walking and spending time on streets and public spaces more interesting and engaging, for example through planting, public art, temporary installations and events" (Transport Strategy page 38)
How would the project support the Transport Strategy (particularly relevant for OSPR-funded projects)?	See answer in Row 18 for an explanation of how the project would support the Transport Strategy
How would the project support the Policy Chairman's priorities, specifically: Destination City, Green City (including the Climate Action Strategy), and Tech City, as well as supporting residents and SMEs?	<p>The project supports Destination City's Vision and Brand Pillars as follows:</p> <ul style="list-style-type: none"> • History and Heritage – Selected artworks and artists use themes associated with the history of the City. Contemporary artworks also continue the City's association with innovation • Culture and Creativity – artworks showcase design and production skills and inspire audiences, particularly young people, to be creative and participate in experiences and events associated with the project

	<ul style="list-style-type: none"> • Shopping and Socialising – “A City of fun, colour and lightness” embodies the effect of the exhibition on the Square Mile • Wellness – SITC artworks, artists and activations focus on welcome and inclusion across communities. Experiencing the exhibition gives an opportunity to relax
How would the project support other City Corporation strategies?	<p>The project supports Outcome Ten of the current Corporate Plan 2018-23, which states "We inspire enterprise, excellence, creativity and collaboration. We will... d. Protect, curate and promote world-class heritage assets, cultural experiences and events.</p> <p>The new, more ambitious version of the project, to be overseen by Destination City, supports the draft Corporate Plan 2024-29 (Outcome One) "The City of London is a vibrant destination that attracts international and domestic visitors. Our world leading culture offer means people want to spend time here". Outcome One will be achieved as follows: Our Destination City Programme will celebrate, promote, and support the Square Mile’s unrivalled history and heritage, its world-class arts and culture, and its outstanding restaurants, cafes, hotels, pubs, and bars to UK and global visitors. These measures are designed to boost the vibrancy of the Square Mile, encouraging audiences to experience this part of London in a new way, and drive forward its recovery from the pandemic and increase its attractiveness to talent. Destination City and Delivery of Cultural Programmes are strategic objectives of the draft Corporate Plan.</p> <ul style="list-style-type: none"> • Cultural Strategy 2018-22– SITC supports key objectives of current Strategy, including to: “Transform the City’s public realm and physical infrastructure, making it a more open, distinct, welcoming and culturally vibrant destination”. A new Cultural Strategy is a strategic objective of Outcome One of the draft Corporate Plan. • Local Plan – SITC supports current Local Plan policy on Public Art (DM 11.2) and the draft Local Plan policy (CV5)
What is the next project gateway?	Due to the project's combination of funding below £250k, external (ring-fenced) sponsorship and the nature of the project, Members approved it operating outside the Gateway process.
Total project budget	£570k in 2024
Requested CIL allocation	£80k for 2024
Requested OSPR allocation	£-
Would the project require funding from wider City Fund and what is the status of this?	No
Amount of external funding	External funding in 2024 would be an estimated £490k
Source of external funding and status	External funding is currently secured from 11 partners who form the SITC Board chaired by CoL Member, plus additional funding from 6 project patrons. The EC BID are the 'Activation Partner' for the project and support the associated events schedule. All partners and patrons are committed to their continuing sponsorship of the project. One new partner will be secured each year, together with an increase in the current sponsorship level to reflect this more ambitious version of the project.
Spend profile (when would the money be spent, by year and quarter)	The monthly spend profile would be evenly distributed across the project cycle between January-September 2024, reflecting the planning, preparation and delivery of the exhibition and its associated activations. Spending would occur in FY 2023/4 and FY 2024/5.
Spend forecast	CIL Spend of £80k across FY 2023/4 and FY 2024/5
Costed risk	No costed risk required - the in-year project scope and budget will be matched to the in-year total funding from internal and external sources.
Date form completed	30.10.2023

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