



Policy and Resources Committee

Date: THURSDAY, 22 FEBRUARY 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
Munsur Ali	Deputy Andrien Meyers
Deputy Randall Anderson (Ex-Officio Member)	Deputy Brian Mooney
Deputy Rehana Ameer	Deputy Alastair Moss (Ex-Officio Member)
Deputy Henry Colthurst (Ex-Officio Member)	Benjamin Murphy
Mary Durcan (Ex-Officio Member)	Alderman Sir William Russell
Helen Fentimen	Ruby Sayed (Ex-Officio Member)
Deputy Marianne Fredericks	Tom Sleigh
Jason Groves	Deputy Sir Michael Snyder
Alderman Timothy Hailes	Deputy James Thomson
Deputy Ann Holmes (Chief Commissioner) (Ex-Officio Member)	James Tumbridge
Deputy Shravan 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 18 January 2024 (Pages 7 - 18)
- b) * To note a public summary of the Competitiveness Advisory Board meeting on 31 January 2024

4. **FREEDOM APPLICATIONS SUB-COMMITTEE**

Chairman to be heard.

5. **TERMS OF REFERENCE: ANNUAL REVIEW**

Report of the Town Clerk.

For Decision
(Pages 19 - 26)

6. **DRAFT CORPORATE PLAN 2024-2029**

Report of the Chief Strategy Officer.

For Decision
(Pages 27 - 32)

7. **PEOPLE STRATEGY 2024-2029**

Report of the Chief People Officer.

For Decision
(Pages 33 - 82)

8. **CITY PLAN 2040**
Report of the Executive Director Environment.

For Decision
(Pages 83 - 102)
9. **ELECTION EXPENSES AND SPENDING LIMITS**
Joint report of the Town Clerk and Comptroller and City Solicitor.

For Decision
(Pages 103 - 108)
10. **COMMUNITY INFRASTRUCTURE LEVY NEIGHBOURHOOD FUND -APPROVAL OF UPDATED COMMUNITY INFRASTRUCTURE LEVY NEIGHBOURHOOD FUND POLICY**
Report of the Managing Director, City Bridge Foundation.

For Decision
(Pages 109 - 126)
11. **2024 / 25 PAY POLICY STATEMENT**
Report of the Chief People Officer.

For Decision
(Pages 127 - 146)
12. **CENTRAL LONDON FORWARD: JOINT VENTURE AGREEMENT RENEWAL**
Report of the Executive Director of Innovation and Growth.

For Decision
(Pages 147 - 168)
13. **BUSINESS TRAVEL SCHEME - SCHEDULE OF RECOGNISED EVENTS**
Report of the Town Clerk.

For Decision
(Pages 169 - 180)
14. **POLICY AND RESOURCES CONTINGENCY / DISCRETIONARY FUNDS**
Report of the Chamberlain.

For Decision
(Pages 181 - 192)
15. *** DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**

Report of the Town Clerk.

For Information

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

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

18. **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

19. **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 18 January 2024 (Pages 193 - 196)

20. **INNOVATE FINANCE FUNDING**

Report of the Executive Director of Innovation and Growth.

For Decision
(Pages 197 - 214)

21. **MUSEUM OF LONDON RELOCATION PROGRAMME: PHASE 2**

Report of the City Surveyor.

For Decision
(Pages 215 - 228)

22. **GUILDHALL COMPLEX - REFURBISHMENT OPTIONS FOR THE NORTH AND WEST WINGS**

Report of the City Surveyor and Executive Director of Property.

For Decision
(Pages 229 - 296)

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

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

Par 3 - Confidential Agenda (circulated separately)

25. **MINUTES**

For Decision

- a) To agree the confidential minutes of the Policy and Resources Committee meeting on 18 January 2024
- b) To note the confidential minutes of the Freedom Applications Sub Committee meeting on 1 February 2024

POLICY AND RESOURCES COMMITTEE **Thursday, 18 January 2024**

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 18 January 2024 at 1.45 pm

Present

Members:

Deputy Keith Bottomley (Chairman)
Caroline Haines (Vice-Chair)
Deputy Randall Anderson (Ex-Officio Member)
Mary Durcan (Ex-Officio Member)
Helen Fentimen
Deputy Marianne Fredericks
Alderman Timothy Hailes
Deputy Shravan Joshi
Alderman Vincent Keaveny, CBE
Alderman Alastair King DL
Paul Martinelli
Catherine McGuinness
Deputy Andrien Meyers
Deputy Brian Mooney
Benjamin Murphy
Tom Sleigh
Deputy James Thomson
James Tumbridge
Philip Woodhouse

In attendance (observing online):

Deputy Elizabeth King
Ruby Sayed

Officers:

Ian Thomas CBE	- Town Clerk and Chief Executive
Gregory Moore	- Deputy Town Clerk
Jen Beckermann	- Executive Director and Private Secretary to the Chairman of Policy and Resources Committee
Polly Dunn	- Assistant Town Clerk and Executive Director, Governance & Member Services
Peter Barlow	- Town Clerk's Department
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
Kristy Sandino	- Town Clerk's Department
Emily Slatter	- Town Clerk's Department

Michael Cogher	- Comptroller and City Solicitor and Deputy Chief Executive
Caroline Al-Beyerty	- Chamberlain
Sonia Virdee	- Chamberlain's Department
Damian Nussbaum	- Executive Director of Innovation & Growth
Simi Shah	- Innovation & Growth
Judith Finlay	- Executive Director of Community and Children's Services
Bob Roberts	- Executive Director Environment
Emily Brennan	- Environment Department
Sally Gadson	- Environment Department
Joe Kingston	- Environment Department
Dionne Corradine	- Chief Strategy Officer
Emily Tofield	- Executive Director of Communications and Corporate Affairs
Paul Wright	- City Remembrancer
Bruce Hunt	- Remembrancer's Office
Ruth Pinner	- Remembrancer's Office
Robert Murphy	- City Surveyor's Department

The Chairman welcomed Alderman Alastair King to his first Policy and Resources Committee meeting following his appointment by the Court of Aldermen.

1. APOLOGIES

Apologies were received from Deputy Christopher Hayward, the Right Hon the Lord Mayor Michael Mainelli, Tijs Broeke, Alderman Sir William Russell, Deputy Ann Holmes, Deputy Henry Colthurst, Jason Groves, Munsur Ali and Rehana Ameer.

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 14 December 2023

A member referred to consideration of the Corporate Plan and there having been a suggestion during the discussion that 'reference should be included in all policies and proposals coming forward to Policy and Resources Committee stating how they contributed to delivery of the Corporate Plan and Business Plan, with Members offering their endorsement of this.' The Member asked that this reference be included within the minutes, with Members agreeing to this.

RESOLVED: That the public minutes of the Policy and Resources Committee meeting on 14 December 2023 be approved, subject to inclusion of the additional reference as detailed.

- b) The public minutes of the Member Development and Standards Sub-Committee meeting on 15 September 2023 were noted.
- c) The draft public summary of the Competitiveness Advisory Board meeting on 31 October 2023 were noted.
- d) The draft public minutes of the Communications and Corporate Affairs Sub-Committee meeting on 15 November 2023 were noted.
- e) The draft public minutes of the Resources Allocation Sub-Committee meeting on 30 November 2023 were noted.
- f) The draft public minutes of the Equality, Diversity and Inclusion Sub-Committee meeting on 11 December 2023 were noted.

4. **DRAFT HIGH-LEVEL BUSINESS PLAN 2024/25 - TOWN CLERK'S DEPARTMENT**

The Committee considered a report of the Town Clerk presenting for approval high-level business plans for several areas of the Town Clerk's Department for 2024-2025.

During the discussion that followed, key points of note were raised as follows:

- Clarity was sought on the exclusion of the London Metropolitan Archives and Mansion House.
- Total cost and head count should be shown rather than presenting a percentage.
- Partnership working should include London Borough of Hackney as a key partner on health and safeguarding. London Councils was highlighted as a key partner for inclusion also.
- It was too early to refer to an expanded and revised Destination City mandate given the ongoing review.
- Residential Reset was highlighted as an important cross-cutting area that ought to be referenced to allow for a read across.
- There was no reference to operational property usage; there was a need to look very carefully at working practices and the existing footprint. It was not the right conclusion to so say there was no operational property to give away.

The Deputy Town Clerk responded explaining how exclusion of Mansion House and London Metropolitan Archives Business Plans were down to a timing issue, with these areas having previously been reported separately and under a different budget; it had not been possible to bring everything together to include within this reporting period but with this being the ambition moving forwards.

London Borough of Hackney was acknowledged as a key partner, as were all London Boroughs, with the City Corporation's partnership work with the LB Borough of Hackney on health being referenced within the Community and Children's Services Department Business Plan. Residential Reset was an area that would be included within the Communications and Corporate Affairs Business Plan, with there being agreement that it should also be referenced within the Town Clerk's Business Plan. Operational property usage was noted as an area for further consideration and review. The position on Destination City was noted and of it being important not to give the wrong impression of pre-judging the outcome of the review through any wording used; the document would be updated accordingly.

The Chairman confirmed that Members were being asked to approve relevant sections of the Business Plan, subject to the feedback and comments provided being incorporated as required.

RESOLVED: That Members: -

- Approved sections related to the Office of the Policy Chairman and Strategic Security and Resilience.
- Noted 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.

5. DRAFT HIGH-LEVEL BUSINESS PLAN 2024/25 - REMEMBRANCER'S OFFICE

The Committee considered a report of the Remembrancer presenting for approval the high-level Business Plan for the Remembrancer's Office for 2024/25.

During the discussion that followed reference was made to a lack of ethnicity background data within the 'our people' breakdown. It would prove helpful to have a baseline level included when looking for improvements moving forward. Clarity was also sought on the events trading account and where this fitted into the plan.

In response, the Remembrancer confirmed that work on trading accounts continued, with there being a need to ensure all budgets were being accounted for and the areas they related to. The Remembrancer added how ethnicity data was not to hand, but that he would be able to provide this following the meeting.

RESOLVED: That Members: -

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

6. **DRAFT HIGH-LEVEL BUSINESS PLAN 2024/25 - CORPORATE STRATEGY AND PERFORMANCE TEAM**

The Committee considered a report of the Chief Strategy Officer presenting for approval the high-level Business Plan for the Corporate Strategy & Performance Team.

A Member welcomed the ongoing work in relation to equality, diversity and inclusion. It was noted that work remained ongoing to create an expanded and unified Town Clerk's Department and it was questioned whether any update would be offered to Members giving a timeline for implementation, implications on budget and also more importantly impacts on staffing.

Reference was made to work of the Public Health team looking at the hidden workforce, with this being an important issue that would need incorporating at the right time.

The Chief Strategy Officer responded confirming that she would work with the Chief People Officer on the hidden workforce and incorporating this important area moving forwards. It was further clarified that an expanded Town Clerk's Department would be standing up what had previously been in place and had been removed as part of the Target Operating Model; there would be no new money but rather putting resources together and focussing on key areas. Discussions remained ongoing looking across the piece at what the Town Clerk's Department was there to do and looking to bring this together within a single Business Plan moving forward.

RESOLVED: That Members: -

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

7. **LONDON COUNCILS GRANTS SCHEME**

The Committee considered a report of the Deputy Town Clerk relating to expenditure to be incurred under the Local Council's Grant Scheme and the City Corporation's annual contribution.

RESOLVED: That Members: -

- Approved 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 the 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.

8. CITY OF LONDON CORPORATION CONFEDERATION OF BRITISH INDUSTRY MEMBERSHIP

The Committee considered a joint report of the Executive Director of Corporate Communications and External Affairs and Executive Director of Innovation and Growth relating to renewal of the City Corporation's membership of the Confederation of British Industry (CBI).

During the discussion that followed, there was a question raised regarding the impacts of the suspension and any consequences resulting from it, with further clarification sought on those organisations that had suspended their Membership and had declined to rejoin.

The Director of Innovation and Growth responded confirming that the City Corporation's suspension of its Membership, being one of a number of organisations having done so, had resulted in CBI responding very strongly in addressing the areas of concern. The Director added that he did not have to hand a list of those organisations that had decided not to rejoin but agreed to follow up on this point following the meeting and request the information.

RESOLVED: That Members: -

- Agreed 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.

9. DEPARTMENTAL 2024/25 BUDGET ESTIMATES - POLICY AND RESOURCES COMMITTEE

The Committee considered a joint report of the Deputy Town Clerk, Remembrancer, Executive Director of Innovation and Growth, The Chamberlain, the Executive Director of Environment and the Executive Director of Corporate Communications & External Affairs providing the annual submission of the revenue budgets in relation to the operational services directly overseen by Policy and Resources Committee.

Alderman Tim Hailes took the opportunity to remind the Committee of his standing disclosure as a Church Warden of St Lawrence Jewry Church.

RESOLVED: That Members: -

- i) Approved the Deputy Town Clerk's, Remembrancer's, Executive Director of Innovation & Growth's, The Chamberlain's, The Executive Director of Environment's & The Executive Director of Corporate Communications & External Affairs' proposed revenue budgets for 2024/25 for submission to the Finance Committee.
- ii) Authorised 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) Authorised the Chamberlain to agree minor amendments for 2023/24 and 2024/25 budgets arising during budget setting.

10. **COMMUNITY INFRASTRUCTURE LEVY, ON-STREET PARKING RESERVES AND CAPITAL BIDS (QUARTER 3 - 2023/24)**

The Committee considered a joint report of the Chamberlain and Executive Director Environment relating to bids for allocation from the City's Community Infrastructure Levy (CIL) and On-Street Parking Reserves (OSPR).

During the discussion that followed, clarification was sought on City Bridge Foundation's role in granting approval, with the Chamberlain confirming that City Bridge Foundation had no remit over Community Infrastructure Levy or On-Street Park Reserves as local authority funds, and with any request relating to an uplift to Enterprise Resource Planning (ERP) funding having gone through Digital Services Committee as host committee and City Bridge Foundation having confidence in their decision. This followed the same approach as with City of London Police and the City Schools with one Committee focussing on ERP. It was further clarified that recommendation 4 made clear what City Bridge Foundation were being asked to approve under delegation, which was an arrangement they were happy with.

Reference was made to Sculpture in the City and whether the outcome of the Destination City Review should be awaited before granting further funds. The Executive Director Environment responded clarifying that a source of long-term funding was not currently in place for Sculpture in the City, with work continuing and ongoing efforts to achieve this and the funding request presented today allowing time for it to continue for another year until a long-term funding source was secured moving forward.

A Member sought clarification on the allocation of funding for Museum of London and whether this would impact on their fund-raising efforts through the City Corporation plugging a gap, with clarification provided that this was simply a process of switching money from one pot to another between unrestricted and restricted reserves.

A Member welcomed an allocation of funding to support street cleansing. In addition, street signage in the City was highlighted as an area that needed improving, with the Director indicating that he would need to come back on this point.

RESOLVED: That Members: -

1. Agreed to 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.

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

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

RESOLVED: That Members: -

- Received the report and note its content.

12. **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 note its content.

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

Deputy James Thomson raised the following question: -

Transport for London (TfL)

Could the Chairman of Policy please provide feedback from his meeting with Transport for London.

The Chairman responded confirming that on 15th December, the Policy Chairman and the Chairman of Planning and Transportation Committee met the Commissioner of TfL, Andy Lord. Overall, it was a positive meeting and, it was hoped, the start of a refreshed relationship with TfL.

Members would be glad to hear that the meeting started with an acknowledgement, and apology, from TfL for the tube closures that impacted the Lord Mayor's Show last year. The Commissioner gave a clear reassurance that TfL will pre-plan scheduled works to ensure this does not happen again.

The meeting also covered:

- The Corporation's Safety and Vision Zero Action Plan
- The current funding position of TfL and ongoing work at Bank Junction
- The need for timely completion of works tied to the opening of the Markets co-location
- And noted Member concerns surrounding Bishopsgate and Monument Junction.

To keep updated on progress, the Policy Chairman would be meeting with the TfL Commissioner annually, with the Chairman of Planning and Transportation Committee meeting with TfL counterparts on a quarterly basis.

A Member, also Chairman of Planning and Transportation Committee, added how day to day interaction between the City Corporation and TfL would continue, with meetings at a strategic level taking place alongside this. The meeting had shown that what TfL and the City Corporation were pushing for was dependent on funding from Government, with funding having come through from Government since the meeting. TfL now have the Capital Budget and the City Corporation would continue pushing on key areas of concern e.g., Monument Junction.

A Member, also Chairman of Police Authority Board, referred to ongoing traffic restrictions and the importance of not spending a disproportionate amount of money on certain areas. In response, it was confirmed that key areas would be looked at against the evidence base, which would prove critical.

Members noted the update.

14. **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:

All Party Parliamentary Group For Financial Markets and Services (APPG)

The Chairman confirmed that the City Corporation had successfully bid to take over the administration of the All-Party Parliamentary Group for Financial Markets and Services to be managed through the Remembrancer's Office. This move secures the future of the group, which has been the leading cross-party voice for wholesale financial markets and services in Parliament for over 20 years. This was an excellent opportunity for the City Corporation and adds weight to its role as convenor of the UK's Financial Professional Services sector, providing both the sector and the City Corporation an established vehicle for outreach both in the run up to and after the general election."

The Chairman conveyed his thanks to the Remembrancer for facilitating, which was very good for the City Corporation.

15. **EXCLUSION OF THE PUBLIC**

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

16. **NON-PUBLIC MINUTES**

- a) The non-public minutes of the Policy and Resources Committee meeting held on 14 December 2023 were approved as an accurate record.
- b) The non-public minutes of the Member Development and Standards Sub-Committee meeting on 15 September 2023 were noted.
- c) The draft non-public minutes of the Communications and Corporate Affairs Sub-Committee meeting on 15 November 2023 were noted.
- d) The draft non-public minutes of the Resources Allocation Sub-Committee meeting on 30 November 2023 were noted.
- e) The draft notes of an informal meeting of the Resource Allocation Sub-Committee on 30 November 2023 were noted.

17. **CARBON REMOVALS (CLIMATE ACTION) PROJECT RESCOPING REAPPROVAL (JANUARY 2024)**

The Committee considered a joint report of the Executive Director Environment and Executive Director of Innovation and Growth relating to Carbon Removals Project Rescoping Reapproval.

18. **OPTIONS ANALYSIS - PUDDLE DOCK**

The Committee considered a report of the City Surveyor and Executive Director of Property relating to an options analysis of Puddle Dock.

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

Alderman Tim Hailes raised a non-public question on the following item:

All Change at Bank Project

20. **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.

21. **MINUTES**

- a) The confidential minutes of the Policy and Resources Committee meeting on 14 December 2023 were approved as an accurate record.

- b) The draft confidential minutes of the Equality, Diversity and Inclusion Sub-Committee meeting on 11 December 2023 were noted.

The meeting ended at 3.26pm

Chairman

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

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Committee(s): Policy and Resources Committee	Dated: 22 February 2024
Subject: Terms of Reference: Annual Review	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	3, 8, 10
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain’s Department?	
Report of: Town Clerk	
Report author: Chris Rumbles, Town Clerk’s Department	For Decision

Summary

In accordance with agreed governance arrangements, this report is presenting Policy and Resources Committee with its terms of reference as part of an annual review. No changes are proposed at this time; however, Members may wish to make suggestions and provide feedback to be incorporated into the terms of reference.

The Annual Review of the Committee’s Terms of Reference allows for any proposed changes to be considered in time for the annual reappointment of Committees by Court of Common Council. Terms of Reference for the Policy and Resources Committee are attached at Appendix 1.

Recommendations:

1. The terms of reference of the Committee (**set out at Appendix 1**) be approved, subject to any changes proposed being incorporated, for onward submission to Court of Common Council in April 2024; and,
2. Should any amendments be required, agree that Delegated Authority be granted to the Town Clerk in consultation with the Chair and Deputy Chair, to consider the final wording of the revised terms of reference, for recommendation to Court of Common Council

Main Report

Background

1. The Court of Common Council considers and re-appoints committees to discharge its various responsibilities on an annual basis each April.

2. In anticipation of this, each Grand Committee (i.e. a committee directly appointed by the Court of Common Council) is, invited to consider whether its own terms of reference sufficiently capture and reflect the work of their relevant work areas.
3. Typically, this annual review provides an opportunity for officers and Members to suggest any administrative amendments (such as the updates of names of any Departments, or Committees) alongside any more substantial revisions that are considered necessary to facilitate strategic change.

Current Position

4. The Committee's existing Terms of Reference document is set out at Appendix 1. Given work undertaken during the past year in reviewing and changes its terms of reference as part of this, no changes are being proposed at this time; it is, however for the Committee to consider and decide whether or not any amendments are required.

Proposals

5. No changes are known to be required at this time. If this is agreed, no further action will be taken and the terms of reference will go forward to Court of Common Council for the annual re-appointment of Committee in April. Should Members consider they changes and updates are necessary, caution should be exercised in attempting to draft and agree wording on the meeting; it is therefore recommended that officers be instructed to draft any proposed amendments and seek the necessary approval of these under delegated authority procedure in advance of submission to Court of Common Council.

Corporate & Strategic Implications

- **Strategic implications** – Any changes should facilitate efficiencies in the delivery of the City of London Corporation Strategy.
- **Financial and Resource implications** – None, providing no changes are required. Financial and Resource Implications will need to be considered should the Committee seek to make amendments.
- **Legal implications** – any changes proposed will change internal organisational administrative procedures at the City of London Corporation.
- **Risk implications** – None, providing no changes are required. Risk Implications will need to be considered should the Committee seek to make amendments.
- **Equalities implications** – Under the Equality Act 2010, all public bodies have a duty to ensure that when exercising their functions they have due regard to the need to advance equality of opportunity between people who share a protected characteristic and to take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people and encourage people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low. The proposals contained in this report do not have any potential negative impact on a particular group of people based on their protected characteristics.

- **Climate implications** - The proposals included in this paper do not carry any significant implications for the Climate Action programme.
- **Security implications** – None

Conclusion

6. It is recommended that Policy and Resources Committee consider its terms of reference and decides whether the document accurately reflects the nature of its work and that the document suitably reflects its various functions and duties working in support of the overall aims of the City Corporation.

Appendices

- Appendix 1 – 2023/24 Policy and Resources Committee (Terms of Reference as agreed by Court of Common Council 20 July 2023)

Chris Rumbles

E: christopher.rumbles@cityoflondon.gov.uk

Policy and Resources Committee

Terms of Reference

To be responsible for:-

General

- (a) considering matters of policy and strategic importance to the City of London Corporation including matters referred to it by other Committees and/or Chief Officers;
- (b) the review and co-ordination of the governance of the City of London Corporation including its Committees, Standing Orders and Outside Bodies Scheme, reporting as necessary to the Court of Common Council, together with the City Corporation's overall organisation and administration;
- (c) overseeing, generally, the security of the City and the City of London Corporation's security and emergency planning;
- (d) the support and promotion of the City of London as the world leader in international financial and business services and to oversee, generally, the City of London Corporation's economic development activities, communications strategy and public relations activities;
- (e) the use of the City's Armorial bearings;
- (f) the appointment of the City Surveyor;
- (g) general matters not otherwise expressly provided for within the terms of reference of any other Committee;
- (h) the functions of the Court of Common Council as walkway authority and under Part II of the City of London (Various Powers) Act 1967 (excluding the declaration, alteration and discontinuance of City Walkway) for the purposes of promoting works to the Barbican Podium;
- (i) approving the City Corporation's annual contribution to the London Councils' Grants Scheme and agreeing, alongside other constituent councils, the proposed overall budget;
- (j) making recommendations to the Court of Common Council in respect of:
 - (i) the appointment of the Town Clerk & Chief Executive, Comptroller & City Solicitor and Remembrancer;
 - (ii) the Corporate Plan, Community Strategy, and other corporate strategies, statements or resolutions;
 - (iii) the issuing of levies to all the constituent councils for their contributions to the London Councils' Grants Scheme, for which the Court of Common Council is a levying body; and
 - (iv) the promotion of legislation and, where appropriate, byelaws;

Resource Allocation

- (k) determining resource allocation in accordance with the City of London Corporation's strategic policies;

Corporate Assets

- (l) (i) determining the overall use of the Guildhall Complex; and
 - (ii) approving overall strategy and policy in respect of the City Corporation's assets;

Projects (Capital and Supplementary Revenue)

- (m) considering all proposals for capital and supplementary revenue projects, and determining whether projects should be included in the capital and supplementary revenue programme as well as the phasing of any expenditure;

Hospitality

- (n) arrangements for the provision of hospitality on behalf of the City of London Corporation;

Privileges

- (o) Members' privileges, facilities and development;

Sustainability

- (p) strategies and initiatives in relation to sustainability;

(q) **Business Improvement Districts**

responsibility for the functions of the BID Proposer and BID Body (as approved by the Court of Common Council in October 2014);

(r) **Sub-Committees**

appointing such Sub-Committees as are considered necessary for the better performance of its duties including the following areas:-

* Resource Allocation (including Operational Property)

Outside Bodies

Communications and Corporate Affairs

Freedom Applications

Capital Buildings

Competitiveness

† Civic Affairs

Equality, Diversity and Inclusion

* The constitution of the Resource Allocation Sub Committee is set by the Court of Common Council and comprises the Chairman and Deputy Chairmen of the Grand Committee, past Chairmen of the Grand Committee providing that they are Members of the Committee at that time, the Chairman of the General Purposes Committee of Aldermen, the Chairman and Deputy Chairman of the Finance Committee, the Chairman of the Establishment Committee, the Senior Alderman below the Chair and six Members appointed by the Grand Committee.

† the Working Parties or Sub Committees responsible for hospitality and Members' privileges shall be able to report directly to the Court of Common Council and the Chief Commoner able to address reports and respond to matters in the Court associated with these activities.

(s) **Standards and Code of Conduct**

Following the decision of the Court of Common Council on 14 January 2021, the Committee shall have interim responsibility for the following matters, previously under the purview of the Standards Committee, until such time as the Court determines otherwise:-

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

(ii) preparing, keeping under review and monitoring the City of London Corporation's Member Code of Conduct and making recommendations to the Court of Common Council in respect of the adoption or revision, as appropriate, of such Code of Conduct;

(iii) keeping under review, monitoring and revising as appropriate the City of London Corporation's Guidance to Members on the Code of Conduct;

(iv) keeping under review by way of an annual update by the Director of HR, the City of London Corporation's Employee Code of Conduct and, in relation to any revisions, making recommendations to the Corporate Services Committee;

(v) keeping under review and monitoring the Protocol on Member/Officer Relations and, in relation to any revisions, making recommendations to the Corporate Services Committee;

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

(t) **Freedom Applications**

Responsibility for all matters relating to Freedom Applications;

- (u) **Capital Buildings**
Responsibility for all projects with an estimated budget of £100 million or more, or which have been otherwise referred to the Committee, which have been approved in principle by the Court of Common Council and are being directly delivered by the City of London Corporation;
- (v) **Operational Property**
Responsibility for the effective and sustainable management and strategic plans for the City of London Corporation's operational property portfolio; this includes the monitoring of capital projects, acquisitions and disposals, and the upkeep, maintenance and, where appropriate, furnishing for operational properties (including the Guildhall Complex), together with responsibility for strategies, performance, and monitoring initiatives in relation to energy usage, and for monitoring and advising on bids for Heritage Lottery funding.
- (w) **Benefices**
All matters relating to the City's obligations for its various benefices.
- (x) **Equality Diversity and Inclusion**
To have oversight of the City of London Corporation's policies and practices in respect of equality and inclusion, including the implementation of the Equality Act 2010 and other relevant legislation through the establishment of the Equality, Diversity and Inclusion joint Sub Committee with the Policy & Resources Committee.

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Committee(s): Policy and Resources Committee	Dated: 22/02/2024
Subject: Draft Corporate Plan 2024-2029	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	N/A
Does this proposal require extra revenue and/or capital spending?	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: Chief Strategy Officer	For Decision
Report author: Tabitha Swann, Head of Corporate Strategy & Risk	

Summary

Court of Common Council on 11 January approved, in principle, the draft Corporate Plan 2024-2029 six draft outcomes and direction of travel for the Corporate Plan measures. It also agreed for the draft Corporate Plan to return to Policy & Resources Committee for final approval.

This report summarises the work undertaken following the additional feedback received at the 11 January Court meeting. The final design is attached for Member approval, including the forewords and executive summary. If approved, the plan will be effective from 01 April 2024.

Recommendation

Members are asked to:

1. Approve the draft Corporate Plan 2024-2029 [at Appendix 1, circulated separately].
2. Authorise the Town Clerk to agree and finalise any minor changes to the content and design of the draft Corporate Plan 2024-2029, in consultation with the Chairman and Deputy Chairman of the Policy and Resources Committee.

Main Report

Background

1. The Corporate Plan 2024-2029 provides the strategic framework to guide the City of London Corporation’s thinking and decision-making over the next fantastic five years. Alongside financial planning, a new People Strategy, Digital Strategy and Transformation, it drives the City of London Corporation’s ambition to be world-class.

2. The Corporate Plan 2024-2029 will be effective from 1 April 2024. It includes:
 - a. A foreword by the Policy Chairman
 - b. A foreword by the Town Clerk & Chief Executive
 - c. A section detailing ‘who we are’, key facts, impact and maps outlining our responsibilities inside and outside the Square Mile
 - d. An executive summary
 - e. Six outcomes with context setting, objectives and performance measures
 - f. An annex outlining how we will monitor impact

3. Following approval of the draft Corporate Plan 2024-2029 by Policy and Resources Committee in December 2023, the January Court of Common Council provided further member feedback including an amendment for the draft Corporate Plan to return to Policy and Resources Committee for final approval. This report seeks that final approval of the draft Corporate Plan 2024-2029 (see Appendix 1).

Corporate Plan 2024-2029 – Post Court of Common Council Development

4. Feedback from the January Court of Common Council and actions taken were circulated to the Court via email (18 January) and is summarised below:

Comment	Action
Under Thriving, Vibrant Destination outcome add “make an attractive place to live” and an appropriate measure.	To reflect in the foreword rather than the outcome as the latter is equally applicable to those who learn, explore and work here. The draft Corporate Plan reflects existing measures rather than creating new ones in the absence of having the infrastructure, insights and analysis to evidence which new measures would be most impactful. This suggestion will be considered as part of the ongoing work on measures.
Numbers used are given in context e.g. say 5 of 9 schools have Ofsted rating.	Completed. ‘Key Facts’ updated.
Toolkit for Members to use with external stakeholders.	Resources will be developed as part of the socialisation plan, which will include useable features to support stakeholder engagement.
Focus in ‘good growth’, fairness and sustainability. Ensure ‘the new Corporate Plan is sufficiently responsive to these arguments and those regarding social value in addition to economic growth.	Answered in Court. The Corporate Plan annual report of progress and iterative nature of the approach to measures will enable us to remain agile and consider other dimensions including social value.
Schools ambition needs to be more aspirational – say ‘excellence’.	Schools are referenced with a commitment to ‘outstanding’ education in the ‘Key Facts’ and the ‘Providing Excellent Services’ outcome. ‘Outstanding’ as opposed to excellent is used on advice from our educators across the City Corporation, for consistency with Ofsted and

	other regulatory bodies governing education provision.
Children and Housing – Members’ approval of the Corporate Plan and associated performance measures will have cost implications that will need to be considered in due course.	The Corporate Plan performance measures will be iterative year on year. The golden thread through to departmental business plans will, in part, help inform member decisions on prioritisation and where to deploy finite resources.
Document content needs to be numbered/lettered to make it possible to navigate.	The Corporate Plan format presented to Court was in Committee / Court of Common Council format. Professional designers are working with Officers to ensure the final product is clear, accessible and navigable to all readers.
Use Outcome Key Result (OKR) instead of Key Performance Indicator (KPI).	OKRs will be referenced in the final draft document. The methodology has already been applied to the Corporate Plan proposed metrics as a more accurate reflection of measuring impact as opposed to process and inputs, best practice/industry standards and future-proofing the Corporate Plan’s approach to measures. KPIs will not be referenced in the Corporate Plan.
Add ‘and in 2029 election’ in ‘increase number of voters in 2025 election’.	Completed. Referenced in performance measures and under the ‘Diverse Engaged Communities’ outcome.
Propose ‘sport’ is elevated to a headline.	The Square Mile Sport Strategy 2023-2030 has been referenced in the Corporate Plan 2024-2029 as one of many strategies and programmes core its delivery. The Corporate Plan is a strategic framework which will not contain details of all strategies. The annual progress report will enable us to review whether there should be any changes to the Corporate Plan strategic outcomes agreed by Members.
Professional services - insurance sector referenced. Possible increased expectations of engagement given the ‘diverse engaged communities’ outcome.	Noted. The insurance sector is referenced under the ‘Dynamic Economic Growth’ outcome and is linked to delivery of the Vision for Economic Growth.
The Corporate Plan should link people to our important policies and promises we make to our communities.	The Corporate Plan when published will signpost readers to many areas of key City of London Corporation activity, including key strategies and policies. The People Strategy is being developed alongside the Corporate Plan and commitments to communities will be captured through departmental business plans.
Not all our residents will feel like it is ‘one city’, suggest an ‘infographic on	Statistics specific to the City of London Corporation either do not exist or are out of

breakdown of resident makeup' include economic make up	date. This suggestion will be considered as the work on measures develops.
Stronger reference to start ups.	This is captured under the 'Vibrant Thriving Destination' outcome and publishing an SME strategy to drive the creation of and support small business.
Would like 'City of London Corporation return to work' referenced to encourage increased footfall.	The Workplace Attendance Policy is being reviewed by Corporate Services Committee. This forms part of the new People Strategy being developed alongside the Corporate Plan which will seek to attract and retain the best staff we can across the City of London Corporation.

5. In addition, the Court of Common Council noted the importance of the forewords and executive summary in communicating the plan's context, tone and approach. These have been drafted in collaboration and agreement with the Policy Chairman and Town clerk and are included in the draft Corporate Plan at Appendix 1.

Design

6. Officers worked with designers to define the creative brief, so the final product meets the needs of internal and external audiences in digital and print format. It adheres to CoLC brand guidelines, has longevity in design and structure (e.g. editable to accommodate annual reviews), and uses bold, visually engaging typography, icons and images. To further aid accessibility, an accessible animation will provide information in an easily digestible form for people who may not wish to or be able to read the whole document. An easy read version may be considered if necessary. The design rationale includes:
- a. a diverse colour palette used simply in block colours; the effect is bold and eye-catching whilst also feeling clean and slick.
 - b. white space around text and graphics to further the clear look and feel. This helps comply with accessibility principles.
 - c. the design features four graphic elements that reflect the strapline – the line illustration, pattern, solid shapes, and photography treatment. These are used together across pages for a consistent, modern and creative look.
 - d. photography, including the front and back cover, showing night and day settings to convey the message that the City never sleeps. Day scenes open the document and night scenes close it as a subtle nod to the journey taken through the document from beginning to end.
 - e. icons reflect key priority areas and can be used in place of text to express meaning visually.
 - f. the six outcomes are deliberately presented in a way that does not imply an inherent order of importance, with outcomes rotating in response to the workstreams within and across different departments and systems.
 - g. clearly visible page numbers and use of colour to aid document navigation.
 - h. the strapline 'live, work, learn, explore' was inspired by the phrase 'live, work, play' which is often used in the context of urban planning and

development to represent the idea of creating places that meet residential, commercial and recreational needs. It also encompasses key audiences for the plan's outcomes placing them at the front and centre of this plan. 'Explore' instead of 'play' is used to show a broader dynamic interpretation. Featuring boldly on the cover, these words will be used in supporting materials (posters, postcards etc).

Next Steps

7. Once approved, plans to finalise (e.g. final proof reading, web design and associated materials) and socialise the Corporate Plan with stakeholder groups will commence – this includes Members, Officers and external stakeholders.
8. Planning is underway internally pre-publication and for the external launch (internet site, press releases, posters, hard and soft copy versions of the plan etc). This process will continue to help embed the plan into City Corporation processes and ensure it remains relevant to our various stakeholder groups, internal and external.

Corporate & Strategic Implications

Strategic implications

9. When approved, the Corporate Plan 2024-2029 will form the City of London Corporation corporate strategy, covering the five-year period as well as providing context and direction longer term.

Financial and Resource implications

10. The Corporate Plan 2024-2029 is a strategic framework for guiding City Corporation's thinking. If new activity to deliver Corporate Plan 2024-2029 is identified, its funding source will need to be identified and where applicable, Member agreement sought, before it can be adopted into the Corporate Plan. For any new activity occurring in FY2024/25 the funding source will be existing budgets, where necessary by prioritisation, or from revenue generation.
11. The cost of the development, design and publication of the Corporate Plan 2024-2029 is approximately £30,000 which is funded through a combination of the Corporate Strategy & Performance Team's budget, the Transformation Budget and a draw down from contingency monies.

Legal implications

12. None.

Risk implications

13. None.

Equalities implications

14. The Corporate Plan 2024-2029 was developed in line with Public Sector Equality Duty (2011) commitments and is intended to have a positive impact on greater equality, equity, diversity and inclusion for all.

Climate implications

15. The Corporate Plan helps drive delivery of targets outlined in City Corporation key strategies, including the Climate Action Strategy and Air Quality Strategy.

Security implications

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

Conclusion

17. This report provides the final designed draft Corporate Plan 2024-2029, which will be effective from 1 April 2024 if agreed.

Appendices

Appendix 1 Draft Corporate Plan 2024-2029 [note this was circulated separately to the Committee main pack]

Background Papers

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

[Draft Corporate Plan 2024-2029](#) - Policy & Resources Committee, 14 December 2023

[Policy & Resources Committee – Draft Corporate Plan 2024-2029](#) – Court of Common Council, 11 January 2024

Tabitha Swann

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Committee(s): Corporate Services Committee (CSC) Policy and Resources Committee – For Decision	Dated: 10 January 2024 22 February 202
Subject: People Strategy 2024–2029	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	8: We have access to the skills and talent we need.
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Alison Littlewood, Interim Chief People Officer	For decision
Report author: Cindy Vallance, People and Human Resources	

Summary

This paper highlights the process that has been used to develop City Corporation’s first ever People Strategy which will cover the period 2024 - 2029. It outlines engagement with employees and Members to date and summarises corporate and strategic implications for the creation of a People Strategy. The People Strategy itself, outlining key ambitions, priorities and suggested KPI categories is contained in Appendix 1, with definitions in Annex 1, and a summary of engagement in Annex 2. It will continue to be iterated and finalised for launch in April 2024. The People Strategy has been created to enable the realisation of the Corporate Plan and will be implemented alongside the pillars of the Digital Strategy and Transformation work.

To achieve the Committee deadline for Court of Common Council in March 2024, Members are asked to agree delegation of approval for finalisation of the City Corporation People Strategy to the Town Clerk & Chief Executive (TCCX) and the People Strategy Member Reference Group for its April 2024 launch. The People Strategy will also be circulated to the Policy and Resources Committee and to the Court of Common Council for adoption.

Recommendation

Members of Corporate Services Committee are asked to:

1. Approve the following for the draft People Strategy 2024 - 29 in Appendix 1. Specifically:
 - a. Agree the five themes; and
 - b. Agree the direction of travel contained within the summary of high-level annual Activities and Key Performance Measures
2. Authorise the Town Clerk and Chief Executive to finalise and agree any further changes to the content of the draft People Strategy 2024 - 2029, in consultation with the Member Reference Group; noting that the final wording and design will be finalised in consultation with the TCCX and Chair, Member Reference Group

Members of Policy and Resources Committee are asked to:

3. Agree to adopt the People Strategy 2024 – 2029; and
4. Recommend to the Court of Common Council thereon to adopt the People Strategy 2024 - 2029.

Main Report

Background and current position

1. The People Strategy for 2024 - 2029 provides a framework to guide the City of London Corporation's thinking and decision-making over the next fantastic five years in realising the overarching outcomes of the Corporate Plan that covers the same period. Alongside a new Digital Strategy and Transformation work, the People Strategy will enable employees within the City of London Corporation to achieve the organisation's ambition to be world-class.
2. An initial People Strategy framework made up of eight themes was approved by Members in December 2022. The framework was created based on lessons learned from the Total Operating Model work that had taken place over the previous 18 months as well as the 2022 all staff survey results and action plans. Employee engagement with the People Strategy framework, including discussions with trade unions, took place across the City Corporation in early spring 2023 with over 200 employees taking part.
3. Following a brief pause due to a change of HR leadership, additional engagement was initiated between July - October 2023 in close partnership with parallel discussions leading to the development of a new 2024 - 2029 Corporate Plan. This dual engagement was led directly by the TCCX, the new interim Chief People Officer and the Chief Strategy Officer. The engagement included brief presentations and open question and answers at each session. This work resulted in a refinement from eight to five themes, the opportunity to report on actions already underway, and a confirmation of the details and the priority ordering of the five themes. Over 1,200 Face-to-face (F2F) / live and virtual interactions occurred in sessions held across the sites of City Corporation. Sessions were supplemented with a dedicated joint intranet site, as well as a regular newsletter and email updates from the TCCX that led to over 15,000 'hits' in that period.
4. Further engagement with employees has occurred in November and December, resulting in an additional focused reach to over 300 employees through a core group of HR colleagues undertaking F2F and virtual listening sessions at senior team and all team meetings, as well as connecting back with the Trade Unions, EDI networks, and the Strategy Forum. This deeper engagement and listening work have supported the creation of key priorities, with a particular emphasis on activity during the first two years.
5. In addition to fore fronting employee engagement, a People Strategy Member Reference Group was launched in November 2023 to enlist the engagement of the Member community. Chaired by the Chair of the Corporate Services Committee, the group is made up of 11 Members and the Interim Chief People

Officer, supported by other Officers as appropriate. The group will meet quarterly over the course of the five-year People Strategy. It reviewed work to date along with the draft terms of reference at its first meeting and will finalise these at its next meeting which is in the process of being scheduled for February 2024.

6. The following assumptions and aims framed the work to date:
 - a. The overarching purpose of the People Strategy framework is not to detail everything related to Human Resources and people-focused work, but instead to define the key activities we want to undertake in the next five years to help create a culture of exceptional performance and inclusion.
 - b. The People Strategy, in tandem with the Corporate Plan and other collaborative partnerships and Strategies and wider transformational change, will provide a catalyst for culture change.
 - c. The People Strategy will be a living document that is reviewed and refreshed over the five-year period. An annual progress report will be produced and linked to performance metrics.
7. The People and Human Resources team will also be working closely with the Executive Director of Corporate Communications and External Affairs and members of her team as part of next steps to finalise the draft People Strategy to ensure it reflects the wider narrative and sets the context around the work of City Corporation, and that the content is clearly articulated in as simple a way as possible.

People Strategy 2024 – 2029

8. The People Strategy 2024 - 29 Appendix 1 consists of the following elements:
 - Forewords (to be finalised after approval of the Strategy) by:
 - a. The Chair of Corporate Services Committee
 - b. The TCCX
 - c. The Chief People Officer
 - Sections outlining:
 - d. Strategic Context
 - e. Purpose and Outcomes
 - f. Underpinning Principles and Values
 - g. Scope
 - h. Engagement in the Development of the People Strategy
 - i. Measuring and Reporting Progress
 - j. Our Current Workforce Profile
 - k. An Overview of our People Strategy Framework and Coding Key with a detailed breakdown of each of the five themes for 2024 – 2029. These are:
 - i. My Contribution, My Reward
 - ii. My Wellbeing and Belonging
 - iii. Trustworthy Leadership
 - iv. My Talent and Development
 - v. Modernising our City Corporation
- The breakdown for each theme includes ambitions, a vision of what is needed, a rationale about what is important, a description of what success will look like, a summary of key activities with a particular focus on years

one and two, and impact progress measures baseline and target timelines included.

- I. Annex 1 contains a start of a glossary of People Strategy Definitions.
 - m. Annex 2 contains a Summary of Engagement by Employees and Members, including Member Reference Group composition.
9. The five themes are currently presented in an order that has been strongly endorsed by employees. In the final form of the People Strategy, these themes will be presented in a way that ensures that Trustworthy Leadership of all activity (theme three) is placed at the core given its importance in achieving all other outcomes. Design work will be undertaken to consider the placement and representation of all five themes within the final publication.
10. The design and layout of the People Strategy will ensure it is easy for our communities to read, both in physical and digital copies. The tone will reflect a desire to be brilliant at the basics and to be world class, recognising that different areas of City Corporation are at various stages of maturity.
11. The City Corporation's mission¹, legal, statutory, regulatory obligations and commitments remain unchanged. And our ambition to be world class is critical to how employees work together within a values-driven organisation, striving for equity in addition to equality, diversity, and inclusion.
12. Establishing new values and behaviours will be critical to the success of the People Strategy and will require a period of active engagement across City Corporation with employees and with Members. This work will begin in spring 2024 and the values and behaviours that are created will then inform all elements of the People Strategy as it unfolds.

Monitoring Progress

13. As already mentioned, the People Strategy 2024 - 29 will be a living document that will adapt during its five-year span. Some of the proposed content will also last beyond 2029. It will be reviewed and refreshed annually to ensure we continue to meet our stated outcomes and ambitions (supplementing these as required) and will be reported on annually, along with key performance indicators.
14. The People Strategy 2024 - 29 is the first time we are bringing together data sets into the organisation on our people in this way to be able to analyse performance, and we are aware there are many gaps. Given the maturity of elements of City Corporation's data infrastructure and capabilities, our capacity to collect, manage and monitor data is limited and will be improved through the implementation of the Enterprise Resource Planning (ERP) system, which itself is one of the major programmes of work within the Strategy. The People Strategy 2024 - 29 will be used to identify opportunities to improve the data we collect and how we collect

¹ Note our mission: "City of London Corporation is the governing body of the Square Mile and is dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK."

this data. Data maturity will continue to grow over the lifetime of the Strategy and as this develops, so will the measures.

Next Steps

15. Once the People Strategy 2024 - 29 has been approved by Members of this Committee, Policy and Resources Committee, and by the Court of Common Council, we will continue our engagement across all activities and programmes of work with all employees across City Corporation.
16. Planning will be undertaken internally pre-publication and for external launch (intranet site, internet site, press releases, posters, hard and soft copy versions of the People Strategy). Some of this work will extend beyond the launch date to enable and facilitate continued iteration.
17. As mentioned previously, engagement work to create new values and behaviours will be undertaken, beginning in spring 2024.

Corporate and Strategic Implications

18. Strategic implications – Peter Drucker is credited with saying, “Culture eats strategy for breakfast” which is true in the sense that how people do what they do all day — culture — determines whether the strategy will succeed or fail. Likewise, leaders embed cultural values into an organisation’s people-based strategies and operational plans. Culture determines how humans spend their days, how decisions are made, who people surround themselves with, who has a seat at the table, who is respected and how respect is shown. That is the operating system of an organisation, and at its foundation demonstrates what is most valued. The City Corporation’s first ever People Strategy must be a live document that is iterated at least annually to meet and execute activities that respond to changing needs and context. As mentioned, KPIs and targets will be agreed and measured and reported on annually.
19. Financial and Resource implications – The People Strategy has been created to guide thinking on prioritised thinking on employee initiatives over the next five years. The cost of design and publication will be taken from existing budgets. For any new activity occurring in FY 2024/25, the existing People and HR budgets will need to be amended and increased to accommodate all the work as outlined in the People Strategy (Appendix 1). As specific programmes of work are agreed in greater detail, funding sources will need to be identified and, where applicable, Member agreement sought.
20. Legal implications – The People Strategy must be proactive to anticipate and address all regulatory and legal changes and issues impacting employees that arise over the course of the period covered by the People Strategy.
21. Risk implications – Risks inherent to the People Strategy relate to the importance of recruiting, supporting, developing, and retaining an engaged and highly performing workforce and a positive organisational culture that forefronts inclusion, belonging and wellbeing as well as world-class performance and impact for its communities. Additionally, efficient, effective systems and processes that

provide data for decision-making are necessary to facilitate the work of people, and the quality and timely delivery of all system-based elements of the People Strategy will also be critical.

22. Equalities implications – Equality, Diversity and Inclusion are critical to the successful implementation of the People Strategy. Wide engagement with employees over the course of the development and implementation of the People Strategy and all its activities, along with close interaction with EDI colleagues to connect EDI and People related activities will ensure that equality impacts will be considered carefully across all projects. A full Equalities Impact Assessment will be completed as part of the work leading to the April 2024 People Strategy launch.
23. Climate implications – There are no specific climate implications although communications about and employee engagement in sustainability and climate justice activity will be important to realise the ambitions and aspirations of City Corporation’s workforce since employees are keen to support the realisation of societal action and positive role modelling of behaviours in this critical area.
24. Security implications – There are no direct security implications. The People Strategy emphasises the importance of enabling a safe and secure environment for all employees.

Conclusion

25. City Corporation’s first ever People Strategy will drive employee engagement, retention, professional development, and performance in alignment with the Corporate Plan. It will be based on data and insights, and will set the stage for attracting, developing, and retaining talented employees in a unique, complex yet inclusive and equitable 21st Century workplace that has strong roots in history and tradition. It will help to identify and fill workforce gaps; provide a framework for people management; and will be adaptable and responsive to change through an annual review and update process and through regular reporting on key performance indicators to track momentum and success.

Appendices

Appendix 1: Draft People Strategy, including:

Annex 1: Definitions of Key Concepts

Annex 2: Engagement Summary

Background Papers

None

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People Strategy Adjustments Table (as of 7 February 2024).

Following discussion at the Corporate Services Committee (CSC) on 10 January 2024, minor changes contained in the table below have been made to the draft People Strategy to reflect Member input. The People Strategy has been provided for endorsement to Policy and Resources Committee on 22 February 2024.

CSC Member Feedback	Action
Draft forewords and executive summary prior to Policy & Resources Committee	Added and adjusted draft forewords and executive summary, adjusting language as requested. Exact wording will be further considered as part of the professional editing review prior to April 2024 launch to ensure appropriate alignment with Corporate Plan forewords and executive summary
Two typographical errors noted	These have been corrected
Purpose and Outcomes	Adjust bullets to ensure that excellent performance is emphasised at a higher level as a key success element
Ensure Health & Safety and EDI are seen as key golden threads	Will be foundational elements of all initiatives undertaken as part of the People Strategy
Consider EDI categories of reporting (eg.for sex, religion and belief)	EDI questions in use reflect the data available within the current data collection systems. Further review will continue as a priority activity for 2024/25 as part of Theme 5 to Modernise our City Corporation, ensuring categories and references reflect contemporary thinking and full alignment with benchmarking data sources. A communications campaign to increase reporting will also be undertaken as a high priority in 2024/25
Annual reporting to CSC seen as too infrequent for the People Strategy; consider consistency	People Strategy update reporting will be bi-annual to CSC; significant programmes of work such as Ambition 25 will be reported on more frequently as agreed with CSC
Consider the importance of trust between officers and members as critical to Theme 3: Trustworthy Leadership	Creating and sustaining deeper values-based work relationships and reviewing and revising codes of conduct for employees and Members in partnership with the Governance team has been included as a priority activity for 2024/25. This work will take place following agreement of values and behaviours work that will begin in spring 2024

<p>Ensure engagement measures are defined</p>	<p>The Staff survey overall engagement measure consisting of five combined questions used in 2022 will be used as a measure again in the 2024 staff survey and in each annual staff survey over the course of the People Strategy to enable benchmarking. The combined questions result in an overall engagement score:</p> <ol style="list-style-type: none"> 1. The purpose of City Corporation makes me feel good about my work. 2. I have confidence my career aspirations can be met at City Corporation. 3. I feel valued and recognised for the work I do. 4. I feel appropriately supported through change. 5. City Corporation has a culture of openness, transparency, and inclusion.
<p>Additional Note</p>	
<p>Baseline and target KPI measures for the 2024-2029 People Strategy will be confirmed for 2024/25 following financial year-end March 2024.</p>	<p>The KPI sections for each of the five themes within the People Strategy have been summarised within Appendix 2 and will be populated with baseline measures and targets agreed by the Member Reference Group following the 2023/24 financial year end.</p> <p>2024/25 progress against KPIs will be reported to CSC as part of bi-annual People Strategy reporting.</p> <p>Additional KPIs over the course of the five-year People Strategy will be added as additional data becomes available through continuing system enhancements and the implementation of the Enterprise Resource Planning system.</p>



(Appendix 1)
DRAFT People Strategy 2024 – 2029

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Cover page

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Foreword By the Chair of Corporate Services Committee

I am immensely proud to serve as Chair of the Corporate Services Committee of the City of London Corporation. City of London Corporation enjoys more than 900 years of history and tradition combined with the new and cutting edge. It is truly a unique organisation – a place where the ancient and modern stand side by side. We have seven Corporate Departments, three Service Departments and seven institution that work in unity to protect the past and create the future.

The next five years will bring an exciting programme of work through our Corporate Plan 2024-2029. The Plan will establish the City of London Corporation as a truly exceptional and world-class organisation, enabling us to focus on priority outcomes that will help us to build a fantastic five years. Our People Strategy 2024-2029 has been created in parallel with the Corporate Plan since it is our employees who will create our success.

Our people are critical to achieving positive organisational outcomes and the People Strategy framework that has been created will help us to be proactive in meeting current and future challenges and organisational and community requirements by ensuring we have the right people in the right places at the right time.

As employees, members, and leaders at all levels within City Corporation's unique community, we all contribute to the environment and culture that enables our people to thrive. We will shape our future together over the next fantastic five years ahead. The story that will be written is in our hands.

Foreword By the Town Clerk & Chief Executive

We are very excited to have developed the City of London Corporation's first ever five-year People Strategy – our critical tool to help us create an exceptional work environment where our people feel safe and deeply connected with our vision and values and have the skills, recognition and motivation to deliver our exciting and ambitious accompanying Corporate Plan that will enable to us become a truly world-class organisation.

We know that the combination of getting the basics right in relation to systems, processes, and procedures while prioritising employee engagement yields remarkable results and growth for organisations. Employee engagement holds direct sway over an organisation's performance and success. We know that the best way to understand how to get the best organisational and individual results is to fore front what matters to its people.

The People Strategy has been created following an extensive period of collaborative dialogue with employees and members in 2023 as we build on our success and co-create our future. We have engaged across City Corporation with over 1500 live touch points with employees, unions, EDI networks and members to ensure that the framework we have created responds to the needs of our organisation. The People Strategy will be a live document that will continue to be iterated across the five years. We will also begin to co-create our new values and behaviours in spring 2024 while ensuring that performance management, equality, diversity and inclusion, health and safety and sustainability are embedded in all we do over the course of the next five years.

Changing our City Corporation starts with changing our culture. Our People Strategy will support us to empower each other to each be our brilliant best with no ceilings to our ambitions since better never stops in our journey to be world class. We will create the confidence to try new things, voice new ideas, and embrace new goals. We know people will make mistakes as we embrace innovation. But making mistakes while embracing a culture of learning will help us to make great things happen. Big challenges lie ahead and now is the time to accelerate our actions by being daring and creative.

The People Strategy is about you and for you. We thank everyone for your generous engagement to this point and we look forward to continuing to collaborate with you to shape our future organisation through the initiatives underpinning this document.

Executive Summary

The City of London Corporation's first ever People Strategy for 2024-2029 provides a framework to guide thinking and decision-making over the next five years in realising the overarching outcomes of the Corporate Plan that covers the same period. Our workforce is key to us delivering our Corporate Plan and the priority outcomes that it sets out.

Alongside a new Digital Strategy and Transformation work, City Corporation's People Strategy will enable employees within the City of London Corporation to achieve the organisation's ambition to be world-class, to maintain our mission and to do so in an inclusive and equitable environment where employees thrive.

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

People Strategy Themes

The People Strategy contains five underpinning themes with accompanying programmes of work

1. My Contribution, My Reward
2. My Wellbeing and Belonging
3. Trustworthy Leadership
4. My Talent and Development
5. Modernising our City Corporation

In this document we have included a particular focus on the first two years of work given the size and significance of projects already underway. The People Strategy will be a living document that will be monitored, reviewed, and refreshed across its five-year life cycle, with progress against success measures published bi-annually. Initial measures will be further developed and refined during the lifetime of the plan.

The People Strategy framework will ensure continuing momentum on a journey to enable outstanding performance that creates organisational impact and positive culture change; a culture that embeds equality, equity, diversity, inclusion, and all elements of health and safety.

Outcomes

What will be different by 2029 at City Corporation? The People Strategy articulates what will be necessary to realise City Corporation's ambition to be a world class organisation; an organisation where people:

- are challenged, supported and motivated to do excellent work & achieve exceptional outcomes while being seen as unique individuals with individual & collective strengths & aspirations.
- experience and contribute to a culture where inclusive, values-led leadership is consistently role modelled across all levels.

- feel valued, rewarded, and recognised.
- know they are respected, safe, included, and heard.
- are able to get on with work at hand without barriers to efficiency.

The successful implementation of the People Strategy brings activity together within a 'One Corporation' framework while acknowledging the need to tailor many elements of people work; for instance, across institutions, departments, and services that often have vastly diverse needs and communities. These will be carefully considered through active engagement and continuing dialogue across our unique and complex organisation.

Content Overview

The People Strategy 2024-2029 summarises our strategic context and purpose and our desired outcomes. It highlights initial underpinning principles in advance of work that will be undertaken to create new values and behaviours.

The document then outlines the scope of the People Strategy and provides an overview of the engagement that occurred in its development. It goes on to feature how we will measure and report progress and provides a high-level outline of our current workforce profile.

The document provides an overview of our People Strategy Framework and a detailed breakdown of each of the five themes for 2024 – 2029.

Each theme includes our ambitions, a vision of what is needed, a rationale about what is important, a description of what success will look like, and a summary of key activities with a particular focus on years one and two of the Strategy.

Appendix 2 contains a summary of initial KPIS. The 2023/24 baseline measures and target measures for 2024/25 and beyond will be confirmed and published once agreed.

Annex 1 contains a start of a glossary of People Strategy Definitions. This will be a live document on our intranet that will be regularly updated as required.

Annex 2 contains a Summary of Engagement by Employees and Members.

Strategic Context

What is a People Strategy? Developing a people strategy is about creating a coherent framework for employees to be hired, managed, and developed to support the organisation's goals. A people strategy helps to ensure that all aspects of people management come together to forefront behaviours that create an environment that supports the organisation to accomplish its work. The City of London Corporation's People Strategy for 2024-2029 provides a framework to guide thinking and decision-making over the next five years in realising the overarching outcomes of the Corporate Plan that covers the same period. Alongside a new Digital Strategy and Transformation work, City Corporation's People Strategy will enable employees within the City of London Corporation to achieve the organisation's ambition to be world-class and to do so in an environment where employees thrive.

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

The City of London Corporation's first People Strategy has been designed to support City Corporation's mission and vision to be world-class in all that we do and sets out our key priorities to support our new 2024 – 2029 Corporate Plan. A strategic, evidence-based approach to equality, diversity, and inclusion (EDI) is a key element of this vision and EDI is still at an early point in its evolution at City Corporation. The concept of equity is also not yet fully embedded. Progressing this work will require the committed engagement of Members and Officers and will require active engagement with work underway that will include finalising and embedding the City Corporation's Equality Objectives.¹ For instance, work has already begun across the Executive Leadership Board (ELB) as follows:

- reviewing local policies, processes, and systems through an EDI lens.
- working towards seamless and consistent reporting and monitoring procedures to enable data-driven activities.
- integrating EDI into mainstream Learning and Development programmes.
- identifying delivery owners for actions at different levels (e.g. senior teams, line managers, all employees; and ensuring cohesive collective commitment to ELB level actions.

¹ Equality Objectives in summary: **Equality Objective 1 – Aspirational leadership** Taking a broad and intersectional approach to equality, diversity and inclusion which appeals to people from all backgrounds. **Equality Objective 2 - Dynamic and Engaged Workforce** Enabling career progression opportunities for all staff and the development of a suitably skilled workforce that reflects the composition of our communities. **Equality Objective 3: Accessible and Excellent services** Creating a community-centred approach to service delivery bolstered by an inclusive community and stakeholder engagement strategy. **Equality Objective 4 – Understanding our Communities** Promoting a data-led and evidence-based approach to understanding and working with our communities and networks. **Equality Objective 5 – Socio-Economic Diversity** Working collaboratively with our stakeholders to enable opportunities for everyone to flourish and reach their full potential regardless of their socio-economic background.

And over the course of the next five years, the People Strategy will forefront all aspects of EDI to advance equality, diversity, inclusion, and equity within and across all five themes of the People Strategy to deliver sustainable change.

Broader than a traditional Human Resources plan, the emergent People Strategy framework has been designed to draw together what really matters in supporting and enabling our people. The successful implementation of the People Strategy will need to consider how activity comes together within a single framework while acknowledging the need to tailor many elements of people work; for instance, across institutions, departments, and services that often have vastly diverse needs and communities. All these elements will need to be carefully considered through active engagement and continuing dialogue across our unique and complex organisation.

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Purpose and Outcomes – a story in the making

The success of City Corporation in achieving its objectives now and over the next five years will be dependent on the skills and commitment of its employees in partnership with the communities they serve.

Success will occur through our work to:

- empower people by providing responsibility and accountability.
- reward high performance.
- deal with poor performance quickly, honestly, consistently and with dignity.
- be evidence based, shaping actions using qualitative and quantitative data.
- foster a fair and inclusive culture.
- build inclusive leadership capability at all levels.
- identify and role model positive values and behaviours.
- encourage cooperation and collaboration.
- organise for continuous change.
- anticipate the future through horizon scanning and workforce planning.
- diversify our workforce.
- promote personal and professional growth.
- modernise systems, processes and procedures and use technology to create efficiency, effectiveness, and flexibility.

The People Strategy is made up of five themes:

6. My Contribution, My Reward
7. My Wellbeing and Belonging
8. Trustworthy Leadership
9. My Talent and Development
10. Modernising our City Corporation

Why these five themes? The People Strategy articulates what will be necessary to realise City Corporation's ambition to be a world class organisation; an organisation where people feel:

- supported, challenged, and motivated to do excellent work and achieve exceptional outcomes while being seen as unique individuals with individual and collective strengths and aspirations.
- valued, rewarded, and recognised.
- respected, safe, included, and heard.
- that inclusive, values-led leadership is consistently role modelled across all levels.
- ease in getting on with the work at hand without barriers to efficiency and effectiveness.

Our people are critical to achieving positive organisational outcomes and the People Strategy framework that has been created will help us to be proactive in meeting current and future challenges and organisational and community requirements by ensuring we have the right people in the right places at the right time. As employees and leaders at all levels within City Corporation's unique community, we all contribute to the environment and culture that enables our people to thrive. We will build our future together and the story that will be written is in our hands.

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Underpinning Principles and Values

It is important to note that City Corporation will undertake an all-employee and Member engagement exercise beginning in spring 2024 to confirm new values and behaviours to fit the evolving vision and context for City Corporation with its new People Strategy and Corporate Plan and to continue its journey to develop an inclusive culture. Changing culture does not happen overnight and the ambition is to ensure that the new values and behaviours will be embedded across all people activities within City Corporation by the end of the five-year period. These new values and behaviours will inform the future development of activities in the later years of the People Strategy.

In the meantime, the principles that follow have been already agreed by Members and Officers for a project already underway: the *Ambition 25 Reward Project*, which is the first significant piece of work within the theme of My Contribution, My Reward. The principles agreed within this project have been suggested as an initial touch point within the People Strategy until new values and behaviours are confirmed. These principles are:

Equity

- Our definition of work and careers helps every colleague thrive.

Empowerment

- People are clear on what is expected of them.
- We are one Corporation enabling colleagues to operate and partner effectively across organisational boundaries.

Engagement

- We retain our distinct organisational identities whilst uniting around shared purpose and culture where people strive for excellence, encourage trust, and drive innovation.

Excellence

- We can attract talent to secure a pipeline of brilliant diverse people and identify and target inclusive development and retention opportunities for all colleagues, thus reducing the risk of critical skills gaps.

Efficiency

- There is less duplication of effort associated with people related activity and processes across all areas.

Scope

As mentioned above within the underpinning principles, the People Strategy incorporates the concept of a One Corporation model while also enabling the retention of distinct organisational identities. To break down barriers and silo working, individual work streams within the People Strategy, as these unfold, will necessitate close partnership working across all areas of City Corporation, particularly with the leadership teams and area dedicated HR teams where these exist. For instance, the Ambition 25 project already underway is working to span boundaries and acknowledge the varying contexts of individual institutions, departments, and services across City Corporation, while still intentionally identifying commonalities.

The People Strategy covers the period from 2024/25 through 2028/29 which is also the period covered by the Corporate Plan. It will develop in an iterative way, particularly given the current large project agenda such as Ambition 25 and the Enterprise Resource Planning (ERP) project that will continue over the next two years and that will have a significant impact on prioritised work plans for future years as well as the creation of new values and behaviours that will underpin culture development more broadly.

We recognise that there are terms used in the People Strategy that may carry multiple meanings and are also continually evolving. Based on feedback from colleagues, we have summarised the start of a glossary of definitions in **Annex 1**. We will be posting these definitions to the Intranet and will add to these definitions over time.

Engagement in the development of the People Strategy

Highlights from Employee and Member engagement leading to the creation of the People Strategy are outlined in **Annex 2**.

While the People Strategy will launch in April 2024, we invite continuing discussion across City Corporation throughout the duration of the Strategy. Our intention is to create a culture that enables innovative and collaborative partnerships and that taps into great practices already underway everywhere at City Corporation. Engagement will continue over the course of the five-year period through a range of mechanisms, including:

- All employee webinars led by the Town Clerk & Chief Executive (TCCX) and the Chief People Officer (CPO)
- Senior Leadership Team sessions (SLT)
- Executive Leadership Board sessions (ELB)
- **NEW:** Quarterly forums for senior/mid-level leadership / management tiers with up to three groupings that will also be adjusted based on Ambition 25 project results (Theme 2; also connected to Theme 3)
- Trade Union sessions with the Chief People Officer
- All area HR leads sessions
- Equality and Diversity Network sessions
- Strategy Forum sessions
- Individual Department / Service / Institution Team sessions
- Collaborative partnerships; for instance, with Corporate Strategy and Performance; Health & Safety; Equality, Diversity and Inclusion; and Corporate Communications (and others as appropriate)
- Specific Project Working Groups already underway and/or that will be established (e.g. Ambition 25, ERP, and other projects)
- Quarterly Member Reference Group meetings (additional information and membership outlined in Annex 1)
- Bi-annual Corporate Services Committee reports

Measuring and Reporting Progress

The People and Human Resources team hold responsibility for delivering on and monitoring progress of the People Strategy in close collaboration with all areas across City Corporation. Corporate Services Committee (CSC) hold overall accountability for People Strategy outcomes.

Reporting to CSC on the overall People Strategy will occur bi-annually although individual work programmes may be reported on more frequently, such as the Ambition 25 project. The bi-annual reports will include an update on the work overall and progress on all agreed key performance indicators (KPIs) against targets across all five themes (including any individual service area, department or institution reporting agreed).

A review will also be undertaken in the final year of the People Strategy to report on the achievement of overall outcomes and final performance against targets along with lessons learned. This review will form the basis for the 2030-2035 People Strategy.

Data and Informing Decision Making

Understanding our employee profile and using data as our evidence base will help us to identify areas where we need to focus our efforts in our workforce planning and our People Strategy activities. The data within this profile and the draft Key Performance Indicators (KPIs) that follow within this document give a collective overall picture and of course will vary from area to area across City Corporation. As part of internal annual workforce planning processes, initially a manual exercise and then enabled by the Enterprise Resource Planning system, managers will have the ability to review and take action to improve team diversity, employee engagement, and other key KPIs.

However, due to the challenges of multiple systems, manual entry, and instances of low data quality within the organisation, setting up performance reporting will be iterative and will take time. In some areas of work relevant to the People Strategy, limited performance measurements are in place. Improving reporting and action planning as more and/or better data becomes available will be critical. We are working with teams across City Corporation to support and enhance performance reporting.

Performance reporting and measuring progress also requires both data baselining and target setting. Initial quantitative data is provided in this report for 2022/23 and will be updated to incorporate baseline measures following the close of 2023/24. Work has already taken place over the course of the current year to enhance reporting by adjusting elements within the existing People System and through manual interventions and mechanisms. These adjustments will enable the creation of an appropriate set of baseline measurements for 2023/24 with accompanying targets, with additional baseline measures and targets added once further data is available.

A small amount of data measures does not currently follow the financial cycle. For instance, the most recent baseline data on staff survey results is from 2022. The next staff survey is planned for spring 2024 which will tie in well with People Strategy initiatives and will provide a helpful set of measures.

Reporting progress on people measures also goes beyond numbers and therefore will require qualitative elements to supplement quantitative measures. For instance, qualitative feedback from future staff surveys that span the five thematic areas will be incorporated into People Strategy reporting along with findings from associated practices such as interviews, exit surveys, focus groups and other types of engagement activities.

Additionally, future benchmarking measures will be considered where reliable data sources are available. For instance, salary benchmarking will be part of the Ambition 25 Reward project that is now underway and, once these benchmarks are agreed, will set the stage for appropriate benchmarking for other areas of work.

The objective is to work towards developing a set of meaningful measures and targets across the lifespan of the People Strategy.

Our Current Workforce Profile

Summary for 2022/2023

Most recent date for full year reporting; to be updated for 2023/2024.

- Directly employed: 4,248 or 3,993 full time equivalent employees.
- Turnover rate: 14% (number of leavers replaced by new starters).
- Average length of service: 8 years with 21% of employees serving between 10 and 20 years.

Salary bands:

Grade Display	Total	Percentage
Apprentice	58	1.4%
F9 Grade	117	2.8%
Grade A	114	2.7%
Grade B	579	13.6%
Grade C	817	19.2%
Grade D	761	17.9%
Grade E	612	14.4%
Grade F	436	10.3%
Grade G	217	5.1%
Grade H	101	2.4%
Grade I	36	0.9%
Grade J	18	0.4%
SMG	20	0.5%
Teachers Grade	362	8.5%
Total	4,248	100.0%

Sex %:

Sex	Total	Percentage
Female	2,167	51%
Male	2,081	49%
Total	4,248	100.0%

Ethnicity: %

Ethnic Group:	Total	Percentage
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Ethnic Minorities	758	17.8%
Not Known	989	23.4%
White	2,501	58.9%
Total	4,248	100.0%

Disability: %

Disability	Total	%
No	2,898	68.2%
Not Known	1,155	27.2%
Yes	195	4.6%
Total	4,248	100.0%

Age: %

Age Band	Total	%
0 to 20	39	0.9%
21 to 30	691	16.3%
31 to 40	1,004	23.6%
41 to 50	1,011	23.8%
51 to 60	1,111	26.2%
61 and over	392	9.2%
Total	4,248	100.0%

Sexual orientation: %

Sexual Orientation	Total	%
Declined to specify	213	5.0%
Heterosexual	2,402	56.5%
LGBTQ+	262	6.2%
Not Known	1,370	32.3%
Total	4,248	100.0%

Religion or Belief: %

Religion or Belief	Total	%
Buddhist	11	0.3%
Christian	1,195	28.1%

Hindu	56	1.3%
Jewish	27	0.6%
Muslim	139	3.3%
None / No religion	1,431	33.7%
Not Known	1,212	28.5%
Other	114	2.7%
Sikh	25	0.6%
Spiritual	38	0.9%
Total	4,248	100.0%

Note: All EDI questions informing EDI data collection will be reviewed and adjusted as a priority activity in 2024/25 (See Theme 5: Modernising Our City Corporation) for full alignment with good EDI practice and benchmarking data.

Note: Social mobility will be tracked and reported on in future People Strategy updates but there is currently insufficient data to report at this time.

Trends

Item	2021/22	2022/23	Upward/ downward
Total staff	3,997	4,248	Upward
Average age	N/A	44	N/A
Disabled	5%	5%	No change
Ethnic Minorities	18%	18%	No change
Gender	Female =50% Male=50%	Female =51% Male=49%	Upward female
LGBTQ+	6%	6%	No change

Note: Due to low levels of disclosure in some areas, caution must be exercised in drawing conclusions from this data. A top priority, as outlined in Theme 5, will be to increase employee voluntary disclosure rates through a sustained campaign over time to explain why data is collected and the benefits of doing so for individuals as well as for the organisation overall. Creating an environment of trust and safety for people to feel comfortable disclosing sensitive information will be critical to this work.

Our People Strategy Framework

What follows are the most significant priorities across the five themes of the People Strategy with a focus on the first two years.² Major projects underway within Themes 1 and 5 that form part of the People Strategy will significantly impact priorities for years three to five. The five themes are:

1. My Contribution, My Reward
2. My Wellbeing and Belonging
3. Trustworthy Leadership
4. My Talent and Development
5. Modernising our City Corporation

Coding Key

Activities are coded and summarised in the tables that following using the following Keys:

1. My Contribution (C), My Reward (R)
2. My Wellbeing (W) and Belonging (B)
3. Trustworthy Leadership (TL)
4. My Talent (T) and Development (D)
5. Modernising our City Corporation (M)

KPIS

Baseline data for 2023/24 will be collected and reported in May 2024 as part of the *2023/24 Annual Workforce Report*.

Baseline measures and targets for KPI measurement of outcomes for the People Strategy are included in the **Appendix** of this document. Targets will be proposed and confirmed in consultation with the Member Reference Group by late May, early June 2024.

KPI and Targets will be reported to Corporate Services Committee in September 2024 as part of the People Strategy bi-annual report.

Additional KPIs will be added as additional data becomes available.

² Business as usual HR work is ongoing and therefore not all HR activity is explicitly included within the priority initiatives outlined within the People Strategy.

1. My Contribution (C), My Reward (R) – Ambition 25

Our ambition

Through flexible, sustainable, fair, equitable, and transparent reward and recognition mechanisms, beginning with the Ambition 25 project, we will attract a diverse array of excellent people and provide career support for progression and retention.

What do we need?

A total reward and recognition offer that recognises performance and supports progression.

Why is it important?

Helping new and existing employees see and feel that we are a world class organisation is essential for employees to function as our greatest ambassadors and facilitate continued organisational success.

What does success look like?

Increasing clarity and transparency of roles and how they fit together as well as providing assurance that pay and grading is fair and will support employees to undertake fulfilling work. Success will enable employees to access career progression opportunities and will reduce disengagement and resignations due to pay, reward, or insufficient opportunities to learn and gain experience.

We will achieve this by:

	Activity	Year 1 2024/25	Year 2 2025/26	Years 3-5 2026/27 – 2028/29
R	Implementing a manageable number of succinct and outcome focused role profiles defining each role's purpose, responsibilities, accountabilities, knowledge, skills, and experience with follow on work outlined in theme 4.	x		
R	Implementing job families that inform horizontal and vertical career pathways outlined in theme 4 and ensure career progression opportunities are available to all eligible employees, regardless of job type.	x		
R	Developing a new pay and grading structure based on market benchmarking.	x		

C	Creating a new job evaluation process to grade and evaluate roles.	x		
R	Designing an approach and underpinning principles for a new Total Reward Strategy.	x	x	
C	Simplifying regrading and promotion processes to acknowledge job growth and exceptional contribution.	x	x	
R	Creating and implementing the new Total Reward approach to remuneration, offering flexibility and choice through a new flexible benefits portal that includes recognition mechanisms.		x	x
R	Ensuring reviews and regular benchmarking of pay and reward are undertaken		x	x

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2. My Wellbeing (W) and (B) Belonging

Our ambition

We will be an inclusive, diverse, and people-oriented City Corporation. We will ensure that all employees are appropriately challenged and supported and are able to work in flexible ways that consider whole life commitments and appropriate boundaries.

What do we need?

An environment where our people feel physically and psychologically safe, demonstrating respect between employees and between employees and Members, where employees have sufficient support and resources to undertake their work, manageable workloads, a sense of control and autonomy, and excellent partnership working.

Why is it important?

Supporting the wellbeing and belonging of our people is critical to our continuing success and we recognise the need to integrate all our people initiatives with EDI objectives that are now being finalised to create an environment of belonging for all.

What does success look like?

Employee survey results show upward trends for employee engagement; how employees view managers / leaders and Members; employees feel valued and listened to; are proud to work in an organisation where all aspects of diversity and inclusion are valued and where there is visible leadership for important issues such as sustainability and climate action. Employee alumni will be encouraged and supported to stay in touch with City Corporation through regular communications. Current and previous employees will be City Corporation's most vocal positive ambassadors.

We will achieve this by:

	Activity	Year 1 2024/25	Year 2 2025/26	Years 3-5 2026/27 – 2028/29
W/B	Undertaking and implementing a values and behaviours project on how we work, how we deliver.	x		
W/B	Creating and sustaining deeper working partnerships across City Corporation with a particular focus on the following: -Members -Institutions & all City Corporation locations -Unions -Equality, Diversity & Inclusion	x	x	x

	-Health & Safety			
W/B	Undertaking collaborative HR/EDI/H&S projects (e.g. to continue the work of the Tackling Racism Taskforce as a top priority; other priorities to be confirmed & addressed individually & through an intersectional lens; eg. gender; disability, etc.).	x	x	x
B	Creating quarterly forums for senior/mid-level leadership / management tiers across up to three groupings. These will be used to share good practices and lessons learned with the goal to increase transparency, decision-making autonomy, empowerment, commitment, measured risk appetite, permission to fail, appreciation, recognition, hierarchy reduction.	x		
B	Undertaking an annual employee survey, creating collective & individual action plans; connecting these directly to future year People Strategy initiatives.	x	x	x
B	Developing cross-City Corporation virtual lunch & learns through networks; eg. on sustainability, digital literacy, EDI, and face to face site visits are encouraged: 'what we do here; what we're proud of.'	x	x	
B	Reviewing and revising our Celebrating our People Awards to connect to new values and behaviours; creating rolling employee case studies / stories of what 'good' looks like; possible annual publication to celebrate success		x	x
W	Researching, benchmarking, and implementing a holistic and proactive wellbeing offer to create consistent conditions for our people to flourish.	x		
W	Introducing an anonymous HR reporting system and process to investigate and resolve employee complaints (scope tbd).	x		
W	Undertaking a stress at work project with Health & Safety that reviews and addresses physical, psychological, psychosocial impacts.		x	
W	Developing and implementing actions to improve autonomy and address frustrations of what we do and how we work.		x	
W	Reviewing occupational health service.		x	

W	Refining mental health awareness training for managers and employees, including stress risk assessments, and reviewing the role of mental health / wellbeing champions.		x	x
B	Introducing communications and staying connected programme for City Corporation employee alumni.			x

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3. Trustworthy Leadership (TL)

Our ambition

We will develop a community of leaders and managers at all levels who create an inclusive and respectful environment. All leaders and managers will consistently role model our values and have the capability and confidence to engage with, develop, challenge, and celebrate our people, take measured risks, and deliver excellent outcomes.

What do we need?

A clear sense of direction and vision that encompasses horizon scanning and strategic thinking with regular opportunities for two-way dialogue and feedback, where reliable, credible, compassionate, values-based behaviours are role modelled and where a collaborative, creative strengths-based approach is taken to culture development.

Why is it important?

Leaders and managers hold critical responsibility for creating a safe physical and psychological working environment, excellent employee experience and exceptional organisational outcomes. Empowering all who lead and manage with the ability to make decisions within appropriate parameters will ensure organisational growth and success.

What does success look like?

Leaders will evidence their positive impact through employee survey results and a robust performance management framework aligned to the Corporate Plan that demonstrate good manager / team engagement, and organisational results will improve year over year, creating a world-class environment.

We will achieve this by

	Activity	Year 1 2024/25	Year 2 2025/26	Years 3-5 2026/27 – 2028/29
TL	Leading the development, communication and embedding of values and behaviours that create an environment where everyone can thrive – through ‘different kinds of conversations’ that forefront time for listening, reflection, and learning.	x	x	x
TL	Creating and sustaining deeper values-based work relationships and reviewing and revising codes of conduct for employees and Members in partnership with the Governance team.	x		

TL	Developing and implementing a new performance management framework that features dynamic conversations with individual and team objectives connected to Corporate Plan outcomes, and including 360-degree feedback, beginning with SLT and ELB	x	x	
TL	Providing programmes of development for SLT / ELB leadership cohorts, including horizon scanning, strategic capability, and inclusive culture team building	x	x	
TL	Providing three levels of integrated and inclusive management / leadership internally delivered cohort-based programmes, for first time, middle and senior managers to enable talent development and leadership succession planning.	x	x	
TL	Developing the Head of Profession People & HR /focused network across City Corporation for information and good practice sharing, networking, and creative collaborations on employee-focused initiatives.	x	x	
TL	Developing leadership capacity and capability across all aspects of EDI; for instance, by widening access and participation range in working groups and meetings, actively listening to understand lived experience, and considering who is in the room, who has a voice.	x	x	x

4. My Talent (T) and Development (D)

Our ambition

We will attract & retain excellent, diverse, local, and national talent to support the success of City Corporation. We will continue to create opportunities for people to develop and grow professionally.

What do we need?

We need a great employer brand and effective, inclusive, internal / external recruitment approaches that are underpinned by proactive workforce planning, supportive onboarding, performance aligned to the Corporate Plan, and development initiatives to support progression & retention.

Why is it important?

Providing effective recruitment, onboarding & development experiences for all our people will pave the way for improved performance, retention, and exceptional organisational outcomes, all aligned to the Corporate Plan.

What does success look like?

Existing and new employees will easily access exciting new opportunities and will be supported and encouraged to develop and progress in their current or their future roles anywhere in City Corporation. They will have the confidence, skills, and capabilities to be able to move or leave when it is the right time to do so and will want to stay, thrive and be part of a world class organisation.

We will achieve this by:

	Activity	Year 1 2024/25	Year 2 2025/26	Years 3-5 2026/27 – 2028/29
T	Introducing a manual process and then automating annual workforce planning to enable understanding of current and future recruitment and succession planning needs, including identifying and addressing skills gaps, critical roles, and improving recruitment timelines.	x	x	x
T	Overhauling end to end internal & external inclusive recruitment / assessment processes to address talent identification and acquisition; including anonymised applications, panel composition review and improving access and accessibility for those from marginalised groups.	x	x	

T	Developing lateral and vertical career path maps based on job families, including access to apprenticeships, secondments, and shadowing opportunities to inform progression and promotion processes.		x	x
T	Developing an employer brand refresh.			x
T	Reviewing and refining organisational structure and organisational design approaches.			x
D	Enhancing central and local induction, including technology led mandatory training.	x		
D	Enhancing Member inductions and training.	x	x	
D	Creating a comprehensive EDI training offering with a focus on awareness raising, skills building, and inclusive culture development, including coaching and embedding EDI in general training.	x	x	
D	Partnering across City Corporation to create / revise and determine solutions to technical & digital / professional / external customer service / conflict skills training needs.	x	x	
D	Introducing online interactive on-boarding and digital learning solutions to address initial and ongoing core probation and training needs.		x	
D	Implementing a systems-based all-employee dynamic conversations and performance management framework with individual and team objectives connected to Corporate Plan outcomes and based on values and behaviours, including dedicated time and resource allocated for development.		x	x
D	Creating job family-based continuous professional development for all employees.			x

5. Modernising (M) Our City Corporation

Our ambition

Our processes, systems and reporting mechanisms will efficiently provide real-time data and information to inform effective prioritisation and decision-making.

What do we need?

We need simple to use, automated people processes. This includes robust and easy to use automated systems that facilitate data collection, including all EDI protected characteristics and social mobility, including disaggregating data by identity characteristics, and consideration, where possible, to how protected characteristics intersect. We need reporting and self-service mechanisms that support prioritisation and decision making. We need easy to understand and simple to use people policies and the ability to create simple, effective, and timely workforce planning solutions.

Why is it important?

We understand that ensuring our people can focus on doing their jobs well by using simple and efficient processes and policies is essential for our success.

What does success look like?

All data held about our people is of high quality, ensures legal compliance and adheres to GDPR requirements with good insights available through dashboards and reporting that can be used with confidence for action planning and prioritised decision making, with particular attention to ensuring fairness across our workforce. Recruitment and workforce planning processes are simple, fair, and inclusive. Policies, processes, and practices are fully legally compliant and simple to use and understand.

We will achieve this by:

	Activity	Year 1 2024/25	Year 2 2025/26	Years 3-5 2026/27 – 2028/29
M	Continuing to make back-office improvements and data cleansing within the existing People system in preparation for the new Enterprise Resource Planning (ERP) system.	x		
M	Creating an agile talent management approach by implementing and embedding contingent labour & casuals labour approaches.	x		
M	Continuing to improve data and insights, including improving data gathering through	x	x	x

	extensive and sustained communications in partnership with EDI and Communications, dashboard provision and reporting on all protected characteristics, and social mobility, disaggregated where possible by identity data.			
M	Undertaking a comprehensive compliance and risk management audit of HR policies, creating a prioritisation matrix and calendar for updates to all HR policies, procedures, and manager/employee guidelines with a focus on those that have the greatest impact on managers and employees, undertaking work to on those prioritised as most urgent in year one.	x		
M	Adjusting HR policies as required due to legislative, regulatory, internal, external changes.		x	x
M	Implementing and embedding the ERP system to bring together financial and people data and provide easy-to-use automated system for the management of people processes including recruitment, onboarding, induction, probation, performance management, development, talent management, succession planning, and exiting.		x	x



Appendix 2: Key Performance Indicators

We will measure our progress by baselining data and setting targets using the following measures:

Measure	Current Baseline	Future Baselines and Targets
Theme 1: My Contribution, My Reward – Ambition 25		
% Turnover	14% all reasons. 11% voluntary (2022/23)	2023/24 Baseline and 2024/25 Target to be set
% voluntary turnover in first two years of employment (based on headcount)	20.3% (2021/22-2022/23)	2023/24 Baseline and 2024/25 Target to be set
Voluntary turnover reason trends (data now being collected)		2023/24 Baseline and 2024/25 Target to be set
% ethnicity pay gap	Mean hourly rate – 17.4% Median hourly rate – 14.7% (2022/23)	2023/24 Baseline and 2024/25 Target to be set
% gender pay gap	Mean hourly rate – 4.5% Median hourly rate – 2.7% (2022/23)	2023/24 Baseline and 2024/25 Target to be set
% disability pay gap	Mean hourly rate – 8.8% Median hourly rate – 2.4% (2022/23)	2023/24 Baseline and 2024/25 Target to be set
% social mobility pay gap to be added when data is available		2025/26 Baseline and 2026/27 Target to be set
Pay benchmarking reviews to be added through Ambition 25 project; groupings of		2025/26 Baseline and 2026/27 Target to be set

appropriate benchmarking comparators will be determined		
Theme 2: My Wellbeing My Belonging		
Employee survey participation	51% (2022)	2024/25 Target to be set
Employee survey engagement* *Five survey elements were used to create the engagement measure: 1. The purpose of City Corporation makes me feel good about my work. 2. I have confidence my career aspirations can be met at City Corporation. 3. I feel valued and recognised for the work I do. 4. I feel appropriately supported through change. 5. City Corporation has a culture of openness, transparency, and inclusion	52% (2022)	2024/25 Target to be set
Rolling average sick days per FTE (and review other patterns of sickness absence).	0.6 (2022/23)	2023/24 Baseline and 2024/25 Target to be set
Number of referrals to occupational health function.	61 (2022/23)	2023/24 Baseline and 2024/25 Target to be set
Employee Assistance Programme utilisation as a percentage, calculated as counselling and advice calls against headcount	5.7% (2022/23)	2023/24 Baseline and 2024/25 Target to be set
Number of grievance cases / outcome trends (data now being collected)		2023/24 Baseline and 2024/25 Target to be set
Number of bullying and harassment cases / outcome trends (data now being collected)		2023/24 Baseline and 2024/25 Target to be set
Number of anonymous complaints about employee issues (such as racist incidents, bullying and harassment), investigated, and resolved. Note – the specific nature of complaints to be included are still to be confirmed as part of next steps scoping		2025/26 Baseline and 2026/27 Target to be set
Stress Indicator Tool measurements and reporting to be developed w/H&S		2025/26 Baseline and 2026/27 Target to be set
Safety index score to be developed w/H&S		2025/26 Baseline and 2026/27 Target to be set
Theme 3 – Trustworthy Leadership		
<ul style="list-style-type: none"> Measuring responses to employee surveys, setting baselines and targets, and creating action plans to address gaps. Creating a new performance management framework, beginning with senior leaders, that will eventually include 360-degree feedback and reportable and actionable measures. <p>Attributes that have been highlighted include (but are not limited to) the following:</p>		

<ul style="list-style-type: none"> • Measuring against revised code of conduct in relation to leadership of values and inclusive behaviours (once these are created and agreed). • Actively contributing to and promoting an inclusive culture that forefronts equity, wellbeing and belonging. • Enabling and empowering team members through projects, secondments, development activities including mentoring, coaching and sponsorship programmes, and promotion. • Demonstrating connectedness of teams. 		
Theme 4 – My Talent and Development		
Average time to hire in days: as measured across 3 elements: 1) manager request to advertisement live 2) advertise close to conditional offer 3) conditional offer to all checks complete (data now being collected)		2023/24 Baseline and 2024/25 Target to be set
Diversity of applicant pipeline, measured at application, shortlisting, and appointment		2025/26 Baseline and 2026/27 Target to be set
Indicative historical figures are provided below to highlight possible future measures for career pipelines across EDI characteristics to enable target setting based on the communities around us. This is NOT an exhaustive list and is provided as an exemplar only, noting there continues to be a high level of missing and incomplete data		
% of Ethnic Minority employees	18% (2022/23)	2025/26 Baseline and 2026/27 Target to be set
% of Ethnic Minority employees grades H - SMG	11% (2022/23)	
% of women employees	51% (2022/23)	
% of women grades H - SMG	41% (2022/23)	
% of LGBTQ+ employees	6% (2022/23)	
% of LGBTQ+ employees grades H - SMG	6% (2022/23)	
% of employees declaring they meet the Equality Act definition of disability	5% (2022/23)	
% of employees declaring they meet the Equality Act definition of disability grades H - SMG	3% (2022/23)	
% of annual appraisal completions	80% (2023/24)	82%
% of internal appointments (data now being collected)		2023/24 Baseline and 2024/25 Target to be set
Number of capability cases / outcome trends (data now being collected)		2023/24 Baseline and 2024/25 Target to be set

Number of disciplinary cases / outcome trends (data now being collected)		2023/24 Baseline and 2024/25 Target to be set
% employees undertaking at least one learning & development opportunity each year		2025/26 Baseline and 2026/27 Target to be set
% of positive responses to 'how was my onboarding' survey in 6 months of start		2025/26 Baseline and 2026/27 Target to be set
Theme 5: Modernising Our City Corporation		
Measure	2022/23 Baseline	Future Baselines and Targets
Levels of missing data around employee equalities characteristics for:		
Ethnicity	23%	2023/24 Baseline and 2024/25 Target to be set
Sexual orientation	32%	2023/24 Baseline and 2024/25 Target to be set
Disability	27%	2023/24 Baseline and 2024/25 Target to be set
Religion / Belief	32%	2023/24 Baseline and 2024/25 Target to be set
Social Mobility	89%	2023/24 Baseline and 2024/25 Target to be set
Policy updates adherence to annual revision calendar		2024/25 Baseline and 2025/26 Target to be set



Annex 1: People Strategy Definitions

(Initial definitions have been provided by City Corporation subject matter expert leads in Human Resources, Health & Safety, and Equality, Diversity & Inclusion³)

“Our words create our worlds.” Pierre du Plessis

The language we speak, hear, and read, and with which our minds reflect our place in the world, shapes our reality. Our intention here, based on feedback by employees about the development of the People Strategy, is to provide a glossary of definitions.

It is impossible to create definitions with universal agreement, especially as language and terminology is continually evolving; however, it is critical to make a start to begin to create a sense of shared understanding of what we mean when we use certain words.

Belonging: a concept from social psychology used to describe an individual's quality of social connections, and the extent to which they feel like a valued member of a group.

Equality: the right of different groups of people to receive the same treatment.

Equity: fair treatment for all people, so that the norms, practices, and policies in place ensure identity is not predictive of opportunities or workplace outcomes. Equity differs from equality in a subtle but important way. While equality assumes that all people should be treated the same, equity takes into consideration a person's unique circumstances, adjusting treatment accordingly so that the result is equal.

Diversity: who is represented in the workforce. Some examples of diversity in workplaces include:

- **Gender diversity:** What makes up the composition of men, women, and nonbinary people in a given population?
- **Age diversity:** Are people in a group from mostly one generation, or is there a mix of ages?
- **Ethnic diversity:** Do people in a group share common national or cultural traditions, or do they represent different backgrounds?
- **Physical ability and neurodiversity:** Are the perspectives of people with disabilities, whether apparent or not, accounted for?

³ EDI definitions: McKinsey & Company; Cambridge Dictionary; Merriam Webster Dictionary.

These are a few of the most common examples, but what is considered diverse can range widely. Although there is sometimes a tendency to assume diversity is about others, in fact, everyone is diverse.

Inclusion: the practice or policy of providing equal access to opportunities and resources for people who might otherwise be excluded or marginalised, such as those who have physical or intellectual disabilities and members of other minority groups.

Intersectionality: the complex, cumulative way in which the effects of multiple forms of discrimination (such as racism, sexism, and classism) combine, overlap, or intersect, especially in the experiences of marginalised individuals or groups. Kimberlé Crenshaw introduced the theory of intersectionality, the idea that when it comes to thinking about how inequalities persist, categories like gender, race, and class are best understood as overlapping with all elements forming essential parts rather than being isolated and distinct.

Physical safety: the absence of harm or injury that can be experienced by any person from a physical object or practices that include a physical object.

Psychological safety: the ability to speak up, take interpersonal risks and challenge without fear of negative repercussions.

Psychosocial safety: the conditions in the workplace that affect the psychological and social wellbeing of employees and involves factors such as work organisation, job design, interpersonal relationships, organisational culture, and management practices.

Trust: based loosely on the Trust Equation by Charles Green: a model of trust that details four components that affect trust. Three of them increase a person's trustworthiness: credibility, reliability, and good relationships. The fourth one, self-interest, reduces a person's trustworthiness.



Annex 2: Engagement in the development of the People Strategy

Employee and Member Engagement leading to People Strategy Creation
Period Covered: July – November 2023

1. Employee Engagement

A summary follows highlighting People Strategy priorities based on employee engagement.

My Contribution, My Reward

- All agreed this is our top priority. We need to get this right.
- Work is underway already through a separate consultation process happening in parallel with broader engagement on the less developed areas of the People Strategy.
- Reward Refresh Project name too unspecific – the word “refresh” does not cover what is happening which is a complex project across the whole City Corporation – need to focus on pay and recognition as baseline. Renamed project to Ambition 25: My Recognition, My Reward.
- It was explained that The Ambition 25 project seeks to improve recruitment and retention and ensure fairness, transparency and equity throughout the reward structure.

My Wellbeing & Belonging

- Our second priority is wellbeing and belonging with a genuine focus on equality, diversity, and inclusion.
- What is wellbeing? Values need to be role modelled. Wellbeing is psychological safety where colleagues can share ideas and take risks.
- Flexibility at work, rather than using the terms work life balance or integration is more descriptive of what is needed. Boundaries between work and other parts of life need to be clear and respected.
- Wellbeing is about 1) physical space 2) physical safety 3) psychological safety and 4) psychosocial safety and is a key leadership responsibility for all who manage and lead others; definitions are needed for each.
- Wellbeing is also impacted through interactions with external communities as well as internal colleagues; including employees who experience discriminatory, insulting & even criminal behaviours by the public – better reporting & employee

training needed to provide support to know how to manage tricky situations & maintain wellbeing.

- Challenging Member behaviours also impact employee wellbeing; Members need to role model the type of behaviours we wish to see in employees.
- Every day racism is hurtful as are other discriminatory behaviours. What behaviours do we want to embed? Employees often do not feel safe speaking up. An anonymous reporting system is needed.
- We need to provide better access to employees to offerings made externally through events and networks; collaborating and partnering more with businesses and others.
- Employee networks such as EDI networks struggle to use our own facilities due to prohibitive catering costs and difficulty getting space.
- We need to continue to break down siloes to understand what people do (including more attention to Heads of Profession); challenges faced; share good practices; develop communities.
- Team / area meetings can support or detract from a feeling of belonging; how often they are held; what format they take; who does the talking; how is information shared both about the area and the wider organisation; how are people recognised for good work? How are new starters introduced?
- All areas need to be considered in relation to wellbeing and belonging initiatives; not just office-based employees.
- A policy on violence and abuse of employees by external communities is needed – a no tolerance policy and clear sign posting.

Effective (Trustworthy) Leadership

- Although this is our third priority, good leadership is critical to all themes.
- Effective leadership feels top-down. Trust-worthy leadership embodies credibility, reliability, good relationships, and shared purpose.
- How can we better understand connections to Members?
- We need greater transparency about how decisions are made.
- Employees would value an increase of autonomy of ownership and if decisions could be pushed further down from senior leadership levels; a great deal of time is spent simply reporting upward on work underway, rather than doing the work itself.
- The role modelling of leadership behaviours should include the demonstration of inclusion, equity, and wellbeing; the 'heart' of City Corporation.
- Managers need to emphasise the value they place on employee training by ensuring time and resource is allocated for employees to undertake as well as to engage in City activities (e.g. EDI networks); the ambition is to make City Corporation more of a 'learning' organisation.
- 'Accidental' managers require support & development to effectively carry out responsibilities.
- One area commented they were not keen on the term 'trustworthy' leadership – need to continue to emphasise what 'trustworthy' means in our context: demonstrating credibility; reliability; good relationships; working to a greater purpose to benefit the organisation (rather than self-interest).
- Staff surveys are important, and people need to know something will be done; need to focus beyond quick wins; need to measure progress and benchmark with other organisations; not just local councils.

- Greater leadership stability is required; there continues to be constant flux, particularly at senior levels, leading to continuous uncertainty on priorities, expectations, approaches to work and change.
- A good deal of leadership language here still has a very top-down approach.
- Need to look at people development and success.
- Near miss incident reporting can be a good indicator of a 'safe' environment

My Talent & Development

- Our fourth priority is to support the development of our current and future workforce.
- We need clearer career pathways. Our learning is outdated and needs to be revamped for a digital age. We are focusing on key elements of inclusive recruitment, including apprenticeships, a review of contingent labour and creation of management programmes.
- Internal career development will be a critical element within the People Strategy; including the opportunity to consider succession planning and lateral as well as vertical moves across the entire unique organisation that is City Corporation; this will become easier as Ambition 25 brings more clarity to roles, job families and interconnections; technical specialties as well as management pathways in some areas.
- Secondments and shadowing opportunities would also be great additions; more opportunities to gain experience on the job rather than in a classroom.
- Apprenticeships and graduate scheme welcomed; however, also need to provide short, sharp development (e.g. centrally run manager pilot programme underway).
- More bite-size technical training would also be welcomed – e.g. Finance and IT; apps for use in hybrid team meetings to increase participation and engagement.
- A high profile for sustainability and climate justice externally; how to embed more deeply across City Corporation; an appetite by employees to engage in this space.
- Some areas also have funding to create their own development programmes; inconsistencies between areas are noticed; what do areas do when there is no budget for staff development?
- Need to 'sell' City Corporation better as a contemporary employee brand while not losing the 'bizarre and weird' unique traditions that its history brings.

Modernising and Transforming Our City Corporation

- Our fifth priority is getting the basics right. This is foundational and we want to see this work completed. It is important to just get on with this work which will make it important as a baseline.
- Our people systems and processes need streamlining and modernising. City People Improvement Projects & Enterprise Resource Planning (ERP) project.
- Modernising is about getting the basics right; transformation will come from the outcomes contained in other themes.
- Policies are not written in helpful ways for users; too ambiguous; too negative in approach and tone; need to be clearer, simpler, and more specific on responsibilities; overuse of the passive tense.

2. Member Reference Group Engagement

Member engagement has been initiated through the creation of a Member Reference Group (RG) that launched in November 2023 and will meet quarterly over the course of the five-year People Strategy. The group will report formally to Corporate Services Committee.

The Chair of the RG will be the Chair or Deputy Chair (as availability permits) of Corporate Services Committee. The full membership is as follows:

1. Alastair Moss (Chair) (AM)
2. Florence Keelson-Anfu (Deputy Chair) (FKA)
3. Deputy Henry Colthurst (HC)
4. Anthony Fitzpatrick
5. Steve Goodman
6. Alderman Alison Gowman
7. Deputy Shravan Joshi
8. Deputy Edward Lord
9. Paul Martinelli
10. Catherine McGuinness
11. Deputy Andrien Meyers
12. Alison Littlewood, Interim Chief People Officer
13. Additional Members and/or Officers may be invited to attend as appropriate.

My Contribution, My Reward

- This project is progressing as a separate strand with close Member and Officer oversight and its outcomes will provide a critical foundation to further work within the People Strategy, particularly in the areas of Recruitment and Workforce Planning, Total Reward and Benefits, Career Progression, Development and Retention.

Wellbeing and Belonging

- Belonging includes having a voice and feeling safe to use it and wellbeing includes considering the whole person, not just what people do at work; 'being human.'
- In some cases, sickness absence has reduced, and mental health had improved when employees have been in the office and younger employees in particular welcome the opportunity to receive mentoring by senior members of staff when they are all in the office.
- While there is a global push by many organisations to return to full on-site working, equity does not mean treating everyone the same. The benefits of learning from COVID in relation to adjustments to working patterns that have also benefited people and organisations should not be abandoned.

Effective (Trustworthy) Leadership

- Leadership today is about the importance of embracing new ways of working; City Corporation needs to ensure action is taken when individuals or managers are simply unable to do their job; competence is important, along with ensuring they are fully committed – engaging heads and hearts.

Talent and Development

- Talent development / career progression and EDI should not be in tension. Managers need to be clear about expectations and in truly diverse organisations, this requires reflection about what good looks like.
- Training on and off the job is important; formal and informal; F2F as well as remote. It would be beneficial to offer training in multiple locations across City Corporation which requires time and resources to make happen.

Modernising and Transforming Our City Corporation

- The work on getting the basics right with processes and systems as well as the significant Enterprise Resource Planning project is progressing. The ERP implementation will provide a sound foundation for data, reporting and prioritised decision-making as the People Strategy progresses.

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Agenda Item 8

Committee(s)	Dated:
Planning and Transportation Committee Policy and Resources Committee Court of Common Council	31/01/2024 22/02/2024 07/03/2024
Subject: City Plan 2040	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1,2,3,5,6,7,8,9,11,12
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	Around £250,000 for FY 2024/25
What is the source of Funding?	Additional funding may be required depending on budget allocations for FY 2024/25
Has this Funding Source been agreed with the Chamberlain’s Department?	Budget setting for FY 2024/25 is ongoing
Report of: Bob Roberts, Interim Executive Director of Environment	For Decision
Report author: Rob McNicol, Assistant Director – Planning Policy and Strategy	

Summary

The City Plan 2040 is a new local plan for the City of London, setting the policies and strategic priorities that will guide the growth of the Square Mile up to 2040. The City Plan has been in production for a number of years, with initial ‘issues and options’ explored and consulted on in 2016, a draft plan consulted on in 2018/19, and a proposed submission version of the Plan produced and consulted on in 2021.

Over the last 18 months, new evidence has been produced and further informal engagement has taken place to inform the Plan. The City Plan has been amended to reflect the findings of evidence, to take into account the engagement responses received, and to align the Plan with other updated corporate strategies – work that has been informed by the advice of the Local Plan Sub-Committee. The Plan has also been updated in light of changes to the National Planning Policy Framework in December 2023.

This paper sets out the outcomes of engagement, the direction of the redrafted Plan and summarises the main changes to policies. It is proposed that this latest version of the City Plan is progressed through pre-submission consultation before being submitted to the Secretary of State for public examination.

Recommendation(s)

Members are asked to:

- Agree the proposed changes to the City Plan set out in Appendix 2 and that the City Plan 2040 (Appendix 3) be published for pre-submission consultation, subject to the approval of the Policy and Resources Committee and Court of Common Council;
- Agree that, following consultation, the City Plan, the public representations and other supporting documentation be submitted to the Secretary of State, for examination;
- Authorise the Planning and Development Director, in liaison with the Chair and Deputy Chair of the Planning & Transportation Committee, to compile a list of further changes to the City Plan in response to public representations and submit this to the Secretary of State; and
- Authorise the Planning and Development Director to make further non-material amendments and editorial changes prior to public consultation and submission to the Secretary of State.

Main Report

Background

1. The City Plan 2040 has been in development for a number of years and has undergone extensive public engagement over this time:
 - 2016 – an issues and options consultation took place (the ‘regulation 18’ consultation)
 - 2018 – consultation on a draft local plan
 - 2021 – the first proposed submission version of the City Plan 2036 was published and consulted on (regulation 19 stage)
2. On 14 December 2021, this committee decided not to submit the City Plan 2036 to the Secretary of State immediately for examination but instead to undertake further evidence work and revise the City Plan in light of the issues raised during the pre-submission consultation. These issues are set out in the report to that committee and primarily related to:
 - Tall buildings and their impacts on heritage, including an issue of ‘non-conformity’ with the London Plan
 - Sustainability, in particular the approaches to embodied carbon and demolition
 - The need for more recent evidence on office and retail demand, given shifting working patterns and changes to shopping behaviours following covid-19
 - How inclusive approaches can be woven into more aspects of the City Plan, especially as the City aims to widen its appeal to visitors.

3. The work required to address these issues has been carried out over the last 18 months, and relevant changes have been made to the City Plan, as set out in this report and in appendix 1. That committee also decided to extend the end date of the City Plan to 2040, in order to align with the net zero carbon target for the Square Mile in the Climate Action Strategy and to allow for the Plan to cover a 15 year timeframe, as required by national policy.
4. In recent years, there have been a number of changes to the planning system and updated local strategies that have warranted and informed updates to the City Plan. These are discussed in relation to the relevant policies below, and include:
 - An updated National Planning Policy Framework (NPPF) published in December 2023, with the main changes for plan-making being to how housing requirements are calculated;
 - The introduction of requirements for development to deliver biodiversity net gain, set out in national legislation;
 - Changes to the use class order, bringing together retail and services, cafes and restaurants, some community uses and workspaces into a single use class, allowing change of use between them without the need for planning permission;
 - The introduction of the City Corporation's flagship Destination City vision, to transform the Square Mile into a leading destination for leisure, culture and recreation;
 - Updates to the City Corporation's Transport Strategy;
 - A new Sports Strategy for the City Corporation.

Informal Public Engagement

5. During the summer of 2023, informal public engagement was undertaken to inform changes to the City Plan 2040. Ten public events were held, split between those covering specific themes and those related to the City's seven Key Areas of Change. Online engagement through the Planning Division's Commonplace platform was also carried out. The main issues raised during the consultation are summarised below.

Healthy Streets and Spaces

6. This session explored the potential and challenges for the City's streets and open spaces. Participants identified the following priorities for the revised City Plan:
 - Greater provision and quality of publicly accessible open space at ground level; places to relax, rest and spend time – especially near the Thames;
 - More roof gardens, ensuring they are inclusive and welcoming for all;
 - More childcare, school and health facilities;
 - Better quality and greater access to play space, particularly near residential areas and near attractions for families;

- To ensure suicide prevention measures are incorporated into the design of high level spaces;
- To address overcrowded streets and spaces;
- To encourage temporary events, exhibitions, pop-up activities and street markets;
- To create a greener public realm;
- To improve cycle parking, particularly near busy areas.

Future Office Needs

7. This session explored how the qualitative and quantitative demand for office floorspace has changed and is likely to influence office supply over coming years. Participants identified the following priorities for the revised City Plan:
- The need to address challenges faced by grade B office stock, potentially allowing greater flexibility to change use;
 - Finding the right balance in meeting demand, seeking to meet future office demand in sustainable ways;
 - Opening up office lobbies and making them more welcoming spaces that contribute to the life of the City;
 - Make better use of empty shops, particularly when affected by office developments;
 - Ensure the City has high quality public realm and leisure and cultural facilities, reflecting the standing of the Square Mile as a world-class office location.

Tall buildings and heritage

8. This session explored how the City Plan's tall buildings approach can reflect the requirements of the London Plan; how to strike a balance between the development of tall buildings and the impacts on historic buildings and areas; and how tall buildings can positively contribute to the Square Mile. Participants identified the following priorities for the revised City Plan:
- The need to minimise harm to heritage assets;
 - The need to celebrate our heritage and the City's hidden gems;
 - Need for tall buildings to have good quality public realm around them;
 - The juxtaposition of old and new and different styles remaining a key part of the Square Mile's character;
 - A greater variety of public experiences in tall buildings;
 - Using tall building clusters to deliver greater sustainability benefits;
 - The need to ensure appropriate flexibility over the precise height of tall buildings while giving clarity over suitable heights.

Culture and Destination City

This session explored the role of cultural attractions in the City, and the way that development can help to create a 'Destination City' for the Square Mile. Participants identified the following priorities for the revised City Plan:

- The need to celebrate the City’s hidden gems;
- Encouraging an active street culture, with public spaces that have markets, spill-out space, events and activities;
- Make more of the north bank of the Thames;
- Ensure we have the right facilities and complementary uses – public toilets, open spaces, food and drink – to complement cultural and leisure offers;
- Clear signs and wayfinding, and inclusive approaches to public welcome, particularly for spaces accessed through buildings such as roof terraces.

Sustainable Development

This session explored how development in the City can assist in meeting our net zero targets and enable the City to adapt to the changing climate. Participants identified the following priorities for the revised City Plan:

- The need to shift the culture away from ‘demolition first’ to ‘retrofit first’;
- Promoting retrofit while recognising that this may not be feasible for all buildings;
- Explore change of use to incentivise retrofit, while ensuring this doesn’t result in low quality conversions;
- Prioritise long-term planning for sustainable power and energy infrastructure;
- Ensure new buildings can be adapted and updated in the long term, reducing the need for future demolition.

Key Areas of Change

Engagement sessions were held for the Key Areas of Change, exploring what people value about each area and how development can support positive change in each area. These are summarised in the table below:

Key Area of Change	Engagement feedback
City Cluster	People value: <ul style="list-style-type: none"> • Leadenhall Market • City Skyline and views of and from tall buildings • Iconic architecture Priorities for change: <ul style="list-style-type: none"> • Reinvigorating Leadenhall Market • Capitalising on existing and emerging attractions and the area’s connectivity • Creating improved public realm and walking and cycling routes • More active frontages
Liverpool Street	People value: <ul style="list-style-type: none"> • Liverpool Street station • Connectivity to other places Priorities for change:

	<ul style="list-style-type: none"> • Improvements to the public realm along Bishopsgate, particularly near the station entrance • Improvements to the arrival experience at Liverpool Street station • Safer streets, enhanced public realm and improved walking and cycling across the area
Aldgate, Tower and Portsoken	<p>People value:</p> <ul style="list-style-type: none"> • Green open spaces • Local shops • Housing <p>Priorities for change:</p> <ul style="list-style-type: none"> • Enhancements to the public realm • More places to sit, relax and socialise • Better cycling routes • More and improved play and open spaces • Ensuring new development doesn't unduly affect residential areas • Need for social infrastructure, particularly GP surgeries • Local shops to serve resident population
Barbican and Smithfield	<p>People value:</p> <ul style="list-style-type: none"> • Cultural uses and heritage • Green open spaces and biodiversity • Housing and the residential feel of parts of the area <p>Priorities for change:</p> <ul style="list-style-type: none"> • Better walking and cycling routes, including improvements to Beech Street • More places to relax, enjoy and spend time • Enhancing the area's culture offer, including its existing 'hidden gems' like St Bartholomew the Great
Fleet Street and Ludgate	<p>People value:</p> <ul style="list-style-type: none"> • The area's historic courts and alleys • The Fleet Street thoroughfare • The area's historic and cultural attractions <p>Priorities for change:</p> <ul style="list-style-type: none"> • Enhancing Fleet Street, creating more activity and reinvigorating the retail offer • Places to socialise and spend time • Better walking and cycling routes

	<ul style="list-style-type: none"> • Opportunities for meanwhile use
Blackfriars	<p>People value:</p> <ul style="list-style-type: none"> • Public space along the riverfront <p>Priorities for change:</p> <ul style="list-style-type: none"> • Generous public open spaces • Enhancements to the riverside walk • Improved connectivity to the riverside • Tackling the impermeability of the area and the unattractive character of many buildings • Exploring opportunities for the undercroft to the west of Blackfriars Bridge
Pool of London	<p>People value:</p> <ul style="list-style-type: none"> • The Thames riverside walk <p>Priorities for change:</p> <ul style="list-style-type: none"> • Enhancing the riverside walk • Creating inclusive public open spaces by the river • Improvements to walking and cycling in the area, especially the accessibility of the riverfront walk which is overly narrow in places • Need for improved retail, leisure and cultural offer

9. The priorities identified have informed the latest version of the City Plan 2040. Appendix 1 to this paper sets out the changes made to the plan and how the informal engagement informed those changes.

The Revised City Plan 2040

10. This latest version of the City Plan takes the City Plan 2036 (consulted on in 2021) as its starting point. While changes have been made, it remains consistent in many ways with the previous version of the Plan. The subject and approach of many policies remains as before, and the strategic priorities (which have been added in this version) are based on the spatial strategy from the previous version. The overall approach in the Plan is similar to earlier versions; recent evidence and the public engagement have informed changes but have on the whole broadly confirmed that the direction of travel of the 2021 version remains a sound approach to planning for the future of the Square Mile.
11. Two versions of the City Plan 2040 have been appended to this paper. Appendix 2 sets out the City Plan as a ‘tracked change’ version, showing the amendments compared to the City Plan 2036. Appendix 3 sets out a ‘clean’ version of the City Plan 2040. Many of the changes that have been made to the Plan are to

eradicate duplication and make it a more usable document. More substantive changes are highlighted in this report.

Chapter 1 – Strategic Priorities

12. The City Plan 2040 covers a wide range of issues, and it is important that the Plan has clear priorities for its delivery. Identifying ‘strategic priorities’ is also a requirement of legislation. Chapter 1 of the Plan sets these priorities out, and these underpin the strategic policies that form the backbone of the Plan. These priorities build on earlier versions of the City Plan, and have been informed by engagement work, evidence and relevant strategies.

Chapter 2 – Spatial Strategy

13. The ‘key diagram’ in this chapter sets out the overall spatial vision for the growth of the Square Mile. It identifies the Key Areas of Change, where we envisage transformational growth over the lifetime of the Plan. It identifies residential areas, where the Plan seeks to focus residential growth; existing and forthcoming major visitor destinations; key heritage assets; major improvements to the street network; green areas; the City’s principal shopping centres; the legal cluster in the west of the City, including the Temples; and riverside features such as the riverside walk, Walbrook Wharf and planned open spaces along the river.
14. The spatial strategy for the Plan sets out at a high level how those policies with a spatial element will affect different parts of the Square Mile, for example covering where the City will see the most substantial office growth.

Chapter 3 – Health, Inclusion and Safety

15. This chapter helps to realise a range of strategic priorities, particularly creating a more inclusive, healthier and safer City for everyone.
16. The built environment can be a significant determinant of health outcomes, and this chapter seeks to create a healthier City by promoting buildings designed with health in mind; improving air quality; creating and protecting quieter spaces in the City; protecting health facilities and promoting new ones in suitable locations; tackling noise; managing construction; requiring the provision of public toilets in appropriate development; and requiring health impact assessments. Health is addressed in many other areas of the City Plan, including through the promotion of the Healthy Streets Approach in Chapter 10 and the creation of new and improved open spaces in Chapter 12.
17. This chapter also seeks to promote sports, recreation and play in the City, protecting existing facilities and encouraging new ones in appropriate locations, reflecting the aims of the City Corporation’s Sports Strategy.
18. Inclusion is threaded through many aspects of the City Plan. This chapter includes an overarching policy on inclusive buildings and spaces, requiring high

standards of accessibility and inclusive design, including through the use of equality impact assessments and by requiring the provision of spaces that are free to access. Many other parts of the City Plan also highlight the need for inclusive approaches, including policies on play areas (see policy HL9); the need for affordable housing and the design of new housing (see Chapter 4); promoting inclusive working environments (see policy OF1); securing inclusive public realm (see policy DE3) and ensuring elevated public spaces and cultural, leisure and recreation offers are welcoming and inclusive for everyone (see policy DE5). Inclusion is also addressed in a number of the Key Areas of Change, particularly to ensure that areas such as the Pool of London provide inclusive, free to access public areas.

19. Strategic Policy S2 addresses safety and security, seeking to ensure development contributes to wider security and treats safety and security as inherent parts of site design. Elsewhere in the Plan, policy DE5 (Terraces and Elevated Public Areas) highlights the need for these spaces to address safety and security risks at design stage, including to reduce the potential for suicide or falling. The transport policies in Chapter 10 also seek to create a safer environment for everyone on and around the City's streets. Policy DE9 on lighting seeks to ensure that the lighting of new development, and in particular the public spaces around buildings, takes into consideration public safety.

Chapter 4 – Housing

20. This chapter sets out how the City Plan will meet the requirements of the London Plan and national policy in delivering housing in the City. Policy S3 (Housing) identifies the housing provision required for the City Plan, and this has been informed by an update to the City Corporation's Strategic Housing Market Assessment.
21. Since the Regulation 19 consultation, work has been undertaken to establish the best approach to meeting the City's housing requirement. The option of identifying specific sites was explored; however, a 'call for sites' exercise yielded limited developer interest for housing development in the Square Mile. Given the strong track record of delivery through 'windfall', ie unidentified sites, over the longer term, the City Plan 2040 continues this approach while providing greater certainty over the areas that would be suitable for new housing by identifying them clearly on a map (see Policy HS1 – Location of New Housing).
22. This chapter has also been amended to reflect changes to the NPPF, published in December 2023. These are set out below in paragraphs 59-64.

Chapter 5 – Offices

23. This chapter continues the City Corporation's long-standing approach of supporting economic and employment growth in the City through the delivery of additional office floorspace; resisting the loss of existing offices in many instances; and seeking to encourage investment in existing office stock. This approach also reflects the requirements of the London Plan, which promotes employment growth in the City in particular.

24. The chapter has been informed by a report by Arup/Knight Frank for the City Corporation, which identified strong positive demand for office floorspace over the lifetime of the City Plan.
25. Policy OF1 (Office Development) seeks to prioritise retrofitting of existing buildings, in line with the 'retrofit first' approach set out in Chapter 9 of the City Plan. It also requires office design to be of a high standard, with supporting text recognising the role office lobbies could play in supporting the wider life of the Square Mile.
26. The 'retrofit fast track' has been introduced in policy OF2 (Protection of Existing Office Floorspace). This allows a route to convert existing office buildings to a hotel, education or cultural use provided that the office is not strategically important and that it has been marketed as an office. This strikes a careful balance between seeking to promote investment in existing offices, incentivising retention of buildings where a change of use is being pursued, and recognising the challenges some grade B offices face in meeting market demand.

Chapter 6 – Retail

27. This chapter has been informed by recently completed retail evidence, which shows that over the long term there remains strong demand for retail uses in the Square Mile, supported by a growing workforce and increased visitor footfall. The evidence recognises that there is a current over-supply of retail premises in the Square Mile and relatively higher vacancy rates; however these are expected to reverse over coming years and it's important that the planning system takes a long-term stance.
28. The policy takes a more flexible approach to retail and related uses, seeking to promote more diversity of active frontages across the City and in the Principal Shopping Centres. This will enable businesses greater opportunity to start and scale up, and reflects the introduction of Class E use class by the government, which widens the range of uses between which premises can change without the need for planning permission.

Chapter 7 – Culture and Visitors

29. The City Corporation's Destination City vision has had a significant impact on this chapter, which recognises the crucial role that culture and visitors will have to play in creating a more vibrant Square Mile that is a welcoming destination for everyone.
30. Policy S6 (Culture and Visitors) seeks the development of a wide range of cultural, leisure and recreational facilities across the City. It provides links to the Culture Planning Framework, which is currently under development, and which will set out a framework for how new development can support the cultural life of different parts of the Square Mile, informed by extensive research.

31. Policy CV2 (Provision of Arts, Culture and Leisure Facilities) requires the provision of arts, culture or leisure facilities in major developments, commensurate with their size. This builds on recent successes secured through the planning system such as the Migration Museum, and complements the delivery of elevated public spaces in tall buildings (as required in Policy DE5 (Terraces and Elevated Public Spaces)).
32. Policy CV4 (Hotels) sets out a positive approach to the provision of visitor accommodation, reflecting recent evidence from Avison Young for the City Corporation.

Chapter 8 – Infrastructure

33. This policy seeks to deliver infrastructure and utilities provision for the City that supports its functions and seeks to deliver a net zero and climate resilient Square Mile. It requires developers to engage with infrastructure providers and take steps to minimise demand for power, water and utility services. The approach in the chapter has been informed by the City Corporation's Utilities Infrastructure Strategy and the Local Area Energy Plan.

Chapter 9 – Design

34. The design of buildings and spaces plays a vital role in ensuring development is sustainable, makes a positive contribution to the City's aesthetic qualities, and meets the requirements of all users. Policy S8 (Design) sets out a range of requirements covering issues ranging from sustainable design, form and layout, experience of spaces, and the quality and character of buildings.
35. Policy DE1 (Sustainable Design) sets out a 'retrofit first' approach, requiring all major development to undertake options appraisal to identify the most sustainable and suitable approach for the site. The policy also sets high standards for environmental performance of new buildings, approaches that mitigate climate impacts, and design that is informed by circular economy approaches.
36. The remainder of the chapter addresses a range of issues, seeking to ensure development is of an exemplar standard of design, aesthetics and architectural detail; that development helps to enhance the City's public realm, including through making it more inclusive and accessible; encourages roof terraces where suitable, and requires a broad range of elevated public spaces in tall buildings and major developments.
37. This chapter also addresses shopfronts, advertising, daylight and sunlight, and lighting, with the latter reflecting the innovative approach set out in the recently-adopted Lighting Supplementary Planning Document.

Chapter 10 – Transport

38. This chapter has been informed by the City Corporation's Transport Strategy. It sets out how development should seek to enable the vision of the Transport

Strategy, prioritising people walking and wheeling while facilitating the servicing of the Square Mile in sustainable ways, for example through consolidation. Policies seek to ensure development reinforces the Healthy Streets Approach, address freight and servicing and vehicle parking; promote the use of the river Thames for transport; enhance permeability and wayfinding; and facilitate pedestrian movement, active travel and cycling.

Chapter 11 – Heritage and Tall Buildings

39. Policy S11 (Historic Environment) seeks to ensure the City's historic environment will be protected, celebrated and positively managed. It recognises the importance of the City's many heritage assets and their role both for the City and more broadly, as well as the importance of the Tower of London World Heritage Site. Policy HE1 (Managing Change to the Historic Environment), which seeks to ensure development proposals preserve and enhance heritage assets and their setting. This policy also identifies the importance of the immediate setting of The Monument and Bevis Marks Synagogue.
40. Policy S12 (Tall Buildings) sets out a comprehensive approach to managing tall building proposals in the Square Mile, responding to responses received during the earlier Regulation 19 public consultation and the issues of non-conformity raised by the Mayor of London. The policy sets out how tall buildings should be clustered and the appropriate heights within these areas. It also sets out the importance of considering both local heritage assets and other factors, and the need for exemplar architectural quality and sustainable and accessible building design.
41. This approach has been informed by extensive evidence including characterisation work, exploring the suitability of areas for tall buildings; three dimensional computer modelling of potential tall building heights; and assessments of views and the impact on key heritage assets.
42. The City Plan 2040 was due to be considered by the Planning and Transportation Committee in November 2023 but was withdrawn due to imminent changes to the NPPF. Since that version was published, further refinements have been made to policy S12, following legal advice, to ensure that the policy and supporting diagrams successfully comply with the London Plan 2021.
43. Policy S13 (Protected Views) sets out requirements for protecting and enhancing views and the skyline, recognising the importance and continuing the long-standing approach to St Paul's Cathedral, the Tower of London World Heritage Site and the Monument.
44. Representations have been received in recent weeks from Bevis Marks Synagogue in relation to Policy HE1 (managing change to the historic environment) and how it addresses the setting of the Synagogue. City Corporation officers have liaised with representatives from the Synagogue and have sought to reach an agreed position. However, the changes being proposed by the Synagogue are significant and any changes such as these should be

considered as part of the formal Regulation 19 consultation stage; this would allow all interested stakeholders to make representations regarding the policy and evidence base, and for these to be considered holistically. Documents submitted by the Synagogue have been appended to the Consultation Statement.

Chapter 12 – Open Spaces and Green Infrastructure

45. Policy S14 (Open spaces and green infrastructure) seeks to protect existing open and green spaces and provide new ones through development and other measures.
46. The chapter also seeks to enhance the City's biodiversity through new development, instigating a new approach to biodiversity that builds on the recently introduced national approach while tailoring it to the City's circumstances.
47. This chapter also supports urban greening and the provision of trees.

Chapter 13 – Climate Resilience

48. This chapter seeks a range of measures to help make the City more resilient as development comes forward, helping to minimise the urban heat island effect and the risk of flooding, implement sustainable drainage systems, reduce and manage the City's waste in sustainable ways.

Chapter 14 – The Temples, the Thames Policy Area and the Key Areas of Change

49. This chapter begins with a revised policy on the Temples (policy TP1), setting out that the Plan will support its broad range of education, training and other facilities as well as the balance between professional and residential accommodation.
50. The Thames Policy Area sets out how the City will seek to enhance this important part of the City, the enjoyment of the Thames and its use for transport including waste and freight.
51. The Blackfriars Key Area of Change (policy S18) sets out a range of measures and spatial requirements to make the area more welcoming and vibrant, including through the provision of new and enhanced public realm, transforming the built environment, and enhancing its heritage and cultural assets.
52. The Pool of London Key Area of Change (policy S19) seeks measures that will make the area more inclusive, welcoming and accessible, maximising the opportunities for increasing public realm and optimising the use of heritage.
53. The Aldgate, Tower and Portsoken Key Area of Change (Policy S20) promotes the area as a mixed use area with a mix of residential, commercial and other uses. It also seeks to meet the needs of residents through the use of funding

sources to help deliver social infrastructure and other facilities, and seeks to facilitate the regeneration of the Mansell Street estate. Public realm and open space enhancements will also be sought.

54. The City Cluster Key Area of Change (Policy S21) sets out the need to accommodate significant office growth in this area including through the construction of tall buildings. It seeks complementary leisure, culture and retail uses to support the primary office function, and improvements to and new open space. The policy also requires development to have regard to the immediate setting of Bevis Marks Synagogue.
55. The Fleet Street and Ludgate Key Area of Change (Policy S22) seeks to promote the area through encouraging greater diversity of retail, leisure and culture activity, encouraging office-led redevelopment, improving key streets and junctions, and enhancing the processional route along Fleet Street and views of St Paul's Cathedral.
56. The Smithfield and Barbican Key Area of Change (Policy S23) seeks improvements to the area through culture-led development on major sites, enhancements to the public realm such as Beech Street, and seeking to preserve privacy, security and noise abatement for residents and businesses in the area.
57. The Smithfield policy (S24) recognises the potential for the future re-use of the Smithfield Market buildings and the need for development in the area to celebrate and promote the heritage of this site and other historic buildings.
58. The Liverpool Street Key Area of Change (policy S25) seeks to enhance this area, capitalising on its connectivity, promoting a welcoming visitor experience and providing a mix of retail and other active frontages at ground floor. The policy supports improvements to and accessibility of the station and adjacent areas.

Chapter 15 – Implementation

59. This chapter sets out the types of contributions that will be expected to be provided by relevant development, including through Section 106 and the Community Infrastructure Levy (Policy S27: Planning Contributions). It also sets out how the City Corporation will expect developers to approach viability, and sets out how the City Plan will be monitored.

Diagrams and Policies Map

60. Diagrams in the City Plan have been updated to reflect the policies set out in this paper. The City Plan is accompanied by a Policies Map suite, which sets out in detail the specific areas to which relevant policies apply. Appendix 4 of this paper includes the four policies maps, and sets out the changes made to the policies map compared to the adopted 2015 version of the Local Plan, as required by legislation.

Changes to the City Plan 2040 following publication of the revised NPPF

61. In December 2023, the Government published a revised National Planning Policy Framework (NPPF). This followed a consultation early in 2023 on draft proposed changes to the NPPF, not all aspects of which were taken forward in the final version. Because of the imminent publication of the revised NPPF, the City Plan was withdrawn from the Planning and Transportation Committee in November 2023. This short delay has allowed the City Plan to reflect the revised NPPF, preventing the need for further revisions at a later stage.
62. The main shift for plan-making in the revised NPPF relate to technical aspects of how the housing requirement for local planning authorities is calculated. The new NPPF makes it clear that the starting year for calculating the housing requirement and establishing capacity should be the intended year of adoption of the Local Plan; for the City Plan this is financial year 2025/26. The new NPPF also removes the need to increase the housing requirement of the first five years of the plan period by a 'buffer' of either five or ten percent, depending on certain circumstances. (The requirement for a 20% buffer remains if there is significant past under-delivery of housing in the local planning authority's area; this is not the case for the City Corporation.) These national policy changes have been reflected in the City Plan 2040.
63. The new NPPF clarifies that the outcome of the standard methodology for calculating housing need is "an advisory starting-point for establishing a housing requirement for the area" (NPPF, paragraph 61). While this change has received news coverage, it is merely confirming the pre-existing position. Given the relatively low housing requirement set by the standard method for the Square Mile, and evidence of average annual past delivery exceeding this amount, the City Plan does not propose to deliver less than the standard methodology calculation. The housing requirement is also informed by the housing target set in the London Plan 2021.
64. The new NPPF includes transitional arrangements for local plans, making clear that any plans that reach the 'regulation 19' pre-submission stage after 19 March 2024 will be considered against the new NPPF. This will be the case for the City Plan.
65. There were also changes proposed in a consultation on the new NPPF that have not been taken forward. The new NPPF does not remove the test that plans need to be justified in order to be considered sound. If this change had been taken forward there could have been implications for the evidence base of the City Plan. Another potential change that has not been made was a reference to past over-delivery when considering plan-making.
66. There are a number of other minor technical amendments to the NPPF in relation to plan-making; these broadly formalise existing practice and are already reflected in the City Plan and its evidence base.

Next Steps

67. Further proofing and minor modifications that do not materially affect policies may be required to the City Plan 2040, as well as reformatting to make the document as user-friendly and accessible as possible. Delegated authority is sought for the Planning and Development Director to make these amendments prior to the Regulation 19 consultation starting in February 2024.
68. Subject to approval by this Committee, the City Plan 2040 will be considered by the Policy and Resources Committee in February and the Court of Common Council in March 2024.
69. From March 2024 there will be a 'regulation 19' public consultation, running for a minimum of six weeks (in accordance with the Statement of Community Involvement). The scope of this consultation is to establish whether respondents consider that amendments should be made to the Plan; these responses are submitted together with the Plan to the Secretary of State for public examination by the Planning Inspectorate. The Planning and Development Director, in liaison with the Chair and Deputy Chair of the Planning & Transportation Committee, will, if necessary, compile a list of further changes to the Local Plan in response to public representations and submit this to the Secretary of State.
70. Formal Examination hearings are then likely to take place later in 2024, with adoption of the new Local Plan scheduled for 2025. Once adopted the City Plan 2040 will be part of the statutory development plan for the City of London. In determining planning applications, the City Corporation will be required to have regard to the provisions of it so far as material to the application (Section 70 of the Town and Country Planning Act 1990) and are required to determine applications in accordance with the development plan unless material considerations indicate otherwise (Section 38(6) of the Planning and Compulsory Purchase Act 2004).

Corporate & Strategic implications

71. The preparation of the City Plan is informed by and will contribute to the implementation of the Corporate Plan (2018-23). The City Plan will support the delivery of key Corporate priorities, along with proposals to ensure a sufficient supply of business space and complementary uses to meet future needs. The City Plan has been discussed with colleagues developing the new Corporate Plan to ensure consistency wherever possible. Preparation of the revised City Plan is being undertaken alongside the review of the Transport Strategy and the revised end date of the City Plan (2040) will align with the key net zero target in the Climate Action Strategy.

Financial implications

72. The City Plan is a statutory function that the Corporation are required to deliver. While the costs of drafting and consulting on the City Plan up to Regulation 19 stage can be met from existing budgets for FY 2023/24, the cost of public examination are substantial, particularly related to the fees for Planning Inspectors, the costs of a programme officer to facilitate the examination, advice

from Counsel on key issues, and potential need to undertake further evidence depending on the outcome of the regulation 19 consultation. These costs can vary substantially depending on the length of the public examination hearings and the complexity of issues raised during regulation 19 consultation.

73. The City Corporation holds a reserve of funds for the local plan; however, this will not cover the full costs and would not be replenished. Discussions with the Chamberlains' Department regarding the departmental budget for financial year 2024/25 are ongoing and there are no immediate unfunded financial barriers to continuing to regulation 19 consultation.

Staff Resource implications

74. Preparation of the revised pre-submission Regulation 19 City Plan is being carried out in-house by the Development Plans Team, working alongside and supported by Development and Design colleagues in the planning service and by other services as appropriate.

Legal implications

75. There are no specific legal requirements, other than the ongoing requirement to ensure that all relevant statutory processes are complied with during production of the City Plan.
76. Paragraph 48 of the NPPF states that local planning authorities may give weight to relevant policies in emerging plans according to:
- a) the stage of preparation of the emerging plan (the more advanced its preparation the greater the weight that may be given);
 - b) the extent to which there are unresolved objections to relevant policies (the less significant the unresolved objections, the greater the weight that may be given); and
 - c) the degree of consistency of the relevant policies in the emerging plan to this Framework (the closer the policies in the emerging plan to the policies in the Framework, the greater the weight that may be given).

77. Once the Court of Common Council has approved the City Plan 2040 for Regulation 19 consultation it will be a material consideration to be taken into account in determining planning applications. The weight to be given to it will increase as the plan advances through the process in accordance with paragraph 48 of the NPPF.

Equalities implications

78. An Equality Impact Assessment of the City Plan 2040, including the latest amendments, have been undertaken and these demonstrate that the effects of the plan will be broadly positive. There are no major negative impacts as a result of the City Plan. Any material changes to the Plan following Regulation 19 consultation will be subject to further Equality Assessment. The Public Sector Equality Duty has informed the development of the Plan throughout its production. The EqlA is appendix 5 to this report.

Risk implications

79. The December 2021 report to the Grand Committee identified the risks associating with preparing a revised pre-submission Regulation 19 City Plan as compared to submitting the current version for examination. The Grand Committee agreed to revise the City Plan and officers will continue to monitor and report back on any changes to the risk assessment as the project progresses.

Climate implications

80. The City Plan is one of the key mechanisms for achieving the targets in the Climate Action Strategy that relate to the Square Mile rather than the City Corporation’s own operations, in particular the net zero target for the Square Mile by 2040, and tackling climate resilience. Many policies in the Plan seek to address climate issues, particularly policies on sustainable development and the the retention of existing buildings, including for offices.

Security implications

81. Policies in the City Plan seek to ensure the Square Mile remains resilient to security requirements, especially as new developments come forward in the City.

Conclusion

82. The report sets out the main issues addressed in the City Plan 2040 and the matters that have informed proposed amendments to the policies and structure of the City Plan, including public engagement, changes to the NPPF, recent evidence and corporate strategies. The revised Plan sets out a sustainable approach to development in the City, with changes addressing the key issues raised during previous consultations and arising from recent evidence.

Background Papers

The City Plan 2040 is supported by an extensive evidence base, which has been published on the City Plan website. This evidence base consists of the following documents:

Evidence document	Consultancy (where relevant)	Category
Biodiversity Net Gain	Greengage	Green infrastructure
Urban Greening Factor Study	Green Infrastructure Consultancy	Green infrastructure
City of London Future of Office Use City Plan 2040	Arup/Knight Frank	Offices
Office Topic Paper City Plan 2040	N/A	Offices
Strategic Housing Market Assessment 2023	N/A	Housing
Housing Topic Paper City Plan 2040	N/A	Housing
Visitor Accommodation Needs Study 2023	Avison Young	Hotels

City of London Retail Needs Assessment October 2023	Colliers	Retail
Cultural Planning Framework	Publica	Culture
Tall buildings topic paper	N/A	Tall buildings and heritage
Tall buildings volumetric testing, parts 1, 2A and 2B (split into 13 PDF documents)	Millerhare	Tall buildings and heritage
Strategic views impact assessment	Townscape Consultancy	Tall buildings and heritage
Heritage impact assessment – Tower of London World Heritage Site	Townscape Consultancy	Tall buildings and heritage
Heritage impact assessment – The Monument	N/A	Tall buildings and heritage
Heritage impact assessment – St Paul’s Cathedral	Townscape Consultancy	Tall buildings and heritage
Bevis Marks Synagogue Immediate Setting Topic Paper	N/A	Tall buildings and heritage
Infrastructure Delivery Plan	N/A	Infrastructure
Waste Topic Paper	N/A	Waste
City Plan Health Impact Assessment 2024	Quod	Assessments
Sustainability Appraisal	LUC	Assessments
Habitats Regulations Assessment	LUC	Assessments
Viability Assessment	BNP Paribas	Assessments
Equality Impact Assessment	Quod	Assessments
City Plan 2040 Consultation Statement 2023	N/A	Consultation

Appendices (Circulated separately in supplementary agenda pack)

- Appendix 1 – Summary of changes to the City Plan policies
- Appendix 2 – City Plan 2040 – policy text changes
- Appendix 3 – City Plan 2040 – revised proposed submission version (March 2024)
- Appendix 4 – City Plan 2040 Policies Maps
- Appendix 5 – Equality Impact Assessment (City Plan 2040)

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Committee(s): Policy & Resources Committee – For decision	Date: 22 February 2024
Subject: Election Expenses and Spending Limits	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1-12
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, Comptroller & City Solicitor	For Decision
Report author: Greg Moore, Interim Deputy Town Clerk	

Summary

Expenditure by electoral candidates on their campaigning activity is governed by the Representation of the People Act (RPA) 1983. For local government elections generally, spending limits nationally are regulated by section 76(2)(b) of that Act, which provides for amendment by a Statutory Instrument (secondary legislation) and amounts to £960 + 8p for every entry in the register of electors. This figure is updated periodically to reflect changes in the value of money, with the most recent update being made in 2023.¹

Elections in the City of London, similarly, have spending limits prescribed in legislation; however, national updates to the sums for elections elsewhere do not apply to the City. As a result, the spending limit for Ward elections (which is contained in section 197(1) of the RPA 1983)² is a lower figure, and currently amounts to a lump sum of £266 plus an additional 5.2p for every entry in the Ward List. This was most recently updated by Article 3 of the Representation of the People Act (Variation of Limits of Candidates' Election Expenses) (City of London) Order 2005. It is, therefore, objectively fair to say that a review is overdue. Such change can be effected through Statutory Instrument (that is made by a Government Minister).

It is worth noting that the original figures set for the City were not the same as those applied elsewhere (particularly the lump sum element). This reflects the smaller comparative sizes of Wards in the City compared to elsewhere. On this basis, the Chamberlain has, therefore, made an assessment of the change in value from the level last set by legislation, using the same basis as the last time a change was made (i.e., the Gross Domestic Product deflator index) and calculated an updated figure based on the change to the value in money since that time. This equates to a £385.70 sum plus 7.5p per entry in the Ward List. The Remembrancer’s opinion is that this figure is likely to be acceptable to Government.

¹ <https://www.legislation.gov.uk/ukxi/2023/1235/made>

² <https://www.legislation.gov.uk/ukpga/1983/2/section/197>

This report therefore seeks Members' support for seeking an adjustment to the spending limits for City Ward elections, in time for the 2025 City-wide elections. Should Members approve the proposal, the Remembrancer would be instructed to engage with the Department for Housing, Levelling-Up and Communities to request a change by way of Statutory Instrument.

It should be noted that the relevant legislation also sets out separate spending limits associated with elections at Common Hall; uplifts would, therefore, also be sought in respect of those elections (increasing permitted expenditure from 28.3p per voter on the register to 41p).

Recommendation(s)

That:-

1. The Remembrancer be instructed to engage with DLUHC to seek a Statutory Instrument, adjusting the spending limits for City elections in time for the 2025 City-wide elections, to better reflect changes to the value of money since 2005.
2. Members agree that this approach should be made on the basis of changes to the Gross Domestic Product deflator index since the last uplift was made.

Main Report

Background

1. Candidates and their agents at local elections must follow certain rules about how much they can spend, who they can accept donations from, and what they must report after the election.
2. Expenditure by electoral candidates on their campaigning activity nationally is governed by the Representation of the People Act (RPA) 1983. This is supplemented by guidance from the Electoral Commission (e.g. [this document](#) for the recent local government elections in 2023).
3. For local government elections generally, spending limits nationally are regulated by section 76(2)(b) of the RPA 1983, which provides for amendment by Ministerial Order (i.e., Statutory Instrument) and amounts to £960 + 8p for every entry in the register of electors. This figure is updated periodically in response to recommendations from the Electoral Commission. This is often to reflect changes in the value of money, but uplifts can also be recommended for other reasons, should the Commission deem it advisable. The most recent update was made in November 2023.
4. Candidate expenditure is any spending on activities to promote candidacy. It includes but is not limited to the following:-
 - advertising of any kind, e.g., posters, newspaper adverts, websites or videos;
 - unsolicited material sent to voters, e.g., letters, leaflets or emails sent not in response to specific queries;

- transport costs, e.g., hire cars or public transport for the candidate or their campaigners;
 - public meetings, e.g., hustings arranged by candidates;
 - staff costs, e.g., an agent's salary, or staff seconded to by an employer to support a campaign;
 - accommodation, e.g., campaign offices;
 - administrative costs, e.g., telephone bills, stationary, photocopying and the use of databases.
5. Elections in the City of London, similarly, are covered by these rules and have spending limits prescribed in legislation; however, the sums (and the national updates applied to those sums for elections elsewhere) do not apply to the City. As a result, the spending limit for Ward elections (which is contained in section 197(1) of the RPA 1983) is a lower figure, and currently amounts to £266 + 5.2p for every entry in the Ward List.
 6. Unlike the uplifts for local elections nationally, in the City the way in which rates can be uprated can only correspond to a change in the value of money. As mentioned in paragraph 3, the provisions for other types of local election can be uprated as a result of Electoral Commission recommended changes which do not necessarily correlate with changes in the value of money. This is by virtue of a difference in the drafting of the provisions in the Representation of the People Act 1983 that provide for uplifts and so on.
 7. The sums for the City were most recently updated by Article 3 of the Representation of the People Act (Variation of Limits of Candidates' Election Expenses) (City of London) Order 2005. It is, therefore, objectively fair to say that a review is overdue, particularly given the significant inflation over the intervening period.
 8. Changes to these sums can be effected through Statutory Instrument. The specific statutory instrument would need to be drafted and agreed with the Department for Levelling Up, Housing & Communities (DLUHC) well in advance of prospective implementation; hence, approval being sought now in order to engage and seek to achieve implementation in 2025.
 9. It is worth noting that the last Order uprating the City's electoral amounts, the Representation of the People (Variation of Limits of Candidates' Election Expenses)(City of London) Order 2005, was an affirmative statutory instrument (i.e., it had to be debated in each House before it could be made) – but section 197(3) has since been amended by the Electoral Administration Act 2006 which has changed it to the negative procedure.

Current Position and Proposal

10. It having been noted that the sum applicable to City election spending is overdue for update, the Chamberlain has been asked to calculate changes to the value of money since the last adjustment.

11. The calculation has been undertaken on the basis of changes to the gross domestic product deflator figures since the last Order was made, in January 2005. This mirrors the calculation undertaken previously, with consistency in approach likely to be an expectation from Government.
12. However, calculations have also been undertaken on the basis of Consumer Price Index (CPI), which is the official rate of inflation and is a recognised international standard statistic, and Retail Price Index (RPI) inflation which, although no longer a UK official statistic, continues to be calculated and is often used by people for comparative purposes.
13. The GDP deflator allows for the effects of changes in price (inflation) to be removed from a time series, i.e. it allows the change in the volume of goods and services to be measured. The resultant series can be used to express a given time series or data set in real terms, i.e. by removing price changes. The GDP deflator includes the prices of all domestically produced goods and services in the economy in addition to the prices of investment goods, government services and exports, and excludes the price of UK imports, and is accordingly a much broader price index than the CPI and RPI, although arguably not an optimal basis for simply applying inflation.
14. For the period 2005 to 2023 (18 full years), since the last uplift, the following indices could apply:
 - CPI: 67.1%
 - RPI: 94.4%
15. The GDP Deflator for the calendar year 2023 is not yet available; however, the figure for 2005 - 2022 (17 whole years) is 45.0%.
16. An indication of its likely increase can be gauged from the period financial year 2005/06 – financial year 2022/23 = 46.9%
17. The indices each use a slightly different, albeit overlapping “basket” of goods/services. The GDP deflator as mentioned above covers a broader spectrum of activities. It is not used in our everyday activities for e.g. inflating estimates or adjusting prices and costs.
18. If we were to apply the above for the period calendar year 2005 – calendar year 2023 to the relevant election expense amounts then we would have the following results:

Expense Category	GDP deflator 45.0% *	CPI 67.1%	RPI 94.4%
£266 lump sum	£385.70	£444.49	£517.10
5.2p per ward list elector	7.5p	8.7p	10.1p
28.3p per common hall elector	41.0p	47.3p	55.0p

**2005-2022 as explained above*

19. Whilst these increases may appear significant at first glance, it should be borne in mind that some considerable length of time has elapsed since the last uplift and the economic impact of regional and global events on inflation generally has also been marked.
20. It is a matter of policy as to whether and when an uplift should be sought; however, it is not within the gift of the City Corporation to adjust the figures itself. This power rests with the Secretary of State, as specified by the RPA 1983. Therefore, should Members support the recommendation to seek an uplift, it will be necessary to instruct the Remembrancer to engage with Government to pursue this.
21. It would be desirable for any change to be implemented in advance of the March 2025 City-wide elections. The Remembrancer has indicated that this timescale is realistic, should Members be so minded to progress the proposal, albeit clearly this will be subject to Government agreeing to the proposition and progressing it to a timetable to meet that date.
22. Given the likelihood that a consistent approach is more likely to be welcomed by Government, it is recommended that the uplifts sought be based on the GDP deflator index as set out above.
23. It should be noted that, prior to the last uplift in 2005, there was a consultation on the proposed uplifts, even though it is not required by section 197. It is, therefore, possible that DLUHC may expect a consultation process to be undertaken before any Statutory Instrument is made, on the basis of past practice and the potential for there being a legitimate expectation of consultation. Should that be the case, there would be an associated implication in respect of time and resource to prepare said consultation, analyse responses, and make any changes necessary as a result.

Implications

24. Financial implications – The costs of campaigning are borne by candidates and there is, therefore, no direct financial implication to the City Corporation associated with this increase.
25. Resource implications – There are no immediate additional resource implications for staff in implementing this, beyond the Remembrancer's engagement with Government, work to prepare a draft SI to propose to DLUHC and subsequent administrative activity to update relevant documentation. However, should DLUHC determine that consultation is necessary, clearly there will also be additional resource considerations that will need to be taken into account.
26. Legal implications – The proposed change would be effected through Statutory Instrument.
27. Risk implications – None.
28. Equalities implications – None.

29. Climate implications – none.
30. Security implications – none.

Conclusion

31. The expenditure limits for electoral candidates for Ward elections have not been updated for a considerable period and would benefit from update to reflect changes to the value of money. This would be commensurate with the national position, where such figures were updated most recently in 2023. A change can be sought via Statutory Instrument and Members' approval to seek to progress this, through an uplift based on a calculation of inflationary changes since the sums were last fixed, is sought.

Appendices

- None

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Committee(s): Policy and Resources Committee – For decision	Date(s): 22/02/2024
Subject: Community Infrastructure Levy Neighbourhood Fund – Approval of updated Community Infrastructure Levy Neighbourhood Fund Policy	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 7, 10
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Report of: Managing Director, City Bridge Foundation	For Decision
Report author: Jack Joslin, Head of the Central Grants Unit	

Summary

The City Corporation adopted a Community Infrastructure Levy (CIL) in 2014. National CIL Regulations require that 15% of CIL receipts be reserved for neighbourhood funding. Local authorities are required to engage with communities on how this neighbourhood funding should be used to support development of the area. A consultation with City communities took place in Autumn 2023 and the Policy and Resources Committee approved the related updated Community Infrastructure Levy Neighbourhood Fund Policy (CILNF Policy) at their 14 December 2023 meeting. Following preparations for the implementation of the new policy, members are asked to approve a minor alteration in relation to the minimum grant level to facilitate applications for access audits and approve the delegation of future administrative amendments to the Town Clerk.

Recommendation

Members are recommended to:

1. Approve the removal of a minimum level of grant for applications towards the costs of access audits, set out in **Appendix 1**;
2. Authorise the Town Clerk to approve any future administrative amendments to the CILNF Policy

Main Report

Background

1. Under the 2008 Planning Act and the Community Infrastructure Levy Regulations 2010 (as amended), a local authority may adopt a Community Infrastructure Levy (CIL) setting out how it will require contributions from development towards the cost of providing new infrastructure. CIL regulations allow for up to 5% of CIL receipts

to be used to fund the administrative costs incurred in operating a CIL. Regulations also require that 15% of CIL receipts shall be reserved for neighbourhood funding. Where a neighbourhood plan or neighbourhood development order has been made 25% of CIL receipts from development in the plan area is reserved for the delivery of neighbourhood priorities as identified in the neighbourhood plan.

2. Regulations require that the Neighbourhood Fund must be used to support the development of the local council's area, or any part of that area. CIL Regulations (59C) and 59(F) allows a wider scope of projects to be funded through the CIL Neighbourhood Fund than that allowed for other CIL funding, including:
 - a) the provision, improvement, replacement, operation or maintenance of infrastructure; (the same criteria as for other CIL funds) or
 - b) anything else that is concerned with addressing the demands that development places on an area (additional flexibility for neighbourhood fund).

Current Position

3. The City of London CIL Neighbourhood Fund launched in September 2020. Management of the City CIL Neighbourhood Fund (CILNF) process is aligned with the City's existing grant allocation process, through the Central Grants Unit. The recently updated City CILNF Policy (December 2023) is set out at **Appendix 1**.

Proposals

4. At the meeting of the Policy and Resources Committee on 14 December 2023, members approved a minimum CILNF grant of £10,000 to provide a progression between Central Grants Unit's smaller grant programmes and CLINF. In line with the CILNF's Equalities Impact Assessment, Members also approved that CILNF could specifically fund access audits. However, further research has indicated that the average cost for an access audit is £3,500 which is substantially less than the CILNF minimum grant.
5. Officers are requesting a minor amendment to the CILNF Policy to remove any minimum to grant in relation to access audits, set out in **Appendix 1**.
6. In preparing this report Officers noted that there may be a need to make administrative changes to the funds policy or wording in the future. These changes will include minor policy amendments that support more efficient management of the Neighbourhood Fund, re-wording sections if they are unclear after feedback from applicants or in this instance an amendment to allow for access audits to be funded to ensure capital applications are developed in an accessible and inclusive way. All substantive changes to the Policy will need to be consulted on with all decisions remaining with this Committee. Considering this officers are requesting authorisation for the Town Clerk to approve any future administrative amendments to the CILNF Policy

Corporate & Strategic Implications

7. **Corporate Plan Implications:** the CILNF can resource community-led infrastructure improvements and activities across the City and contribute towards meeting the 3 aims of the Corporate Plan 2018-23, particularly Contribute to a Flourishing Society and Shaping an Outstanding Environment.
8. **Security Implications:** the CILNF fulfils a statutory requirement for the spending of CIL. There are no direct security implications, though future funded projects may bring security benefits.
9. **Financial Implications:** the CILNF makes use of that proportion of City CIL monies which are required by statute to be used to assist in the delivery of new infrastructure to meet community needs (15% of CIL funds). The costs of management of the grant application process will be met through the 5% of CIL funds set aside by statute to cover CIL administration.
10. **Equalities and resourcing implications:** the CIL Neighbourhood Fund and revised policy have been subject to a full Equality Analysis. The Equality Analysis has concluded that there are no adverse impacts arising for equality groups and social mobility.

Conclusion

11. Community Infrastructure Levy legislation requires local authorities to reserve between 15% and 25% of CIL receipts for neighbourhood funding. Where there is no recognised parish or town council or neighbourhood forum, the local authority will retain the neighbourhood fund but must spend it on infrastructure which meets community needs. Members are asked to approve a minor amendment to the CILNF Policy to allow the funding of access audits and to delegate future administrative amendment decision to the Town Clerk.

Appendices

Appendix 1 – CILNF Policy (Dec 2023) including proposed amendment

Background Papers

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

Report of Policy & Resources Committee 14/12/2023: Community Infrastructure Levy Neighbourhood Fund –Approval of updated Community Infrastructure Levy Neighbourhood Fund Policy

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Draft as at 25 January 2024

City of London

Community Infrastructure Levy

Neighbourhood Fund Policy



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CIL introduction and legislative background

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

CIL Neighbourhood Fund Requirements

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

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

Community Definition

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

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

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

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

Community Priorities

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

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

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

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

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

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

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

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

Governance Process

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

Application Process

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

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

Eligibility Criteria

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

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

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

Application Advice

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

Assessment Criteria

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

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

Value of Bids

58. The minimum value for applications to the CIL Neighbourhood Fund is £10,000, **with the exception of applications for the funding of access audits for which there is no minimum**. Applicants seeking smaller grants should consider applying to the City Corporation's Stronger Communities Fund: <https://www.cityoflondon.gov.uk/about-us/working-with-community/central-grants-programme/stronger-communities>
59. The maximum grant awarded from the CIL Neighbourhood Fund is £500,000.
60. The total value of any grant/s awarded or consecutive grants awarded to the same applicant organisation cannot exceed £500,000 within any

5 year (60 month) period measured from the date of grant awarded of the initial grant to the applicant organisation.

Awards Process

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

Complaints Process

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

Unit. A full response should be provided within ten working days. At Stage 2 a complaint review will be undertaken by the Chief Officer of the Department or a nominated Senior Officer (Chair of CILNF Officer Panel). A full response should be provided within ten working days or the complainant will be advised of any delay. At Stage 3 complainants should contact complaints@cityoflondon.gov.uk upon which a complaint review will be undertaken by the Town Clerk & Chief Executive or a Senior Officer acting on his/her behalf. A full response should be provided within ten working days or the complainant will be advised of any delay.

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Committee(s): Corporate Services Committee Policy and Resources Committee Court of Common Council	Dated: 21 February 2024 22 February 2024 7 March 2024
Subject: 2024/25 Pay Policy Statement	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	N/A
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Chief People Officer	For Decision
Report author: Chris Fagan, Head of Reward and Benefits	

Summary

The City of London Corporation is required to publish a ‘Pay Policy Statement’ to set out their policy relating to the remuneration of their highest paid staff alongside their policies towards their lowest paid staff. The statement is required to be reviewed annually and agreed by ‘a resolution of the authority’, which in the City of London Corporation’s case is the Court of Common Council.

These Statements have been produced annually since 2012/13 and are considered by the Corporate Services Committee and Policy & Resources Committee, prior to approval by the Court of Common Council before the end of March each year.

The report outlines the reasons for this statement, the draft Pay Policy Statement for 2024/25 is attached as Appendix 1.

Recommendation(s)

Members (of CSC and P&R) are asked to review and agree the Pay Policy Statement for 2024/25 and recommend it be submitted to the next Policy and Resources Committee on 22 February 2024, for agreement and forwarding to the Court of Common Council.

Members of Corporate Services Committee are asked to agree that the awarding of performance related pay mechanism for 2024 is deferred based on the rationale set out in this report. This includes performance increments; contribution payments (Grades D-SMG) and recognition payments (Grades A-C).

Main Report

Background

1. The Localism Act 2011 (Chapter 8) requires the City of London Corporation to prepare and publish a 'Pay Policy Statement' to set out their policy relating to the remuneration of their highest paid staff alongside their policies towards their lowest paid staff. The statement is required to be reviewed annually and agreed by 'a resolution of the authority', which in the City of London Corporation's case is the Court of Common Council, by March before the financial year to which it relates. The Statement may (again by resolution of the authority) be subsequently amended after the beginning of the financial year and as soon as is reasonably practicable after its approval or amendment, the Statement must be published on the authority's website.
2. In the City Corporation's case, it is a "*relevant authority*" only in its capacity as a local authority. However, and in general, the City has not distinguished in its Pay Policy Statements its local-authority capacities from any of its other undertakings, other than where these are specifically excluded from the remit of the 2011 Act.
3. Statements must incorporate the requirements of the legislation and associated guidance and be updated as relevant City of London pay approaches or policies change. These include:
 - Section 38(2) Statements must set out the authority's policies for the financial year relating to the remuneration of its chief officers, the remuneration of its lowest-paid employees and the relationship between the remuneration of its chief officers and the remuneration of any other employees.
 - Section 38(3) says that the Statements must state the definition of "lowest-paid" employee adopted by the authority and its reasons for adopting that definition.
 - Section 38(4) says that the Statements must include the authority's policies relating to:
 - the level and elements of remuneration for each chief officer;
 - remuneration of chief officers on recruitment;
 - increases and additions to remuneration for each chief officer;
 - the use of performance-related pay and bonuses for chief officers;
 - the approach to the payment of chief officers when they cease to be employed; and
 - the publication of and access to information relating to chief officers' remuneration.
4. The definition of "Chief Officers" given in the Localism Act (under section 43(2)) is that of the Local Government and Housing Act 1989. This incorporates the latter Act's definitions of both "Chief Officers" and "Deputy Chief Officers". This is a much wider definition than the conventional definition of "Chief Officer". As such the

statement must include pay policy for both Senior Management Grades and the main City of London salary scales.

5. It should be noted that Pay Policy Statements are not a “statement on pay policies”, but rather a narrowly defined legislative requirement spelling out clearly and transparently certain specified current pay practices. As such they are required to be an “as is” statement, providing an accurate statement of practice at the time of publication, rather than a prediction of what will or may happen over the succeeding 12 months.
6. The aim of the Localism Act is that authorities should be open, transparent, and accountable to local taxpayers. Pay Policy Statements should set out the authority’s approach to issues relating to the pay of its workforce, and to the pay of its “Chief Officers” and the pay of its lowest paid employees.
7. The Act’s provisions do not supersede the City Corporation’s autonomy to make decisions on pay which are appropriate to local circumstances and deliver value for money for local taxpayers. The Corporation seeks to be a fair employer and an employer of choice - recognising and rewarding the contributions of staff in an appropriate way. The Corporation sets pay fairly within published scales and, in doing so, has regard to changing conditions in differing occupational and geographic labour markets.

Current Position - City of London Pay Policy Statement 2024/25

8. A draft Pay Policy Statement for 2024/25 is attached.
9. This is required to be considered by the Corporate Services Committee and Policy & Resources Committee, prior to approval by Common Council. Common Council approval is required before the end of March of the preceding financial year, so these are therefore presented to this Committee now to ensure that the March deadline for full approval can be met.

Current Position - City of London Performance Pay Policy Arrangements 2024

10. The draft Pay Policy Statement sets out our ongoing policy position in relation to pay. It does not determine our ‘in year’ approach to discretionary aspects of that policy. In recent years, it has been agreed that pay practice relating to performance related pay progression has been waived and performance related pay deferred.
11. It is recommended that we continue to waive and defer these pay processes in 2024, to include performance increments; contribution payments (Grades D-SMG) and recognition payments (Grades A-C). This continues our practice in recent years, and reflects that a range of other work is currently underway, including:
 - The Ambition 25 project is undertaking a fundamental review of our pay and reward approach and principles.
 - Work to review and develop the quality of our performance management process to support robust performance decisions.

- Work to pilot alternative approaches, such as the recognition scheme in Port Health and Public Protection and looking at the suitability of a corporate wide recognition platform as part of our benefits procurement.

Conclusion

12. To meet the requirements of the Localism Act, the City Corporation must agree and publish a Pay Policy Statement before each financial year. This report introduces for approval the draft Statement for 2024/25 and recommends its forwarding to the Policy & Resources Committee and Court of Common Council for the further necessary approvals.
13. Ensuring clarity regarding our position on performance related pay mechanisms for the year ahead, provides clear information to our workforce, and will additionally support the process of the Pay Policy Statement through the Committee process.

Corporate & Strategic Implications

14. Strategic implications – None.
15. Financial implications – None
16. Resource implications – None
17. Legal implications – This report sets out the requirements of the Localism Act 2011. The draft Pay Policy Statement for 2024/25 is produced in accordance with these requirements. Approval of the Pay Policy Statement by the Court of Common Council by 31 March 2023 will satisfy the obligation in section 39 for the statement to be approved before the end of the 31 March immediately preceding the financial year to which it relates.
18. Risk implications – A failure to offer a competitive reward package could hamper the Corporations ability to recruit and retain talent.
19. Equalities implications – An Equality Impact Assessment has not been completed as no major change to the policy is proposed by this report.
20. Climate implications - None
21. Security implications – None

Appendices

Appendix 1: Draft Pay Policy Statement 2024/25

Chris Fagan, Head of Reward and Benefits
E: Chris.Fagan@cityoflondon.gov.uk

**CITY OF LONDON CORPORATION
PAY POLICY STATEMENT 2024-2025**

1. Introduction and Scope

1.1. Legislation

- 1.1.1. The Localism Act (2011) requires local authorities to produce a 'Pay Policy Statement' to set out their policy relating to the remuneration of their highest paid staff alongside their policies towards their lowest paid staff. The statement is required to be reviewed annually and agreed by 'a resolution of the authority', which in the City of London Corporation's case is the Court of Common Council. This statement meets these requirements for the City of London Corporation for the financial year 2024-2025.
- 1.1.2. The Government guidance to the Act (which has statutory effect) requires the Pay Policy Statement to refer to policies in relation to remuneration (including bonuses; performance pay); severance payments; staff leaving the authority, senior staff moving posts within the public sector, senior staff recruitment, and re-employment of senior postholders who have left the authority.
- 1.1.3. The Act's provisions do not supersede the City of London Corporation's autonomy to make decisions on pay which are appropriate to local circumstances and deliver value for money for local taxpayers. The Corporation seeks to be a fair employer and an employer of choice, recognising and rewarding the contributions of staff. The Corporation sets pay fairly within published scales and, in doing so, has regard to changing conditions in differing occupational and geographic labour markets.

1.2. Scope:

- 1.2.1. The Act applies to the City of London Corporation only in its capacity as a local authority. It should be noted that not all of work of the City of London Corporation is carried out in this capacity or funded from public resources. As well as having statutory local authority functions, the Corporation undertakes public functions, such as those of a police authority and of a port health authority and has private and charitable functions which are outside the scope of the Act. In keeping with the spirit of openness and transparency, this Statement does not distinguish between information which applies to the City of London Corporation as a local authority and that which applies to it in any of its other capacities.
- 1.2.2. The Act excludes police authorities from its remit, so the Statement does not include information about Police Officers. It is noted that all Police Officer pay scales are nationally determined and as such do not form part of local Pay Policy.
- 1.2.3. The provisions in the Act do not apply to the staff of local authority schools and teaching staff are outside the scope of the pay policy statement. While the City of London Corporation does not directly manage local authority schools, it does run independent schools. The statement in general follows the Government Guidance and leaves teaching staff outside of its scope.

2. Background and Governance Arrangements

- 2.1. Pay, terms and conditions of service are negotiated locally, in consultation with the Corporation's recognised trade unions and staff representatives. These are supplemented by a range of policies and guidance relating to tangible pay terms, to help ensure the fair and consistent application of these principles to all employees.
- 2.2. The Corporate Services Committee has specific authority to deal with or make recommendations to the Court of Common Council where appropriate on all matters relating to the employment of City of London Corporation employees where such matters are not specifically delegated to another Committee. These matters include the remuneration of senior officers. The Corporate Services Committee has delegated this to its Senior Remuneration Sub-Committee.

3. Definitions

- 3.1. The pay policy statement must set out policy relating to the remuneration of its Chief Officers, the remuneration of its lowest-paid employees, and the relationship between the remuneration of its chief officers, and the remuneration of its employees who are not chief officers. This should include a definition of the "lowest paid employees" adopted by the authority for the purposes of the statement, and the rationale for adopting that definition.

3.2. Chief Officers (and Deputy Chief Officers)

- 3.2.1. The act [43(2)] identifies Chief Officers as defined under the Local Government & Housing Act 1989, and inclusive of Deputy Chief Officers. Under this definition, some Chief Officer and most Deputy Chief Officer roles, will be paid within the A-J grade range. Chief Officers while mainly within the Senior Management Grade (SMG), occasionally may be paid within the A-J grades, although likely only within the top 2 or 3 grades. Deputy Chief Officers may be paid across the whole of Grades A-J, although in practice these are likely to fall within Grades F and above.
- 3.2.2. The distinctions between Senior Management Grade pay and payments made to employees on other Grades are outlined in the relevant sections of this Statement. Appendix A, details more fully the arrangements in place for those on the Senior Management Grade. The most significant element of pay able to be received by employees in Grades A-J that is not available to SMG posts is Market Forces Supplements.
- 3.2.3. The schemes for incremental pay increases and Contribution Payments for employees in Grades D-J and the Senior Management Grade are also set out in the relevant sections of this Statement. These apply equally to Chief Officers and Deputy Chief Officers, depending on whether they are in one of the D-J Grades or the SMG. No Chief Officer or Deputy Chief Officer has an element of their basic pay "at risk" to be earned back each year. Progression through grades is subject to performance. Contribution Payments, when in operation, for any Chief Officer or Deputy Chief Officer are only available to those at the top of their Grades, through performance appraisal, and payments are not consolidated into base pay – so must be earned again through performance in future years.

3.3. Lowest Paid Employees

3.3.1. The City of London Corporation is an accredited Living Wage Employer. As such we commit to pay all workers the London Living Wage (£13.15 per hour with effect from 24th October 2024) as a minimum rate of pay. The London Living Wage is used as the basis to determine the rates of pay for Level 2 Apprentices within the organisation. Our lowest graded employees are in Grade A as determined by the outcomes of the Job Evaluation process.

4. Pay Determination

4.1. Pay Structures

4.1.1. The pay and grading structure (established in 2007) consists of two main pay grades. The main body of City of London Corporation employees are paid on a Grade structure of 10 Grades (Grades A-J) [Appendix B], with the most senior posts paid on a range within a Senior Management Grade (SMG) [Appendix A]. Posts are allocated to the grade based on job evaluation of the role, using the Corporation's own job evaluation scheme, to ensure equal and fair pay to people in those roles.

4.1.2. New posts and any existing posts that change the level of responsibility required, are evaluated, and ranked under the Job Evaluation scheme. The scheme, its application, the scoring and how scores relate to Grades are published so staff can be assured that the process is fair and transparent. There is also an appeal mechanism agreed with the recognised trade unions and staff representatives.

4.1.3. There are some structural variations in the pay structure for roles on Grades A-J. Those who manage or supervise other workers on the same evaluated grade as their own, are on 'Plus Grades' which pay 2 increments more than the substantive Grade. Those who hold a residential post, have a separate pay scale which pay 4 increments less than the non-residential scale.

4.1.4. Some roles within the corporation sit outside of this pay structure, due to the need to keep their terms in line with their profession. These include: Teachers; Police Officers; Coroners; Judges; and those protected by TUPE. Apprentices also have separate pay arrangements.

4.2. Recruitment and Appointment

4.2.1. Individual appointment is normally to the minimum pay point of the grade range, unless there is a good business case for an individual to receive a higher starting salary. Such as where a successful applicant's existing salary falls within the post's pay range, the employee is normally appointed to the nearest point on the scale which is higher than their existing salary. Where the existing salary is higher than the range, they are normally appointed to the top point of the relevant pay scale.

4.2.2. For posts where the salary is Grade I or the package is £100,000 or more, the following approvals are required:

- (i) in respect of all new posts*, the Court of Common Council (via the Corporate Services Committee);

- (ii) in respect of all existing posts, as delegated by the Court of Common Council.

*Including when existing posts are subject to re-evaluation and/or a Market Forces Supplement that take them over the Grade I or £100k threshold.

4.3. Pay Progression

- 4.3.1. All employees are eligible for incremental increases within the grade structure, until they reach the top increment of the grade. Pay progression is linked to performance measured through appraisal over the year 1 April - 31 March. In recent years, this policy has been waived, such that failure to progress incrementally has been by exception (i.e. confirmation of poor performance) rather than through confirmation of performance.
- 4.3.2. **Grades A-C** are the lowest Grades in the City of London Corporation. Grade A is a single increment; Grades B and C each have 6 increments, and progression through each Grade can be achieved by annual incremental progression, subject to satisfactory performance.
- 4.3.3. **Grades D-J** Grades D to J have 6 increments each. Progression through each Grade can be achieved by annual incremental progression, subject to performance.
- 4.3.4. **Senior Management Grade:** Consist of 6 increments arranged around the 'datum point'. Any pay progression for SMG roles, is subject to regular review of performance by the Manager/Town Clerk, considering their personal contribution, their service performance, and the success of the organisation. Recommendations are considered by the Senior Remuneration Sub-Committee.
- 4.3.5. Staff on all grades may also be entitled to pay increases through the annual pay award process. The pay scale values are subject to annual review, taking into account a range of internal and external factors (e.g. inflation; cost of living; affordability; pay settlements elsewhere; etc.) and through discussions with recognised trade unions and employee representatives.
- 4.3.6. Apprentices: Are paid on spot point grade linked to the London Living Wage. As such there is no Pay Progression available.

4.4. Performance Pay

- 4.4.1. Individuals in roles on the grading structure may also, when in operation, be able to access certain performance payments.
- 4.4.2. **Grades A-C** may have access to a 'Recognition Award' scheme where employees at the top of their grade have the opportunity, if they have undertaken exceptional work, to be considered for a Recognition Award. The value of the award is within a range up to a maximum level set corporately each year (£500 in each year since 2010). Recognition awards were last applied in October 2023.

- 4.4.3. **Grades D-J and SMG** at the top of their grade may be eligible for “Contribution Payments”. Those individuals who achieve the highest standards of performance and contribution, can receive a one-off non-consolidated Contribution Payment of up to 6% of basic pay depending on the assessed level of contribution over the previous year. In years when these payments are in operation, achievement is determined by appraisal over the 1 April - 31 March period. The payments are not contractual and are therefore made at the employer’s discretion. In 2023, it was agreed no Contribution Payments would be made.
- 4.4.4. **Commercial Arrangements:** A separate performance-payment scheme is in place for a specific group of employees at the Barbican Centre engaged in commercial activities. These staff may receive payments of up to £4,000 or £6,000 per annum, depending on Grade and their success in meeting certain performance targets. The employees involved are excluded from the Recognition Awards and Contribution Payments schemes applying to other employees on their Grades.

5. Additional Pay Determination

- 5.1.1. In addition to basic salary, roles may receive additional payments to reflect the location, nature and or market conditions relevant to the role. Such payments may include:

5.2. London Weighting:

- 5.2.1. All graded staff are paid a London Weighting allowance, to assist them with the higher cost of living and working in London. The value of the allowance varies depending on where they are based (inner or outer London) and whether they are supplied by the employer with residential accommodation necessary for the purposes of fulfilling the duties of their job. In 2022, a ‘London Weighting Supplement’ was introduced for employees in spine point 1038 upwards, including SMG employees. The current levels of London Weighting Allowance and London Weighting Supplement are provided on the Grading Structure [Appendix B].

5.3. Market Force Supplements

- 5.3.1. There will be times where the external pay market for certain roles will exceed the local grade pay range. This can result in difficulties in both recruiting and retaining a suitably qualified and skilled workforce to key roles within the organisation. The use of market force supplements (MFS) can help to bridge the pay gap, to help attract, recruit and retain such talent.
- 5.3.2. Market Force Supplements can be applied to roles in Grades A-J. Any request must be based on a robust analysis and supported by analysis of market data. This helps to ensure that the resulting differential in pay is fully justified for equal pay purposes (material factors defence). All MFS are subject to Chief Officer; MFS Board; or Committee Chairs approval, dependent on the value proposed, and its proportion of base pay (detailed in guidance). All market force supplement payments are kept under regular review.

5.4. London Living Wage Supplement

- 5.4.1. The City of London Corporation is an accredited London Living Wage (LLW) employer. We apply the LLW, set externally by the Living Wage Foundation, as our minimum rate of pay for all directly employed staff, including Apprentices, some Casual staff and some agency workers. It is our policy that LLW increases should be applied to affected employees and other workers from the date of any increased announcement, which in 2023 was on 24 October 2023.

5.5. Additional Duties

- 5.5.1. There will be occasion where, due to service needs, employees at any grade will temporarily be required to undertake work or perform beyond the normal remit of their substantive role (for example working to a higher-level role; or undertaking additional responsibilities). Payment for these extra duties will be considered under the Acting Up Policy and Honorarium guidance.

5.6. Other Additional Allowances and Enhancements

- 5.6.1. The City of London Corporation utilises additional allowances and enhancements to reflect and recompense for other responsibilities; duties; working patterns and working time. The eligibility to these enhancements varies dependent on the nature of the allowance or enhancement. The applicable principles, scope, eligibility, process and rates are detailed in the relevant policies, guidance and/or minutes of committee decisions. These are kept under review, to ensure they support the ambitions of the Corporation and changing legislation. Examples include policies and practices relating to overtime and unsocial hours; standby arrangements; first aid allowances etc.

6. Termination of Employment

6.1. Staff who leave the City Corporation, including the Town Clerk & Chief Executive and staff on the Senior Management Grade, are not entitled to receive any payments from the authority, except in the cases outlined in Section 5 below.

6.2. Payment in lieu of notice

6.2.1. In exceptional circumstances, where it is beneficial to the service's operational needs, payment in lieu of notice may be made to employees on the termination of their contracts.

6.3. Retirement

6.3.1. Staff who contribute to the Local Government Pension Scheme (LGPS) and who retire from age 55 onwards are able to elect to receive immediate payment of their pension benefits on a reduced basis in accordance with the LGPS Scheme.

6.3.2. Unreduced benefits are payable if retirement is from Normal Pension Age (NPA). NPA is linked to the State Pension Age, unless protections in the Pension Scheme allow for an earlier date. Early retirement, with immediate payment of pension benefits, is also possible under the Pension Scheme following dismissal on redundancy or business efficiency grounds from age 55 onwards and on grounds of permanent ill-health at any age.

6.3.3. The Local Government Pension Scheme also provides for applications for flexible retirement from staff aged 55 or over, where staff reduce their hours or Grade. It has in general been the City of London Corporation policy to agree to such requests only where there are clear financial or operational advantages to the organisation.

6.4. Redundancy

6.4.1. Employees made redundant are entitled to receive redundancy pay as set out in legislation. Using the statutory 'ready reckoner' to determine the statutory entitlement in weeks, the City of London Corporation currently bases the calculation of redundancy pay on 1.5 x actual salary x statutory weeks.

6.4.2. This scheme may be amended from time to time subject to Member approval. The authority's policy on discretionary compensation for relevant staff under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 is published on the Corporation's website.

6.5. Settlement of potential claims

6.5.1. There may very occasionally be circumstances where it is necessary to consider termination payments outside of those listed above, to avoid or settle a legal claim and reduce the risk of costs following an employee's departure from employment. Such instances may be settled by way of a settlement agreement paying due regard to the Special Severance Guidance issued by the Government, and where it is in the City Corporation's interests to do so based on advice from the

Comptroller & City Solicitor, Chief People Officer and Chamberlain & Chief Financial Officer.

- 6.5.2. The amount to be paid in such instances may include an amount of compensation, which is appropriate in all the circumstances of the individual case. Should such a matter involve the departure of a member of staff in the Senior Management Grade or the Town Clerk & Chief Executive, any such compensation payment will only be made following consultation with the Chairs of Policy & Resources and Corporate Services Committees and legal advice that it would be lawful, proper and reasonable to pay it.

6.6. Re-employment

- 6.6.1. Applications for employment from staff who have retired or been made redundant from the City of London Corporation, or another authority will be considered in accordance with the Corporation's normal recruitment policy.

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7. Publication of information relating to remuneration

7.1. Transparency:

- 7.1.1. The City Corporation will publish details of positions with remuneration of £50,000 or above in accordance with the Accounts and Audit Regulations 2015 and the Local Government Transparency Code issued by the Secretary of State for Communities and Local Government.

7.2. Pay Gap Reporting:

- 7.2.1. The City of London Corporation is required under the Equality Act 2010 to publish information every year showing the pay gap between male and female employees. The annual City of London Corporation Pay Gap Report has been widened to consider other non-statutory pay gaps (e.g. Ethnicity Pay Gap; Disability Pay Gap) and this is published on the Corporation's website, in line with statutory timescales.

7.3. Pay Policy Statement:

- 7.3.1. This statement will be published on the Corporation's website. It may only be amended during the year by resolution of the Court of Common Council. Any amendments will also be published on the Corporation's public website.

7.4. Pay Ratio Multiple:

- 7.4.1. As part of the Local Government Transparency Code, we publish our 'Pay Ratio', defined as the ratio between the highest paid and the median earning figure of the workforce in scope, this results in a ratio for the City of London Corporation, that can be compared with other organisations. We also choose to publish the ratio between the highest paid and lowest paid permanent staff.
- 7.4.2. As at December 2023, these ratios were:
- Highest paid: Lowest Paid Permanent Staff, 1:11 (1:11 in Dec 23/24)
 - Highest paid: Median Earnings Figure, 1:6 (1:7 in Dec 23/24)

A. Moss
Chair, Corporate Services Committee

F. Keelson-Anfu
Deputy Chair, Corporate Services Committee

February 2024

Appendix A: Senior Management Grade (SMG)

1. The Senior Management Grade comprises of the most senior roles in the organisation, as determined by Job Evaluation. Posts are those which are the professional lead for a significant area of City Corporation business, directing the function to meet corporate strategic goals, and professionally determining the construction those strategic goals.
2. As distinct roles, each role is individually evaluated and the pay for that role is benchmarked against the external market. The Senior Remuneration Sub-Committee sets the initial salary on appointment, together with the individual salary band, for staff with posts in the Senior Management Grade. The range for the role is based on the market rate for the role, which is used, alongside corporate importance, to determine the 'datum point' for the salary range.
3. The City Corporation subscribes to salary benchmarking services, which provide information on both public and private-sector comparator jobs. General practice is to use the median level of comparator public-sector jobs in central London for organisations which employ between 1001 and 4000 staff, with a turnover of £50m-£100m. Each post is allocated an individual salary range within the SMG pay range around the 'datum' point on the SMG scale. The range minimum is 2 increments below the datum point and range maximum as 3 increments above the datum point.
4. Thereafter, the Town Clerk & Chief Executive may recommend salary progression for SMG posts (other than in relation to their own) within the individual salary band (and up to the maximum) and in accordance with relevant reward policies, which will be considered by the Senior Remuneration Sub-Committee. Any changes to the individual salary bands for SMG posts will be approved by the Senior Remuneration Sub-Committee. Any payment above the maximum, as with other Contribution Payments, would not be consolidated into basic salary, and would not form part of contractual pay for subsequent years.
5. The range for any role may also be reviewed when new SMG posts are created, or the duties and responsibilities of posts or other external factors relevant to their pay and reward have changed. SMG posts are not necessarily the best-paid in the organisation, as other posts in Grades I and J may be better paid than some SMG posts, depending on the separate market supplements applied to the Graded posts.
6. Each year the datum point advances by a percentage equivalent to any 'cost of living' pay award. Individual salaries would move according to the table below:

Contribution Level	Salary Change
A Outstanding	Datum % change + up to 6%
B Very Good	Datum % change + up to 4%
C Good	Datum % change
D Improvement Required	0.0%

7. As outlined in para 4.3, normal practice on progression through Grades or Contribution Payments for eligible staff has been waived since 2020. SMG staff not

on the top of their range have received incremental progression through their individual pay scales, but no Contribution Payments were made to those at the top of their scales.

8. In respect of the Town Clerk & Chief Executive, the post's salary and any Contribution Payments that may be due to its holder are determined by the Senior Remuneration Sub-Committee. The Sub-Committee is advised by an Appraisal Panel comprising the Chairs of the Policy & Resources Committee, Corporate Services Committee, Finance Committee and General Purposes Committee of Aldermen. The Appraisal Panel set the Town Clerk's annual objectives and review performance against those objectives, receiving a report from the Chair of the Policy & Resources Committee who conducts the annual appraisal meeting with the Town Clerk. The Sub-Committee and Appraisal Panel are supported by the Chief People Officer, together with any appropriate external advisers.
9. The current Senior Management pay range and the range of SMG roles are attached. Appendix A.

Appendix B: City of London Corporation Main Grading Structure

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Non-Residential Salary Rates from 01 July 2023

		London Weighting	N/A	£6,710		£4,020				
		LW Supplement**	N/A	£200		£120				
Non Residential Grading Structure	SCP	Basic Salary	Hourly Rate*	Inner London Salary	Hourly Rate*	Outer London Salary	Hourly Rate*			
		1009	£21,470	£11.76	£28,180	£15.44	£25,490	£13.96		
		1010	£21,950	£12.02	£28,660	£15.70	£25,970	£14.23		
		1011	£22,640	£12.40	£29,350	£16.08	£26,660	£14.60		
		1012	£22,970	£12.58	£29,680	£16.26	£26,990	£14.78		
A	B	1013	£23,470	£12.86	£30,180	£16.53	£27,490	£15.06		
		1014	£24,020	£13.16	£30,730	£16.83	£28,040	£15.36		
		A+	B+	1015	£24,580	£13.46	£31,290	£17.14	£28,600	£15.67
				1016	£25,180	£13.79	£31,890	£17.47	£29,200	£16.00
				1017	£25,750	£14.10	£32,460	£17.78	£29,770	£16.31
				1018	£26,410	£14.47	£33,120	£18.14	£30,430	£16.67
				1019	£27,000	£14.79	£33,710	£18.47	£31,020	£16.99
				1020	£27,650	£15.15	£34,360	£18.82	£31,670	£17.35
				1021	£28,350	£15.53	£35,060	£19.21	£32,370	£17.73
C		1022	£29,030	£15.90	£35,740	£19.58	£33,050	£18.10		
		1023	£29,740	£16.29	£36,450	£19.97	£33,760	£18.49		
		C+	1024	£30,490	£16.70	£37,200	£20.38	£34,510	£18.90	
			1025	£31,220	£17.10	£37,930	£20.78	£35,240	£19.30	
			1026	£32,010	£17.53	£38,720	£21.21	£36,030	£19.74	
			1027	£32,830	£17.98	£39,540	£21.66	£36,850	£20.19	
			1028	£33,650	£18.43	£40,360	£22.11	£37,670	£20.64	
			1029	£34,470	£18.88	£41,180	£22.56	£38,490	£21.09	
		D	1030	£34,650	£18.98	£41,360	£22.66	£38,670	£21.18	
			1031	£35,510	£19.45	£42,220	£23.13	£39,530	£21.66	
			D+	1032	£36,450	£19.97	£43,160	£23.64	£40,470	£22.17
				1033	£37,380	£20.48	£44,090	£24.15	£41,400	£22.68
				1034	£38,360	£21.01	£45,070	£24.69	£42,380	£23.22
E		1035	£39,340	£21.55	£46,050	£25.23	£43,360	£23.75		
		1036	£40,360	£22.11	£47,070	£25.79	£44,380	£24.31		
		E+	1037	£41,370	£22.66	£48,080	£26.34	£45,390	£24.87	
			1038	£42,250	£23.15	£49,160	£26.93	£46,390	£25.41	
			1039	£43,450	£23.80	£50,360	£27.59	£47,590	£26.07	
			1040	£44,620	£24.44	£51,530	£28.23	£48,760	£26.71	
			1041	£45,860	£25.12	£52,770	£28.91	£50,000	£27.39	
			1042	£47,080	£25.79	£53,990	£29.58	£51,220	£28.06	
F		1043	£48,390	£26.51	£55,300	£30.30	£52,530	£28.78		
		1044	£49,720	£27.24	£56,630	£31.03	£53,860	£29.51		
		F+	1045	£51,130	£28.01	£58,040	£31.80	£55,270	£30.28	
			1046	£52,520	£28.77	£59,430	£32.56	£56,660	£31.04	
			1047	£53,960	£29.56	£60,870	£33.35	£58,100	£31.83	
			1048	£55,480	£30.40	£62,390	£34.18	£59,620	£32.66	
G		1049	£57,000	£31.23	£63,910	£35.01	£61,140	£33.50		
		1050	£58,630	£32.12	£65,540	£35.91	£62,770	£34.39		
		G+	1051	£60,230	£33.00	£67,140	£36.78	£64,370	£35.27	
			1052	£61,940	£33.93	£68,850	£37.72	£66,080	£36.20	
			1053	£63,670	£34.88	£70,580	£38.67	£67,810	£37.15	
H		1054	£65,480	£35.87	£72,390	£39.66	£69,620	£38.14		
		1055	£67,310	£36.88	£74,220	£40.66	£71,450	£39.15		
		H+	1056	£69,190	£37.91	£76,100	£41.69	£73,330	£40.18	
			1057	£71,150	£38.98	£78,060	£42.77	£75,290	£41.25	
			1058	£73,160	£40.08	£80,070	£43.87	£77,300	£42.35	
I		1059	£75,250	£41.23	£82,160	£45.01	£79,390	£43.50		
		1060	£77,370	£42.39	£84,280	£46.18	£81,510	£44.66		
		I+	1061	£79,620	£43.62	£86,530	£47.41	£83,760	£45.89	
			1062	£81,990	£44.92	£88,900	£48.71	£86,130	£47.19	
			1063	£84,410	£46.25	£91,320	£50.03	£88,550	£48.52	
			1064	£86,920	£47.62	£93,830	£51.41	£91,060	£49.89	
J		1065	£89,510	£49.04	£96,420	£52.83	£93,650	£51.31		
		1066	£92,160	£50.49	£99,070	£54.28	£96,300	£52.76		
		J+	1067	£94,910	£52.00	£101,820	£55.79	£99,050	£54.27	
			1068	£97,760	£53.56	£104,670	£57.35	£101,900	£55.83	
			1069	£100,620	£55.13	£107,530	£58.92	£104,760	£57.40	
			1070	£103,620	£56.77	£110,530	£60.56	£107,760	£59.04	
			1071	£106,650	£58.43	£113,560	£62.22	£110,790	£60.70	
			1072	£109,880	£60.20	£116,790	£63.99	£114,020	£62.47	

*Hourly Rates are approximate and provided for information purposes only

**London Weighting Supplement from Pay Point SCP1038 and above

Residential Salary Rates from 01 July 2023

Residential Grading Structure		SCP	Basic Salary	Hourly Rate*	Inner London Salary	Hourly Rate*	Outer London Salary	Hourly Rate*
London Weighting		N/A			£5,970		£3,620	
LW Supplement**		N/A			£180		£110	
A	B	1009	£21,470	£11.76	£27,440	£15.03	£25,090	£13.74
		1010	£21,950	£12.02	£27,920	£15.29	£25,570	£14.01
A	B+	1011	£22,640	£12.40	£28,610	£15.67	£26,260	£14.38
		1012	£22,970	£12.58	£28,940	£15.85	£26,590	£14.56
		1013	£23,470	£12.86	£29,440	£16.13	£27,090	£14.84
		1014	£24,020	£13.16	£29,990	£16.43	£27,640	£15.14
		1015	£24,580	£13.46	£30,550	£16.73	£28,200	£15.45
		1016	£25,180	£13.79	£31,150	£17.06	£28,800	£15.78
		1017	£25,750	£14.10	£31,720	£17.38	£29,370	£16.09
C	C+	1018	£26,410	£14.47	£32,380	£17.74	£30,030	£16.45
		1019	£27,000	£14.79	£32,970	£18.06	£30,620	£16.77
		1020	£27,650	£15.15	£33,620	£18.42	£31,270	£17.13
		1021	£28,350	£15.53	£34,320	£18.80	£31,970	£17.51
		1022	£29,030	£15.90	£35,000	£19.17	£32,650	£17.89
		1023	£29,740	£16.29	£35,710	£19.56	£33,360	£18.27
		1024	£30,490	£16.70	£36,460	£19.97	£34,110	£18.69
		1025	£31,220	£17.10	£37,190	£20.37	£34,840	£19.09
D	D+	1026	£32,010	£17.53	£37,980	£20.81	£35,630	£19.52
		1027	£32,830	£17.98	£38,800	£21.26	£36,450	£19.97
		1028	£33,650	£18.43	£39,620	£21.70	£37,270	£20.42
		1029	£34,470	£18.88	£40,440	£22.15	£38,090	£20.87
E	E+	1030	£34,650	£18.98	£40,620	£22.25	£38,270	£20.96
		1031	£35,510	£19.45	£41,480	£22.72	£39,130	£21.44
		1032	£36,450	£19.97	£42,420	£23.24	£40,070	£21.95
		1033	£37,380	£20.48	£43,350	£23.75	£41,000	£22.46
		1034	£38,360	£21.01	£44,330	£24.29	£41,980	£23.00
		1035	£39,340	£21.55	£45,310	£24.82	£42,960	£23.53
		1036	£40,360	£22.11	£46,330	£25.38	£43,980	£24.09
		1037	£41,370	£22.66	£47,340	£25.93	£44,990	£24.65
F	F+	1038	£42,250	£23.15	£48,400	£26.52	£45,980	£25.19
		1039	£43,450	£23.80	£49,600	£27.17	£47,180	£25.85
		1040	£44,620	£24.44	£50,770	£27.81	£48,350	£26.49
		1041	£45,860	£25.12	£52,010	£28.49	£49,590	£27.17
		1042	£47,080	£25.79	£53,230	£29.16	£50,810	£27.84
		1043	£48,390	£26.51	£54,540	£29.88	£52,120	£28.55
G	G+	1044	£49,720	£27.24	£55,870	£30.61	£53,450	£29.28
		1045	£51,130	£28.01	£57,280	£31.38	£54,860	£30.06
		1046	£52,520	£28.77	£58,670	£32.14	£56,250	£30.82
		1047	£53,960	£29.56	£60,110	£32.93	£57,690	£31.61
		1048	£55,480	£30.40	£61,630	£33.76	£59,210	£32.44
H	H+	1049	£57,000	£31.23	£63,150	£34.60	£60,730	£33.27
		1050	£58,630	£32.12	£64,780	£35.49	£62,360	£34.16
		1051	£60,230	£33.00	£66,380	£36.37	£63,960	£35.04
		1052	£61,940	£33.93	£68,090	£37.30	£65,670	£35.98
I	I+	1053	£63,670	£34.88	£69,820	£38.25	£67,400	£36.93
		1054	£65,480	£35.87	£71,630	£39.24	£69,210	£37.92
		1055	£67,310	£36.88	£73,460	£40.25	£71,040	£38.92
		1056	£69,190	£37.91	£75,340	£41.28	£72,920	£39.95
		1057	£71,150	£38.98	£77,300	£42.35	£74,880	£41.03
		1058	£73,160	£40.08	£79,310	£43.45	£76,890	£42.13
		1059	£75,250	£41.23	£81,400	£44.60	£78,980	£43.27
J	J+	1060	£77,370	£42.39	£83,520	£45.76	£81,100	£44.43
		1061	£79,620	£43.62	£85,770	£46.99	£83,350	£45.67
		1062	£81,990	£44.92	£88,140	£48.29	£85,720	£46.96
		1063	£84,410	£46.25	£90,560	£49.62	£88,140	£48.29
		1064	£86,920	£47.62	£93,070	£50.99	£90,650	£49.67
		1065	£89,510	£49.04	£95,660	£52.41	£93,240	£51.09
		1066	£92,160	£50.49	£98,310	£53.86	£95,890	£52.54
		1067	£94,910	£52.00	£101,060	£55.37	£98,640	£54.04
		1068	£97,760	£53.56	£103,910	£56.93	£101,490	£55.61
1069	£100,620	£55.13	£106,770	£58.50	£104,350	£57.17		
1070	£103,620	£56.77	£109,770	£60.14	£107,350	£58.82		
1071	£106,650	£58.43	£112,800	£61.80	£110,380	£60.48		
1072	£109,880	£60.20	£115,990	£63.57	£113,610	£62.25		

*Hourly Rates are approximate and provided for information purposes only

**London Weighting Supplement from Pay Point SCP1038 and above

**City of London Corporation Annual Pay Scales
Senior Management Grades**



**Spinal Point WEF
 01/07/2023**

1	£ 91,280	Assistant Town Clerk and Exec Dir of Governance and Member Services
2	£ 93,960	
3	£ 96,780	
4	£ 99,650	
5	£ 102,600	
6	£ 105,630	
7	£ 108,790	
8	£ 112,020	Executive Director & Private Secretary to Lord Mayor
9	£ 115,330	
10	£ 118,760	Exec Dir & Private Secretary to Chair Policy & Resources
11	£ 122,300	
12	£ 125,950	Managing Director City Bridge Foundation
13	£ 129,650	
14	£ 133,540	Executive Director of Corporate Communications and External Affairs
15	£ 137,500	
16	£ 141,630	Chief Strategy Officer
17	£ 145,830	
18	£ 150,180	Executive Director Innovation and Growth
19	£ 154,640	
20	£ 159,230	Deputy Town Clerk
21	£ 163,970	
22	£ 168,860	Executive Director Children and Community Services
23	£ 173,870	
24	£ 179,120	Chief People Officer & Executive Director of Human Resources
25	£ 184,430	
26	£ 189,950	Executive Director Built Environment
27	£ 195,620	
28	£ 201,430	City Surveyor
29	£ 207,460	
30	£ 213,640	Principal of Guildhall School of Music and Drama
31	£ 220,040	
32	£ 226,600	Chamberlain and Chief Financial Officer
33	£ 233,370	
34	£ 240,310	Remembrancer
35	£ 247,520	
36	£ 254,910	Comptroller & City Solicitor and Deputy Chief Executive
37	£ 262,530	
38	£ 270,340	Chief Executive Officer Barbican
39	£ 278,440	

All Grades Spine Points are plus £6,910 London Weighting; and £200 London Weighting Supplement

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Committee(s): Policy and Resources Committee – For decision	Dated: 22 nd February 2024
Subject: Central London Forward: Joint Venture Agreement renewal	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	2,3, 5 and 8
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Damian Nussbaum, Executive Director, Innovation and Growth	For Decision
Report author: Laura Davison, Innovation and Growth	

Summary

Central London Forward (CLF) is the strategic sub-regional partnership of the 11 central London local authorities and the City of London, created in 2007. CLF promotes inclusive and sustainable growth in central London. The City Corporation is a founder member of CLF and acts as the contracting body.

The CLF partnership is governed by a Joint Venture Agreement (JVA) between the 12 members. The JVA is due to end on 31st March 2024. This report seeks approval to sign the JVA, and extend the City Corporation’s involvement in CLF for a further four years until 31st March 2028. The annual membership cost of £40,000 would continue to be met from the Innovation and Growth budget.

CLF is a key partnership for central London boroughs, enabling a collective focus on shared priorities. This includes CLF managing employment and training programmes, which supported over 20,000 residents into work since 2020. It also includes securing funding – with CLF securing £667k of funding for the City Corporation since 2020 to support residents and City-based businesses post-pandemic.

The CLF Board - comprising the 11 leaders of the other member boroughs and the Chairman of Policy & Resources - have expressed a wish to continue the CLF Partnership for a further 4 years. This is subject to approval of the JVA and payment of an annual subscription of £40,000 per annum.

Recommendation(s)

Members are asked to:

- Agree to extend the Central London Forward Joint Venture Agreement until March 31st 2028. The annual membership contributions of £40,000 would continue to be met from the Innovation and Growth existing budget.

Main Report

Background

1. Central London Forward (CLF) is the strategic sub-regional partnership of the 11 central London local authorities and the City of London.¹ The partnership works on behalf of its members to provide a collective voice for central London and to facilitate collaboration on key opportunities and challenges across boroughs and the City of London. CLF's work includes:
 - Supporting partnership working across central London on shared priorities;
 - Bidding for funding to support collective priorities around sustainable growth;
 - Managing large-scale employment and skills programmes;
 - Acting as a collective voice and seeking to engage policymakers;
 - Conducting and commissioning research to inform policy making.
2. The City Corporation was a founding member of CLF in 2007, and has acted as the host and contracting body for the organisation since its creation. The most recent renewal of the JVA came to Policy and Resources in February 2020, at the same point in the process.
3. CLF is governed by a Board made up of the Leaders or Mayors of member boroughs and the Chairman of Policy & Resources. The Board sets the priorities for CLF and determines the work programme. The CLF governance structure also includes the Chief Executives Group, which the Town Clerk sits on.
4. In the last four years, CLF has delivered significant impact and benefits for the City Corporation and central London:
 - **Helping residents into work** – CLF's employment programmes have helped over 20,000 central London residents into employment since 2020. CLF secured £11m of European Social Fund to deliver employment and skills support post-COVID. The City Corporation received £667k of this to support residents and City-based businesses;
 - **Ensuring the skills system meets business needs** – CLF developed a [Local Skills Improvement Plan](#) for central London. This seeks to address skills gaps in priority sectors including financial and professional services. The plan is being used to shape the investment of £6.3m of Local Skills Improvement Fund in central London;
 - **Leading on the green skills agenda** – CLF produced research on [green jobs](#) which established a shared definition of what a green job is, and quantified green jobs across London. CLF has supported the Skills for a Sustainable Skyline taskforce, with CLF's Director being a member of the Strategy Steering Board. Following the recommendation of the

¹ City of London, Camden, Hackney, Haringey, Islington, Kensington and Chelsea, Lambeth, Lewisham, Southwark, Tower Hamlets, Wandsworth and Westminster

taskforce, CLF is exploring the potential to align section 106 policies across central London in order to improve skills supply;

- **Supporting the recovery of the CAZ** – CLF worked with the City Corporation, neighbouring local authorities and business groups to develop an [action plan](#) for the recovery and adaptation of London's Central Activities Zone. CLF produced research into the [future of the office](#) post-pandemic in central London. This highlighted the ongoing importance of and demand for high-quality office space;
 - **Making the case for central London during levelling-up** – CLF has engaged with Ministers including the Secretary of State for Levelling Up, Housing and Communities and the Minister for London. CLF has highlighted the importance of central London for the UK's economy, and to made the case for policy changes to unlock growth in central London;
 - **Highlighting central London's infrastructure needs** – CLF worked with the City Corporation and other member authorities to identify [central London's infrastructure priorities](#). CLF has helped make the case for ongoing capital funding for TfL to keep central London moving.
5. CLF works in partnership with other London stakeholders to maximise impact and avoid duplication. This includes BusinessLDN and other business groups, London Councils, and GLA. CLF led on the development of an action plan focused on the recovery of the Central Activities Zone post-pandemic, which was co-created with GLA, BusinessLDN and local Business Improvement Districts.

Current Position

6. CLF's core team is funded by subscriptions from member local authorities. Subscriptions have been frozen at £40k per annum since 2016. CLF's programmes and the team that manages these, are funded by grants from Department for Work and Pensions and Greater London Authority.
7. CLF is governed by a Joint Venture Agreement (JVA). The JVA was first agreed in 2007, and it has been extended four times since, with the last extension agreed in 2020. The JVA is due to expire on 31st March 2024.
8. The CLF Board – on which the City Corporation is represented – has expressed a wish to continue the partnership for a further four years.
9. The JVA has been updated, with some minor changes from the current version. The revised JVA has been reviewed and approved by the City of London Legal officers. The draft has been shared with CLF member authorities and reviewed by their legal teams. The draft was approved by the CLF Chief Executives Group on 26th January, and by the CLF Board on 7th February.

Options

10. Extending the JVA – including the City Corporation's role as the contracting body - for a further four years. This would enable the continuing delivery of the employment and skills support, funding, and wider benefits set out. On behalf of the City Corporation and the member boroughs of CLF. The level of financial

input and agreement duration have been collectively agreed across CLF members.

11. It would be possible to discontinue membership and / or cease acting as the contracting body. This would impact on CLF's ability to deliver benefits for central London as a whole. And hence carry reputational and political risk. It would also impact negatively on the City Corporation's relationship with neighbouring boroughs. The City Corporation would become the only authority in the capital not working together in a sub-regional partnership with neighbouring authorities. This would come ahead of an election year, and the potential significant extension of devolution of local economic powers.

Proposals

12. It is proposed that the Committee approve the extension of the Central London Forward Joint Venture Agreement until March 31st 2028. And the authorisation for the City Corporation to complete the agreement. The proposed subscription of £40,000 per annum would continue to be met from the Innovation and Growth budget.

Key data

13. **Connecting Communities** - CLF secured £9m of European Social Fund to deliver this employment and training programme. £668k was allocated to City of London's Community and Children's Services team, to provide employment and skills support to residents in City and central London, as well as central London-based businesses. This enabled the team to support 323 people, helping 277 people into work, education or training.
14. **UK Shared Prosperity Fund** - CLF offered the City Corporation £51k of UKSPF funding to provide employment and skills support to local residents. This was higher than the allocation of £8K based on the London-wide funding formula.
15. **Acting as a collective voice for central London:** CLF Board meetings in the last year have been attended by Government Ministers and Shadow Ministers, providing the Policy Chairman and the Town Clerk with an opportunity to raise priority issues.
16. **Low Carbon Retrofit Labour Demand Analysis:** Building on the City Corporation-led Skills for a Sustainable Skyline Taskforce, this [commissioned piece](#) looks at the labour demand generated low carbon retrofit. They have consequently joined the Strategy Steering Board for the Skills for a Sustainable Skyline Taskforce.
17. **Driving the recovery of the CAZ:** CLF worked with member authorities, the GLA and business organisations to agree a collective [action plan](#) focused on the recovery and adaptation of the CAZ post-pandemic.
18. **The future of the office in central London:** CLF [commissioned research](#) from Arup into the future of the office post pandemic, which helped inform the City Corporation's thinking and policy. The City Corporation commissioned [follow-on research](#), looking in more detail at the picture in the Square Mile.
19. **Meeting employer skills needs:** CLF have a goal to help shape the local training system to ensure it delivers the skills that employers need. Their [local skills improvement plan](#) for central London, includes a focus on key sectors

for the City and the City Corporation, such as financial and professional services, green, and arts, entertainment and recreation.

Corporate & Strategic Implications

Strategic implications

20. Continued membership of CLF will enable the City Corporation to deliver on outcomes 2, 3, 5 and 8 of the Corporate Plan, and priority 1-4 of the [CLF Strategy](#).

Financial implications

21. Continued membership requires membership subscriptions of £40,000 per annum for the next four years. These will be met from the Innovation and Growth Budget.

Resource implications

22. As the contracting body, the City Corporation hosts the CLF team, providing desk space, and HR, IT and finance support. CLF contributes toward these costs at a level assessed annually.

Legal implications

23. The Comptroller and City Solicitor's Department has reviewed the JVA and approved the changes and text.

Risk implications

24. The CLF JVA states member local authorities are individually responsible for delivering programmes. It further states that members will fully indemnify the City Corporation for any potential losses.

Equalities implications

25. Membership of CLF will have a positive impact on equalities in the City of London and central London. CLF's work is focused on tackling labour market inequalities.

Climate implications

26. Membership will have a positive impact on the climate. CLF's work supports central London authorities in delivering on their net zero goals.

Security implications

27. There are no security implications.

Conclusion

28. Central London Forward acts as the Strategic SubRegional Partnership for the City Corporation with 11 central London local authorities. This supports a range of benefits, including CLF securing £667k of funding for the City Corporation since 2020 to support residents and City-based businesses post-pandemic. And enables a collective focus on shared priorities for central London authorities.

29. Members are asked to approve the continuing membership of Central London Forward via the Joint Venture Agreement, as set out at Appendix 1. Enabling

the City Corporation to complete the agreement. The annual subscription of £40,000 would continue to be met from the Innovation and Growth budget.

Appendices

Appendix 1 – Joint Venture Agreement 2024-2028

Background Papers

P&R Joint Venture Agreement – [paper on previous renewal Feb 2020](#)

Laura Davison

Research and Intelligence Director, Innovation and Growth

T: 07753 432728

E: laura.davison@cityoflondon.gov.uk

DATED

2024

CENTRAL LONDON FORWARD

JOINT VENTURE AGREEMENT BETWEEN:

- (1) THE LORD MAYOR AND CITIZENS OF THE CITY OF WESTMINSTER**
- (2) THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF CAMDEN**
- (3) THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF ISLINGTON**
- (4) THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF LAMBETH**
- (5) THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF SOUTHWARK**
- (6) THE MAYOR AND BURGESSES OF THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA**
- (7) THE MAYOR AND COMMONALTY AND CITIZENS OF THE CITY OF LONDON**
- (8) THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF WANDSWORTH**
- (9) THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF HACKNEY**
- (10) THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF HARINGEY**
- (11) THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF LEWISHAM**
- (12) THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF TOWER HAMLETS**

The Comptroller and City Solicitor

Guildhall

London EC2P 1EJ

AN AGREEMENT (hereinafter called “the Agreement”) made this day of 2024

BETWEEN:

- (1) **THE LORD MAYOR AND CITIZENS OF THE CITY OF WESTMINSTER** of Westminster City Hall, 64 Victoria Street, London SW1E 6QP;
- (2) **THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF CAMDEN** of Town Hall, Judd Street, London WC1H 9JE;
- (3) **THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF ISLINGTON** of Town Hall, Upper Street, N1 2UD;
- (4) **THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF LAMBETH** of Town Hall, Brixton Hill, London SW2 1RW;
- (5) **THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF SOUTHWARK** of Town Hall, Peckham Road, London SE5 8UB;
- (6) **THE MAYOR AND BURGESSES OF THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA** of Town Hall, Horton Street, London W8 7NX;
- (7) **THE MAYOR AND COMMONALTY AND CITIZENS OF THE CITY OF LONDON** of PO Box 270, Guildhall, London EC2P 2EJ;
- (8) **THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF WANDSWORTH** of The Town Hall, Wandsworth High Street, London SW18 2PU;
- (9) **THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF HACKNEY** of Hackney Town Hall, Mare Street, London E8 1EA;
- (10) **THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF HARINGEY** of Civic Centre, High Road, Wood Green, London N22 8LE;
- (11) **THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF TOWER HAMLETS** of Town Hall, Mulberry Place, 5 Clove Crescent, London E14 2BG; and
- (12) **THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF LEWISHAM** of Town Hall, Catford, London SE6 4RU.

(hereinafter jointly referred to as the “Parties” or “Central London Forward” or “CLF” and individually as a “Party”).

WHEREAS

- (A) Central London Forward or CLF is a strategic partnership created to enable member authorities to work together on strategic areas of interest.
- (B) Some of the Parties entered into a joint venture agreement for Central London Forward on 11 February 2008 (“First Agreement”) which was subsequently varied on 8 June 2009 (“First Extension”), 20 March 2012 (“Second Extension”) and 12 February 2015 (“Third Extension”) and 30 November 2021 (“Fourth Extension”) and together known for the purposes of this Agreement as “the Preceding Agreements”). The term of the Preceding Agreements expires on 31 March 2024.
- (C) The Parties wish to enter into new arrangements for the purpose of working collaboratively to
 - Promote inclusive and sustainable growth, so that central London’s economy thrives, and all our residents and communities benefit from the opportunities that this creates.

(the “Main Objective”)

(D) CLF is not legally constituted nor a joint committee, and so the City of London Corporation acts as the Contracting Body for Central London Forward as at the date of this Agreement. To the extent that the Contracting Body or another Party is delivering services to the other members, it does so to establish or implement a co-operation between the Parties with the aim of ensuring that public services they have to perform are provided with a view to achieving common objectives, with the implementation of that co-operation being governed solely by considerations relating to the public interest.

IT IS HEREBY AGREED between the Parties as follows:-

1. DEFINITIONS AND INTERPRETATION

1.1 In this Agreement:

“Central London Forward Board” or “the Board” means the Board established in accordance with Clause 4;

“Commencement Date” means 1 April 2024;

“Central London Forward Team” means the team as set out in Clause 6;

“Chief Executive Group” means the group as set out in Clause 5;

“Contracting Body” means the Mayor and Commonalty and Citizens of the City of London (the **“City of London Corporation”**) or such other Party as takes up this role as further provided for in clause 3.6;

“Director” means the director appointed in accordance with clause 6.3;

“Expiry Date” means 31 March 2028;

“Members” will participate and take an equal role in shaping and implementing all Central London Forward work, as directed by the Board to achieve the priorities agreed by the Board and further the interests of Central London.

Members are:

The Lord Mayor and Citizens of the City of **Westminster**;

The Mayor and Burgesses of the London Borough of **Camden**;

The Mayor and Burgesses of the London Borough of **Islington**;
 The Mayor and Burgesses of the London Borough of **Lambeth**;
 The Mayor and Burgesses of the London Borough of **Southwark**;
 The Mayor and Burgesses of the Royal Borough of **Kensington and Chelsea**;
 The Mayor and Commonalty and Citizens of the **City of London**;
 The Mayor and Burgesses of the London Borough of **Wandsworth**;
 The Mayor and Burgesses of the London Borough of **Hackney**;
 The Mayor and Burgesses of the London Borough of **Tower Hamlets**;
 The Mayor and Burgesses of the London Borough of **Haringey**; and
 The Mayor and Burgesses of the London Borough of **Lewisham**.

“Principles”

means the principles of membership adopted by the Parties as set out in Appendix 1 (**“Principles of Membership”**);

- 1.2 Words importing the singular shall include the plural and vice versa, words importing any gender shall include both genders and words importing persons shall include bodies incorporate, unincorporated associations and partnerships.
- 1.3 Clause headings are inserted for reference only and shall not affect the interpretation or construction of this Agreement.

- 2. **COMMENCEMENT AND DURATION**
- 2.1 The Agreement shall commence on the Commencement Date and shall expire on the Expiry Date unless terminated earlier in accordance with the provisions of Clause 9 below.
- 2.2 The Agreement may be extended beyond the Expiry Date by agreement of all Parties in writing.

- 3. **OBJECTIVES AND PROJECTS**
- 3.1 The Main Objectives of Central London Forward are set out in Recital D above.
- 3.2 The Main Objectives shall be delivered by:
 - 3.2.1 **Coordinating and convening across central London** – CLF facilitates networks for Leaders, Cabinet Members, officers and other stakeholders, in order to support partnership working and collective action;

- 3.2.2 **Sharing evidence and best practice** – CLF conducts and commissions research on shared challenges and priorities, and it helps share best practice, in order to inform decision-making;
- 3.2.3 **Acting as a collective voice** – CLF seeks to influence national and regional policy makers in order to secure better outcomes for central London;
- 3.2.4 **Managing cross-borough programmes** – CLF manages and delivers cross-borough employment and skills programmes which help residents into decent work.
- 3.3 Further activities may be undertaken by the Parties as agreed by the Board, further to Clause 4, from time to time.
- 3.4 The Board may, in accordance with Clause 4, review and amend the Main Objectives and activities at any time during the term of this Agreement.
- 3.5 The activities referred to in Clauses 3.2, 3.3 and 3.4 are hereafter referred to as “the Programme”.
- 3.6 The Parties may work on specific projects in furtherance to the applicable Party’s respective objectives (“Special Projects”). In relation to Special Projects, each Party shall be individually responsible for any claims, expenses, actions, demands, costs and liabilities arising from any such Party’s breach of their obligations hereunder or any negligence or wrongful act. To the extent that the Contracting Body, or any other Party, suffers a loss as a result of any one or more Party’s breach of their obligations hereunder including any negligent or wrongful act, that Party individually or Parties if more than one, shall fully indemnify the Contracting Body, and any other affected Party for its losses.

4. **GOVERNANCE**

- 4.1 Each of the Parties shall nominate a leader (“Leader”) as its representative on the Board and a deputy (“Substitute”) as a substitute representative to the Board if the Leader is unable to attend a particular meeting.
- 4.2 The functions of the Board are as follows:
 - 4.2.1 To agree the work priorities of the Central London Forward Team (as defined in Clause 6);
 - 4.2.2 To agree the strategy for the future of Central London Forward;
 - 4.2.3 To agree appropriate sources of funding;
 - 4.2.4 To agree promotional activities;
 - 4.2.5 To approve annual financial reports;
 - 4.2.6 Any other functions agreed by the Board.
- 4.3 The Board shall hold a minimum of three meetings each year.
- 4.4 The Chair and the Deputy Chair of the Board shall be elected by simple majority.
- 4.5 The term of office of the Chair is two years, following which the Chair shall retire. When the Chair retires, unless the Board otherwise determines, he or she shall be succeeded by the Deputy Chair and a new Deputy Chair elected.
- 4.6 The quorum for the transaction of the business of the Board is one half of the Leaders or Substitutes entitled to be present at the meeting, rounded up to the nearest whole number if the number of such Leaders or Substitutes is uneven. Substitutes shall count towards a quorum.
- 4.7 The Board shall endeavour to reach unanimous agreement on any decisions to be made. If the Board is unable to agree unanimously on any decision to be made, a vote

shall be taken. Unless expressly indicated otherwise in this Agreement, all decisions of the Board shall be taken by a simple majority vote. The Chair shall exercise a second or casting vote in the event of a deadlock.

4.8 The Board may admit new Members.

4.9 The Board may establish such sub-committees or steering or working groups as it considers appropriate.

5. **CHIEF EXECUTIVE GROUPS AND OTHER OFFICER GROUPS**

5.1 The Chief Executive Group shall comprise representatives nominated by each of the Parties, usually the Chief Executive of the member authority, and may also include other members nominated by the Board and such other co-opted members as the Chief Executive Group shall admit to membership (the "Chief Executive Group").

5.2 The members of the Chief Executive Group shall elect one of their members to chair meetings of the Chief Executive Group.

5.3 The Chief Executive Group will advise and make recommendations to the Board regarding the implementation of the Programme and shall discharge such other functions as are delegated to it by the Board.

5.4 The Board, Chief Executive Group and Central London Forward Team may create or request the creation of other groups to engage with borough officers and other stakeholders or to deliver specific tasks.

6. **CENTRAL LONDON FORWARD TEAM**

6.1 The Central London Forward Team shall implement the Programme and shall comprise a Director and such other staff as required to deliver the Programme. Staffing shall be reported to the Board annually or upon request. The Central London Forward Team shall be employed by the Contracting Body on behalf of the Board and shall be responsible to the Board.

7. **CONTRACTING BODY**

7.1 Subject to Clause 7.6 below, the City of London Corporation shall act as the Contracting Body on behalf of the Parties for the duration of the Agreement. The Contracting Body shall employ the Central London Forward Team and enter into contracts on behalf of the Parties as directed by the Board.

7.2 The Contracting Body shall discharge the functions of employer in relation to the Central London Forward Team and shall oversee the work programme of the Central London Forward Team as agreed by the Board.

7.3 In carrying out its functions hereunder, the Contracting Body shall comply with all relevant legislation, regulations and guidance.

7.4 The Contracting Body's costs, expenses and liabilities reasonably incurred in employing the Central London Forward Team and carrying out such other functions as agreed by the Board shall be met from the contributions of the Parties under Clause 8.

7.5 The Contracting Body shall indemnify each of the other Parties against all losses claims expenses actions demands costs and liability arising from any breach of the Contracting Body's obligations hereunder or any negligent or wrongful act, omission or default by the Contracting Body in relation to the performance of its obligations hereunder.

- 7.6 In the event the Contracting Body serves notice of termination of this role under Clause 9.3, the Board may appoint another of the Parties (with the agreement of the Party concerned) to act as Contracting Body. If no Party is willing then the Agreement will end and CLF is disbanded.
- 7.7 In the event there is a change in the Contracting Body, the Party which has been acting as Contracting Body (the "Outgoing Contracting Body") shall as soon as reasonably possible provide to the Party proposing to act as Contracting Body (the "Incoming Contracting Body") such information as the Incoming Contracting Body may reasonably require, including:
- 7.7.1 the Outgoing Contracting Body's accounts insofar as they relate to its activities as Contracting Body;
 - 7.7.2 all information required under the Transfer of Undertakings (Protection of Employment) Regulations 2006
 - 7.7.3 details of contracts entered into by the Outgoing Contracting Body on behalf of CLF.
- 8. FUNDING AND CONTRIBUTIONS TO ADMINISTRATIVE COSTS**
- 8.1 Each Member shall contribute £40,000 (forty thousand pounds) each year of the Agreement ("Contributions"). The Central London Forward Team will issue invoices to Members by 30 April each financial year with payment of Contributions to be made by 30 June. Funding contributions will be acknowledged by the Board annually, within the annual financial report.
- 8.2 Contributions shall be applied towards the costs incurred by the Contracting Body under Clause 8 and otherwise in furtherance of the Programme.
- 8.3 The Parties may seek additional funding from external sources where relevant and available to support the delivery of the Programme.
- 8.4 The Director shall provide an annual financial report to the Board in quarter 1 of each financial year throughout the duration of the Agreement, setting out expenditure against the budget for the previous year, and the budget for the current financial year. Additional financial reports shall be made available at the Board's request or where issues, risks or opportunities arise, and the accounts of Central London Forward shall be open to audit at the reasonable request of any Party to the Agreement.
- 8.5 Any cost incurred by the Contracting Body in connection with redundancies (if any) of members of the Central London Forward Team arising from the termination of the Agreement ("Redundancy Cost") shall be met as follows:
- 8.5.1 First, from any unexpended part of the contributions made by the Parties under Clause 9.1 after all other costs associated with the Agreement and its termination have been met.
 - 8.5.2 Secondly, by each of the Parties (which term shall, for the purposes of this Clause 8.5 and Clause 10.1 be deemed to include any Party which has at any time been a member of Central London Forward whether or not it was a member at the time the liabilities were incurred) paying to the Contracting Body on demand a share of any remaining part of the Redundancy Cost calculated as follows:
 - 8.5.2.1 the aggregate Redundancy Cost shall be divided by the number of Parties

8.5.2.2 any Party which was or has been a member of Central London Forward for a period less than the period during which the Agreement has been in force will be liable to pay a percentage of the cost calculated under Clause 8.5.2.1 in accordance with the proportion which its length of membership bears to the duration of the Agreement;

8.5.2.3 any sums calculated under Clause 8.5.2.2 shall be subtracted from the aggregate Redundancy Cost and the balance shall be divided evenly between those Parties which have been members of Central London Forward for the entire duration of the Agreement. Each such member shall be liable to contribute the sum so calculated.

8.6 In the event that upon termination of the Agreement under Clause 9.1 and following payment of all costs associated with the termination including the Redundancy Cost any funds provided pursuant to this Clause remain unexpended, such funds shall be returned to the Parties in the same proportions as the respective contributions of the Parties to the date of termination.

9. **TERMINATION AND BREACH**

9.1 The expiry by effluxion of time or termination of the Agreement however caused and the serving of notice to terminate shall be without prejudice to any obligations or rights of any of the Parties which have accrued prior to such termination and shall not affect any provision of the Agreement which is expressly or by implication provided to come into effect on or to continue in effect after such termination.

9.2 Any Party to the Agreement may give at least nine months' written notice of withdrawal from the Agreement to take effect on 31 March in any year. The Board may determine that a shorter period of notice may be accepted in any particular case.

9.3 Without prejudice to any other rights or remedies the City of London Corporation (or any other Party which has been appointed Contracting Body under Clause 7.6 above) may terminate its role under the Agreement as Contracting Body by at least nine months' written notice to the other Parties to take effect on 31 March in any year throughout the duration of the Agreement.

9.4 A Party shall cease to be a party under this Agreement (and therefore a Member) with immediate effect if served with a written notice from the Contracting Body or on the occurrence of any of the following events:

9.4.1 where that Party breaches any of the provisions of the Agreement and in the case of a breach capable of remedy fails to remedy the same within 30 days of being notified of each breach by any other Party hereto and being required to remedy the same;

9.4.2 where by reason of any change in law or other reason not attributable to the fault of the Parties one or more of the Parties shall be prohibited or prevented from giving effect to their obligations hereunder.

9.5 Where the Contracting Body is the Party to whom Clause 9.4.1 or 9.4.2 above applies, the Contracting Body's membership under this Agreement may be terminated by another Party to the Agreement who consents to act for this purpose and that Party shall serve a written notice on the Contracting Body in accordance with Clause 9.4. .

9.6 If the Contracting Body's membership under this Agreement is terminated, the Board shall, by written notice, invite expressions of interest to act as a replacement contracting body, following which, the Board shall decide on the replacement

contracting body in accordance with Clause 4. In the event that none of the Parties express an interest to act as Contracting Body within 30 days of issuing such notice, the Agreement shall terminate forthwith and the provisions of Clause 10 Shall apply.

- 9.7 The Board may at any time prior to the expiry of the Agreement by unanimous vote agree to terminate the Agreement and the provisions of Clause 10 shall then apply.

DISSOLUTION

- 9.8 In the event of dissolution of Central London Forward, any assets remaining after all liabilities have been discharged shall be distributed among the Parties (as defined in Clause 9.4.2 above) in the same proportions as the respective contributions of the Parties at the date of dissolution.

10. NOTICES

- 10.1 A notice given to a Party under or in connection with this Agreement shall be in writing and sent to the Party at the address or email address as notified in writing to other Party.
- 10.2 Any such notice shall be deemed to have been served:
- a) if delivered by hand, at the time the notice is left at the address; or
 - b) if sent by pre-paid first-class post or other next working day delivery service providing proof of postage or delivery, at 9.00am on the second business day after posting; or
 - c) if sent by email, at the time of transmission.

11. ASSIGNMENT

- 11.1 None of the Parties may assign its rights and obligations in whole or in part hereunder without the prior written consent of the Parties hereto.

12. CONTINUING AGREEMENT

- 12.1 The rights and obligations which expressly or by their nature are intended to survive the expiry or termination of the Agreement shall so survive and bind the Parties, their legal representatives, successors and assigns.

13. GOOD FAITH

- 13.1 Each of the Parties undertakes with each of the other Parties to do all things reasonably within its power which are necessary or desirable to give effect to the spirit and intent of the Agreement.

14. ENTIRE AGREEMENT

- 14.1 The Agreement constitutes the entire agreement between the Parties with respect to the matters dealt with herein and supersedes any previous agreement between the Parties in relation to such matters. No variation of the Agreement shall be valid or effective unless made by one or more instruments in writing signed by all the Parties.

15. NO PARTNERSHIP

15.1 Nothing in the Agreement shall constitute or be deemed to constitute a partnership between any of the Parties and none of them shall have any authority to bind the other Parties in any way except as expressly provided in Clause 7.1.

16. WAIVER

16.1 No failure to exercise and no delay in exercising on the part of any of the Parties any right power or privilege hereunder shall operate as a waiver thereof nor shall any single or partial exercise of any right power or privilege preclude any other or further exercise thereof of the exercise of any other right power or privilege. The rights and remedies provided in the Agreement are cumulative and not exclusive of any rights or remedies otherwise provided by law.

17. SEVERABILITY

17.1 Notwithstanding that any provision of the Agreement may prove to be illegal or unenforceable the remaining provisions of the Agreement shall continue in full force and effect.

18. CONTRACTS (RIGHTS OF THIRD PARTIES) ACT 1999

18.1 Nothing contained in the Agreement confers or purports to confer any rights to enforce any of its terms pursuant to the Contracts (Rights of Third Parties) Act 1999 on any person who is not a Party hereto.

19. DATA PROTECTION

19.1 Each party shall, at its own expense, ensure that it complies with the requirements of all legislation and regulatory requirements in force from time to time in the UK relating to the use of personal data and the privacy of electronic communications, including the (i) Data Protection Act 2018 and any successor UK legislation, (ii) retained EU law version of the General Data Protection Regulation ((EU) 2016/679), and (iii) Privacy and Electronic Communications Regulations 2003 (SI 2003/2426) and the guidance and codes of practice issued by the Information Commissioner or other relevant regulatory authority and applicable to a party.

20. CONFIDENTIALITY

20.1 Neither the Parties or their employees or agents shall divulge to any third party or dispose of or part with possess, custody or control of any confidential matter or information including but not limited to information relating to the business affairs and dealings of the Parties provided to any Party or otherwise coming into the possession or knowledge of the Party in the course of the performance of the Agreement ("Confidential Information"), other than in accordance with the express provisions of this Agreement; or with the written consent of that Party; or if the Confidential Information:

20.1.1 is or becomes public knowledge (otherwise than by breach of this condition);
or

- 20.1.2 comes into the possession of any Party without restriction as to its disclosure;
or
 - 20.1.3 is received from a third party which lawfully acquired it and who is under no obligation restricting its discharge; or
 - 20.1.4 is required to be disclosed by law or by order of a court of competent jurisdiction or by any governmental or regulatory authority; or
 - 20.1.5 is required by the professional advisers of the Parties where reasonably necessary to provide professional advice.
- 20.2 For the avoidance of doubt, where a request for the disclosure of a document or information which is commercially sensitive or confidential is received by a Party from a third party pursuant to the Freedom of Information Act 2000, the Party in receipt of the request shall, after consulting with the other Parties, decide whether the need to maintain the confidentiality of the document or information is outweighed by the public interest requirement for disclosure.

21. COMPLIANCE WITH LAW

- 21.1 The Parties agree that they will comply with all applicable equality law (whether in relation to race, sex, gender reassignment, age, disability, sexual orientation, religion or belief, pregnancy, maternity or otherwise).
- 21.2 The Parties agree to comply with all applicable laws, statutes, regulations, and codes relating to anti-bribery and anti-corruption including the Bribery Act 2010.

22. INTELLECTUAL PROPERTY RIGHTS

- 22.1 For the purposes of this Clause Intellectual Property Rights means: patents, utility models, rights to inventions, copyright and neighbouring and related rights, trade marks and service marks, business names and domain names, rights in get-up and trade dress, goodwill and the right to sue for passing off or unfair competition, rights in designs, rights in computer software, database rights, rights to use, and protect the confidentiality of, confidential information (including know-how and trade secrets), and all other intellectual property rights, in each case whether registered or unregistered and including all applications and rights to apply for and be granted, renewals or extensions of, and rights to claim priority from, such rights and all similar or equivalent rights or forms of protection which subsist or will subsist now or in the future in any part of the world.
- 22.2 This Agreement does not transfer any interest in Intellectual Property Rights.
- 22.3 All Intellectual Property Rights developed or created by a Party pursuant to the Programme shall be owned by that Party.

23. DISPUTE RESOLUTION

- 23.1 If any dispute arises in connection with this Agreement, the Parties agree to enter into mediation in good faith to settle such a dispute and will do so in accordance with the Centre for Effective Dispute Resolution (CEDR) Model Mediation Procedure. Unless otherwise agreed between the parties within 14 working days of notice of the dispute, the mediator will be nominated by CEDR. To initiate the mediation a party must give

notice in writing (ADR notice) to the other party, referring the dispute to mediation. A copy of the referral should be sent to CEDR.

23.2 If there is any point on the logistical arrangements of the mediation, other than nomination of the mediator, upon which the parties cannot agree within 14 working days from the date of the ADR Notice, where appropriate, in conjunction with the mediator, CEDR will be requested to decide that point for the parties having consulted with them.

23.3 Unless otherwise agreed, the mediation will start not later than 28 working days after the date of the ADR notice. The commencement of a mediation will not prevent the parties commencing or continuing court proceedings or an arbitration.

24. GOVERNING LAW AND JURISDICTION

24.1 This Agreement and any dispute or claim arising out of or in connection with it or its subject matter or formation (including non-contractual disputes or claims) shall be governed by and construed in accordance with the law of England and Wales.

24.2 Each Party irrevocably agrees that the courts of England and Wales shall have exclusive jurisdiction to settle any dispute or claim arising out of or in connection with this agreement or its subject matter or formation (including non-contractual disputes or claims).

25. EXECUTION

25.1 The Agreement may be executed in any number of counterparts, each of which when executed and delivered shall constitute an original of this Agreement, but all the counterparts shall together constitute the same instrument. No counterpart shall be effective until each Party has executed at least one counterpart.

IN WITNESS WHEREOF this Agreement has been signed on behalf of the parties on the date first above written

Signed by a duly authorised signatory for the **THE LORD MAYOR AND CITIZENS OF THE CITY OF WESTMINSTER.**

Signature

Date

Signed by a duly authorised signatory for the **THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF CAMDEN.**

Signature

Date

Signed by a duly authorised signatory for
the **THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF HACKNEY.**

Signature

Date

Signed by a duly authorised signatory for
the **THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF HARINGEY.**

Signature

Date

Signed by a duly authorised signatory for
the **THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF ISLINGTON.**

Signature

Date

Signed by a duly authorised signatory for
the **THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF LAMBETH.**

Signature

Date

Signed by a duly authorised signatory for
the **THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF LEWISHAM.**

Signature

Date

Signed by a duly authorised signatory for
the **THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF SOUTHWARK.**

Signature

Date

Signed by a duly authorised signatory for
the **THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF TOWER HAMLETS.**

Signature

Date

Signed by a duly authorised signatory for
the **THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF WANDSWORTH.**

Signature

Date

Signed by a duly authorised signatory for
the **THE MAYOR AND BURGESSES OF THE ROYAL BOROUGH OF KENSINGTON AND
CHELSEA.**

Signature

Date

Signed by a duly authorised signatory for
the **THE MAYOR AND COMMONALTY AND CITIZENS OF THE CITY OF LONDON.**

Signature

Date

The Central London Forward Board (the “Board”) discussed and agreed the following principles of membership in November 2018. The Parties agree to adopt these principles when operating as Central London Forward.

1. Cross party working

- 1.1. A key strength of Central London Forward is the commitment of Members to cross party working which has been sustained since the creation of Central London Forward in 2007. Borough leaders work to maintain and develop relationships with each other in Central London through changes in leadership in order to work in the interests of Central London residents, businesses and workers.
- 1.2. CLF believe that a diversity of political views, and the consequent debate and compromise, adds significant value to the collective work of Central London Forward and that this should be maintained regardless of changes in the wider political balance of Central London.

2. Consensus decision making

- 2.1. The Board shall endeavour to reach unanimous agreement on any decisions to be made.
- 2.2. In forming a consensus view to which all Board members can agree discussions should focus on:
 - 2.2.1. The alignment of the recommendation to the agreed aims of Central London Forward, as directed by the Board and set out in the business plan and / or other agreed strategies;
 - 2.2.2. Evidence that the matter affects the residents, workers or businesses in Central London (i.e. can be seen as an issue for Central London and not for one or more boroughs within the area); and
 - 2.2.3. The rationale for a common position or collaboration.
- 2.3. Central London Forward believe that consensus decision making results in better decisions and as has value in itself as it supports greater precision and understanding between partners.

3. Collaboration

- 3.1 Central London Forward provides a forum for collaboration between member boroughs. Continued collaboration in the identification of issues, the design of measures to address them and the delivery of services between Central London

Forward Members will support improved outcomes for our residents, businesses and workers.

- 3.2 The preferred delivery mechanism for new collaborative initiatives or programmes should be by Member boroughs working on behalf of the Board. Where appropriate this should be groups of boroughs collaborating, with the support of the Central London Forward team, and reporting progress and outcomes back to the Board or delegated Board members. Central London Forward will support the sharing of learning and innovation between Member boroughs and provide a vehicle through which resources, and risks, can be shared to support delivery.
- 3.3 Where the Board do not believe that borough-led delivery would be appropriate, Central London Forward could be directed to do so. In these cases, Central London Forward's first approach will be to secure agreements to share or second borough officers to maximise the knowledge and experience retained by boroughs.

Committee(s): Policy and Resources Committee – For decision	Dated: 22 February 2024
Subject: Business Travel Scheme – Schedule of Recognised Events	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	5, 7, 9, 10
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Town Clerk	For Decision
Report author: Chris Rumbles, Town Clerk’s Department	

Summary

The purpose of this report is to seek approval of a Schedule of Recognised Events (conferences etc.) attended by Members and Officers for inclusion within the Business Travel Scheme. This schedule lists those events which Members and Officers are permitted to attend without requiring further specific Committee approval. Travel and accommodation for attending these events is still required to be in accordance with the provisions of the Business Travel Scheme.

Periodic approval of the Schedule of Recognised Events is required by Policy and Resources Committee, in accordance with Standing Order No. 42: –

The Schedule of Recognised Events has been reviewed by Chief Officers and the addition of the following events is proposed:-

- Expo Real (Munich)
- Conferences of the Parties (COP) (Worldwide)
- World Economic Forum’s Annual Meeting (Davos)
- Opportunity London Investment Trip (Europe)
- MIPIM Asia (Hong Kong)
- Opportunity London Investment Trip (New York/Boston)

Recommendation(s)

Members are asked to:

- Approve the Schedule of Recognised events that may be attended by Members and Officers as set out at Appendix 1 for inclusion within the Business Travel Scheme.

Main Report

Background

1. Standing Order No. 42 deals with attendance at events by Members and Officers and reads as follows:

42. Conferences

- (1) Members and Officers are authorised to attend events (i.e. on behalf of the City of London Corporation in accordance with the Business Travel Scheme and Financial Regulations).

The Business Travel Scheme confirms that Policy and Resources Committee or the Town Clerk shall approve travel for:

- A schedule of recognised events (attended by City of London Corporation delegates)
- Duty travels for some roles (predominantly requiring travel) within the organisation.

Members and Officers will be able to attend the listed events or duty travel without a need for further specific committee approvals, subject to attendance being in accordance with the City of London Corporate Travel Policy.

Current Position

Business Travel Scheme

2. The Business Travel Scheme regulates business travel on behalf of the City Corporation and is one of the specific responsibilities of the Finance Committee under its terms of reference.
3. The Scheme provides a clear framework against which attendance at events involving travel can be regulated. Business trips are categorised according to the profile / significance of events and the approval process for attendance at events in each category is clearly set out. Typically, any business travel which involves Members requires approval in advance from the relevant Spending Committee. The Scheme includes an exception to this rule for the Lord Mayor and Chairman of Policy and Resources Committee, given the specific nature of their travel.
4. The scheme provides for a schedule of recognised events, to be approved periodically by this Committee. Subject to sufficient funds being available, further approvals are not required for attendance by Members and Officers at events included in this schedule.
5. The cost of attendance for these events is typically met from the relevant Departmental Local Risk Budget; in the event that there is not sufficient provision with Local Risk Budgets, funding would need to be sought through the relevant Committee approval.

Recognised Events

6. A list of proposed events for inclusion within the Business Travel Scheme is set out in Appendix 1. The scheduled of recognised events has been reviewed by Chief Officers and the following annual events have been added to the list of approved events:

Committee(s)	Event	Venue	No. of Attendees¹
Policy and Resources Committee / Planning and Transportation Committee	Expo Real (annual)	Munich	Chairman of Policy and Resources Committee / Chairman of Planning and Transportation Committee and 5 officers
Policy and Resources Committee	Conferences of the Parties (COP)	Worldwide	Chairman of Policy, Lord Mayor and 3 officers
Policy and Resources Committee	World Economic Forum's annual meeting (Davos)	Davos	Chairman of Policy, Lord Mayor and 3 officers
Policy and Resources Committee / Planning and Transportation Committee	Opportunity London Investment Trip	Europe (Paris and/or Milan and Amsterdam)	Chairman of Policy and Resources Committee / Chairman of Planning and Transportation Committee and 2 officers
Policy and Resources Committee / Planning and Transportation Committee	MIPIM Asia (Hong Kong)	Hong Kong	Chairman of Policy and Resources Committee / Chairman of Planning and Transportation Committee and 4 officers
Policy and Resources Committee / Planning and Transportation Committee	Opportunity London Investment Trip	New York / Boston	Chairman of Policy and Resources Committee / Chairman of Planning and Transportation Committee and 2 officers

7. Recognised events meet one or more of the following criteria: -
 - They are regularly attended by Members.
 - They are attended by Officers accompanying Members.
 - They are events which are regularly attended by Officers which typically require overseas travel.
8. Once agreed, Members and Officers will be able to attend listed events without the need for further specific approval from Committees. Travel for these events will still need to be in accordance with the Business Travel Scheme.
9. The specific Members who attend each event are typically agreed by either the relevant Spending Committee or by the Chairman and Deputy Chairman thereof.

Corporate & Strategic Implications

Strategic implications – City Corporation attendance at events aligns to the City Corporation's priorities across a range of areas.

Financial implications – Funding for attendance at events is to be met from within Local Risk Budgets; in the event that there is not sufficient provision with Local Risk Budgets, funding would need to be sought through the relevant Committee approval.

Resource implications – As shown under each event.

Legal implications – None identified

Risk implications – None identified

Equalities implications – None identified

Climate implications – Travel has a significant environmental and economic impact, therefore before any official travel, a number of key areas should be considered looking at alternative methods of meetings, maximising value from a trip through arranging multiple tasks on a visit, number of people travelling and if the meeting could be arranged in such a way to minimise the travel requirements for participants.

Travellers should consider the environmental impacts of their chosen mode of travel, considering more economically friendly modes of travel where possible.

Security implications – The City of London Corporation has adopted a strategic approach to managing business travel. This ensures that all business travel is procured within agreed procurement procedures for all its travel services across a range of areas, including the safety and security of its travellers.

Conclusion

10. Standing Order No. 42 focusses on the Business Travel Scheme as the means of regulation for attendance at events. The inclusion of a schedule of recognised events, periodically approved by this Committee, ensures that the Scheme provides an appropriate level of control in relation to this issue. It has been reviewed and updated by Chief Officers and Members are requested to approve the Schedule of Recognised Events.

Appendices

¹ Unless already approved at Court or Committee level, the names of Members attending events will be agreed by the Chairman and Deputy Chairman of the relevant Committee.

- Appendix 1 – Schedule of Recognised Events

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SCHEDULE OF RECOGNISED EVENTS

Committee(s)	Event	Venue	No. of Attendees¹
Policy & Resources	Local Government Association Conference	UK	One or two Members One officer
Policy & Resources / Planning & Transportation	MIPIM (Marché International des Professionels de L'Immobilier)	France	Chairman of Policy and Resources Committee / Chairman of Planning & Transportation Committee and Five officers
Finance	Chartered Institute of Public Finance & Accountancy Conference	UK	One or two Members Up to two officers
Finance	LGC Investment Summit	UK	Two officers
Finance	National Association of Pension Funds Conference	UK	One officer
Port Health & Environmental Services	The Chartered Trading Standards Institute Conference (Annual)	UK	two Members plus up to four Officers; Officers - 3 from the Trading Standards Team plus 1 from the Animal Health Team
Port Health & Environmental Services	Chartered Institution of Wastes Management Conference	UK	One Member Two officers
Port Health & Environmental Services	Local Authority Recycling Advisory Committee Conference	UK	Two officers

¹ Unless already approved at Court or Committee level, the names of Members attending events will be agreed by the Chairman and Deputy Chairman of the relevant Committee.

Committee(s)	Event	Venue	No. of Attendees¹
Port Health & Environmental Services (Heathrow Animal Reception Centre)	International Air Transport Association (IATA) Live Animals Board (twice a year)	International	One Officer <u>(plus one officer fully funded by IATA)</u>
Port Health & Environmental Services (Heathrow Animal Reception Centre)	International Pet Air Transport Association (IPATA) Conference (Annual)	International	Two Officers
Port Health & Environmental Services (Heathrow Animal Reception Centre)	Animal Transport Association (ATA) Conference (Annual)	International	One Officer Two <u>Officers</u>
Port Health & Environmental Services (Heathrow Animal Reception Centre)	Wildlife Enforcers Conference (WEC) (Police/Border Force) Seminar (Annual)	UK	One Officer
Port Health & Environmental Services (Open Spaces)	Institute of Cemetery & Crematorium Management Conference	UK	One officer
Police	Joint Conference of Association of Chief Police Officers & Association of Police & Crime Commissioners (Summit)	UK	Two Members Two officers
Police	Association of Police & Crime Commissioners (APPC) Annual General Meeting	UK	Two Members One officer
Markets	World Union of Wholesale Markets (two meetings per year)	Varies but usually outside the UK	One Member One officer

Committee(s)	Event	Venue	No. of Attendees¹
Board of the Governors of the City of London Freemen's School	Society of Heads Conference	UK	Head Teacher
Boards of Governors of the City Schools	Association of Governing Bodies of Independent Schools – AGM	UK	Up to three Members (one from each Board)
Boards of Governors of the City Schools	Association of Governing Bodies of Independent Schools - Conferences/seminars through the year	UK	Board Members as appropriate (depends on subject matter)
Community & Children's Services	Chartered Institute of Housing Conference	UK	Two Members Two Officers
Community & Children's Services	National Children & Adult Services Conference	UK	Two Members Two Officers
Community & Children's Services	Public Health England Conference	UK	Two Members One Officer
Standards	Annual Conference of Standards Committees	UK	Up to two Members One officer
Culture, Heritage & Libraries	International Council on Archives Conference (once a year)	Varies but usually outside the UK	Up to two officers
Culture, Heritage & Libraries	Archives & Records Association UK & Ireland Conference (once a year)	UK or Ireland	Up to two officers
Culture, Heritage & Libraries	International Council of Archives Section on Local Municipal and Territorial Archives Conference/Meeting (once a year)	Europe	One officer
Culture, Heritage & Libraries	International Conservation Conference (once every four years)	Varies but usually outside the UK	Up to two officers
Culture, Heritage & Libraries	European Cities Marketing Expert Meeting (once a year)	Europe	One officer

Committee(s)	Event	Venue	No. of Attendees¹
City Bridge Foundation	Association of Charitable Foundations – Annual Conference	UK	Chairman, Managing Director and several CBF officers
<u>The following events have been added</u>			
Policy and Resources Committee / Planning & Transportation Committee	Expo Real (annual)	Munich	Chairman of Policy and Resources Committee / Chairman of Planning and Transportation Committee and 5 officers
Policy and Resources Committee	Conferences of the Parties (COP)	Worldwide	Chairman of Policy, Lord Mayor and 3 officers
Policy and Resources Committee	World Economic Forum's annual meeting (Davos)	Davos	Chairman of Policy, Lord Mayor and 3 officers
Policy and Resources Committee / Planning and Transportation Committee	Opportunity London Investment Trip	Europe (Paris and/or Milan and Amsterdam)	Chairman of Policy and Resources Committee / Chairman of Planning and Transportation Committee and 2 officers
Policy and Resources Committee / Planning and Transportation Committee	MIPIM Asia (Hong Kong)	Hong Kong	Chairman of Policy and Resources Committee / Chairman of Planning and Transportation Committee and 4 officers

Committee(s)	Event	Venue	No. of Attendees¹
Policy and Resources Committee / Planning and Transportation Committee	Opportunity London Investment Trip	New York / Boston	Chairman of Policy and Resources Committee / Chairman of Planning and Transportation Committee and 2 officers

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Committee(s): Policy and Resources Committee	Dated: 22/02/2024
Subject: Policy and Resources Contingency/Discretionary Funds	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	All
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£0
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Chamberlain	For Decision
Report Author: Geraldine Francis - Chamberlain	

Summary

This report provides the schedule of projects and activities which have received funding from the Policy Initiatives Fund (PIF) and the Policy and Resources Committee's Contingency Fund for 2023/24 and future years with details of expenditure in 2023/24. It was agreed in January 2024's Committee that the Project Reserve uncommitted balance of £343,000, should now sit within Finance Committee. The balances remaining for these Funds for 2023/24 and beyond are shown in the Table below.

Fund	2023/24 Balance Remaining after Approved Bids £	2024/25 Balance Remaining after Approved Bids £	2025/26 Balance Remaining after Approved Bids £	2026/27 Balance Remaining after Approved Bids
Policy Initiative Fund	513,726	505,000	955,000	1,180,000
Policy and Resources Contingency	19,720	285,000	300,000	300,000

Recommendation(s)

Members are asked to:

- Note the report and contents of the schedules.
- Agree to increase the 2024/25 multiyear PIF cap by £145,000 from the 2024/25 Committee Contingency **should Option A of the Innovate Finance Funding Bid be approved at today's Committee.** Whilst the overall 2024/25 PIF uncommitted balance is £505,000, the amount available for multiyear Bids is £5,000, as shown in Paragraph 16. Should this be approved, the remaining available balance for 2024/25 Committee Contingency will be £140,000.

Main Report

Background

1. On the basis of Committee's concerns of the operations of the PIF/Contingency Funds, the Policy was refreshed and ratified by Policy & Resources Committee on 14 December 2023 and is included as Appendix 3. A policy briefing was held on 17 January 2024 to support regular report authors with these new policy requirements.
2. The Policy Initiatives Fund (PIF) should be used to fund projects and initiatives identified during the year which support the City Corporation's overall aims and objectives, or policy priorities identified by the Policy & Resources Committee.
3. The Committee Contingency Fund is used to fund unforeseen one-off items of expenditure when no specific provision exists within the Policy Committee's budget.
4. There is no specification for the *type* of project in scope but has historically included items relating to a specific initiative, e.g. research, funding for external bodies in support of the City's overall objectives, and membership of national think tanks. All applications should make clear what specific activity funding it will be used for and should set out the standard information specified in the Policy to enable Members to take an informed decision.
5. All applications should be discussed informally before submitting with the Head of the Policy Unit, Office of the Policy Chairman, Town Clerk's Department and the Assistant Director (Strategic Finance), Chamberlain's Department.
6. To restrict the depletion of funds in future years, a two-year time limit is in place on multiyear PIF bids, with three years being an option by exception. To ensure prioritisation within the multiyear bids, the PIF from the financial year 2019/20 and onwards has £600k of its total budget put aside for multiyear bids with the rest set aside (£600k) for one off allocations, with the option to 'top up' the multiyear allocation from the contingency balance if Members agree to do so. This will ensure that there should always be enough in the PIF to fund emerging one-off opportunities as they come up.
7. Departments must complete a standardised progress update form biannually and at the end of the initiative for all awards.
8. When a PIF bid has been approved there should be a reasonable amount of progress/spend on the works/activities within 18 months of approval which allows for slippage and delays. If there has not been enough spend/activity within this timeframe, Members will be asked to approve that the remaining allocation be returned to the Fund where it can be utilised for other works/activities.
9. Where no expenditure has not been made within 12 months, a report should be brought back to the Policy & Resources Committee by officers to request reprofiling of funds.

10. If the Department requires funding for the same works/activities again at a later date, the funding must be re-bid for. If there is a legitimate reason, out of the Department's control, which has caused delays, it is recommended that these are reviewed by Committee as needed.
11. Officers must gain the approval of the Policy and Resources Committee prior to repurposing any PIF/ Contingency.
12. It is expected that recurrent expenditure is covered by local risk budgets through the budget setting process unless extenuating circumstances.
13. The £343,000 uncommitted balance of the Committee's Project Reserve, having an initial budget of £450,000 and used for project type spend, has now been transferred to Finance Committee as agreed in January 2024's Policy and Resources Committee.

Current Position

14. Appendices 1 and 2 list committed projects and activities approved by this Committee for the current and future financial years with the remaining balances available for the PIF (Appendix 1) and your Committee's Contingency (Appendix 2).
15. The balances that are currently available in both the Policy Initiatives Fund and Committee Contingency Fund for 2023/24 are shown in the Table below. These amounts include uncommitted balances from 2022/23 of £701,000 and £357,159 under PIF and Committee's Contingency respectively, as agreed by your Committee in March 2023. The 2022/23 unspent allocations Departments requested to be carried forward have now been approved and are also included in the figures below.

Fund	2023/24 Opening Balance	2023/24 Approved Bids	2023/24 Balance Remaining after 2023/24 Approved Bids	2023/24 Pending Bids	2023/24 Balance Remaining after 2023/24 Pending Bids
	£	£	£	£	£
Policy Initiative Fund	2,269,012	(1,755,286)	513,726	0	513,726
Policy and Resources Contingency	778,446	(758,726)	19,720	0	19,720

16. The remaining multiyear allocation is shown in the Table below with details, as shown in Appendix 1, prior to any allowances being made for any other proposals on today's agenda.

	2023/24	2024/25	2025/26	2026/27
Balance remaining of Multiyear PIF allocation	£43,000	£5,000	£355,000	£530,000

Corporate & Strategic Implications

17. Strategic implications – Although each PIF application has to be judged on its merits, the application must include how the item will advance either:

- A policy lead area defined by this Committee
- Another Committee priority
- A Corporate Plan outcome
- Promotion of the City or City’s role in London or nationally

18. Financial implications – Each PIF application should be approved on a case by case basis and Departments should look to local budgets first before seeking PIF approval, with PIF requests only being submitted if there is no funding within local budgets available.

19. Resource implications – None

20. Legal implications – None

21. Risk implications – None

22. Equalities implications – None

23. Climate implications – None

24. Security implications – None

Appendices

- Appendix 1 – PIF 2023/24 and Future Years
- Appendix 2 – P&R Contingency 2023/24 and Future Years
- Appendix 3 – New PIF/Contingency Fund Bid Policy

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PIF/Contingency Fund Bid Policy

Approved by the Policy & Resources Committee on 14 December 2023

Introduction

- The Policy Initiatives Fund (PIF) should be used to fund projects and initiatives identified during the year which support the City Corporation's overall aims and objectives, or policy priorities identified by the Policy & Resources Committee.
- The Committee Contingency Fund is used to fund unforeseen one-off items of expenditure when no specific provision exists within the Policy Committee's budget.
- There is no specification for the *type* of project in scope but has historically included items relating to a specific initiative, e.g. research, funding for external bodies in support of the City's overall objectives, and membership of national think tanks. Applications should make clear what specific activity funding it will be used for.
- All applications should be discussed informally before submitting with the Head of the Policy Unit, Office of the Policy Chairman, Town Clerk's Department and the Assistant Director - Strategic Finance, Chamberlain's Department.

PIF/Contingency Applications

- All applications for PIF/Contingency should set out the following information as standard for Members to take an informed decision:
 - **Rationale** – Why this item is not able to be funded through existing departmental local risk budgets (e.g. need has arisen mid-year, reacting to an external request or opportunity).
 - **Strategic/Priority Link** – How this item will advance either:
 - A policy lead area defined by this Committee
 - Another Committee priority
 - A Corporate Plan outcome
 - Promotion of the City or City's role in London or nationally
 - **Outcomes** – What specific outcomes will be delivered for the level of funding requested?
 - **Economy** – What steps will be taken to ensure the initiative will be delivered in the most cost-effective manner?
 - **Delivery** - Specify the timeline for your works / activities (start date, end date, key milestone target dates) and measures that will be put in place to mitigate any risks of not delivering the planned outcomes.
 - **Evaluation** – How will success be measured? Evaluation should be proportionate to the level of funding requested.

- **Reporting** – How will you report the results of the activity funded in addition to regular reporting through the PIF & Contingency VFM Biannual/End of Project Progress Reporting templates.
 - **Repeat Expenditure** – Has this item been funded in previous years? If so, what are the reasons for a further application for PIF/Contingency. Set out how success was evaluated for the previously funded item.
 - **Benefit Sustainment** – How will the positive effects of this initiative be sustained if this funding is withdrawn?
- To restrict the depletion of funds in future years, a two-year time limit is in place on multiyear PIF bids, with three years being an option by exception. To ensure prioritisation within the multiyear bids, the PIF from the financial year 2019/20 and onwards has £600k of its total budget put aside for multiyear bids with the rest set aside (£600k) for one off allocations, with the option to ‘top up’ the multiyear allocation from the contingency balance if Members agree to do so. This will ensure that there should always be enough in the PIF to fund emerging one-off opportunities as they come up.
 - Departments must complete a standardised progress update form biannually and at the end of the initiative for all awards.
 - When a PIF bid has been approved there should be a reasonable amount of progress/spend on the works/activities within 18 months of approval which allows for slippage and delays. If there has not been enough spend/activity within this timeframe, Members will be asked to approve that the remaining allocation be returned to the Fund where it can be utilised for other works/activities.
 - Where no expenditure has not been made within 12 months, a report should be brought back to the Policy & Resources Committee by officers to request reprofiling of funds.
 - If the Department requires funding for the same works/activities again at a later date, the funding must be re-bid for. If there is a legitimate reason, out of the Department’s control, which has caused delays, it is recommended that these are reviewed by Committee as needed.
 - Officers must gain the approval of the Policy and Resources Committee prior to repurposing any PIF/ Contingency.
 - It is expected that recurrent expenditure is covered by local risk budgets through the budget setting process unless extenuating circumstances.

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