



Policy and Resources Committee

Date: MONDAY, 18 MARCH 2024
Time: 9.00 am
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)	Deputy 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 Comm oner) (Ex-Officio Member)	James Tumbridge
Deputy Shravan Joshi	Philip Woodhouse
Alderman Vincent Keaveny, CBE	

Enquiries: Polly Dunn
polly.dunn@cityoflondon.gov.uk

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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 on 22 February 2024 (Pages 9 - 20)
- b) * To note the public minutes of the Capital Buildings Board meeting on 22 November 2023
- c) * To note the draft public minutes of the Civic Affairs Sub-Committee meeting 29 January 2024

4. **ANNUAL TERMS OF REFERENCE REPORT**

Report of the Town Clerk.

For Decision
(Pages 21 - 54)

5. **DRAFT HIGH-LEVEL BUSINESS PLAN 2024/25 - CORPORATE COMMUNICATIONS AND EXTERNAL AFFAIRS**

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

For Decision
(Pages 55 - 68)

6. **HIGH-LEVEL BUSINESS PLAN 2024/25 - INNOVATION AND GROWTH**

Report of the Executive Director of Innovation and Growth.

For Decision
(Pages 69 - 82)

7. **CAPITAL FUNDING UPDATE**

Report of the Chamberlain.

For Decision
(Pages 83 - 96)

8. **CONCLUSION OF JOINT PHILANTHROPY STRATEGY 2018 - 2024 AND PROPOSALS FOR THE FUTURE DIRECTION OF THE WORK.**

Report of the Managing Director of City Bridge Foundation.

For Decision
(Pages 97 - 116)

9. **CITY OF LONDON CORPORATION'S ELECTORAL SYSTEM**

Joint report of the Comptroller and City Solicitor and Remembrancer.

For Decision
(Pages 117 - 128)

10. **ELECTION ENGAGEMENT CAMPAIGN 2025**

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

For Decision
(Pages 129 - 140)

11. **ENHANCED POLITICAL AND STRATEGIC ENGAGEMENT**

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

For Decision
(Pages 141 - 146)

12. **CITY CORPORATION EQUALITY OBJECTIVES 2024 - 2029**

Report of the Chief Strategy Officer.

For Decision
(Pages 147 - 164)

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

Report of the Chamberlain.

For Decision
(Pages 165 - 200)

14. *** MEMBERSHIPS AND SUBSCRIPTIONS**

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

For Information

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 on 22 February 2024 (Pages 201 - 206)
- b) * To note the public minutes of the Capital Buildings Board meeting on 22 November 2023
- c) * To note the non-public minutes of the Civic Affairs Sub-Committee meeting on 29 January 2024

20. **PARTNERSHIP ORGANISATIONS**

Report of the Executive Director of Innovation and Growth.

For Discussion
(Pages 207 - 218)

21. **ESTABLISHING A LEGAL ENTITY IN THE USA**
Joint report of the Executive Director of Innovation and Growth, Comptroller and City Solicitor and Chamberlain.
For Decision
(Pages 219 - 238)
22. **CITY HOSTED EVENTS – APPROACH TO MEMBER NON ATTENDANCE AND THE INCLUSION OF MEMBERS’ CHILDREN AT CERTAIN CITY HOSTED OCCASIONS**
Report of the City Remembrancer.
For Decision
(Pages 239 - 242)
23. **CYCLICAL WORKS PROGRAMME (CWP) AND ADDITIONAL RESOURCES FOR CITY FUND PROPERTIES (ARCFP) REQUEST FOR FUNDING FOR 2024/2025**
Report of the Chamberlain.
For Decision
(Pages 243 - 258)
24. **CENTRAL CRIMINAL COURT - CELL AREA DUCTING AND EXTRACT SYSTEM BALANCING**
Report of the City Surveyor.
For Decision
(Pages 259 - 274)
25. *** MEMBERSHIP AND SUBSCRIPTIONS**
Report of the Executive Director of Communications and Corporate Affairs (non-public annex to be read in conjunction with item 14).
For Information
26. *** CITY’S ESTATE: 2024 INVESTMENT PROPERTY STRATEGY**
Report of the City Surveyor.
For Information
27. *** CITY FUND: 2024 INVESTMENT PROPERTY STRATEGY**
Report of the City Surveyor.
For Information

28. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
29. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED.**

Part 3 - Confidential Agenda

30. **MINUTES**
 - a) To agree the confidential minutes of the Policy and Resources Committee meeting on 22 February 2024
31. **UPDATE ON THE DESTINATION CITY - INDEPENDENT REVIEW 2024**

Report of the Executive Director of Innovation and Growth.

For Discussion

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POLICY AND RESOURCES COMMITTEE

Thursday, 22 February 2024

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 22 February 2024 at 1.45 pm

Present

Members:

Deputy Christopher Hayward (Chairman)
Deputy Keith Bottomley (Deputy Chairman)
Tijs Broeke (Vice-Chair)
Caroline Haines (Vice-Chair)
Munsur Ali
Deputy Randall Anderson (Ex-Officio Member)
Mary Durcan (Ex-Officio Member)
Helen Fentimen
Jason Groves
Alderman Timothy Hailes
Deputy Ann Holmes (Chief Commoner) (Ex-Officio Member)
Deputy Shravan Joshi
Alderman Vincent Keaveny, CBE
Alderman Alastair King DL
Deputy Paul Martinelli
Catherine McGuinness
Alderman Sir William Russell
Deputy Sir Michael Snyder
Deputy James Thomson
Philip Woodhouse

In attendance (In Guildhall)

Oliver Sells

In attendance (Observing Online)

Deputy Marianne Fredericks
Deputy Madush Gupta
Benjamin Murphy

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
Benjamin Dixon	- Town Clerk's Department
Barbara Hood	- Town Clerk's Department

David Mendoza Wolfson	- Town Clerk's Department
Chris Rumbles	- Town Clerk's Department
Emily Slatter	- Town Clerk's Department
Tabitha Swann	- Town Clerk's Department
Caroline Al-Beyerty	- Chamberlain
Sonia Virdee	- Chamberlain's Department
Genine Whitehorn	- Chamberlain's Department
Dionne Corradine	- Chief Strategy Officer
Judith Finlay	- Director of Community & Children's Services
Alison Littlewood	- Executive Director of HR & Chief People Officer
Damian Nussbaum	- Executive Director of Innovation and Growth
Daniel O'Byrne	- Innovation and Growth
Laura Davison	- Innovation and Growth
Bob Roberts	- Executive Director Environment
Gudrun Andrews	- Environment Department
Rob McNicol	- Environment Department
Tom Nancollas	- Environment Department
Gwyn Richards	- Environment Department
Emily Tofield	- Executive Director of Communications and Corporate Affairs
Paul Wilkinson	- City Surveyor
Chris Bonner	- City Surveyor's Department
Paul Wright	- Remembrancer
Edward Wood	- Comptroller and City Solicitor's Department

1. **APOLOGIES**

Apologies were received from The Rt Hon the Lord Mayor, Michael Mainelli, Deputy Brian Mooney, Deputy Rehana Ameer, Ruby Sayed and Deputy Henry Colthurst.

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

There were no declarations.

3. **MINUTES**

a) The public minutes of the Policy and Resources Committee meeting held on 18 January 2024 were approved as an accurate record.

b) The public summary of the Competitiveness Advisory Board meeting on 31 January 2024 were noted.

4. **FREEDOM APPLICATIONS SUB-COMMITTEE**

The Chairman referred to Sir David Wootton having been appointed as Deputy Chairman of Freedom Applications Sub-Committee in May 2023. Upon Sir David's retirement, Policy and Resources Committee were not asked to appoint a replacement as Deputy Chair, which was an oversight.

The Chairman proposed that for the sake of one meeting remaining in the Civic Year, and in looking to ensure the Chair has appropriate support in the form of a Deputy, he would act as Deputy Chairman for the final meeting as an interim arrangement.

The Chairman further clarified that the role of Chair and Deputy Chair would be revisited as part of the annual appointments of Sub-Committees that would take place during the Policy and Resources Committee meeting in May.

The Chairman added that he considered it to have worked well having had an Alderman in the role of Deputy Chair and so he would explore this option further with the Chair of GP Aldermen.

RESOLVED: That Members: -

- Approved the Chairman of Policy and Resources Committee being appointed as Deputy Chairman of Freedom Applications Sub-Committee.

5. TERMS OF REFERENCE: ANNUAL REVIEW

The Committee considered a report of the Town Clerk presenting the Committee's terms of reference as part of an annual review in allowing for any proposed changes to be considered in time for the annual reappointment of Committees by Court of Common Council.

The Chairman referred to a number of minor points Members had raised around accuracy and clarity, but with there having been no meaningful changes proposed in relation to the Committee's responsibilities. As such, the Chairman proposed approving the terms of reference as presented.

Members noted that any minor points of clarification or amendments would be picked and incorporated through the delegated approval that was being sought.

The Deputy Town Clerk referred to a proposal that had come forward relating to the composition of Resource Allocation Sub-Committee and an increase in appointed Members from Policy and Resources Committee. It was further clarified that the Composition of Resource Allocation Sub-Committee was a matter for Court of Common Council and that this committee could make a recommendation in relation to its composition.

The Chairman responded confirming that he was supportive of the proposal that Policy and Resources Committee should have one or two more representatives on Resources Allocation Sub-Committee.

The Deputy Town Clerk confirmed that any proposal regarding the composition of Resource Allocation Sub-Committee could be incorporated into proposals

going forward to Court of Common Council dealing with the appointment of Committees, with Members offering their endorsement of this approach.

RESOLVED: That Members: -

- Approved the terms of reference of the Committee (set out at Appendix 1), subject to any changes proposed being incorporated, for onward submission to Court of Common Council in April 2024; and,
- Should any amendments be required, agreed 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.
- Agreed that the composition of Resource Allocation Sub-Committee should be increased by up to a further two appointed representatives from Policy and Resources Committee; with a recommendation going forward to Court of Common Council as part of the annual appointment of Committees.

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

The Committee considered a report of the Chief Strategy Officer summarising work that had been undertaken following additional feedback received at the 11 January Court of Common Council meeting and seeking approval of the draft Corporate Plan.

The Chairman introduced the item explaining how the Corporate Plan was coming back to Policy and Resources Committee following feedback provided by Court of Common Council and allowing an opportunity to give it a final review and approval.

During the discussion that followed reference was made to 'responsibilities outside the Square Mile' and it being important to make clear that the City Corporation sponsored Academies. Economic crime was highlighted and a need to include reference to economic security through the supply chain, resilience to global shocks and regulation; this being an issue that was being raised during meetings with Ministers. The Chairman confirmed that he would be happy for both points to be incorporated within the final wording to be agreed following the meeting.

A Member raised their concern at a lack of reference to residents and local authority functions that were statutory requirements e.g., health and housing.

In response, it was stressed how there was a need to strike a balance when deciding what to include and in trying to avoid simply presenting a list; key areas had been drawn out through imagery and outcome descriptors. A Member suggested including wording within the executive summary, with it being one City and this considered to be a very good opportunity to capture this.

The Chairman noted the general view of Members and agreed to take the point away regarding housing and residents and work on this offline following the meeting to consider what could be included.

RESOLVED: That Members: -

- Approved the draft Corporate Plan 2024-2029, and
- Authorised the Town Clerk to agree and finalise any 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.

7. **PEOPLE STRATEGY 2024-2029**

The Committee considered a report of the Chief People Officer providing an update on the process for developing the City Corporation's first People Strategy and seeking approval of its adoption for onward recommendation to Court of Common Council.

The Chairman introduced the People Strategy 2024-2029 confirming that it goes hand in hand with the Corporate Plan as part of a wider transformation programme being undertaken by the Town Clerk. The Chairman added how the People Strategy had been consulted on widely across the City Corporation, with the five themes currently presented in an order that had been strongly endorsed by employees.

During the discussion that followed, reference was made to the City Corporation's position in the Social Mobility Employer index. The City Corporation had in recent years been included within the index but with this no longer being the case it was suggested that this point should be addressed within the strategy; it was an important point to acknowledge in looking to address social mobility issues within the City Corporation's workforce, responding to current challenges and making a firm commitment in this area, with the Chairman agreeing on this point.

The ambition set out within the plan was welcomed but with it being very front loaded in the first two years. Caution was urged when considering staff looking at how each area had progressed and there being a need to manage expectations. The Chairman accepted the need to manage the expectations of staff; adding how it was important that the City Corporation earned the accolade as employer of choice on again.

The Town Clerk thanked the team, and everyone involved for their incredible work in getting the People Strategy to this point, with thanks also being conveyed to Members who had been involved and for all their valued input.

RESOLVED: That Members: -

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

8. CITY PLAN 2040

The Committee considered a report of the Executive Director of Environment setting out the outcomes of engagement, the direction of the redrafted Plan and summarising the main changes to policies and seeking approval to this latest version of the City Plan going through to pre-submission consultation before being submitted to the Secretary of State for public examination.

The Chairman introduced the item explaining how the City Plan had been in development since 2016, with it having been overwhelmingly approved by the Planning and Transportation Committee in January. If approved by Policy and Resources Committee today it would still take a further 18 months before adoption. The Chairman added how it had been a huge undertaking and with thanks conveyed to the team that had undertaken all the work to get to this point.

The Executive Director of Environment provided Members with an overview and an explanation on key areas within the plan.

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

- Clarity was sought on the inclusion of social housing.
- Concern was raised regarding a push to net zero and of there being vacant offices in the City that would no longer be viable as they were too expensive to retrofit.
- Suicide prevention and tall buildings were highlighted; there being a need to talk about suicide prevention but not just in relation to tall buildings.
- Security and mitigation measures should be designed into buildings rather than seeing bollards cropping up and being fitted retrospectively.
- Concern was raised regarding a proposed move from office led to mix development led on the edge of Tower Ward, with this being an area including organisations that were leading in the insurance sector. There was potential of sleepwalking into another residential ward, with the Planning Team urged to revisit this area.
- It was further highlighted that the City was primarily a financial and professional services City. This did not mean that the City would not look after or care for its residents, but it would present an issue when allowing tall buildings and in encouraging international businesses to settle in the City.
- A Member sought clarity on the position of Bevis Marks Synagogue and any impacts on it continuing to be used as a place of worship.

The Executive Director responded explaining how the plan on social housing was clear in seeking to provide affordable housing in line with the agreed London Plan policy. S106 monies would be secured to support housing, and this would go towards helping social housing outside of the City. It was further clarified that the City Fringe on the east of the City was a key area of change that was looking at a mix of uses, but with this not excluding tall buildings from elsewhere in the City.

Residential areas were already included within the Plan, with the policy for any new residential developments being that these be focussed on the boundaries of

these. A clear aim was to retain office space. With regards to a push to net zero and retrofits, there was an expectation that more offices would be brought up to the required standard through investment in existing office space, with new builds taking place along with possible change of uses to leisure in support of Destination City. Members noted that the policy was clear in relation to anti-hostile vehicle measures that these must be on the building; there were isolated areas where bollards were in place but with the focus of the policy being to place these on a building.

An assurance was offered in relation to Bevan Marks Synagogue, with all plans having been fully scrutinised against key criteria to safeguard the site. There had previously only been two heritage assets included on the Plan, with Bevis Marks Synagogue now being a third.

A Member responded suggesting it was not clear how to stop residential accommodation from going into an area, with developers appraising sites and looking at their potential. A clear policy was needed making it clear not to convert offices to residential unless in specific narrow areas. The Executive Director responded clarifying that there were policies within the plan in relation to change of use and there being a need to carry out rigorous viability work and a test for extinguishing office use set against a very high viability test.

A Member, also Chairman of Planning and Transportation Committee, stressed that the City follows an office first approach with this being inherent throughout the document. There was a struggle to meet tall building demand, with employment in the City going up and with new sectors not familiar with the Square Mile moving in and areas seeing a huge amount of growth.

Jason Groves, proposed an amendment, seconded by Sir Michael Snyder, relating to the Strategic Policy for Aldgate, Tower and Portsoken. The Member proposed that 'office led' be reinserted in place of 'a greater mix of development', with the Member stressing their view of wanting to see an office led approach in the area. In response, the Executive Director Environment clarified that a key strategic vision for the City was that it remained primarily as a place for offices, albeit with a range of uses in the Aldgate area that included provision of grade A office space.

The Chairman proposed moving to a decision on the amendment before Members. A vote followed, with nine members voting in favour of the amendment and 12 Member voting against it. The amendment was not carried.

RESOLVED: That Members: -

- Agreed 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;

- Agreed that, following consultation, the City Plan, the public representations and other supporting documentation be submitted to the Secretary of State, for examination;
- Authorised 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
- Authorised 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.

9. **ELECTION EXPENSES AND SPENDING LIMITS**

The Committee received a report of the Town Clerk relating to expenditure by electoral candidates on their campaigning activity that was governed by the Representation of the People Act (RPA) 1983 and seeking Members' support for an adjustment to the spending limits for City Ward elections, in time for the 2025 City-wide elections.

RESOLVED: That Members: -

- Agreed to the Remembrancer being instructed to engage with DHLUC 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.
- Agreed that this approach should be made on the basis of changes to the Gross Domestic Product deflator index since the last uplift was made.

10. **COMMUNITY INFRASTRUCTURE LEVY NEIGHBOURHOOD FUND - APPROVAL OF UPDATED COMMUNITY INFRASTRUCTURE LEVY NEIGHBOURHOOD FUND POLICY**

The Committee considered a report of the Managing Director of City Bridge Foundation seeking approval of a minor alteration to the Community Infrastructure Neighbourhood Fund Policy in relation to the minimum grant level to facilitate applications for access audits and approving the administration of future administrative amendments to the Town Clerk.

RESOLVED: That Members: -

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

11. **2024 / 25 PAY POLICY STATEMENT**

The Committee considered a report of the Chief People Officer presenting an annual Pay Policy Statement in advance publication and seeking approval of it forward onward recommendation to Court of Common Council.

RESOLVED: That Members:

- Agreed the Pay Policy Statement for 2024/25 for onward recommendation to Court of Common Council.

12. **CENTRAL LONDON FORWARD: JOINT VENTURE AGREEMENT RENEWAL**

The Committee considered a report of the Executive Director of Innovation and Growth seeking approval of a Joint Venture Agreement between the 12 members of Central London Forward.

RESOLVED: That Members: -

- Agreed 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.

13. **BUSINESS TRAVEL SCHEME - SCHEDULE OF RECOGNISED EVENTS**

The Committee considered a report of the Town Clerk seeking approval of a Schedule of Recognised Events attended by Members and Officers for inclusion within the Business Travel Scheme.

A Member suggested that there was a need to assess the number of Members and Officers attending each event to ensure attendance was in line with requirements, with the Chairman responding confirming that a business case would be required for attendees at each event.

RESOLVED: That Members: -

- Approved 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.

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

The Committee considered a report of the Chamberlain providing 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.

A Member remarked that it would be helpful to receive an overall footprint of all City Corporation grants to outside bodies e.g., benefits in kind, property etc. The Member added how using contingency funding for relationships that were long term was the wrong way to go.

The Member added how they would welcome seeing an organisation alongside the package of support provided to them, which the Chamberlain agreed to provide.

RESOLVED: That Members: -

- Note the report and contents of the schedules.

- Agreed 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 was £505,000, the amount available for multiyear Bids was £5,000, as shown in Paragraph 16. Should this be approved, the remaining available balance for 2024/25 Committee Contingency would be £140,000.

15. DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS

The Committee received a report of the Town Clerk advising Members of action taken by the Town Clerk, in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order No 41(b) since the last meeting.

RESOLVED: That members: -

- Received the report and noted its content.

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

Jason Groves raised the following question:

Captive insurance regime – Could the Chairman confirm whether the City Corporation would consider making a submission when the consultation was launched by HM Treasury into the potential for a captive insurance regime to be set up in the UK.

The Chairman responded confirming that Captives were an important global market. The City Corporation would wait to see what Government announces, but this presented a great opportunity for insurance in the UK. In principle, the City Corporation would support the necessary changes that would help bring more of this market to London. The City Corporation would continue to work closely with the relevant trade associations on this topic, the London Markets Group, to support progress in this important area.

17. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

18. 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.

19. NON-PUBLIC MINUTES

- a) The non-public minutes of the Policy and Resources Committee meeting on 18 January 2024 were approved as an accurate record.

20. **INNOVATE FINANCE FUNDING**

The Committee considered a report of the Executive Director of Innovation and Growth regarding the City Corporation's ongoing partnership with Innovate Finance.

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

The Committee considered a report of the City Surveyor providing an update in relation to the Museum of London Relocation Programme.

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

The Committee considered a report of the City Surveyor providing an update on a project to refurbish the North and West Wings at Guildhall.

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

Catherine McGuinness raised a question on the following item:

Markets Co-Location Bill.

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

There were no additional items of business.

25. **MINUTES**

- a) The confidential minutes of the Policy and Resources Committee meeting on 18 January 2024 were approved as an accurate record.
- b) The confidential minutes of the Freedom Applications Sub Committee meeting on 1 February 2024 were noted.

The meeting ended at 3.40pm

Chairman

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

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Agenda Item 4

Committee(s): Policy and Resources Committee – For Decision	Dated: 18 March 2024
Subject: Committee Terms of Reference	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	Corporate Plan outcomes 1-12
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: Town Clerk	For Decision
Report author: Chris Rumbles, Governance and Member Services Manager	

Summary

The Policy and Resources Committee is responsible for overseeing the annual review of proposed changes to all Committee Terms of Reference, for onward consideration by the Court of Common Council.

This report presents a summary of changes brought forward by various Committees in respect of their terms of reference, and a recommendation of officers on whether these can be adopted in line with existing governance arrangements.

Detail of proposed changes to Terms of Reference are set out within the appendices, with the case for these change(s) outlined within this cover report.

This report also notes where ongoing discussions are being had with respect to specific Committees, and seeks Delegated Authority for these to be considered under urgency procedures ahead of Court in April 2025.

Recommendation

Members are asked to:

- 1) consider and approve the revised terms of reference as proposed in Table 1 and appended to this report;
- 2) Note that consultation on amendments to the terms of reference of the Corporate Services Committee, Natural Environment Board and Boards of Governors of the three City Independent Schools, are still ongoing.
- 3) Delegate Authority to the Town Clerk in consultation with the Chairman and Deputy Chairman to consider and approve any subsequent changes to

Committee Terms of Reference required ahead of the April 2024 Court of Common Council meeting.

- 4) Authorise the Town Clerk to make factual amendments to Terms of Reference (such as the correction of job titles, committee names etc.) required ahead of presentation to the April 2024 Court meeting.

Main Report

Background

1. Over the course of 2021/22 the Court of Common Council oversaw a considerable change in Committee Terms of Reference following outcomes of the Governance Review. In 2023/24, further significant changes were made at the request of Members, as part of the 'Light Touch' Governance Review.
2. The Court of Common Council considers and appoints/reappoints its Grand Committees on an annual basis each April through the "White Paper". This process provides an opportunity for the Court to implement any revisions to the responsibilities assigned to these Grand Committees.
3. All Committees are required to review their terms of reference on an annual basis to identify any routine changes that may be needed in order to better reflect and discharge their various responsibilities. Whilst these committees may then make suggested changes to their own terms of reference, the Policy and Resources Committee is responsible for overseeing the City Corporation's governance arrangements, ultimately making any final recommendations to the Court on this basis.
4. Any changes approved this day and/or any further changes agreed under delegated authority, will feature as part of the White Paper.
5. This report sees a return to a more routine governance review process.

Current Position

6. The table below sets out every Grand Committee, with a summary of changes proposed (if any) to their composition, quorum and responsibilities for the 2024/25 Civic Year. Against each, is a recommendation for your Committee's consideration and approval.
7. In reviewing the Terms of Reference attached, please disregard any named Members that may be out of date. These will be corrected in the usual fashion. Focus should be on the Composition, Quorum and Responsibilities.

Committee	Summary of Changes Proposed	Recommended Action
Audit & Risk Management Committee	<p>Audit and Risk Management Committee are seeking to amend the Committee's composition to allow for the Finance Committee Chairman and Deputy Chairman to directly appoint representatives to the Committee.</p> <p>It is also proposed removing two lines relating to Anti-Fraud and Anti-Corruption Arrangements, with one of these being superfluous and the other of which no longer needs directly addressing within the Committee terms of reference and is picked up within the relevant Sub-Committees terms of reference.</p>	Approve as appended (Appendix A)
Barbican Centre Board	None.	n/a
Barbican Residential Committee	<p>Barbican Residential Committee are proposing a change to in their terms of reference from 'To be responsible for' to 'To have oversight of the governance and scrutiny of' the management of all completed residential premises and ancillary accommodation on the Barbican Estate.</p> <p>It was though that this wording better reflects the strategic management role that the Committee holds, rather than the operational role that is discharged by officers.</p>	Approve as appended (Appendix B)

BoG City of London School	Subject to a further report to be considered under Delegated Authority (if granted).	n/a
BoG City of London Freemen's School	Subject to a further report to be considered under Delegated Authority (if granted).	n/a
BoG City of London School for Girls	Subject to a further report to be considered under Delegated Authority (if granted).	n/a
BoG of the Guildhall School of Music and Drama	<p>Board of Governors of the Guildhall School of Music & Drama and proposing changes to their terms of reference relating to benchmarking performance against other Higher Education Institutions, deleting reference to 'one representative of the Centre for Young Musicians' as this had been dissolved and also to keep the role of President of the Student Union rather than the name of the post holder as this changed annually.</p> <p>It is also proposed including an additional point relating to fund raising and 'Acting as ambassadors for the School, representing its interests to external stakeholders and to support fundraising activities, engage in advocacy efforts, and promote the institution's achievements and contributions.</p>	Approve as appended (Appendix C)
City Bridge Foundation Board	<p>Changes of name following the launch of the charity's new brand and working name in September 2023 (City Bridge Foundation).</p> <p>Compositional amendment to make provision for an additional 2 external Members (totalling 4). To be recruited in line with the existing recruitment procedure for External CBF Members. Change in quorum to ensure that elected Members of the Court of Common Council retain a majority attendance.</p>	Approve as appended (Appendix D)

City of London Police Authority Board	None.	n/a
Community & Children's Services Committee	<p>A number of housekeeping changes to their terms of reference due to legislation and changes in public health, the Charities Governance Review along with changes to provide greater clarity and extra description in key areas.</p> <p>These included the transfer of the responsibility for the appointment of Governors to Aldgate School to be the responsibility of the Education Board.</p> <p>Removal of the term 'social services' as it is considered to be sufficiently captured throughout the terms of reference.</p>	<p>Approve as appended (Appendix E) with the exception of the deletion for the responsibility of appointment to the Aldgate School Governors.</p> <p>Following approval by CCS, the proposal was not agreed by the Education Board. This amendment is no longer required.</p>
Corporate Services Committee	Subject to a further report to be considered under Delegated Authority (if granted). Changes will be centred on updating HR-specific matters (including reference to the new People Strategy) and a bolstering of the Health & Safety responsibilities.	n/a
Culture Heritage and Libraries Committee	None.	n/a
Digital Services Committee	<p>To add 'To act as the lead for digital services across the City of London Corporation and its institutions, including the City of London Police, Barbican Centre, Guildhall School of Music and Drama, and City of London Schools.' This will allow the Committee to helpfully co-ordinate digital service provision across the organisation. Establishing best practice and value for money.</p> <p>To add: 'To act as the lead Committee for the Enterprise Resource Planning (ERP) programme. This is already agreed amongst the associated committees.</p>	Approve as Appended (Appendix F)

Digital Services Committee (cont.)	It also proposed expanding the ex-officio Membership to cover those Committees with a specific interest in digital services. These being: the Barbican Centre Board, Board of Governors of the Guildhall School of Music and Drama; and a representative of the three City School Governing Boards (to be determined by those Chairs.	
Education Board	None.	n/a
Epping Forest & Commons Committee	May be subject to a further report in light of ongoing work in relation to the Charities Review.	n/a
Finance Committee	None.	n/a
Fraud and Cyber Crime Reporting and Analysis Procurement Committee	<p>The Fraud and Cyber Crime Reporting and Analysis Procurement Committee was set up specifically to lead on the procurement of the new Action Fraud Service. This work is underway but will not be complete by April 2024, as originally scheduled. So the sunset clause on the Committee's existence needs revisiting.</p> <p>FCCRASPC has therefore proposed a change to the current sunset clause within their Terms of Reference, to extend the Committee's oversight of the procurement until such a time that the work is delivered.</p> <p>After the Service has 'gone live', it is suggested that the continued oversight of the new Service will rest with the City of London Police Authority Board.</p>	Approve as appended (Appendix G)
Gresham (City Side) Committee	None.	n/a

Hampstead Heath Highgate Wood and Queens Park Committee	May be subject to a further report in light of ongoing work in relation to the Charities Review.	n/a
Health and Wellbeing Board	<p>Adding three NHS representatives to the Board and three elected Members to the Board, bringing the total membership up to 19.</p> <p>Reducing the quorum from five, to any three Members (with the majority to be Members of the Common Council or officers representing the City of London Corporation).</p>	<p>Approve as appended (Appendix H) subject to consideration as to whether the increase in Elected Member Representation is necessary given the size of the Board will rise to 19.</p> <p><u>Current COLC Representation</u> Elected Members = 6 COL Officers = 4</p>
Investment Committee	None.	n/a
Licensing Committee	None.	n/a
Local Government Pensions Board	Local Government Pensions Board are proposing constitutional changes to reflect governance in response to the new committee structure at the City with Corporation with the revised constitution being 'Two will be Members of the Court of Common Council (who may not be Members of the Pensions Committee or Corporate Services Committee)'. It was further agreed that any reference to Local Government Pensions Board should include its full name so as to avoid any confusion with Police Pensions Board.	Approve as appended (Appendix I)

Markets Board	<p>Markets Board proposed to areas it was responsible for to include:</p> <ul style="list-style-type: none"> • ‘the new site in Dagenham’ • removal of Port Health and Environmental Services Committee and Licensing Committee from the appoint of the Director of Markets • ‘To act as ultimate client for the Markets Co-Location Programme and have representation on both the Capital Buildings Board and Barking Reach Group. 	<p>The Markets Board is currently responsible for the operation of the Markets. This is not site specific and so, upon relocation, the Board will continue to be responsible for the operation of the Markets in Dagenham. This first change is, therefore, not necessary.</p> <p>The second point will be captured in relation to the ‘Factual Errors’ Section in this report.</p> <p>There is no mechanism/governance framework to implement the proposed role of ‘ultimate client’.</p> <p>Members of the Market’s Board have allocated spaces on CBB and BRG. The same reference is not, for example, on the COLPAB Terms of Reference as it is not considered necessary and could ultimately lead to a discordance of governance documents.</p> <p>No change is proposed on this basis.</p>
Natural Environment Board	<p>Subject to a further report to be considered under Delegated Authority (if granted).</p>	<p>n/a</p>

Pensions Committee	Pensions Committee are proposing a reduction in the number of Court of Common Council Members appointed to the Committee from 8 to 7, whilst further proposing the addition of 'the Chairman and / or Deputy Chairman of Local Government Pensions Board shall be permitted to attend in an observing capacity.' If agreed, the number of vacancies advertised will reduce by one for April 2024.	Approve as appended (Appendix K)
Planning & Transportation Committee	None.	n/a
Policy & Resources Committee	None (as recommended at your previous meeting).	n/a
Port Health & Environmental Services Committee	None.	n/a
West Ham Park Committee	May be subject to a further report in light of ongoing work in relation to the Charities Review.	n/a

Factual Errors

8. Policy & Resources, Planning & Transportation, Natural Environment and other committees, have each pointed out several factual errors within their terms of reference. Upon review, it is clear that this is true across all committee terms of reference. Such inconsistencies have arisen from the large volume of changes to governance in recent years (notably the Governance Review; Light Touch Governance Review; Target Operating Model). There are (for example) several officer titles and committee names that require updating in line with existing Court agreements.
9. It is therefore proposed that the Policy & Resources Committee authorises the Town Clerk to oversee such corrections that have already had agreement from the Court of Common Council, ahead of the White Paper publication in April 2024.

Proposals and Options

10. It is for Members to decide which of the proposed changes to the various terms of reference are required and to put these forward for recommendation to the Court of Common Council in April 2024.

Corporate & Strategic Implications

Strategic implications

One of the purposes of the annual review of terms of reference, is to help ensure that the City Corporation has in place the best governance structures to deliver against the Corporate Plan alongside any statutory and/or charitable obligations.

Financial implications

None.

Resource implications

None.

Legal implications

None.

Risk implications

Most recommendations within this report are considered reasonably minor and are therefore not believed to be of any significant risk to the organisation.

If, however, the terms of reference are amended further without prior consultation with the Governance and Member Services Team, there is risk that the proposals are not valid and are not in accordance with other governing documents (e.g. Standing Orders, other Terms of Reference etc). If Members wish to consider further amendments they are encouraged to seek advice from the Clerk ahead of the meeting.

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

11. The Committee is asked to consider the proposed amendments to Terms of Reference and Constitutions set out above/appended, as requested by various committees. Those which are approved will be submitted to the Court of Common Council in April for final approval.

Appendices

Appendix A - Audit & Risk Management Committee

Appendix B - Barbican Residential Committee

Appendix C - BoG of the Guildhall School of Music and Drama

Appendix D - City Bridge Foundation Board

Appendix E - Community & Children's Services Committee

Appendix F - Digital Services Committee

Appendix G - Fraud and Cyber Crime Reporting and Analysis Procurement Committee

Appendix H - Health and Wellbeing Board

Appendix I - Local Government Pensions Board

Appendix J - Markets Board

Appendix K - Pensions Committee

Chris Rumbles

T: 020 7332 1405

E: christopher.rumbles@cityoflondon.gov.uk

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

1. **Constitution**

A Non-Ward Committee consisting of,

- ten Members elected by the Court of Common Council* at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
- three external representatives (i.e. non-Members of the Court of Common Council with no voting rights)
- the Chairman and Deputy Chairman of the Finance Committee, or their representatives (ex-officio with no voting rights)
- a representative of the Policy & Resources Committee (ex-officio with no voting rights)

**NB:- The Chairmen of the Policy and Resources, and Finance Committees are not eligible for election to this Committee and the Deputy Chairman of the Audit & Risk Management Committee for the time being may not be a Chairman of another Committee.*

From April 2017 onwards, Members of the Court of Common Council are appointed for terms of three years. The maximum continuous period of service (except when serving as Chairman or Deputy Chairman) shall be nine years in any twelve-year period.

The Committee shall also have a second Deputy Chairman, appointed from the External Membership of the Committee.

2. **Quorum**

The quorum consists of five Members i.e. at least three Members elected by the Court of Common Council and at least one external representative.

3. **Membership 2023/24**

- | | | |
|---|-----|--|
| 3 | (3) | Rehana Banu Ameer, Deputy |
| 7 | (2) | Alexander Robertson Martin Barr, Alderman |
| 4 | (2) | Ruby Sayed |
| 2 | (2) | Bronek Masojada, Alderman |
| 2 | (2) | Judith Pleasance |
| 2 | (2) | Paul Singh |
| 7 | (1) | Randall Anderson, Deputy |
| 7 | (1) | Christopher Boden |
| 4 | (1) | Alderman Prem Goyal, O.B.E, J.P., Alderman |
| | | <i>Vacancy</i> |

together with three external representatives :-

Dan Worsley (*appointed for a three-year term expiring in April 2026*)

Gail Le Coz (*appointed for a three-year term expiring in April 2024*)

Karen Sanderson (*appointed for a three-year term expiring in April 2025*)

and together with the Members referred to in paragraph 1, plus four Members to be appointed this day.

4. **Terms of Reference**

Audit

- (a) To consider and approve the annual External Audit Plan.
- (b) To commission and to receive reports from the Chief Internal Auditor on the extent that the City of London Corporation can rely on its system of internal control and to provide reasonable assurance that the City of London Corporation's objectives will be achieved efficiently and within any time expectations set.
- (c) To meet with the external auditors as necessary prior to the presentation of the Accounts to the Court, consider the audited annual accounts of the City Fund and the various non-local authority funds (other than for Bridge House Estates) to receive and consider the formal reports, letters and recommendations of the City of London Corporation's external auditors (other than for Bridge House Estates) and to make recommendations relating to the approval of the accounts to the Finance Committee (other than for Bridge House Estates).
- (d) To report back, as necessary and at least annually, to the Court of Common Council.

- (e) To appoint an Independent Audit Panel to make recommendations on the appointment of external auditors to the Court of Common Council.

Risk Management

- (f) To monitor and oversee the City of London Corporation's risk management strategy and to be satisfied that the City Corporation's assurance framework properly reflects the risk environment and that the risk management framework for the identification and mitigation of existing and emerging risks is robust and effective.
- (g) To receive an annual report from the Head of Internal Audit, to include a review of the effectiveness of the City of London's risk management strategy.
- (h) To consider and report back to the Court on any risks related to all governance and value for money issues arising from the operational activities of the City Corporation.
- (i) To undertake periodic reviews of the risk management procedures, financial capabilities, controls, and safeguarding procedures of the City of London School, the City of London School for Girls, the City of London Freemens' School, the City of London Academies Trust (including its embedded academies) and the City Academies which are free-standing entities.

Anti-Fraud and Anti-Corruption Arrangements

- (j) To monitor and oversee the City of London Corporation's anti-fraud and anti-corruption arrangements.

General

- ~~(k) To report back, as necessary and at least annually, to the Court of Common Council.~~
- ~~(l) To measure and demonstrate the effectiveness of the Committee and its Membership.~~

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

BARBICAN RESIDENTIAL COMMITTEE

1. **Constitution**

A Non-Ward Committee consisting of,

- 7 Members who are non-residents of the Barbican Estate elected by the Court of Common Council, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
- 2 Members nominated by each of the following Wards/Sides of Ward:-
 - Aldersgate
 - Cripplegate Within
 - Cripplegate Without
- the Chairman or Deputy Chairman of the Community & Children's Services Committee (ex-officio)

The Chairman and Deputy Chairman of the Committee shall be elected from the Members who are non-residents of the Barbican Estate.

2. **Quorum**

The quorum consists of any three Members who are non-residents of the Barbican Estate.

3. **Membership 2023/2**

Non-Residents:-

- 2 (1) Anne Corbett *for one year*
- 2 (1) John Ross Foley *for one year*
- 4 (3) Andrew Stratton McMurtrie, J.P.
- 2 (2) John William Fletcher, Deputy
- 6 (2) Mark Raymond Peter Henry Delano Wheatley
- 7 (1) Susan Pearson, Alderwoman
- 2 (1) Timothy McNally

Residents:-

Nominations by the Wards of Aldersgate and Cripplegate (Within and Without), each for the appointment of two Members:

Aldersgate

Steve Goodman, O.B.E.

Helen Lesley Fentimen, O.B.E.

Cripplegate (Within and Without)

Mark Bostock, Deputy

Frances Leach

Paul Singh

Ceri Wilkins

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

4. **Terms of Reference**

~~To be responsible for:—~~

- (a) [To have oversight for the governance and scrutiny of](#) the management of all completed residential premises and ancillary accommodation on the Barbican Estate, e.g. the commercial premises, launderette, car parks, baggage stores, etc. (and, in fulfilling those purposes, to have regard to any representations made to it by the Barbican Estate Residents' Consultation Committee);
- (b) [To be responsible for](#) the disposal of interests in the Barbican Estate pursuant to such policies as are from time to time laid down by the Court of Common Council.

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

BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC & DRAMA

1. **Constitution**

A Non-Ward Committee consisting of:

- 8 Members elected by the Court of Common Council for a term of three years (renewable twice) at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
- the Principal of the Guildhall School of Music & Drama
- one member of the Guildhall School academic staff to be elected by the Academic staff for a term of three years (renewable twice)
- one member of the Guildhall School administrative staff to be elected by such staff for a term of three years (renewable twice)
- one Guildhall student representative who shall normally be the President of the Students' Union
- up to eight co-opted non-City of London Corporation Governors with appropriate expertise for a term of three years (renewable twice)

None of the appointed Governors shall serve on the Board for more than a maximum of nine years.

The Chairman and Deputy Chairman of the Board shall be elected from the City Corporation Members. The Board shall also be permitted to appoint a Senior Independent Governor for compliance with the Committee of University Chairs' (CUC) Higher Education Code of Governance.

The Chair of the Barbican Centre Board, the Chair of the Culture, Heritage & Libraries Committee, the Chair of the Guildhall Trust ~~and one representative of the Centre for Young Musicians~~ shall be permitted to attend the Board in a non-voting, advisory capacity.

2. **Quorum**

The quorum consists of any four Common Council Governors plus three co-opted Governors.

3. **Membership 2023/24**

- 6 (3) Randall Keith Anderson, Deputy
- 3 (3) Simon D'Olier Duckworth, OBE, DL, Deputy
- 4 (3) Andrew Paul Mayer
- 5 (2) George Christopher Abrahams
- 2 (2) The Hon. Emily Sophia Wedgwood Benn
- 2 (2) John Ross Foley
- 4 (1) Munsur Ali
- 7 (1) Deputy Graham Packham

together with two Members to be appointed this day, those referred to in paragraph 1 above, and:-

- the Principal of the Guildhall School - Jonathan Vaughan
- one Academic Member of the Guildhall School Staff, elected by the Academic Staff - Andy Taylor
- one Non-Academic Member of the Guildhall School Staff, elected by the administrative staff - Julian Hepple
- one Guildhall School Student representative (President of the Student Union) - ~~Darcy Jage~~
- up to 8 Non-City of London Corporation Members with appropriate expertise - Professor Geoffrey Crossick
Professor Maria Delgado
Neil Greenwood (*Senior Independent Governor*)
Dr Paula Haynes
Amatey Doku
Michelle Wright
Sean Goss
~~Vacancy~~[Annilese Miskimmon](#)

4. **Terms of Reference**

These terms of reference should be read in conjunction with the Guildhall School's *Instrument & Articles of Government* which lists the primary responsibilities of the Board of Governors. In summary, these are to be responsible for:-

- (a) the approval of a strategic plan and the determination of the educational character and the mission/aims of the Guildhall School of Music & Drama and oversight of its activities, assuring itself that appropriate steps are being taken to deliver the strategic plan;
- (b) Institutional sustainability and the approval of an annual Business Plan, assuring itself that there are effective systems of control and risk management;
- (c) the approval of annual estimates of income and expenditure;
- (d) the approval of the annual audited financial statements of the Guildhall School of Music & Drama;
- (e) ensuring that the requirements of the Office for Students, UK Research & Innovation and other relevant statutory bodies are followed and compliance is monitored;
- (f) responsibility for the promotion of equality and diversity throughout the School;
- (g) Oversight and assurance of safeguarding throughout the School;
- (h) the appointment of the Principal of the Guildhall School of Music & Drama;-
- (i) [To facilitate the benchmarking of the performance of the Guildhall School against other comparable Higher Education Institutions;](#)
- (i) [Acting as ambassadors for the School, representing its interests to external stakeholders and to support fundraising activities, engage in advocacy efforts, and promote the institution's achievements and contributions.](#)

CITY BRIDGE FOUNDATION BOARD

1. Constitution*

A Non-Ward Committee discharging charity trustee functions independently for the City Corporation as Trustee of Bridge House Estates (Charity Registration No. 1035628) **operating under the working name of City Bridge Foundation**, acting solely in the best interests of the charity, consisting of,

- 8 Commoners appointed by the Court of Common Council
- 2 Aldermen nominated by the Court of Aldermen and appointed by the Court of Aldermen for a four-year term
- Up to ~~2~~ **4** external Co-opted Members (with full voting rights, recruited ~~by the Board~~ in accordance with the procedure approved by the ~~Court~~ **Board**)

and each is a “Member”.

**Appointments from each category of Member will be on a staggered basis to ensure continuity in the discharge of the Board’s business over the medium term. Any person appointed to the Board may only serve for a maximum of eight consecutive years.*

2. Quorum

The quorum consists of any five Members of the Board, **subject always to elected Members not being in a minority of those in attendance at any meeting to form a quorum.**

3. Membership 2023/24

ALDERMEN

- 3 Alison Gowman
- 3 Emma Edhem

COMMONERS

- 3 (3) Henry Nicholas Almroth Colthurst, Deputy
- 3 (3) Dr Giles Robert Evelyn Shilson, Deputy
- 2 (2) Simon D’Olier Duckworth, Deputy, OBE D.L., *for three years*
- 2 (2) James Michael Douglas Thomson, Deputy, *for three years*
- 2 (1) Nighat Qureishi, Deputy, *for three years*
- 1 (1) Deborah Oliver, T.D., *for three years*
- 3 (1) Paul Nicholas Martinelli
- 1 (1) John Griffiths

together with the external co-opted members referred to in paragraph 1 above:
Campbell Middleton
Sue Threader

4. Terms of Reference of the Delegated Authority

- (a) For the avoidance of doubt, consistent with the responsibilities of the City of London Corporation acting by the Common Council, as charity Trustee of ~~Bridge House Estates~~ **City Bridge Foundation** (Charity Registration No. 1035628) (“the Charity”), the Court of Common Council must at all times retain proper oversight of the functions delegated to this Board, with certain matters reserved to the Court of Common Council as stated in these Terms of Reference or by a separate decision of the Court.
- (b) The following matters are reserved to the Court of Common Council:
- (i) Appointment and removal of members of the Board and ensuring that the Board retains appropriate skills, knowledge and experience;
 - (ii) Amendment of the governing documents of the Charity;
 - (iii) Approval of the budget for the Charity;
 - (iv) Approval of the amount of income considered surplus to the requirements of the Charity’s primary object to be allocated for application to the ancillary object each year (“surplus income”);
 - (v) Approval of the Charity’s strategy, including its overarching strategy, investment strategy, bridge replacement strategy, charitable funding strategy and communications strategy;
 - (vi) Approval of the Charity’s conflict of interest policy, reserves policy, investment policy, and policy for the application of surplus income;
 - (vii) Approval of the appointment of co-opted independent members to the Board, ensuring that those appointments have regard to diversity and inclusion on the Board;

Generally

- (c) Except for those matters reserved to the Court of Common Council, the Board will be responsible for all aspects of ~~Bridge House Estates~~ **City Bridge Foundation’s** day-to-day management and administration in the discharge of the City of London Corporation’s functions as Trustee of the Charity, acting solely in the best interests of the Charity, subject always to the delegated authority being exercised in accordance with any strategy, policy and/or procedure set by, or other direction of, the Court.

Specifically

- (d) Except for those matters reserved to the Court of Common Council, the Board will be responsible for:
- (i) Ensuring governance & regulatory compliance - including compliance with the Charity’s governing documents, all relevant legal and regulatory requirements, and the governance framework adopted by the City Corporation in its administration of the Charity as Trustee – and for keeping such matters under review making relevant recommendations to the Court of Common Council for the Charity’s good administration;
 - (ii) Considering, consulting upon, settling and keeping under review, matters of policy and/or strategic importance to ~~Bridge House Estates~~ **City Bridge Foundation**, and making relevant recommendations to the Court of Common Council for the Charity’s good administration;

- (iii) monitoring the integrity of and preparing and approving the Charity's financial statements, including its Annual Report, to ensure they conform with applicable accounting standards, for presentation to the Court of Common Council for information;
- (iv) overseeing the Charity's external and internal audit functions, and making appropriate recommendations on the appointment of an auditor of the Charity's Annual Report and Financial Statements;
- (v) appointing any investment or fund managers, nominees or agents to act for the Trustee and keeping their activities under review to ensure their compliance with any authority, mandate, policy or requirements which have been set for that purpose;
- (vi) all functions relating to the administration of any of the Charity's assets and property held in any asset class, whether functional assets (including the five bridges), operational assets or investment assets;
- (vii) determining resource allocation for the Charity in accordance with its strategic policies and any budget set by the Court of Common Council, including making recommendations to the Court on the allocation of surplus income;
- (viii) all decisions relating to the application of surplus income;
- (ix) scrutiny, management and delivery of major projects and/or programmes of work for the Charity;
- (x) identifying, managing, mitigating against, monitoring, reviewing and reporting to the Court on any key risks relating to the administration of the Charity, and annual approval of the Charity's Risk Register;
- (xi) ensuring effective operational arrangements are in place for the proper administration of the Charity, and to support expedient and efficient delivery of the Charity's objects and activities, including the overall organisation and structure of delivery of the Charity's business within the City Corporation's business operating model, and the appointment of contractors and suppliers.

Delegation

- (e) The Board may appoint such sub-committees as are considered necessary for the efficient and effective discharge of any of the functions conferred on the Board, and may appoint such members of the Board (including for the avoidance of doubt any of the co-opted members of the Board), and/or such elected Members serving on any other Committees of the Court of Common Council who are considered to have the necessary skills, knowledge and experience to better support the proper discharge of the relevant sub-committee's functions, and/or any co-opted member appointed by the Board to a sub-committee in accordance with the process adopted by the Court per paragraph 5(b)(vii) above, subject always to elected Members not being in a minority of those in attendance at any sub-committee meeting to form a quorum and an elected Member serving as the Chair and Deputy Chair.

Reporting

- (f) The Board must report to the Court of Common Council at least annually on the exercise of this delegated authority in such form as the Court requires.

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LYONS, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 27 th April 2023, doth hereby appoint the following Committee until the first meeting of the Court in April, 2024.
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COMMUNITY & CHILDREN'S SERVICES COMMITTEE

1. **Constitution**
A Ward Committee consisting of,
- two Aldermen nominated by the Court of Aldermen
 - up to 34 Commoners representing each Ward (two representatives for the Wards with six or more Members regardless of whether the Ward has sides), those Wards having 200 or more residents (based on the Ward List) being able to nominate a maximum of two representatives
 - a limited number of Members co-opted by the Committee (e.g. the two parent governors required by law)

2. **Quorum**
The quorum consists of any nine Members. [N.B. - the co-opted Members only count as part of the quorum for matters relating to the Education Function]

3. **Membership 2023/24**

ALDERMEN

- 4 Alistair John Naisbitt King DL
- 2 Christopher Makin

COMMONERS

2	Naresh Hari Sonpar.....	Aldersgate
4	Helen Lesley Fentimen, O.B.E.....	Aldersgate
2	Timothy James McNally	Aldgate
1	Ian Bishop-Laggett.....	Bassishaw
1	Nighat Qureishi, Deputy	Billingsgate
6	Benjamin Daniel Murphy.....	Bishopsgate
	(Bishopsgate has paired with Aldgate for this appointment).....	Bishopsgate
	(Bread Street has paired with Castle Baynard for this appointment).....	Bread Street
	(Bridge and Bridge Without has paired with Billingsgate for this appointment).....	Bridge and Bridge Without
1	Shahnan Bakth.....	Broad Street
2	James Bromiley-Davis.....	Candlewick
7	Mary Durcan.....	Castle Baynard
10	Henrika Johanna Sofia Priest.....	Castle Baynard
	(Cheap has paired with Farringdon Within for this appointment).....	Cheap
	(Coleman Street has paired with Broad Street for this appointment)	Coleman Street
2	Jamel Banda.....	Cordwainer
2	Joanna Tufuo Abeyie M.B.E.....	Cornhill
2	Anne Corbett.....	Cripplegate
2	Ceri Edith Wilkins.....	Cripplegate
	(Dowgate has paired with Candlewick for this appointment.).....	Dowgate
7	Matthew Bell.....	Farringdon Within
2	Florence Keelson-Anfu.....	Farringdon Within
3	John David Absalom, Deputy.....	Farringdon Without
7	Ruby Sayed.....	Farringdon Without
10	Philip Woodhouse, Deputy.....	Langbourn
	(Lime Street has paired with Cornhill for this appointment).....	Lime Street
7	Jason Paul Pritchard.....	Portsoken
12	John William Fletcher, Deputy.....	Portsoken
6	Caroline Wilma Haines.....	Queenhithe
13	Marianne Bernadette Fredericks, Deputy.....	Tower

2	Aaron Anthony Jose Hasan D'Souza.....	Tower
	(Vintry has paired with Cordwainer for this appointment).....	Vintry
	(Walbrook has paired with Langbourn on this appointment).....	Walbrook

Together with the co-opted Members referred to in paragraph 1 above and one Member in place of the Ward (Queenhithe) making only one of its two permitted appointments on this occasion:-

Steve Goodman, O.B.E.

4. Terms of Reference

To be responsible for:-

- (a) the appointment of the Executive Director of Community & Children's Services;
- (b) ~~the~~The following functions of the City of London Corporation (other than in respect of powers expressly delegated to another committee, sub-committee, board or panel):-
- i. Children's Services – to include Corporate Parenting, which is also scrutinised by the Committee's Safeguarding Sub Committee, together with performance data.
 - ii. Adults' Services – noting that performance data is also scrutinised by the Safeguarding Sub Committee
 - iii. Education - to include the nomination/appointment of Local Authority Governors; as appropriate to include attendance/admissions for the Aldgate School, Children Centre matters and Special Educational Needs (SEND), which are also scrutinised by the Safeguarding Sub Committee.
 - iv. Libraries - in so far as the library services affects our communities *(NB - the budget for the Library Service falls within the remit of the Culture, Heritage and Libraries Committee but the Head of the Libraries Service reports to the Director of Community and Children's Services).*
 - v. Social Services
 - ~~vi.v.~~ Social Housing - (i.e. the management of the property owned by the City of London Corporation under the Housing Revenue Account and the City Fund in accordance with the requirements of all relevant legislation and the disposal of interests in the City of London Corporation's Housing Estates (pursuant to such policies as are from time to time laid down by the Court of Common Council). *(NB. The Housing Management and Almshouses Sub Committee has decision making powers in these matters, delegated by the Grand Committee.*
 - ~~vii.vi.~~ Public Health - *(within the meaning of the Health and Social Care Act 2012), liaison with health services and health scrutiny as prescribed by the Health and Social Care Act 2022, noting the separate and distinct responsibilities of the Port Health and Environmental Services Committee; the Health and Wellbeing Board and the Health and Social Care Scrutiny Committee.*
 - ~~viii.vii.~~ Sport/Leisure Activities
 - ~~ix.viii.~~ Marriage Licensing and the Registration Service
- and the preparation of all statutory plans relating to those functions and consulting as appropriate on the exercise of those functions;
- (c) ~~appointing~~Appointing Statutory Panels, Boards and Sub-Committees as are considered necessary for the better performance of its duties including the following areas:-
- Housing Management and Almshouses Sub-Committee
 - Safeguarding Sub-Committee
 - City and Hackney Sub Committee of the North East London Integrated Care Board
 - Integrated Commissioning Sub-Committee
 - Homelessness and Rough Sleepers Sub-Committee
- (d) ~~excepting~~Excepting those matters reserved to the Court of Common Council or which are the responsibility of another Committee, all aspects of City of London Combined Relief of Poverty Charity (registered charity no. 1073660) and City of London Almshouses Charity (registered charity no. 1005857) and day-to-day management and administration of the charities. The Committee may exercise any available powers on behalf of the City Corporation as trustee under delegated authority from the Court of Common Council as the body responsible for exercising the powers of the City Corporation as trustee. This includes, but is not limited to, ensuring effective operational arrangements are in place for the proper administration of the charities, and to support expedient and efficient delivery of the charities objects and activities in accordance with the charities annual budget, strategy and policies.
- (f) ~~making~~Making recommendations to the Education Board on the policy to be adopted for the application of charitable funds ~~The City of London Corporation Combined Education Charity (registered charity no. 312836) and the City Educational Trust Fund (registered charity no. 290840);~~ and to make appointments to the Sub-Committee established by the Education Board for the purpose of managing those charities.
- (g) ~~the m~~Management of the Aldgate Pavilion.

FRAUD AND CYBER CRIME REPORTING AND ANALYSIS SERVICE PROCUREMENT COMMITTEE

1. Constitution

A Committee comprising:

- Chair and Deputy of City of London Police Authority Board
- Chair and Deputy of Policy and Resources Committee
- Chair and Deputy of Finance Committee
- Chair and Deputy of Project and Procurement Sub ~~(Finance)~~ Committee
- ~~Chair and Deputy of Project Sub (Policy and Resources) Committee~~
- Chair and Deputy of Digital Sub (Finance) Committee

The above Committees may also propose additional individuals from their membership where they believe they will bring relevant expertise and experience to the Committee's deliberations (limited to one nomination per Committee).

2. Quorum

The quorum consists of any three Members.

3. Terms of Reference

For ~~a period of three years~~ the duration of the project, from April 2021 up to and including formal 'Go Live' date ~~to April 2024~~, to be responsible for oversight of all matters relating to the procurement of the Next Generation Fraud and Cyber Crime Reporting and Analysis Service.

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HEALTH AND WELLBEING BOARD

1. Constitution

A Non-Ward Committee consisting of,

- ~~six~~ ~~three~~ Members elected by the Court of Common Council (who shall not be members of the Health and Social Care Scrutiny Sub-Committee)
- the Chairman of the Policy & Resources Committee (or his/her representative)
- the Chairman of Community and Children's Services Committee (or his/her representative)
- the Chairman of the Port Health and Environmental Services Committee (or his/her representative)
- the Director of Public Health of his/her representative
- the Director of Community and Children's Services Department
- a representative of Healthwatch appointed by that agency
- NHS representative of the City and Hackney Place of the North East London Integrated Care Board ("ICB") appointed by that agency
- a representative of the Safer City Partnership
- the Port Health and Public Protection Director
- ~~a~~ a representative of the City of London Police appointed by the Commissioner
- NHS representative of the East London Foundation Trust ("ELFT") appointed by that agency
- NHS representative of the of the Barts Health NHS Trust (St Bartholomew's Hospital) appointed by that agency
- NHS representative of the Homerton Healthcare NHS Foundation Trust appointed by that agency

2. Quorum

The quorum consists of ~~five Members~~three Members, ~~at least three~~the majority of whom must be Members of the Common Council or officers representing the City of London Corporation.

3. Membership 2023/24

- 7 (4) Marianne Bernadette Fredericks, Deputy
 5 (3) Mary Durcan
 2 (2) Randall Anderson, Deputy

Vacancy

Vacancy

Vacancy

Together with the Members referred to in paragraph 1 above.

Co-opted Members

The Board may appoint up to two co-opted non-City Corporation representatives with experience relevant to the work of the Health and Wellbeing Board.

4. Terms of Reference

To be responsible for:-

- (a) carrying out all duties* conferred by the:- Health and Social Care Act 2012, Health and Care Act 2022 ("the HSCA") and Section 128A of the NHS Act 2006 for the City of London area, among which:-
- i) to provide collective leadership for the general advancement of the health and wellbeing of the people within the City of London by promoting the integration of health and social care services; and
 - ii) to identify key priorities for health and local government commissioning, including the preparation of the Joint Strategic Needs Assessment and the production of a Joint Health and Wellbeing Strategy.

*All of these duties should be carried out in accordance with the provisions of the HSCA 2012 and 2022 concerning the requirement to consult the public and to have regard to the statutory guidance issued by the Secretary of State including "Statutory guidance on joint strategic needs assessment and joint health and wellbeing strategies (JHWBS)" <https://www.gov.uk/government/publications/jsnas-and-jhws-statutory-guidance> and non-statutory guidance "Health and wellbeing board – guidance" <https://www.gov.uk/government/publications/health-and-wellbeing-boardguidance/health-and-wellbeing-boards-guidance> ;

- b) mobilising, co-ordinating and sharing resources needed for the discharge of its statutory functions, from its membership and from others which may be bound by decisions; and
- c) appointing such sub-committees as are considered necessary for the better performance of its duties.
- d) to carry out the statutory duty to assess needs for pharmaceutical services in the City Corporation's area and to publish a statement of its first assessment and of any revised assessment.

- e) to be involved in the preparation of the joint forward plan for the ICB and its partner bodies including consideration of whether the draft takes proper account to of the Joint Local Health and Wellbeing Strategy.
- f) approval of the Better Care Fund plan for the City of London area

5. **Substitutes for Statutory Members**

Other Statutory Members of the Board (other than Members of the Court of Common Council) may nominate a single named individual who will substitute for them and have the authority to make decisions in the event that they are unable to attend a meeting.

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

1. Constitution

A Non-Ward Committee consisting of,

- Three Employer Representatives, of which;
 - Two will be Members of the Court of Common Council (who may not be Members of the [Pensions Committee or the Corporate Services Committee Investment Committee, Financial Investment Board or Establishment Committee](#));
 - One will be an Officer of the Corporation, nominated by the Town Clerk and Chief Executive; and
- Three Member Representatives, selected by an appointment method determined by the Town Clerk and Chief Executive.

In addition, the Board has the power to appoint one co-opted member (with no voting rights) as an independent advisor to the Board, should the Board require further technical guidance.

2. Quorum

The quorum consists of any three Members, including one Employer Representative and one Member Representative.

3. Membership 2023/24

Three Employer Representatives

Mark Wheatley

Vacancy

Paul Wilkinson

Three Member Representatives

David Pearson (appointed for a four-year term expiring April 2025)

Christina McLellan (appointed for a four-year term expiring April 2024)

Peter Lisley (appointed for a four-year term expiring in April 2027)

together with the co-opted Member referred to in paragraph 1 above, if required and one Member to be appointed this day. The further vacancy will be re-advertised for the May Court of Common Council meeting.

Each Board Member should endeavour to attend all Board meetings during the year. In the event of consistent non-attendance by any Board member, then the tenure of that membership should be reviewed by the other Board members in liaison with the Scheme Manager.

Board Members must be satisfied that they:

- are conversant with the legislation and associated guidance of the Local Government Pension Scheme (LGPS);
- are conversant with documents recording policy about the administration of the LGPS by the City of London Corporation;
- Have knowledge and understanding of the law relating to pensions and any other matters which are prescribed in regulations, including undertaking appropriate training to develop this knowledge;
- conduct themselves in line with the seven principles of public life;
- do not have any conflict of interest with their role on the Pensions Board.

4. Terms of Reference

In line with the requirements of the Public Services Pensions Act 2013 for the management of the City of London Corporation's Pension Scheme, to be responsible for:

(a) assisting the Scheme Manager (the City of London Corporation) in the following matters:

- Securing compliance with the scheme regulations and other legislation relating to the governance and administration of the scheme and any statutory pension scheme that it is connected to;
- Securing compliance with requirements imposed in relation to the scheme and any connected scheme by the Pensions Regulator; and
- Other such matters as the scheme regulations may specify.

(b) securing the effective and efficient governance and administration of the LGPS for the City of London Pension Fund

The [Local Government Pensions Board Pension Board](#) will ensure it effectively and efficiently complies with the code of practice on the governance and administration of public service pension schemes issued by the Pension Regulator.

The [Local Government Pensions Board Pension Board](#) will also help ensure that the City of London Corporation Pension Fund is managed and administered effectively and efficiently and complies with the code of practice on the governance and administration of public service pension schemes issued by the Pension Regulator.

The Pension Board shall meet at least two times per year.

5. Chairmanship

Any Member of the Board will be eligible to be Chairman. However, to allow reporting to the Court of Common Council, either the Chairman or Deputy Chairman must be a Member of the Court of Common Council.

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

1. **Constitution**

A Non-Ward Committee consisting of,

- 15 Members elected by the Court of Common Council at least one of whom shall have fewer than five years' service on the Court at the time of their appointment

Together with three non-voting observers (who shall not count towards the quorum) representing the views of tenants at the three markets, one each to be nominated annually by the Chair of the:-

- the Smithfield Market Tenants' Association
- the London Fish Merchant Association (Billingsgate), and
- the New Spitalfields Market Tenants' Association

2. **Quorum**

The quorum consists of any five Members.

3. **Membership 2023/24**

The Members referred to in paragraph 1, as well as 3 Members to be appointed this day on the basis of the following terms.

- 2 (2) Alderman Alison Gowman
- 2 (2) ~~Alderman Sir David Wootton~~ [Suzanne Ornsby](#)
- 2 (2) Gregory Alfred Lawrence
- 2 (2) Catherine Sidony McGuinness, C.B.E.
- 2 (2) Wendy Mead, OBE *for three years*
- 2 (2) Brian Desmond Francis Mooney, Deputy *for three years*
- 2 (2) Charles Edward Lord, OBE, JP, Deputy *for three years*
- 2 (2) James Henry George Pollard, Deputy *for three years*
- 2 (2) Ian Christopher Norman Seaton, MBE *for two years*
- 2 (2) James Richard Tumbridge *for two years*
- 2 (2) Philip Woodhouse, Deputy *for two years*
- 2 (2) Hugh Selka *for two years*
- 2 (1) ~~Mark Bosteck, Deputy~~ [Madush Gupta, Deputy](#)
- 2 (1) Henry Jones
- 2 (1) Oliver Sells K.C.

4. **Terms of Reference**

To be responsible for:-

- (a) oversight of the management of all matters relating to Smithfield Market, Billingsgate Market and New Spitalfields Market and the letting of all premises therein ~~and the new site in Dagenham~~.
- (b) the appointment of the Director of Markets ~~and Consumer Protection (acting jointly with the Port Health and Environmental Services and Licensing Committees).~~
- (c) [To act as ultimate client for the Markets Co-Location Programme and have representation on both the Capital Buildings Board and the Barking Reach Group.](#)

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

PENSIONS COMMITTEE

1. Constitution

A non-ward committee consisting of:

- Up to ~~eight~~ seven Members elected by the Court of Common Council, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
- Up to three independent members (i.e., non-Members of the Court of Common Council) co-opted to the Committee on the advice of the Chamberlain, with voting rights.

The Chairman and/or Deputy Chairman of the Local Government Pensions Board shall be permitted to attend the Committee on an observing capacity.

N.B. - No Member of the Pension Committee shall be a Member of the Local Government Pensions Board, or be the Chair or Deputy Chair of the Corporate Services Committee, the Finance Committee, or the Policy & Resources Committee simultaneously.

2. Quorum

The quorum consists of any three elected Members.

3. Membership 2023/24

- ~~2~~ (2) ~~Shahnan Bakth, for two years~~
- 1 (1) Christopher Boden
- ~~2~~ (2) ~~Timothy Richard Butcher, for two years~~ ~~Andrion Gereith Dominic Meyers, Deputy for two years~~
- (2)
- 2 (2) Madush Gupta, Deputy for two years
- ~~2~~ (2) ~~Timothy Richard Butcher, for two years~~
- ~~2~~ (2) ~~Ian David Luder, J.P., Alderman~~
- 1 (1) Timothy McNally
- 2 (2) James Henry George Pollard, Deputy
- 2 (2) David James Sales
- 2 (2) Vacancy

Together with the following independent Members referred to in paragraph 1 above:-

Independent Members

Clare James

4. Terms of Reference

To undertake statutory functions on behalf of the Local Government Pension Scheme (LGPS) and ensure compliance with the Local Government Pensions Scheme Regulations ("the Regulations"), relevant legislation, and best practice as advised by the Pensions Regulator.

To be responsible for: -

- a) formulating, publishing and periodically review strategies and policies around the Pension Fund, for example (but not limited to) investments, responsible investment, funding, and administration.
- b) selecting and appointing suitability qualified external service providers, such as investment managers and advisors as required.
- c) monitoring the Pension Fund's investment arrangements including asset allocation, the performance of investment managers and advisors, and asset pooling arrangements (noting that the Pension Fund is a shareholder of the London CIV pool).
- d) monitoring liabilities, making arrangements for the triennial actuarial valuation of the Pension Fund, and considering and approving the required employer contribution levels for each employer within the Fund.
- e) dealing with the admission and cessation of employers as and when necessary and to review the ability of admitted bodies to meet their obligations to the Pension Fund.
- f) ensuring the Corporation effectively discharges its obligations to scheme members and employers as an administrating authority.

- g) considering and approving the Pension Fund's Annual Report as well as all other statutory statements required under the Regulations.
- h) working with, receiving and considering comments from the Local Government Pensions Board (a scrutiny and non-decision-making body established under the Regulations) in pursuit of good governance of the LGPS.
- i) ensuring that arrangements are in place for consultation with stakeholders as necessary.
- j) developing and maintaining the appropriate level of knowledge and understanding to carry out their duties effectively (including completion of the Pensions Regulator's Public Service toolkit).

NOTE: whilst it is the expectation and intention that corporate policies are applied in respect of the Pension Committee's activities, such matters must always be considered in light of the specific regulatory requirements that apply to the administration of the LGPS. Therefore, where relevant and insofar as such policies impact the Pension Fund, they will need to be reviewed by the Pension Committee.

Agenda Item 5

Committee(s): Communications and Corporate Affairs Sub-Committee Policy and Resources Committee	Dated: 28 February 2024 18 March 2024
Subject: Draft High-Level Business Plan 2024/25 – Corporate Communications and External Affairs	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1,2,3,4,5,6,7,8,9,10,11 and 12
Does this proposal require extra revenue and/or capital spending?	Y
If so, how much?	TBC
What is the source of Funding?	TBC
Has this Funding Source been agreed with the Chamberlain’s Department?	TBC
Report of: Emily Tofield, Executive Director of Corporate Communications and External Affairs	C&CASC – For Information P&R - For Decision
Report author: Emily Tofield, Executive Director of Corporate Communications and External Affairs	

Summary

This report presents the high-level business plan for Corporate Communications and External Affairs Department for 2024-2025.

The function is part of the Town Clerk’s Department.

Recommendation

Members of the Communications and Corporate Affairs Sub-Committee are invited to:

- Review and comment on the high-level Business Plan.

Members of the Policy and Resources Committee are invited to:

- Approve the high-level Business Plan.

Main Report

Background

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

2. For 2024/2025, the high-level business plans have been further evolved to add more narrative and improve readability. This plan differs significantly from the 2023/2024 submission. It reflects the progress that has been made since June 2023 in the ongoing transformation of the function, provision and strategic ambition for Corporate Communications and External Affairs at the City Corporation. The division has worked closely with the Corporate Strategy and Performance Team (CSPT) on the development of the new Corporate Plan 2024-2029 and will continue to ensure the Business Plan supports the delivery of the Corporate Plan's outcomes, when agreed. This document does not capture the granularity of work but gives the overall picture of activity, customer feedback, trends where applicable and direction of travel.

Draft final high-level Business Plan for 2024/2025

3. This report presents, at Appendix 1, the consolidated draft high-level business plan for 2024/2025 for Corporate Communications and External Affairs.
4. This is the first time the high-level business plan has been presented to the Communications and Corporate Affairs Sub-Committee and represents the ambitious programme of transformation already underway.
5. Corporate Communications and External Affairs is part of the Town Clerk's Department. Due to the recent reforming of a Town Clerk's Department, the Executive Director of Corporate Communications and External Affairs, Deputy Town Clerk and the Chief Strategy Officer are presenting separate 2024-25 high level Business Plans to the committees they report into, but will in future years work together to create a unified departmental high-level Business Plan.
6. The high-level Plan has been developed in consultation with senior officers and teams which make up the division and very much reflects the future direction of travel and ambition within the function. A transformation programme is underway within the division. Extensive engagement has also been carried out across the City Corporation to inform this Plan and to gather the evidence to evaluate the capability of existing core disciplines across the City Corporation. This is supporting the development of evidence-based recommendations for further improvements to ensure the organisation has a fit for purpose, enabled, central, and strategic communications and corporate (external) affairs function, which can become one of the main levers the City Corporation can use to deliver the new Corporate Plan and People Strategy, as well as increasing the skills and professionalism of the teams.
7. The Business Plan describes the core workstreams required to support the current transformation of the Corporate Communications and External Affairs function.
8. A new Chief Officer (Executive Director of Corporate Communications and External Affairs) joined the City Corporation in June 2023 and launched a cross-divisional transformation and engagement programme.

9. Corporate Communications and External Affairs works across the entirety of the City of London Corporation and is responsible for providing comprehensive communications and external affairs expertise and resource to support the delivery of the overarching external and internal objectives of the City Corporation.
10. The division's core purpose is to use the power of first-class strategic communications and external engagement to help deliver the ambitious goals of the City of London Corporation for all the diverse communities it serves on a local, London, national and global scale. Innovative and audience focussed communications are part of what could make the City Corporation the best place to work in the world and the engine room of UK prosperity. Responsibility for the City Belonging Project and the City Corporation's Sport Strategy also fall within this division. The main workstreams for 2024-25 are:
 - a) Communications and External Affairs Strategy – delivery of a comprehensive strategy to support the City Corporation in its delivery of the Corporate Plan and key priorities (the first in around ten years).
 - b) Linked to the above, Transformation Programme – to deliver appropriate skilled and resourced function to ensure the delivery of professional, comprehensive corporate communications and external affairs.
 - c) City of London 2025 Election Engagement Campaign – to drive an increase in voter registration, candidates and participation.
 - d) General Election Political Engagement – continue to strengthen relationships across the political system and influence relevant policy areas.
 - e) Review of core strategic functions where the current expertise and resource are at a particularly low level of maturity – comprehensive expert reviews commissioned to review the City Corporation's digital communications and content, stakeholder engagement and management and brand.
 - f) Build in and strengthen insight and evaluation – improve systems and capability for monitoring the impact of activity to enable the delivery audience and insight-led communications and engagement.
 - g) Culture change communications – deliver comprehensive communications and engagement to support the delivery of the vision work and the new People Strategy (when agreed through the committee process).
 - h) Sport Strategy – deliver the first phase of the 2023-26 Sport Strategy.
11. The key milestones for each workstream are on page 3 of the attached Business Plan.

Departmental Operational Property Assets Utilisation Assessment

12. The function represents a current headcount of 34 FTE, all based in the Guildhall complex. The Corporate Communications and External Affairs team occupies a section of the West Wing and has an allocation of approximately 24 desks. Occupancy was monitored over a week and there was an average weekly occupancy of 57%, with occupancy higher midweek. The assessment identified that assets were fully utilised and this will be kept under review.

Corporate & Strategic Implications

13. The Corporate Communications and External Affairs Division sits at the heart of the organisation but delivers for the whole City Corporation. The communications and engagement strategy will be developed following intensive engagement with members and officers and will align with the Corporate Plan. The strategy will support the delivery of strategic, integrated communications and engagement.

Financial and resourcing implications

14. The function represented by this report within the Town Clerk's Department currently has a total budget of £2.7M and is benefitting from Transformation funding of £0.5m to support the programme of work required to deliver some of the key workstreams. There will need to be a review of the current budget and headcount to ensure the function can deliver its wide-ranging remit.

Public sector equality duty

15. The function is fully committed to Equality, Diversity and Inclusion and is committed to championing accessible and inclusive communications, engagement, images and language. The function will also develop its own EDI plan during 2024/25.

Conclusion

16. This report presents the high-level Business Plan for 2024/25 for Corporate Communications and External Affairs.

- Members of the Communications and Corporate Affairs Sub-Committee are receiving the high-level Business Plan for comment and information.
- Members of the Policy and Resources Committee are asked to approve the attached business plan.

Appendices

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

Emily Tofield

Executive Director of Corporate Communications and External Affairs

Our vision and purpose

The City of London Corporate Communications and External Affairs division sits at the heart of the organisation but delivers for the whole City Corporation.

Our purpose is to use the power of first-class strategic communications and external engagement to help deliver the ambitious goals of the City of London Corporation for all the diverse communities we serve on a local, London, national and global scale. We believe innovative and audience-focussed communications are part of what could make the City Corporation the best place to work in the world and the engine room of UK prosperity.

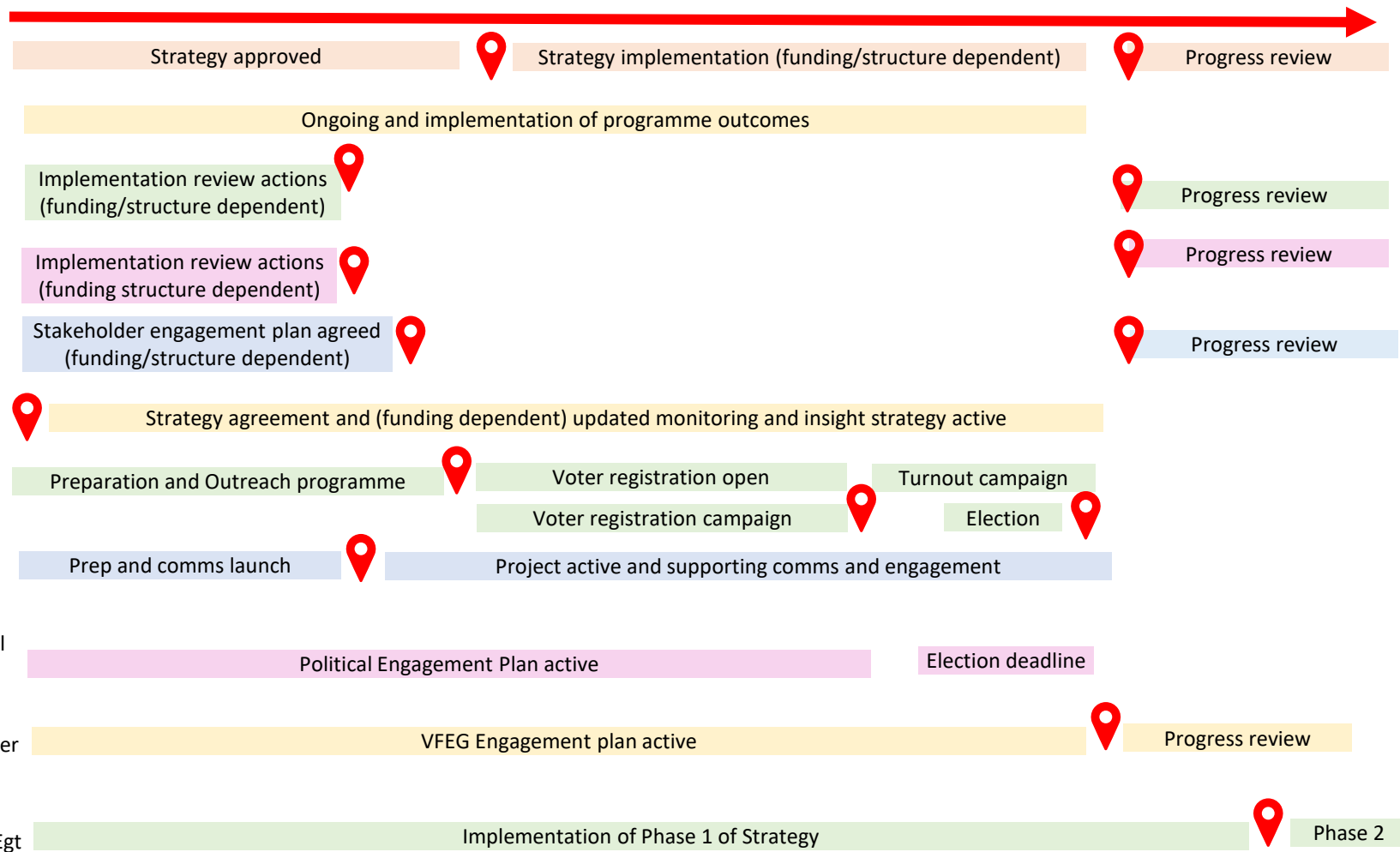
What has changed since 23/24

- **Transformation** – New Chief Officer appointed (Executive Director of Corporate Communications and External Affairs). Linked to this, new cross-divisional corporate communications and external affairs transformation and engagement work underway.
- **Planning and Analysis** – Budget reviewed. Recommendations shared to allow for critical elements of the Business Plan to be delivered. Funding secured to enable transformation work to begin. Support given and evidence provided to cross CoLC Communications and External Affairs deep dive finance review. Existing insight and evaluation tools reviewed; media monitoring contracts renegotiated. Focus on developing strategic planning capability with appointment of new strategic communications planning post.
- **Impact** – Larger scale, ambitious, party conference programme delivered aligned to economic growth and reputation objectives. Comprehensive V4EG political stakeholder briefing exercise underway.
- **Impact** – City Belonging project launched, with 1,000 plus businesses signed up in first few months. Community engagement strategy (resident and worker) being developed where staffing/funding in place. New strategic approach delivering cross-corporation benefits, e.g. support for City of London Police community engagement.
- **Engagement** – Campaigns and Community Engagement team now lead on City Question Time. Three events have been held under the auspices of the Communications Team, with generally higher attendance than previously. Innovations such as recording rather than livestreaming the event and delivering invitations via a door-to-door service have substantially reduced their cost, and the more informal nature of the event has reduced the organisational burden on officers.
- **Impact** – New digital channels launched, including Instagram and LinkedIn continues to grow and deliver significant levels of engagement and continued increase in followers.
- **Engagement** – Successful launch of regular Town Halls and all staff briefings with the Town Clerk and Chief Officers. Consistently attracting more than 1,000 attendees.
- **Engagement and Strategy** – The function and how communications/external affairs and engagement is delivered across the City Corporation reviewed by the Chief Officer to make proposals for a future operating model to underpin a new strategy and implementation plan. Existing barriers to effective strategic planning identified. Development of Head of Profession governance and establishing the first City Corporation Communications Board now prioritised. More than 80 insight gathering meetings and workshops held. bi-laterals with members of the Sub-Committee underway.
- **Culture Change** – Review delivered reinforcing internal communications must be put on an equal footing with other disciplines to meet continued increasing demand for staff engagement strategies to support delivery of the Corporate Plan 2024 -29 and People Strategy.

Our 2024/25 timeline planner priority workstreams and key milestones

Q1 2024/25 Q2 2024/25 Q3 2024/25 Q4 2024/25 Beyond 2024/25

Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar 2025/26 2026/27



Our major workstreams this year will be

Workstream Name	Funding allocation %	People resource %	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
Delivery of the corporate communications and external affairs strategy	20%	25%	Political priority/key strategic outcome The City Corporation does not have a data/audience/outcome driven communications and external affairs strategy and clear objectives (and has not had one for nearly a decade). In addition, the previous plan made no reference to internal comms despite the organisation being complex and c.4,000 staff. There is currently more communications resource/funding <i>outside</i> the central team than in it, presenting a significant reputational as well as effective delivery/vfm risk. This is a corporate and political priority.	Funding, resource and crucially support, engagement and endorsement from other Chief Officers and members to agree, implement and deliver the strategy and support a non-siloed model to provide benefits to the organisation as a whole and enable the delivery of all elements of the new Corporate Plan.	A clear strategic approach to communications and external affairs across the Corporation and its institutions, governed by the central Corporate team – focused on outcomes and impact for the City Corporation as a whole. Achieving this outcome will rely on support for this approach, aligned with the positive outcomes from the TOM (e.g. Head of Profession), from SLT, ELB and members.	Agreement of the strategy (which will have KPIs within it informed by insight projects being funded from the transformation fund) by the C&CASC. This committee will continue to have responsibility for monitoring the effectiveness of its delivery. Delivery of the supporting implementation plan with associated KPIs.	Update provided at each C&CASC	100%	N/A
Transformation Programme to upskill and appropriately resource the corporate communications and external affairs team	0%	20%	Political priority/key strategic outcome Communications and Corporate Affairs is a professional function, as well as being a critical key, strategic enabling function for the delivery of policy and organisational goals and wider City Corporation ambitions, as well as protecting and enhancing the reputation of the City Corporation and our strategic reach. It is currently not resourced or structured to provide a comprehensive, integrated service to the whole organisation It has been made clear at C&CASC that developing and enabling this function is a political priority. The current budget for Corporate Communications and External Affairs is insufficient to cover core basic BAU obligations and roles (with even some statutory obligations and currently unfunded).	Support and endorsement from other Chief Officers and members to agree the new structure, approach and ongoing, business as usual investment required. Also, see further detail above.	This will ensure the function can deliver strategic, integrated communications programmes; deliver policy goals in line with expectations of public/governmental organisation; support and advise all parts of the City Corporation - reducing the necessity to appoint external consultancies to provide the service and advice at greater cost than developing the team in-house. Significant reputational benefits and greater impact for the CoLC could be realised – and C&CASC would have greater/ full oversight of cross organisational activity.	Establishment of a strategic communications function. HoP governance and procedures designed, engaged on and moved into implementation phase. Where benefits/vfm/impact greater for the CoLC, or a less-siloed approach is planned, communications, marketing and external affairs to be centrally-led and coordinated by central team for the benefit of the whole (or as a minimum C&CASC to have oversight/there is a dotted line into the HoP/teams to take a full and active part in Head of Profession governance and communications boards).	Update provided at each C&CASC	50%	N/A
CoL Election 2025 engagement	TBC (subject to approval of bid for funding)	10%	Duty and Statutory This is a duty and statutory priority as the City Corporation is required to engage ahead of the election to secure voter sign up.	Support from the Remembrancers and members to agree the approach to engagement.	Continued increase in voter registrations through wider, ongoing engagement with workers and residents.	Up to 20% increase in voter registration	Update provided to P and R	100%	N/A
General Election Political Engagement	10%	20%	Political priority/key strategic outcome This is a corporate and political priority	Support from OPC, Remembrancers and members to agree the approach to engagement.	Strengthening of relationships with national political parties, influencing policy and lobbying on behalf of the City Corporation.	Strategic stakeholder plans developed and evaluated for priority areas.	Update provided at each C&CASC	100%	N/A

Our major workstreams this year will be

Workstream Name	Funding allocation %	People resource %	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
Comprehensive review of core strategic functions – digital, brand and identity and stakeholder management to inform the transformation work and strategy development	0% (There is currently no core budget to deliver this work and it is being funded from a transformation fund bid).	25%	Political priority/key strategic outcome The digital capability of the corporate team is severely under resourced and currently not fit for its purpose. There is no brand strategy, and the brand is weak and has been diluted many times and there is no central ownership of stakeholder engagement and management. In order to provide a high-quality modern communications function, the review will make recommendations to enable the creation of appropriate resource, channels and outputs. This is a corporate and political priority.	This is a cross-organisational project and will require support and endorsement from other Chief Officers, institutions and members to agree the investment. Key dependency is the City Corporation's IT team.	This will ensure the function can deliver strategic, integrated full-service communications and corporate affairs programmes, support and give advice to all parts of the City Corporation and will reduce the necessity to appoint external consultancies to provide the service and advice, decreasing reputational risk and improving vfm.	Delivery of separate reviews that feed into the transformation programme and strategy development (see timeline).	On completion of the reviews	Stakeholder and brand reviews - 100% Digital review – TBC	N/A
Insight and Evaluation improvement	3% (The budget for an improved service as requested by C&CASC would need to be provided)	15%	Political priority/key strategic outcome The insight currently prepared by the team is not informed due to budgetary and staff development constraints by the latest best practice techniques. It is not being used to properly strategically inform plans or gather audience insight to ensure better targeting and channel usage. This is a political priority.	Support from sub-committee members to agree a new approach to insight and evaluation, which demonstrates impact and informs decision making.	This will be supported with the consolidation of current media and social media monitoring systems into a tool that provides real time insight, audience analysis and targeting. This will inform the planning of activity and usage of the more appropriate channels.	Successful consolidation of multiple media and social media monitoring platforms. Delivery of integrated, comprehensive insight and evaluation.	Update provided at each C&CASC	100%	N/A
Culture change communications – vision and values project	TBC (Current no resource, staffing, budget for this organisational strategic priority).	10%	Political priority/key strategic outcome This will be a corporate and political priority and is a key deliverable in the upcoming People Strategy and to support the delivery of the change needed for the Fantastic Five Years.	As a cross – organisational project we will be working closely with the Chief Officers and in particular the Chief People Officer and team.	Continued increase in staff engagement and the co-creation of the organisation's new vision and values.	Subject to funding and resource, campaign launched to embed, build pride in our vision and values.	Updates agreed following launch of the programme	50%	N/A
Sport Strategy	1% (additional dedicated funding agreed at P&R)	5%	Power and Discretionary There is an organisational commitment to delivering the Sport Strategy. Certain areas of the Sport Strategy are a priority for the organisation to progress – including plans for the future of Golden Lane Leisure Centre.	As a cross – organisational policy area we will be working closely with teams such as DCCS and Environment to deliver the strategy.	Phase 1 (2023-26) - will identify five major objectives, each linked to the priorities, that should be delivered in the first three years of the strategy's implementation.	KPIs to be agreed following objective setting in Phase 1	Update provided at each C&CASC	30%	N/A

Medium Term Plans under consideration(2025/26 and 2026/27)

Priority list (e.g. new legislation, services, projects, automation)	2025/26	2026/27	Funded or Unfunded
Website redevelopment; maintenance support for existing digital platforms; content creation; digital campaigns	x		Unfunded
Engagement; team establishment	x		Unfunded
Delivery of the outcomes of the transformation programme and strategic comms/marketing/new insight or evaluation in any future communications strategy	x		Unfunded

Our Strategy and Cross-cutting and Cross-Systems Strategic Commitments and Ambitions

The central team is currently comprised of Corporate Affairs, Filming Unit, Media, and Publishing. It sits at the heart of the organisation and oversees the communications and corporate affairs priorities of organisation and its principals, building the reputation and impact of the City Corporation as a whole and helping it to deliver its goals. The full benefits for the City Corporation of the Head of Profession role following the TOM are yet to be realised and, with a new Chief Officer in post, plans to begin this process are set out in this Business Plan. A deep dive into posts and funding across the organisation is also underway to establish the totality of roles/spend as in the current structure more resource (people/budget) sit outside the central team than it in, but only the communications and corporate affairs outcomes of the central team are visible to CCASC.

As a highly professional and critical enabling function, the Corporate Communications and External Affairs division supports the City Corporation’s strategic commitments, including delivery of the Policy Chairman’s priorities of UK competitiveness, reinvigorating the square mile and delivery of major capital programmes, such as Markets consolidation. The team also supports the Lord Mayor and his theme – Connect to Prosper and key City Corporation priorities of Destination City and the Climate Strategy. There is established strategic media and corporate affairs engagement to support delivery and, subject to securing support for a proposed new function/structure, the division will be one of the key levers the City Corporation has for delivering the ambitions in the new Corporate Plan, working across the organisation and across our systems to achieve the new collective goals.

To ensure (in a digital age) the service meets the needs of the City Corporation and its institutions – and critically the diverse audiences it serves both at home and globally - a Corporate Communications and External Affairs strategy is in development. Following over 80 plus engagement sessions, there has been almost universal support for this change of approach, which will benefit the City Corporation and those it serves, improve standards and increase impact, and also ensure the teams have access to greater learning and development opportunities, and improved career pathways.

The strategy will be developed through continued engagement and collaboration with the corporate team, members, the organisation and its stakeholders and partners.

It will encompass all components of a strategic, modern communications operation and be supported with an implementation plan.

In addition, there are a number of projects and workstreams to support the transformation programme for Corporate Communications and External Affairs, which are currently in development and will need to have a cross-systems approach to ensure maximum impact.

Our People

- Staff engagement has become a priority since the arrival of the Chief Officer in June 2023. This includes fortnightly team ‘huddles’; and a series of whole-team transformation workshops supported by six workshops focused on media, corporate affairs, publishing and internal communication. More divisional engagement is in development. These first ever whole-team workshops were positively received.
- The division’s Vision and Purpose has now been co-created with all team members and the co-creation of the corporate communications and external affairs strategy is in development.
- Training and Professional Development has been identified as a priority outcome from the whole-team workshops; planning is progressing with a focus on talent management/career progression .
- Appointment of four Apprentices in progress across the team (to address absence of apprentices).
- Working across the team to agree our health and wellbeing priorities (ongoing).

Equality Diversity & Inclusion

We are committed to creating a working environment that is inclusive and where everyone is treated equitably and with dignity and respect. Across the organisation, we continue to champion accessibility and inclusive communications, engagement, images and language. Our priorities are:

- Recognising the vital importance of understanding our diverse audiences and communities, transformation funding has been secured to carry out the first Stakeholder survey for the City Corporation to improve audience insight and help ensure internal and external communications follow the principles of inclusive communications and better embed diversity in practice into our work. It will also give us insight to make positive data driven interventions and encourage teams across the City Corporation to build in diversity at the planning stage.
- Develop a new DE&I plan for our division. Ensure the team is truly inclusive, everyone is supported and has access to health and wellbeing support – and everyone can thrive.

	Minor	Serious	Major	Extreme
Likely	0	0	0	0
Possible	0	0	3	0
Unlikely	0	1	0	0
Rare	0	0	0	0

Key Risks

Risk Title	Score
Reputational damage linked to the current structure with majority of budget and significant posts outside the central corporate team. This has created silos and expensive external commissioning of communications services. The dispersal of the resource outside of the central team means there is not a strategic, integrated function leading the communications planning and activity for the City Corporation and C&CASC has no oversight of the majority of communications activity.	9
Inadequate resource to support the People Strategy and Corporate Plan leading to a lack of awareness, buy-in and inhibiting the City Corporation’s ambition to improve staff engagement overall.	4
Duplication of activity, questions over vfm, and confusion as communications projects and activity not all overseen and led by the corporate team. More comms resource sits outside the central team than within it.	9
Role of the Head of the Profession as set out as part of the TOM is not recognised across the City Corporation and no responsibility placed on Chief Officers and Institutions to align or work with them. This work is only beginning with the arrival of the new Chief Officer, so the division is behind other professions.	9

Our Highlights

- Secured senior political support for the launch of Vision for Economic Growth, including politician attendance at launch and cross-party quotes of support.
- Led policy development, wrote and published the first City Corporation Sport Strategy.
- Delivered new media approach for party conferences, resulting in the City Corporation being mentioned in renowned UK political coverage, highlighting our pivotal role in financial services to a political audience.
- Delivered increased in social media engagement and followers across all platforms and particularly LinkedIn with an increase of 38.6% in followers. Launched the City Corporation’s first official Instagram account.
- Delivered a communications campaign with Destination City to reach target visitor audience groups, achieving 124 pieces of coverage as part of a wider marcomms plan, including advertising, marketing, and social media campaigns.
- Delivered significant national and London coverage for the Climate Action Strategy. Included interviews with BBC Radio 4’s Costing the Earth, and the New Statesman, two Evening Standard exclusives and coverage on City A.M.’s front page.
- Delivered a proactive communications plan to publicise a dinner to mark the contribution of the civic institutions of the City of London during the Coronation of Their Majesties The King and Queen. Generated over 450 articles mentioning the Lord Mayor and/or the City of London Corporation. This was accompanied by a social media campaign which included the City Corporation’s most popular posts ever.
- Led the communications launch of the Vision for Economic Growth in collaboration with 300 stakeholders. Secured over 40 pieces of proactive coverage and two national exclusives with the Sunday Times and Sky News in the run up to the launch. 31,599 impressions across social media channels.

Our Impacts



Social media followers increased by 17.4% in the last year

Our posts reached 12 million people

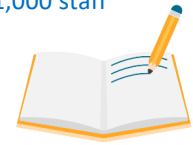


More than 40 engagements with politicians

Nine events during party conference season highlighting pivotal role in financial services



Relationships with 75% of companies with more than 1,000 staff



Delivered 150 speeches, forewords, columns and op-eds for CPR



Generated 13,320 items of media coverage

Issued 271 news releases

Communications and media support and advice to 108 committees, sub-committees and working groups



70% of staff reading the Town Clerk’s update and 55% reading ‘Know. Act. Inspire. 827 colleagues attended the Corporate Plan and People Strategy next steps session



Filming team facilitated 671 days of location filming during the last year. Business plan for this function now in development

Operational Property Utilisation Assessment

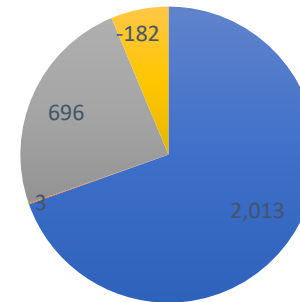
Asset name	Assessment Complete?	Assessment Completion Date
Guildhall	Y	October 2023
Walbrook Wharf	N/A	N/A

Guildhall complex (core central team only). Work ongoing to establish cross-Corporation numbers/cost under Head of Profession role.

34 FTE

Where our money comes from and what we spend it on

Local & Central Risk Communications 22/23 Outturn (£000's)



■ Employees ■ Transport ■ Supplies & Services ■ Income

Our Stakeholders (or Customers) Needs

- Clear and consistent communications, engagement and external affairs across the City Corporation and its institutions.
- Enhancing and protecting the reputation of the City of London Corporation.
- Inclusive and accessible channels and information.

Partners we work with



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Agenda Item 6

Committee(s): Policy & Resources – For decision Culture, Heritage and Libraries – For Information	Dated: 18/03/2024 18/03/2024
Subject: High-Level Business Plan 2024/25 – Innovation & Growth	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	Driving Economic Growth Vibrant Thriving Destination Leading Sustainable Environment
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: Damian Nussbaum, Executive Director, Innovation & Growth	For Decision
Report author: Erin Skinner, Planning & Projects Manager, Innovation & Growth	

Summary

This report presents for approval the high-level Business Plan for the Innovation & Growth Department for 2024/25.

Recommendation

Members are asked to:

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

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side Business Plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2024/25, the high-level Business Plan has further evolved to describe the funding and people resources associated with each priority workstream. As a high-

level plan, this document does not capture the granularity of departmental work but gives the overall picture of departmental activity, customer feedback, trends where applicable and direction of travel.

3. The Corporate Strategy and Performance Team is working closely with departments to ensure that all Departmental Business Plans are aligned with Corporate Plan 2024-29.

Draft high-level Business Plan for 2024/25

4. This report presents the draft high-level Business Plan for 2024/25 for the Innovation & Growth (IG) Department ([Appendix 1](#)). This will deliver on outcomes in the COLC Corporate Plan 2024-2029 (see Strategic implications at paragraph 13).
5. The Financial and Professional Services (FPS) priorities in the 2024/25 IG Business Plan are derived from the City of London Corporation's [Competitiveness Strategy 2021-2025](#). The Competitiveness Advisory Board advises on this, and six members sit on this Board. The plan is also reflective of the Chairman of Policy & Resources' priorities and the Vision for Economic Growth agenda. This is dependent in part on the results of the upcoming general election and the political willing to work in partnership on elements of our plans.
6. The plan has been reviewed considering the annual [State of the Sector](#) and [Benchmarking](#) reports from which the high-level FPS KPIs have been drawn. These provide regular check-points for our FPS programmes. IG also define and measure metrics at a thematic and project level to ensure delivery, value for money and to provide data for prioritisation and decision making.
7. The high-level plan is organised by our three FPS themes (Open & Globally Competitive, Sustainable Finance & Innovation in Technology), with an emphasis on major programmes and events. More detailed plans are held by IG at a team and project level, which will be augmented as the year progresses.
8. Climate Action priorities in the 2024/25 IG Business Plan are derived from the [City of London Corporation's Climate Action Strategy](#) (CAS) 2020-2027. It explains the importance of climate action to the achievement of the economic, societal and environmental outcomes described in our Corporate Plan, 2018-2023, and the incoming Corporate Plan 2024-2029.
9. IG will continue to deliver Destination City projects where a commitment exists, and the governance is in place. Any new work will be considered, and governance applied accordingly. All the work delivered by Destination City will need to be aligned with the final recommendations from the ongoing review.

Departmental Operational Property Assets Utilisation Assessment

10. IG occupy part of the 1st Floor of the West Wing of Guildhall, with 56 desks allocated to it. In February 2023, it was reported that the net internal area of IG space 1st floor west wing is 473 square meters (sqm), delivering 3.7 sqm per

person. City Surveyors confirmed this to be very low, noting the average range in Guildhall for departments is around 7 to 10 sqm. This data indicated that IG has around half the area per person, resulting in a compacted working environment.

11. The area consists primarily of open plan office space, with a number of meeting rooms and two private booths available for confidential meetings. Except for the customer facing staff who are part of the Destination City team, IG operates on a hybrid basis with staff attending the office a minimum of twice per week. This increases in busy periods around the launch of publications or on the lead up to Mayoral or Policy Chair visits.
12. During 2023, IG disposed of large space on the mezzanine of the West Wing of Guildhall to consolidate staff in in one working area. We also took on space in Irish Chambers on the south side of Guildhall Yard for use by COLC hosted organisations (Heart of the City and Central London Forward). Destination City staff also utilise the Guildhall Art Gallery and City Information Centre.

Corporate & Strategic Implications

13. Strategic implications - The Financial & Professional services plans are aligned to the 2024-29 Corporate Plan outcome Driving Economic Growth.
The Destination City workstream aligns to the 2024-29 Corporate Plan outcome Vibrant Thriving Destination.
The Climate Action Strategy Plan aligns to the 2024-29 Corporate Plan outcome Leading Sustainable Environment.
14. Financial implications - There are no financial implications beyond the Departmental Budget.
15. Legal implications - There are currently no legal implications identified as a result of the business plans and budgets.
16. Risk implications - There are currently no risk implications identified as a result of the business plans and budgets.
17. Equalities implications - There are currently no equalities or diversity implications identified as a result of the business plans and budgets.
18. Climate implications - There are currently no climate implications identified as a result of the business plans and budgets.
19. Security implications - There are currently no security implications identified as a result of the business plan.
20. Resourcing implications - The plan has been made to be delivered within current IG resourcing, notwithstanding any recommendations from the Martin review of Destination City.

Conclusion

21. This report presents the high-level Business Plan for 2024/25 for the Innovation & Growth Department for Members to consider and approve.

Appendices

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

Erin Skinner

Planning & Projects Manager

E: erin.skinner@cityoflondon.gov.uk

Innovation and Growth

*Innovation and Growth (IG) works to **strengthen the UK's financial and professional services (FPS)** creating jobs and growth right across the UK. Our programmes in this area support the recommendations in the corporation's **Vision for Economic Growth Report** and are aligned to the **Competitiveness Strategy 2021-25**. IG's second pillar is **Destination City**, which has a focus on the Square Mile to **increase footfall and bring visitor spend** back to pre-pandemic levels. IG's third pillar is to co-ordinate performance delivering the **Climate Action Strategy (CAS)**. CAS delivers the **Corporation's transition to net zero and creates climate resilience for the Square Mile and Corporation assets**.*

Our aims and objectives are...

*On the **competitiveness** of the UK as the world's leading global hub for **financial and professional services (FPS)** we work to keep the UK **innovative in technology**, leaders in **sustainable finance** and **open & global**.*

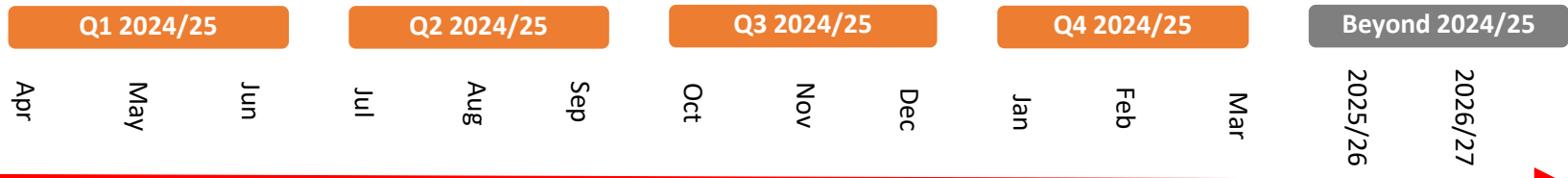
*On **Destination City**, we increase footfall that encourages spend; creating a seven-day-a-week leisure destination for UK and international visitors, workers, and residents to enjoy.*

*On **Climate Action**, we are aiming to be net zero in our operations by 2027, extending this out to our full value chain by 2040. By 2040 we will also increase climate resilience and support the achievement of net zero in the Square Mile.*

What's changed since last year...

- Delivered *Vision for Economic Growth: A Roadmap to Prosperity*, spearheaded by industry leaders and informed by engagement with over 300 organisations.
- Launched a US presence to deepen impact on trade promotion and policy with the UK's biggest trade partner.
- Secured 11 signatories of [Mansion House Compact](#), an industry-led voluntary expression of intent to take meaningful action to secure better outcomes for UK savers through increased investment in unlisted equities. The signatories represent £400bn AuM, over two thirds of the UK's entire defined contribution pensions workplace market and could unlock up to £50bn of investment into high growth companies.
- Launched Destination City's new leisure brand, promotional channels and delivered a series of seasonal activations including Coronation events, Pride and the Bartholomew Fair.
- Prepared a one-year on Review of Destination City to consider how expectations of the programme are met through a Corporation-wide approach.
- During FY 2022/23, reduced the City Corporation's Scopes 1 and 2 net emissions by 66% since the baseline year (2018/19)
- Between 2018/19 and 2022/23 we achieved 18% reduction in emissions across the entire value chain, including notable 19% reduction in emissions from financial investments (which make up 50% of scope 3).

Our 2024/25 timeline planner priority workstreams and key milestones*



Innovation & Growth 2024/25 Business Plan

- Competitiveness
- Innovation in Technology
- Sustainable finance
- Open & Global
- Destination City**
- Climate Action



*Some milestones are dependent on the outcomes of the general election and political appetite to deliver them

**Indicative only - all Destination City activity is subject to the ongoing review

Our major workstreams this year will be

Workstream Name	Funding allocation %	People resource %	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
Update of the Competitiveness Strategy which runs to 2025	Tbc pending detailed project planning	Tbc pending detailed project planning	5. Power & Discretionary 4. Priority Outcome (Organisation)	Corporate Plan 2024-29	Strong basis for COL competitiveness work from 2025	1. Annual Benchmarking Score Composite (Drawn from 101 indicators)	Annual through Benchmarking	Retain No 1 Position	1 in rank. TBC/100 in 2023; 61st/100 in 2022 Benchmarking Dashboard
<p>Open & Global –</p> <p>Ensuring that UK is a global gateway for FPS business. We strengthen and promote a world class business environment which has unparalleled global reach to talent, capital and export capacity</p>	30%	25%	5. Power & Discretionary 4. Priority Outcome (Organisation)	Corporate Plan 2024-29 General election/ political environment	Unparalleled global reach to talent, capital and export capacity. Strengthened UK policy and regulation that supports a friction-free trade experience.	2. Growth of core financial services Asset Management, Insurance, Banking (IA/BCG, SwissRe, BIS)	Annual through Benchmarking	Grow absolute value of core FS over 3 years.	Asset Management = £10.3tn Global Market Share. Insurance = LMG \$121bn gross written premium (2020). Banking = \$5.3tn Cross border banking claims/\$5.4tn of Cross border banking liabilities
						3. FS FDI (fDi Markets)	Annual through Benchmarking	UK FPS FDI = £2bn in 2022.	Positive annual growth rate over 3 years
						4. Benchmarking talent score (Drawn from 22 indicators)	Annual through Benchmarking	Rank = 1 Score = 63 (+3)	Maintain No 1 Ranking. Increase Score
						5. Benchmarking regulatory and legal score (Drawn from 20 indicators)	Annual through Benchmarking	Target No.1 position and increase score	Rank = 2 Score = 66

Our major workstreams this year will be

Workstream Name	Funding allocation %	People resource %	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
<p>Sustainable Finance</p> <p>Positioning the UK as a one-stop shop; the go-to partner for countries and companies, looking for capital and expertise, to help them meet their sustainability goals.</p>	27%	23%	<p>5. Power & Discretionary</p> <p>4. Priority Outcome (Organisation)</p>	<p>Corporate Plan 2024-29</p> <p>General election/political environment</p>	<p>Be the partner of choice for capital and expertise on green and social impact finance, helping countries, cities and companies meet sustainability goals.</p>	5. Z/Yen Green Finance Index (z/Yen)	Bi-Annual	Maintain No 1 Ranking. Increase Rating	Rank = 1 Rating = 631 (-11)
<p>Innovation in Technology</p> <p>Ensure that UK FPS – and our financial system – is recognised as Globally Leading in Technology. This will require access to the right combination of skills, innovation, infrastructure, and investment.</p>	26%	21%	<p>5. Power & Discretionary</p> <p>4. Priority Outcome (Organisation)</p>	<p>Corporate Plan 2024-29</p> <p>General election/political environment</p>	<p>Keep the UK's FPS at the forefront of tech adoption and innovation.</p> <p>– Ensure that UK FPS – and our financial system – is recognised as Globally Leading in Tech.</p> <p>– Access the right combination of skills, innovation, infrastructure, and investment.</p>	<p>KPI to be determined to reflect Association of British Insurers annual monitoring of impact of Mansion House Compact (starts June 24)</p>	Annual	<p>Robust data is currently unavailable</p> <p>Targets and baseline to be set in consultation with key stakeholders in the context of the Growth Capital project tbc</p>	
<p>Destination City</p> <p>Delivering a transformation underpinned by sustainable, inclusive & innovative ideas & commercial partnerships.</p>	17%	26%	<p>5. Power & Discretionary</p> <p>4. Priority Outcome (Organisation)</p>	<p>A cross-corporation approach to delivery with COL departments driving respective areas.</p>	<p>Footfall and spend performance</p> <p>Improved consumer perception, NPS rating,</p>	7. Drive footfall that encourages spend. Deliver ROI on growth BID budget through new commercial and contra-deal brand partnerships.	Annual	<p>Programme targets to be reset and ratified following Paul Martin Review</p>	<p>Annual performance to be added once Insight Programme is live with robust, reliable and regular reporting.</p>

Our major workstreams this year will be

Workstream Name	Funding allocation %	People resource %	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
<p>Climate Action</p> <p>Support the achievement of net zero emissions</p> <p>Build climate resilience.</p> <p>Champion sustainable growth.</p>	<p>100% Central Risk (67%, City Fund, 27% City Cash and 6% BHE)</p>	<p>4%</p>	<p>4. Power & Mandatory</p> <p>4. Priority Outcome (Organisation)</p>	<p>Funding of Cyclical Works Programme, buy-in of SLT and Membership (N.B . CAS is a multi-project programme, not a project)</p>	<p>Net zero in operations by 2027, NZ in value chain and Square Mile by 2040 and delivery climate resilience</p>	<p>Reduction in kilo tonne of carbon dioxide equivalent.</p>	<p>Annual</p>	<p>Decreasing emissions over 3 years.</p> <p>Target net-zero</p>	<p>Reduced emissions by 66%</p>

Our strategic commitments

Strategies 1 – 4 deliver against Vision for Economic Growth

Strategy 1. Attract and Retain Firms' Talent Capital and Export Proposition

- Pitch strengths of the UK, such as insurance, globally
- Growth of UK AUM.
- Drive cross UK growth for Tech

Strategy 3. Retain volume of capital, firms, talent and exports

- Increase digital and AI skills in FPS
- Support tech to start stay and scale
- Boost the skills supply needed to decarbonise the commercial built environment
- Monitor trends and international benchmarking across FPS activity

Strategy 5. Destination City

- Increase footfall and spend within the City.
- Promote the City's diverse culture and leisure offer.
- Martin Review to set out refreshed post pandemic strategy in early 2024.



Strategy 2. Nurture an Innovative Ecosystem

- Greater availability of green and impact finance, and services from the UK.
- Integrate tech across UK FPS
- Provide global leadership from the UK on green and other forms of sustainable finance

Strategy 4. Retain a World-Class Business Environment

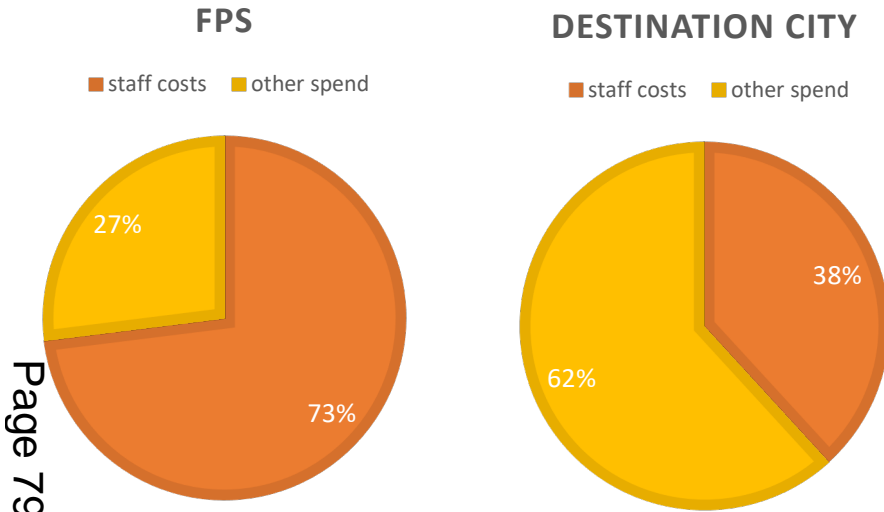
- Increase access to talent.
- Strengthen international competitiveness of UK FPS policy and regulation.
- Protect and increase access to key jurisdictions with a particular focus on environmental services and digital trade.

Strategy 6. Climate Action

- Improve energy efficiency by retrofitting our buildings and maximising the use of renewable energy.
- Embed circular economy principles into our building projects and reducing the carbon intensity of materials and design approaches.
- Enhance and protect carbon removal in our green spaces.
- Integrate climate considerations into all our decisions.
- Governed by cross-Corporate Climate Action Strategy 2021-2027 involving 13 workstreams delivered by 6 departments

Where our money comes from and what we spend it on

Total 2024-25 budget estimate allocation (excluding CAS) is £9.168m (FPS) and £4.072m (DC), with c. 53% of this coming from City's Estate and 47% from City Fund



Medium Term Plans under consideration (2025/26 and 2026/27)

Priority list (e.g. new legislation, services, projects, automation)	2025/26	2026/27	Funded or Unfunded
CAS Programme delivery (13 project plans)	x	x	Funded
FPS Competitiveness Strategy	x	x	Funded
Destination City Programme			Partially funded
P&R Growth Bid Budget	x		
CHL Budget	x	x	

Key Risks

Risk Title	Score
CR02 - Loss of Business Support for the City.	12
CR30 - Insufficient resources and prioritisation allocated to Climate Action.	12
IG-DC-01 - Major Incident at a programme (e.g. terrorist, vandalism, economic incident).	12

Corporate Risks

Likelihood	Minor	Serious	Major	Extreme
Likely	0	0	0	0
Possible	0	0	2	0
Unlikely	0	0	0	0
Rare	0	0	0	0

Impact

Asset name	Assessment Complete?	Assessment Completion Date
Guildhall	Y	October 2023
Guildhall Art Gallery	Y	November 2023
City Information Centre	Y	November 2023
Roman Baths	Y	November 2023

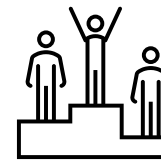
Partners we work with

Page 80



Our Impacts

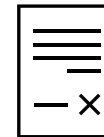
1st most competitive financial centre



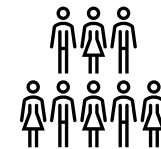
£24bn investment to UK tech companies



11 signatories of the Mansion House Compact representing over **£400bn in assets**



GIF has achieved a healthy pipeline of **48 mainly boutique asset managers**



66% reduction in carbon emissions



27% reduction of fuel combustion in our buildings



700 trees planted



Our People

2022 Staff Engagement score

- FPS 54% (+2 vs COL)
- DC 33% (-18 vs COL, survey coincided with TOM)

Plans to increase staff engagement

Career and L&D

- Signposting L&D and career support offers and building a library of peer reviewed L&D opportunities based on our own experiences.
- Increased access and visibility of development opportunities.
- Developing IG's internal L&D offer through peer support, lunch and learns etc delivered in collaboration with colleagues in OPC, Mansion House, Corporate Affairs and the Remembrancer department.
- Encouraging internal recruitment, and progression for junior staff as roles become available.

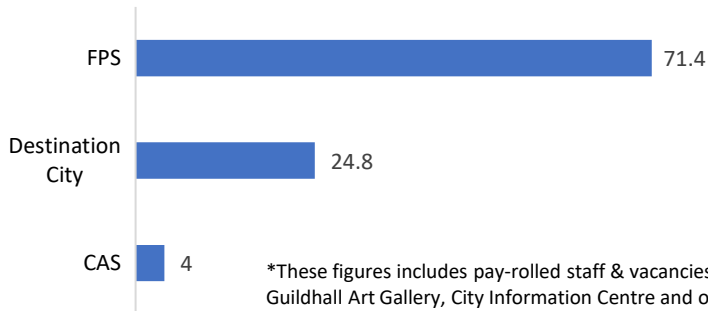
Culture

- Establishing a programme of work to establish a supportive and collaborative culture with an emphasis on wellbeing.
- Improving IG's change management through better comms and improved project management approaches.
- Internal restructure to strengthen our strategic support functions by bringing them together into the new Strategic Operations & Engagement Directorate to enable better sharing of resource and economies of scale.
- Improving structure, decision making mechanisms and comms from SMT through support from the new Directors office.

Equality Diversity & Inclusion

IG has established an EDI Council which is producing our department EDI plan. The Council is open to anyone in IG and sponsored by a member of the Senior Management Team. The Council will reflect the Corporation's EDI objectives, feed into Corporate wide programmes and provide EDI leadership within the Department. It also recognises the need to embed EDI in our programmes as we seek to influence industry and policy makers.

IG FTE*



*These figures includes pay-rolled staff & vacancies based in Guildhall, Guildhall Art Gallery, City Information Centre and our EU office. This does not include other overseas staff (We are also responsible for our global offices in China, the EU, India and (from 2024) the USA.) It does not include hosted organisations. (correct as of Feb 2024)

Our Work Locations*

(FTE people resources)

Guildhall complex	88.2 FTE
City Information Centre	6 FTE
EU office	6 FTE

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Agenda Item 7

Committee(s): Resource Allocation Sub Committee Policy & Resources Committee	Date(s): 11 March 2024 18 March 2024
Subject: Capital Funding Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	The schemes for which funding is now requested span across a range of corporate outcomes
For City Bridge Foundation (CBF), which outcomes in the BHE Bridging London 2020 – 2045 Strategy does this proposal aim to support?	
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	23.3.m
What is the source of Funding?	£22.7m -City Fund, £0.56m City Estate and £0.05m CBF
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of: The Chamberlain	For Decision
Report author: Yasin Razaq, Capital and Projects Manager	

Summary

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

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

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

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

The total amount of funding approved is £230.5m, £62.86m has been released to date, this doesn't include the 24/25 new bids approval going to Court of Common Council on the 7th March 2024. Appendix 1-3 have further detail.

Release of £23.3m to allow progression of three schemes summarised in Table 2 'Project Funding Requests' is now requested.

Recommendations

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

- (i) To review the schemes summarised in Table 2 and, particularly in the context of the current financial climate, to confirm their continued essential priority for release of funding at this time and accordingly:
- (ii) To agree the release of up to £23.3m for the schemes progressing to the next Gateway in Table 2 from City Fund £22.7m (including £3.65m for OSPR and £3.5m CIL), City Estate 0.56m and £0.05m from CBF.

Main Report

Background

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

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

The new bids process for 24/25 has taken place with final approval on the 7th March by Court of Common Council

3. The scope of schemes subject to this prioritisation relates only to those funded from central sources, which include the On-Street Parking Reserve, Community Infrastructure Levy (CIL), flexible external contributions and allocations from the general reserves of City Fund, City's Cash or CBF¹. This means that projects funded from most ring-fenced funds, such as the Housing Revenue Account,

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

Designated Sales Pools and Cyclical Works Programmes are excluded, as well as schemes wholly funded from external grants, and tenant/developer contributions e.g. under S278 agreements and S106 deposits.

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

Current Position

5. The total amount of funding approved is £230.5m, £62.86m has been released to date, this doesn't include the 24/25 new bids approval going to the Court of Common Council on the 7th March. Appendix 1-3 have further detail.
6. St Paul's Gyrotory, Pedestrian Priority Programme and West Smithfield Charterhouse Strengthening have been approved as part of the CIL & OSPR bidding process.
7. The updated capital programme including 24/25 new schemes will be approved by Court of Common Council on the 7th March.

Current Requests for the Release of Funding

8. There are three schemes with 'in principle' funding approved as part of the capital bids that have progressed through the gateways, for which release of up to £23.3m is requested:

Table 2: Project Funding Requests	Next Gateway	CIL/OSPR	MTFP Total Project Spend	Capital Bid Round	City Fund	City's Cash	Bridge House Estates	Total
		R	£m		£m	£m	£m	£m
<u>Funding to progress to the next gateway</u>								
I.T - Rationalisation of Financials, HR & Payroll Systems (ERP project)	GW5		19.400		0.649	0.501	0.049	1.200
St. Paul's Gyrotory Transformation Project	GW4C	OSPR	7.200		2.116			2.116
Pedestrian Priority Programme		OSPR	2.600		1.540			1.540
Queen's Park Sandpit Playground	GW6					0.055		0.055
West Smithfield and Charterhouse Street Highway Strengthening	GW6	CIL	3.500		3.500			3.500
Barbican Fire Safety Projects	GW6		16.000		14.800			14.800
Barbican Art Chiller	GW5		0.400		0.126			0.126
					22.731	0.556	0.049	23.337

9. Further details of the individual schemes are provided in Appendix 4 attached.

10. In accordance with step two of the capital funding mechanism, Members will wish to confirm that these schemes remain a priority for funding to be released at this time particularly in the context of the current financial climate.
11. Funding for these schemes can be met from the provisions set aside from the CIL balances of the City Fund £22.7m, £0.56m City Estate and £0.05m City Bridge Foundation.

Conclusion

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

Appendices

Appendix 1 - 2020/21 Approved Bids

Appendix 2 - 2021/22 Approved Bids

Appendix 3 - 2022/23 Approved Bids

Appendix 4 - Requests for Release of Funding – Scheme Details

Background Papers

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

Yasin Razaq

Capital & Projects Manager

Email: Yasin.Razaq@cityoflondon.gov.uk

Appendix 1

Approved Bids 2020/21	THIS REPORT		THIS REPORT		THIS REPORT		
	City Fund	City's Cash	BHE	Total Funding Allocation	Fundng Allocation After Re-prioritisation	Release of Funding Previously agreed	Release of Funding now requested
Project Name	£'m	£'m	£'m	£'m			
Critical End of Life Replacement							
Barbican Replacement of Art Gallery Chiller	0.300	-	-	0.300	0.300	0.018	0.126
Car Park - London Wall Joints and Waterproofing	2.000	-	-	2.000	2.000	-	
Car Park - Hampstead Heath, East Heath Car Park Resurface	-	0.415	-	0.415	0.415	0.387	
Central Criminal Court - Replacement for Heating, Cooling and Electrics for the East Wing Mezzanine including the sheriff's apartments. ****	1.000	-	-	1.000	0.626	0.626	
Finsbury Circus Garden Re-instatement	2.558	-	-	2.558	2.558	2.542	
Guildhall - North and East Wing Steam Generator replacement – including Art Gallery	0.744	0.396	0.060	1.200	0.002	0.002	
Guildhall - West Wing - Space Cooling - Chiller Plant & Cooling Tower Replacement *****	1.860	0.990	0.150	3.000	4.702	4.554	
Guildhall event spaces - Audio & Visual replacement / upgrade	-	0.330	-	0.330	0.330	0.045	
Guildhall Yard - Refurbishment/ Replacement of Pavours	-	3.000	-	3.000	3.000	-	
I.T - Computer Equipment rooms (CER) Uninterrupted Power Supplies (UPS)Upgrades and Replacements	0.090	0.100	0.010	0.200	0.200	0.200	
I.T - Essential Computer (Servers) operating system refresh programme	0.068	0.075	0.008	0.151	0.095	0.095	
I.T - Personal device replacement (Laptops, Desktops and tablet/mobile device)	1.013	1.125	0.112	2.250	2.250	2.250	
I.T - Rationalisation of Financials, HR & Payroll Systems (ERP project)	2.654	2.949	0.295	5.898	19.400	0.68	18.718
I.T - Telephony replacement ***	0.873	0.343	0.034	1.250	-	-	
LMA : Replacement of Fire Alarm, Chillers and Landlords Lighting and Power	1.397	-	-	1.397	1.397	0.145	
Oracle Property Management System Replacement	0.713	0.380	0.058	1.151	1.151	1.150	
Structural - Lindsey Street Bridge Strengthening	5.000	-	-	5.000	5.000	0.030	
Structural - Dominant House Footbridge*****	1.025	-	-	1.025	0.575	0.575	
Structural - West Ham Park Playground Refurbishment	-	1.279	-	1.279	1.279	0.863	
Fully or substantially reimbursable							
Barbican Turret John Wesley High Walk	0.043	-	-	0.043	0.043	0.043	
Chingford Golf Course Development Project	-	0.075	-	0.075	0.075	-	
High Profile Policy Initiative							
Bank Junction Transformation (All Change at Bank)	4.000	-	-	4.000	4.000	4.000	
Culture Mile Implementation Phase 1 incl CM experiments and Culture Mile Spine	0.580	-	-	0.580	0.580	0.580	
I.T - Smarter working for Members and Officers	0.113	0.125	0.013	0.251	0.185	0.185	
Rough Sleeping - assessment hub*****	1.000	-	-	1.000	1.196	1.498	
Rough Sleeping High Support Hostel - Option 3	0.500	-	-	0.500	0.500	0.500	
Secure City Programme	15.852	-	-	15.852	15.852	7.174	
Statutory Compliance/Health and Safety							
Barbican Exhibition Halls	5.000	-	-	5.000	1.549	1.548	
Barbican Podium Waterproofing, Drainage and Landscaping Works (Ben Jonson, Breton & Cromwell Highwalk) Phase 2 – 1st Priority	13.827	-	-	13.827	13.827	2.417	
Covid19 Phase 3 Transportation Response*	-	-	-	-	0.568	0.568	
City of London Primary Academy Islington (COLPAI) temporary site	-	0.300	-	0.300	0.583	0.583	
Golden Lane Lighting and Accessibility	0.500	-	-	0.500	0.500	0.500	
Guildhall - Great Hall - Internal Stonework Overhaul	-	2.000	-	2.000	2.000	1.740	
Guildhall - Installation of Public Address & Voice Alarm (PAVA) and lockdown system at the Guildhall (Security Recommendation)	0.930	0.495	0.075	1.500	1.500	0.118	
I.T - Critical Security Works agreed by the DSSC **	0.112	0.125	0.013	0.250	-	-	
I.T - GDPR and Data Protection Compliance in addition saving money in being able to share and find information quickly	0.090	0.100	0.010	0.200	0.200	-	
Confined and Dangerous Spaces - Barbican Centre	2.000	-	-	2.000	2.000	0.098	
Confined and Dangerous Spaces - GSMD	-	0.400	-	0.400	0.400	0.019	
Fire Safety - Car Park London Wall - Ventilation, electrics, lighting and fire alarm works	1.370	-	-	1.370	1.370	0.240	
Fire Safety - Works in car parks	1.032	-	-	1.032	1.032	0.699	
Fire Safety - Frobisher Crescent, Barbican Estate (compartmentation) *	0.550	-	-	0.550	1.203	1.203	
Fire Safety - Smithfield sprinkler head replacement and fire door replacement.	-	0.150	-	0.150	0.150	0.020	
Queen's Park Public Toilet Rebuild	-	0.380	-	0.380	-	-	
Spitalfields Flats Fire Door Safety	0.146	-	-	0.146	0.146	-	
Spend to save with a payback < 5 years							
Energy programme of lighting and M&E upgrade works (Phase 1)****	0.440	0.489	0.049	0.978	0.268	0.165	
I.T - GDPR Compliance Project Unstructured data	0.112	0.125	0.013	0.250	-	-	
Wanstead Flats Artificial Grass Pitches (spend to save > 5 years)	-	-	-	-	1.700	-	
The Monument Visitor Centre	-	2.500	-	2.500	-	-	
Total Approved Funding Bids	69.492	18.646	0.900	89.038	96.707	38.062	18.844

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

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Appendix 2

Project Name	City Fund £'m	City's Cash £'m	CBF £'m	Funding Allocation £'m	Funding Allocation after Reprioritisation	Release of Funding Previously agreed	Reallocation of Funding now requested	Release of Funding now requested
Critical End of Life Replacement								
OSD - Tower Hill Play Area Replacement Project	0.120			0.120	0.120	0.120		
SVY - BEMS Upgrade Project-CPG Estate – Phase	0.507	0.375	0.022	0.904	1.133	0.626		
SVY - Smithfield Condenser Pipework		0.564		0.564	0.564			
CHB - IT SD WAN /MPLS replacement	0.320	0.145	0.035	0.500	0.500	0.100		
CHB - IT LAN Support to Replace Freedom	0.096	0.043	0.011	0.150	0.150			
CHB - Libraries IT Refresh	0.220			0.220	0.220			
BBC - Barbican Centre - Latering Block Extraction	0.400			0.400	0.400	0.024		
High Profile Policy Initiative								
DBE - Secure City Programme Year 2	4.739			4.739	4.739	1.700		
SVY - Guildhall Complex Masterplan - initial feasibility and design work		0.350		0.350	0.350	0.350		
Statutory Compliance/Health and Safety								
DCCS - Fire Doors Barbican Estate*	20.000			20.000	19.597	0.275		
SVY - St Lawrence Jewry Church - Essential works (Top-Up Funding)		2.565		2.565	2.565	2.136		
SVY - Denton Pier and Pontoon Overhaul Works	1.000			1.000	1.000	0.050		
OSD - Hampstead Heath Swimming Facilities - Safety, Access and Security Improvements		0.755		0.755	0.755	0.755		
DBE - Public Realm Security Programme	1.238			1.238	1.238	0.027		
DBE - Beech Street Transportation and Public Realm project (Top-Up Bid)	0.900			0.900	0.900	0.191		
MAN - Central Criminal Courts, Fire Safety and associated public address system (Top-up bid)	0.683			0.683	0.683			
MAN - Central Criminal Court Cell Area Ducting and Extract System Balancing	1.000			1.000	1.000	0.220		
SVY - Riverbank House, Swan Lane - repairs to foreshore river defence	0.500			0.500	0.500	0.438		
CHB - Public Services Network replacement	0.064	0.029	0.007	0.100	0.000			
GSMD - Guildhall School of Music & Drama Heating, Cooling & Ventilation		2.000		2.000	2.000	0.355		
GSMD - Guildhall School - Milton Court Correction of Mechanical Systems		0.600		0.600	0.600			
GSMD - Guildhall School - John Hosier Ventilation and Temperature Control		0.700		0.700	0.700			
CHB - IT Security**	0.192	0.087	0.021	0.300	0.000			
Spend to save with a payback < 5 years								
SVY - Energy Reduction Programme – Phase 2	0.194	0.181		0.375	0.375			
Sub-Total - Bids Fulfilling the Funding Criteria excluding	32.173	8.394	0.096	40.663	39.689	7.367	0.000	
Climate Action :								
DBE - Public Realm (Pedestrian Priority)	6.050			6.050	6.050	2.454		2.6
OSD - Climate Action Strategy		2.120		2.120	2.120	0.795		
DBE - Embed climate resilience measures into Public Realm works (Cool Streets and Greening)	6.800			6.800	6.800	6.422		
SVY -Energy Efficiency / Net Zero Carbon - Investment Estate - City Fund	4.340			4.340	4.340			
SVY - Energy Efficiency / Net Zero Carbon - Investment Estate - Strategic Estate City Fund	0.000			-	-			
SVY - Climate Resilience Measures	4.000	0.000		4.000	4.000			
SVY - Climate Action Strategy Projects CPG Operational Properties	11.723	7.138	0.649	19.510	19.510	0.109		
Barbican and Golden Lane Healthy Streets	0.250			0.250		0.223		
Sub-Total - Climate Action	33.163	9.258	0.649	43.070	42.820	10.003	0.000	2.600
Total Bids Fulfilling the Funding Criteria	65.336	17.652	0.745	83.733	82.509	17.370	0.000	2.600
Previous Funding Allocation					83.483			
£0.403m reallocated as top-up funding for the Frobisher Crescent Fire Compartmentation Project (2020/21 Bid)*					-0.403			
£0.300m of capital funding foregone in place of a revenue funding solution (telephony/security)**					-0.300			
£0.229 reallocated from savings on Energy Reduction Programme (2020/21 bid)***					0.229			
Re-prioritised in June 2022 under 'One in - One out' principle****					-0.500			
Latest Funding Allocation					82.509			

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Appendix 3

Approved Bids 2022/23				THIS REPORT THIS REPORT				
Project Name	City Fund £'m	City's Cash £'m	CBF £'m	Total Funding Allocation £'m	Funding Allocation After Re-prioritisation	Release of Funding Previously agreed	Reallocati on of Funding now requested	Release of Funding now requested
Critical end of life replacement:								
BEMS Upgrade Phase 2 - Heathrow Animal Reception Centre and various	0.150	0.100	-	0.250	0.250	0.248		
IT - Members IT refresh (to align with new personal device roll-out for st	0.192	0.087	0.021	0.300	0.300	0.300		
IT - Managed Service re-provisioning (one-off costs due to end of current	0.320	0.145	0.035	0.500	1.300	1.300		
IT - Corporate Managed Print Service (one-off costs due to end of current	0.032	0.015	0.004	0.050	0.000			
IT - Server Upgrade/replacement	0.064	0.029	0.007	0.100	0.100	0.100		
Mansion House - essential roof repairs	-	0.330	-	0.330	0.330			
OS Hampstead Heath - Parliament Hill Athletics Track Resurfacing	-	2.000	-	2.000	2.076	2.076		
Guildhall School - Repairs to roof, expansion joint repairs and drainage and water systems (subject to holistic approach for highwalks, Barbican and School)	-	1.750	-	1.750	1.750			
Health and Safety/Statutory Compliance:								
Fire Safety - Guildhall Complex Fire Stopping all basement and plant area	0.202	0.210	0.008	0.420	0.420	0.42		
Fire Safety - Baynard House Car Park Sprinklers Replacement (remaining	0.250	-	-	0.250	0.250			
Central Criminal Court: Cells Ventilation - Top-Up bid to meet full scope of statutory requirements. (£1m bid agreed in principle as part of the 2021/22 capital bid round.)	1.000	-	-	1.000	1.000			
OS Epping Forest - COVID-19 Path Restoration Project	-	0.250	-	0.250	0.250			
OS Queen's Park Play Area and Sandpit replacement of equipment	-	0.055	-	0.055	0.055			0.055
Barbican Centre - Replacement of Central Battery Units for Emergency L	0.280	-	-	0.280	0.280			
Guildhall School - Rigging infrastructures in Milton Court Concert Hall	-	0.460	-	0.460	0.460			
Guildhall School - Safe technical access and working at height - Silk Stree	-	0.345	-	0.345	0.345			
Smithfield Market - Glass Canopy Overhaul	-	0.300	-	0.300	0.300			
Smithfield Market - East Poultry Avenue Canopy Repairs and Remedial W	-	0.600	-	0.600	0.600			
Smithfield Car Park - Ceiling Coating and Damp Works	-	1.050	-	1.050	1.050			
Beech Street Transportation and Public Realm project top-up to deliver permanent air quality and associated public realm improvements following successful experiment.	2.500	-	-	2.500	2.500			
DCCS - Social Care Case Management System	0.144	-	-	0.144	0.144			
IT - Building Management System Wired Network to maximise efficiencies of new BEMS systems	0.083	0.038	0.009	0.130	0.130	0.130		
High Priority Policy:								
Secure City Programme - Year 3	8.936	-	-	8.936	8.936	0.4		
IT Security*	0.128	0.058	0.014	0.200	0.100	0.100		
Guildhall Complex Masterplan - Redevelopment of North and West Wing Offices (t	1.150	-	-	1.150	1.150	0.25		
Bank Junction Improvements: All Change at Bank - top-up to cover inflation risk of delivering the minimal scheme	0.700	-	-	0.700	0.700	0.700		
IT - HR System Portal required in advance of the new ERP system deliver	0.160	0.073	0.017	0.250	0.100	0.100		
Walbrook Wharf Feasibility - 2027 and beyond	0.150	-	-	0.150	0.150	0.150		
St Paul's Gyrotory - Design Development	0.556	-	-	0.556	0.556	0.556		
St Paul's Cathedral External Re-lighting	1.160	-	-	1.160	1.160	0.600		
St. Paul's Gyrotory Transformation Project					13.900			2.116
West Smithfield and Charterhouse Street Highway Sstrengthening					3.500			3.500
Barbican Fire Safety Projects					14.800			14.800
Total Green Funding Bids	17.007	9.044	0.115	26.166	58.942	7.430	0.000	20.471
Previous Funding Allocation					26.166			
Re-prioritised in June 2022 under 'One in - One out' principle*					-	0.300		
IT - Managed Service re-provisioning (one-off costs due to end of current contract)*						0.800		
City Cash Contingency						0.076		
						26.742		

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Appendix 4

Requests for Release of Funding – Scheme Details

The following provides details of the seven schemes for which approval to release central funding of £23.3m up to is now sought, as summarised in Table 2 of the main report.

Enterprise Resource Planning release of £1.2m to take progress the scheme to GW5 Authority to Work.

- The ERP Programme plans to deliver and implement a single cloud-based platform for HR and Finance functions. The ERP will not only replace legacy back-office systems (Midland HR and Oracle R-12) but embark on a Corporation-wide culture change.
- Previously £0.7m has been requested previously, the £1.2m would allow the scheme to progress ahead of the GW5 report in April 2024.
- This involves the System Integrator procurement recommendation, programme phasing for delivery and mobilisation of Corporation team (including recruitment of external support).
- The revised budget has been increased from £9.8m to £19.4m, subject to court of common council approval this increase was owing to the complexities of the organisation and the need for more staff hours on the project.
- The Split of the £19.4m is £10.5m from City Fund, £8.1m from City Estate and £0.8m for City Bridge Foundation.

St. Paul's Gyrotory Transformation Project – Phase 1 to complete Gateway 4c with release of £2.12m OSPR

- The project aims to transform the streets and public realm between the old Museum of London site and St. Paul's Underground station through the partial removal of the 1970's gyrotory.
- The project is split into two phases. Phase 1 covers the project area to the south of the rotunda roundabout. Phase 2 focuses on highway changes on the roundabout and is awaiting the outcome of the Museum of London/Bastion House redevelopment which has recently submitted a planning application.
- Release £2,116,630 OSPR funding to take total project budget £5,344,622 to reach GW5.
- This is required for Extensive utility diversion works at the Newgate Street/St. Martin's Le Grand/Cheapside junction. These utility works need to be undertaken prior to Gateway 5 approval in order the meet the proposed construction start date of Spring 2025.

- The total estimated cost range of the project at £15- 17 million

Pedestrian Priority Programme release of CAS funding £1.548m from OSPR

- A three-year programme implementing pedestrian priority schemes across the Square Mile to enhance comfort, safety and accessibility for people walking, helping to deliver the objectives of the Transport Strategy and Climate Action Strategy.
- Phase 1 of the programme features on-street measures at six distinct locations: Old Jewry, King Street, King William Street, Cheapside (east of Bread Street), Threadneedle Street / Old Broad Street and Chancery Lane
- This £1.548m of OSPR funding is required for the construction on King William Street and the continued development of the programme's other schemes.

Queen's Park Sandpit Playground project 55k from City's Estate

- Improvements to enhance the Queen's Park Children's Sandpit Playground. The project will provide children with a safe and accessible environment for creative play. An estimated 200,000 people visit the playground each year
- The total estimate for the project is £107k
- The drawdown is requesting 55K will be from City's Estate reserves, The total estimate for the project is £107k with remaining amount coming from Neighbourhood CIL and public donations.

West Smithfield and Charterhouse Street Highway Strengthening – CIL-£3.5m

- Essential works to the structures under West Smithfield and Charterhouse Street. The project would strengthen West Smithfield roadway above the former Salt Store and strengthen and waterproof Charterhouse Street above the General Market basement.
- This was approved by P&R in April 2023, the expenditure is going to be incurred over the coming months so the full £3.5m CIL allocation will need to be drawn down.

Barbican Fire Safety Projects GW5 - £14.8m City Fund

- Project to improve Fire Safety at the Barbican Arts Complex
- Following completion of the design stage of the strands of the project, a recommendation has been made by the design team to prioritise the spending

in order to deliver the most meaningful improvements to the fire safety of the Barbican.

- The GW5 will commence the works to fire stopping, emergency signage, emergency lighting, and low heritage value Fire Doors
- £1.2m has been released previously taking the overall approved funding to £16m
- This will be funded through City Fund, through an element from retained Business rates and the Barbican Capital budget included within the Capital programme going to Court of Common Council on the 7th March

Barbican Art Gallery Chiller Replacement, City Fund, GW3/GW4 126k

- To remove existing, failing chiller and replace with a new chiller to ensure critical art gallery environmental conditions are maintained.
- This funding design and create spec for the option to replace like for like and including on-site technical management
- 26k for the design work and 100k for the risk provision funded through City Fund, taking the total approved funding to £144k
- The estimated cost of the project is 400k

18/03/2023 P&R Delegated (for RASC)

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Agenda Item 8

Committees:	Date:
Policy and Resources Committee	18 March 2024
Subject: Conclusion of Joint Philanthropy Strategy 2018 – 2024 and proposals for the future direction of the work.	Public
Which outcomes in the CoLC’s Corporate Plan does this proposal aim to support?	(3 &4 of current plan)
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?	N/A
Report of: David Farnsworth, Managing Director of City Bridge Foundation	For Decision
Report Author: Fiona Rawes, Philanthropy Director	

Summary

This report sets out a range of strategic and operational considerations relating to the future direction and framing of the City of London Corporation (CoLC)’s philanthropy. The Joint Philanthropy Strategy, adopted in 2018 by the Court of Common Council, both for the CoLC itself and as Trustee of Bridge House Estates in advancing the charity’s ancillary purpose, comes to an end in March 2024.

There have been significant contextual changes in Bridge House Estates governance and operations since the Joint Philanthropy Strategy’s adoption, including recently rebranding with a new working name, City Bridge Foundation (‘CBF’), Registered Charity No. 1035628. Noting these, the CBF Board has agreed, in the discharge of functions for the CoLC as Trustee of CBF and taking decisions solely in that Charity’s best interests, to conclude the joint approach on the expiry of the current Joint Philanthropy Strategy at the end of March 2024.

The report notes that ongoing work to steward and align Philanthropy across the City Corporation will continue, not least through the the work of the Central Grants Unit which plays a central role supporting the CoLC in its grant-making activity (as charity trustee, local authority and its general corporate capacity), and in monitoring CoLC Benefits in Kind. The report notes the expanded scope of the work delivered by the Unit since its inception in 2016, and recommends that the Unit should be renamed as the Central Funding and Charity Management Team (CFCMT) to better reflect its expanded operational scope.

Finally, the report sets out proposals for refreshed oversight of the CoLC’s volunteering work upon the conclusion, in March 2024, of the current Volunteering Strategy and proposals for the development of a new one.

Recommendations

It is recommended that the Policy & Resources Committee:

1. Note the conclusion of the Joint Philanthropy Strategy at the end of March 2024.
2. Agree to the proposed new name of Central Funding and Charity Management Team (CFCMT) for the Central Grants Unit reflecting the substantively expanded scope of its operational responsibilities since it was established.
3. Agree to new description of the Unit's work as set out in Appendix 6 to this report
4. Agree for revised oversight arrangements for the CoLC's Volunteering activities as set out in paragraph 16
5. Agree that a new Volunteering Strategy should be developed for review and consideration by the Corporate Services Committee, with timing to be subject to the recruitment of a replacement Volunteering Manager to undertake the associated work.

Main Report

Background

Strategic framework

1. Background to the development of the [Joint Philanthropy Strategy](#) (approved by the Court of Common Council in June 2018), its interface with the City Corporation's [Corporate Volunteering Strategy 2018-2023](#) (approved by this Committee in September 2018), and the subsequent development of CBF's [Bridging London Strategy 2020 – 2045](#) is set out in **Appendix 1**.
2. The Joint Philanthropy Strategy was developed in recognition of the fact that, as outlined in **Appendix 2**, the CoLC undertakes significant philanthropy, whether in its general corporate capacity, as charity trustee or in the discharge of its public functions, and that a more strategic approach was required to achieve maximum impact from those activities. The Joint Philanthropy Strategy has focused on role modelling high impact philanthropy across the CoLC (acting as charity trustee of CBF and more widely), as well as supporting the growth and raising awareness of high impact and/or high value philanthropic practice externally.
3. For the CoLC acting in its capacities other than as trustee of CBF, the Joint Philanthropy Strategy has been reviewed by the Policy and Resources committee twice, firstly on 8th April 2021 and secondly on 23 February 2023. The impacts and challenges of the work are summarised in **Appendix 3**.

Perspectives of the CBF Board

4. The CBF Board recognise that the Joint Philanthropy Strategy was developed before the Board came into existence to discharge the City Corporation's functions as Trustee of CBF, and before a new, overarching '*Bridging London*' strategy, noted in paragraph 1 above, was adopted for the charity by the Court of Common Council.
5. Mindful of the fact that CBF is within the top 10 charities by asset value in the UK, steps have rightly been taken to ensure the governance of CBF is truly fit for purpose, including the establishment of a dedicated Board underpinned by two sub-committees and supported by a Conflicts of Interest Policy (following the grant of a new Supplemental Royal Charter on 1 June 2023 which includes relevant provisions aligned to charity law requirements) to clarify how actual and potential conflicts of interest and loyalty should be managed when decisions are taken by the CoLC in its capacity as charity trustee of CBF. Reflecting this, CBF has been recognised as an 'institution' within the CoLC's operational and governance framework.
6. With considerable resourcing constraints in play across the CoLC, it has been challenging to secure necessary funding from the CoLC to support all the aspirations of the Joint Philanthropy Strategy. So, for example, the Philanthropy Director role has been almost exclusively funded by CBF since its inception in 2017, and CBF has paid c.70% of the central volunteering staffing and operational costs since f/year 2019/20. The Central Grants Unit, which does not discharge CBF functions, receives limited funding from City's Estate to support its operation as the corporate team leading on philanthropic advice and best practice to the CoLC (supported by line management from the Philanthropy Director and, through her, the Managing Director of CBF), alongside the recharges made to the Funds (including charities) it administers, on a cost recovery basis. The not inconsiderable time required to argue for, and secure, funding to resource joint philanthropic activity has also largely been born by CBF.
7. More broadly, the concept of Philanthropy has become highly contested since the Joint Philanthropy Strategy was first approved in 2018 with questions arising around the provenance of philanthropic wealth and the role of philanthropy in legitimising inequality. As London's largest independent funder, CBF is rightly sensitive to these challenges which will inform, alongside other considerations, a fundamental refresh of CBF's own funding priorities currently underway under its new Chief Funding Director.

Current position

Strategic framework and operational oversight

8. Given this context, the CBF Board concluded at its Board meeting on 28 November 2023 that it was no longer in the best interests of the Charity to operate a Joint Philanthropy Strategy with its corporate Trustee beyond the current term, noting the duties on the CoLC as a charity trustee to manage

conflicts of interest, including to act solely in the best interests of the charity and not to benefit financially from the charity (unless expressly authorised). The CBF Board therefore agreed that the Joint Philanthropy Strategy should conclude.

9. The CBF Board agreed to ongoing collaboration with the CoLC on future philanthropic endeavours when appropriately resourced and in the best interests of the charity. More detail on how these close working links will continue on the conclusion of the joint strategy is set out in **Appendix 4**.

Central Grants Unit

10. The significant development of the CGU's work since the launch of the Joint Philanthropy Strategy is noted in **Appendix 5**. In light of these developments, it is suggested that the name of the Team no longer reflects the breadth of activities within its purview. A proposed new name is therefore suggested for consideration by this Committee together with a description for the unit as set out in **Appendix 6**.

Volunteering

11. Noting the recommendation from the CBF Board to conclude the Joint Philanthropy Strategy in March 2024, proposals were taken to the CoLC SLT in November to agree recommendations for future oversight and funding for the CoLC's Volunteering work from f/y 2024/25 onwards, which is primarily focussed on encouraging staff participation in volunteering and strengthening volunteering practice led by Departments in their operational activities.
12. The SLT identified in-budget funding which could be made available for f/y 2024/25 to enable a centralised co-ordinating role and programme of activity to remain in place, with provision to be made in the budgets of the key volunteer-involving Departments from f/y 2025/26 onwards.
13. The SLT also suggested that the People and HR department was the natural corporate home for the work going forward, recognising the role of the work in supporting individual and team development across the employee base as well as in providing valued additional capacity through the contribution of the 750+ external volunteers. The Interim Executive Director of HR & Chief People Officer agreed to recommend that her department should provide oversight with effect from June/July 2024 onwards (with the Philanthropy Director proving interim oversight until then as set out in the Organogram in **Appendix 7**).
14. The SLT recommended that a new, discrete volunteering strategy should be developed in the coming months for consideration by the Corporate Services Committee given the range of different stakeholders engaged as volunteers across the organisation (from employees to external volunteers). Precise timing would depend on the appointment of a replacement Volunteering Manager to support with the development of this strategy (this role currently being vacant).

Proposals

15. Noting the challenges outlined in **Appendix 3** and the perspectives of the CBF Board reflected in paragraphs 7-10 above, it is recommended that the Joint Philanthropy Strategy should conclude with effect from 31 March 2024.
16. Noting the development of the workload, expertise and broad-ranging Committee engagement of the Central Grants Unit as outlined in **Appendix 5**, it is recommended that the name of the CGU should be changed to the Central Funding and Charity Management Team, and the unit description, as outlined in **Appendix 6**, agreed.
17. It is proposed that oversight for the City Corporation's volunteering work should transfer from the Philanthropy Director to the People and HR Department with effect from June/July 2024, and a new Volunteering Strategy should be developed for consideration by the relevant committee as soon as is possible.

Corporate and strategic implications

Strategic implications

18. In the 'impact and key facts' section of the new Corporate Plan, the CoLC aspires to be a "committed Charitable Trustee" with associated draft performance measures set out later in the plan. This will provide a mechanism to support excellent philanthropic practice across the Corporation subject to necessary resourcing being available to support this work.
19. The People and HR Department will provide oversight to further galvanise the Volunteering work which seems likely to align with the aspirations of the CoLC's People Strategy whether by providing reward and recognition or training and development opportunities for our employee volunteers or by ensuring those external volunteers providing invaluable enthusiasm, skill and capacity to support the CoLC's work are celebrated and nurtured. These links will be further reinforced by the recommended volunteering strategy.

Financial implications

20. **Central Grants Unit:** Funding has been approved, through the various relevant Committees, for the work of the CGU and associated teams in f/y 2024/25. Funding for some of the work of the CGU and associated teams (Comptrollers and City Solicitors and the CBF & Charities Finance Team) is time-limited and will conclude at the end of f/y 2024/25. At that point, capacity across these teams to provide ad hoc support for charitable queries will conclude unless the query is very simple or additional resources are made available.
21. **Volunteering:** In-budget funding has also been agreed with the Chamberlain for f/y 2024/25 to enable the continuation of a centralised co-ordinating approach to volunteering. From f/y 2025/2026 onwards, it is anticipated that a

proportion of these costs will be met by Departments benefiting from the input of external volunteers on a pro-rata basis, with centralised funding supporting the employee volunteering work.

22. People implications

See paragraphs 13 and 14 above.

23. Legal implications

As Trustee for CBF, the CoLC must continue to independently consider and ensure that decisions relating to the Joint Philanthropy Strategy and its implementation in furthering the charity's ancillary object remains in the charity's best interests having regard to the charity's primary object (which takes precedence over the ancillary object) and the charity's overarching strategy under which the Joint Philanthropy Strategy sits; and, further, that any conflicts of interest arising in the CoLC acting for itself, or otherwise as Trustee of CBF, are managed. With the constitution of the CBF Board, these decisions are now taken independently for the City Corporation as trustee of CBF, with Policy & Resources Committee in this case separately taking decisions for the City Corporation for itself acting in its other capacities. In considering the resourcing of shared objectives, regard must be had to charity law requirements that a trustee cannot directly or indirectly financially or materially benefit from the charity they manage and administer, unless this is expressly authorised by law, the Charity Commission, the Court or the charity's governing document (the strict "no profit" rule). Receipt of an unauthorised benefit is a breach of trust and the charity trustee may be required to repay or otherwise account to the charity for it.

24. Risk implications

As Trustee for CBF, there are reputational risks if the CoLC is not seen to manage potential conflict of interest/loyalty issues with CBF appropriately. Concluding the joint Philanthropy Strategy will significantly reduce the risks of such conflicts arising.

25. Equalities implications

Continued focus on excellence across all the relevant teams and a strong commitment to learning and collaboration between them will enhance positive outcomes for the often marginalised and under-served communities who benefit from philanthropic work.

26. Climate implications

Much of the CoLC's philanthropy supports the ambitions of the CoLC's Climate Action Strategy, with the Open Spaces Charities making a key contribution to carbon reduction targets. The proposal relating to volunteer management will enable continued excellent management of and a consistent experience for the many external volunteers supporting the Natural Environment Department.

27. Security implications: N/A

Philanthropy Director
T: 020 38347315
E: fiona.rawes@cityoflondon.gov.uk

Background Reports

- Report to the Policy & Resources Committee and BHE Board: Joint Philanthropy Strategy Implementation – update and future plans, 8th April 2021
- Report to the Policy & Resources Committee and BHE Board: Approach and timeline to redeveloping the Joint Philanthropy Strategy, dated 17th November 2022
- Report to the BHE Board and Court of Common Council: Bridge House Estates – Conflict of Interest Policy (9 March 2023i)
- Report to the Policy & Resources Committee: Review of Joint Philanthropy Strategy 2018 – 2023, dated 23rd February 2023
- CBF Board report: Philanthropy Strategy Next Steps, dated 28th November 2023.

Appendices

- **Appendix 1:** Strategic framework for the Joint Philanthropy Strategy
- **Appendix 2:** Summary of discretionary charitable giving undertaken by the CoLC and CBF 2019-2023
- **Appendix 3:** Positive impacts and areas of challenge for the Joint Philanthropy Strategy
- **Appendix 4:** How strong working links will continue between CBF and CoLC upon the proposed conclusion of the Joint Philanthropy Strategy
- **Appendix 5:** The expanded scope of the Central Grants Unit
- **Appendix 6:** Proposed new name and description of the work of the CGU
- **Appendix 7:** Proposed future reporting structure for key philanthropic roles.

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Appendix 1: Strategic Framework for the Joint Philanthropy Strategy

1. A [Joint Philanthropy Strategy](#) (the 'Joint Philanthropy Strategy') was adopted by the Court of Common Council in June 2018 acting in its capacity as Trustee of CBF in furthering the charity's ancillary object and also for the CoLC acting in its other capacities.
2. The Joint Philanthropy Strategy's ambitions were further reinforced by the CoLC's [Corporate Volunteering Strategy 2018-2023](#). This set out the CoLC's vision for volunteering undertaken by employee volunteers, by 'community' or external volunteers who support the CoLC's work, and by volunteers who are resident within the Square Mile and City of London housing estates. It was developed by the Corporate Strategy Team and approved by Policy & Resources Committee on 6 September 2018. It aligns with the Joint Philanthropy Strategy, supporting its overall vision to role model best practice in the giving of time. The original intention had been for the HR Department to steward the Volunteering Strategy. However, as HR did not have the capacity to support direct delivery of the Volunteering Strategy at that point, CBF agreed to support direct delivery as the strategic outcomes were aligned with the charity's own agreed strategic objectives in furthering its ancillary object.
3. In October 2020, the Court of Common Council, acting as in its capacity as Trustee of CBF, approved an overarching strategy for the Charity, [Bridging London 2020 – 2045](#). This strategy provides a framework for all of CBF's activities and outlines the collective impact it seeks to have in advancing its primary object (the maintenance and support of five Thames bridges) and its ancillary object (its funding and wider philanthropic activities as encompassed in the charity's current policy, [Bridging Divides](#) 2020-2045). For CBF therefore, the Joint Philanthropy Strategy sits under the charity's overarching strategy and provides more detail on philanthropic practice and objectives for CBF.
4. In November 2022, noting contextual factors with changing senior level leadership at both Member and officer level, together with the work to revise the CoLC's Corporate Plan and CBF's own strategies and policies, the Policy & Resources Committee (for the CoLC) and the CBF Board (for CBF) agreed to extend the Joint Philanthropy Strategy by a further year until the end of March 2024. The Policy & Resources Committee also agreed (for the CoLC) to extend the Volunteering Strategy by a further year, and the CBF Board (for the CBF) agreed to continue the charity's support in direct delivery of that Strategy over that same period as continuing to be in the charity's best interests in advancing the charity's ancillary purpose.

Appendix 2: Summary of discretionary charitable giving undertaken by the CoLC and CBF 2019-2023

Activity/Fund	2019-20	2020-21	2021-22	2022-23
	£m	£m	£m	£m
City Bridge Foundation (as charity trustee)	30.5	54.7	29.8	60.0
CoLC Funding (City's Estate and City's Fund)	20.1	19.3	17.2	17.4
Sundry Trusts grants/donations/prizes/bursaries (as charity trustee of those charitable trusts)	1.2	1.2	2.0	2.4
CoLC Benefits in kind (in all capacities)	2.0	0.6	1.7	2.6
Total	53.7	75.8	50.6	82.4

Points to note:

1. The City Bridge Foundation (CBF) uplift in spending in 2020/21 relates principally to the charity's significant contribution to the pan-London collaborative funding response to the Covid-19 health pandemic; the "London Community Response". Following a post-pandemic strategic review in 2021-22 by the CoLC as Trustee, further significant funding has been distributed from the charity's funds in 2022-23, with commitments made from additional surplus income approved by Court in 2020. It is anticipated that, subject to investment returns and the level of funding required to fulfil CBF's primary object relating to maintenance and repair of the Bridges, CBF funding commitments will return to an annual amount of c£30m with effect from 2027/28.
2. The CoLC's charitable giving principally relates to its funding of the Natural Environment Charities. It should be noted that charities are sometimes commissioned by the CoLC to help it fulfil its statutory duties eg in relation to child or adult social care or for cultural provision. Money used for such commissioning purposes is not captured in the above totals which relate simply to discretionary charitable giving over and above that expected from the CoLC when divesting its Local Authority function. Giving undertaken through the Community Infrastructure Levy Neighbourhood Fund is also not reflected here for the same reason.
3. The giving undertaken by the Sundry Trusts relates to those registered charities (other than the Natural Environment Charities) of which the CoLC is the trustee or where the majority or all individual named trustees are related to, and appointed by, the

CoLC. Whilst the number of such charities has been reduced as a result of the streamlining undertaken through the Corporate Charities Review, it is encouraging to note that the giving has increased reflecting improved capacity and oversight of the funds in question and the philanthropic imperatives attaching to them.

4. Benefits in Kind (BiK) offered across the CoLC (acting in all its capacities) – e.g. the free or reduced hiring fees for event space, free accommodation, pro-bono skilled support etc are captured and reported on by the Central Grants Unit each year in accordance with the CoLC's Benefits in Kind Policy. At the request of the Chair of the Operational Property and Projects Sub-Committee, efforts have been made to better capture and interrogate BiK across the organisation, resulting in significantly increased totals for 2022/23. A refreshed BiK policy was approved by Finance Committee on 12 December 2023 to ensure a more transparent and strategic approach to BiK decisions going forward, with resourcing to support this work agreed by the Resource Allocation Sub-Committee on 24 January 2024.

Appendix 3: Positive impacts and areas of challenge for the Joint Philanthropy Strategy

There is much to celebrate in terms of the impact of the Joint Philanthropy Strategy which focuses on the giving of time, skills, assets and funding:

1. £10.5m has been donated by CBF in the last 3 years to charities specifically focused on raising the scale and quality of giving. This funding includes a particular focus on place-based giving where CBF has supported the growth of a pioneering range of place-based collaborations in 14 boroughs across London.
2. Beyond this, CBF has funded a range of pioneering multi-million-pound collaborations such as:
 - the [London Community Response](#) (in collaboration with 66 other funders focused on collaborating to unlock highly streamlined mechanisms to distribute funding during the Covid-19 pandemic at speed),
 - [Propel](#) (a £100,000m collaborative fund to which CBF has allocated £30m alongside other major funders including the GLA and the National Lottery). This builds on the excellent learning amassed from the London Community Response and takes forward the collaboration into non-emergency contexts post pandemic ; and
 - the [Anchor Fund](#) (a co-designed fund providing 10-year funding to second-tier organisations, reflecting CBF's celebrated commitment to infrastructure funding)

These collectively attempt to embody best practice in grant-making and fully reflect the 'role-modelling' aspirations of the first pillar of the Joint Philanthropy Strategy.

3. The expansion of the remit and impact of the Central Grants Unit ('CGU') which was originally developed in 2016 simply to oversee the administration of the Central Grants Programme (encompassing charitable and City's Estate funding under four funding strands, delivered across several CoLC Departments). The CGU is now directly responsible for managing funding relating to 9 further Funds, and was either directly involved with, oversaw or advised on over £9m of funding in 2022/23. By managing an increasing range of different funds across the CoLC, the CGU ensures consistency of practice, efficiencies of scale and best practice standards are provided. The CGU also serves as a central hub, providing strategic and best practice grant-making advice for Member enquiries concerning CoLC-related philanthropy more broadly. It is also now responsible for leading on the administration of a number of the charities associated with the CoLC, beyond grant-making activity (i.e. charity governance and compliance, risk management, etc).
4. The CGU has also played a key role in securing funding for and project-managing the Corporate Charities Review which ensures (where relevant) compliant, streamlined and impactful grantmaking and improved charity administration for the 59 charities falling within the scope of the Review. Since its inception in 2019, the Review has enabled the reduction in the number of CoLC-related charitable trusts from 59 to 24 charities. Additionally, steps have

been taken to ensure that each remaining charity is well governed, managed and is advancing its objects. This work was expanded further as a result of time-limited funding agreed by the Finance Committee on 12 December 2023 to support an intensive piece of cross-departmental collaboration to explore asset ownership, funding models and future fundraising potential for the 8 Natural Environment Charities.

5. Since 2016, the CGU has been responsible for collecting Benefits in Kind (BIK) data from across the CoLC annually. In 2023 the CGU conducted a CoLC-wide review on BIK which resulted in an enhanced Policy and mandate for there to be greater rigour from Departments and Institutions when approving BIK currently worth £2.6 Million p.a. The CGU will now provide an enhanced service and framework to ensure BIK are in line with Corporate and Institutional priorities.
6. The number of employees reporting participating in volunteering have increased by 530% since the launch of LEAP, the Corporation's Employer Supported Volunteering (ESV) Programme.
7. Significant support was offered by the Corporate Volunteering Manager to recruit, train and operationalise a cohort of Royal Event Supporters from across the CoLC's employee-base to support with City-based events marking both the Platinum Jubilee and, subsequently, the passing of Her late Majesty Queen Elizabeth II. The quality of this work was reflected in an award for outstanding customer service in Autumn 2022.
8. New "Guidance for Managing External Volunteers" has been collaboratively developed and approved by the CoLC's Senior Leadership Team with a view to ensuring a consistent and positive experience for the 750+ individuals who volunteer across CoLC departments, and de-risking the work accordingly.

However there have also been challenges in the following areas:

9. in generating a compelling overarching narrative around impact, noting the myriad different funding relationships and focus-areas encompassed within the scope of the Joint Philanthropy Strategy, and the varying levels of resourcing available to credibly interrogate impact across the different philanthropic areas;
10. in working towards a joined-up approach to delivery across all the relevant philanthropic areas noting that some funds are subject to public law requirements, others are charitable requiring the prioritisation of the relevant charity's best interests in determining approach, and some relate to discretionary philanthropic spend from City's Estate. There are well over 20 different committees who are engaged in this work in some shape or form which illustrates the scale of the challenge here;
11. the Covid-19 health pandemic and the Target Operating Model (TOM) restructure within the City Corporation created a challenging context in which to launch and deliver the CoLC's Volunteering Strategy, with significant disruptions to volunteering practice and preferences across the UK (albeit

within a context where informal ward-level volunteering flourished). Hybrid working arrangements have meant that volunteering options close to the workplace have been more challenging to promote to employee volunteers, raising questions about whether it makes more sense to focus on supporting employee volunteers to source their own opportunities closer to where they live.

12. As noted in paragraph 6 of the main report, with considerable resourcing constraints in play across the CoLC, it has been challenging to secure necessary funding from the CoLC to support the aspirations of the Joint Philanthropy Strategy. The not inconsiderable time required to argue for, and secure, such funding has also been largely been born by CBF.

Appendix 4: How strong working links will continue between CBF and CoLC upon the conclusion of the Joint Philanthropy Strategy

1. Links between CBF and the COLC will be reinforced through close working relationships and appropriate oversight. The CGU, which leads on operational delivery for much of the CoLC's philanthropy will continue to be physically based in the same Guildhall office space as both the CBF Funding team and the CBF & Charities Finance Team with which it enjoys highly collaborative relationships, sharing best practice, joint project work and mutual opportunities for staff development.
2. The Philanthropy Director, who reports into the MD of CBF (the CoLC's Head of Profession for Charitable activity), will continue to line-manage the Head of the CGU in order to maximise links between CBF and the work of the CGU (see organogram in Appendix 7 below) . The CGU team are also treated as part of the CBF department for administrative and management purposes which will further assist ongoing collaboration between the two teams.
3. Aligned aspirations around philanthropic excellence will also be reflected in the new Corporate Plan. In the 'impact and key facts' section of the draft Plan, the CoLC's role as a 'Committed Charitable Trustee' is referenced with associated draft performance` measures set out later in the plan. This is relevant both for CBF as well as for CoLC colleagues stewarding philanthropic efforts.

Appendix 5: The expanded scope of the CGU

The CGU was set up in 2016 to oversee the administration of the Central Grants Programme (CGP), which encompasses City's Estate and charitable funding and is delivered across several CoLC Departments.

The remit of the CGU has evolved significantly since its inception in 2016 with its responsibilities now encompassing the following:

1. Providing grant-making services and advice for CoLC discretionary charitable funding and benefits in kind

The CGU continues to provide grant management for the Central Grants Programme within City's Estate but also now provides strategic and best-practice grant-making advice across the CoLC. The CGU also provides advice and support to the Chair and Deputy Chair of the CoLC's Finance Committee making donations from its International Disaster Fund and provides an annual review of the CoLC's Benefits in Kind. A recent Finance Committee decision has given approval for the CGU to provide an enhanced service to Departments on Benefits in Kind decisions and reporting, with resourcing to support this work agreed by the Resource Allocation Sub-Committee on 24th January 2024.

2. Providing grant-making services for CoLC Statutory Funding

Since its inception, the CGU has expanded its funding remit significantly, increasing the size and scope of its work to provide a comprehensive grant funding and grant management service on behalf of a raft of internal CoLC Departments and Teams (Planning, Communities & Childrens Services, Destination City, Natural Environment, Police Authority) and external stakeholders, most notably taking on the management and delivery of the Community Infrastructure Levy Neighbourhood Fund (a local authority fund) and more recently the Safer City Partnership's Proceeds of Crime Act Funding (POCA). Both programmes are supporting City of London departments to deliver their statutory functions through well managed grant programmes.

3. Providing grant-making services and charity administration support for charities for which the CoLC (or its representatives) are trustee

In Collaboration with the CBF & Charities Finance Team and Comptroller & City Solicitor's Department, the CGU has taken on the long-term charity management and grant making of Emanuel Hospital Charity and the Sir William Coxen Trust Fund as well as providing management input for the Samuel Wilson Loan Charity. Additionally, the Central Grants Unit is now providing risk management, general charity management and administrative support to the City of London Combined Education Charity, City Educational Trust Fund and City of London Combined Relief of Poverty Charity, also in collaboration with the CBF & Charities Finance Team and Comptroller & City Solicitor's Department.

4. Project managing, in collaboration with other CoLC teams, the Corporate Charities Review and Natural Environment Charities Review

The CGU manages the Corporate Charity Review (CCR) which aims to ensure that the charities for which the CoLC is responsible or to which it has powers of trustee appointment are well governed, administered and that the Corporation is acting in the best interests of each charity. Through the work of the CCR, the

CoLC has reduced the number of charities within scope from 59 to 24. The review is also ensuring the City of London is a responsible Trustee of all its Charities and the Review will end in March 2025.

5. A scoping exercise to look at the challenges faced by eight of the Natural Environment Charities will complete by 31 March 2024. The scoping exercise – the Natural Environment Charity Review (NECR) – found key concerns around property (asset/land) ownership, funding models, and the ability to fundraise for the eight Natural Environment (NE) charities. Funding has therefore been secured to support fundamental reforms to the operational management of those NE Charities with immediate effect. The CGU will be further project-managing this review in addition to completing the wider CCR by March 2025.

Appendix 6: Proposed new name and description of the work of the CGU

Background

1. As has been outlined, the CGU has grown significantly both in the scope of its work and support to CoLC Departments and now delivers much more than grant programmes on behalf of the CoLC (as charitable trustee or otherwise). It also manages some Charities, is a central hub for advice on charities and funding and is also increasingly being used, in collaboration with other teams, as a conduit for change to support the CoLC's Funding and Charitable Management practice.
2. During 22/23 the Central Grants Unit was directly involved, oversaw, or advised on £9,070,425 of giving across the CoLC. The Team managed, with the support of the CBF & Charities Finance Team and Comptroller & City Solicitor's Department, 6 Charities, convened 10 Officer Panels and worked closely with 9 Departments and Institutions. Across the Team, reports were taken to 19 different Committees with 56 Committees attended in total across the year.

New name and description of the work of the CGU

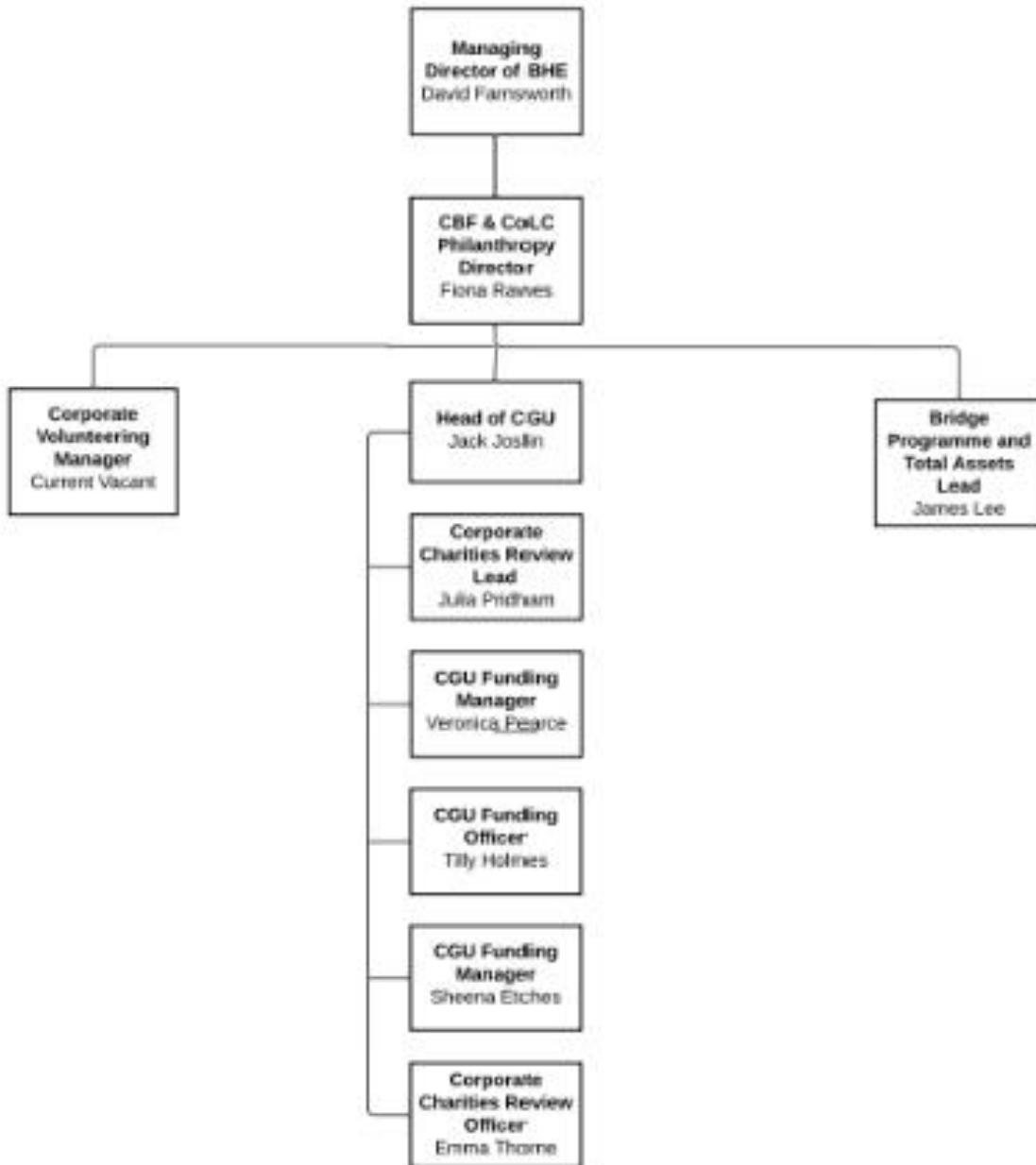
3. Within this context, the **proposed new name** for the CGU is the Central Funding and Charity Management Team (CFCMT).
4. The CFCMT will deliver, for the CoLC,
 - continued focus on role modelling high impact philanthropy and
 - inspiring, consistent, best practice charity governance and funding management across the CoLC.
5. In support of its mission to provide and harness expert support, advice and management for the Corporation's funding, charities and benefit in kind initiatives, the CFCMT will deliver **key functions** as follows:
 - a. To develop, manage and deliver funding and grant programmes across the CoLC acting in its general corporate capacity, its capacity as a corporate charity trustee (other than for CBF), and its capacity as a public body (local authority, police authority or port health authority) and its different functions as a Local Authority, a Corporation and a Corporate Charity Trustee.
 - b. To have operational responsibility for the administration of the Sundry Trusts,¹ and on-going responsibility for charities linked to the Court of Alderman (as agreed), managing funding programmes, governance, risk, and administration.

¹ Reference to "Sundry Trusts" does not include the 10 Natural Environment charities, the charities linked to the 3 independent schools, or to the Aldermanic charities.

- c. Subject to continued funding beyond f/y 2024/25, to provide a Corporate Hub for charity advice and support for CoLC, coordinating with the Comptroller & City Solicitor's Department and the CBF & Charities Finance Team to provide up-to-date advice and support to Departments.
- d. Subject to continued funding beyond f/y 2024/25, to ensure best practice governance of CoLC Charities through the delivery of an annual health check of those Charities to ensure the CoLC is acting as an effective and responsible Trustee.
- e. To monitor and review Benefits in Kind provided by the CoLC and deliver an enhanced service on Benefits in Kind advice to Departments.
- f. To oversee and coordinate the successful delivery and implementation of outputs of the Corporate Charities Review (CC Review). The CC Review aims to ensure that each charity (within scope) is well managed and governed and achieves maximum impact for its beneficiaries, and to ensure that the CoLC (or its representatives), in its capacity as Corporate Charity Trustee, meets its legal duties and appropriately adheres to best practice set out by regulatory bodies.
- g. Within the scope of the Natural Environment Charities Review (NE Review), to identify the challenges faced by the Open Spaces charities and, in collaboration with other teams, support the implementation of a programme of internal management and governance reforms to ensure best practice governance and effective delivery.
- h. To work closely with the City Bridge Foundation Team to maximise consistency of practice and community of learning wherever possible and appropriate.

Appendix 7: proposed future reporting structure for key philanthropic roles.

Philanthropy Team Structure Chart



The Interim Executive Director of HR and Chief People Officer recommends that the Corporate Volunteering Manager role should be managed by the Acting Assistant Director of Learning and Organisational Development in the People and HR Department with effect from June/July 2024. This reporting structure will otherwise remain as set out above to ensure continued strong working links between the Central Grants Unit and the CBF team.

Agenda Item 9

Committee(s): Policy and Resources	Dated: 18 th March 2024
Subject: City of London Corporation's electoral system	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	4, 6
Does this proposal require extra revenue and/or capital spending?	Y – if reviews commissioned
If so, how much?	Significant – if reviews commissioned
What is the source of Funding?	Not identified
Has this Funding Source been agreed with the Chamberlain's Department?	No
Report of: Comptroller and City Solicitor and Remembrancer	For Decision
Report author: Katie Foster, City Remembrancer's Office and Saira McKechnie, Comptroller and City Solicitor's Department	

Summary

1. Following the November meeting of Policy & Resources Committee, it was agreed that there should be a scoping paper on the City's electoral franchise. The commitment was for the paper to set out the legislative backdrop, potential options for change, trade-offs and resource implications of each course of action.
2. At January Court of Common Council, it was agreed that consideration also be given to a review of Ward Boundaries following the 2025 Common Council elections.
3. This paper provides a high-level overview of the issues, together with an indication of the pros and cons of change, an indication of the resource implications and risks of pursuing change, as well as recommendations.
4. It also gives an overview of:-
 - electoral process and integrity changes that have taken place over the last 20 years or so in England which do not currently apply to City elections;
 - recent changes to Voter and Candidacy rights affecting Ward elections following the UK's exit from the EU (contained in the Elections Act 2022).

Recommendation(s)

Members are invited to:

- Agree that officers further scope options for reform of the City's franchise insofar as current resources allow, and agree that after a General Election, when there is greater

clarity on Government priorities, and engagement has taken place with Ministers and Officials, determine whether to proceed to undertake a formal end-to-end review of the franchise, subject to identifying resource to take project forward.

- Agree to commission a ward boundary review led by the Recorder, the Common Serjeant and the Town Clerk following the next all-out elections in March 2025, subject to appropriate resource being identified. The Committee should also consider, at that point, the most appropriate mechanism for gathering Member views as part of that process.
- Note that there are a number of areas of change relating to electoral integrity and processes that could be considered in the context of any wider reform of the franchise being undertaken.
- Note the voter and candidacy changes in the Elections Act 2022 as a result of EU Exit that are being brought into force on 7 May 2024, and agree that an outline of these changes should be sent out to all elected members.

Main Report

The electoral franchise for Ward elections: who can vote in the City's elections

5. The City of London is divided into 25 wards, and 125 Members are elected to represent them. The City's "franchise" essentially means the persons who have the right to vote in the City's elections. Each ward elects one Alderman and two or more Common Councillors, totalling 100 Common Councillors and 25 Aldermen. Full City-wide elections for Common Councillors are held every four years with by-elections and Aldermanic elections in between: the next City-wide elections will take place in March 2025.
6. The City has a unique franchise in that it has two categories of voters: resident and business. No local authority area elsewhere in the UK has such a system with a "business" franchise. This is because the Corporation's electoral area has a unique demographic structure. According to Census 2021, the City has a small residential population of approximately 8,600 and, as of 2022, some 615,000 workers across the wide range of businesses which form part of a world business centre. The pandemic drastically affected the daily commuter numbers and the post pandemic picture is still an evolving one, with increasing numbers of persons switching back to more office-based working. It is unlikely that we have yet reached a more "steady state" in terms of worker numbers travelling into the City each day.
7. Business voters include sole traders, partnerships (consisting of equity partners who can be registered as voters) and workers from qualifying bodies (any incorporated or unincorporated body apart from an equity partnership occupying premises in the City of London). The number of voters that a qualifying body can appoint will depend on the size of the workforce. Organisations with a workforce of nine or less can appoint one voter; those with up to 50 can appoint one voter for every five; those with more than 50 can appoint 10 voters and one additional voter for every 50 members of the workforce over the initial 50.
8. The City's franchise for Ward elections is primarily set out in the City of London (Various Powers) Act 1957 (as amended). The franchise was last reviewed in the late 1990s and

that review resulted in the changes made to the 1957 Act by the City of London (Ward Elections) Act 2002 – this originated as a private Bill brought forward by the Corporation. The Act altered the qualification provisions as regards the business vote to better reflect the nature of commercial occupation of premises in the City of London. It did this by extending the categories of persons entitled to vote at such elections to include those workers nominated by qualifying bodies (rather than it being limited to sole traders or equity partnerships which meant that a large proportion of the businesses in the City had not been able to nominate voters).

9. The current 2023-2024 list of those registered to vote in Ward elections stands at 20,223 comprising 13,748 employee voters and 6,475 residential voters. This compares to 19,595 in 2022-2023, 13,748 in 2021-2022, and 19,200 in 2020-2021. A more detailed breakdown can be found in **the Annex** to this paper.

Options for change

10. Prior to the decision to deposit the Bill that became the City of London (Ward Elections) Act 2002, consideration was given to an alternative approach of giving voting rights to all individuals working in the City (a "worker vote"), which, on the assumption the City retains a "business" vote of some kind, is the main alternative to the current system.
11. Given the large number of workers in the City, such a change would likely lead to a vastly increased electorate. Various options as to how this could be approached were considered in the late 1990s including as to whether the Corporation would itself canvass City businesses or whether voting rights would be given to City workers who applied to be placed on the register each year, with certain minimum registration requirements (e.g. a minimum number of hours worked in the City over the preceding 12 months).
12. Ultimately, the worker vote system was not pursued. Firstly, it was very apparent that it was not acceptable politically at a Parliamentary level because it ran against the principle of the franchise in England which is based on residence and the effect of the worker vote would, if introduced, completely swamp the residential voice. Consultation with political stakeholders at the time indicated that the worker vote option would be strongly opposed and would be unlikely to garner any sort of support. It would have made a fundamental change in terms of the "voice" of the elector, particularly given the number of workers (approx. 250,000 at the time) versus the far smaller residential vote.
13. Other factors that were taken into consideration included:-
 - The likelihood of a highly volatile electorate: the City had a relatively young and highly mobile workforce. The rate of staff turnover in the Financial Services and Professional Services sectors was relatively high. There would likely be substantial changes in the electorate year on year.
 - The volatility of the workforce, the potential numbers involved and the task of verification for any credible registration system based on a worker vote would make the system significantly more challenging and expensive to operate.

- Difficulties as regards the self-employed and those with no fixed workplace: it would be necessary to overcome problems arising from the nature of the work which people undertake. For example, certain types of role, e.g. couriers, road sweepers, gardeners, do not have a fixed place of work. Furthermore, some workers are based outside the City but spend all their working day within the City. It would be difficult to assign such persons to a specific ward. The growth of technology, and the effect it (even then) had on the patterns of a person's work, was identified as producing difficulties, increasing the number of persons with no clear place of work.
14. It is clear that many of the reasons set out above still have relevance today and would need careful consideration in any future reforms of the City's franchise. Any review would not only need to re-visit these reasons, but also consider the changed ways of working post-pandemic, the increased use of shared office space and the even more fluid nature in 2024 of who constitutes a "worker" in the City and how or whether that can be defined in a way that is robust for the purposes of defining an electorate. Any options for change would certainly, once developed and evidenced, require extensive consultation with key stakeholders, including City businesses and workers, as well as residents.
 15. Any review of the City's franchise should also consider the relevance and impact of the development of the BIDs that now exist within the City and how they interact with the City's franchise. This is a factor that has changed significantly since the last review of the franchise took place.
 16. **Resource implications:** any end-to-end project to consider reform of the electoral franchise for Ward lists will require substantial and dedicated resource for:-
 - Work to determine the options for change and to craft a series of options and recommendations, including running any necessary consultations and engagement exercises; and
 - Work to prepare and support a Private Bill if a preferred option requires legislative change. Any changes to the franchise would require primary legislation.
 17. In terms of the City of London (Ward Elections) Act 2002, a Working Party comprising of Members and Officers was first established in 1994/95 to examine options for change. Preparations including a largescale consultation exercise with stakeholders and consideration of electoral areas overseas that also operate a form of business franchise. The Private Bill to amend the franchise was deposited in Parliament in November 1998, and the Bill received Royal Assent in November 2002. The Bill was very controversial at the time. The then Town Clerk devoted a large amount of his personal time to the project along with his private office (2 FTE), the whole of the Remembrancer's Parliamentary Team (4 FTE), the Public Relations Office as was (4 FTE) and support from the Electoral Services Team and the Comptroller and City Solicitor's Office.
 18. The resource to determine and make recommendations on options for change would have to be identified whether internally or externally, or a combination of both. There is no resource available at the present time to undertake this substantial piece of work. As regards a private Bill, the sufficiency of resource within Remembrancer's would depend

on timings, and what other private Bills the Remembrancer has in Parliament at the time of any electoral reform legislation, in addition to the Remembrancer's work in relation to the general legislative programme.

19. **Risks:** the timing for any end-to-end review that presents options for franchise reform must be very carefully considered in the context of the upcoming General Election and the Government's priorities post-election. The previous reforms attracted strong criticism from some political quarters with MPs using the Bill's proceedings in the House as an opportunity to question the role of the City Corporation. The risk of future reforms attracting similar criticism should not be ignored. It would not be advisable to commence such a project around the time of a general election, or before a Government has set its priorities for the Parliament, without any engagement with Ministers and Officials.
20. **Recommendation:** Agree that officers further scope options for reform of the City's franchise insofar as current resources allow, and agree that after a General Election, when there is greater clarity on Government priorities, and engagement has taken place with Ministers and Officials, determine whether to proceed to undertake a formal end-to-end review of the franchise, subject to identifying resource to take project forward.

Ward Boundaries and the number of elected members per Ward

21. A recent question at Court of Common Council concerned whether a review should be undertaken on Ward Boundaries and the number of Members per ward. The question was raised on the basis that hybrid working, EU Exit and Covid have markedly changed the registration patterns across the City such that it is time to "redraw the electoral map for Ward councillor entitlement". The last review was undertaken in 2010. Aligned to this question, it was also suggested that consideration might be given to an appropriate mechanism for Member involvement in any such process.
22. The ward boundaries of the majority of the Wards can be adjusted by Act of Common Council, as can the number of members for a Ward. The boundaries were last adjusted as part of the reform package that sat alongside the Bill that went on to become City of London (Ward Elections) Act 2002. That process does not therefore require Parliamentary legislation and it is therefore open for Common Council itself to decide whether it does that.
23. As a consequence of undertakings given to Parliament during the passage of the Bill in the late 1990s, a review of the Ward boundaries was completed in 2003, before the new Act came into force, and a further review was undertaken in 2010. The review was conducted by a review panel comprising the Recorder, the Common Serjeant and the Town Clerk. The 2010 review took effect in 2013 and any future reviews were to take place following any material changes in the wards.
24. It is of course a complex decision as to when to undertake a further review and what changes should constitute material changes that trigger such a review. For example, one off events (such as a reasonably sized business deciding to register) may make a significant difference in registered voter numbers in a particular ward, but the system should not be changed in an overly-reactive way that does not allow future-

proofing/longer term trends to be considered. Any review would want to ensure that it captured themes and trends over a period of time in determining whether there has been a material change to ensure that a review is not triggered by a snapshot in time event etc. As set out earlier in this paper, it is also true to say that the post pandemic picture is still an emerging one and consideration needs to be given as to whether there is as yet a sufficiently settled state following the seismic shift that generated.

25. **Resource implications:** any project to consider reforming elected Member numbers for each ward/ward boundaries will require substantial and dedicated resource for:-
- Work to support the review panel in developing the options for change and to craft a series of options and recommendations, and manage the necessary consultations (the bulk of resource is required for this aspect)
 - Work to prepare a new Act of Common Council, if a decision is made to change current Ward boundaries or the number of elected Members per Ward.
26. In terms of the review that took place in 2010, it was a process that spanned over approximately 12 months, involving meetings of the review panel, external formal consultation processes, finalising a report with recommendations and then final approval by Common Council. It involved substantial dedicated officer resource in developing options and supporting the work of the review panel, as well as external financial costs related to consultation (approximately £54,000 in 2009 as regards estimated external spend).
27. The resource to support this work would have to be identified, whether that be internal or external resource or a combination of both: there is no resource available at the present time to undertake this work without additional funding.
28. **Risks:** the timing for any reform must, as set out above, be very carefully considered in the context of the upcoming General Election and the Government's priorities post-election. Although changes to ward boundaries and the number of elected members would not require parliamentary approval, it would be sensible to put them in the context of any wider reform to the franchise, as they were in the late 1990s, should Members decide to pursue wider reforms. Furthermore, there are all out elections in March 2025 and statistics from those elections would inform any review. There is insufficient time to undertake a review and implement any recommendations before the March 2025 elections.
29. **Recommendation:** Agree to commission a ward boundary review led by the Recorder, the Common Serjeant and the Town Clerk following the next all-out elections in March 2025, subject to appropriate resource being identified. The Committee should also consider, at that point, the most appropriate mechanism for gathering Member views as part of that process.

Electoral process and integrity changes which do not currently apply to City elections

30. The City's local election processes have not, in the main, kept pace with the changes that have been made to local elections processes elsewhere in England. The City's

processes are unique and are set out in legislation that uniquely applies to the City. This means that there has been a deepening divide between the way in which the City conducts its elections compared to other areas of England. Whilst it is not necessary or always desirable to keep pace with every change that has been made by Government to local elections elsewhere, there are nevertheless a number of changes that the Elections Team consider would have significant advantages. The most significant of these are:-

- Rolling Registration – in the rest of the UK the Electoral Register is updated monthly between January and September: it is not updated during October and November whilst the annual canvass takes place. A full register is published annually on 1 December. Additional registration points are added if there is an election, with the last day to receive applications to register to vote 12 days prior to polling. This makes for a more accurate register. It also captures voters' interest at the time of an election and so contributes to encouraging people to register to vote. The City of London's current system means that the final date to register is over a year before the Ward List ceases to be current (based on a 30 November registration date and a Ward List in effect from February to February). It is believed a move to a rolling register would be advantageous to registration and to increasing the size of the City's franchise.
- Clerical Errors – a clerical error is a mistake that is found on the electoral register and which can be rectified at any time to show in the next registration update. If the error has been identified since the last registration update it can be amended up to 9pm on polling day for it to take effect for an election. This means that if someone is inadvertently missed off a register, removed in error or has any other error in their registration, it does not affect their ability to vote. It is believed this would be advantageous to registration and participation – it does not currently apply to the City of London's elections.
- Access to Ward List – The City Corporation currently has a system whereby anyone can apply for a copy of the Ward List. The usual rules that apply elsewhere in the UK is that elected members are entitled to a copy of the Register for their elected area only, political parties are entitled to a copy of the electoral register anywhere upon written request and other candidates may have a copy of the relevant registers when they officially become a candidate (no earlier than the Notice of Election is published). This would tighten the data controls around access and supply of the register.
- Voter ID – the Elections Act 2022 has brought in Voter ID as a requirement to vote in some elections in England, Scotland and Wales. The Elections Act 2022, known in policy as the Electoral Integrity Programme (EIP), is seeking to tighten electoral practices, particularly around voter fraud. The provisions for Voter ID do not apply to City of London ward elections. City of London residents who will vote in the upcoming GLA and UK Parliamentary General Election (UKPGE) must provide photographic ID to vote in these elections. This would be a move that Members might like to consider, given how long the current Ward Lists are in force for.
- Postal Vote Handling – Another part of the EIP is around absent votes and postal vote handling. Voters may still hand their postal vote in at council offices and the polling station. However, they must now complete a short form when returning a postal vote by hand. Electors are now limited to returning 5 postal vote packs in

addition to their own. Any postal vote that exceeds this figure will be rejected before opening, anyone who does not complete the form will have their postal vote rejected and any postal vote that is left at a council office and is not delivered by Royal Mail will be rejected. The postal vote handling rules will also prevent any political party or campaigner from handling any completed postal vote other than their own or a member of their family. It will become an offence for political parties and campaigners to handle completed postal vote packs. These rules do not apply to City of London Elections. They will apply to City residents voting in the GLA or UKPGE. The rules do not apply to completed postal vote applications. Members may like to consider this for consistency.

31. An area in respect of which the City of London is consistent with electoral practices elsewhere in England is in the submission and acceptance of candidates' nomination papers. Whilst there has been an informal discussion on how these procedures might be tightened, the legislation and case law at the national level is clear, and the arrangements for ward elections currently mirror this position. Accepting a nomination paper is the responsibility of the Town Clerk, acting as Ward Clerk. Nomination papers that are completed in the prescribed way must be accepted. The Ward Clerk does not have a policing or investigative role as part of the nominations process. The Ward Clerk's decision is about whether a nomination paper is in good order and not about whether the particulars given in a nomination paper are correct. A challenge to the validity of a person's nomination (as distinct from the validity of a nomination paper) is a matter for an election petition. It is worth noting that in the Elections Act 2022 there are no changes to how candidates submit their nominations in Local, Parliamentary or PCC elections in England. They are still submitted without identification of the candidate or evidence of qualification, and they are accepted at face value. This all reflects the long-standing legal and policy position in the UK which places very limited powers on those who administer elections to intervene to resolve allegations of misconduct or correct significant errors, placing such responsibilities in the hands of the Police and the Election Court.
32. These changes would also require a Private Bill to be deposited so it makes sense from a resource perspective for them to be considered alongside any potential changes to the business franchise so that potentially one legislative vehicle can be considered in respect of any changes that need to be effected by primary legislation (a private Bill). They could also be considered as a potentially less controversial Private Bill if separated out from more principled franchise reform set out above.
33. **Recommendation:** Note that there are a number of areas of change relating to electoral integrity and processes that could be considered in the context of any wider reform of the franchise being undertaken.

Recent changes to Voter and Candidacy rights following the UK's exit from the EU

34. On 7 May 2024, certain provisions of the Elections Act 2022 are being brought into force which make changes that limit the rights of EU citizens to vote or stand in City Ward elections for the Common Council (by making amendments to the City of London (Various Powers) Act 1957). The provisions do not affect those currently serving as Common Council members.

35. The ability to stand as a candidate for, or vote in, such elections will be limited to those who are EU citizens with retained rights or qualifying EU citizens within the meaning of the Representation of the People Act 1983.
36. A bespoke saving provision has been made for CoL ward elections so that the new rules do not apply to **voters** in relation to an election for which the date of poll is on or before 15th February 2025 – this is to cater for the timetable for compiling the Ward lists each year which sits awkwardly with a 7th May 2024 commencement date. This saving provision only applies to the voter changes – the candidacy changes come into force on 7th May 2024 for all purposes.
37. The Corporation’s elections team do not consider that the changes will have any, or any significant, impact on registered voter numbers for Ward elections as the vast majority will be qualifying EU citizens or EU citizens with retained rights.
38. The franchise for voters and the qualification for candidates at Aldermanic elections does not include EU citizens unless they qualify via a different route. Therefore this provision applies only to Common Council elections and not to Aldermanic elections.
39. **Recommendation:** Note the voter and candidacy changes in the Elections Act 2022 as a result of EU Exit that are being brought into force on 7 May 2024, and agree that an outline of these changes should be sent out to all elected members.

Katie Foster

Senior Parliamentary and Constitutional Affairs Counsel
City Remembrancer’s Office
E: katie.foster@cityoflondon.gov.uk

Saira McKechnie

Head of Electoral Services
Comptroller & City Solicitors Office
T: 0207 332 3497
E: saira.mckechnie@cityoflondon.gov.uk

Annex

Ward List Figures and Member Totals 2023-2024:

WARD	NUMBER OF COMMON COUNCILMEN	RESIDENTS	BUSINESS	TOTAL
Aldersgate	6	1,445	140	1,585
Aldgate	5	33	881	914
Bassishaw	2	38	544	582
Billingsgate	2	74	318	392
Bishopsgate	6	101	812	913
Bread Street	2	7	346	353
Bridge With/Without	2	40	395	435
Broad Street	3	17	429	446
Candlewick	2	13	282	295
Castle Baynard	8	281	1384	1665
Cheap	3	13	517	530
Coleman Street	4	0	577	577
Cordwainer	3	15	289	304
Cornhill	3	7	334	341
Cripplegate	8	2,156	26	2,182
Dowgate	2	23	484	507
Farringdon Within	8	528	712	1240
Farringdon Without	10	461	3139	3600
Langbourn	3	4	359	363
Lime Street	4	2	424	426
Portsoken	4	647	92	739
Queenhithe	2	228	14	242

Tower	4	334	531	865
Vintry	2	4	253	257
Walbrook	2	4	466	470
	100	6,475	13,748	20,223

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Committee(s): Communications and Corporate Affairs Sub-Committee Policy and Resources Committee	Dated: 28 February 2024 18 March 2024
Subject: Election Engagement Campaign 2025	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 5, 9 and 10
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	£263,500
What is the source of Funding?	PIF/Committee Contingency
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of: Executive Director of Corporate Communications and External Affairs	For Decision
Report author: Mark Gettleson, Head of Campaigns and Community Engagement	

Summary

The 2025 City of London elections represent both a challenge and opportunity for our organisation. Our key aims remain the same as in previous election cycles: (a) maximising the number of people registered to vote ahead of the 30 November 2024 deadline; (b) maximising the number of people who turn out to vote in the election in March 2025; and (c) increase the diversity of our elected Members to make them more reflective of the communities we serve.

The above links to key objectives listed in the new draft Corporate Plan's "Diverse Engaged Communities" outcome:

- *Increase the electorate registered to vote in City-wide elections pre and post 2025.*
- *Increase the number of candidates standing for election in the City-wide elections in 2025.*

Performance measures for the above in the new draft Corporate Plan's include:

- *Increase number of voters at 2025 and 2029 elections.*
- *Increase number of candidates at 2025 and 2029 elections.*
- *Increase number of contested wards at 2025 and 2029 elections.*

Ahead of the postponed 2021 Common Councillor elections, Policy & Resources Committee utilised £337,000 overall from its contingency funds to support electoral registration, candidate engagement and voter turnout efforts, details of which are below. This report:

- *Outlines the strengths and challenges we face in undertaking our election engagement work ahead of our 2025 elections.*

- Proposes a resourcing and activity plan to effectively deliver the objectives above.

Recommendations

Members of the Communications and Corporate Affairs Sub-Committee are asked to:

- Endorse the proposed campaign plan as set out in paragraphs 6 to 18 of this report in relation to meeting its engagement objectives;

Members of the Policy and Resources Committee are asked to approve one of the following funding Options:

- Agree a budget of up to £263,500 to be met from the 2024/25 Policy Initiatives Fund (PIF); or
- Agree a budget of up to £263,500 to be met from the Policy and Resources Committee's Contingency.

Noting that the current uncommitted balances within the 2024/25 PIF and Committee Contingency are £505,000 and £285,000 respectively and are subject to any items being approved at the February 2024 meeting of the Policy and Resources Committee.

Main Report

Background

1. Much of our complex election engagement work as an organisation is shaped by the nature of our franchise in the City. While residents register and participate in a similar way to other elections (though they must register separately for the Ward List and there is no rolling registration), the ability of workers to participate if registered by their workplace is wholly unique. The registration process is made more complex by: the formula which gives disproportionately more votes to smaller workplaces, a short registration period, and the lack of individual registration or requirement to register.
2. Many of the issues identified in response to our 2022 elections require changes in primary legislation to address, including potential reforms to our franchise and registration process. These are being outlined in a separate paper brought by the Remembrancer's and Comptroller & City Solicitor's Departments.
3. We should also remember that the City will see at least three elections between May 2024 and March 2025, adding pressure to our Electoral Services Team and making it crucial that engagement around our own elections is distinct and effectively resourced. In particular, the General Election will likely be held at the most intensive time for our own voter registration campaign.

Current position

4. Our election engagement work ahead of 2024/25 possesses many advantages compared to three years ago:

- a. **Registration is approximately 50% higher than prior to 2021.** While the final Ward List statistics for 2024/25 are still being finalised, they will be very close to those seen in 2022/23 and 2023/24 – and significantly higher than in 2021/22, where registration was severely curtailed by the pandemic. This means there is a reduced number of businesses needing to produce a wholly new list of voters, and our points of contact will be more recent.
 - b. **We have a developed Speak for the City brand and website** (www.speakforthecity.com) that has proven its effectiveness as a scalable and reusable tool in multiple elections and voter registration periods. While we will want to develop additional functionalities to reflect feedback and priorities, the core product and its features – allowing voters and registrants to find out about our elections, request a vote, see their candidates and where to vote – remain highly effective and unique.
 - c. **Institutional knowledge** surrounding election engagement developed as a result of stable teams, only three years between all-out elections and multiple by-elections and aldermanic elections. Techniques that have proven effective, such as digital advertising, using LinkedIn to find new registration contacts and using temporary staff to support registration, can be developed further.
 - d. **The post-pandemic return to the City** contrasts strongly with a 2021/22 campaign, much of which required engaging City businesses whose staff had not worked in the Square Mile for almost two years. Not only should this make firms easier to reach than previously, but City-related issues and therefore the elections should be of more interest to voters and their workplaces.
 - e. **The City Belonging Project** has begun to access and convene HR and Diversity and Inclusion leaders in the Square Mile, many of which come from unregistered businesses. While still in its infancy, the initiative will likely prove helpful in encouraging voter registration and candidates from under-represented backgrounds. We are also considering ways to convene a network of the Heads of Internal Communications of City businesses to expand our reach across the Square Mile.
5. However, challenges for effective election engagement that relate to our own processes and structures remain. Key among these are:
- a. **No central CRM tracking all business relationships.** Large numbers of relationships are held by various departments, but this information is not currently held in a single place or layered onto electoral registration information to immediately identify unregistered businesses. The Director of Digital & IT is currently delivering a “lighthouse project” to deliver this across departments, the success of which will be crucial to our election engagement efforts.

Moreover, the way in which information on City occupiers is communicated to Electoral Services remains disjointed – especially when it comes to new businesses in the City. The reduction in size of the City Occupiers Database team from eight to two members of staff over the past decade has reduced their scope for outreach work, meaning the team has to rely more heavily on information from other departments. While information collected by Electoral Services can only be used for that purpose, other City Corporation data can be used to support electoral registration work.

- b. **Lack of comprehensive business engagement function – covering all workplaces.** As noted in previous reports, this work is distributed across a variety of teams. This includes engaging our largest financial and professional services firms around policy issues of interest to their sector (Innovation & Growth), engaging the facilities managers of the largest 200 City workplaces and Business Improvement Districts (Environment), SME engagement (SBREC/Heart of the City) and teams working to contact businesses across a range of workstreams, from Destination City to climate action and transportation.

There is no central co-ordination to this work or means of ensuring that all of our business community of over 6,000 workplaces, or even the approximately 700 with more than 100 staff, are hearing from us throughout the year – and that duplication isn't happening. In particular, our lack of comprehensive engagement with smaller workplaces (under 250 staff), who make up the vast majority of our unregistered businesses, remains a challenge. Many of these businesses are not SMEs, but the London office of a larger firm based elsewhere. While the development of the City Belonging Project has helped us access a wider range of businesses, across a range of size and sector, the initiative remains at its early stages.

Building relationships with businesses is both skilled and time-consuming and lies outside of the purview of the Electoral Services Team, whose remit is to administer the election. While developing such relationships between now and December will be difficult, target lists of unregistered businesses with 100 or more staff will be drawn up and circulated to the main teams undertaking business engagement (IG, Environment, etc.) to see where there could be scope to engage with those workplaces over the course of the year.

The Stakeholder Review, commissioned by the Corporate Communications & External Affairs Directorate, looking at all the relationships held by our organisation, will prove crucial in addressing these issues in the future – but its timeline for implementation sits beyond the period covered by this report.

Proposal: 2025 Election Engagement Campaign

6. Ahead of the postponed 2021 Common Councillor elections, this Committee utilised £337,000 overall from its Contingency funds to support electoral

registration, candidate engagement and voter turnout efforts – in particular, £150,000 was allocated towards the recruitment of an Electoral Registration Campaign Manager (10/12/20), £127,000 towards the creation of the Speak for the City website and brand, promotional materials, candidate engagement, digital advertising and additional temporary staff (20/02/20 revised 08/04/21) and £60,000 to extend this work from the registration deadline through to election day (14/10/21). The overall underspend in these budgets were carried through to support engagement around large number of by-elections and Aldermanic elections since March 2022, as well as the voter registration periods in 2022 and 2023.

7. Bearing this in mind, and drawing heavily on lessons from our previous elections, it is proposed to ask the Committee to approve £263,500 in funding from either the 2024/25 Policy Initiatives Fund or Policy and Resources Committee Contingency to support the resources and activities below, each of which is then explained in detail:

Campaign staffing	Campaign Manager (12 month FTC)	£95,000
	2 x Campaign Assistants (7 months)	£60,000
Digital tools	Website development and maintenance	£23,000
	Digital advertising and design	£50,000
Mail and printed material		£6,000
Candidate engagement	Promotional materials	£2,000
	3 x candidate events	£15,000
Ward engagement events		£12,500
TOTAL		£263,500

Campaign staffing

8. The recruitment of a dedicated Campaign Manager, solely focused on overseeing the registration, turnout and candidate engagement campaign was felt to be an effective means of delivering the desired outcomes in 2021/22. It is proposed that while the Head of Campaigns and Community Engagement will still be responsible for the oversight of this campaign, its day-to-day management should be again given to a Campaign Manager, whose sole responsibility will be the effectiveness of this campaign. Part of their responsibilities will include working across the organisation to ensure that all departments with a business engagement function are effectively contributing to the success of the campaign. While it will not be necessary to recruit at a Grade H level of experience, as previously, we must recognise the competitive market for such roles on a short-term basis, especially in a general election year. As such, it is proposed to recruit a Campaign Manager at Grade G, subject to job evaluation.

Proposed Campaign Manager, 12 month fixed term contract: **£95,000 (including on costs)**

9. During the 2021 registration period, six temporary campaign assistants were engaged to contact unregistered or under-registered organisations and identify new contacts. Two assistants were also hired late in the 2022 and 2023 registration periods. As in 2016, this was felt to be a highly effective means of approaching businesses directly, with assistants given a sense of ownership over particular organisations. However, it is felt that starting this process far earlier in the year, allowing firms to be identified and relationships built over several months, will be far more fruitful than a last-minute end of year rush. It also removes the need for training up new staff during the busy registration period itself. It is therefore proposed to engage two temporary Campaign Assistants at Grade D for a period of seven months, from May to December (or as soon as the new Campaign Manager is embedded), to assist with this key work – this will either be through the use of agency staff or as a fixed term contract.

Proposed two campaign assistants for 7 months ahead of the registration deadline: **£60,000 (including on costs)**

Digital tools

10. The “digital first” campaign undertaken in 2021/22 was seen to be a key element of its success, reflecting the ability to reach City workers in a targeted way whether at home or in the office.
11. Previous investment in the Speak for the City website means we start this campaign with an excellent digital platform to allow for engagement with the electorate. However, new functionality to better showcase the registration process and to promote candidature should be developed during the Spring and early Summer (£14,000) – and ongoing maintenance costs of the website covering us to the end of the election campaign in March 2025 should also be paid (£9,000).

Proposed further website development and maintenance total: **£23,000**

12. LinkedIn adverts also proved an effective means of reaching City workers in 2021/22, allowing for the targeting of unregistered businesses at scale – and creating upward pressure on businesses, whose staff were now asking to participate. More than 640,000 adverts were served to City workers over LinkedIn, including 47,000 direct sponsored messages from the Lord Mayor. During the 2021 registration period, more than 1,400 individuals at 600 organisations requested a vote through the Speak for the City website, with many serving as a point of contact to kickstart registration at previously unregistered businesses. Overall, approximately £45,000 was spent on digital advertising and it is proposed to repeat this, along with a further £5,000 towards the design of such advertising.

Proposed digital advertising and design: **£50,000**

Direct mail and printed material

13. While we severely limited the amount of direct mail we distributed ahead of the 2022 election, each voter was sent a postcard ahead of polling day with a link to the candidates’ guide and polling station finder, at a cost of just over £10,000. The

same process has been followed in subsequent elections. As this information links to online material, it is proposed going forward to only send such information through the post where we lack an email address. This not only reduces the overall cost, but allows voters to receive the information in a more timely manner than, for instance, if it needs to work its way through a corporate mailroom.

14. It is also proposed to reprint the business card with registration information that members were able to distribute to business contacts in their ward, as well as specific A5 flyers for both retail units and residents. It is not proposed to repeat the more generic flyers for pavement campaigning and visibility, as these were not felt to produce an effective conversion rate.

Proposed direct mail and printing budget: **£6,000**

Improving candidate diversity

15. The wish to diversify the membership of the Court has long been a priority for this committee. While it is the voters who decide who gets elected, and we must treat all candidates fairly and on an equal basis, work can be done to broaden the range of those who receive information and consider standing for election in the City. Low numbers of candidates (1.35 per vacancy compared to a London average of 3.4) lead to uncontested elections and limit voter choice – both a reputational risk and a barrier to effective engagement.
16. It is proposed that we create and expand informational materials relating to being a candidate and Common Councillor, including testimonials, descriptions of the role and legal requirements. These would then be showcased on the Speak for the City website and disseminated across businesses via the City Belonging Project and other channels. In particular, we would seek to work with diversity networks and initiatives such as InterLaw, ICAN (Insurance Cultural Awareness Network), Change The Ratio and We Are The City, as well as the Lord Mayor's Appeal and Heart of the City, to provide this information to their members. Moreover, the increasing diversity of the working City, any work to better promote candidature across businesses in the Square Mile is likely to result in our reaching more diverse audiences.
17. It was felt that, despite an ongoing pandemic, the informal informational sessions held for potential candidates in 2021 were helpful and effective, with a number of current members having taken the decision to stand as a result. It is proposed to hold at least three such in-person events, with a budget of £5,000 for each – as well as online drop-in sessions.

Proposed design and production of new materials to encourage diverse candidates: **£2,000**

Three proposed candidate informational events: **£15,000**

Ward engagement events for unregistered businesses

18. Unregistered businesses are often those with no or little previous engagement with our organisation or regular invitations to events. While we can prioritise

engagement with these businesses through the City Belonging Project and other channels, there is likely also merit to put on specific events for decision-makers at these businesses, where they can be introduced to our organisation, its activities and elections. These would ideally be done on a ward basis to allow for scale, with members assisting in finding potential organisations to host such events. It is proposed to allocate a budget of £500 per ward to support the creation and publicity for at least one engagement event per ward during the early autumn, with wards combining to create a bigger event where appropriate. This will be overseen by the Campaign Manager, in consultation with ward members. In residential wards, with few unregistered businesses, such an event can be used to promote ward engagement more broadly.

Proposed ward-based engagement events: **£12,500**

Corporate & Strategic Implications

19. Our engagement programme ahead of our 2025 elections will help realise the City Corporation's vision in terms of its existing Corporate Plan. It will help the organisation's contribution to a flourishing society, ensuring people have equal opportunities to enrich their lives through our democracy. The activities and engagement are helping to encourage residents and businesses to become more invested in engaging with democracy at a local level. It is helping to build more socially responsible businesses by engaging them in City democracy and encouraging them to promote diversity among voters and candidates. By reaching out to stakeholders and partners, we are making communities better-connected and encouraging collaboration across our organisation.

It will also prove essential in realising key objectives listed in the new draft Corporate Plan's "Diverse Engaged Communities" outcome, specifically:

- *Increase the electorate registered to vote in City-wide elections pre and post 2025.*
- *Increase the number of candidates standing for election in the City-wide elections in 2025.*

Performance measures for the above in the new Corporate Plan's include:

- *Increase number of voters at 2025 and 2029 elections.*
- *Increase number of candidates at 2025 and 2029 elections.*
- *Increase number of contested wards at 2025 and 2029 elections.*

Financial implications

20. Financial implications – It is proposed that funding of £263,500 is drawn from either 2024/25 Policy Initiatives Fund or Policy and Resources Contingency and charged to City's Estate to support the activities outlined in this report. The current 2024/25 uncommitted balances of £505,000 and £285,000 respectively are subject to Committee's approval for any items where funding has been agreed at the February meeting of the Policy and Resources Committee.

Resource implications

21. Resources from across the City Corporation will be deployed to make our election engagement programme a success and various teams asked to undertake work to support this activity.

Legal implications

22. All engagement activity will continue to work closely with Electoral Services and City Solicitors to ensure that all activity is compliant, including with the GDPR.

Equalities implications

23. The aim of our Election Engagement work is to increase participation in the election and candidate diversity. The proposed spend on promoting registration and candidate will make the process more accessible to a wider and more diverse audience, including those with protected characteristics.

Climate implications

24. While promoting further digitisation of our campaigning methods, the proposals included in this paper do not carry any significant implications for the Climate Action programme.

Appendices

- **Appendix 1** – Contingency/Policy Initiatives Fund Application – Election Engagement Campaign 2025

This information is provided as required under the policy relating to applications to Committee Contingency.

Background Papers

Reports to the Policy and Resources Committee:-

- 20 February 2020 – Common Council Elections in March 2021
- 7 May and 9 July 2020 – COVID-19 Implications – possible postponement of the City-Wide elections in March 2021
- 10 September and 8 October 2020 - Common Council Elections Change of Date from March 2021 to March 2022 – Bill for an Act of Common Council
- 19 November 2020 – Electoral Registration Update
- 10 December 2020 – Electoral Registration Campaign Manager
- 8 April 2021 – Election Engagement Campaign
- 8 July 2021 – Election Engagement Campaign Update
- 14 October 2021 – Election Engagement Campaign
- 15 September 2022 – 2022 City of London Elections

Mark Gettleson

Head of Campaigns and Community Engagement, Town Clerks Department

E: mark.gettleson@cityoflondon.gov.uk

T: 020 3834 7188

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Appendix 1: Contingency/Policy Initiatives Fund Application – Election Engagement Campaign 2025

Rationale – The new draft Corporate Plan contains objectives to increase the number of voters registered on the Ward List and as candidates in our 19/20 March 2025 elections. In order to meet those objectives most effectively, including ahead of the 30 November 2024 registration deadline, this report proposes resourcing for activities for an election engagement campaign. No existing local budget exists for election engagement and this activity has historically been funded by the committee on an ad-hoc basis.

Strategic/Priority Link – In addition to supporting outcomes 1, 2, 3, 4, 5, 9 and 10 of the existing Corporate Plan, this application addresses key objectives listed in the new draft Corporate Plan’s “Diverse Engaged Communities” outcome, specifically:

- *Increase the electorate registered to vote in City-wide elections pre and post 2025.*
- *Increase the number of candidates standing for election in the City-wide elections in 2025.*

Outcomes – That the application fulfils its objectives using the performance measures outlined in the new draft Corporate Plan:

- *Increase number of voters at 2025 and 2029 elections.*
- *Increase number of candidates at 2025 and 2029 elections.*
- *Increase number of contested wards at 2025 and 2029 elections.*

In particular, we will draw up target lists of unregistered and under-registered occupiers and report on their level of engagement.

Economy – While much of the proposed resourcing goes towards staff costs, which are generally fixed, we will continue to ensure our election engagement campaign provides strong levels of value for money, as outlined in previous VFM reports. This includes the use of iterative testing and targeting in our digital content, the effective use of data to better focus engagement and minimising event costs – including exploring the use of free spaces for community events.

Delivery – Activity will begin immediately, with a Campaign Manager engaged as soon as is practicable. The campaign will be run in four stages – with a focus on information-gathering and relationship-building until the end of May 2024, pre-campaign targeted outreach June to August 2024, the registration campaign September to November 2024, then candidate engagement and turnout through to 20 March 2025.

Evaluation – While many external factors may control outcomes in this application, we intend to see a substantial increase in the performance measures outlined above. As in the previous elections, we will evaluate effective activities and channels of resources to inform future campaigns.

Reporting – While Policy and Resources Committee will receive an update prior to the start of the registration campaign in September 2024 and subsequent to the election in March 2025, its Communications & Corporate Affairs Sub-Committee will

receive more regular information, as part of the update report of the Corporate Communications and External Affairs division. The final progress reporting forms will be completed as specified by the new policy.

Repeat Expenditure – Previous election cycles have seen election engagement work funded through Committee Contingency, including the 2021/22 elections. This funding was successful in significantly increasing the size of the Ward List and other engagement objectives. There is no local risk budget for election engagement.

Benefit Sustainment – Engaging people in our democratic processes, either as potential voters or candidates, helps to create habits of engagement and strengthens the long-term connections between the City of London Corporation and our citizenry.

Committee(s): Communications & Corporate Affairs Sub Committee	Dated: 28 February 2024
Policy and Resources Committee	18 March 2024
Subject: Enhanced Political and Strategic Engagement	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	2,3,4,7 and 10
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	£137,000
What is the source of Funding?	PIF
Has this Funding Source been agreed with the Chamberlain’s Department?	Yes
Report of: Emily Tofield, Executive Director of Corporate Communications and External Affairs	For Decision
Report author: Kristy Sandino, Assistant Director, Corporate Affairs	

Summary

This report sets out the City Corporation’s proposals to significantly increase strategic planning and engagement with key partners and stakeholders in 2024/2025 due to the certainty of a General Election taking place before January 2025. 2024 is an important year for politics and policy making and will provide a final opportunity for the City Corporation to engage and influence political stakeholders ahead of manifesto launches and any potential change of government. A large-scale opinion poll published in January estimated an 11.5% swing from Conservative to Labour, possibly the largest since 1906.

There is a core budget set for political engagement and, though all activity is reviewed on an annual basis, the majority of the budget is pre-committed to set annual events and engagement such as the City Corporation’s party conference programme and think tank partnerships. The allocation of this core budget to necessary annual engagement means that the City Corporation cannot take up more proactive, unique, or broader opportunities to raise, profile, build understanding of our role and impact or support policy development or delivery. It is crucial in the 2024/2025 period to penetrate a much broader audience to ensure the work of the City Corporation is properly understood – both with politicians, and also with a broader audience across the country. 2024 will be a very crowded field with many organisations jostling for position to ensure they can effectively influence the next government.

In view of the strategic importance of political engagement and the unique context of a possible change in government, it is proposed that an allocation of **£137,000** be made from the Policy Initiatives Fund in 2024/25 to cover this additional expenditure. The Communications & Corporate Affairs Sub Committee, which has responsibility for

political engagement in the City Corporation, should continue to monitor and oversee the plans to engage as they develop.

Recommendations

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

- i) Endorse the City Corporation's engagement approach as outlined in this report; and

That, Members of the Policy and Resources Committee

- ii) Agree that £137,000 be allocated from the 2024/25 Policy Initiatives Fund, categorised as 'Promoting the City' and charged to City's Estate to cover costs of this engagement.

Main Report

Background

1. Led by the Corporate Affairs Team, and in close collaboration with the Remembrancer's Office, the City Corporation aims to engage with the most relevant stakeholders across the whole political spectrum, to inform and influence policymaking, communicate our key messages and to build relationships with influential stakeholders.
2. It is proposed that the City Corporation increase its activity for the 2024/2025 year due to a General Election being held before January 2025. It is a highly political year, with much at stake as new policies and approaches will be announced and pursued by both major parties. It will require significant City Corporation influencing and engagement to ensure focus on our priority areas are maintained. The planned programme will provide additional opportunities to engage policymakers across a broad political spectrum, to ensure there is cross-party understanding of what the City Corporation does, its specific and unique role in supporting the financial and professional services sector, its work in relation to policing and fraud, the benefits it can bring to the nation and wider society, and the role it can play in supporting future policy development and its delivery.
3. Every year, the Corporate Affairs Team consults across the organisation on strategic policy priorities for the year ahead to determine its approach. Interventions, such as through a targeted media approach and events, provide opportunities to promote and explain the current and future benefits that a globally competitive financial and professional services sector could continue to bring to the country. Target audiences include senior politicians, policymakers, political advisers, regulators and wider business audiences.

Rationale

4. On an annual basis, there is a core budget set for political engagement; however the majority of the cost is committed to set annual events and engagement such as party conferences and think tank partnerships. While the budget is static, the

cost spent on party conferences can vary year on year and is also impacted by the number of Members joining the delegation. This budget has also not been adjusted for inflationary pressure since at least 2020/2021.

5. Party conference engagement also provides an opportunity to continue the momentum of messaging reiteration with industry stakeholders, already mapped out in our post-launch stakeholder engagement plan. Additional objectives for the conference programme include building and strengthening relationships with politicians and their current and potential future advisers in the Government and the Shadow Cabinet. Party conference activity will continue to be funded through the Corporate Affairs local budget. It has become clear that other organisations operating in our space are also pursuing wider media partnerships during party conference season and the City Corporation may wish to pursue a wider strategic partnership with a media partner to ensure it is reaching a broad audience. The current budget would not allow for this while we maintain our current programme of events, which is recommended. Any additional events over and above the normal level of party conference activity would also need to utilise proposed PIF funding, particularly due to inflationary increases.

Strategic/Priority Link

6. It is pivotal that the City Corporation is able to communicate its role in the city, capital and country. The scale of the organisation's impact is broad, yet as engagement continues to reinforce, it is not well understood to wide audiences, covering areas from financial services to education, policing to culture. An overall new narrative is required that is clear on the impact of the organisation, which must include our priority work on competitiveness and articulates the impact the FPS sector makes to the economy, jobs and overall growth. Despite focused engagement by the Corporate Affairs Team and Remembrancer's Office, the relevance of the FPS sector beyond the City remains poorly understood by key political stakeholders, and there is still evidence of regional divides that must be addressed.
7. 2024 is sure to be a very crowded field with many organisations jostling for position to ensure they can effectively influence the next government. Any significant policy interventions ahead of the General Election will require additional funding to ensure they are strategically planned, targeted and well executed. This could take the format of media partnerships or partnering on major events and conferences.
8. Last year, the City Corporation launched *Vision for Economic Growth: a Roadmap to Prosperity*, the City's strategy to raise investment levels, transform tech and digital, drive the net zero transition, and enhance world-class promotion. In 2023, one core objective was to promote and influence key actors regarding *Vision for Economic Growth*, as well as to strengthen relationships with key influencers and policy makers in the areas covered by the report. In 2024, this will continue to be the strategy guiding our financial and professional services work.
9. There are other areas of strategic importance to the City Corporation where targeted engagement is beneficial and additional resource is needed to deliver dedicated programmes. For instance, fraud accounts for approximately 40% of all

estimated crime in England and Wales. Fraud has grown significantly as new technologies are exploited. The City is the internationally recognised financial heart of the UK and has well established relationships and reputation with financial institutions within the UK and globally. The City of London Police (CoLP) is the National Lead Force for fraud and the National Police Chiefs' Council lead for economic and cyber-crime. This entails coordinating and supporting national, regional and local police forces to tackle fraud, economic and cyber-crime across England and Wales.

10. Working alongside colleagues across Remembrancer's, Innovation and Growth and the Police Authority Board, it is proposed that the organisation dedicate more resource to coordinated development of strategic messaging, and engaging with key actors on fraud, to inform and strengthen relationships with key influencers and policy makers around fraud and economic crime.
11. Another area of interest for the City Corporation is financial inclusion and the overall role that FPS sector can play in social mobility. Previous PIF funding was secured to deliver a small pilot with the Financial Literacy and Inclusion Campaign which concluded in Spring 2023. While there was demonstrated impact from the pilot, there is no long-term funding or officer resource and attention focused on financial inclusion. A portion of this allocation could be dedicated to exploring further where the City Corporation can have an impact in this policy area.

Outcomes, Economy and Delivery

12. Flexibility will need to be maintained to ensure that the City Corporation can be reactive to key opportunities that arise. All proposed activity is over and above the yearly activity already undertaken by the Corporate Affairs and Remembrancer's Teams. In order to develop this bid, indicative costs below have been explored through insight gathering, though no funding or formal agreements have been entered into at this time. Should funding be approved, the following range of opportunities would be explored:
 - a. Partnership with a media partner across 2024/2025 that allows for targeted interventions that will increase profile, reputation and demonstrate our impact. [Estimated / indicative cost: **£30,000**]
 - b. Delivery of an additional series of roundtables above what the Corporate Affairs team would deliver in a typical year on key policy areas such as fraud and competitiveness. [Estimated / indicative cost: **£10,000**]
 - c. Additional partnership with an academic institution or think tank on reports or papers investigating key areas of interest to the City Corporation. Potential topics to explore in particular are on the impact of FPS on the country, trade policy, fraud and financial inclusion. Reports would be released in 2024 in the run-up to manifesto development and the General Election. Exploratory meetings have taken place to confirm possible scope and costings. [Estimated / indicative cost: **£25,000**]
 - d. Partnership with a strategic advisory firm to provide Member and Officer briefings to ensure all are briefed and well-informed on the Opposition's approach to key policy areas, such as Financial and Professional Services. [Estimated / indicative cost: **£10,000**]

- e. Proactively targeting additional large conferences or events for the City Corporation to partner on, ensuring speaking engagements for senior Members and attendance at the events. In return for any financial support (which traditionally would be venue space, catering or AV/tech), the City Corporation would be appropriately recognised through brand and message promotion, given an opportunity for speaking remarks. [Estimated / indicative cost: **£10,000**]
 - f. Membership of additional influential think tank Corporate Forums and Councils for the year 2024/2025, where there is clear policy alignment, to ensure opportunities to engage and representation by City Corporation Members during key policy discussions and conferences. These seats frequently allow for front bench engagement and position Members alongside other senior leaders. [Estimated / indicative cost: **£52,000**]
13. Subject to Members approval of the overall funding, further discussions will be taken forward to finalise the terms of partnership with key organisations, negotiating to obtain the most cost-effective partnerships and contracts to ensure best value for money. A delivery plan including timeline for 2024/2025 will be developed to align with the outlined suggested activity.
14. Success of the project would be determined by completed delivery of the specified Outcomes.
15. It is proposed that an update is prepared and delivered to the Communications & Corporate Affairs Sub Committee for each Committee so it can monitor the plans for engagement and outcomes during this period. Any unspent amount will be returned to the PIF account and can be spent on other initiatives as determined by the Policy & Resources Committee. Progress Update will be provided at the end as specified in the new Contingency Fund Bid Policy.
16. Benefit Sustainment

Corporate & Strategic Implications

17. Strategic Implications – As well as supporting the priorities set out in the new Vision for Economic Growth strategy, the proposals in this paper will align to the City Corporation’s new Corporate Plan outcomes of ‘dynamic economic growth’ and ‘diverse engaged communities’.
18. Financial Implications – Owing to the expenditure commitment required to engage meaningfully across 2024/2025 on areas of strategic interest to the City Corporation, it is proposed that an additional allocation of £137,000 be drawn from the 2024/25 Policy Initiative Fund categorised as ‘Promoting the City’ and charged to City’s Estate. The current uncommitted balance in the 2024/25 PIF is £505,000 prior to any allowances being made for any other proposals on this agenda.
19. Resource Implications – None.
20. Legal Implications – Any agreements will be checked for legal implications with the Comptroller and City Solicitor once finalised.

21. Risk Implications – None.

22. Equalities Implications – There are no immediate equalities implications as a result of the proposals set out in this paper.

23. Climate Implications – None.

24. Security Implications – None.

Conclusion

25. This report provides an update to Members on the proposals in negotiation to ensure the City Corporation is well positioned to engage meaningfully with stakeholders and partners during the course of 2024/2025. It is proposed that £137,000 be allocated to cover costs of strategic engagement and partnerships and that the Communications & Corporate Affairs Sub Committee continue to monitor the plans for engagement during this period. Any unspent amount will be returned to the PIF account and can be spent on other initiatives as determined by the Committee.

Kristy Sandino

Assistant Director, Corporate Affairs

E: Kristy.Sandino@cityoflondon.gov.uk

Agenda Item 12

Committee(s): Equality, Diversity, and Inclusion Sub Committee - For Decision Policy and Resources – For Decision	Dated: 21 st March 2024 18 th March 2024
Subject: City Corporation Equality Objectives 2024 – 2029	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	All Corporate Plan Outcomes
Does this proposal require extra revenue and/or capital spending?	Online publication incurs no additional cost. However, communication and delivery of the Equality Objectives may incur costs. These will be funded from the corporate EDI budget with any shortfall sought from Transformation funds in agreement with the Chamberlain.
If so, how much?	TBC
What is the source of Funding?	As described above
Has this Funding Source been agreed with the Chamberlain’s Department?	As described above
Report of: Chief Strategy Officer	For Decision
Report authors: Shelagh Prosser, Interim Director of EDI Micah Maclean, EDI Officer	

Summary

This report seeks approval to publish updated corporate Equality Objectives to meet our responsibilities under the Public Sector Equality Duty. Current Equality Objectives cover 2016-2020 and our statutory requirement is to publish one or more equality objectives every four years.

Draft Equality Objectives were developed in late 2022, with two public consultation exercises taking place between June and October 2023. Internal and external stakeholder feedback was received, indicating support for the objectives. However, feedback strongly highlighted the need for greater clarity and less overlap. This feedback was used to update the objectives; they have also been reviewed and adapted to align with the new Corporate Plan and People Strategy.

The updated Equality Objectives are:

- Inclusive and Trustworthy Leadership** (previously ‘Aspirational Leadership’). This objective recognises the City Corporation has an inward and outward leadership role in advancing equity, equality, diversity, and inclusion (EEDI). It aligns to the Corporate Plan 2024-2029 and People Strategy 2024-2029.

- **Inclusive and Diverse Community** (previously ‘Dynamic and Engaged Workforce’). This recognises it is essential to tackle unlawful discrimination, inequity and unfair bias and the need for systemic change.
- **Accessible and Excellent Services** (unchanged). This aligns to the Corporate Plan outcome focussed on providing excellent services and our ambition to be world class.
- **Socio-Economic Diversity** (unchanged). The focus is internal and external, including social mobility and social inclusion. It also aligns with aspirations in the Corporate Plan, People Strategy and our commitments through the Social Mobility Index.

The previous draft objective focussing on data (**Understanding our Communities**) has been refocussed as a cross-cutting objective to support overall delivery. This approach underlines the importance of being evidence based in respect of advancing EEDI. Supporting actions are draft; they are aligned to the Corporate Plan, People Strategy and other commitments and charters to reflect consultation feedback. These will be refined and confirmed post completion of a review into EEDI taking place later in 2024.

Recommendation(s)

Members of the Policy & Resources Committee are asked to:

- Endorse and approve the revised Equality Objectives to enable their publication (on our website and intranet) in March 2024, thereby fulfilling our responsibility under the Public Sector Equality Duty, subject to the review and endorsement by the Equality, Diversity, & Inclusion Sub-Committee on 21st March 2024.
- Agree to delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman of Policy & Resources Committee, to make any subsequent changes to the Equality Objectives recommended by the Equality, Diversity, & Inclusion Sub-Committee at its meeting on 21st March 2024, in order to meet the target publication date.
- Note the Equality Objectives (2024-2029) will cover a five-year period to coincide with the Corporate Plan and People Strategy. However, there will be a review in 2028 to comply with the duty of publishing every four years.
- Note that activity to develop relevant equity, equality, diversity and inclusion (EEDI) datasets for the Objectives is required to develop robust performance metrics.

Members of the Equality, Diversity, & Inclusion Sub-Committee are asked to:

- Endorse the revised Equality Objectives to enable their publication (on our website and intranet) in March 2024, thereby fulfilling our responsibility under the Public Sector Equality Duty.
- Note the Equality Objectives (2024-2029) will cover a five-year period to coincide with the Corporate Plan and People Strategy. However, there will be a review in 2028 to comply with the duty of publishing every four years.
- Note that activity to develop relevant equity, equality, diversity and inclusion (EEDI) datasets for the Objectives is required to develop robust performance metrics.

Main Report

Background

1. The Equality Act 2010 Public Sector Equality Duty requires public bodies to publish one or more equality objectives every four years. The current Equality Objectives were published in 2016 and cover the period 2016-2020.
2. The Equality Objectives 2016-2020 published on the City Corporation website are:
 - Increase community engagement and improve cohesion within our communities so that people feel safe.
 - Support the City's most disadvantaged groups and develop our understanding of our communities.
 - Improve the way we listen to our communities and respond to their feedback to improve our services.
 - Promote staff development and career progression to ensure equality of opportunity for promotion and the development of a workforce that reflects the make-up of our communities.
3. No evidence could be found of an action plan to take forward these Objectives or any performance measures. The City Corporation Equality Performance Report October 2019 – December 2020¹ did state that the Objectives would be reviewed and updated for the period 2021-2024. TOM restructuring and staffing changes meant this was delayed, pending expansion of and recruitment into the corporate EDI function.

Current Position

4. Draft Equality Objectives were produced in late 2022, aligning with the four improvement modules set out in the Local Government Association (LGA) Equality Framework for Local Government (EFLG). This provides a structure to

¹ <https://www.cityoflondon.gov.uk/assets/about-us/plans-and-policies/annual-equalities-inclusion-report-2020-21-appendix-1.pdf>

enable local authorities to meet their obligations under the Equality Act 2010 and to benchmark their performance against best practice.

5. In accordance with the EFLG framework, the draft Equality Objectives were as follows:

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.

Each Objective included commitments and targets (see Appendix 1).

6. A revised set of draft Equality Objectives were discussed at EDI sub-committee on 7th March 2023 and approval as a basis to consult internal and external stakeholders. The first consultation, 01/06/23 - 31/08/23 received 109 unique responses. The second, 05/09/23 - 31/10/23 received 133 unique responses. Feedback for both consultation exercises was received from internal and external respondents (with more of the former).
7. Analysis of responses revealed broad support for the themes covered by the Objectives. However, feedback criticised lack of clarity, specificity, accountability and repetitiveness. It also highlighted that consultation content, language, presentation, terminology, and progress measures could be improved.
8. The headline descriptors for the draft Objectives have been updated to take account of stakeholder feedback and a summary of feedback and the lessons identified is included at Appendix 2.
9. The updated Objectives were also mapped against the Corporate Plan and the People Strategy, neither of which were agreed at the time of developing the draft Equality Objectives. They are also informed by ongoing programmes, commitments and charters including the Social Mobility Index and Tackling Racism Taskforce recommendations.
10. The revised Equality Objectives are:
 - **Inclusive and Trustworthy Leadership (linked to the People Strategy)**

We are committed to making systemic change through championing and advancing equity, equality, diversity and inclusion (EEDI) in everything we do. To do this we will develop a community of leaders who:

- adopt values-based behaviours and are accountable for advancing EEDI, internally and externally
 - confidently create and sustain an inclusive environment by understanding how conscious and unconscious bias impacts on decision making and take action to address this
 - understand how the complexity and intersection of people's identities can impact on access to opportunities and experiences
 - ensure stakeholder engagement is accessible and inclusive taking into account the diversity of the communities we serve
 - provide public spaces and a cultural offering responsive to the diversity of the Square Mile and beyond
 - demonstrate that decisions are evidence-based and measurable
- **Inclusive and Diverse Community**

Representation and experience ensure the City Corporation is an employer of choice where people thrive. Activities align with the People Strategy including:

- enhance our approach to attracting, developing and retaining excellent, diverse, local and national talent
 - develop leadership capacity and capability to actively champion EEDI
 - ensure that leaders take responsibility for creating a safe physical and psychologically safe working environment that is free from discrimination, harassment and bullying
 - develop and review policies and procedures through an EEDI lens to ensure that they are fair, inclusive and are applied consistently.
 - take action to improve the robustness of our workforce data and regularly analyse it to identify trends and use the data to inform action to ensure that the key stages of the employment lifecycle are fair and inclusive of all
 - extend and enhance the EEDI training offer to focus on awareness raising, skills building and inclusive culture development
 - embed EEDI considerations into general training
 - create a total reward and recognition offer that is fair, inclusive and acknowledges individual contribution, performance and supports progression
- **Accessible and Excellent Services**

Consideration of equity, equality, equality, diversity and inclusion is integral in the design, development, implementation and evaluation of our services. This aligns to our Corporate Plan outcomes; activities to deliver this objective may include:

- strengthen the confidence and capability of our employees to have due regard to equality when planning services and evaluating their impact
- ensure our public spaces are inclusive and accessible

- take a community-centred approach, as set out in our Ethical Policy, to help us better understand the challenges our communities face and include them in our planning and decision-making processes.
- Continue to ensure that our website and public documents adhere to accessibility standards
- **Socio-Economic Diversity**

Someone's socio-economic background should not limit their potential to flourish. Activities to address this may include, cognisant with the Social Mobility Index recommendations for improvement:

- continue to use our influence to advance socio-economic diversity across the City, building on the success of the Socio-Economic Diversity Taskforce report and its recommendations
- collaborate with a variety of communities to enable opportunities for those from lower socio-economic backgrounds to get in, get on, and belong in the City Corporation
- continue to measure our performance as an employer across the eight areas set out in the Social Mobility Index
- Closer working across the City of London Corporation family to collectively and holistically tackle barriers for underrepresented groups.

The original draft Equality Objective, '**Understanding our Communities**' focussing on data and evidence is repositioned as a cross-cutting activity to achieve the updated Equality Objectives. Robust data is integral to the effective delivery of EEDI; currently very little data exists meaning that an evidence base requires building from a very low baseline.

The Equality Objectives are positioned as a dynamic cross-cutting framework for advancing and integrating the City Corporation's commitment to advancing EEDI as a leader, employer and service provider. They will be collectively owned across all departments and institutions. Publishing these objectives is the starting point for continuous improvement.

11. To monitor progress, performance measures will be developed - these are predicated on setting up supporting data activity. These replace targets proposed alongside the original objectives and will provide a more effective long-term mechanism of measuring progress that simultaneously supports our statutory reporting requirements on EEDI data. The EDI team will work with colleagues across the organisation to develop appropriate performance indicators for the Equality Objectives.
12. Once agreed, the Equality Objectives will be published on our website and intranet on 25th March, thereby meeting our legal responsibility.

Corporate & Strategic Implications

Strategic implications – All Corporate Plan Outcomes and the five Themes of the People Strategy will be impacted by the agreement and implementation of the

Equality Objectives. There is also a relationship to a number of other key corporate strategies.

Financial implications - Agreeing the Equality Objectives does not require additional funding. Communication and delivery of the Equality Objectives may incur costs.

Resource implications –The EDI directorate is a small cross-cutting function which exists to advise and support the City Corporation in its equity, equality, diversity and inclusion ambitions and obligations under equalities legislation. The effective delivery of the Equality Objectives is dependent on all City Corporation departments, services and institutions taking action. Consequently, each department and institution should consider the human and financial resources required.

Legal implications – Public Sector Equality Duty (s.149 of the Equality Act 2010) requires public bodies to develop and publish one or more Equality Objectives every four years.

Risk implications – not publishing Equality Objectives poses legal and reputational risks.

Equalities implications – The Equality Objectives provide a cross-cutting framework by which the City Corporation can respond to the requirement to have due regard to the three aims of the Public Sector Equality Duty: to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010; to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; to foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Climate implications – None

Security implications – None

Conclusion

13. The Equality Objectives described in the report provide a response to the legal requirement on the City Corporation to publish one or more equality objectives every four years. This requirement is currently unmet.
14. The Equality Objectives presented in the report have been updated reflecting the consultation feedback and make more explicit the relationship between the Equality Objectives and the outcomes of the Corporate Plan 2024-2029 and the themes of the People Strategy 2024-2029. This is to ensure that advancing EEDI is integral to those strategies that will shape and drive the organisation over the next five years.
15. The Equality Objectives provide a direction of travel not a destination and reflect the fact that we are at an early stage in taking a systemic evidence-based approach to EEDI.

Appendices

Appendix 1 - Original draft Equality Objectives with commitments and targets

Appendix 2 - Equality Objectives – Consultation Summary and Lessons Learned

Background Papers

- EDI Subcommittee 12th December 2022
- Policy & Resources Committee 19th January 2023
- EDI Subcommittee 7th March 2023
- EDI Subcommittee 4th September 2023 (verbal)
- EDI Subcommittee 12th December 2023

Shelagh Prosser
Interim Director of Equality, Diversity & Inclusion
Corporate Strategy & Performance Team
Shelagh.prosser@cityoflondon.gov.uk

Appendix 1: The original draft Equality Objectives that were consulted on.

Equality Objective 1: Aspirational Leadership

Taking a broad and intersectional approach to equality, diversity and inclusion which appeals to people from all backgrounds.

We Will	Our Five Targets
<p>Ensure that our senior leaders are well-equipped to lead the EDI agenda and to act as EDI ambassadors.</p> <p>Enable and empower our staff networks to act as a catalyst for change in the workplace and within the communities they live and work in.</p> <p>Ensure that the work of the City Corporation's departments and institutions (e.g, business planning) is characterised by a shared commitment to our equality objectives and to tackling discrimination in all its forms</p> <p>Ensure that our health equalities initiative overseen by the City and Hackney Health and Care Board fully embeds our equality objectives.</p> <p>Take part in regular Equality Framework for Local Government, annual Social Mobility Employers Index assessments and other agreed benchmarks</p> <p>Set aspirational EDI targets and metrics (e.g, recruitment and retention) that will enable us to evaluate EDI programmes and demonstrate impact.</p> <p>Ensure that our EDI Sub-Committee has an overview of all our equalities related work through our EDI governance structure.</p>	<ol style="list-style-type: none">1. Our Equality Framework for Local Government assessment rates our EDI work as excellent.2. Our Social Mobility Employers Index assessment places our EDI work in the top-50 category.3. Our EDI work is recognised through year-on-year improvement in the Stonewall Workplace Equality Index ranking, Race at Work Charter, Women in Finance submission, by recognition as a Disability Confident leader and other agreed national benchmarks.4. Our key decisions are informed by our equality impact assessments guidance and forms.5. Our EDI Sub-Committee is satisfied that there is a coherent approach to implementing our equality objectives across the work of the City Corporation, its institutions, and its services as set out in our EDI governance structure

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

We Will	Our Five Targets
<p>Conduct regular staff surveys covering the City Corporation and our institutions.</p> <p>Ensure our <i>people strategy</i> informs, and is informed by, these equality objectives.</p> <p>Ensure we gather and share annual workforce data on the make-up of our staff including all staff employed by our institutions</p> <p>Monitor the variety of other workers we have such as casual, temporary, voluntary, and other hidden workforce.</p> <p>Provide annual and regular EDI data informed workforce reporting.</p> <p>Introduce targeted strategies and mitigations to reduce pay gaps and address other inequalities.</p> <p>Ensure work is accessible, both physically and digitally, for all employees.</p> <p>Review and strengthen EDI learning and organisational development programmes to enhance our inclusive workplace culture.</p> <p>Encourage our departments and institutions to commit to this objective in the context of their own work by developing action plans and sharing best practice.</p>	<ol style="list-style-type: none">1. Staff survey results show improved outcomes in engagement, ability to influence work and sense of wellbeing across all staff and our respective staff networks2. Annual workforce data on staff recruitment and retention shows similar recruitment and career progression rates for staff across underrepresented groups.3. HR data on pay and grade gaps shows an improving picture across all underrepresented groups.4. Year-on-year increases in the proportion of staff who self-declare their diversity characteristics.5. HR data shows a reduction in the number of sickness absence reported and grievances made by staff for reasons related to protected characteristics and an increased confidence in how such cases are managed.

Equality Objective 3: Accessible and Excellent Services

Creating a community centred approach to service delivery bolstered by an inclusive community and stakeholder engagement strategy

We Will	Our Five Targets
<p>Ensure that our services (both physical and digital) across our departments and institutions are accessible and co-created with service users and stakeholders through an agreed approach to consultation, co-production, and engagement. As set out in our statement of Ethical Policy, our community-centred approach will help us to better understand the challenges our communities face and include them in our planning and decision-making processes.</p> <p>Strengthening equality impact analysis in service planning, decision making and impact evaluation across the City Corporation's departments and its institutions.</p> <p>Agree a corporate approach to understanding who our stakeholders are and how we can most effectively communicate and engage with them.</p> <p>Ensure that all direct services provided by the City Corporation's departments and our institutions are informed by our equality objectives and evaluated against them.</p> <p>Improve the systems we use to identify who is using our services and how satisfied they are with them.</p>	<ol style="list-style-type: none">1. All our schools and family of schools we support are judged to be good or outstanding for their work designed to reduce the attainment gap between groups of pupils.2. Regular surveys of City Corporation's department and institution services by service users show increased response rates and increased levels of satisfaction.3. At least one credible offer of accommodation and support is made to homeless households and those sleeping rough in the City.4. An increase in the percentage of City of London residents who describe their health as "very good" and "good" in Census 2021.5. Our departments, institutions and stakeholders are aware of this objective and can evidence how it has been considered and responded to in ways that match their context

Equality Objective 4: Understanding our Communities

Promoting a data-led and evidence-based approach to understanding and working with our communities and networks.

We Will	Our Five Targets
<p>Develop a key data set that enables the City Corporation, its institutions, and stakeholders to evaluate progress on achieving our equality objectives.</p> <p>Report, annually, on progress being made on achieving our targets and consider how our equalities work can be further strengthened by an evidence-based approach. This will include use of focus groups, surveys, group interviews and other research methodologies.</p> <p>Work with the communities associated with our institutions and stakeholders to secure commitment to our data-led approach to understanding our communities. This will include the use of Census 2021 data and other trustworthy data.</p> <p>Evaluate and strengthen the City Corporation's arrangements for consulting, understanding, and working with our communities, including four residents' meetings a year (a morning and evening session, twice a year) and the development of a wider community engagement and stakeholder strategy.</p> <p>Consider the recommendations in the <i>Delivering better health outcomes for hidden workers</i> report 2022 and how to implement the recommendations internally and promote them to other businesses across the City.</p>	<ol style="list-style-type: none"><li data-bbox="1200 368 2033 400">1. Key data set in place post the analysis of the 2021 Census results.<li data-bbox="1200 432 2011 488">2. Strengthened arrangements for consulting, and working with, our residents, communities and stakeholders are in place.<li data-bbox="1200 520 2033 576">3. First annual report on progress in meeting these targets considered by EDI sub-committee a year after approval.<li data-bbox="1200 608 1951 663">4. Survey of our stakeholders communities and residents show increased confidence in their ability to shape our work.<li data-bbox="1200 695 2018 791">5. Increased percentage of residents who live within the Square Mile and/or who live outside it but use our facilities and services, say they have the information they need to influence our work.

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

We Will	Our Five Targets
<p>Ensure the <i>Five-Point Pathway</i> recommended by the Socio-Economic Diversity Taskforce report published in November 2022 is implemented. This commits us to: assigning an executive-level social mobility champion; collecting data on socio-economic background; monitoring socio-economic diversity at senior levels; setting organisational targets for socio-economic diversity; and publishing data and sharing best practice with external partners.</p> <p>Encourage our external partners to conduct regular workforce surveys to ascertain progress against this objective.</p> <p>Encourage our departments and institutions to initiate targeted outreach programmes to address barriers for underrepresented groups.</p> <p>Support our maintained schools, independent schools we either own or support to achieve good or outstanding for their work designed to reduce the attainment gap between groups of pupils. Encourage City of London Academies Trust, which we sponsor, to ensure that its academies are good or outstanding.</p> <p>Review progress and work in partnerships with departments, institutions and other stakeholders on projects that assist in meeting socio-economic diversity targets.</p>	<ol style="list-style-type: none">1. An executive-level champion for socio-economic diversity is appointed to oversee an officer's working group responsible for implementing our Social Mobility strategy 2018 to 2028.2. Our quarterly diversity disclosure campaigns result in an increased proportion of staff who self-declare their socio-economic background and other diversity data.3. Financial and professional services organisations in the City monitor their progress against the Socio-Economic Diversity Taskforce's recommendations.4. All our schools and family of schools we support are judged by Ofsted to be good or outstanding for their work designed to reduce the attainment gap between groups of pupils.5. We sign up to the Care Leavers' Compact developed by the London Innovation and Improvement Alliance (LIIA) and its local authority partners.

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Appendix 2

Equality Objectives – Consultation Summary and Lessons Learned

Internal and external feedback on the draft Equality Objectives was sought through the following methods, for the period 1 June to 31 October 2023. In total, 242 responses were received.

- 1 June to 31 August 2023.
 - 109 responses
 - 80 submitted by employees of the City Corporation.
 - 29 were submitted by a range of external respondents, including residents of the Square Mile, City workers, and stakeholders.
- A two-hour workshop was held in July 2023.
 - 52 individuals attended the workshop. Attendees may also have participated in the consultation survey.
 - 34 attendees were affiliated with the City of London Corporation and its Institutions.
 - 18 attendees represented a range of external stakeholders, including representatives from other London local authorities, central government, employment and policing.
- At the request of the Equality, Diversity, and Inclusion Sub-Committee, a second consultation survey was conducted from 5 September to 31 October 2023.
 - 133 responses
 - 117 were submitted by employees of the City Corporation, with 100 stating that the respondents had not previously participated in the consultation on the draft Equality Objectives.
 - 16 were submitted by external respondents, primarily City workers. All responses stated that the respondent had not previously participated in the consultation on the draft Equality Objectives.
 - Respondents were invited to submit collective responses to the survey, indicating how many individuals a response was on behalf of. However, as these figures are unverifiable.
- 3 written submissions received, two from external stakeholder groups, and one from a department of the City Corporation.

Initial Consultation

- The consultation delivered sufficient data and contextual information from stakeholder responses to refine and test the draft equality objectives. The results are sufficient to support publication of the revised draft equality objectives.
- There were more internal than external respondents and the volume of staff responses from across City Corporation highlight the demand and the need for robust staff engagement and activity on EDI.
- The objectives are relevant to the majority of external respondents, whether they work or reside within the City of London or are stakeholders or visitors.
- Structure and presentation of the consultation negatively impacted on user-friendliness, and consequently data quality.
- Overall feedback on the draft objectives is positive but some areas of the draft objectives can be significantly improved by making them clearer.
- Feedback highlighted a lack of clarity on how progress would be measured and concerns around weak measures or targets. Also, the absence of detail regarding how the Equality Objectives would work in practise and alignment to ongoing programmes of activity so as not to work in isolation.
- Some feedback raised concerns about the processes by which the draft Equality Objectives were formulated.
- Consultation content, language, presentation and terminology lacked clarity; respondents repeatedly highlight that draft objectives were unclear and/or repetitious and hard to follow in places.
- Themes respondents considered to be priorities for EDI:
 - Ensuring inclusivity and equality of opportunity
 - Dignity, Equity, and Respect
 - Social mobility
 - Increase diversity of City Corporation
 - Tackling bias and discrimination in City Corporation and in wider City of London communities.

Second Consultation

- Dignity, Equity, and Respect and Pay and Conditions were the most cited priorities across responses (72.2% and 57.1% of responses respectively); the next most cited responses all have all around 20-30% support.
- Whilst there is some synergy between consultations, social mobility barely featured as a priority in the second consultation, whereas it was one of the most cited priorities previously.

- Over 75% of priority citations aligned with Equality Objectives 1 and 2 (Aspirational Leadership and Dynamic and Engaged Workforce). Virtually no priorities could be mapped onto Equality Objectives 3 and 4 (Understanding our Communities and Socio-Economic Diversity). This may be related to the number of internal versus external respondents.
- Free text comments largely related to concerns about the HR processes in City Corporation, or concerns about the content and form of the draft Equality Objectives or the survey itself.

Lessons Identified

1. Policy development should involve key stakeholders and groups (Members, Chief Officers, Staff Networks, Equality Reps etc) prior to launching a consultation to: ensure content is consistent with City Corporation policy, messaging and direction.
2. Expertise in engaging and activating a variety of communities and groups should be used to widen and deepen participation.
3. Design of surveys and other methods of information collection should be done in close collaboration with corporate functions with expertise in data analysis. Doing this in the design phase will ensure surveys are well structured, methodologically sound, and contain questions which will provide the required information. This will assist with subsequent analysis, allowing for the valuable, data-driven insights to be extracted and applied to the drafting process. The integration of the EDI portfolio into the Corporate Strategy and Performance Team is an important first step in moving this forward.
4. Writing and design of materials for consultation (surveys, consultation documents, publicity material), should be done in close collaboration with the Communications and External Affairs and other communication professionals across the City Corporation on all elements of accessibility. This includes:
 - a. Language and supporting material is clear, technical terms are defined, and organisational jargon is avoided.
 - b. Materials are all well-structured and flow together, ensuring respondents can easily navigate and fully engage with them.
 - c. All the relevant information required to participate is easily accessible to both internal and external audiences.
 - d. Documents are designed to be accessible to internal and external audiences with diverse needs.

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Committee(s): Policy and Resources Committee	Dated: 18/03/2024
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	542,804	500,000	880,000	1,180,000
Policy & Resources Contingency	31,692	140,000	300,000	300,000

Recommendation(s)

Members are asked to:

- Note the report and contents of the schedules.
- Approve the 2023/24 unallocated balances on your Committee's PIF and Contingency Funds being carried forward into 2024/25.
- Approve Departments request in carrying forward unspent allocations into 2024/25.

Main Report

Background

1. The Table below shows both the current level of (a) unallocated funds and (b) unspent allocations for both PIF and Committee Contingency Funds in 2023/24. Members are being asked to approve to carry forward these balances into 2024/25, as historically occurred.

Fund	(a) Current Unallocated Balance 2023/24	(b) Current Unspent Allocation 2023/24	(c) Total Carry Forward Requests Into 2024/25
Policy Initiative Fund	£542,804	£663,905	£1,206,709
Policy & Resources Contingency	£31,692	£668,565	£700,257
Total	£574,496	£1,332,470	£1,906,966

2. 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. A policy briefing was held on 17 January 2024 to support regular report authors with these new policy requirements.
3. 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.
4. 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.
5. 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.
6. 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 Department.
7. 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.

8. Departments must complete a standardised progress update form biannually and at the end of the Initiative for all awards.
9. 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.
10. Where no expenditure has been made within 12 months, a report should be brought back to the Policy & Resources Committee by officers to request reprofiling of funds.
11. 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.
12. Officers must gain the approval of the Policy and Resources Committee prior to repurposing any PIF/Contingency.
13. It is expected that recurrent expenditure is covered by local risk budgets through the budget setting process unless extenuating circumstances.

Current Position

14. Appendices 1 to 3 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.
16. The balances shown for the Policy Initiative Fund of £542,804 and Committee Contingency of £31,692 have increased from £513,726 and £19,720 respectively as unspent allocations on a number of Projects have now been returned to the Pot.

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	(1,726,208)	542,804	0	542,804
Policy & Resources Contingency	778,446	(746,754)	31,692	0	31,692

17. 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. It should be noted that the multiyear allocation for 2024/25 is now depleted.

	2023/24	2024/25	2025/26	2026/27
Balance remaining of Multiyear PIF allocation	£43,000	£0	£280,000	£530,000

18. Committee Members are asked to note Appendices 3 and 4 which provide an update of progress/benefits/outcomes from spend resulting from the PIF (Appendix 3) and Committee Contingency Fund (Appendix 4).

Corporate & Strategic Implications

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

- a) A policy lead area defined by this Committee
- b) Another Committee priority
- c) A Corporate Plan outcome
- d) Promotion of the City or City's role in London or nationally

20. 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.

21. Resource implications – None

22. Legal implications – None

23. Risk implications – None

24. Equalities implications – None

25. Climate implications – None

26. Security implications – None

Appendices

- Appendix 1 – PIF 2022/23 and Future Years
- Appendix 2 – P&R Contingency 2022/23 and Future Years
- Appendix 3 – PIF Progress/Benefits/Outcomes
- Appendix 4 – P&R Contingency Progress/Benefits/Outcomes

Geraldine Francis

Senior Finance Officer, Chamberlain

T: 020 7332 1770

E: Geraldine.francis@cityoflondon.gov.uk

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Policy and Resources Committee - Policy Initiative Fund 2023/24 to 2026/27

Budget	2023/24	2024/25	2025/26	2026/27
Initial budget	£ 1,200,000	£ 1,200,000	£ 1,200,000	£ 1,200,000
Uncommitted balance brought forward from 2022/23	£ 701,000	£ -	£ -	£ -
Unspent balances deferred from 2022/23	£ 368,012	£ -	£ -	£ -
Unspent balances in 2022/23 returned to Fund	£ -	£ -	£ -	£ -
Transferred from P&R Contingency to meet Multiyear re: Innovate Finance		£ 145,000		
Revised Budget	£ 2,269,012	£ 1,345,000	£ 1,200,000	£ 1,200,000

Date	Name	2023/24 Bid	2023/24 Actual	2024/25 Bid	2025/26 Bid	2026/27 Bid
07/06/18	City of London Corporation - Engagement with Strategy World Economic Forum (WEF)	£ 16,565	£ 15,869			
05/07/18	Events Partnership with The Strand Group, King's College London	£ 13,787	£ -			
11/06/20	British Foreign Policy Group (BFPG)	£ 14,500	£ 2,500			
21/01/21	Support for Innovate Finance	£ 150,000	£ 150,000			
08/04/21	Standing International Forum of Commercial Courts	£ 50,000	£ 50,000			
06/05/2021 & 08/06/2023	Options to Promote Supplier Diversity	£ 49,933	£ 36,923			
08/07/21	Adoption of Competitiveness Strategy - Development of an 'Asset Under Management' Campaign	£ 35,496	£ 28,575			
18/11/21	Sports Engagement Update	£ 2,725	£ 2,725	£ -		
16/12/21	Impact Investment Institute Membership (III)	£ 200,000	£ 200,000	£ 100,000		
17/02/22	Sports Engagement - (Re-purposed)	£ 37,206	£ 30,606			
05/05/22	Support for Integrity Council for the Voluntary Carbon Market (IC-VCM) & UK-VCM	£ 130,000	£ 43,298	£ 200,000		
Urgency	CFIT	£ 30,835	£ 30,835			
Urgency	Support for Task Force to delivery Code of Conduct for Environment, Social and Governance (ESG) Ratings Providers	£ 35,853	£ 32,651			
04/10/22	Enhancing the impact of CoL's Overseas workstreams through a permanent presence	£ 57,033	£ 57,033			
15/12/22	Vision 2030 – laying the foundations for the success of UK Financial & Professional Services	£ 30,000	£ 30,000			
23/02/23	Delivering the Residential Reset	£ 150,000	£ 52,362			
23/02/23	City Week 2023 Event Sponsorship	£ 25,000	£ 25,000			
23/02/23	Finalising CoL Overseas Presence	£ 65,000	£ 65,000	£ 100,000	£ 50,000	
20/04/23	Transition Finance Competitiveness Taskforce	£ 140,000	£ 54,732			
08/06/23	Global City of Sport - A New Sport Strategy for The Square Mile	£ 175,000	£ 68,430	£ 175,000	£ 175,000	
08/06/2023 - Urgency	Enhanced Public Protection Plan	£ 45,000	£ 44,499			
08/06/23	Livery Company Website	£ -	£ -	£ 20,000	£ 20,000	£ 20,000
06/07/23	Shining Stars Care Leavers Dinner	£ 7,775	£ 5,518			
21/09/23	City Occupiers and Investment Study	£ 200,000	£ -			
27/10/2023 - Urgency	Innovation & Growth Artificial Intelligence Dinner	£ 32,000	£ 27,038			
16/11/23	Annual Bus Passes for Care Leavers	£ 32,500	£ 8,709			
16/11/23	Paris 2024 Games Engagement	£ -		£ 100,000		
22/02/24	Innovate Finance Funding			£ 150,000	£ 75,000	
	Total Allocations	£ 1,726,208	1,062,303	£ 845,000	£ 320,000	£ 20,000
	Balance Remaining	£ 542,804		£ 500,000	£ 880,000	£ 1,180,000

Bids for Committee's Approval: 18 March 2024

- Enhanced Political and Strategic Engagement	-	137,000	-	-
- Election Engagement Campaign 2025	-	263,500	-	-
-	-	-	-	-
Total Balance if pending bids are approved	£ 542,804	£ 99,500	£ 880,000	£ 1,180,000

	Multi Year PIF Bids	2023/24 Bid	2024/25 Bid	2025/26 Bid	2026/27 Bid
	Multi Year PIF Allocation	£ 726,000	£ 745,000	£ 600,000	£ 600,000
21/01/21	Support for Innovate Finance	£ 150,000			
08/04/21	Standing International Forum of Commercial Courts	£ 50,000			
16/12/21	Impact Investment Institute Membership (III)	£ 113,000	£ 100,000		
05/05/22	Support for Integrity Council for the Voluntary Carbon Market (IC-VCM) & UK-VCM	£ 130,000	£ 200,000		
23/02/23	Finalising CoL Overseas Presence	£ 65,000	£ 100,000	£ 50,000	£ 50,000
08/06/23	Global City of Sport - A New Sport Strategy for The Square Mile	£ 175,000	£ 175,000	£ 175,000	
08/06/23	Livery Company Website	£ -	£ 20,000	£ 20,000	£ 20,000
22/02/24	Innovate Finance Funding		£ 150,000	£ 75,000	
	Total Multi Year Allocations	£ 683,000	£ 745,000	£ 320,000	£ 70,000
	Multi Year PIF Allocation Balance	£ 43,000	£ -	£ 280,000	£ 530,000

Bids for Committee's Approval: 18 March 2024

-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
Total Balance if pending bids are approved	£ 43,000	£ -	£ 280,000	£ 530,000

Date	Name	2023/24 Bid	2023/24 Actual	2024/25 Bid	2025/26 Bid	2026/27 Bid
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Policy and Resources Committee - Contingency Bid 2023/24 to 2026/27

Budget	2023/24	2024/25	2025/26	2026/27
Initial Budget	£ 300,000	£ 300,000	£ 300,000	£ 300,000
Uncommitted balance brought forward from 2022/23	£ 357,159	£ -	£ -	£ -
Unspent balances deferred from 2022/23	£ 121,287	£ -	£ -	£ -
Unspent balances in 2022/23 returned to Fund	£ -	£ -	£ -	£ -
Transferred to PIF to meet Multiyear re: Innovate Finance		£ -145,000		
Revised Budget	£ 778,446	£ 155,000	£ 300,000	£ 300,000

Date	Name	2023/24 Bid	2023/24 Actual	2024/25 Bid	2025/26 Bid	2026/27 Bid
08/05/14	City of London Scholarship - Anglo-Irish Literature	£ 19,850	£ -	£ -	£ -	£ -
20/02/20	Common Council Elections in March 2021 - funding a high-profile advertising campaign	£ 6,806	£ 6,806	£ -	£ -	£ -
10/12/20	Electoral Registration Campaign Manager	£ 3,735	£ 3,735	£ -	£ -	£ -
Urgency	Lord Mayor's Show Arrangements	£ 15,000	£ 15,000	£ 15,000	£ -	£ -
14/10/21	Election Engagement Campaign	£ 8,096	£ 8,096	£ -	£ -	£ -
09/06/22	Civic Affairs	£ 57,800	£ 27,099	£ -	£ -	£ -
Urgency	Crossrail Art Programme – Liverpool Street Artworks and Close-Out Matters	£ 15,000	£ -	£ -	£ -	£ -
15/12/22	The Lord Mayor's Show	£ 138,028	£ -			
23/02/23	Introducing Electronic Voting	£ 10,000	£ 6,403			
23/02/23	Worker Engagement: The City Belonging Project	£ 70,000	£ 11,050			
19/10/23	Allocation of Funding to King Edward's Witley School	£ 402,439	£ -			
	Total Allocations	£ 746,754	£ 78,189	£ 15,000	£ -	£ -
	Balance Remaining	£ 31,692		£ 140,000	£ 300,000	£ 300,000

Bids for Committee's Approval: **18 March 2024**

-	-	-	-	-
-	-	-	-	-
Total Balance if pending bids are approved	£ 31,692	£ 140,000	£ 300,000	£ 300,000

Report Name	Responsible Officer	Allocation	Spend	Balance	Progress/Benefits/Outcomes from Bid
City of London Corporation - Engagement with Strategy World Economic Forum (WEF) (SK14)	DIG	£16,565	£15,869	£696	<p>Both the Lord Mayor and the Policy Chairman participated in the WEF Annual Meeting in Davos in January 2024. They undertook an ambitious two-and-a-half-day concurrent programme of activity, at which we delivered our key FPS messages, supporting the City of London’s Competitiveness Strategy.</p> <p>The Corporation were visible and had positive interactions with our key global and UK stakeholders; aligned with government and the wider UK FPS business to promote UK competitiveness and demonstrated UK leadership around thematic content. Key highlights included:</p> <ul style="list-style-type: none"> • The Lord Mayor spoke at a CoLC/EY hosted WEF affiliate session on AI Sandboxes and Responsible AI alongside a panel that included the Minister for Communications and Information, Singapore. • The Policy Chairman spoke at a CoLC/ KPMG roundtable session with key officials including the Foreign Secretary, Chancellor of the Exchequer and Lord Johnson, addressing UK Growth Plans for 2024 to and audience of British business and global investors. <p>Our presence at WEF has been a key element of supporting the City of London’s Competitiveness Strategy. We have had positive interactions with key global and UK stakeholders, aligned with government and the wider UK FPS to promote UK competitiveness and demonstrating the UK’s leadership.</p> <p>All funds will be fully spent.</p>

Report Name	Responsible Officer	Allocation	Spend	Balance	Progress/Benefits/Outcomes from Bid
Events Partnership with the Strand Group, Kings College London (SK11)	DOC	£13,787	£0	£13,787	<p>To date, we have held two events with the Strand Group in 2022/23 and is due to hold another in 2024/25.</p> <p>The first event was a private dinner with the Chief Economist in HM Treasury, Claire Lombardelli. It was attended by a select group of senior influential stakeholders.</p> <p>The second event was an event with Lord McPherson in Edinburgh attended by a wide array of stakeholders, covered in the media and CoLC had the opportunity for the Vice Chair of Policy and Resources to deliver speaking remarks to the room.</p> <p>This has delivered on the proposal to centre on a series of events focused on HM Treasury as an institution and topics of interest to government and the City of London, i.e. economic growth, Brexit, housing and planning policies, infrastructure, financial and professional services. It also aligns well to the Support for a Thriving Economy pillar.</p> <p>Partnering with KCL’s Strand Group has strengthened the City Corporation’s voice in matters of key public policy interests with government departments, specifically HM Treasury, by strategically engaging with respective policymakers, civil servants, and government ministers.</p> <p>It is requested that the unspent allocation be carried forward to fund the event in 2024/25.</p>
Future.now (SK13)	TC	£4,000	£2,922	£1,078	<p>FutureDotNow was launched in 2019 during the 2019/20 Lord Mayoralty, to motivate individuals and businesses to enhance their digital skills. This aligned with City Corporation's Corporate Plan 2018-23 outcomes no 8 <i>We have access to the skills and talent we</i></p>

Report Name	Responsible Officer	Allocation	Spend	Balance	Progress/Benefits/Outcomes from Bid
					<p>need and no 9 We are digitally and physically well-connected and responsive.</p> <p>Of the original allocation of £17,000, £13,000 was returned to PIF in 2022/23. The Project is completed and the above unspent allocation has now been returned to PIF</p>
British Foreign Policy Group (BFPG) (SK21)	REM	£14,500	£2,500	£12,000	<p>The City of London has been described as a soft power superpower The BFPG have made representations to Government about the most effective approach to achieving the UK’s soft power objectives, with important recommendations on the basis of substantial evidence-based research.</p> <p>The BFPG’s findings have been published in a major report on 'The Future of UK Soft Power: Building a Strategic Framework'; the report has been discussed with senior FCDO officials.</p> <p>It is requested that the £12,000 underspend be carried forward into 2024/25.</p>
Support for Innovate Finance (SK03)	DIG	£150,000	£150,000	£0	<p>This partnership focused on nurturing innovation in the UK and developing a digital-first economy, contributing to both the competitiveness strategy and innovation & Tech.</p> <p>We continue to work with Innovate Finance on the Growth Capital Initiative as part of the Lord Mayor’s Financing Our Future priorities. This includes the launch of the Mansion House Compact in July. Immediately following the launch of the Compact we jointly hosted a Virtual roundtable: Capital Investment in UK Fintech in H1 2023.</p> <p>We hosted a joint event with IF in November on Positioning your equity story for IPO - an expert panel of institutional investors</p>

Report Name	Responsible Officer	Allocation	Spend	Balance	Progress/Benefits/Outcomes from Bid
					<p>provided insights into how FinTech companies can prepare their business and strategy for a possible IPO in the future.</p> <p>Throughout the year Innovate Finance have contributed to deepening our relationships and engagement in the sector, most recently providing companies to engage with as part of the AI Summit Dinner in October23.</p>
Standing International Forum of Commercial Courts (SIFoCC) (SK08)	REM	£50,000	£50,000	£0	<p>London, being the base for SIFoCC and having the secretariat here means that London gets to have its handle on the tiller, and this makes it the focus for other jurisdictions in the development of commercial court practice in the common-law world, which contributes to the continued success of the UK as a jurisdiction of choice and English law as the law of choice in commercial agreements. The objectives in the original report have been met and continue to be met – and the funding it receives from the Corporation supports a thriving economy by contributing to all the aims listed at 5-7 (“support a thriving economy) below.</p>
Options to Promote Supplier Diversity (SK15)	CHB	£49,933	£36,923	£13,010	<p>Successful supplier diversity programmes take time to embed as it relies on trusted networks. Our partnership with MSDUK has provided year-on-year benefit which is outlined below in our achievements. Besides the benefits below, we’ve influenced both public and private sector bodies to join us. As a direct result of our intervention, Westminster and Islington joined MSDUK, the London Responsible Procurement Network made supplier diversity the topic for one of three meetings it held last year and one of the bidders for the Tailspend solution, which could deliver £4m worth of spend when awarded, mapped the diversity of their supply chain.</p>

Report Name	Responsible Officer	Allocation	Spend	Balance	Progress/Benefits/Outcomes from Bid
					<p>We have been externally recognised by MSDUK for the work that we are putting into this commitment by our Responsible Procurement Manager being nominated by the MSDUK team as a Supplier Diversity Champion. We are making changes to the data we collect at the time of tender and contract award so will be able to provide better statistics by the end of this financial year.</p> <p>Achieved 21/22</p> <ul style="list-style-type: none"> • Membership with MSDUK • Research into options to promote supplier diversity include two-day intensive workshop for Responsible Procurement Manager delivered by supplier diversity experts • Attended three supplier diversity events including MSDUK Business Opportunity Day where we delivered our first delivered Corporate Roundtable • Benchmarking with MSDUK rated as ‘Evolving’ <p>Achieved 22/23</p> <ul style="list-style-type: none"> • Policy - Responsible Procurement Policy updated to include expanded definition of supplier diversity – including diverse owned enterprises. Supplier Diversity #2 commitment out of six instead of one of eighteen. • Network - London Responsible Procurement Network delivers session on Supplier Diversity • Award nominee - Responsible Procurement Manager nominated by MSDUK Supplier Diversity Champion of the Year • Col participated in public procurement bid writing masterclass delivered to MSDUK EMBS • Attended eight supplier diversity events including hosting first public sector meet the buyer event for MSDUK – November 2022.

Report Name	Responsible Officer	Allocation	Spend	Balance	Progress/Benefits/Outcomes from Bid
					<ul style="list-style-type: none"> • Benchmarking with MSDUK rated as ‘Progressive’ • Tier 2 continuous improvement measure included in the Integrated Facilities Management contracts <p>Achieved 23/24</p> <ul style="list-style-type: none"> • Supplier Diversity Monitoring Form implemented August 2023 • CoL Silver Sponsor MSDUK Conference September 2023 • YTD – Attended eleven supplier diversity events and we are hosting a Meet the Buyer event at the Guildhall in March 2024 with Westminster, GLA and Islington. • 10 peer engagement sessions with both public and private sector • Supplier diversity KPI included in Chamberlain’s business plan • MSDUK Benchmarking went from ‘Evolving’ to ‘Progressive’ (looks back – report from Q3 2023) • 2020 – 36% Evolving • 2021 – 39% Evolving • 2022 – 59% Progressive <ul style="list-style-type: none"> • From January 2024, we gained better supply chain visibility. We’ve contracted with Datagardener (MSDUK certified EMB) providing quarterly updates on number of ethnic minority owned and women-owned businesses in the top 5000 suppliers. <p>It is requested any unspent allocation be carried forward into 2024/25</p>

Report Name	Responsible Officer	Allocation	Spend	Balance	Progress/Benefits/Outcomes from Bid
Adoption of Competitiveness Strategy – ‘Assets Under Management’ Campaign (SK20)	DIG	£35,496	£28,575	£6,921	<p>This work is at the core of supporting UK Global Competitiveness Strategy.</p> <p>Through this workstream we have delivered LM visits to the US and Canada, Japan, China and the Gulf, all with a Global Investment Futures focus. We have continued to work in close partnership with the Investment Association and Department for Business and Trade (in the UK and in-post) to engage and support target firms. The Steering Board has continued to see good industry engagement with very positive feedback given about the importance and value of the work we are doing.</p> <p>We have also built our network of UK boutique asset managers and hosted a successful roundtable recently to identify further opportunities to help them win more international mandates. Also including them in all relevant market and sector activity to build further relationships.</p> <p>Project outcomes have included Aware Super setting up their first international office, the Health of Ontario Pension Plan (HOOPP) committing to the UK and Nikko AM agreeing a strategic partnership with Osmosis IM (a UK boutique asset manager).</p>
Sports Engagement (Update) (SK28)	DOC	£75,000	£75,000	£0	<p>The City Corporation’s sport engagement programme helps to celebrate the positive impact of sport and physical activity to our stakeholders and partners. It aligns with the new Corporate Plan by providing excellent services and making the City a vibrant and thriving destination.</p>

Report Name	Responsible Officer	Allocation	Spend	Balance	Progress/Benefits/Outcomes from Bid
Impact Investment Institute Membership (III) (SK16)	DIG	£200,000	£200,000	£0	<p>III continue to serve as an effective knowledge partner for the CoLC 'Finance for Impact' initiative. Current work is focused on an industry consultation to understand the barriers and opportunities to sub-sectors of financial services when it comes to engaging with impact investing. The III have been a critical partner in delivering this consultation, helping us reach a much wider number of stakeholders for the engagement, driving the content and delivering one of the three workstreams agreed (focused on sovereign wealth funds, currently in progress).</p> <p>This year two specific touchpoints have been delivered, one focused on insurance, one focused on VCs. Both sessions were hugely engaging and helped put CoLC in front of a number of new stakeholders, supporting our objective to establish CoLC as a SF thought leader not just for environmental issues but also for social issues. The touchpoints have established a number of potential actions, which are currently under review alongside the III, all focused on unlocking barriers to scaling the impact investing market in the UK. The III have been critical in shaping these next steps, and ultimately supporting our higher-level ambition of unlocking more capital to impact investing.</p> <p>The Impact Investing Institute is one of the key actors identified in both big moves for sustainable finance in Vision for Economic Growth.</p> <p>COLC has one board member (Alderman Robert Hughes-Penny) and collaborate on the delivery of our own Finance for Impact initiative (in 2023 focused on supporting more impact investment in VC and insurance sectors).</p>

Report Name	Responsible Officer	Allocation	Spend	Balance	Progress/Benefits/Outcomes from Bid
					<p>The work supports IG KPI 2 “mobilisation of green and impact finance from the UK”. In 2023, the III helped bring greater rigour to impact reporting in the UK (via engagement on SDR and through the Just Transition Criteria launched at NZDS) and supported the growth of impact investing in new markets, including a new programme focused on endowments.</p> <p>The work supports the nurture innovation and reduce frictions aspects of the competitiveness strategy.</p>
Sports Engagement (Re-purposed) (SK19)	DOC	£37,206	£30,606	£6,600	<p>The City Corporation’s sport engagement programme helps to celebrate the positive impact of sport and physical activity to our stakeholders and partners. It aligns with the new Corporate Plan by providing excellent services and making the City a vibrant and thriving destination.</p> <p>It is requested that the unspent balance be carried forward into 2024/25</p>
Support for Integrity Council for the Voluntary Carbon Market (IC-VCM) & UK-VCM (SK29)	DIG	£130,000	£43,219	£86,781	<p>Funding has been used to support 4 specific workstreams</p> <ul style="list-style-type: none"> - office space to the IC-VCM. - a mapping exercise of the voluntary carbon markets, which has been recommended by the UK VCM Forum. - a legal analysis setting out recommendations for how private sector market participants can trade carbon instruments under Article 6. This has also been recommended by the UK VCM Forum. - promotional activity and comms of the workstream outputs. <p>The work of the UK VCM Forum supports the ambitions outlined in Vision for Economic Growth under Big Move 7, part of which</p>

Report Name	Responsible Officer	Allocation	Spend	Balance	Progress/Benefits/Outcomes from Bid
					<p>focuses on developing a high-integrity voluntary carbon market ecosystem. The impact of the project is being measured against the following:</p> <ul style="list-style-type: none"> - UK as the global hub for environmental finance (macro) - Growth of the VCM in 2023 (mid-level) - UK government endorsement of the use of voluntary carbon credits (mid-level) - Number of UK corporates with an SBTi-validated net zero target (mid-level) - Number of UK corporates engaged with VCM Claims Code of Practice (mid-level) <p>We commissioned White & Case to deliver a report on tax, legal, and regulatory impediments in the VCMs. Through this we have engaged with over a dozen firms across the VCM value chain, including many who are not otherwise in the orbit of the UK VCM Forum. The bulk of the work has been completed and we are in communication with White & Case about finalising the report.</p> <p>Funding of £40k has been earmarked to support the Integrity Council for the Voluntary Carbon Market using office space in or near the Square Mile, fostering the growth of VCM expertise in London.</p> <p>Token funding has been enabled us to deliver additional roundtables which have further broadened our stakeholder reach and enabled us to support dialogue with Singapore on the global market infrastructure of VCMs. We have also supported HMG’s roundtable to help inform their forthcoming VCM consultation.</p>

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					We anticipate having no balance to carry forward from FY23-24 once we have commissioned a communications agency for FY24-25 work. However, should any balance remain on 31 st March 2024, we request that this is carried forward.
CFIT (SK32)	DIG	£500,000	£500,000	£0	<p>CFIT was established as an entity in January 2023, having been created as a key recommendation of the Kalifa Review of UK Fintech in 2021. CFIT’s purpose is to ensure the UK can be a leader not only for fintech start-ups, but also the best place in the world to scale a business and take solutions from IP creation through to widespread adoption.</p> <p>CFIT works closely with regulators, lobbying groups, industry, clusters and charities to advocate for the work of the coalition. The final phase will involve empowering stakeholders to further the coalition's outputs.</p> <p>City of London Corporation is a Coalition Delivery Partner for CFIT. We have committed 1.5 hours of CoLC FinTech Policy Adviser's time each week to provide regulatory and policy analysis and commentary. In terms of governance and oversight, Madush Gupta CC sits as a NED on CFIT's board and has been involved in CFIT Strategy Away Days. CoLC also has regular catch ups with CFIT at both working and senior level in addition to the quarterly reporting meetings where CFIT updates HMT and CoLC on its progress.</p>
Support for Task Force to deliver Code of Conduct for Environment, Social and Governance (ESG)	DIG	£35,853	£32,651	£3,202	This project supports our strategic commitment to nurture an innovative ecosystem and to improve availability of green finance and services from the UK. It supports our targets of the UK sustainable finance market share increasing faster than other

Report Name	Responsible Officer	Allocation	Spend	Balance	Progress/Benefits/Outcomes from Bid
Ratings Providers (SK36)					<p>centres and for the UK to continue to be a global leader in green financing.</p> <p>The ESG Data and Ratings Working Group (DRWG) issued a consultation paper with a draft Code of Conduct in July. The FCA praised the consultation and thanked the secretariat (which we provide with a partner) for its work. The terms of reference and public minutes of the DRWG can be found here.</p> <p>The consultation closed in October and received 36 responses from industry. The responses were positive, with some ideas for improvement. The DRWG is now amending the Code to take count of the feedback.</p> <p>The DRWG published its final Code of Conduct in December and a launch event was held in January 2024. Our secretariat partner, ICMA, has agreed to own the Code going forward.</p> <p>Overall, the project has been delivered on time to a high degree of quality. We have moved ESG policy making forward in this area in a decisive way and enhanced our reputation with the FCA and other stakeholders. This project has also showcased how influential the IRSG can be. The full budget will be spent.</p>
Enhancing the impact of Col's Overseas Workstreams through a permanent presence (SK37)	DIG	£57,033	£57,033	£0	<p>Following P&R Committee's approval for IG to proceed with establishing US presence, we have engaged legal counsel to advice on the best model for operating in the US with a recommendation coming to Committee in March 24. Recruitment of the Managing Director role to head our US presence has been completed, and the US MD commenced work in late January 24.</p>

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					<p>A joint programme of events led by CPR and attended by the Lord Mayor and the Town Clerk was held in the USA in December where the MD was also announced. We have received intelligent feedback from across the FPS sector about how we should shape our work in the US, and the MD will be leading on this work.</p> <p>Establishing our US presence will continue to advance our work in relation to Global Competitiveness</p>
<p>Vision 2030-laying the foundations for the success of UK Financial & Professional Services (SK39)</p>	<p>DIG</p>	<p>£30,000</p>	<p>£30,000</p>	<p>£0</p>	<p>Vision for Economic Growth – a roadmap to prosperity was launched on 7th September 2023 with two bespoke events:</p> <p>(i) An online launch hosted by the Policy Chairman with the chapter leads (see above) on a panel discussion hosted by William Wright (founder and Managing Director of New Financial). The report was endorsed by the Economic Secretary to the Treasury. Andrew Griffith MP who attended and spoke at the online launch. It was also endorsed by the Shadow Labour team, with Tulip Siddiq MP, the Shadow City Minister who provided a quote ahead of launch</p> <p>(ii) An industry reception hosted by the Policy Chairman and Lord Mayor to thank stakeholders for their significant contribution and create a call to action for continued advocacy and adoption of the recommendations. The launch events provided the platform to announce the key findings and recommendations of the report. Over 200 external stakeholders were engaged across both events</p> <p>The City Corporation has a presence at all the major conferences – Lib Dem, Conservative, Labour and SNP. CPR shared the stage at the Conservative Party Conference with the Secretary of State for the</p>

Report Name	Responsible Officer	Allocation	Spend	Balance	Progress/Benefits/Outcomes from Bid
					<p>Department for Science, Innovation and Technology, focusing on the digital and innovation elements of Vision for Economic Growth. Our Panel at Labour party conference included Darren Jones, a known rising star in the Labour party who is now in Shadow Treasury.</p> <p>We held dinners at three of the conferences – speaking both to industry and political stakeholders. Our guest speakers included Lord Mandelson at Labour, Lord Fox at Lib Dem and Lord Johnson at Tory.</p> <p>Finally, we also took a proactive approach to media – and the Policy Chairman had discussions with the likes of Chris Mason, and interviews on Bloomberg and Sky, providing opportunity to promote V4EG</p> <p>Work is now ongoing to continue momentum.</p>
Delivering the Residential Reset (SK41)	DTC	£150,000	£52,362	£97,638	<p>The funding was used to successfully deliver three City Question Time, at a lower cost than previous events with a higher quality event provided for those participating – including moving from the livestreaming the event to recording and uploading subsequent to it, resulting in a saving of over 50%. Similarly, cost savings have been found by not sending stamped-addressed material to our residents, but communicating online and through Royal Mail’s door-to-door service. A social event was also run for residents at the Old Bailey subsequent to the December City Question Time event.</p> <p>This Project is on-going and it is therefore requested for any remaining balance to be carried forward into next year</p>

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City Week 2023 Event Sponsorship (SK42)	DIG	£25,000	£25,000	£0	<p>This project supports our strategic commitment to reduce frictions and retain a world class business environment. It feeds into our KPIs to improve London’s annual benchmarking score and improve global recognition of London’s FPS regulatory regime.</p> <p>CityWeek 2023 achieved the outcomes we sought. The Chairman of Policy and Resources delivered a keynote address on innovation and the Lord Mayor spoke at the stakeholder dinner. A number of senior speakers such as Baroness Penn (Treasury Lords Minister), the UAE Minister of Economy and the Governor of the Bank of France spoke at the event. Through the conference and a dinner, COLC representatives were able to build good relationships with relevant stakeholders.</p> <p>City Week 2023 gained extensive media coverage, including features from City AM, CNBC, Sky News and FT Adviser.</p> <p>Overall then, sponsorship enhanced our reputation on issues relevant to us (digital innovation, international competitiveness and sustainable finance) with senior stakeholders in government, regulation and business.</p> <p>We have agreed with the organisers that CityWeek 2024 will be held at the Guildhall but without a subsidy from COLC.</p>
Finalising CoL Overseas Presence (SK43)	DIG	£65,000	£65,000	£0	<p>Following P&R Committee’s approval for IG to proceed with establishing US presence, we have engaged legal counsel to advice on the best model for operating in the US with a recommendation to be presented to Committee in March 24. Recruitment of the Managing Director’s role to head our US presence has been completed, and the US MD commenced work in late January 24.</p>

Report Name	Responsible Officer	Allocation	Spend	Balance	Progress/Benefits/Outcomes from Bid
					<p>An ambitious workplan for the US office is being put in place, and is commencing with the LM’s visit to the US in late February 24. This work will contribute extensively to the UK Global Competitiveness work. Initial feedback has indicated that establishing this presence will only enhance the standing that COL has in the US.</p>
<p>Transition Finance Competitiveness Taskforce (SK46)</p>	<p>DIG</p>	<p>£140,000</p>	<p>£54,732</p>	<p>£85,268</p>	<p>Progress against key outcomes is outlined below:</p> <p>To promote the UK as a leader in sustainable finance/ leading hub for transition finance</p> <ul style="list-style-type: none"> • An early momentum building RT was delivered by CoLC to discuss opportunities for the UK as a TF leader. • Transition finance key priority/area for engagement for COP28 across both public and private sector. <p>To highlight the role UK FPS can play in financing the transition to net zero and the ways in which CoLC can support this, and reflect the interests of key CoLC stakeholders in the review</p> <ul style="list-style-type: none"> • As the first organisation to second someone to the review, CoLC have has had a unique opportunity to shape the initial stages of the review, including the proposed workstreams and the selection/outreach to other organisations to be seconded. <p>To promote CoLC as a thought leader in sustainable finance, with the ability to support impactful government reviews</p> <ul style="list-style-type: none"> • As part of the initial work of the review, CoLC have been conducting a series of bilats with both private and public sector. This

Report Name	Responsible Officer	Allocation	Spend	Balance	Progress/Benefits/Outcomes from Bid
					<p>has enabled us to position ourselves as a key driver of the review as well as expand our stakeholder lists in the SF space.</p> <p>The work of the TFMR is being measured against the following KPIs:</p> <ul style="list-style-type: none"> • Mobilisation of green and impact finance (macro) • Growth and leadership of the UK transition finance market (mid-level) • CoLC as a thought leader on sustainable finance (mid-level) <p>The work support Big Move 6 in Vision for Economic Growth, which explores the necessity of finance for the low carbon transition.</p> <p>As work on the TFMR commenced in Autumn 23, we request that the remaining balance of PIF monies are carried forward to allow work to continue into 2024/25.</p>
Global City of Sport - A New Sport Strategy for The Square Mile (SK48)	DOC	£175,000	£68,430	£106,570	<p>The City Corporation’s sport engagement programme helps to celebrate the positive impact of sport and physical activity to our stakeholders and partners. It aligns with the new Corporate Plan by providing excellent services and making the City a vibrant and thriving destination.</p> <p>Any unspent allocation is requested to be carried forward into 2024/25</p>
Enhanced Public Protection Plan (SK49)	DTC	£45,000	£44,496	£504	Awaiting Information

Report Name	Responsible Officer	Allocation	Spend	Balance	Progress/Benefits/Outcomes from Bid
Shining Stars Care Leavers Dinner (SK51)	DTC	£7,775	£5,518	£2,257	Awaiting Information
City Occupiers & Investment Study (SK52)	ENV	£200,000	£0	£200,000	<p>The City of London Corporation needs to ensure it can attract the right balance and mix of occupiers to the Square Mile to ensure a vibrant and sustainable ecosystem; both in the short term - to meet immediate strategic goals; and longer-term, to ensure the City remains a world-leading and thriving business cluster.</p> <p>The study commissioned is expected to deliver an evidence-based approach for doing this. The study will explore what is needed to deliver strategic priorities for occupiers, and ensuring clarity around goals and KPIs. Identifying what sorts of occupiers should be targeted and how to win their business. Producing both a target engagement plan and the content that will convince these occupiers to locate here, and setting out the functions and structures required to deliver these goals effectively – looking at both existing resources and where new approaches are needed.</p> <p>An Open Sub FTS was undertaken and we received 2 responses. The suppliers that responded were PwC and The Yard Creative. The evaluation panel have moderated scores of the bids on technical evaluation and Responsible Procurement. As a result, The Yard Creative are the best performing bidder.</p> <p>The contract duration is: 6 months and the total contract value currently stands at £162,532.</p> <p>A series of steering groups with representative from Environment, Innovation and Growth, City Surveyors and Corporate Comms are</p>

Report Name	Responsible Officer	Allocation	Spend	Balance	Progress/Benefits/Outcomes from Bid
					<p>being set up to progress this project. Currently exploring the use of the £37,468 balance for a programme support officer.</p> <p>The Department for Environment and Innovation and Growth will lead this project.</p> <p>The project delivery has not begun, however, this aligns with Corporate Plan Priorities supporting the City’s long term for growth and success (7 and 10 support)</p>
<p>Innovation & Growth’s Artificial Intelligence Dinner (SK54)</p>	<p>DIG</p>	<p>£32,000</p>	<p>£27,038</p>	<p>£4,962</p>	<p>On 30 October 2023 IG and the Department for Science, Innovation & Technology (DSIT) co-hosted the ‘AI for Innovation’ Dinner at Guildhall. This was the largest official pre-Summit event and the primary business engagement.</p> <p>The event brought together around 400 leaders from across the AI eco-system as well as ten UK Government officials and nine ambassadors and international delegates. The Dinner featured speeches from the Policy Chairman and the DSIT Secretary of State.</p> <p>There was also the launch of a report by CoLC and publication of a promotional video created by IG and aired at the event. The video featured the Policy Chairman and DSIT Secretary of State as well as representatives from Darktrace, Comply Advantage and HSBC.</p> <p>Feedback from DSIT confirmed the Dinner as “brilliant” and a “success”. CoLC’s involvement in hosting the Dinner has strengthened relationships with DSIT, positioned CoLC as a credible voice on AI and broadened CoLC’s AI-related networks.</p>

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					As we were able to secure a higher than expected contribution towards this event from HMG, £28,000 from the original allocation of £60,000, has now been returned to PIF.
Annual Bus Passes for Care Leavers (SK55)	DCCS	£32,500	£8,709	£23,791	This has contributed to the CoL’s commitment to our CoL Care Leavers – aligned with the recently approved Care Leaver status as a Protected Characteristic. This supports Care Leavers during the cost of living crisis; will enable them to access employment and education opportunities and aligns with the London Wide Care Leaver Compact which sees all London Local Authorities signed up to implement measures to support better outcomes for Care Leavers. The 1 year PIF funding for this Initiative was agreed in November 2023 – the unspent balance is to be carried forward into 2024/25.

Key Responsible Officer:

DIG Director of Innovation & Growth

DOC Director of Communications

CHB Chamberlain

REM Remembrancer

ENV Director of Build Environment

TC/DTC Town Clerk/Deputy Town Clerk

DCCS Director of Community & Children Services

Report Name	Responsible Officer	Allocation	Spend	Balance	Progress/Benefits/Outcomes from Bid
City of London Scholarship - Anglo-Irish Literature (Repurposed) (SK26)	REM	£19,850	£0	£19,850	Awaiting information
Common Council Elections in March 2021 (SK00)	TC	£127,000	£127,000	£0	<p>The aims of the election engagement campaign were wholly fulfilled and the project delivered on time and below budget. Despite ongoing restrictions and the effects of the pandemic, voter registration in the Square Mile was increased by 43% 2021-22 to 2022-23 and 53% 2023-24 to 2022-23.</p> <p>The results of the campaign are outlined in the '2022 City of London Elections' report brought to Policy & Resources committee on 15 September 2022.</p>
Electoral Registration Campaign Manager (SK02)	TC	£150,000	£150,000	£0	<p>The swift implementation of the report meant a post-holder was put into place by 1st March 2021. The aims of the election engagement campaign were wholly fulfilled and the project delivered on time and below budget. Despite ongoing restrictions and the effects of the pandemic, voter registration in the Square Mile was increased by 43% 2021-22 to 2022-23 and 53% 2023-24 to 2022-23.</p> <p>The results of the campaign are outlined in the '2022 City of London Elections' report brought to Policy & Resources committee on 15 September 2022.</p> <p>The remaining funding allocated by the committee continues to be used to promote participation in unscheduled Aldermanic and Common Councillor elections, and voter registration activity.</p>

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Lord Mayor’s Show Arrangements	REM	£15,000	£15,000	£0	Protecting the IP of the LM Show helps to put the Show on a firmer financial footing and opportunities for further use of the IP is being explored alongside any other commercial opportunities that might arise.
Election Engagement Campaign (SK01)	TC	£72,000	£72,000	£0	<p>The aims of the election engagement campaign were fulfilled and the project delivered on time and below budget. Despite ongoing restrictions and the effects of the pandemic, voter turnout remained at 2017 levels, while many had predicted a fall due to businesses leaving the City. The Business Improvement District elections were also similarly effective.</p> <p>The results of the overall campaign are outlined in the ‘2022 City of London Elections’ report brought to Policy & Resources committee on 15 September 2022.</p>
Civic Affairs (SK31)	TC	£57,800	£27,099	£30,701	<p>This funding was required to allow for progression of several projects within Civic Affairs Sub-Committee (and now also Member Development & Standards Sub-Committee) remit. Progress under the various workstreams is as follows:-</p> <ul style="list-style-type: none"> - New workspace for Members on the Mezzanine floor – (complete) - Purchase and installation of soundproof booths for confidential calls – (complete) - Provision of a Parental / Guardian room on the Mezzanine – (complete) - Independent Review of SRAs – (complete) - Member Training & Development offering – (ongoing)

Report Name	Responsible Officer	Allocation	Spend	Balance	Progress/Benefits/Outcomes from Bid
					It is requested that the unspent balance be carried forward into 2024/25 in order to deliver the planned Member Development activity associated with the March 2025 elections.
Crossrail Art Programme – Liverpool Street Artworks and Close-Out Matters (SK34)	CHB	£15,000	£0	£15,000	This involves creating a pamphlet which would promote the Art Programme and the artworks, and recognise the sponsors across the Elizabeth line. This work is to be delivered in partnership with Transport for London with a view to being completed in late spring 2024 once the final art work has been installed at Broadgate.
The Lord Mayor’s Show (SK50)	CHB	£138,028	£0	£138,028	<p>Wasserman appointed mid-Nov, and attended the Lord Mayor’s Show 11th Nov ’23, to gain first-hand experience.</p> <p>Numerous Stakeholder meetings have been undertaken to assist with Phase 1 of their work – ‘Strategic audit and Market landscape’.</p> <p>Further discussions have taken place with the shows Pagenmaster Dominic Reid, and also separately Alderman Hailes.</p> <p>Feb ’24 – visit arranged to Mansion House to assist with Phase 2 of their work – ‘New ideas, Platforms and Assets’</p> <p>Further Key project milestones in 2024 are:</p> <ul style="list-style-type: none"> • Phase 2 – New Ideas, Platforms & Assets - Feb 12th – Mar 29th • Phase 3 – Future Opportunities Plan - Mar 11th – May 17th • Phase 4 – Go to market support - May 1st – August 31st • Phase 5 – Creative ideas in support of project findings - May 1st – August 31st <p>Wasserman have been invited to and presented their findings at the monthly LMS Future Opportunities Steering Group meetings</p>

Report Name	Responsible Officer	Allocation	Spend	Balance	Progress/Benefits/Outcomes from Bid
					<p>The benefits/outcomes achieved to date: Improved understanding of our target audience, trends and challenges.</p> <p>Improved understanding of the landscape, locally and nationally. Highlighted need for improved IPR, Retail and Advertising scope.</p>
Introducing Electronic Voting (SK40)	DTC	£10,000	£6,403	£3,597	
Worker Engagement: The City Belonging Project (SK44)	DTC	£70,000	£11,050	£58,950	<p>The City Belonging Project has been fast-established as a high-profile and successful City of London Corporation initiative, involving hundreds of City workers in events and activities across the Square Mile. We have received a wide range of feedback suggesting the initiative is improving people’s engagement with and favourability towards our organisation. Through working in partnership, all this has been achieved so far for less than £12,000.</p> <p>The initiative was launched at the Barbican in June and saw approximately 250 people from 150 different Square Mile workplaces attend, including 16/20 of the largest City employers – mostly D&I or HR representatives of City businesses.</p> <p>More than 1,500 people have signed up to the project overall, giving their contact details for the purposes of engagement – and we have now established ourselves and the initiative as leaders and convenors of D&I and community engagement activity in the Square Mile. The project has been immediately deployed to help build effective</p>

Report Name	Responsible Officer	Allocation	Spend	Balance	Progress/Benefits/Outcomes from Bid
					<p>guestlists around existing events, including Eid, Pride, Black History Month, Diwali and Chanukah.</p> <p>High quality content has been created at low cost, including videos and a temporary website. We have worked with businesses and other partners to expand our programme of events and activities, including a calendar of events for Black History Month and walking tours relating to Black History, Women’s History and LGBT History. This Project is on-going, therefore, it is requested for any balances to be carried forward into the next Financial Year</p>
Allocation of Funding to King Edward’s Witley School (SK53)	DTC	£402,439	£0	£402,439	<p>This bid approved on 19 October 2023 supports historic commitments and the City’s education strategy and activities</p> <p>This additional funding will ensure that existing students are not disadvantaged by the tapered reduction in funding up to 2029/30.</p>

Key Responsible Officer:

DTC Deputy Town Clerks

TC Town Clerks

REM Remembrancers

CHB Chamberlains

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