



## Policy and Resources Committee

**Date:** THURSDAY, 11 JULY 2024  
**Time:** 1.45 pm  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:**

|   |   |
|---|---|
| Deputy Christopher Hayward (Chairman)       | Deputy Shravan Joshi MBE  |
| Deputy Keith Bottomley (Deputy Chairman)    | Alderman Vincent Keaveny, CBE   |
| Tijs Broeke (Vice-Chair)                    | Alderman Alastair King DL   |
| Caroline Haines (Vice-Chair)                | The Rt. Hon. The Lord Mayor Ald. Michael Mainelli (Ex-Officio Member) |
| Munsur Ali                                  | Deputy Paul Martinelli  |
| Deputy Randall Anderson (Ex-Officio Member) | Deputy Andrien Meyers   |
| Deputy Henry Colthurst (Ex-Officio Member)  | Deputy Brian Mooney BEM   |
| Deputy Peter Dunphy (Ex-Officio Member)     | Deputy Alastair Moss  |
| Mary Durcan (Ex-Officio Member)             | Benjamin Murphy   |
| Helen Fentimen OBE JP                       | Alderman Sir William Russell  |
| Steve Goodman OBE                           | Deputy Sir Michael Snyder   |
| Jason Groves                                | Deputy James Thomson  |
| Alderman Timothy Hailes JP                  | James Tumbridge   |
| Jaspreet Hodgson                            | Philip Woodhouse  |
| Deputy Ann Holmes                           |   |

**Enquiries:** Polly Dunn  
[polly.dunn@cityoflondon.gov.uk](mailto:polly.dunn@cityoflondon.gov.uk)

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<https://www.youtube.com/@CityofLondonCorporation/streams>

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

**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 6 June 2024 (Pages 9 - 16)
- b) \* To note the draft public minutes of the Resource Allocation Sub-Committee Meeting on 2 May 2024
- c) \* To note the draft public minutes of the Capital Buildings Board meeting on 29 May 2024

### 4. COURT OF COMMON COUNCIL AND EASTER RECESS 2025

Report of the Town Clerk & Chief Executive.

**For Decision**  
(Pages 17 - 22)

### 5. STANDING ORDER REVIEW 2024

Report of the Town Clerk & Chief Executive.

**For Decision**  
(Pages 23 - 86)

### 6. BARBICAN AREA ADVISORY GROUP

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

**For Decision**  
(Pages 87 - 94)

7. **PRODUCTIVITY PLAN**  
Joint report of the Chamberlain and Chief Strategy Officer.  
**For Decision**  
(Pages 95 - 104)
8. **DIGITAL, DATA & TECHNOLOGY STRATEGY**  
Report of the Chamberlain.  
**For Decision**  
(Pages 105 - 120)
9. **CAPITAL FUNDING UPDATE**  
Report of the Chamberlain.  
**For Decision**  
(Pages 121 - 132)
10. **COMMUNITY INFRASTRUCTURE LEVY (CIL) ALLOCATION PROCESS AND POTENTIAL CIL RATES REVIEW**  
Joint report of the Executive Director, Environment and Chamberlain.  
**For Decision**  
(Pages 133 - 144)
11. **COMMUNITY INFRASTRUCTURE LEVY AND ON STREET PARKING RESERVES CAPITAL BIDS QUARTER 1 2024/25**  
Joint report of the Executive Director, Environment and Chamberlain.  
**For Decision**  
(Pages 145 - 174)
12. **\* TRANSITIONING FROM 1-YEAR TO 5-YEAR BUSINESS PLANNING.**  
Report of the Chief Strategy Officer.  
**For Information**
13. **\* POLICY AND RESOURCES CONTINGENCY/DISCRETIONARY FUNDS**  
Report of the Chamberlain.  
**For Information**

14. **\* LONDON CAREERS FESTIVAL 2024 EVALUATION**

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

**For Information**

15. **\* MIPIM PROPERTY CONFERENCE 2024**

Joint report of the Executive Director, Environment and City Surveyor.

**For Information**

16. **\* INNOVATION AND GROWTH QUARTERLY REPORT**

Report of the Executive Director for Innovation and Growth (to be read in conjunction with non-public appendices at item 27).

**For Information**

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

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

19. **EXCLUSION OF THE PUBLIC**

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

**Part 2 - Non-Public Agenda**

20. **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 6 June 2024 (Pages 175 - 182)
- b) \* To note the draft non-public minutes of the Resource Allocation Sub-Committee Meeting on 2 May 2024
- c) \* To note the non-public minutes of the Capital Buildings Board meeting on 29 May 2024

21. **PUDDLE DOCK - DEVELOPMENT OPTIONS REVIEW**

Report of the City Surveyor.

**For Decision**  
(Pages 183 - 236)

22. **GENERAL ELECTION UPDATE**

Joint report of the Executive Director, Communications and Corporate Affairs and Remembrancer.

**For Discussion**  
(Pages 237 - 242)

23. **DESTINATION ADVISORY BOARD - ESTABLISHMENT PROCESS**

Report of the Executive Director of Innovation and Growth.

**For Decision**  
(Pages 243 - 258)

24. **REVISED SPONSORSHIP AGREEMENT BETWEEN THE CITY OF LONDON ACADEMY TRUST (COLAT) AND CITY OF LONDON CORPORATION**

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

**For Decision**  
(Pages 259 - 276)

25. **APPOINTMENT OF EXTERNAL MEMBER TO COMPETITIVENESS ADVISORY BOARD (CAB)**

Report of the Executive Director of Innovation & Growth.

**For Decision**  
(Pages 277 - 280)

26. **UK INSURANCE EVENT**

Report of the Executive Director of Innovation and Growth.

**For Decision**  
(Pages 281 - 288)

27. **\* INNOVATION AND GROWTH QUARTERLY REPORT**

Report of the Executive Director for Innovation and Growth (Non Public appendices to be read in conjunction with item 16).

**For Information**

28. **\* BARKING REACH POWER STATION COMPANIES - BUSINESS PLAN UPDATE**  
Joint report of the Chamberlain and City Surveyor.

**For Information**

29. **\* LIVERY COMMITTEE WEBSITE**  
Report of the Deputy Town Clerk.

**For Information**

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

31. **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**

32. **MINUTES**

To consider minutes as follows:

- a) To agree the confidential minutes of the Policy and Resources Committee meeting on 6 June 2024
- b) To note the confidential minutes of Freedom Applications Sub-Committee meeting on 5 June 2024

33. **CITY'S WHOLESALE MARKETS CO-LOCATION PROGRAMME - DELIVERY REVIEW UPDATE**

Report of the Comptroller and City Solicitor, Deputy Chief Executive.

**For Decision**

34. **TRADE & INVESTMENT UPDATE**

Report of the Executive Director of Innovation & Growth.

**For Decision**

35. **CENTRAL CRIMINAL COURT CLEANING SERVICES**

Report of the City Surveyor.

**For Decision**

36. **RECRUITMENT OF THE COMMISSIONER FOR THE CITY OF LONDON POLICE**  
Report of the Executive Director & Chief People Officer.

**For Information**



## **POLICY AND RESOURCES COMMITTEE** **Thursday, 6 June 2024**

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 6 June 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)  
Deputy Peter Dunphy, Chief Commoner  
Mary Durcan (Ex-Officio Member)  
Helen Fentimen OBE JP  
Steve Goodman OBE  
Jason Groves  
Alderman Timothy Hailes JP  
Jaspreet Hodgson  
Deputy Shravan Joshi MBE  
Alderman Alastair King DL  
Deputy Paul Martinelli  
Deputy Andrien Meyers  
Deputy Brian Mooney BEM  
Alderman Sir William Russell  
Deputy Sir Michael Snyder  
Deputy James Thomson  
Philip Woodhouse

#### **In attendance (In Guildhall)**

Deputy Henry Pollard

#### **In attendance (Observing Online)**

Deputy Rehana Ameer  
Deputy Marianne Fredericks  
Benjamin Murphy

#### **Officers:**

|                       |  |
|-----------------------|--|
| Ian Thomas CBE        | - Town Clerk & Chief Executive   |
| Jen Beckermann        | - Executive Director and Private Secretary to the Chairman of Policy and Resources Committee |
| Polly Dunn            | - Assistant Town Clerk and Executive Director, Governance and Member Services                |
| Emma Callaghan        | - Town Clerk's Department  |
| Benjamin Dixon        | - Town Clerk's Department  |
| David Mendoza Wolfson | - Town Clerk's Department  |

|                              |   |
|------------------------------|---|
| Chris Rumbles                | - Town Clerk's Department   |
| Emily Slatter                | - Town Clerk's Department   |
| Caroline Al-Beyerty          | - Chamberlain   |
| Marcellina Gilka             | - Chamberlain's Department  |
| Lisa Moore                   | - Chamberlain's Department  |
| Alessia Ursini               | - Chamberlain's Department  |
| Sonia Virdee                 | - Chamberlain's Department  |
| Genine Whitehorn             | - Chamberlain's Department  |
| Michael Cogher               | - Comptroller and City Solicitor, Deputy Chief Executive              |
| Dionne Corradine             | - Chief Strategy Officer  |
| Alison Littlewood            | - Chief People Officer  |
| Damian Nussbaum              | - Director of Innovation & Growth                                     |
| Daniel O'Byrne               | - Innovation & Growth   |
| Bob Roberts                  | - Executive Director, Environment                                     |
| Andrew Trathen (for item 12) | - Director of Public Health, City & Hackney                           |
| Claire Giraud (For item 12)  | - Senior Public Health Practitioner                                   |
| Emily Tofield                | - Executive Director of Corporate Communications and External Affairs |
| Paul Wright                  | - Remembrancer  |
| Peter Young                  | - City Surveyor's Department  |
| Ben Milligan                 | - City Surveyor's Department  |
| Robert Murphy                | - City Surveyor's Department  |
| James Murray                 | - City Surveyor's Department  |
| Ola Obadara                  | - City Surveyor's Department  |

The Chairman took the opportunity to highlight that it was Bob Roberts' last Policy and Resources Committee meeting before his retirement at the end of the month. The Chairman added how Bob had proved himself to be an invaluable resource for every Member with whom he had worked during his time at the City Corporation.

The Chairman thanked Bob on behalf of the Committee for all he had done in making the City and City Corporation better and offered him very best wishes for his future endeavours, with this receiving the unanimous agreement of all Members.

**1. APOLOGIES**

Apologies were received from The Rt Hon. The Lord Mayor, Michael Mainelli, Deputy Ann Holmes, Deputy Henry Colthurst, Alderman Vincent Keaveny and Benjamin Murphy.

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

The Town Clerk confirmed that Paul Martinelli had been advised by the Monitoring Officer in advance of the meeting of a Declarable Pecuniary Interest in respect of the Markets Co-location Programme item on the agenda.

Munsur Ali declared in interest in respect of Guildhall School of Music and Drama as a Board Member.

James Thomson declared an interest in respect of the Enhanced Suicide Prevention item on the agenda as a Member of the City Bridge Foundation Board.

### 3. **MINUTES**

- a) The public minutes of the Policy and Resources Committee meeting on 9 May 2024 were approved as an accurate record.
- b) The draft public minutes of the Civic Affairs Sub-Committee meeting on 22 April 2024 were noted.
- c) The public minutes of the Capital Buildings Board meeting on 24 April 2024 were noted.
- d) The draft public minutes of the Communications and Corporate Affairs Sub Committee meeting on 24 April 2024 were noted.

### 4. **POLICY AND RESOURCES COMMITTEE APPOINTMENTS**

#### a) **Member Development and Standards Sub-Committee**

The Town Clerk reminded Members of the process for appointments to committees at the last Policy and Resources Committee meeting following which there was one vacancy outstanding on Member Development Standards Sub-Committee.

RESOLVED: That Steve Goodman, being the only Member having indicated their willingness to serve, was duly appointed to Member Development and Standards Sub-Committee for the year ensuing.

#### b) **Barbican Centre Board**

The Town Clerk reminded Members of Tijs Broeke's appointment at the last meeting as Policy and Resources Committee's nominated representative on Barbican Centre Board.

Mr Broeke, having already been appointed to Barbican Centre Board in his own right, and following discussion with the Chair of Barbican Centre Board, had decided to release the Policy and Resources Committee vacancy and open this up to any other Member who may be interested in serving on the Board.

RESOLVED: That Jaspreet Hodgson, be the only Member having indicated their willingness to serve, was duly appointed on Barbican Centre Board for the year ensuing.

### 5. **CITY CORPORATION'S COAT OF ARMS - APPLICATIONS PAUSE**

The Committee considered a report of the Town Clerk providing an update on the current process for the use of the City Corporation's Coat of Arms and seeking agreement to halt the existing application arrangements, pending the outcome of a wider branding review.

A question was raised regarding a timeframe for completion of the branding review, with the Executive Director of Corporate Communications and External Affairs confirming that the review should be completed by the end of this month. A Member added how the City Corporation had previously been poor at protecting its brand and that there was a need to look at doing so moving forwards along with consideration of its commercial position.

RESOLVED: That Members: -

- Agreed to halt the existing Coat of Arms application arrangements, pending the outcomes of a wider branding review;
- Agreed to, in the interim, delegate authority to the Town Clerk, in consultation with the Chairman, Deputy Chairman, Chief Commoner, and Director of Communications & External Affairs, to consider any exceptional applications only.

#### **6. POLICY AND RESOURCES CONTINGENCY/DISCRETIONARY FUNDS**

The Committee Considered a report of the Chamberlain providing a schedule of projects and activities which had received funding from the Policy Initiatives Fund (PIF) and the Policy and Resources Committee's Contingency Fund for 2024/25 and future years with details of expenditure in 2024/25.

The Chairman referred to the request presented within the report to increase the multi-year cap, with this being subject to consideration and approval of the Transition Finance Council later in the non-public part of the agenda at item 14. The Chairman confirmed that Members approval was being sought in principle at this stage of the meeting, subject to a full debate and decision at item 14. The Chairman offered Members an assurance that should item 14 not be approved then this recommendation would simply fall away.

RESOLVED: That Members

- Noted the report and contents of the Schedules.
- Agreed to increase the 2024/25 multiyear PIF cap by £42,000 from the 2024/25 Committee Contingency's uncommitted balance of £171,692 should the Transition Finance Council Bid be approved at today's Committee. Whilst the overall 2024/25 PIF uncommitted balance was £1,048,846, there was no funding available for multiyear Bids, as shown in Paragraph 15. Should this be approved, the remaining available balance for 2024/25 Committee Contingency would be £129,692.

#### **7. RESPONSIBLE PROCUREMENT IMPACT REPORT FY23-24**

The Committee considered a report of the Chamberlain providing an update on impact that the City Corporation's supply chain partners have had on the diverse

communities it serves, on the City as a vibrant thriving destination and leading on a sustainable environment.

During the discussion that followed, reference was made to diversity and the report providing a good opportunity to provide data and show what was being done in this area. A Member welcomed the City Corporation's partnership with MSDUK. The importance of data collection was highlighted as being crucial in allowing an opportunity to understand the success of a strategy. A member remarked on diversity in the supply chain having first been raised 18 months ago and suggested that it would be good to have data and information available that could be publicly shared.

Members noted that capturing diversity data remained a work in progress. With over 13k active providers it had not been possible to go out to each of them and source diversity data, but with use of Artificial Intelligence being looked at as an area that would help to capture relevant data and allow for better oversight in this area.

Further clarity was provided on a range of areas of work that continued with an ongoing focus on achieving best practice in procurement. This included being part of the London Responsible Procurement Network with a supplier diversity sub-group, holding a joint public procurements meet the buyer joint event with both Westminster City Council and Greater London Authority, as well as working very closely with MSDUK on holding different round table sessions during the summer to include companies in the supply chain.

The Chamberlain referred to the Responsible Procurement Policy having been brought forward to Policy and Resources Committee 18 months ago, which included six commitments for the organisation, the first one being a focus on climate action and the second being how to develop more diversity in the City Corporation's supply chains. This has remained a commitment moving forwards, through which a relationship with MSDUK has been established and has led to more suppliers coming into the City Corporation's supply chain. The report presented today was setting out the City Corporation's progress towards the six commitments originally approved as part of the Responsible Procurement Policy.

RESOLVED: That Members: -

- Endorsed the Responsible Procurement Impact Report 23-24 and the proposal to publish it with the Responsible Procurement Policy.

8. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no questions.

9. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**  
There were no additional items of business.

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

## **Part 2 – Non-Public Agenda**

### **11. NON-PUBLIC MINUTES**

- a) The non-public minutes of the Policy and Resources Committee meeting on 9 May 2024 were approved as an accurate record.
- b) The draft non-public minutes of the Civic Affairs Sub-Committee meeting on 22 April 2024 were noted.
- c) The non-public minutes of the Capital Buildings Board meeting on 24 April 2024 were noted.
- d) The draft non-public minutes of the Communications and Corporate Affairs Sub Committee meeting on 24 April 2024 were noted.

### **12. ENHANCED SUICIDE PREVENTION INITIATIVE**

The Committee considered a report of the Executive Director, Environment putting forward recommendations for a City Corporation enhanced suicide prevention initiative.

### **13. CITY FUND - LONDON WALL WEST DEVELOPMENT - DEVELOPMENT AGREEMENT, ACQUISITION OF FERRONERS' HOUSE AND LAND TRANSFER WITH IRONMONGERS COMPANY**

The Committee considered a report of the City Surveyor with a proposal relating to London Wall West Development Acquisition of Ferroners' House and Land Transfer with Ironmongers Company.

### **14. TRANSITION FINANCE COUNCIL**

The Committee considered a report of the Executive Director of Innovation & Growth with a proposal relating to a Transition Finance Council.

### **15. GUILDHALL SCHOOL OF MUSIC AND DRAMA REQUIREMENT FOR EXTRA WORKSPACE - NORTH WING, GUILDHALL**

The Committee considered a joint report of the City Surveyor and Principal of Guildhall School of Music and Drama relating to Guildhall School of Music and Drama extra workspace requirements.

### **16. WARD ELECTIONS - NOMINATION PAPER CHECKS**

The Committee considered a report of the Comptroller and City Solicitor and Deputy Chief Executive relating to ward elections nomination paper checks.

### **17. LOCAL GOVERNMENT PENSIONS SCHEME - CASUAL WORKERS**

The Committee considered a report of the Chief People Officer relating to Local Government Pensions Casual Workers.

### **18. RESPONSIBLE PROCUREMENT IMPACT REPORT FY23-24**

The Committee received a non-public appendix to be read in conjunction with the Responsible Procurement Impact report at item 7 on the agenda.

**19. 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 between meetings, in accordance with Standing Orders No 41(a) and 41(b).

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

There were no questions.

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

There were no additional items of business.

**Part 3 - Confidential Agenda**

**22. MINUTES**

a) The confidential minutes of the Policy and Resources Committee meeting on 9 May 2024 were approved as an accurate record.

b) The draft confidential minutes of the Freedom Applications Sub-Committee meeting on 11 April 2024 were noted.

**23. CITY'S WHOLESALE MARKETS CO-LOCATION PROGRAMME OVERVIEW OF EXTERNAL CONSULTANTS' INTENSIFICATION AND DELIVERY REVIEW**

The Committee considered a report of the City Surveyor relating to the City's Wholesale Markets Co-Location Programme overview of external consultants' intensification and delivery review.

**The meeting ended at 3.17pm.**

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Chairman

**Contact Officer: Polly Dunn**  
**[polly.dunn@cityoflondon.gov.uk](mailto:polly.dunn@cityoflondon.gov.uk)**

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| <b>Committee:</b><br>Policy and Resources Committee  | <b>Dated:</b><br>11 July 2024                  |
| <b>Subject:</b><br>Court of Common Council and Easter Recess 2025  | <b>Public</b>                                  |
| <b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>                    | <b>Statutory Function<br/>Brilliant Basics</b> |
| <b>Does this proposal require extra revenue and/or capital spending?</b>   | <b>No</b>                                      |
| <b>If so, how much?</b>  | <b>£NA</b>                                     |
| <b>What is the source of Funding?</b>  | <b>NA</b>                                      |
| <b>Has this Funding Source been agreed with the Chamberlain's Department?</b>  | <b>NA</b>                                      |
| <b>Report of:</b><br>Town Clerk & Chief Executive  | <b>For Decision</b>                            |
| <b>Report author:</b><br>Polly Dunn<br>Interim Assistant Town Clerk and Executive Director of Governance and Member Services |  |

## Summary

In March 2021, your Policy & Resources Committee introduced formalised arrangements for Christmas Recess, in line with Easter and Summer. These arrangements are implemented by the Governance and Member Services Team when scheduling committees for the year(s) ahead.

Due to the timings of the Easter weekend and the all-out elections in 2025, this report seeks a decision to vary these Recess arrangements for one year only. Options are provided.

## Recommendation

Members are being asked to consider any necessary variations to the 2025 Easter Recess, and approve the preferred date to host the first Court of Common Council meeting of the 2025/2026 civic year.

## Main Report

### Background

1. At Policy and Resources Committee on 11<sup>th</sup> March 2021, Members introduced formal Recess arrangements for Christmas, Easter and Summer. These arrangements are as follows:
  - **Easter:** No committee meetings to be held during the week immediately preceding and immediately following Easter weekend
  - **Summer:** No committee meetings to be held during the last week of July until the first full working week in September.

- **Christmas:** No committee meetings to be held during the week immediately leading up to the Christmas holiday period until the first full working week in January.
2. To date, restrictions around formal meetings has been implemented by the Governance and Member Services Team since 2021 without issue, with limited exceptions being made for (often statutory) circumstances such as licensing hearings.

## **Current Position**

3. The Court of Common Council's first meeting of the civic year is, traditionally, the penultimate week of April. In 2025, this would be the 24<sup>th</sup> April. However, under current arrangements, Easter Recess would fall from Monday 14<sup>th</sup> April to Friday 25<sup>th</sup> April (inclusive).
4. Members are, therefore, required to make decide whether to vary the arrangements for the first Court meeting, or to vary the arrangements for Recess. Unfortunately, this question is further complicated by two additional factors. The first being implications of the all-out elections; with the second being an existing commercial booking in the Great Hall.
5. In 2025, the all-out Common Councillor elections are to be conducted on the 20<sup>th</sup> March. This will be preceded by a pre-election period (with restrictions on certain committee meetings) from 18<sup>th</sup> February to 20<sup>th</sup> March, inclusive.)
6. There is currently a tentative commercial booking in the Great Hall for 24<sup>th</sup> April.

## **Proposals**

7. To address the clash of Easter Recess and April Court, it is for Members to consider the options available to them, including associated implications, and agree a preferred way forward. Therefore, set out below are the feasible options and likely implications. To assist in the inevitable discussion, Appendix 1 features a calendar for the months of February-May 2025.

### **A) Thursday 10<sup>th</sup> April 2025 – Not recommended**

Bringing Court forward by two weeks is not feasible as it will not allow for committee vacancies to be advertised, in line with Standing Orders 25(2) and for Ward Committee appointments to be confirmed in line with Standing Order 23. It is also another event planned for this date – which limits usage of the Guildhall. Whilst this is not a viable option, it is included here for completeness.

### **B) Thursday 17<sup>th</sup> April 2025 – Not recommended**

In relation to satisfying the Standing Orders dictating the advertisement of committee vacancies, unlike the 10<sup>th</sup> April, it is (technically) possible to host Court of Common Council on the 17<sup>th</sup> April 2025. However, the process of nominations relies on Members having email addresses and access to their accounts, which can sometimes take the best part of a fortnight to establish. Furthermore, new Members will need to be digesting a wealth of information

as part of a comprehensive induction programme. Whilst officers will do the utmost to ensure this is done seamlessly, the turn-around for seeking expressions of interest for committee will be exceptionally tight and, from experience, could lead us to errors. Beyond that, Thursday 17<sup>th</sup> April will be Maundy Thursday, a Christian religious holiday immediately preceding Good Friday. Some Members may have already made plans to be away this week, which could reduce attendance. This option will require the waiving of the first week of Recess provision for Easter.

**C) Thursday 24<sup>th</sup> April in the Great Hall**

Noting that Members will have already had limited committee obligations for the previous two months (due to pre-election period) they may wish to agree to waive the second week of Easter Recess for 2025 and hold the Court meeting on the 24<sup>th</sup> April. There is, however, a provisional commercial booking in the Great Hall for this day (a two day conference from 23<sup>rd</sup>-24<sup>th</sup>). Having consulted with the Remembrancer's Department, the event has not been contracted, so there are no direct financial costs associated with rescheduling the event. If the Great Hall was unavailable on the second day of the conference, the client may consider moving to an alternative venue, resulting in the loss of all revenue for that event. Reputationally, Members have recommended Guildhall for the event and dates have been noted in relevant diaries. Given the tentative commitment for this event, there is potential reputational damage should the organisation pull out at this time. However, the venue is prioritised for use by the City of London, if required. It is unlikely that the event could go ahead if Great Hall were unavailable.

**D) Thursday 24<sup>th</sup> April in the Old Library**

Noting the commercial booking outlined in Option C, it has been suggested that the Court meeting could be hosted in the Old Library. The City has not yet discussed with the client what the unavailability of the Old Library would mean to the event, as a whole, but it has been suggested that there is a chance that the events could run concurrently. Members may not welcome this due to the restrictions of the Old Library space (limited public gallery; new Members not in the Great Hall for their first meeting; dais space limited). It is noted that the Lord Mayor would typically be consulted on significant logistical changes such as this, it is therefore proposed that progress on this option be contingent on feedback sought from the Senior Alderman Beneath the Aldermanic Chair.

**E) Hold Court on Thursday 1<sup>st</sup> May.**

This date is free, but it is one week later than usual. Due to the pre-election period (18<sup>th</sup> February – 20<sup>th</sup> March) and that committees will not be established until this meeting, there will be 12 weeks of limitations on committee meetings. Ultimately, the City Corporations decision making will have been exceptionally limited during this period (although all statutory and legal obligations will be progressed). This may cause further delay to work around the organisation, but is ultimately only five working days later than usual.

**F) Hold Court on a day that is not a Thursday**

It would be possible to host a Court of Common Council meeting on the week commencing 21<sup>st</sup> April, but avoiding the Thursday. Tuesday 22<sup>nd</sup> and Friday

25<sup>th</sup> April have been identified with the Remembrancer's as potential options. Again, this would involve departing from the second week of the Easter Recess.

### **Corporate & Strategic Implications**

8. This report relates to statutory functions and aligning our Brilliant Basics service provision in response to the 2025 all-out Common Councillor elections.

### **Financial Implications**

9. There are no financial implications beyond the potential impact of moving the commercial event outlined under Option C.

### **Resource Implications**

10. There would be considerable demand on the Governance and Member Services Team to deliver the first meeting of the civic year should Members seek to progress with hosting Court ahead of the week commencing 21<sup>st</sup> April. It will lead to work pressures likely requiring a lot of overtime across the Team, which will then require Time Off In Lieu (TOIL). If Members agree to progress with an option after the week commencing 21<sup>st</sup> April, the resource demand will be considered business as usual.

### **Risk Implications**

11. As stated under options A and B as well as within the 'resource implications', there are risks associated with the work demand required to deliver complex Court of Common Council Agenda whilst also administering a comprehensive induction programme. These pressures may result in errors in the preparation and publication of the meeting agenda. These would be mitigated if the meeting was held after the 21<sup>st</sup> April.
12. There are reputational risks associated with pulling out of the potential event to be hosted on the 24<sup>th</sup> April.

### **Equality Impact Assessment and Public Sector Equality Duty**

13. Under the Equality Act 2010, all public bodies have a duty to ensure that when exercising their functions due regard is given to the need to:-
  - *eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the 2010 Act;*
  - *advance equality of opportunity between people who share a protected characteristic and those who do not; and*
  - *foster good relations between people who share a protected characteristic and those who do not;*
14. In advancing equality of opportunity public bodies also need to have due regard to the need:-

- *remove or minimise disadvantages suffered by people due to their protected characteristics;*
- *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.*

15. With the introduction of protected recess periods, an assessment of the people with protected characteristics was undertaken (i.e. age, disability, gender transition, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sex orientation). The impact of formally agreeing recess was considered to be a positive impact on transparency. It is not considered that the (potential) reduction of the Easter Recess period for one year, will have an undue adverse effect on those with protected characteristics.

### **Climate Implications**

16. None

### **Security Implications**

17. None

### **Conclusion**

18. In light of current restrictions on Easter Recess arrangements, and the challenges posed by the all-out elections on the timing of the 2025 April Court of Common Council meeting, Members are invited to consider the best option for scheduling.

### **Appendices**

Appendix 1 – 2025 calendar

### **Polly Dunn**

Interim Assistant Town Clerk and Executive Director of Governance and Member Services, Town Clerk's Department

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**APPENDIX 1: MARCH – MAY 2025**

|                    | <b>Monday</b>                      | <b>Tuesday</b> | <b>Wednesday</b>      | <b>Thursday</b> | <b>Friday</b>                    |
|--------------------|------------------------------------|----------------|-----------------------|-----------------|----------------------------------|
| <b>MARCH</b>       | 17                                 | 18             | 19                    | 20<br>Elections | 21                               |
|                    | 24<br>Induction Day 1              | 25             | 26<br>Induction Day 2 | 27              | 28                               |
| <b>MARCH/APRIL</b> | 31                                 | 1 April        | 2                     | 3               | 4                                |
| <b>APRIL</b>       | 7                                  | 8              | 9                     | 10              | 11                               |
|                    | 14                                 | 15             | 16                    | 17              | 18 – Bank Holiday<br>Good Friday |
|                    | 21 – Bank Holiday<br>Easter Monday | 22             | 23                    | 24              | 25                               |
| <b>APRIL/MAY</b>   | 28                                 | 29             | 30                    | 1 May           | 2                                |

Paired colours demonstrate possible Court meeting dates and the associated date for the agenda publication.

|  |  |
|--|--|
| <b>Committee:</b><br>Policy and Resources Committee  | <b>Dated:</b><br>11 July 2024                  |
| <b>Subject:</b><br>Standing Order Review 2024  | <b>Public</b>                                  |
| <b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>                    | <b>Statutory Function<br/>Brilliant Basics</b> |
| <b>Does this proposal require extra revenue and/or capital spending?</b>   | <b>No</b>                                      |
| <b>If so, how much?</b>  | <b>£NA</b>                                     |
| <b>What is the source of Funding?</b>  | <b>NA</b>                                      |
| <b>Has this Funding Source been agreed with the Chamberlain's Department?</b>  | <b>NA</b>                                      |
| <b>Report of:</b><br>Town Clerk & Chief Executive  | <b>For Decision</b>                            |
| <b>Report author:</b><br>Polly Dunn<br>Interim Assistant Town Clerk and Executive Director of Governance and Member Services |  |

## Summary

The Court of Common Council last reviewed its Standing Orders in March 2022. Following considerable feedback from Members and Officers, and a commitment made by the Policy Chairman (in consultation with the Town Clerk) at the April 2024 Court of Common Council meeting, this report seeks to confirm the scope of a regular review of the Standing Orders.

Given that many aspects of the Standing Orders have recently been reviewed in isolation, and to ensure that the limited staffing resource is focus on areas that Members have indicated are a priority, this report suggests the areas that officers have identified as requiring further consideration.

## Recommendation

That Members are invited to:

- i) Consider and approve the scope of the Standing Order Review, set out within the report;
- ii) authorise the Town Clerk to make any additions to the scope that may be necessitated during the course of the consultation exercises; and
- iii) note the proposed timeline for consultation and delivery.

## Main Report

### Background

1. The Court of Common Council last reviewed and approved its Standing Orders in March 2022.
2. In the following two years, in response to feedback from Members and Officers there are several matters of governance that have already been considered by the Court

of Common Council and progressed (projects governance, Member-led recruitment etc.) and may other reviews currently underway (Procurement Review, Charities Review).

3. There has, however, been increased commentary from Members on the Standing Orders, particularly on the conduct of business.
4. As set out in Section 2.22 of *Knowles on Local Authority Meetings* (Eighth Edition): *“Each Local Authority should undertake a regular review of its discretionary standing orders, annually or at some other predetermined interval of time... it may be necessary to take into account changes in the law and organisational structure during the past year, and any practical procedural difficulties that have arisen that could be helped by amending or modifying standing orders.”*
5. Following consultation with the Town Clerk, Deputy Town Clerk and the Governance and Member Services Team, the Chairman of Policy and Resources, it was agreed that such a review was required and committed to the Court of Common Council in April 2024, that this work will be undertaken and delivered ahead of the 2025 all-out Common Councillor elections.

### **Current Position**

6. The current Standing Orders are set out at Appendix 1.

### **Proposals**

7. It is proposed that, following recent and ongoing reviews into specific aspects of the Court’s governance procedures, that the scope of this review be limited to avoid unnecessary and unhelpful duplication of effort in revisiting matters already reviewed by this Court. A limited scope is also proposed with the intention of ensuring that the outcomes of the review can, realistically, be delivered ahead of the 2025 elections, within existing staffing resource.
8. It is, of course, a matter for Members to agree this scope and Members may wish to make amends to the proposals. Should certain items be revised and deemed ‘in scope’, it may be necessary to seek additional resource and/or to pause other areas of ongoing work both within the Governance Team but also, crucially, across the organisation as the Team represents a key enabling function for the delivery of outcomes across the organisation,
9. The justification for deeming certain Standing Orders out of scope, broadly falls into one of more of the following categories:
  - i) The Standing Order relates to ongoing reviews, or reviews that have only recently been concluded.
  - ii) The Standing Order relates to an area that does not, as far as officers are currently aware, present an area of immediate concern or otherwise relate to broadly administrative matters.
  - iii) The Standing Order relates to a subject that would require considerable resource to review and may, in some way, be subject to outcomes of reviews



(as noted in i)) and is otherwise not considered critical for delivery ahead of March 2025.

- iv) The Standing Order has been drafted in line with current legislative requirements and/or associated guidance such as (but not limited to) provisions under the Local Government Act 1972, Localism Act 2011, Freedom of Information Act 2000, Environmental Information Regulations 2004, and/or is in line with best practice as set out in “Knowles on Local Authority Meetings”, taking into account of any requirements specific City Corporation.

10. Noting those that are currently proposed to sit ‘out of scope’, it is acknowledged that during the course of this exercise, it may become clear that it is necessary to bring something into consideration. Authorisation is, therefore, sought so that the Town Clerk can add items to the scope, to ensure we are able to progress in an efficient manner over the summer recess period and beyond. It is not proposed that the Town Clerk be authorised to remove items from the scope.

11. As with any review of the Standing Orders, it will provide an opportunity for any typographical errors, or updates that have already been agreed, to be identified and addressed. This will be done across all the Standing Orders, including those that are deemed ‘out of scope’. This includes, but will not be limited to, matters already agreed by the Court (such as the renaming of Bridge House Estates and the transfer of responsibility for operational property from Operational Property and Projects Sub-Committee to Resource Allocation Sub-Committee).

12. The proposed Standing Orders to be reviewed are, therefore, captured in the table below.

| <b>Standing Order</b>  | <b>In scope/out of scope</b> | <b>Comment</b>  |
|--|------------------------------|---|
| <b>1 Application and Interpretation</b><br><i>How the SOs apply to the Court of Common Council and its Committees and Sub-Committees.</i><br><i>Application of the terms “Lord Mayor”, “Member and Town Clerk”</i> | In Scope                     | Need to clarify arrangements on the application of Standing Orders to Committees and Sub-Committees |
| <b>2 Suspension</b><br><i>Mechanism by which SOs can be suspended, altered or abrogate, during the course of a formal meeting.</i>   | Out of Scope                 | No changes in legal position warranting a change  |
| <b>3 Amendment</b><br>Mechanism by which the Standing Orders can be formally amended (on a permanent basis).   | Out of Scope                 | No issues identified with current arrangements  |
| <b>4 Access to Meetings</b>  | Out of Scope                 | No changes in legal position warranting a change  |

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|--|--------------|---|
| Dictates the access to meetings by Members of the Public.  |              |   |
| <b>5 Notice of Meetings</b><br>Concerns obligations for the number of days' notice required to call a formal meeting.  | Out of Scope | No changes in legal position warranting a change  |
| <b>6 Summons</b><br>Related to SO 5, this concerns the information to be included when the Court agenda is issued to Members.  | Out of Scope | No issues identified with the logistics around the Summons.<br><br>Amends may be required as a consequence of changes considered elsewhere as part of the review. |
| <b>7 Quorum</b><br>Sets out the requisite number of Common Councillors and Aldermen that must be present at a Court meeting, in order for a decision to be taken.  | Out of Scope | No changes in legal position warranting a change  |
| <b>8 Attendance</b><br>Notes that attendance will be taken at Court meetings. It also sets out how new Members of the Court are introduced at their first meeting.   | Out of Scope | No issues identified in the ceremonial arrangements for introducing new Members.  |
| <b>9 Reports</b><br>Sets out the mechanism by which Committee reports are submitted to the Court for consideration.  | In Scope     | (See Motions)   |
| <b>10 Ballots</b><br>How ballots for Committee appointments and also for Chief Officer appointments  | In Scope     | Whilst no immediate issues identified, feedback is welcome.   |
| <b>11 Conduct of Debate</b><br>How debate is managed in respect of items before the Court (e.g. number of times a Member can speak; arrangements for "the question be now put"; matters relating to derogatory conduct.) | In Scope     | Conduct of Debate has been raised in various forums and so should be included within the review.  |
| <b>12 Motions</b>  | In Scope     | Clarity needed between the treatment of Motions and   |

|   |              |   |
|---|--------------|---|
| Relates to the procedure by which individual Members can bring forward Motions for consideration by the whole Court, and how any ensuing debate is managed.                                       |              | Reports. Also observations made in various forums.  |
| <b>13 Questions</b><br>Exclusively the procedure around the submission formal questions put to Chairs. This does not include questions of Chairs posed as part of a debate on a report or Motion. | In Scope     | Court Questions have been raised in various forums and so should be included within the review.   |
| <b>14 Divisions</b><br>Dictates how Divisions are called and managed at the Court.  | Out of Scope | On the basis that electronic voting for Divisions has recently been introduced.   |
| <b>15 Disorder</b><br>Relates to how disorder is managed if either a Member or public observer, is abusing the Court.   | Out of Scope | No feedback received to warrant a review.   |
| <b>16 Duration</b><br>Concerns the length of time of the Court meetings.  | Out of Scope | No feedback received to warrant a review.   |
| <b>17 Minutes</b><br>Provision for what is to be included within the Court Minutes and how these are then approved.   | Out of Scope | No feedback received to warrant a review.   |
| <b>18 Chief Commoner</b><br>Sets out the appointments process for the Chief Commoner.   | Out of Scope | On the basis that a review into the role and appoint of the Chief Commoner would benefit (if needed) a more focused/dedicated review, beyond the Standing Orders. |
| <b>19 Decisions between Meetings</b><br>How formal decisions can be taken on behalf of the Court between meetings.  | Out of Scope | No feedback received to warrant a review.   |
| <b>20 Petitions</b><br>How Petitions are facilitated for the Court of Common Council.   | Out of Scope | No feedback received to warrant a review.   |
| <b>21 Appointment</b><br>Notes that Committees will be appointed on an annual   | Out of Scope | No requirement to re-consider the civic year cycle.   |

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| basis at the first meeting of the municipal year.  |              |  |
| <b>22 Committee Limit</b><br>Prescribes the limit to the number of Grand Committees that a Member sits on, and exceptions to this rule.                                | In Scope     | Given continued long-term vacancies on some committees, consideration on the committee limit may be useful.  |
| <b>23 Ward Committees</b><br>Dictates how membership of Ward Committees is determined.   | In Scope     | Following the decision by the Court in October in relation to pairing arrangements for Ward Committees, a further review into the membership of CCS was sought – this request (and any other observations) could be addressed through this broader review. |
| <b>24 Non-Ward Committees</b><br>Dictates how terms on Non-Ward Committees are determined, and how Members can nominate themselves for any vacancies.                  | In Scope     | Whilst no immediate issues identified, feedback is welcome.  |
| <b>25 Vacancies</b><br>Determines how casual vacancies on Committees are addressed.  | In Scope     | Whilst no immediate issues identified, feedback is welcome.  |
| 26 [not used]  | n/a          | n/a  |
| <b>27 Sub-Committees</b><br>Sets out specific rules relating to how Sub-Committees are constituted. This includes how the Chair and Deputy Chair roles are determined. | In Scope     | See comment under Standing Order 1. Also Member feedback received specifically in relation to 27(2) and the process for appointing Sub-Committee Chairs.   |
| <b>28 Joint Committees</b><br>Sets out how a formal meeting of two or more Committees can be facilitated.  | Out of Scope | No feedback received to warrant a review.  |
| <b>29 Chairs/Chairman</b><br>How the role of Chair/Chairman is determined; who is eligible; what powers the Chair has; how long a term as Chair may last.              | In Scope     | Several elements have been raised, including those associated with aforementioned Standing Orders.   |

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| <p><b>30 Deputy Chairs /Chairmen</b><br/>How the role of Deputy Chair/Chairman is determined; who is eligible; what powers the Chair has. Includes the appointment process for Vice Chairs of Policy &amp; Resources.</p>       | In Scope     | See above (29 Chairs/Chairmen)   |
| <p><b>31 Ward Reception Committee</b><br/>Sets out the role of a WRC in relation to hospitality for a visiting Head of Govt or State. How the membership is determined, and how the process is managed.</p>                     | Out of Scope | On the basis that there are no immediate concerns, and that a review into the procedure around WRCs would benefit (if needed) a more focused/dedicated review, beyond the Standing Orders. |
| <p><b>32 Access to Meetings</b><br/>Sets out the requirements for public access to Committee and Sub-Committee meetings.</p>  | Out of Scope | No changes in legal position warranting a change   |
| <p><b>33 Notice of Meetings</b><br/>Sets out the required notice period required to hold a formal meeting.</p>  | Out of Scope | No changes in legal position warranting a change   |
| <p><b>34 Summons</b><br/>Sets out how notice of meetings is determined (including special meetings and items of urgent business). It also provides a limit to the number of committees that can consider a single proposal.</p> | Out of Scope | No changes in legal position warranting a change   |
| <p><b>35 Attendance</b><br/>Sets out the permission for Members wishing to attend meetings of Committees that they are not a member of, including any limitations.</p>  | Out of Scope | No changes in legal position warranting a change nor concerns raised about the current attendance arrangements for committee meetings.   |
| <p><b>36 Quorum</b><br/>Sets out how Committee quorum should be managed (including when a quorum is not reached or lost).</p>   | Out of Scope | No changes in legal position warranting a change   |
| <p><b>37 Conduct of Debate</b><br/>Sets out how conduct of debate is to be managed at Committee/Sub-Committee level.</p>  | In Scope     | Clarity around conduct of debate (e.g. no procedure here for how an amendment can be put)  |

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| <p><b>38 Decisions</b><br/>How decisions are made by Committees/Sub-Committees (i.e. by majority). Including how recorded votes can be requested.</p>         | Out of Scope | No feedback received to warrant a review.  |
| <p><b>39 Disorder</b><br/>Relates to how disorder is managed if either a Member or public observer, is abusing the Committee.</p>                             | Out of Scope | No feedback received to warrant a review.  |
| <p><b>40 Duration</b><br/>Concerns the length of time of the Committees meetings.</p>   | Out of Scope | No feedback received to warrant a review.  |
| <p><b>41 Decisions between Meetings</b><br/>Determines how formal decisions can be taken on behalf of the Committee, in between meetings.</p>                 | Out of Scope | No feedback received to warrant a review.  |
| <p><b>42 Conferences</b><br/>Notes the permissions around the attendance of events on behalf of the City Corporation.</p>                                     | Out of Scope | The Business Travel Scheme and Financial Regulations are reviewed separately.  |
| <p><b>43 Outside Bodies</b><br/>Features a limit on the number of outside bodies on which a Member may serve.</p>   | Out of Scope | There is additional work required to engage better with our various outside bodies and this will be subject to a further review. |
| <p><b>44 Interests</b><br/>Remarks on how Members' Interests should be managed.</p>   | Out of Scope | Subject to an ongoing review into revisions to the Code of Conduct.  |
| <p><b>45 Access to Documents</b><br/>Sets out the rights of access that Members have in relation to documentation held by the City of London Corporation.</p> | Out of Scope | No changes in legal position warranting a change   |
| <p><b>46 Bills and Acts (Common Council)</b><br/>Sets out how Bills and Acts of CoCo are processed.</p>   | Out of Scope | No changes in legal position warranting a change   |
| <p><b>47 Bill and Acts (Parliamentary Legislation)</b><br/>Sets out how active proceedings may be taken</p>   | Out of Scope | No changes in legal position warranting a change   |

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| for or against any Bill in Parliament.  |              |  |
| <b>48 Budgets</b><br>Sets out the budget setting process for the City Corporation.  | Out of Scope | Matters relating to the budget arrangements for the Court of Common Council are complex and would require a dedicated review. In that vein, it is also relevant to highlight that the ongoing Charities Review may affect these Standing Orders.   |
| <b>49 Financial Regulations</b><br>Notes the role of the Financial Regulations; and oversight of these Regulations is a matter for the Finance Committee.   | Out of Scope | Financial Regulations are Reviewed regularly by the Finance Committee.   |
| <b>50 Projects</b><br>Explains how City Corporation projects are to be managed; any exceptions to the Projects Procedure.   | Out of Scope | Subject to an ongoing review and updated Projects Procedure.   |
| <b>51 Procurement and Contract Letting</b><br>References the need for all contract activity to be undertaken in accordance with the Procurement Code; how regularly these regulations are reviewed.   | Out of Scope | Subject to an ongoing review into the Procurement Code   |
| <b>52 Writing-off Debts</b><br>The mechanism by which debts may be written off.   | Out of Scope | As with budgets (SO 48) this would warrant a separate and dedicated review.  |
| <b>53 – 60 (Property)</b><br>Including: How Corporate Plans and Strategies will be developed for Corporate Asset Management and Investment; role of the Capital Buildings Board; Acquisitions; surplus assets; freehold disposals; Leasehold disposals; Disposals subject to Planning Agreements. | Out of Scope | Changes may be required as part of the Charities Review and operational property review.<br><br>A review into the role of the Capital Buildings Board was undertaken and agreed by the Court in July 2023.<br><br>It is suggested that, if necessary, a distinct review into the Property Standing Orders be commissioned. |

|   |              |   |
|---|--------------|---|
| <p><b>61 Employee Handbook</b><br/>Notes that employment terms and conditions for officers are captured in the Handbook, which is maintained by Corporate Services Committee.</p>   | Out of Scope | No feedback received to warrant a review.   |
| <p><b>62 Officers</b><br/>Sets out restrictions of employment if you are/have been an elected Member of the Court. It also notes the requirement for Court approval of the creation of posts with a salary Grade I and above.</p> | Out of Scope | No changes in legal position warranting a change  |
| <p><b>63 Appointments</b><br/>Sets out appointment procedures for Officers, and the limitations on Member involvement with officer appointments.</p>  | Out of Scope | No changes in legal position warranting a change and a recent decision taken with regard to Member-Led recruitment. |
| <p><b>64 Disciplinary Action</b><br/>Explicitly relates to how disciplinary action can be taken against the Town Clerk; Comptroller &amp; City Solicitor; and Chamberlain.</p>  | Out of Scope | No changes in legal position warranting a change  |
| <p><b>65 Affixing the Seal</b><br/>Sets out the process by which the City Seal may be affixed to any relevant document.</p>   | Out of Scope | No changes in legal position warranting a change  |
| <p><b>66 Register of Document Sealed</b><br/>Requires the Town Clerk to retain a register of documents processed under Standing Order 65.</p>   | Out of Scope | No changes in legal position warranting a change  |

13. I think it is important to flag that, in undertaking this work, it is also an opportunity to address issues where the Standing Orders are otherwise silent, to help provide clarification on longstanding practice. For example, with Committee Questions. Identifying where such lacunas exist, will form part of the initial feedback exercise.

14. For ease of reference, the changes can be grouped into the following key themes (in no particular order) which all, broadly, relate to how the Court conducts itself and its meetings:

**Conduct of debate at Court**

- Application and Interpretation (SO 1)



- Reports (SO 9)
- Conduct of debate (SO 11)
- Motions (SO12)

#### **Court (and Committee) Questions**

- Application and Interpretation (SO 1)
- Questions (SO 13)

#### **Conduct of debate at Committee**

- Application and Interpretation (SO 1)
- Conduct of debate (SO 37)

#### **Appointment processes (Committees)**

- Application and Interpretation (SO 1)
- Ward Committees (SO 23)
- Non-Ward Committees (SO 24)

#### **Appointment processes (Chairs/Deputy Chairs)**

- Application and Interpretation (SO 1)
- Chairs/Chairmen (SO 29)
- Deputy Chairs/Chairmen (SO 30)

15. It is suggested that the below timeline proposes a framework that is ambitious, but feasible and will provide the best results – ensuring that all Members have had an opportunity to contribute before the matter is formally put to the Court of Common Council for final approval.

- July-August: Communications to be issued to all Members, with written feedback to be sought over the remainder of July and throughout Recess.
- September: thematic briefing sessions, based on the above categories, be held, to allow Members to provide further feedback and comment on initial responses proposed by officers.
- October: a report to be taken to Policy & Resources with proposals and to seek a steer on draft amendments.
- November: draft revised Standing Orders to be taken to Informal Court for final comment/feedback.
- December: a final report to be provided to Policy & Resources Committee responding to feedback received at informal Court.
- January: a final report to be taken to the Court of Common Council (upon the recommendation of the Policy & Resources Committee).

16. Subject to approval in January, the Governance and Member Services Team can use the pre-election period (with reduced committee meetings) to develop and roll out internal communications on the changes and to help develop and roll out improved resources for the City's complex governance arrangements. Training for all Members will then, hopefully, be able to dovetail with induction arrangements for New and Returning Members in March/April 2025.

17. Comments from all Chief Officers (including Heads of Institutions) will be sought during the process, as their observations on specific service areas and indeed general conduct, is considered particularly valuable.

18. Whilst not a matter for the Committee, it is worth referencing the fact that the Court of Aldermen have also indicated an interest in reviewing their own Standing Orders (which are distinct from the Court of Common Council's) and that officers will be working closely to ensure that any relevant feedback received during the process, is shared in a constructive manner.

### **Corporate & Strategic Implications**

19. It is a statutory requirement for Local Authorities to have This report relates to statutory functions and aligning our Brilliant Basics service provision across the Corporation, thus supporting the delivery of all the 2024-29 Corporate Plan Outcomes.

### **Financial Implications**

20. There are no financial implications beyond the resource requirements set out.

### **Resource Implications**

21. There is currently a large volume of work commissioned by Members and/or work that the City Corporation is statutorily obliged to undertake, that the Governance and Member Services Team are either leading on delivery, or fundamental to supporting delivery. Whilst efforts will be made to mitigate the impact of this review on other reviews/workstreams, it is possible that there may be delays.

22. This review does, however, mark an opportunity to implement revised processes that may allow a more efficient way of working for officers. Consequently, in later reports, there will be clear implications of how changes to the Standing Orders may add, or alleviate, resource pressures.

### **Risk Implications**

23. If the scope of the review is widened significantly, it may not be delivered before the all-out elections of common councillors in March 2025. Noting the significant turnover of membership at the last elections (March 2022) there will be added complexities to bringing forward final recommendations to a group that are unfamiliar with the constitution and have not been privy to the consultation.

24. If there are matters of particular controversy that are not resolved in time for a final position to be agreed by the Court in January 2025, the same risk as set out above will apply. If this comes to pass, mitigations will be considered, such as removing one of the recommendations for further consideration. This will, however, need to be considered

### **Equality Impact Assessment and Public Sector Equality Duty**

25. Proposals within this report do not directly impact those with protected characteristics as defined under the Equality Act 2010. There is, however, a commitment to ensure that any proposed changes have a positive impact, where possible, on the inclusive culture and conduct of the Court.

### **Climate Implications**

26. None.

### **Security Implications**

27. None.

### **Conclusion**

28. Members are invited to consider and approve the proposed scope of the review, and note the projected delivery timeline.

### **Appendices**

Appendix 1 – Current Standing Orders

### **Polly Dunn**

Interim Assistant Town Clerk and Executive Director of Governance and Member Services, Town Clerk's Department

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## Standing Orders of the Court of Common Council

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## **PART 1 – Introduction**

### **1. Application and Interpretation**

1. Unless otherwise specified, these Standing Orders shall govern the proceedings of:-
  - (a) the Court of Common Council;
  - (b) Committees and Sub-Committees
2. The person presiding at a meeting of the Court of Common Council (the Lord Mayor) or of a Committee or Sub-Committee (the Chair/Chairman) is the final authority as to the interpretation of Standing Orders.
3. For the purposes of these Standing Orders:-
  - (a) the term “Lord Mayor”, in the absence of the Lord Mayor, applies to the Locum Tenens;
  - (b) the term “Chair” or “Chairman”, in the absence of the elected Chair/Chairman, applies to the person taking the Chair of a Committee, Sub-Committee or Working Party meeting;
  - (c) the term “Member” refers to an elected Member of the Court of Common Council (including Aldermen);
  - (d) references to Committees include Sub-Committees;
  - (e) where there are references to “the Town Clerk”, the Deputy or Assistant Town Clerk or other properly appointed Officer shall be authorised to act in the absence of the Town Clerk or where there is a vacancy in the office of Town Clerk.

### **2. Suspension**

1. The Court shall have the power to suspend, alter or abrogate Standing Orders by resolution carried by a two thirds majority of the Members present and voting.
2. No Committee or Officer may suspend, alter or abrogate a Standing Order unless given authority by the Court to do so.

### **3. Amendment**

1. Any proposal to amend these Standing Orders shall be considered by the Policy & Resources Committee whose recommendations shall be reported to the Court

## Appendix 1 - Current Standing Orders

for approval. Thereafter, the Town Clerk is authorised to make the necessary amendments.

2. The Town Clerk is authorised, after consultation with the Chamberlain,
  - (a) to adjust the financial limits specified in these Standing Orders in line with changes in the value of money, and must do so on an annual basis;
  - (b) to make any consequential amendments to the relevant Standing Orders and report such amendments to the Policy & Resources Committee.



## **PART 2 – Court of Common Council Meetings**

### **4. Access to Meetings**

All meetings are open to the public unless:-

- (a) confidential information as defined in Section 100A(3) of the Local Government Act 1972 is to be discussed; or,
- (b) a resolution has been passed to exclude the public as there is likely to be disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act 1972;

In respect of non-local authority and non-police authority functions this Standing Order is not applied unless the Court of Common Council determines otherwise.

### **5. Notice of Meetings**

Public notice of the time and place of meetings of the Court of Common Council shall be posted in an appropriate place at least five working days before the meeting, or if a meeting is convened at shorter notice, then at the time it is convened.

### **6. Summons**

1. The Town Clerk will issue a Summons, on behalf of the Lord Mayor, for each meeting stating the time at which the Court will meet and the time at which, or after which, any ballots will be conducted.
2. Except in cases of urgency or where circumstances make it impracticable, the Summons and accompanying papers will be sent to Members five clear working days in advance of the meeting.
3. The Town Clerk has discretion, having regard to the convenience of the Court, to settle the order in which items of business appear on the Summons and, if necessary, during a meeting with the consent of the Lord Mayor and the agreement of the Court to amend the published order of business.
4. When an Address, Memorial, Petition or Remonstrance to the Throne, or to any Member of the Royal Family, is to be considered, on the advice of the Policy & Resources Committee when appropriate, the item shall be taken immediately after the opening of the Court, following the confirmation of the Minutes and the introduction of any new Members, unless the matter is to be considered with the public excluded when it shall be considered at an appropriate time. No such Address, Memorial, Petition or Remonstrance shall be reconsidered or altered after having been agreed to by the Court.
5. On the occasion of the Lord Mayor taking his seat for the first time, an instruction to Members to wear their gowns will be included in the Summons.

6. The Chair/Chairman of the Policy & Resources Committee shall be given the opportunity to provide the Court with a brief statement at each meeting concerning the key policy and strategic issues affecting the City and the work of the City of London Corporation. A maximum of three Members may ask one question in direct response to the Chair/Chairman's statement.

## **7. Quorum**

1. The quorum for meetings of the Court is 40 Members, one of whom must be the Lord Mayor and two of whom must be Aldermen.
2. If a quorum is not established within five minutes of the time stated on the Summons, those present may depart.
3. If, during a meeting of the Court, it is the opinion of the Lord Mayor that a quorum has ceased to exist, business will be suspended whilst the number of Members present is counted and the result announced.
  - (a) If a quorum exists the business will proceed.
  - (b) If a quorum does not exist, the meeting will be dissolved and all remaining business will be adjourned to the next meeting.

## **8. Attendance**

1. The names of Members attending the Court shall be recorded as they enter the Court and printed in the Minutes of the meeting.
2. A Member attending the Court for the first time shall:
  - (a) before taking their seat, be called formally into the Court by the Town Clerk and introduced to the Lord Mayor by the Deputy or another Member of their Ward;
  - (b) be clothed in a mazarine gown by the Remembrancer's representative and conducted to their seat.

## 9. Reports

1. When submitting any proposal to the Court, Committees have discretion to circulate a printed report to every Member of the Court as part of the agenda for the meeting at which it is to be considered.
2. A Sub-Committee or Working Party is not entitled to submit a report to the Court unless it has Terms of Reference approved by the Court which confer the requisite authority on it to do so.
3. A minority of either a Committee or Sub-Committee is not entitled to submit a report to the Court.
4.
  - (a) A report or decision of a Committee or Sub-Committee may be referred to the Court providing that notice of the referral by not less than 20 Members of the Court is submitted to the Town Clerk by no later than 12 noon, nine working days before the meeting of the Court for inclusion in the Summons.
  - (b) A Member seeking to submit a referral on grounds of urgency, notice of which has not been included in the Summons, must inform the Town Clerk of the terms of that referral not less than 12noon the day before the the Court so that the Lord Mayor may rule on the need for urgency.
  - (c) No action shall be taken to implement any decision pertaining to the subject of the referral until such time as the Court shall have considered the matter, subject to the proviso that such referral would not preclude a decision being taken and/or implemented that in the opinion of the Town Clerk was necessary for legal reasons or for the efficient conduct of the City Corporation's business.

## 10. Ballots

1. Ballots will be held when:-
  - (a) there is more than one Member seeking appointment to a vacancy on a Committee or to represent the City of London Corporation on an outside body. Members may nominate themselves. Members nominated by others shall be advised by the Town Clerk and requested to confirm or not such nomination. If no response is received, such Member(s) will be considered to be in nomination.
  - (b) a recommendation is made to appoint an Officer whose appointment is in the gift of the Court;
2. Before the votes on a matter to be decided by ballot are counted, the Lord Mayor will nominate two Scrutineers who will supervise the counting of votes.

3. For the purpose of casting their votes, Members must be present in Court when a ballot is called.
4. When one vacancy has to be filled and there are more than two candidates, voters shall mark numbers against candidates' names on ballot papers in order of preference.
  - (a) Upon the absence of any candidate achieving 50% of first preference votes, the candidate with the fewest first preference votes will be eliminated and their votes reallocated according to their second preference therein.
  - (b) Procedure in 10.4(a) is repeated until one candidate has obtained 50% of the votes cast.
  - (c) Without prejudice to the foregoing 10.4(a) and (b), the successful candidate will be the first candidate to obtain 50% of the votes cast in the ballot.
5. When two or more vacancies have to be filled, the candidates with the highest number of votes shall be declared to be elected. Where the available terms are of differing lengths, the longest term shall be awarded to the candidate with the highest number of votes, the next longest term to the candidate with the second highest number of votes, and so on. In the event of an equality of votes, terms shall be allocated according to seniority (the longer term to the more senior Member). Practice can diverge from this only in the event that all parties are in agreement.

## **11. Conduct of Debate**

1. Members must stand in their places (if able to do so) to indicate clearly their wish to speak and if two or more Members rise, the Lord Mayor may select one of them to speak, in which case all other Members must be seated.
2. No Member may speak more than twice on the same question other than the Chair/Chairman of the Policy & Resources Committee (or, in their absence, the Deputy Chair/Chairman) to provide a clarification of policy if such be required.
3. The Mover of a Motion may not speak for longer than seven minutes, plus a further seven minutes in reply to the debate, and any subsequent speaker must not speak for more than five minutes on the first occasion and two minutes on the second occasion except with the consent of the Court (such times to include the putting of the Motion or Amendment).
4. Any Amendment so moved shall relate to the subject matter of the Motion and shall not have the effect of negating the Motion. Upon the amendment being moved, there shall be a pause of no more than five minutes to allow for these amendments to be handed to the Town Clerk in writing, to provide absolute clarity on what is being debated and voted on.
5. Should the Mover of an Amendment to a Motion choose to speak for a second time on the Amendment, they shall be the penultimate speaker (the Mover of the original Motion being the final speaker on the Amendment). In such circumstances, the

Mover of the Amendment must not speak for more than five minutes and the Mover of the original Motion must not speak for more than ten minutes.

6. Every Member must confine their speech strictly to the Motion or Amendment under discussion or to a point of order or explanation, and must not be repetitious. The ruling of the Lord Mayor on issues of relevance or repetition is final.
7. At any time, a Member may raise a point of order or make a personal explanation necessitated by the statement of another Member. Any Member speaking at the time must give way when a point of order or personal explanation is made. The ruling of the Lord Mayor on a point of order or the admissibility of a personal explanation is final.
8. Discussion will not be allowed on:-
  - (a) a Motion to extend the time allowed for the:-
    - i) length of the meeting of the Court;
    - ii) length of time allowed for consideration of Motions;
  - (b) the Mover and Seconder of a Motion or Amendment seeking permission to withdraw or amend that Motion or Amendment;
  - (c) a Motion to adjourn a debate in progress.
9. At any time other than when a Motion in the name of a committee is under discussion, a Member who has not spoken on the original Motion may move '*That the Court proceed to the next item of business*'. If this is seconded, the Motion to proceed to the next item of business shall be put forthwith and without debate unless the Lord Mayor is of the opinion that the Motion is premature or is in any sense an abuse of the rules of the Court. If the Motion is carried, the item of business which was before the Court when the Motion was moved shall not be re-introduced during the same meeting without the consent of the Court.
10. If a Member stands (if able) or otherwise indicates, either while another Member is addressing the Court or, if there is a Motion before the Court, at the conclusion of a speech and moves '*That the question be now put*', and this is seconded and carried, that question shall be put forthwith and without debate unless the Lord Mayor is of the opinion that the Motion is premature or in any sense is an abuse of the rules of the Court. In no case shall the Mover be precluded from a right to reply should they elect to exercise it.
11. A debate may take place upon a Motion for adjournment of the Court, but will be confined to that subject except for instances when the adjournment has been called for emergency purposes (e.g. building evacuation). In these instances, the Lord Mayor will be permitted to adjourn the Court immediately, without opportunity for debate.
12. No Member shall make derogatory personal references or use offensive expressions or improper language to any other Member of the Court or Officers.

## 12. Motions

1. All Motions must relate to matters that are within the powers or duties of the City of London Corporation.
2. All Notices of Motion (other than procedural, those relating to changes of membership of Committees and those to which Standing Order Number 12 (7) applies) must be signed by no fewer than ten Members and be submitted to the Town Clerk by no later than 12 noon, nine working days before the meeting of the Court for inclusion in the Summons.
3. Notices of Motions set out in the Summons shall include the names of the signatories thereto.
4. A Member seeking to move a Motion (other than procedural, those relating to changes of membership of Committees and those to which Standing Order Number 12 (7) applies) on grounds of urgency, notice of which has not been included in the Summons, must inform the Town Clerk, in writing, of the terms of that Motion not less than 9.00am on the day of Court so that the Lord Mayor may rule on the need for urgency.
5. The Mover may, with the consent of the Seconder, at any time, withdraw a Motion of which they have given notice, at which time discussion of that Motion shall cease.
6. A time limit of not more than 60 minutes will be allowed for the discussion of Motions put forward by Members. When a Mover rises to move a Motion at the commencement of a debate they shall be advised of the remaining time allotted for motions and asked whether they wish to proceed or to have the debate adjourned and carried over to the next meeting. Any Motion so adjourned will be placed first under the item for Motions included on the Summons for the next meeting after any procedural Motions and preceding any Motions not reached within the allotted time.
7.
  - (a) No Motion to rescind or amend any resolution passed within the preceding six months, and no Motion or Amendment to the same effect as one that has been rejected in the preceding six months, or any Motion or Amendment that has been passed over by virtue of Standing Order Number 11 (9), can be proposed unless notice thereof appears on the Summons and bears the names of at least 40 Members.
  - (b) Once a Motion proposed under Standing Order Number 12 (7)(a) has been dealt with by the Court, it shall not be open to any Member to propose a similar Motion or Amendment within a further period of six months.
  - (c) However, the provisions of Standing Orders 7(a) and 7(b) will not apply to Motions or Amendments appearing on the Summons in pursuance of a recommendation of a Committee nor to resolutions made under the urgency procedures in Standing Order Number 19.

### 13. Questions

1. A Member may ask the Chair/Chairman of a Committee any question:-
  - (a) on an item of the Committee's business that is included in the Summons;
  - (b) on a matter that is not included in the Summons but in relation to which the Court has powers or duties and which affects the City or the City of London Corporation provided that, except in cases of urgency, notice of the question has been given to the Town Clerk in writing not later than 12 noon, two working days before the meeting.
  - (c) That is no more than 250 words in length.
2. A Member seeking to ask a question without due notice as a matter of urgency must inform the Town Clerk in writing of the terms of the question not less than 60 minutes before the time scheduled for the start of the meeting so that the Lord Mayor may rule on the need for urgency.
3. Every question shall be put and answered without discussion, although Chair/Chairmen may decline to answer. Questions are to be circulated, in writing, to all Members upon arrival at the Court meeting. Questions will normally only be answered if the Member giving notice is present to put their question in person. In exceptional circumstances, the Lord Mayor may direct that the Town Clerk puts the question on behalf of a Member who is unavoidably absent and where they consider it would be in the interests of the Corporation that the Court hear the Chair/Chairman's answer.
4. A Chair/Chairman (including the Chairs/Chairmen of any sub-committees which are empowered to report directly to the Court may not speak for longer than five minutes in response to any question or supplementary question except with the consent of the Court.
5. A Member may ask no more than two questions (excluding supplementaries) at any meeting of the Court.
6. A Member asking a question may ask one supplementary question, and four other Members may each ask two supplementary questions provided that the supplementary questions arise naturally out of the original question and the answer to it.
7. Any questions that the Town Clerk considers do not relate to matters in which the Court has powers or duties and which do not affect the City or the City of London Corporation will not be allowed.
8. The Town Clerk will, with the consent of the questioner, re-direct a question if they consider it to have been addressed to the Chair/Chairman of an inappropriate Committee.
9. A time limit of not more than 40 minutes will be allowed for the putting and

answering of questions, including supplementary questions, and it shall not be in order to move for an extension of that time.

10. Questions not dealt with owing to the expiration of the 40 minutes time limit shall be deferred for consideration at the following meeting and shall be put in advance of other questions, or may, with the consent of the questioner, be answered in writing within two working days, a copy of the answer being placed in the Members' Reading Room.

#### **14. Divisions**

1. A Member demanding a Division must stand for that purpose (if able to do so). A Division will not be allowed unless another 11 Members (i.e. 12 in total) stand in their places (if able to do so) to support the demand.
2. If a Division is allowed, the Lord Mayor should instruct the Town Clerk to input the question into the electronic voting software.
3. The Town Clerk will repeat the Motion and every Member then present and wishing to vote will cast their vote either for the affirmative or the negative, using the electronic voting device provided, using the electronic voting device provided (the Lord Mayor having the right to a second, casting vote). An option on the device will also allow Members to abstain, should they wish.
4. Once every Member has placed their vote, polling will close and the result will appear immediately, on a screen visible to all Members.
5. Members will have an opportunity to scrutinise the votes and will stand if they wish to contest the vote recorded in their name.
6. The Town Clerk will then declare the result.
7. If it appears to the Lord Mayor that the electronic voting system cannot be used for any reason a vote should be taken through the following non-electronic mechanism:
  - (a) The Lord Mayor will ensure that two Tellers for the affirmative and two for the negative are appointed. If there are insufficient Members of the Court willing to act as Tellers, no Division will take place.
  - (b) If a Division is allowed, the Town Clerk will ring the Division bell and at the expiration of three minutes they will ascertain whether a Division is still demanded. If so, the Bar of the Court will be closed after which no Member may enter or leave the Court except for the purpose of recording their vote until the Division has been declared closed.
  - (c) The Town Clerk will repeat the Motion and every Member then present and wishing to vote will cast their vote either for the affirmative or the negative (the Lord Mayor voting without leaving the Chair and having the right to a second, casting vote).



The Ayes for the question will go through the Bar of the Court to the right of the Lord Mayor and the Noes through the Bar to the left, the votes being recorded at the respective exits.

- (d) Members wishing to abstain should remain seated and the Lord Mayor will seek confirmation of their intention before accepting a declaration from the Tellers that every Member wishing to vote has done so, after which the Bar of the Court will be re-opened and Members will return to their seats through the central entrance.

- (d) The Town Clerk will call for the Tellers' reports and declare the result.

## **15. Disorder**

1. In the event of disorder or a persistent disregard of the authority of the Chair, and if they consider it necessary in the interests of the Court and the City of London Corporation, the Lord Mayor will ask that there be no further interruption. If the interruption continues, they may:-
  - (a) direct the Member(s) of the Court they consider to be abusing the Court to retire for the remainder of the sitting or for such lesser period as they may decide, any such decision to be final;
  - (b) require that a member(s) of the public be removed from the public gallery;
  - (c) at any time if they consider it desirable in the interest of order, suspend a sitting or adjourn a meeting of the Court for such time as they may decide.

## **16. Duration**

If, after three hours from the time appointed for the start of the meeting, the business has not been concluded, the meeting will close, any debate being suspended, and all unfinished business will stand adjourned to the next meeting unless a two-thirds majority of the Members present wish the meeting to continue, and subject to there being a quorum. Items that are so adjourned and which, in the opinion of the Town Clerk, require a decision before the next meeting will be considered in accordance with Standing Order Number 19.

## **17. Minutes**

1. The minutes of the Court will be printed and circulated and will include:-
  - (a) All Motions and Amendments together with the names of the Movers and Seconders and including the names of Movers of reports.
  - (b) The results of any Ballot (pursuant to Standing Order Number 10).
  - (c) The results of any Division (pursuant to Standing Order Number 14).

(d) The names of any Members presented to Royal and other Distinguished Persons received at Guildhall.

2. The correctness of the minutes will be verified at the beginning of the following regular meeting of the Court. No discussion shall take place upon the minutes, except upon their accuracy and any question of their accuracy shall be raised by motion.

## **18. Chief Commoner**

1. The holder of the Office of Chief Commoner shall be a Common Councillor.
2. The Chief Commoner shall be elected by the Court of Common Council at the October meeting each year.
3. The term of office of the Chief Commoner shall be for a period commencing and ending on the date of the first Court of Common Council after the wardmotes each year.
4. A Member is ineligible to seek election as Chief Commoner if they have previously served the Office of Chief Commoner.
5. Candidates for election to the Office of Chief Commoner shall be nominated by exactly 10 other Members, nominations to be submitted to the Town Clerk by no later than nine working days before the meeting of the Court for inclusion in the Summons. Submissions must be made in writing and accompanied by the signatures of the 10 Members supporting the candidate's nomination.
6. The Chief Commoner shall be:
  - (a) an ex-officio Member of the Policy & Resources Committee.
  - (b) ineligible to chair any City Corporation Grand Committee.
7. In the event of a casual vacancy for the Office of Chief Commoner, responsibility for the Office shall fall to the immediate past Chief Commoner until such a time as a new Chief Commoner (or Chief Commoner designate) is elected by the Court.

## **19. Decisions between Meetings**

1. Between regular meetings of the Court of Common Council, if, in the opinion of the Town Clerk, it is urgently necessary for a decision to be made, then the powers of the Court may, where lawfully possible, be exercised by the Town Clerk. Before exercising this power, they must obtain the comments of:-
  - the Lord Mayor
  - the Chief Commoner
  - the Chair/Chairman of the Policy & Resources Committee
  - the Chair/Chairman of the Finance Committee

or a nominee of each who shall be, respectively,

- an Alderman
  - a Past Chief Commoner still in Common Council
  - a Member of the Policy & Resources Committee
  - a Member of the Finance Committee
2. Where the recommendation is made by the Policy & Resources Committee or the Finance Committee then the fourth person shall be the Chair/Chairman of the Planning & Transportation Committee or their nominee from that Committee.
  3. Where the recommendation is made jointly by two of the aforementioned committees, then the fourth person shall be the Chair/Chairman of the Port Health and Environmental Services Committee or, if they are also conflicted, another senior Chair/Chairman.
  4. The Town Clerk's powers only extend to the approval or non-approval of the recommendation placed before them, not its amendment.
  5. Each decision of approval shall be reported to the next regular meeting of the Court with an explanation of the need for the use of this procedure.
  6. Each decision of non-approval shall be submitted to the next meeting of the Committee or Sub-Committee making the recommendation and that Committee or Sub-Committee may submit the matter for decision by the full Court if this is still feasible. Where a decision of non-approval is in prospect, the Chair/Chairman of the recommending Committee or their representative shall be informed and allowed to make representations in support of their Committee's decision.

## **20. Petitions**

1. Any Petition (other than for grants of money) intended to be presented to the Court must be lodged at the Town Clerk's office, duly endorsed by the Member presenting, not later than 12 noon ten working days before the meeting of the Court at which it is proposed to present the Petition, which from the time of being lodged shall remain in the custody of the Town Clerk. The wording of the Petition or a summary thereof shall be printed on the Summons for the Court.
2. No Petitioner shall be permitted to address the Court except in reply to questions.
3. Petitions are to be referred by the Court to the relevant Committee(s) for further consideration.

## **PART 3 – Committees and Sub-Committees**

### **21. Appointment**

The annual appointment of Committees of the City of London Corporation will take place at the first regular meeting of the Court of the municipal year, which will normally follow the annual Wardmotes and be held in April.

### **22. Committee Limit**

1. Subject to (3) below no Member shall serve on more than six Committees, be they Ward or Non-Ward Committees;
2. For the purposes of this Standing Order, the following exemptions are to be made:
  - Natural Environment Board and the West Ham Park Committee shall count as one Committee.
  - Crime and Disorder Scrutiny Committee
  - Local Government Pensions Board
  - Health & Social Care Scrutiny Committee
  - Fraud and Cyber Crime Reporting and Analysis Service Procurement Committee<sup>1</sup>
3. This limit shall not apply:
  - (a) If a vacancy on a committee has been advertised on at least two occasions and remains unfilled. In such circumstances, a Member may serve on that committee even though it may cause the limit to be exceeded for the remainder of the municipal year.
  - (b) Where service on Committees is in an ex-officio capacity.

### **23. Ward Committees**

1. Ward Committees comprise at least two Aldermen together with a number of Commoners as detailed in Standing Order No. 23(3).
2. The Aldermen shall be appointed on the basis of nominations by the Court of Aldermen (notwithstanding SO 23(5)).
3. The Commoners shall be appointed on the basis of:-
  - (a) one Member from each Ward (regardless of whether the Ward has sides) having five or fewer Members;

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<sup>1</sup> The FCCRASP Committee is time limited – this Standing Order is to be deleted upon the expiration of the Committee.

- (b) two Members from each Ward (regardless of whether the Ward has sides) having six or more Members;
  - (c) one Member representing a Ward or Side of Ward that has agreed to pair with another Ward, which is geographically nearby, for the purpose of representation on one or more Ward Committees;
  - (d) up to two Members on the Community and Children's Services Committee from Wards with 200 or more residents.
4. Wards shall choose whether to nominate a Member(s) to serve on each of the several Ward Committees.
  5. In the event that a Ward's Common Councillor/s does not wish, for whatever reason, to be nominated to serve on a Ward Committee, the appointment can, if the Ward so chooses and the Alderman is in agreement, be taken by the Alderman of the Ward.
  6. After consultation with the Members of their Wards, the Deputies of the Ward shall submit the nominations to the Town Clerk subject to the following:-
    - (a) the term of office of a Member on a Ward Committee is one year;
    - (b) a Member who has served four terms on a Ward Committee, separately or consecutively, is not eligible for appointment for a further term whilst there is a Member of the Ward who has not served and wishes to do so, unless the majority of the Members of the Ward so decide.
  7. If a Ward chooses not to nominate a Member(s) (Common Councillors or the Alderman of the Ward) to serve on a Ward Committee, the Town Clerk shall notify the vacancy to all Members and seek nominations prior to the appointment being made by the Court.

## **24. Non-Ward Committees**

1. Non-Ward Committees comprise Members elected by the Court for either:-
  - (a) a specific term at the end of which, if eligible, the Member must seek re-election; or,
  - (b) an indefinite term subject to annual re-appointment by the Court.
2. Any Member wishing to serve must notify the Town Clerk in writing and all applications received will be listed on the Summons for the meeting of the Court at which the appointment is to be made. If necessary, a ballot will take place in accordance with Standing Order Number 10.

## **25. Vacancies**

1. When a vacancy occurs in any Committee, the Member elected to fill it will continue for the remainder of the term of the Member creating the vacancy, and such part of the term will count as a full term for the purposes of Standing Orders Numbers 23 (5).
2. Prior to the expiry of a completed term of office on a Non-Ward Committee, or when vacancies arise, all Members will be notified by the Town Clerk no less than two weeks before the meeting of the Court.

**26.** [Not used].

## **27. Sub-Committees**

1. The Committees of the City of London Corporation may at any time:-
  - (a) constitute, dissolve, or alter the membership of a Sub-Committee set up by them;
  - (b) within its terms of reference from the Court, authorise a Sub-Committee to act on behalf of the main Committee;
  - (c) appoint a Working Party to consider and report on particular matters but such Working Party shall have no delegated powers.

N.B. The constitution of any new Sub-Committee or Working Party shall be subject to the approval of the Policy & Resources Committee.
2. The Chair and Deputy Chair of a Sub-Committee shall be the Chair and Deputy Chair of the appointing Committee, or their nominee(s), subject to the support of the wider Committee Membership. Policy & Resources Committee can approve exceptions to this practice.
3. The proposed composition of Sub-Committees shall not be increased solely to avoid a ballot for contested vacancies without the consent of the appointing Committee.
4. In instances where the Court of Common Council has appointment rights to a Sub-Committee, these will be made for terms of up to four years (to be determined by the appointing Committee).
5. The quorum for a Sub-Committee shall be any three of its Members, unless otherwise specified by the appointing Committee or the Court.

## **28. Joint Meetings of Committees**

In the event of a reference to a Joint Meeting of any of the Committees of the Court, the quorum shall be nine, comprising no fewer than three Members of each participating Committee.

## **29. Chairs/Chairmen**

1. Each Committee shall have a Chair/Chairman who will:-

- (a) preside at every meeting of the relevant Committee at which they are present;
- (b) sign the minutes of proceedings of the previous meeting when approved as a correct record;
- (c) in case of an equality of votes, have a second casting or casting vote. If the Chair/Chairman is unwilling to exercise a second or casting vote the decision shall be taken by lot;
- (d) determine all questions of order;
- (e) have power, after consultation with the Deputy Chair/Chairman, to,
  - convene an additional meeting;
  - vary the date and/or time and/or place of a scheduled meeting;
  - cancel a meeting if, in their opinion, there is insufficient business to warrant the holding of such a meeting or for other reasons.
  - Reschedule a meeting if both they and their Deputy Chair/Chairman are no longer able to be in attendance at that meeting and, upon review of the nature of the business intended for the meeting, believe it is in the best interests of the Corporation to do so.

2. The term of service of Chairs/Chairmen, subject to annual re-election, is limited as follows:-

|                                       |          |
|---------------------------------------|----------|
| Policy & Resources Committee          | 5 years* |
| Finance Committee                     | 5 years* |
| City of London Police Authority Board | 4 years* |
| Barbican Centre Board                 | 4 years* |
| Bridge House Estates Board            | 4 years* |
| Boards of Governors of the three      |          |
| City of London Independent Schools    | 6 years* |
| Other Committees                      | 3 years* |

\*The years to run consecutively.

*(For the purpose of this Standing Order, if a Member is elected to the Chair during the course of the year, a period of service commencing before 1 October shall count as one year; a period of service commencing on or after 1 October shall not count as one year).*

3. A Member is ineligible to seek election as Chair/Chairman of a Ward or Non-Ward Committee (other than a specifically appointed Reception Committee) in the following circumstances:-
  - (a) If they are already a Chair/Chairman of another Committee (Ward or non-Ward), other than in the case of the following Committees:-
    - Gresham (City Side)
    - Health & Social Care Scrutiny Committee
    - Crime and Disorder Scrutiny Committee
    - Health & Wellbeing Board
    - Local Government Pensions Board
    - Natural Environment Board
    - West Ham Park Committee
    - Fraud and Cyber Crime Reporting and Analysis Service Procurement Committee<sup>2</sup>
  - (b) If they are resident in, or a tenant of, any property owned by the City of London Corporation they may not be Chair/Chairman of the Committee or Sub-Committee having control of such property (with the exception of the Community & Children's Services Committee);
  - (c) If they are an ex-officio Member of a Committee;
  - (d) If they are the Deputy Chair/Chairman of the Audit & Risk Management Committee for the time being.
4. Ahead of the first meeting of each Committee following the annual appointment, the Town Clerk will seek written expressions of interest from Members who are willing and eligible to take the Chair. Such expressions of interest must be received by the Town Clerk not later than one full working day prior to the scheduled date of the meeting.
5. In the event that no expressions of interest have been received by the deadline stated in Standing Order 29.4, the Town Clerk will seek expressions of interest under the relevant agenda item at the meeting of the Committee.
6. The names of those who are willing to serve will be voted on by Ballot. The successful candidate will require a majority of the votes cast. In the absence of any candidate achieving a majority of votes in the first round of voting:
  - (a) the candidate with the fewest votes will be eliminated;
  - (b) if there is more than one candidate securing the fewest but identical number of votes, then a ballot will be held between those candidates to determine which will drop out;
  - (c) candidates may also elect to withdraw at this stage;

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<sup>2</sup> The FCCRASP Committee is time limited – this Standing Order is to be deleted upon the expiration of the Committee.



(d) a further ballot will be held amongst the remaining candidates and the procedure in (a) to (c) repeated until one candidate has obtained a majority of the votes cast.

7. Ex-officio Members of a Committee are not eligible to vote in the election of Chair/Chairman of that Committee other than in the case of the Policy & Resources Committee.

### **30. Deputy Chairs/Chairmen**

1. Each Committee, with the exception of the Policy and Resources Committee, shall have a Deputy Chair/Chairman who will, in the absence of the Chair/Chairman, have the powers, duties and rights of the Chair/Chairman.

2. With the exception of the first and fifth year of a chairmanship, the Policy and Resources Committee shall have three Deputies , one of whom shall be designated the Deputy Chair/Chairman to exercise the formal responsibilities of that role, with the remaining two Vice Chairs/Chairmen.

3. In the case of all Committees:-

(a) the immediate past Chair/Chairman, if in Common Council and if willing to serve, will be eligible to serve as Deputy Chair/Chairman for the first year upon the election of a new Chair/Chairman, subject to election by the Committee in the usual way;

(b) if the immediate past Chair/Chairman is not in Common Council or is not willing to serve in the office, the Deputy Chair/Chairman (or Deputy/Vice Chairs/Chairmen in the case of the Policy and Resources Committee) will be elected in accordance with Standing Order Number 30 (5);

(c) when the immediate past Chair/Chairman has completed their year of office as Deputy Chair/Chairman, all the Members of the Committee with the exception of the said Deputy Chair/Chairman and those who are ineligible by virtue of Standing Order Number 30 (4), are eligible to seek election as Deputy Chair/Chairman.

4. A Member is ineligible to seek election as Deputy Chair/Chairman of a Ward or Non-Ward Committee (other than a specially appointed Reception Committee) in the following circumstances:-

(a) if they are resident in, or a tenant of, any property owned by the City of London Corporation they may not be Deputy Chair/Chairman of the Committee or Sub-Committee having control of such property;

(b) if they are an ex-officio Member of a Committee they may not be Deputy Chair/Chairman of that Committee except in the case of the immediate past Chair/Chairman for the first year upon election of a new Chair/Chairman.

5. Ahead of the first meeting of each Committee following the annual appointment, the Town Clerk will seek written expressions of interest from Members eligible for election as Deputy Chair/Chairman (or Deputy/Vice Chairs/Chairmen in the case of the Policy and Resources Committee) and who are willing to serve. Such expressions of interest must be received by the Town Clerk not later than one full working day prior to the scheduled date of the meeting.
6. In the event that no expressions of interest have been received by the deadline stated in Standing Order 30.5, the Town Clerk will seek expressions of interest under the relevant agenda item at the meeting of the Committee.
7. The names of those who are willing to serve will be voted on by ballot . The successful candidate will require a majority of the votes cast. In the absence of any candidate achieving a majority of votes in the first round of voting:
  - (a) the candidate with the fewest votes will be eliminated;
  - (b) if there is more than one candidate securing the fewest but identical number of votes, then a ballot will be held between those candidates to determine which will drop out;
  - (c) candidates may also elect to withdraw at this stage;
  - (d) a further ballot will be held amongst the remaining candidates and the procedure in (a) to (c) repeated until one candidate has obtained a majority of the votes cast.
8. The election of the three Deputy/Vice Chairs/Chairmen of the Policy and Resources Committee shall be undertaken as follows:-
  - (a) The election of a Deputy Chair shall be undertaken first, as follows:-
    - i. Where the number of candidates is less than or matches the number of vacancies (i.e., one) the candidate will automatically be treated as being elected to office.
    - ii. In the event of a contest, the names of those who are willing to serve will be voted on by ballot. The successful candidate will require a majority of the votes cast. In the absence of any candidate achieving a majority of votes in the first round of voting:
      - the candidate with the fewest votes will be eliminated;
      - if there is more than one candidate securing the fewest but identical number of votes, then a ballot will be held between those candidates to determine which will drop out;
      - candidates may also elect to withdraw at this stage;

- a further ballot will be held amongst the remaining candidates and the procedure above repeated until one candidate has obtained a majority of the votes cast.

(b) For the election of two Vice Chairs:-

- i. Where the number of candidates is less than or matches the number of vacancies (i.e., two) the candidates will automatically be treated as being elected to office.
- ii. Where there are more candidates than vacancies, a ballot will be undertaken with Members indicating their preferred candidate(s). Members can choose not to vote for the maximum number of candidates.
- iii. Once votes have been cast and counted, any candidate having 50% or more of the number of votes will be elected.
- iv. Unless the candidates each secure 50% of the vote, the candidate with the least number of votes will drop-out automatically. If there is more than one candidate securing the least but identical number of votes then a ballot will be held between those candidates to determine which one will drop-out. Other candidates may also elect to withdraw at this stage.
- v. A further ballot will be held amongst the remaining candidates and any candidate securing 50% or more of the vote will be elected. This process will be repeated until all vacancies are filled.
- vi. There may come a point in the process where a candidate or candidates with the least number of votes drops out, leaving a number of candidates that matches the number of vacancies. In those circumstances, no further ballot is necessary as the candidates will automatically be treated as being elected to office (without having to secure 50% of the vote).

9. Ex-officio Members of a Committee are not eligible to vote in the election of Deputy Chair/Chairman of that Committee other than in the case of the Policy & Resources Committees.

### **31. Ward Reception Committees**

1. Unless there are specific reasons for the arrangements for any hospitality relating to a visiting Head of Government or State (or other guest of the sovereign to whom official hospitality is to be extended) being referred to a Standing Committee, responsibility will be referred to a Ward Reception Committee appointed by the Court.

2. The Town Clerk is authorised to summon the first meeting of the Committee.
3. The appointment of Commoners shall be by rotation within the total membership of the Common Council, and before the appointment of a Ward Reception Committee, the Town Clerk shall notify each Member next on the rota for appointment. If a Member does not wish to serve on the next Ward Reception Committee, the Town Clerk shall liaise with the next Member on the rota to fill the vacancy.
4. The appointment of Aldermen shall also be by rotation, comprising two Aldermen above the Chair and four Aldermen below the Chair.
5. In the event of an entertainment for which a Ward Reception Committee has been appointed, not taking place, the Aldermen and Commoners serving on that Committee shall be re-appointed on the next available Ward Reception Committee.
6. A Member is eligible to seek election as Chair/Chairman of a Ward Reception Committee in the following circumstances:-
  - (a) provided they have completed two years' service on the Court;
  - (b) provided they are not an ex-officio Member of the Committee;
7. A Member may chair one Royal or State Ward Reception Committee and one Non-Royal or Non-State Ward Reception Committee, in either order. A Member may serve as chair of more than one Ward Reception Committee only where there is specific justification to do so, such as exceedingly close connections with the proposed state. This will be up to the Ward Reception Committee to determine by majority vote.
8. The provisions of Standing Order Number 29 as regards the election of a Chair/Chairman shall be applied at the first meeting of the Committee. Thereafter, the Member elected as Chair/Chairman will, subject to being in Common Council, continue in that office until the function has taken place.
9. If, after the list of Members eligible to serve as Chair/Chairman of a Ward Reception Committee has been read, no Member has sought election, a second list shall be read in which all Members of the Committee are eligible.
10. The Chief Commoner for the time being will serve as the Deputy Chair/Chairman.

### **32. Access to Meetings**

1. All meetings of Committees and Sub-Committees are open to the public unless:-
  - (a) confidential information as defined in Section 100A(3) of the Local Government Act 1972 is to be discussed; or,
  - (b) a resolution has been passed to exclude the public as there is likely to be disclosure of exempt information as defined in Part 1 of Schedule 12A of

the Local Government Act 1972;

In respect of non-local authority and non-police authority functions this Standing Order is not applied unless a Committee or Sub-Committee determines otherwise.

2. The filming, photographing or making of audio recordings of meetings will be allowed in accordance with the City of London Protocol on the filming/recording of meetings adopted by the Court in May 2014.

### **33. Notice of Meetings**

Public notice of the time and place of meetings of Committees and Sub-Committees will be posted in an appropriate place at least five clear working days before the meeting, or if a meeting is convened at shorter notice, then at the time it is convened.

### **34. Summons**

1. The Town Clerk will issue a Summons for each meeting stating the time and place at which the Committee or Sub-Committee will meet and setting out the order of business.
2. Any Committee may be summoned upon the written requisition of a number of its Members not less than the quorum of the Committee, provided they have business to lay before the Committee. Such business will be set out in detail together with the reason(s) why the matter(s) to be raised could not wait until the next regular meeting.
3. A special meeting of a Committee shall not, except in the case of absolute necessity, be called on the same morning or afternoon as that appointed for the regular meeting or another Committee, and under any circumstances the special meeting shall be called at a different time from that of the other Committee.
4. Except in cases of urgency or where circumstances make it impracticable, the Summons and accompanying papers will be sent to Members five clear working days in advance of the meeting.
5. A limit to the number of Committees to consider a specific item of business shall be limited to no more three (a sub-committee, a Service Committee and a Corporate Committee). The most appropriate Committee(s) in each instance shall be determined by the Town Clerk and relevant Chairs notified to provide an opportunity for objection and reappraisal. In the event of an objection, the final judgement of the Lord Mayor and Chief Commoner shall be sought. It shall not be permitted for this decision to be overturned on the appointment of their respective successors.

### **35. Attendance**

1. Members are entitled to attend meetings of Committees and Sub-Committees of which they are not Members, but must not vote or, without the permission of the Chair/Chairman of the meeting, speak on any matter.

2. If a question is referred by the Court to any Committee to examine and report, the Member moving the reference shall be invited to attend the Committee in the event that they are not a Member of that Committee and shall be permitted to take part in any discussion that may arise therefrom, but not vote on the matter.
3. Consistent with the principles set out in Standing Order 45, in exceptional circumstances in non-public session (including when the Independent Appeals Panel, are considering the conduct of a Member of the Court or an co-opted Member in relation to the City of London Corporation's Code of Conduct for Members, deliberations for licensing applications, specific staffing matters or where information has been conferred to the Corporation in confidence by the Royal Household or His Majesty's Government), no Member or co-opted Member who is not a Member of that Committee or Sub-Committee is permitted to attend the proceedings other than those who have been requested or allowed to attend by the Chair or Panel.

### **36. Quorum**

1. The quorum for each Committee shall be set annually by the Court when the Committees are appointed in accordance with Standing Order Number 21.
2. If the quorum is not established within five minutes of the time stated on the Summons, the formal meeting will be dissolved and formal consideration of the business adjourned to the next regular meeting unless, in the opinion of the Chair/Chairman, a special meeting should be called before that date.
3. If, during a meeting of a Committee or Sub-Committee, a quorum ceases to exist the meeting shall adjourn until a quorum is re-established. If there is no reasonable likelihood that it will be re-established, the meeting will be dissolved and all remaining business adjourned to the next meeting. Any items that have not been considered by the meeting before its dissolution and which, in the opinion of the Chair/Chairman, require a decision before the next meeting will be considered in accordance with Standing Order Number 41.

### **37. Conduct of Debate**

1. Every Member must confine their speech strictly to the Report, Motion or Amendment under discussion or to a point of order or explanation, and must not be repetitious. The ruling of the Chair/Chairman on issues of relevance or repetition is final.
2. At any time, a Member may raise a point of order or make a personal explanation necessitated by the statement of another Member. Any Member speaking at the time must give way when a point of order or personal explanation is made. A point of order shall relate only to an alleged breach of Standing Orders or statutory provision. A personal explanation shall be confined to some material part of a former speech by the Member at the same meeting, which may have been misunderstood. The ruling of the Chair/Chairman on a point of order or the admissibility of a personal explanation is final.
3. If a Member stands (or, if unable to do so, indicates otherwise) either while another

Member is addressing the Committee or, if there is a Motion before the Committee, at the conclusion of a speech, and moves '*That the question be now put*', and this Motion is seconded and carried, that question shall be put forthwith and without debate unless the Chair/Chairman is of the opinion that the Motion is premature or in any sense is an abuse of the rules of the Committee. In no case shall the Mover be precluded from a right to reply should they elect to exercise it.

### **38. Decisions**

1. Decisions made by Committees will be either unanimous or will represent the view of the majority of those Members present and eligible to vote. The Town Clerk will, if requested, record in the minutes of a meeting the name(s) of any Member(s) dissenting from a majority decision.
2. The Town Clerk will record in the minutes the division of Members' votes, by name, providing this has the support of a fifth of Committee Members present and voting.

### **39. Disorder**

In the event of disorder or a persistent disregard of the authority of the Chair, and if they consider it necessary in the interests of maintaining order, the Chair/Chairman will ask that there be no further interruption. If the interruption continues, they may:-

- (a) direct the Member(s) causing disorder or disregarding their authority to retire for the remainder of the meeting or for such shorter period as the Chair/Chairman may decide. In the event of non-compliance with that instruction, and with the consent of the majority of the Committee to be shown immediately on a show of hands, the Chair/Chairman shall take all reasonable steps for the removal of such Member(s) from the meeting;
- (b) require a member(s) of the public to be removed from the meeting.

### **40. Duration**

If, after two hours from the appointed time for the start of the meeting, the business has not concluded, the meeting will close and any unfinished business will stand adjourned to the next meeting unless a two-thirds majority of the Members present wish the meeting to continue, and subject to there being a quorum.

### **41. Decisions between Meetings**

Between scheduled meetings of each Committee or Sub-Committee, if:

- (a) in the opinion of the Town Clerk, it is urgently necessary for a decision to be made; or
- (b) the Committee or Sub-Committee have delegated power to the Town Clerk to make a decision.

then the powers of the Committee or Sub-Committee may, where lawfully possible,

be exercised by the Town Clerk. Before exercising this power, they shall seek and obtain the comments of the Chair/Chairman and Deputy Chair/Chairman of the Committee or Sub-Committee or, failing either of them, their nominees. Other than where circumstances make it impracticable, the wider views of the committee or sub-committee membership shall also be sought. Each action or decision shall be reported to the next regular meeting of the Committee or Sub-Committee.

#### **42. Conferences**

1. Members and Officers are authorised to attend events (i.e. conferences, congresses, seminars, meetings, exhibitions etc.) on behalf of the City of London Corporation in accordance with the Business Travel Scheme and Financial Regulations.

#### **43. Outside Bodies**

1. A Member may serve as a representative of the City Corporation on no more than six outside bodies at the same time.
2. Standing Order Number 43 (1) shall not apply to ex-officio appointments to outside bodies including those that apply to the Court of Aldermen.



## **PART 4 – Interests**

### **44. Interests**

1. If a matter for decision is under consideration by the Court, or any Committee thereof, in which a Member has an interest they must act in accordance with the provisions of the Localism Act 2011 and the Members' Code of Conduct.
2. If a matter for decision relating to the City of London Corporation's Housing or Barbican Residential Estates is under consideration by the Court, or any Committee thereof, which relates to land in which a Member has a beneficial interest they:-
  - (a) must declare the existence and nature of their interest;
  - (b) subject to the provisions of the Localism Act 2011 and the Members' Code of Conduct in relation to interests may speak but not vote thereon.

## **PART 5 – Access to Documents**

### **45. Access to Documents**

1. A Member of the Court is entitled to inspect, or be provided with a copy of, documents belonging to the City of London Corporation that it is reasonably necessary for them to see in order to carry out their duties as a Common Councilman or Alderman. Consistent with this presumption of a Member's entitlement to access documents, a Member has a right of access to all documents relating to business transacted or to be transacted at a meeting of the Court of Common Council, a Committee or Sub- Committee as set out in Standing Order Number 45 (2) and (3).
2. In respect of the City Corporation's local authority and police authority functions a Member has a right of access to all documents relating to business transacted or to be transacted at a meeting of the Court of Common Council, a Committee or Sub- Committee, although if it appears to the Town Clerk that information contained in the documents is exempt information by virtue of Schedule 12A to the Local Government Act 1972 they have a discretion to withhold the documents from inspection unless the information relates to the financial or business affairs of any particular person, including the City Corporation (except in respect of contract negotiations), or the information relates to any noticed imposing requirements on a person or direction the City Corporation proposes to make under any enactment, in which case the documents are required to be open to inspection.
3. Standing Order Number 45 (2) shall apply to the City Corporation's non-local authority and non-police authority functions and a Member shall have a right of access to all documents relating to business transacted or to be transacted at any relevant meeting of the Court of Common Council, a Committee or Sub-Committee, unless the Town Clerk determines otherwise.
4. Where a request for access to documents is declined by the Town Clerk, the Member may refer the matter to the Chair/Chairman and the Deputy Chair/Chairman of the appropriate Committee who will consider the advice of the Town Clerk before either granting or refusing the request.
5. A Member has the same right as a member of the public to request information under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004 and to have that information communicated to them subject to any exemptions on the disclosure of information properly kept confidential.
6. A Member must preserve the confidentiality of any document containing confidential or exempt information that is in their possession.

## **PART 6 – Acts of Common Council**

### **46. Bills and Acts**

1. A Bill for an Act of Common Council shall be printed and circulated to all Members of the Court before it is submitted to the Court.
2. Every Bill shall be submitted to the appropriate Committee(s) for approval and to the Recorder of London for settling before it is submitted to the Court of Common Council and the report of the appropriate Committee (if any) shall be printed and circulated with the Bill.
3. Unless otherwise ordered by the Court of Common Council, a Bill for an Act of Common Council shall be read a first and second time at one meeting of the Court and shall at the next or a subsequent meeting be read a third time and made an Act of Common Council.

## **PART 7 – Parliamentary Legislation**

### **47. Bills and Acts**

1. No active proceedings for or against any Bill in Parliament (beyond such steps in the case of a Private Bill as may be necessary to obtain or preserve a *locus standi*, or the delivery of formal professional retainers) shall be undertaken without the express authority of the Court, save in a case of emergency which shall be reported at the next ensuing Court.
2. It shall be an instruction to the Remembrancer that where in any Act of Parliament it is necessary to mention or describe the Local Authority for the City of London, such Authority shall be stated to be “The Mayor, Aldermen and Commons of the City of London in Common Council assembled”, or “the Common Council”.

## **PART 8 – Finance**

### **48. Budgets: Resource Allocation, Revenue Estimates and Capital Budgets**

1. Resource allocation plans, revenue estimates and five-year capital budgets shall be prepared annually in respect of the City Fund, City's Cash and the Bridge House Estates.
2. Resource allocation plans for the subsequent financial year shall for:-
  - (a) City Fund and City's Cash be approved by the Policy & Resources Committee, following previous consideration by the Efficiency & Performance Sub-Committee and the Resource Allocation Sub- Committee; and
  - (b) Bridge House Estates be approved by the Bridge House Estates Board.
3.
  - (a) The Policy & Resources Committee shall determine the basis and assumptions to be adopted in the preparation of detailed revenue estimates and capital budgets for City Fund and City's Cash, together with any provisional resource allocations for those Funds.
  - (b) The Bridge House Estates Board shall determine the basis and assumptions to be adopted in the preparation of detailed revenue estimates and capital budgets for Bridge House Estates, together with any provisional resource allocations subject to any overarching policy or budget set by the Court.
4. For City Fund and City's Cash the requirements of the Local Government Act 2003 and the CIPFA Prudential Code shall be complied with, as follows:-
  - (a) the Chamberlain, as Chief Financial Officer, shall:
    - i. report on the robustness of the estimates and the adequacy of the reserves allowed for in the budget proposals; and,
    - ii. prepare Prudential Indicators in accordance with the Code.
  - (b) Members shall:
    - i. approve the Prudential Indicators as part of the budget setting process by the Court of Common Council; and,
    - ii. have regard to the Chamberlain's advice regarding the robustness of the estimates and the adequacy of reserves.
5. For Bridge House Estates (and any other charity for which the City Corporation is the

Trustee), the requirements of charity law, guidance provided by the Charity Commission on financial management, and relevant requirements of the Charities Statement of Recommended Practice shall be complied with as follows:-

- (a) The Chamberlain as Chief Financial Officer, whether or not acting by and authorized delegate with responsibility for the charity], shall report on the robustness of the budgets and adequacy of the charity's free reserves and other contingency sums allowed for in the budget proposals; and
  - (b) Members shall have regard to the Chamberlain's advice regarding the robustness of the budgets and the adequacy of free reserves and other contingency sums.
6. The Chamberlain is required to monitor against the approved Prudential Indicators for City Fund and City's Cash and report, via the Finance Committee, to the Court of Common Council if they are to be breached.
7. All financial items shall be categorised in accordance with the City Corporation's Financial Regulations and final determination of any categorisation shall be the responsibility of the Chamberlain and generally applied as follows:-
  - (a) recurrent revenue items – analysed between central risk, local risk and recharges;
  - (b) one-off revenue projects – analysed between routine revenue projects financed from within existing local risk budgets; and supplementary revenue projects financed from one-off augmentations of local risk resources; and,
  - (c) capital projects.
8. Detailed revenue estimates for the subsequent financial year, including all recurrent revenue items and routine revenue projects, shall for City Fund and City's Cash be submitted to each Spending Committee in accordance with the Policy & Resources Committee determination, and for Bridge House Estates the relevant budgets, analysis of projected movements on reserves and proposed allocation of funding to the charity's primary and ancillary object shall be submitted to the Bridge House Estates Board. Concurrently, schedules of supplementary revenue projects, along with five-year capital budgets, shall for City's Fund and City's Cash also be presented to each Spending Committee, and for Bridge House Estates to the Bridge House Estates Board.
9. The Finance Committee for City Fund and City's Cash, and the Bridge House Estates Board for Bridge House Estates, shall as relevant present to the Court of Common Council in March of each year the following:-
  - (a) the revenue estimates for City Fund and City's Cash;
  - (b) the five-year capital budgets and summaries of supplementary revenue projects;
  - (c) the annual budget reports in respect of all revenue and capital proposals for the City Fund and City's Cash, including recommendations as to the Non-Domestic Rate and Council Tax to be levied in the following financial year and the Prudential Code Indicators to apply to the City Fund.

- (d) The annual budget reports in respect of all revenue and capital proposals for Bridge House Estates, alongside analysis of projected movements on all reserves held over the next three years, including an annual review of the reserves policy and proposed allocation of income to the charity's ancillary object which is surplus to that required for the primary object in that year.

10. No Committee or Officer shall commit the City Corporation to expenditure without the approval of the Court of Common Council, unless otherwise provided for in these Standing Orders.
11. Similar principles to those stated in Standing Order 48(9) shall operate, as appropriate, for income items, such that: where income is received outside the City Fund and City's Cash budget set for the relevant year, or outside the annual budget for a charity for which the City Corporation is charity trustee, the relevant Service Committee (for Bridge House Estates this is the Bridge House Estates Board) shall be required to authorise acceptance of those funds which must be in accordance with the strategies and plans set for each fund.
12. No proposal (other than the grant or renewal of a lease) shall be carried out, or submitted to the Court of Common Council, until the estimated financial effect has as relevant first been submitted to and approved by the Finance Committee for City Fund and City's Cash, and to the Bridge House Estates Board for Bridge House Estates, unless otherwise provided for in these Standing Orders or authorised under existing officer delegated authority.
13. Where expenditure is necessary for which no provision has been made by the Court of Common Council but which will be wholly reimbursed by a person or organisation separate from the City Corporation, the Chamberlain may authorise such expenditure from a holding account.

## **49. Financial Regulations**

1. The Financial Regulations form part of the City Corporation's overall system of financial management, accountability and control and shall be complied with by all City of London Corporation staff.
2. The Financial Regulations are maintained by the Finance Committee.

## **50. Project Management**

1. Save for Bridge House Estates projects where these responsibilities lie with the Bridge House Estates Board unless reserved to the Court of Common Council:-
  - (a) approval of the City of London Corporation's programme of projects is the responsibility of the Policy and Resources Committee and Finance Committee through the joint Operational Property and Projects Sub-Committee which scrutinises individual projects, and the Resource Allocation Sub-Committee, which considers the overall programme of project activity and its funding.

- (b) decisions about projects are made in conjunction with Spending Committees and the Operational Property and Projects Sub-Committee and the Court of Common Council for high value projects; and
2. Officers shall ensure that all routine revenue, supplementary revenue and capital projects shall comply with the provisions contained within the City of London Corporation's agreed Project Procedure.
  3. The Operational Property and Projects Sub-Committee will periodically review the Project Procedure. Technical adjustments and changes to the Procedure may be authorised by the Policy and Resources Committee.
  4. The Town Clerk, in consultation with the Operational Property and Projects Sub-Committee for City Fund and City's Cash or with the Bridge House Estates Board for Bridge House Estates, or the relevant Chair/Chairman and Deputy Chair/Chairman as appropriate, may vary the Project Procedure in relation to individual projects in cases when it is deemed appropriate to do so, with the exception of:-
    - (a) Approval of schemes for refurbishment or re-development or reinstatement of up to £5,000,000 per scheme / per property, for investment properties, with funding either from the relevant sales pool, providing the sales pool is in credit with sufficient funds to cover the total cost of the scheme, or from other appropriate sources will be granted, as provided for within the Scheme of Delegations to Officers.
  5. The Town Clerk will produce and keep up to date guidance for Officers, in the form of a Project Toolkit, to ensure that the Project Procedure is followed.

## **51. Procurement and Contract Letting**

1. All procurement and contracts activity will be undertaken by Officers in accordance with the City of London Corporation's agreed Procurement Regulations.
2. The Operational Property and Projects Sub Committee will periodically review the Procurement Regulations and may authorise any technical adjustments. Significant changes to the Regulations require the approval of the Court of Common Council. The Bridge House Estates Board shall be consulted in advance of any changes adopted which will have an impact upon the charity.
3. The Chamberlain will produce and keep up to date guidance for Officers to ensure the Procurement Regulations are followed.

## **52. Writing-Off Debts**

1. Any Committee appointed by the Court of Common Council may agree, with the concurrence of the Chamberlain, to the writing-off of a debt due to the Corporation if satisfied that:-



## Appendix 1 - Current Standing Orders

- (a) the debt is no longer recoverable at law; or,
- (b) the cost to the City Corporation of commencing or continuing recovery at law is likely to exceed the amount of the debt or the balance uncollected; or,
- (c) there are reasonable grounds for writing-off the debt subject to the amounts in excess of £500,000 for investment property debt, and £100,000 for all other City Fund and City's Cash being approved by the Finance Committee and for Bridge House Estates being approved by the Bridge House Estates Board.

*(NB. 1. Standing Order Number 52 (1) (c) shall not apply to the Barbican Centre Board*

*N.B. 2. The financial limit for writing-off school fees shall be £3,500 per term).*

- 2. Each Committee's powers under (1) above are delegated to specific\_the relevant Chief Officers in accordance with the relevant sections of the Scheme of Delegations.

## **PART 9 – Property**

### **53. Corporate Plans and Strategies**

1. The City of London Corporation shall develop and adopt plans and strategies for the management and investment of its property assets as follows:-
  - (a) Corporate Asset Management Strategy which shall be subject to regular review (not less than every five years) by
    - the Operational Property and Projects Sub-Committee and approval by the Policy & Resources Committee for City Fund and City's Cash; and
    - The Bridge House Estates Board for Bridge House Estates;
  - (b) Investment Property Strategies which shall be subject to annual reports and regular review (not less than every three years) by
    - the Property Investment Board, Finance and Policy & Resources Committees for City Fund and City's Cash, and
    - the Bridge House Estates Board for Bridge House Estates.
2. The plans and strategies referred to in Standing Order Number 53 (1) shall be based on assumption that all property transactions are on open market terms.
3. All property transactions shall be made in accordance with the plans and strategies referred to in Standing Order Number 53 (1).
4. Any proposed property transactions, including transactions which together form part of a series of transactions, that are not in accordance with the plans and strategies referred to in Standing Order Number 53 (1) or are not based on open market terms shall be subject to the approval of,
  - (a) the originating Committee and the Operational and Property Sub-Committee (for non-investment property) and the Property Investment Board (for investment Property) for City Fund and City's Cash, and the Bridge House Estates Board for Bridge House Estates; and
  - (b) the Court of Common Council if required by the parameters set out in Standing Orders Numbers 55, 57 (2), 58 and 59.

### **54. Capital Buildings Board (Policy & Resources Committee)**

Where projects have been referred to, or are within the remit of, the Capital Buildings Board, decisions in relation to the acquisition and disposal of properties related to the project, including disposal or alternative use of current operational properties to be vacated on completion of the project, shall sit outside of the normal Standing Orders (53-60) governing acquisitions and disposals.

## 55. Acquisitions

1. For the purpose of this Standing Order, the following definitions shall apply:-

### City Fund & City's Cash:-

- “investment property assets” - properties within the remit of the Property Investment Board that are managed by the City Surveyor as investments yielding capital and/or revenue returns.
- “operational property assets” - properties within the day to day control of committees that are held primarily for the provision of operational services by or on behalf of the City of London.

### Bridge House Estates:-

- “investment property assets” properties, whether endowment or invested income funds, which are managed by the City Surveyor as investments yielding capital and/or revenue in accordance with the investment strategies and policies set for the charity.
- “operational property assets” properties which are held for use by the charity.

2. Acquisitions of interests in investment property assets shall follow the City Corporation's agreed Investment Property Acquisition Procedure adopted for each Fund and require the following approvals:-

### City Fund:-

| Total Acquisition Costs | Approval by  |
|-------------------------|--|
| Less than £5,000,000    | Property Investment Board and Finance Committee                          |
| £5,000,000 and above    | Property Investment Board, Finance Committee and Court of Common Council |

**City's Cash:-**

| <b>Total Acquisition Costs</b>   | <b>Approval by</b>   |
|--|--|
| Less than £5,000,000 (subject to funding being available in the relevant Designated Sales Pool)* | Property Investment Board and Finance Committee                          |
| £5,000,000 and above   | Property Investment Board, Finance Committee and Court of Common Council |

**Bridge House Estates:-**

| <b>Total Acquisition Costs</b>   | <b>Approval by</b>                                     |
|--|--|
| Less than £5,000,000 (subject to funding being available in the relevant Designated Sales Pool)* | Bridge House Estates Board                             |
| £5,000,000 and above   | Bridge House Estates Board and Court of Common Council |

*\*If funding is not available in the relevant Designated Sales Pool the approval of the Court of Common Council shall also be required.*

3. Acquisitions of interests in operational property assets, and for Bridge House Estates this includes a decision to re-purpose investment property as an operational property asset, shall require the following approvals:-

**City Fund & City's Cash:-**

| <b>Total Acquisition Costs</b> | <b>Approval by</b>   |
|--------------------------------|--|
| Less than £2,500,000           | Spending Committee and Operational Property and Projects Sub Committee                             |
| £2,500,000 and above           | Spending Committee and Operational Property and Projects Sub Committee and Court of Common Council |

**Bridge House Estates:-**

| Total Acquisition Costs | Approval by  |
|-------------------------|--|
| Less than £2,500,000    | Bridge House Estates Board                             |
| £2,500,000 and above    | Bridge House Estates Board and Court of Common Council |

**56. Identification of Property Assets Surplus to Departmental and/or Operational Requirements**

1. Committees are required to consider the effective and efficient use of all operational property assets within their management and control. For City Fund and City's Cash property this will be monitored by the Operational Property and Projects Sub-Committee. For Bridge House Estates property this will be monitored by the Bridge House Estates Board.
  
2.
  - (a) For City Fund and City's Cash operational property, where assets are no longer required, in whole or in part, for the provision of operational services for which they are currently held, a report on the circumstances must be made to the Operational Property and Projects Sub-Committee. This does not apply where lettings are an integral part of the service e.g. market or housing tenancies.
  
  - (b) For Bridge House Estates operational property, where assets are no longer required for use by the charity, a report on the circumstances must be made to the Bridge House Estates Board.

**57. Freehold Disposals**

1. Disposals of freeholds subject to 2000 year leases and of former freehold highway land shall for City Fund and City's Cash be subject to the approval of the Property Investment Board (investment property assets) or the Operational Property and Projects Sub-Committee (for non-investment property assets), and for Bridge House Estates be subject to the approval of the Bridge House Estates Board.
  
2. All other freehold disposals shall require the following approvals:-

**City Fund and City's Cash:-**

| <b>Anticipated Receipt</b>         | <b>Approval By</b>   |   |
|------------------------------------|--|---|
|                                    | <b><i>Investment Property Asset</i></b>                                  | <b><i>Non-Investment Property Asset</i></b>                                 |
| Less than £1,000,000               | Property Investment Board  | Officer Delegation  |
| £1,000,000 to less than £5,000,000 | Property Investment Board and Finance Committee                          | Officer Delegation  |
| £5,000,000 and above               | Property Investment Board, Finance Committee and Court of Common Council | Operational Property and Projects Sub-Committee and Court of Common Council |

**Bridge House Estates:-**

| <b>Anticipated Receipt</b> | <b>Approval By</b>                                     |  |
|----------------------------|--|--|
|                            | <b><i>Investment Property Asset</i></b>                | <b><i>Non-Investment Property Asset</i></b>            |
| Less than £5,000,000       | Bridge House Estates Board                             | Officer Delegation                                     |
| £5,000,000 and above       | Bridge House Estates Board and Court of Common Council | Bridge House Estates Board and Court of Common Council |

## 58. Leasehold Disposals/Surrenders

1. All lettings shall be subject to the following:-

- (a) lettings for a period of 30 years or less, including lease renewals and the grant of easements, wayleaves and similar arrangements as well as all rent reviews, shall be solely subject to the approval of the Committee having control of such property or any properly authorised Officer (under the scheme of delegations):-
- (b) for City Fund and City's Cash the grant of any lease at less than full rack rental value for a period of 175 years or less (including optional extensions of term) shall require the approval of the Property Investment Board (investment property assets) or the Operational Property and Projects Sub-Committee (for non-investment property assets), any premium being subject to the following approvals:-

### City Fund and City's Cash:-

| Anticipated Premium Receipt (1) (2) | Approval By  |   |
|-------------------------------------|--|---|
|                                     | <i>Investment Property Asset</i>   | <i>Non-Investment Property Asset</i>  |
| Less than £2,500,000                | Officer Delegation   | Officer Delegation  |
| £2500,000 to less than £5,000,000   | Property Investment Board and Finance Committee                          | Operational Property and Projects Sub-Committee                             |
| £5,000,000 and above                | Property Investment Board, Finance Committee and Court of Common Council | Operational Property and Projects Sub-Committee and Court of Common Council |

- (c) for Bridge House Estates the grant of any lease at less than full rack rental value for a period of 175 years or less (including optional extensions of term) shall require the approval of the Bridge House Estates Board, any premium being subject to the following approvals:-

### Bridge House Estates:-

| Anticipated Premium Receipt (1) (2) | Approval By  |  |
|-------------------------------------|--|--|
|                                     | <i>Investment Property Asset</i>                       | <i>Non-Investment Property Asset</i>                   |
| Less than £5,000,000                | Bridge House Estates Board                             | Bridge House Estates Board                             |
| £5,000,000 and above                | Bridge House Estates Board and Court of Common Council | Bridge House Estates Board and Court of Common Council |

## Appendix 1 - Current Standing Orders

(1) For the purpose of these Standing Orders 'receipt' means receipt by the City of London Corporation.

(2) And where the rent is no more than £1,000,000

- (d) the granting of long leases for a peppercorn rent without a premium, where there are no additional financial implications, for example, leases for substations with UKPN, will be approved as per the Scheme of Delegations to officers.

### 59. Variations

1. Minor variations (i.e. those which do not affect the open market value of the property) to the terms of ground lease restructurings, disposals, acquisitions and other transactions, or to leases being taken by the City of London Corporation as tenant (whether as trustee of Bridge House Estates or otherwise), and where the variations are necessary to complete the transaction expediently shall be subject solely to the approval of the Committee having control of such property or any properly authorised Officer.
2. Other variations to the terms of an existing lease, tenancy, licence or other agreement relating to property shall be subject to the following approvals:

| <b>Variation to lease income*</b> | <b>Premium Receipt*</b>          | <b>For City Fund and City's Cash - Approval by</b>                                | <b>For Bridge House Estates – Approval by</b>          |
|-----------------------------------|----------------------------------|---|--|
| Less than plus or minus 15%       | Less than 12 months' income      | Officer delegation  | Officer Delegation                                     |
| More than plus or minus 15%       | More than 12 months' income      | Committee controlling the property and Finance Committee.                         | Bridge House Estates Board                             |
| -                                 | Any premium more than £2,500,000 | Committee controlling the property, Finance Committee and Court of Common Council | Bridge House Estates Board and Court of Common Council |

\*Whichever is the higher value between the variation to lease income and anticipated premium receipt.

### 60. Disposals Subject to Planning Agreements

When land held by the City of London Corporation as freeholder (whether as trustee of Bridge House Estates or otherwise) is approved for redevelopment subject to a planning agreement under Section 106 of the Town & Country Planning Act 1990, the following shall be solely subject to the approval of the Committee having control of such property or any properly authorised Officer:-

- (a) the inclusion of a condition within any disposal that the freeholder or lease holder must adhere to the terms of the planning agreement; and,
- (b) consenting to the City Corporation's land being bound by the planning obligations in the planning agreement.



## **PART 10 – Staff**

### **61. Employee Handbook**

The City of London Corporation's employment terms and conditions and the Code of Conduct for employees are contained within the Employee Handbook which is maintained by the Corporate Services Committee.

### **62. Officers**

1. No person shall be eligible to be appointed or elected by the Court to any paid office if that person:-
  - (a) is a Member of the Court;
  - (b) has been a Member of the Court within 12 calendar months of the election, unless the paid office or situation has become vacant since the person ceased to be a Member of the Court.
2. If any person holding any place of emolument in the gift or appointment of the Court accepts the office of Alderman or Common Councilman of the City, their place shall be immediately vacated.
3. The creation of posts of Grade I or above requires the approval of the appropriate Chief Officer, the Corporate Services Committee and the Court of Common Council. The re-designation of posts of Grade I and above, where there are no grading implications, must be referred to the Town Clerk or the Service Committee where appropriate.

### **63. Appointments**

1. All appointments for Chief Officer posts are subject to the City Corporation's Chief Officer Appointment Procedure, subject to the appointment of the following posts being made by the Court of Common Council:-
  - Town Clerk & Chief Executive
  - Chamberlain
  - Commissioner of the City of London Police
  - Comptroller & City Solicitor
  - Remembrancer
2. All appointments for designated Deputy Chief Officer posts are subject to the Chief Officer Appointment Procedure.
3. A Member of the Court shall not request for any person any appointment with the City of London Corporation, but this shall not preclude a Member from giving a written testimonial of a candidate's ability, experience or character to the City of London Corporation with or in connection with an application for appointment.
4. Each Member and senior employee of the City of London Corporation shall

disclose to the Town Clerk any relationship known to them to exist between themselves and any person whom they know to be a candidate for an appointment with the City of London Corporation. The Town Clerk shall report to the Common Council, the Committee or the Chief Officer making the appointment any disclosure made to him under this Standing Order.

*(N.B. For the purposes of this Standing Order, 'senior employee' means the Chief Officer, their deputy, or an employee making the particular appointment, and persons shall be deemed to be related if they are husband and wife or if either of them or the spouse of either of them is the son or daughter or grandson or granddaughter or brother or sister or nephew or niece of the other, or of the spouse of the other, including in each case step or adoptive relationships).*

## **64. Disciplinary Action**

1. In the following paragraphs:
  - (a) "Chief Finance Officer", "Disciplinary Action", "Head of the Authority's Paid Service" and "Monitoring Officer" have the same meaning as in regulation 2 of the Local Authorities (Standing Orders) (England) Regulations 2001.
  - (b) "Relevant Officer" means the Head of Paid Service (Town Clerk), Chief Finance Officer (Chamberlain) or Monitoring Officer (Comptroller and City Solicitor), as the case may be.
  - (c) "Commissioning Chairs/Chairmen" means the Chairs/Chairmen of the Policy and Resources Committee, Finance Committee and Corporate Services Committee.
  - (d) "independent person" means a person appointed under section 28(7) of the Localism Act 2011.
  - (e) "the Panel" means a Committee appointed by the Court of Common Council under section 102(4) of the Local Government Act 1972 for the purposes of advising the Court of Common Council on matters relating to the dismissal of Relevant Officers of the City of London Corporation.
  - (f) "Relevant Meeting" means a meeting of the Court to consider whether or not to approve a proposal to dismiss a Relevant Officer.
  - (g) "The Regulations" mean the Local Authorities (Standing Orders) (England) (Amendments) Regulations 2015.
  - (h) "Local Government Elector" means a person registered as a local government elector in the register of electors for the City of London Corporation in accordance with the Representation of the People Acts.
2. A Relevant Officer may not be dismissed by the City of London Corporation unless the procedure set out in the following paragraphs is complied with.

3. Any complaints regarding a Relevant Officer will be considered by the Commissioning Chairs/Chairmen. The Commissioning Chairs/Chairmen will manage and oversee the investigation of these complaints and determine the appropriate action to take.
4. Where the Commissioning Chairs/Chairmen consider there is a case to be answered that could result in dismissal, a meeting of the Panel will be convened.
5. If the Commissioning Chairs/Chairmen then recommend the dismissal of a Relevant Officer, the Regulations require that the decision to dismiss is approved by the Court of Common Council. The Regulations require that the Court of Common Council considers:
  - (a) any advice, views or recommendations of a properly appointed Panel (the Statutory Officer Review Panel);
  - (b) the conclusions of any investigation into the proposed dismissal; and
  - (c) any representations from the Relevant Officer.
6. The Court of Common Council must invite relevant independent persons to be considered for appointment to the Panel, with a view to appointing at least two such persons to the Panel. "Relevant independent person" means any independent person who has been appointed by the Court of Common Council or, where there are fewer than two such persons, such independent persons as have been appointed by another authority or authorities as the Court of Common Council considers appropriate. This role will be fulfilled by the Independent Persons appointed to the Independent Appeals Panel.
7. The Statutory Officer Review Panel comprises the following Members of the Court of Common Council:
  - The Chief Commoner;
  - Chair/Chairman of Planning and Transportation Committee;
  - Chair/Chairman of Port Health and Environmental Services Committee;
  - Chair/Chairman of the Markets Board;
  - Chair/Chairman of the City of London Police Authority Board;
  - two Independent Persons appointed to the Independent Appeals Panel.
8. The Regulations state that the Independent Persons must be appointed to the Panel in accordance with the following priority order (subject to such relevant independent persons accepting the invitation):
  - (a) a relevant independent person who has been appointed by the Court of Common Council and who is a local government elector;
  - (b) any other relevant independent person who has been appointed by the Court of Common Council;
  - (c) a relevant independent person who has been appointed by another authority or authorities.

9. The Court of Common Council must appoint any Panel at least 20 working days before the relevant meeting. In the event that this requirement sets a deadline for appointment of the Panel which falls between the first meeting of the Court of Common Council in any municipal year and the election of the Chair/Chairman of any of the Committees specified at Standing Order 64(7), the Chair/Chairman of the Committee for the previous municipal year will be considered to continue to serve as the Chair/Chairman of the Committee and therefore be appointed to the Panel.
10. The role of the Panel is to review the findings of the disciplinary investigation and report of the Commissioning Chairs/Chairmen including any representations made by the Relevant Officer. The Panel is then to provide its advice, views or recommendations to the Commissioning Chairs/Chairmen.
11. Any remuneration, allowances or fees paid by the City of London Corporation to an independent person appointed to the Panel must not exceed the level of remuneration, allowances or fees payable to that independent person in respect of that person's role as independent person under the Localism Act 2011.
12. If dismissal is proposed, the Commissioning Chairs/Chairmen will report to the Court of Common Council with the findings of the investigation and the advice, views or recommendations of the Panel. The Relevant Officer will have the opportunity to make representations. Any action to dismiss the officer must be agreed through a vote of the Court.
13. Officers shall ensure that consideration of any disciplinary action relating to a Statutory Officer, including possible dismissal, shall comply with the provisions contained within the City of London Corporation's Statutory Officer Disciplinary Procedure.

## **PART 11 – The City Seal**

### **65. Affixing the Seal**

1. The City Seal shall not be fixed to any document unless:-
  - (a) the document has been approved by one of the Law Officers;
  - (b) the sealing has been authorised by a resolution of the Court or of a Committee to which the Court has delegated its powers on its behalf.
2. A resolution of the Court (or of a Committee thereof where that Committee has the power) to authorise the acceptance of any tender, the purchase, sale, letting or taking of any property; the issue of any stock; the presentation of any petition, memorial, or address; the making of any rate or contract; or any other matter, shall be a sufficient authority for sealing any document necessary to give effect to the resolution.
3. The affixing of the City Seal shall be attested by the Town Clerk or by their duly appointed representative or by the Comptroller & City Solicitor or by their duly appointed representative.

### **66. Register of Documents Sealed**

The Town Clerk shall keep a Register recording details of each sealing.

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|   |  |
|---|--|
| <b>Committee:</b><br>Policy and Resources   | <b>Dated:</b><br>11 July 2024  |
| <b>Subject:</b> Barbican Area Advisory Group  | <b>Public</b>  |
| <b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b> | Flourishing Public Spaces<br>Vibrant Thriving Destination<br>Excellent Public Services |
| <b>Does this proposal require extra revenue and/or capital spending?</b>                                  | <b>N</b>   |
| <b>If so, how much?</b>   |  |
| <b>What is the source of Funding?</b>   |  |
| <b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>                             |  |
| <b>Report of:</b> Judith Finlay, Executive Director – Community and Children’s Services                   | <b>For Decision</b>  |
| <b>Report author:</b> Simon Cribbens – Community and Children’s Services                                  |  |

## Summary

In response to a resolution from the Barbican Residential Committee (BRC) to create a Barbican Strategy Group. A subsequent report to this Committee recommended that a joined-up approach to the Barbican Complex is secured through the existing Barbican Area Advisory Group. Members approved the recommendation in principle and asked for a further report to reflect the recommendations of the discussion and the revised terms of reference.

## Recommendations

Members are asked to:

- Note the report
- Approve the proposals and Terms of Reference to strengthen the Barbican Area Advisory Group

## Main Report

### Background

1. A report to this Committee on 11 April 2024 recommended that a joined-up approach to the asset management and maintenance of the Barbican Complex should be secured through enhancing the existing Barbican Area Advisory Group (BAAG).
2. Members supported the proposal in principle and made recommendations and suggestions in relation to stronger resident engagement, the chairing of the BAAG, and the role of Chief Officers and Members in relation to the BAAG.

## **Proposals**

3. It is proposed that the membership of the BAAG includes a representative of the Barbican Association and the Barbican and Golden Lane Neighbourhood Forum. The membership will also be extended to include the City of London School for Girls to ensure every institution of the Barbican Complex is represented.
4. To ensure line of sight, reporting of actions, and enable the discussion and escalation of issues, the BAAG will report twice yearly (or as necessary) to the City Corporation's Executive Leadership Board, a body on which the relevant chief officers of the Barbican Complex sit, alongside the Town Clerk, Chamberlain, City Surveyor and others.
5. It is further proposed that twice yearly a meeting is convened by the Chair of the BAAG with the Chair and Deputies of the relevant governing Committees and Boards, including representatives of the Barbican Association and the Barbican and Golden Lane Neighbourhood Forum. The meeting will provide an opportunity to review progress and arising issues, however, it would not be a decision making body.
6. The BAAG is an officer group and does not have formal financial authority. Its primary purpose is to "streamline, focus and create links and efficiencies between the projects underway and proposed for the area, led by the City Corporation and its partners". It further seeks to identify the "interests and concerns of residents and other stakeholders" through "proactive and effective engagement".
7. Where issues cannot be resolved through the BAAG it will revert to existing governance, including, if necessary, Policy and Resources which acts as the cross-cutting decision maker for the Barbican Complex.
8. Revised Terms of Reference are appended. They propose that the Assistant Director – Barbican (Department of Community and Children's Services) acts as Chair of the BAAG. They allow for a Part A and Part B agenda, acknowledging that there may be items that are confidential and would be discussed under Part B having excluded public representatives.
9. If supported it is proposed the reformed BAAG commence in September 2024.

## **Corporate & Strategic Implications**

### Strategic implications

10. The proposals of this plan support the delivery of the Corporate Plan Outcomes for Flourishing Public Spaces, Vibrant Thriving Destination and Excellent Public Services.

### Financial implications

11. Within current resources.

### Resource implications



12. Within current resources. It is noted that the Major Programmes Office is subject to a proposed restructure which may impact on future capacity to deliver the secretariat function for the BAAG.

#### Legal implications

13. The proposed approach does not give rise to any legal implications.

#### Risk implications

14. None.

#### Equalities implications

15. None.

#### Climate implications

16. None.

#### Security implications

17. None.

### **Conclusion**

18. The proposed role for the BAAG provides an opportunity for an economic, efficient and effective mechanism to secure greater consistency and co-ordination of works to the Barbican Complex infrastructure.

### **Appendices**

- Appendix 1 - Barbican Area Advisory Group – terms of reference

#### **Simon Cribbens**

Assistant Director – Commissioning and Partnerships  
Department of Community and Children's Services

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## Appendix 1

**Barbican Area Advisory Group - Terms of Reference**

July 2024

Status: Draft

**Attendees**

|    | <b>Person/Role</b>   | <b>Area</b>                                       |
|----|--|---|
| 1  | Assistant Director – Barbican (Chair)                      | Community & Children's Services, City Corporation |
| 2  | Representative   | Barbican and Golden Lane Neighbourhood Forum      |
| 3  | Representative   | Barbican Association                              |
| 4  | Strategic Project Lead, Barbican Renewal                   | Barbican Centre                                   |
| 5  | Programme Director, London Wall West & Barbican Renewal    | Barbican Centre                                   |
| 6  | Head of Major Programmes Office                            | Chamberlains, City Corporation                    |
| 7  | Major Programmes Analyst (Secretariat)                     | Chamberlains, City Corporation                    |
| 8  | tbc  | City of London School for Girls                   |
| 9  | Head of Corporate Property Projects                        | City Surveyors, City Corporation                  |
| 10 | Head of New Developments & Special Projects                | Community & Children's Services, City Corporation |
| 11 | Group Manager, Major Programmes and Projects               | Environment, City Corporation                     |
| 12 | Principal Projects Manager – Major Projects and Programmes | Environment, City Corporation                     |
| 13 | Principal  | Guildhall School of Music and Drama               |
| 14 | Vice Principal and Director of Innovation & Engagement     | Guildhall School of Music and Drama               |

If Members are unable to attend a meeting, a delegate should be sent.

Individuals may be co-opted onto a meeting, or invited to attend meetings as necessary.

**Timescales**

Every 2 months; ad hoc if necessary.

**Objectives**

The Barbican Area Advisory Group exists to streamline, focus and create links and efficiencies between the projects underway and proposed for the area, led by the City Corporation and its partners. These projects include the transformation of Beech

Street, the works to be conducted on the Barbican Estate podium level, the enabling works proposed to bring the Barbican Centre's Exhibition Halls back into use in the longer term, and the coordination of the transportation and public realm offer around the 'eastern entrance' to Culture Mile (Ropemaker Street, Moorfields and Moorgate).

### **Financial Authority**

The Advisory Group does not have any formal financial authority. Major financial decisions will go up through the governance channels.

### **Inputs**

- Strategy and policy decisions regarding the Barbican area are brought to this Group for advice and to endorse recommendations for onward governance approval
- Strategic milestones for the major projects– including procurement outcomes, designs, programmes, budget reports/issues and how they relate to major project dependencies
- Stakeholder engagement plans, and where required integrated logistics and comms plans for overlapping projects that are produced and monitored by the Group
- General progress reports from the identified projects
- Public communication programmes and details of external days/events

### **Outputs**

- A common vision for the area is understood internally and externally
- Different project dependencies are properly aligned and communicated
- The success of the area is built on, ensuring that it becomes part of a world-class cultural and learning destination
- The City is seen as joined up regarding policies and outputs in this Area of Change
- Relevant materials are consolidated to support the securement of the optimal occupancy outcomes for the area's major schemes
- Interests and concerns of residents and other stakeholders are identified, and proactively and effectively engaged with
- Public realm spaces in the area are connected, vibrant and 'culture ready'
- Where systemic issues cannot be resolved, specific recommendations are made to appropriate upstream governance.

### **Agenda**

The agenda will allow for a Part A and Part B. Part B would be exceptional, and used where items discussed are confidential. Public representation – from the Barbican Association and Barbican and Golden Lane Neighbourhood Forum - would be excluded from Part B. The discussion of items under Part B will be at the discretion of the Chair.

### **Other**

The BAAG will report twice yearly (or as necessary) to the City Corporation's Executive Leadership Board to report progress and actions, and allow for the discussion and escalation of issues.

The Chair of the BAAG will convene an informal meeting twice yearly with the Chair and Deputies of the relevant governing Committees and Boards, including representatives of the Barbican Association and the Barbican and Golden Lane Neighbourhood Forum, to review progress and arising issues.

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|   |   |
|---|---|
| <b>Committee(s):</b><br>Finance Committee – Under Delegated Authority<br>Policy and Resources Committee | <b>Dated:</b><br><br>11 <sup>th</sup> July 2024 |
| <b>Subject:</b> Productivity Plan   | <b>Public</b>                                   |
| <b>Does this proposal require extra revenue and/or capital spending?</b>                                | <b>N</b>  |
| <b>If so, how much?</b>   | <b>(N/A)</b>                                    |
| <b>What is the source of Funding?</b>   | <b>(N/A)</b>                                    |
| <b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>                           | <b>(N/A)</b>                                    |
| <b>Report of:</b> The Chamberlain, Caroline Al-Beyerty & Chief Strategy Officer, Dionne Corradine       | <b>For Decision</b>                             |
| <b>Report author:</b> Sonia Virdee, Financial Services Director   |   |

## Summary

This report seeks to approve the City of London Corporation’s productivity plan, due for submission to the Department for Levelling Up, Housing & Communities (DLUHC) on 19<sup>th</sup> July 2024.

As announced under the Local Government Finance Settlement, the Government is reviewing productivity across all public services and local government (appendix 1). The productivity plan aims to establish what is working well across the country, what the common themes are, whether there are any gaps and what more the Government can do to unlock future opportunities. These lessons will be shared across the sector.

## Recommendation

Members are asked to review and approve the report as a submission to DLUHC.

## Main Report

### Background

- 1) The Department for Levelling Up, Housing and Communities (DLUHC) initiated the Local Government Productivity Review by sending a letter from the Minister for Local Government, Simon Hoare MP, on 4 April 2024 (Appendix 1). The review's objective is to assess the best practices across the country, the common themes, the existing gaps and the potential actions that the Government can take to facilitate further opportunities. The review will disseminate these lessons across the sector.
- 2) This report provides the productivity plan of City Fund in its local authority capacity in response to the Minister's questions. The approach taken is factual using information that is already in the public domain for City Fund, we have also engaged across London to be consistent with our responses. It also specifies the

areas where the local authority would appreciate further assistance or collaboration from the Government or other partners.

## Current Position

### 3) How have you transformed the way you design and deliver services to make better use of resources?

- i. The City Corporation has had to be more productive and efficient over the past 14 years since the period of austerity which saw significant reductions to funding. Our core spending power has reduced by 42% since 2010 and our population has grown by 49%. This means our core spending power is 83% lower. Our work to attract and grow the business base within the square mile means that we have been able to secure funding from the Business Rates retention scheme.
- ii. Over recent years/since COVID, we have updated (or are in the process of updating) the strategies and plans outlining the outcomes and productivity aims in key areas of our business. These reflect our approach to delivering both independently and in partnership with others, e.g. London Councils.
- iii. London Councils Grants Programme – funded by London’s 33 local authorities. Between 2022 and 2026, this is investing over £6 million each year to tackle two of the most serious issues facing the capital - homelessness and domestic sexual violence. The programme commissions services where it is economical and efficient to deliver services on a London-wide basis.
- iv. The 2018-19 and 2019-20 pan-London business rates pools – London boroughs and the GLA piloted 100% and 75% business rates retention in 2018-19 and 2019-20, respectively, which delivered an estimated £600 million in additional retained funding, roughly half of which was spent on strategic projects that have delivered a range of economic and wider benefits. The City Corporation hosted the scheme.
- v. We finalised implementation of a full Target Operating Model organisational restructure in 2023, achieving cost savings of 12% and completed other efficiency-driven initiatives (e.g. Fundamental Review – additional cost savings of 4%, Resources and Priorities Refresh), which have shaped our wider strategy and approach to delivery moving forward.
- vi. In April, we launched our new [Corporate Plan 2024-2029](#). This informs the effective use of our resources through six strategic outcomes (covering our local authority and wider remit). Robust performance measures are central to the Plan, and progress will be reported annually. The breadth and rigour of the reporting process is increasing with iterative measures that will improve and develop year on year, allowing options for benchmarking (where relevant) and enhanced scrutiny where this will drive efficiency.



- vii. Linked to this, our [People Strategy 2024-2029](#) is a framework to ensure all aspects of people management and development come together to create an organisational environment where employees can contribute their best work efforts.
- viii. The Corporate Plan 2024-2029 is underpinned by existing strategies and plans, and those under development, that enable the City of London Corporation to successfully deliver our responsibilities, e.g., [City Plan 2040](#); [Transport Strategy 2024-2044](#); [Policing Plan](#); [Early Help Strategy 2023-25](#); [Education, Skills and Cultural and Creative Learning Strategies](#); [Air Quality Strategy](#).
- ix. In addition, our new Transformation Programme will run alongside our Corporate Plan and People Strategy to enable the changes and embed the continuous improvement required to realise our ambitions across the City of London Corporation remit for the next five years and beyond.

**4) How do you plan to take advantage of technology and make better use of data to improve decision-making, service design, and resource use?**

- i. Data plays a prominent part in our Digital, Data and Technology Strategy.
- ii. Rationalising existing business intelligence and reporting solutions, promoting the adoption of new technology/AI, with Microsoft PowerBI as the Corporate Reporting Tool of choice. In doing so, we will continue to address significant challenges experienced across many sectors in master data management, data quality, whilst ensuring that our data assets are stored in secure, scalable and supported technology solutions. This will continue to drive enhanced communication and collaboration around data across the City of London Corporation, to share best practices and identify opportunities for greater data sharing.
- iii. Ensure that our data transformation is built upon firm foundations.
- iv. Continuous review of Data Governance across the organisation, will enable delivery of greater value from the organisation's data and promote wider data sharing.
- v. Continue to invest and develop in our data capabilities, capacity and skills within the City of London Corporation to better support departments to derive greater value from their data.

**5) Your plans to reduce wasteful spending within your organisation and systems**

- i. The City Corporation is proud of its track record of ensuring that the services we deliver are efficient and represent value for money for taxpayers and citizens. Our robust corporate planning and financial management processes, including approach undertaken through star chambers and deep-dives enables

full understanding across the organisation of budgetary pressures, income generation opportunities to ensure resources are directed for service priorities. Further providing the assurance that our spend decisions are focussed on delivering the things that matter most to our residents and stakeholders.

- ii. To ensure a continual focus on waste elimination, we engage employees at all levels to drive a culture of continuous improvement where it is recognised as everyone's responsibility to identify the opportunities to do things both more effectively and for better value. We do this by employing Lean and Six Sigma methodologies to identify inefficiencies. Rapid Improvement Events (RIEs) are our primary tool, involving short, intensive 3–5-day projects to improve specific processes quickly. RIEs deliver immediate improvements, engage employees in problem-solving, and enhance efficiency and quality.
- iii. We are also developing our network of continuous improvement leaders across the Corporation through the provision of Lean Six Sigma training at Yellow Belt and Green Belt levels, with 30 employees trained in Yellow Belt and 2 Green Belt trainees so far. Training ensures that we develop the internal capabilities to continue to improve by embedding the practical skills to identify and address inefficiencies, support larger improvement projects and foster a culture of continuous improvement. This enhances organisational efficiency and empowers employees to participate in problem-solving and quality enhancement initiatives actively.
- iv. Our Equality, Diversity and Inclusion (EDI) spend:
  - Enhances skills in the workplace by creating a more diverse workforce at all levels, including by creating the means for people of different backgrounds to generate new and different ideas on how to design and improve our services;
  - Helps address systemic inequalities in our communities;
  - Ensures we deliver legal and other commitments (e.g. Equality Act 2010, Public Sector Equality Duty 2011) to provide equitable services and support to all those who live, work, learn and explore, both within the Square Mile and our responsibilities beyond; and
  - Helps us in our role representing the City of London – a global hub for finance that is home to global businesses and is powered by its diversity of people and ideas; EDI spend serves this community to be the best it can be.
- v. The principle of EDI as an enabler is an underlying theme within our Corporate Plan 2024-2029 and People Strategy 2024-2029 and is reflected in our wider approach to strategy and planning. Continuing to invest in EDI and embedding this within the City of London Corporation is important to unlock EDI benefits, e.g. use as an input to inform the distribution of resources to increase efficiency and effectiveness internally and externally, to get maximum value and impact from our work and enable our communities to participate economically.

**6) The barriers preventing progress that the Government can help to reduce or remove.**

- i. Some of the most significant barriers remain around the certainty of funding and potential timing of any changes to the local government funding structures. The uncertainty driven by changing timelines and one-year settlements are significant barriers to becoming more productive and making the most effective medium term planning decisions. Multi-year settlements and confirmation of the future direction of funding would be a big step towards improving this issue.
- ii. In addition to a broader funding settlement, grant funding announced at short notice or with restricted periods of spend can make strategic planning and engagement with relevant markets more challenging. Monitoring and reporting processes for grants can also be overburdensome compared to the amount of funding allocated. Any potential to combine reporting into a higher level may reduce duplication and time needed whilst maintaining the transparency and scrutiny of spend.
- iii. The increasing demand for local authority services – such as homelessness, reducing rough sleeping, social housing supply, cost of living support – is shaped by many external factors that require government policy and intervention alongside the response of local authorities. Service responses – such as the provision of residential and nursing care – operate in markets in which wider inflationary and labour supply pressures have significantly driven up costs.
- iv. In the Housing space, a relaxation of s106 conditions to allow it to support major repairs and maintenance and not just new builds would be helpful.
- v. Deliver the adult social care funding reforms which are crucial to providing long-term financial certainty for the sector.
- vi. Remove barriers preventing councils/local authorities from combining Right to Buy receipts with grant funding to deliver affordable housing.
- vii. Provide funding to help local authorities buy accommodation sold by private landlords.

**Conclusion**

The Local Government Productivity Review, initiated by the DLUHC, aims to evaluate best practices, identify common themes and gaps, and explore potential government actions to enhance productivity.

This report contains the City of London Corporation's submission, detailing past achievements and current plans for organisational and service transformation. The report also outlines areas where the Corporation seeks further government or partner assistance.

**Appendices**

Appendix 1 – Letter from Simon Hoare MP, Department for Levelling Up, Housing & Communities.

**Sonia Virdee**

Financial Services Director, Chamberlain's



Department for Levelling Up,  
Housing & Communities

Simon Hoare MP  
Minister for Local Government  
2 Marsham Street  
London  
SW1P 4DF

16 April 2024

Dear Chief Executive

**Productivity in Local Government**

As you know, the Government is reviewing productivity across all public services and local government is, of course, part of that exercise. The recent [Local Government Finance Settlement](#) announced that councils would be asked to produce productivity plans. This letter formally begins that process.

May I first thank you for your very helpful engagement with my officials. Your views and thoughts have been valuable in shaping this approach to make it as useful as possible for all of us.

Local government has already done a huge amount in recent years to improve productivity and efficiency. However, lockdown and post-lockdown has proved challenging, and you are looking for new ways to go further. These new plans will help us understand what is already working well across the whole country, what the common themes are, whether there are any gaps and what more we need to do to unlock future opportunities. We will share these important lessons across the sector.

Productivity is not one-dimensional, and I would encourage you to consider the various facets that encompass the drive for greater productivity. When developing your plans, please think broadly and include reference to not only how you run your organisation, but also how you run the public services you provide and how you provide place leadership. It is with this wide view that we can ensure we are providing value for money for residents.

I am not looking to impose excessive burdens. I am not issuing you with a formal template or a detailed list of criteria to meet. I expect your plans to be three to four pages in length, and to set out what you have done in recent years, alongside your current plans, to transform your organisation and services. I do not want to specify a list of metrics you must report, but I do want to understand how you will monitor and assess your plans to assure yourselves and your residents that they will be delivered.

The plans should consider the below themes and where appropriate, should reference the work your council undertakes alongside other public services, such as the NHS and police.

**1. How you have transformed the way you design and deliver services to make better use of resources.**

Questions to consider:

- how has the organisation changed in recent years to become more productive? You may wish to consider what you have done around staffing, structures, operating models etc;
- how do you measure productivity in your organisation?
- what changes have you made to improve services, and what effects have those had?
- what are your current plans for transformation over the next two years and how will you measure the effects of those changes?



- looking ahead, which service has greatest potential for savings if further productivity gains can be found? What do you estimate these savings to be?
- what role could capital spending play in transforming existing services or unlocking new opportunities? If you have already used capital spending to boost growth or improve services, we would be interested in learning more;
- what preventative approaches you have undertaken and can the value of these be quantified?
- are there wider locally-led reforms that could help deliver high quality public services and improve the sustainability and resilience of your authority?

## **2. How you plan to take advantage of technology and make better use of data to improve decision making, service design and use of resources.**

Questions to consider:

- what are your existing plans to improve the quality of the data you collect; how do you use it and how do you make it available to residents?
- are there particular barriers from legacy systems?
- how often do you share data with other organisations, and do you find this useful?
- Are there opportunities to use new technology to improve workflows and systems, such as predictive analytics and AI?

## **3. Your plans to reduce wasteful spend within your organisation and systems.**

I know we will share the aim to reduce waste wherever we can and, while you have all made huge strides in recent years, no organisation is ever 100% efficient. You should set out your plans to reduce wasteful or “gold-plated” spend.

Questions to consider:

- how do you approach identifying and reducing waste in the organisation? How do you monitor progress?
- where have you followed invest to save and what was the result?
- how much time and money do you spend on staff EDI training (internal and external), networks, and other programmes? How many EDI Champions do you have as an organisation? How do you log and report the time and money spent on EDI related activity? How do you assess the effectiveness of that training?
- what percentage of total staff budget is spent on a) agency and b) consultants? How do you assess value for money on agency & consultancy spend and what are your plans to reduce use / costs? How many of those consultants or agency staff have been in place for over a year?
- what governance structures do you use to ensure accountability of spend?
- do you share office functions with other councils and if so, how useful do you find this?
- if you share external training costs with neighbouring councils, how do you factor out duplications of service between your council and your upper-tier council (if you have one)?

- if you have one, what is your assessment and experience of working with an elected mayor, combined authority, or devolution deal?
- what proportion of your paybill is spent on trade union facility time?

#### 4. The barriers preventing progress that the Government can help to reduce or remove.

There will be barriers preventing you from going as far or as fast as you would like to. I would like your plans to set those out, so that we can understand how government, or the market, can help you overcome these barriers to go even further.

Questions to consider:

- what are the barriers preventing you from improving productivity further within your organisation?
- what are the barriers preventing you from improving services further?
- are these barriers consistent across multiple services?
- what would you need to remove those barriers? What do you need from government, the market or elsewhere?

Your plans must be returned by 19 July 2024, by email to [productivityplans@levellingup.gov.uk](mailto:productivityplans@levellingup.gov.uk).

You must ensure that there is member oversight and endorsement of the plan before it is submitted, and the plan must also be uploaded to your website so that residents can see it. You should consider how you will update the plans and report on progress on a regular basis. The plans should also contain relevant metrics and key performance indicators to allow you and your residents to monitor progress.

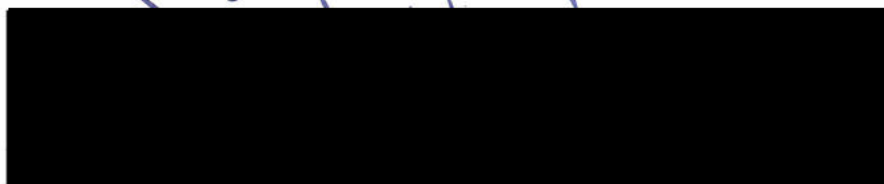
Once received, we will review the plans to identify common themes and issues across the sector. We are keen to highlight best practice that others can learn from.

Individual plans will not be rated or scored, and we will not produce any kind of league tables. We are interested in understanding what is happening across the sector.

We are setting up a panel to consider the themes and evidence that comes from the plans. I will chair the panel and bring together experts from the sector and beyond, including Oflog and the LGA. They will consider the issues emerging from the plans, the implications for future national policy design, the role of government in supporting further change and the role of the sector in going further. The panel will advise national government and local government, and I believe this collaborative approach will ensure the most effective outcomes.

I look forward to updates on your publication and progress.

*Simon Hoare MP*



**SIMON HOARE MP**  
Minister for Local Government

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|  |   |
|--|---|
| <b>Committee(s):</b><br>Digital Services Committee - For Decision<br>Policy & Resources Committee - For Decision | <b>Dated:</b><br>13/05/2024<br>11/07/2024 |
| <b>Subject:</b> Digital, Data & Technology Strategy  | <b>Public</b>                             |
| <b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>        | 9, 10, 12                                 |
| <b>Does this proposal require extra revenue and/or capital spending?</b>   | No  |
| <b>If so, how much?</b>  | N/A                                       |
| <b>What is the source of Funding?</b>  | N/A                                       |
| <b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>                                    | Yes                                       |
| <b>Report of:</b> Chamberlain, Caroline Al-Beyerty   | <b>For Decision</b>                       |
| <b>Report author:</b> Zakki Ghauri – DITS  |   |

## Summary

All departments and institutions of the City of London Corporation have a need for a strategy covering Digital, Data and Technology.

This report summarises the activities undertaken to bring together the wider Corporation including its Institutions under a single strategy, and presents a draft Digital, Data and Technology (DDaT) strategy for approval.

## Recommendations

Members of the Digital Services Committee and Policy and Resources Committee are asked to approve the Shared Digital, Data and Technology Strategy.

## Main Report

### Background

1. A digital, data and technology (DDaT) strategy is essential for any organisation that wants to remain competitive and relevant in today's rapidly evolving technological landscape. The City of London Corporation recognised the need for a DDaT strategy to accelerate and enable our new Corporate Plan, work better across different parts of the organisation, and meet the expectations of those that we serve.
2. To fulfil the City of London Corporation’s vision for London as a world-class city and a global leader in innovation and sustainability, the Corporation needs to harness the potential of digital, data and technology. These are not only tools to improve efficiency and effectiveness, but also enablers of transformation and innovation. By adopting an aspirational digital, data and technology strategy, the Corporation can:

3. Deliver "brilliant basics" by providing reliable, secure and user-friendly services that meet the needs and expectations of its diverse stakeholders;
4. Make faster, more effective data-driven decisions by using data and analytics to inform policy, planning and delivery, and to measure impact and performance;
5. Innovate and collaborate by fostering a culture of experimentation, learning and sharing, and by partnering with other organisations and sectors to co-create solutions to complex challenges;
6. Empower and enable our colleagues by equipping them with the skills, tools and support they need to work effectively, flexibly and creatively in the digital age;
7. Enhance its reputation and influence by showcasing its achievements, sharing its insights and best practices, and leading by example in the use of digital, data and technology for public good.

### **Current Position**

8. All parts of the organisation currently have different approaches to the areas of Digital, Data and Technology.
9. To understand views on existing services as well as areas of interest, workshops took place across the wider organisation including our Institutions.
10. Through engaging with colleagues at the Corporation and across our Institutions, we have come to agreement on the areas we collectively wish to focus on.
11. We can progress much of this work within our existing budgets, utilising existing resources, with only a single area (a Corporate CRM Platform), requiring additional funding. This is detailed in Appendix 2.
12. If funding isn't available for this area, it would mean that there is a risk of us not managing our Customer Data optimally, however, much of the work that the Strategy sets out will continue, including the building of a Corporate Data Platform.

### **Recommendation**

13. Members are asked to endorse the Shared Digital, Data and Technology strategy covering all of the City of London Corporation – including City of London Police, Barbican Centre, Guildhall School of Music and Drama, and the Schools.

### **Appendices**

Appendix 1 - City of London Corporation DDaT Strategy 2024 – 2029

Appendix 2 - DDaT Delivery Summary

**Zakki Ghauri**

Director of DITS

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**CITY OF LONDON CORPORATION**



**Digital, Data and Technology Strategy 2024 - 2029**

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## **1. Why a Digital, Data and Technology Strategy is important**

The City of London Corporation is the governing body of the Square Mile, the historic and financial heart of London. It provides local government services to residents, businesses, workers, students and visitors, as well as supporting the UK-based financial services industry and the cultural and creative sector. The Corporation also manages open spaces, bridges, markets, schools, charities and other assets for the benefit of London and the nation.

The Digital, Data and Technology (DDaT) Strategy is a key enabler for the City of London Corporation to deliver its new Corporate Plan and fulfil its 'fantastic five years'.

To fulfil the City of London Corporation's vision for London as a world-class city and a global leader in innovation and sustainability, the Corporation needs to harness the potential of digital, data and technology. These are not only tools to improve efficiency and effectiveness, but also enablers of transformation and innovation. By adopting an aspirational digital, data and technology strategy, the Corporation can:

- Deliver "brilliant basics" by providing reliable, secure and user-friendly services that meet the needs and expectations of its diverse stakeholders;
- Make faster, more effective data-driven decisions by using data and analytics to inform policy, planning and delivery, and to measure impact and performance;
- Innovate and collaborate by fostering a culture of experimentation, learning and sharing, and by partnering with other organisations and sectors to co-create solutions to complex challenges;
- Empower and enable our colleagues by equipping them with the skills, tools and support they need to work effectively, flexibly and creatively in the digital age;
- Enhance its reputation and influence by showcasing its achievements, sharing its insights and best practices, and leading by example in the use of digital, data and technology for public good.

## **2. The increasing reliance on Digital, Data and Technology**

Technology is not only a tool, but a driver of change and transformation in the workplace and in personal lives as well. Technology enables us to work smarter, faster and more collaboratively, as well as to access information, services and opportunities that were previously unavailable or inaccessible. All City of London Corporation services and colleagues are reliant upon technology, whether it is accessing a computer to book annual leave, the use of a database to store corporate information, audio visual equipment to support virtual meetings or a customer accessing one of the Corporation's many services online.

Technology empowers us to learn new skills, explore new interests and express our creativity and identity in various ways. However, technology is not static, but constantly evolving and improving. To keep up with the rapid pace of innovation and disruption, we need to invest in technology that is reliable, secure, adaptable and user-friendly. We also need to invest in our own digital literacy and capabilities, so that we can leverage technology effectively and responsibly for our goals and needs. Investing in technology is not only a matter of cost, but also of value and impact. By investing in technology, we can enhance our productivity, efficiency and quality of work, as well as our satisfaction, engagement and well-being. We can also improve our communication, collaboration and innovation with our colleagues, partners and stakeholders, as well as our service delivery and customer experience. Moreover, we can contribute to the social, economic and environmental development of our communities and society, by using technology for public good and social good.

## **3. Engaging our people to understand their needs**

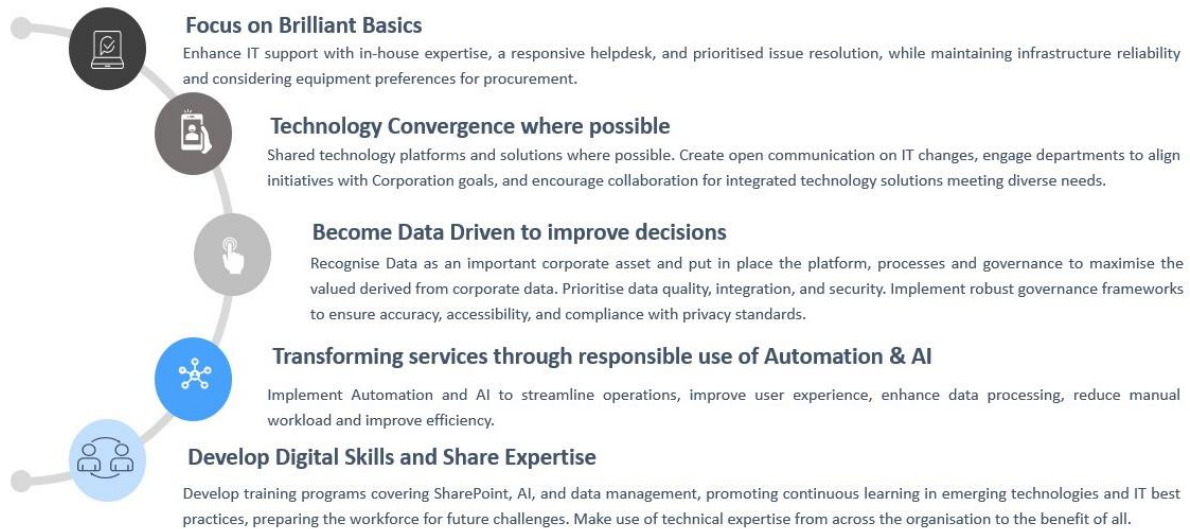
In our ongoing efforts to enhance the organisation's digital capabilities, feedback from our colleagues across the wider City of London Corporation has highlighted several key areas of strength, as well as opportunities for improvement. This dialogue has been instrumental in understanding the intricate balance between technological efficiency and user experience within our workplaces. A summary of the findings is provided in Appendix One.

## **4. Digital, Data and Technology Strategy**

Through this Digital, Data and Technology Strategy we will elevate operational efficiency and satisfaction across our organisation. This plan is rooted in the core belief that by refining our technical support, advancing our data management capabilities, embracing automation and artificial intelligence (AI) responsibly, unifying our

technological platforms, and encouraging continuous learning and skill development among our staff, we can forge a path to a more efficient, responsive, and forward-thinking organisation.

Our 5 Digital, Data and Technology Strategic Outcomes;



## Outcome 1 - Focus on Brilliant Basics:

At the heart of our strategy is a stable, secure and well supported core technology platform. The City of London Corporation has made great strides in recent years to modernise technology but to stand still is to move backwards in technology terms, and so we must continue to evolve. This is evident in our network, which has not kept pace with the increasing demands of the organisation and now requires specific focus and investment.

We will transform our unique shared Digital, Information and Technology Service into an exemplar for responsiveness and user-friendliness. This transformation begins with an evaluation of our current support services, focusing on refining device support and addressing the challenges presented by our current device models. Through working closely with our service users we will highlight improvements, both in the technical support we provide and in our technology offering.

We will leverage our in-house expertise and are committed to not just addressing technical and equipment issues as they arise but doing so with a proactive approach that ensures regular updates and maintenance.

We will invest in the training and development of our IT support team, enabling them to excel in communication and problem-solving. Furthermore, our equipment upgrade and procurement plans will be executed with precision, ensuring that our technological infrastructure not only meets but exceeds the expectations of our users.

### Our Actions

- To deliver a stable, secure and supported technology environment to underpin the delivery of high quality services across the City of London Corporation;
- To continually review and improve our support services to ensure that they are high quality, personalised services, which meet the needs of our service users;
- To refresh our network to enable world class connectivity across all City of London Corporation buildings, with coverage and speeds to support the needs of each site;
- To update our end user devices to ensure that they support a variety of different roles and worker styles across our staff and members;
- To continue our cloud first approach, reducing the complexity of our technology and improving resilience;
- To work with our service users to drive self-service, improve processes and automate non-complex requests, delivering quicker and more responsible technology support;

### Performance Measures

- User satisfaction rate: the percentage of users who rate their experience with DITS as satisfactory or above.

- First contact resolution rate: the percentage of IT support requests that are resolved at the first point of contact, without the need for escalation or further intervention.
- Average resolution time: the average time it takes to resolve an IT support request from the moment it is logged to the moment it is closed.
- Service availability: the percentage of time that the core IT services and systems are operational and accessible to the users.
- Incident frequency: the number of IT incidents or disruptions that occur within a given period of time.
- Incident impact: the severity and duration of the impact of IT incidents or disruptions on the users and the organisation
- Successful delivery of the Future Network Programme, refreshing the network capabilities at all City of London Corporation sites.

## **Outcome 2 – Technology Convergence Where Possible:**

Our strategy advocates for a unified technological ecosystem, where open communication and collaboration are the cornerstones of success. By encouraging a culture of collaboration across the whole of the City of London Corporation, we will ensure that our shared technology solutions are optimised to meet the diverse needs of our organisation.

We will promote shared procurement activity to address shared needs. This will undoubtedly lead to more competitive pricing for everyone and deliver significant time savings through economies of scale.

The ERP Programme has the potential to be the frontrunner in demonstrating the benefits of a rationalisation of software through providing a single modular replacement for Oracle, City People and other disparate systems across the City of London Corporation. The Programme offers great opportunities for reduced complexity, a reduction in system interfaces, a shared data model and reduced support costs in the future.

The convergence of technology will :

- save time and cost through aggregating spend and reducing time spent on procurement, contract management, building and maintaining interfaces and system administration;
- bring disparate data sources into a shared solution reducing duplication of data and manual effort to main data quality;
- reduce the complexity of technical support allowing teams to have a greater depth of knowledge around a smaller number of key systems, rather than a breadth of knowledge around a number of systems.

We will champion a target state for the City of London Corporation’s systems and products which is broadly consistent in terms of architecture, engineering and operations. We will encourage the organisation to use fewer systems more effectively, ensuring similar technologies and processes are closely integrated or unified to remove unnecessary duplication and inconsistencies.

### **Our Actions**

- To adopt a shared technology roadmap for the whole of the City of London Corporation, including City of London Police, Barbican Centre, Guildhall School of Music and Drama and the Schools.
- To develop a shared catalogue of technical solutions to meet common business needs such as online applications, payments and bookings.
- To adopt cloud based technologies that are accessible, scalable and easily maintainable, which will help us speed up delivery, reduce cost and improve interoperability – whilst providing a more resilient and secure infrastructure
- To successfully deliver a single unified ERP solution to the City of London Corporation;
- To embed shared standards for the way we buy and implement software and hardware to create more unity in our infrastructure;
- To use fewer systems more effectively, ensuring similar systems, platforms and frameworks are brought together to avoid duplication;



- To ensure our staff do not need to become familiar with many similar internal technologies and processes, saving them time and improving their experience.

### Performance Measures

- Percentage of alignment with the Shared Technology Roadmap
- The number and percentage of hardware and software solutions that are shared or reused across different departments or functions
- The amount and percentage of cost savings and efficiency gains achieved through reduced procurement activity and rationalised technology solutions
- The level of satisfaction and feedback from staff and stakeholders on the usability, functionality, and reliability of the technology solutions
- The degree of alignment and compatibility of the technology solutions with the organisation's data management and security standards and policies
- The frequency and impact of technology-related issues, incidents, or breaches that affect the organisation's operations or reputation

## Outcome 3 - Become Data Driven to improve decisions:

The City of London Corporation starts its data maturity journey with our key corporate data sets spread across multiple solutions and platforms – and utilising multiple different reporting tools to gain intelligence and insight.

Our ambition is to bring these disparate data sets together through a shared data platform and the adoption of a single corporate business intelligence tool. In doing so, we will tackle the significant challenges of master data management, data quality and ensuring that our data assets are stored in secure, scalable and supported technology solutions. We will ensure that our data transformation is built upon firm foundations, which in some cases may mean that we need to review our data architecture and existing working practices.

### Our Actions

- To review Data Governance across the organisation including the role and responsibilities of the Information Management Governance Board.
- To deliver a Corporate Data Platform to deliver greater value from the organisation's data and promote wider data sharing;
- To rationalise existing business intelligence and reporting solutions, and promote the adoption of Microsoft PowerBI as the Corporate Reporting Tool.
- To review existing data architectures and flows, and simplify where possible.
- To develop our data capabilities, capacity and skills within the City of London Corporation to better support departments to derive greater value from their data;
- To drive enhanced communication and collaboration around data across the City of London Corporation, to share best practices and identify opportunities for greater data sharing;
- To address areas where key corporate data assets are managed outside of a secure and supported solution;
- To drive data literacy and develop data maturity across the City of London Corporation, in particular around areas of data quality management and effective data governance.

### Performance Measures

- The number of key corporate data assets that form part of the Corporate Data Platform
- The number of users of Microsoft PowerBI and rationalisation of other reporting tools
- The proportion of corporate data assets that are stored in a secure and supported solution, and the reduction in the use of spreadsheets and legacy solutions such as Microsoft Access;
- The number of staff who have undertaken data literacy training and assessments, and the enhancement in their data competencies and proficiencies.
- The amount of time and resources conserved by employing data-driven decision making and
- The level of data quality across the organisation, and the implementation of data quality standards and procedures.
- The establishment of an updated information management board, and the adherence to its terms of reference and governance framework.



## **Outcome 4 - Transform Services through responsible use of Automation & AI:**

Digital, Data and Technology has the potential to transform the City of London Corporation's products and services but to do so, we will go further than just digitising existing poor processes or making the same mistakes more quickly. We will fully harness the capabilities of the technology available and challenge existing ways of working to deliver meaningful and lasting improvements to our services – avoiding the creation of a 'digital veneer'.

We will integrate automation and AI into our operations, aiming to streamline processes, amplify efficiency, and enhance the overall user experience. This journey begins with the identification of processes suitable for automation, followed by a deep dive into the potential for AI and automation to revolutionise our workflows. Through initial pilot projects, we will explore the transformative potential of these technologies, ensuring that our staff are equipped with the knowledge and tools needed to thrive in this new environment. Successful initiatives will be scaled, further embedding efficiency and innovation into the fabric of our operations.

### **Our Actions**

- To review current business processes and identify areas where automation and artificial intelligence can enhance efficiency, quality, and customer satisfaction in line with the organisation's Generative AI Policy.
- To work closely with services through a programme of digital projects to challenge existing working practices and deliver significant time savings through better use of technology, including automation and AI where possible.
- To establish a cross-functional team of experts and stakeholders to oversee the design, implementation, and evaluation of automation and artificial intelligence solutions in alignment with best practices and ethical standards.
- To develop a communication plan to inform and engage staff, customers, and partners about the benefits and challenges of automation and artificial intelligence, as well as the expected impacts and outcomes of the transformation.
- To support and upskill colleagues across the organisation in order to make best use of new technologies and tools.

### **Performance Measures**

- The amount of time and resources saved by using automation and artificial intelligence solutions, including the average hours per week that staff spent on manual or repetitive tasks before and after the implementation of the solutions
- The number and percentage of processes that were automated or improved by artificial intelligence solutions
- The number and percentage of staff who successfully completed the training program on SharePoint, automation, data management, and other emerging technologies
- The number and percentage of staff who achieved certification and recognition through digital skills based apprenticeships
- The level of satisfaction and engagement of staff and customers with the automation and artificial intelligence solutions, measured by surveys and feedback mechanisms

## **Outcome 5 - Develop Digital Skills & Share Expertise:**

We are committed to preparing our workforce for the technology challenges and opportunities that lie ahead. Our strategy includes a robust training program that focuses on better utilisation of our current technology, as well as developing expertise on emerging technologies. We will promote an environment of continuous learning and development.

We will upskill our workforce, reinforced by providing certification opportunities and hands-on experiences - ensuring that our team is not only prepared for the future but also actively shaping it.

We recognise the unique skills and deep technical expertise that exists in parts of the organisation and endeavour to utilise this knowledge for the benefit of the wider organisation. Whether this is the Cyber Security expertise within the City of London Police or the experience of booking management systems and audio visual provision that exists within the Barbican Centre, there are opportunities for shared learning that would greatly benefit the wider organisation.

## Our Actions

- To maintain a proactive and meaningful dialogue with IT Teams across the City of London Corporation to share knowledge and expertise and identify opportunities for collaboration and shared initiatives
- Review Digital training needs with departments to ascertain existing and future training needs around Digital skills.
- Identify, utilise and promote areas of digital expertise within the organisation for the wider benefit of the organisation
- Develop a Digital Skills Academy that provides a range of online and offline courses, resources, and certifications for staff members to enhance their digital skills and knowledge. The academy can also collaborate with external providers and experts to offer specialised and industry-relevant training.
- Implement monthly “Tech Talks” open to the wider organisation.

## Performance Measures

- The number of collaborative initiatives or projects spanning one or more departments and institutions
- The number and percentage of staff members who access the Digital Skills Academy content and participate in training
- The feedback and satisfaction of staff members, organisation leaders, and the public with the digital solutions and services developed or improved by the staff members.
- The improvement and innovation in service delivery, efficiency, and effectiveness as a result of the enhanced digital skills and expertise of the staff members.

## 5. Conclusion

The Digital, Data and Technology Strategy is a key enabler for the City of London Corporation to deliver its new Corporate Plan and fulfil its’ promise of a ‘fantastic five years’. The DDaT Strategy will enable the organisation to become more agile, responsive, and resilient in the face of changing needs and expectations of the public and stakeholders. It aims to foster a culture of learning and innovation, and to equip the staff members with the digital skills and expertise they need to deliver better services and outcomes.

One of the main components of the strategy is the focus on delivering ‘brilliant basics’ and developing the digital solutions and services that the organisation offers to the public and other stakeholders. The strategy aims to ensure that the digital solutions and services are user-friendly, accessible, secure, and reliable, and that they meet the needs and expectations of the users. The strategy also encourages the use of data and analytics to inform decision making and service design, and to measure the impact and effectiveness of the digital solutions and services.

The City of London Corporation is committed to implementing the strategy in a timely and effective manner, and to engaging with the staff members, the public, and other stakeholders throughout the process. The organisation believes that by embracing the digital transformation, it can achieve its strategic goals and deliver better outcomes for all.

## Appendix 1.1 – Colleague Engagement

In our ongoing efforts to enhance the organisation's digital capabilities, feedback from our colleagues across the wider City of London Corporation has highlighted several key areas of strength, as well as opportunities for improvement. This dialogue has been instrumental in understanding the intricate balance between technological efficiency and user experience within our workplaces. A summary of the findings is provided in Appendix One.

### User Experience and Training

Our colleagues have expressed appreciation for straightforward, accessible, and flexible technology that supports their daily operations. The value of intuitive design and functionality that accommodates remote access is clear, reflecting a positive aspect of our digital environment that supports and promotes productivity.

However, challenges have been identified in navigating certain platforms and legacy technology, which can sometimes lead to frustration. These issues, alongside a noticeable gap in training resources, point to a need for better educational tools and support. Enhancing our training materials and sessions will ensure all our service users are equipped to utilise our digital tools effectively.

### Technical Reliability and Connectivity

The reliability of technology and the seamless connectivity across various devices and locations is of utmost importance. These aspects are crucial for maintaining an uninterrupted workflow and facilitating efficient communication across the organisation.

There have been significant concerns over Wi-Fi stability, device performance, system responsiveness, and the performance of key applications. These issues highlight the necessity for ongoing improvements to our IT infrastructure to ensure a stable and reliable digital environment.

### Communication and Support

Responsive and helpful IT support has been a highlight for many within the organisation. The availability of knowledgeable staff who can address and resolve issues promptly is a critical component of our Digital, Information and Technology Service.

Yet, there is room for improvement in terms of communication and support processes. Gaps in communication and a lack of transparency regarding IT updates and strategies have been noted. Streamlining support processes and enhancing communication about IT developments will be key to addressing these concerns.

### Security and Data Management

The importance of robust IT security and effective data management is well-recognised. Protecting the organisation's digital assets and ensuring the integrity and accessibility of data are priorities for both DITS staff and service users.

Challenges related to security vulnerabilities and data management, such as accessing and sharing data efficiently, have been brought to light. Addressing these issues will involve strengthening our security protocols and improving data management practices to facilitate better data accessibility and integration.

### Adaptability and Future Planning

There is a shared enthusiasm for adopting new technologies and preparing for future IT developments. Initiatives that aim to modernise our IT services and infrastructure are welcomed, as they contribute to the organisation's long-term success.

Concerns have been raised, however, about the balance between pursuing new technological trends and addressing fundamental IT needs. A more co-ordinated approach to technology adoption, focusing on both innovation and the core requirements of our service users, is essential.

### Collaboration and Integration

The value of tools that enhance collaboration and document management is evident. Applications that facilitate efficient communication and information sharing are crucial for the day-to-day operations of our teams.

Integration between different systems and platforms has been a point of frustration, with challenges in accessing and sharing information smoothly. Improving the integration of our IT systems will ensure a more cohesive and efficient digital workspace for all employees.

## Moving Forward

The feedback from our team underscores the complex relationship between service users and IT services, highlighting areas where our digital environment excels and where there is room for improvement. Addressing these insights requires a focused approach that prioritises user needs, technical reliability, and strategic planning for IT development. By committing to these areas, we can enhance our digital infrastructure to better support the organisation's goals and the daily activities of all team members.

## Summary

The feedback from our team members about our digital tools and support services has offered valuable insights into what's working well and areas where we can improve. Here's a comprehensive look, devoid of technical jargon, at what our colleagues appreciate and the challenges they face.

## What is Working Well

- Our team members have shown great appreciation for the digital tools that facilitate teamwork and document management, making it easier for everyone to communicate and stay organised. The effort to create a unified system where all resources and information are easily accessible has been well-received, indicating a strong preference for a more interconnected digital workspace.
- The in-house customer service and IT support have received high praise for their quick responses and the personal touch they bring to resolving issues. Having the ability to reach out to IT staff directly, whether through on-site desks or in-person interactions, has been highlighted as a particularly valuable resource for guidance and assistance.
- Looking ahead, there's a clear acknowledgment of the importance of staying adaptable and planning for the future. Initiatives aimed at integrating new technologies and platforms show our commitment to not just keeping pace with digital advancements but also ensuring our infrastructure and services are resilient and flexible.

## Areas for Improvement

- Despite the positives, there are several challenges our team faces, primarily related to technical issues and connectivity. Unreliable Wi-Fi, device problems, difficulties with syncing devices, and the instability of some digital tools have been sources of frustration. These technical glitches disrupt the smooth operation of our work and highlight the need for a more robust and reliable digital infrastructure.
- User experience and training also stand out as significant concerns. Navigating some of our digital platforms can be cumbersome, and there's a feeling that the available training doesn't fully meet the needs of our staff. This has led to gaps in knowledge and skills, emphasizing the need for more comprehensive and accessible learning resources.
- Communication from the IT department and the overall support process have room for improvement. Delays in receiving help, lack of transparency about changes and strategies, and inconsistencies in the availability of equipment are areas where improvements are necessary to build a more responsive and inclusive digital environment.
- Lastly, security and data management have been flagged as areas needing attention. Concerns about data accessibility, storage capabilities, and the security of our digital assets call for a reassessment of our practices to ensure that our data is both safe and effectively managed.

## Moving Forward

The feedback from our team provides a clear direction for enhancing our digital environment. By addressing the technical and connectivity issues, improving the user experience and training opportunities, streamlining communication and support, and bolstering our security and data management practices, we can create a more efficient, secure, and collaborative workspace. This continuous improvement effort will not only address current

challenges but also lay the groundwork for a future-proof digital infrastructure that supports our organisation's goals and the daily activities of our team members.

## Appendix 2 - City of London Corporation DDaT Delivery Summary

| Strategic Outcome                                 | Deliverable                                  | Completion Timescale     | Accountable      | Funding                     |
|---|--|--------------------------|------------------|-----------------------------|
| Outcome 1 - Focus on Brilliant Basics             | DITS Redesign                                | Short Term (0-12 months) | DITS Director    | Not Required                |
|   | Review Out of Hours Support                  | Short Term (0-12 months) | AD User Services | Not Required                |
|   | DNS Remediation Work                         | Short Term (0-12 months) | AD C, I &S       | Already funded - Local Risk |
|   | Windows 10 Build Remediation                 | Short Term (0-12 months) | AD C, I &S       | Already funded - Local Risk |
|   | Future Network Programme                     | Medium Term (1-3 years)  | AD C, I &S       | Already Funded - Capital    |
|   | Future Police Estates Programme              | Long Term (4-5 years)    | AD C, I &S       | Already Funded - Capital    |
|   | Device Replacement (COL, COLP, Institutions) | Medium Term (1-3 years)  | AD User Services | Already Funded - Capital    |
|   | AV Replenishment                             | Medium Term (1-3 years)  | AD User Services | Already Funded - Capital    |
|   | Service Improvement and Automation           | Medium Term (1-3 years)  | AD User Services | Not Required                |
|   | COLP Tech Desk                               | Short Term (0-12 months) | AD User Services | Not Required                |
|   | Evergreen Application Estate                 | Medium Term (1-3 years)  | AD C, I &S       | Not Required                |
|   | PSTN Programme                               | Medium Term (1-3 years)  | AD C, I &S       | Already Funded - Capital    |
| Outcome 2 – Technology Convergence Where Possible | As Is Technology Roadmap for COL             | Short Term (0-12 months) | AD C, I &S       | Not Required                |
|   | As Is Technology Roadmap for COLP            | Short Term (0-12 months) | AD C, I &S       | Not Required                |
|   | As Is Technology Roadmap for Barbican / GSMD | Short Term (0-12 months) | AD C, I &S       | Not Required                |
|   | As Is Technology Roadmap for Schools         | Short Term (0-12 months) | AD C, I &S       | Not Required                |

|  |  |                          |                      |   |
|--|--|--------------------------|----------------------|---|
|  | Shared To Be Technology Roadmap  | Short Term (0-12 months) | AD C, I & S          | Not Required  |
|  | Shared catalogue of technical solutions  | Medium Term (1-3 years)  | Head of Applications | Not Required  |
|  | Continue to pursue a Cloud First Approach  | Long Term (4-5 years)    | Head of Applications | Not Required  |
|  | SAP ERP Programme  | Medium Term (1-3 years)  | DITS Director        | Already Funded - Capital  |
|  | Application Rationalisation  | Long Term (4-5 years)    | Head of Applications | Not Required  |
| Outcome 3 -<br>Become<br>Data Driven<br>to improve<br>decisions  | Review Data Governance inc. IMB  | Short Term (0-12 months) | AD D & D             | Not Required  |
|  | Implement Corporate Data Platform  | Long Term (4-5 years)    | AD D & D             | Already funded - Local Risk                                     |
|  | Rationalise existing BI solutions  | Long Term (4-5 years)    | AD D & D             | Not Required  |
|  | Develop community of practice around Data  | Medium Term (1-3 years)  | AD D & D             | Not Required  |
|  | Address areas where key corporate data assets are managed outside of a secure and supported solution   | Medium Term (1-3 years)  | AD D & D             | Not Required  |
|  | Implement new Corporate CRM Solution   | Medium Term (1-3 years)  | AD D & D             | £280k funding required - will form part of 25/26 budget setting |
|  | Develop greater data literacy and organisational maturity  | Medium Term (1-3 years)  | AD D & D             | Not Required  |
| Outcome 4 -<br>Transform<br>through<br>Automation<br>& AI        | Identify opportunities for ethical use of AI   | Medium Term (1-3 years)  | AD D & D             | Not Required  |
|  | Delivery Digital Programme to deliver financial savings and efficiencies   | Long Term (4-5 years)    | AD D & D             | Not Required  |
|  | Digital Communication Schedule   | Medium Term (1-3 years)  | AD D & D             | Not Required  |
|  | Digital Skills Programme   | Medium Term (1-3 years)  | AD D & D             | Not Required  |
| Outcome 5 -<br>Develop<br>Digital Skills<br>& Share<br>Expertise | Ongoing dialogue with IT Teams across COL Corporation to share knowledge and expertise and identify opportunities for collaboration and shared initiatives | Short Term (0-12 months) | DITS Director        | Not Required  |
|  | Review Digital training needs with departments   | Medium Term (1-3 years)  | AD User Services     | Not Required  |
|  | Promote areas of digital expertise within the organisation   | Short Term (0-12 months) | DITS Director        | Not Required  |

|  |                                  |                          |               |              |
|--|----------------------------------|--------------------------|---------------|--------------|
|  | Develop a Digital Skills Academy | Medium Term (1-3 years)  | AD D & D      | Not Required |
|  | Implement monthly "Tech Talks"   | Short Term (0-12 months) | DITS Director | Not Required |



# Agenda Item 9

|  |  |
|--|--|
| <b>Committee(s):</b><br>Resource Allocation Sub Committee<br>Policy & Resources Committee  | <b>Date(s):</b><br>11 <sup>th</sup> July 2024<br>11 <sup>th</sup> July 2024              |
| <b>Subject:</b><br>Capital Funding Update  | <b>Public</b>  |
| <b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>                                  | The schemes for which funding is now requested span across a range of corporate outcomes |
| <b>For City Bridge Foundation (CBF), which outcomes in the BHE Bridging London 2020 – 2045 Strategy does this proposal aim to support?</b> |  |
| <b>Does this proposal require extra revenue and/or capital spending?</b>   | Yes  |
| <b>If so, how much?</b>  | £3.97m   |
| <b>What is the source of Funding?</b>  | £3.490m - City Fund,<br>£0.459m City Estate<br>and £0.021m CBF                           |
| <b>Has this Funding Source been agreed with the Chamberlain's Department?</b>  | Yes  |
| <b>Report of:</b><br>The Chamberlain   | <b>For Decision</b>  |
| <b>Report author:</b><br>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.

Release of £3.970m to allow progression of three schemes summarised in Table 1 'Project Funding Requests' is now requested.

## Recommendations

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

- (i) To review the schemes summarised in Table 1 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 £3.970m for the schemes progressing to the next Gateway in Table 1 from City Fund £3.490m (including £0.893m for OSPR and £0.150m from City Fund Contingency), City Estate £0.459m and £0.021m from City Bridge Fund (CBF).
- (iii) Note the CBF element of £0.021m have been approved by delegated authority assigned to the CBF finance director.
- (iv) To agree release of £0.150m of City Fund contingency

## Main Report

### Background

1. Schemes have been approved in principle through the annual capital bids process and the CIL and OSPR quarterly approvals but they are to subject a drawdown approval when the funding is required to progress
2. 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 CBF<sup>1</sup>. This means that projects funded from most ring-fenced funds, such as the Housing Revenue Account, Designated Sales Pools and Cyclical Works Programmes *are excluded*, as well as schemes wholly funded from external grants, and tenant/developer contributions e.g. under S278 agreements and S106 deposits.
3. 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.

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<sup>1</sup> 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

## Current Position

4. The total amount of funding for approved schemes is shown in Appendix 1.
5. The City Fund Contingency for Future of London Metropolitan was approved by 7<sup>th</sup> May Finance Committee.
6. The current capital programme includes the 24/25 projects approved by Court of Common Council on the 7<sup>th</sup> March.
7. The City Bridge Foundation drawdown amounts have been approved by delegated authority.

## Current Requests for the Release of Funding

8. There are eight schemes with 'in principle' funding approved as part of the capital bids that have progressed through the gateways, for which release of up to £3.97m is requested:

Table 1 Project Funding Requests

| <b>Table 2: Project Funding Requests</b>                                | <b>Next Gateway</b> | <b>CL/OSP<br/>R</b> | <b>City<br/>Fund<br/>£m</b> | <b>City's<br/>Estate<br/>£m</b> | <b>City<br/>Bridge<br/>Foundat<br/>ion<br/>£m</b> | <b>Total<br/>£m</b> |
|---|---------------------|---------------------|-----------------------------|---------------------------------|---|---------------------|
| <b>Funding to progress to the next gateway</b>                          |                     |                     |                             |                                 |   |                     |
| London Wall Car Park Joints and Waterproofing GW5 phase 1               | GW5                 | OSPR                | 0.783                       |                                 |   | 0.783               |
| BEMS Upgrade Project – Phase 1, Stage3:                                 | GW5                 |                     | 0.287                       | 0.220                           |   | 0.507               |
| Central Criminal Court – Cell Area Ducting and Extract System Balancing | GW5                 |                     | 1.780                       |                                 |   | 1.780               |
| Future of London Metropolitan Archives                                  | GW3                 |                     | 0.150                       |                                 |   | 0.150               |
| St. Paul's Gyratory Transformation Project – Phase 1                    | GWC                 | OSPR                | 0.110                       |                                 |   | 0.110               |
| PSTN Replacement  | GW2                 |                     | 0.158                       | 0.092                           |   | 0.250               |
| Corporate Device Replacement  | GW1-GW5             |                     | 0.140                       | 0.092                           | 0.018   | 0.250               |
| Audio Visual Equipment  | GW1-GW5             |                     | 0.082                       | 0.055                           | 0.003   | 0.140               |
|   |                     |                     | 3.490                       | 0.459                           | 0.021   | 3.970               |

9. Further details of the individual schemes are provided in Appendix 2 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 City Fund £3.490m, £0.459m City Estate and £0.021m 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 1.
- 3) Agree release of City Fund Contingency

### **Appendices**

Appendix 1 - Approved Bids

Appendix 2 - Requests for Release of Funding – Scheme Details

### **Background Papers**

**Yasin Razaq**

Capital & Projects Manager

Email: [Yasin.Razaq@cityoflondon.gov.uk](mailto:Yasin.Razaq@cityoflondon.gov.uk)

| Project Name  | City Fund<br>£'m | City's Cash<br>£'m | CBF<br>£'m | Total<br>Funding<br>Allocation<br>£'m | Release of<br>Funding<br>Previously<br>agreed | Release of<br>Funding<br>now<br>requested |
|---|------------------|--------------------|------------|---------------------------------------|---|---|
| Barbican Replacement of Art Gallery Chiller   | 0.300            | 0.000              | 0.000      | 0.300                                 | 0.018   |   |
| Car Park - London Wall Joints and Waterproofing   | 2.000            | 0.000              | 0.000      | 2.000                                 | -   | 0.783                                     |
| Car Park - Hampstead Heath, East Heath Car Park Resurface   | 0.000            | 0.415              | 0.000      | 0.415                                 | 0.387   |   |
| Finsbury Circus Garden Re-instatement   | 2.558            | 0.000              | 0.000      | 2.558                                 | 2.542   |   |
| Guildhall event spaces - Audio & Visual replacement / upgrade   | 0.000            | 0.330              | 0.000      | 0.330                                 | 0.045   |   |
| Guildhall Yard - Refurbishment/ Replacement of Paviments  | 0.000            | 3.000              | 0.000      | 3.000                                 | -   |   |
| I.T - Rationalisation of Financials, HR & Payroll Systems (ERP project)   | 2.654            | 2.949              | 0.295      | 5.898                                 | 0.682   |   |
| LMA : Replacement of Fire Alarm, Chillers and Landlords Lighting and Power  | 1.397            | 0.000              | 0.000      | 1.397                                 | 0.145   |   |
| Oracle Property Management System Replacement   | 0.713            | 0.380              | 0.058      | 1.151                                 | 1.150   |   |
| Structural - Lindsey Street Bridge Strengthening  | 5.000            | 0.000              | 0.000      | 5.000                                 | 0.030   |   |
| Structural - West Ham Park Playground Refurbishment   | 0.000            | 1.279              | 0.000      | 1.279                                 | 0.863   |   |
| Chingford Golf Course Development Project   | 0.000            | 0.075              | 0.000      | 0.075                                 | -   |   |
| Secure City Programme   | 15.852           | 0.000              | 0.000      | 15.852                                | 7.174   |   |
| Barbican Exhibition Halls   | 5.000            | 0.000              | 0.000      | 5.000                                 | 1.548   |   |
| Barbican Podium Waterproofing, Drainage and Landscaping Works (Ben Jonson, Breton & Cromwell Highwalk) Phase 2 – 1st Priority | 13.827           | 0.000              | 0.000      | 13.827                                | 2.417   |   |
| Guildhall - Great Hall - Internal Stonework Overhaul  | 0.000            | 2.000              | 0.000      | 2.000                                 | 1.740   |   |
| Guildhall - Installation of Public Address & Voice Alarm (PAVA) and lockdown system at the Guildhall (Security                | 0.930            | 0.495              | 0.075      | 1.500                                 | 0.118   |   |
| 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                                 | -   |   |
| Spitalfields Flats Fire Door Safety   | 0.146            | 0.000              | 0.000      | 0.146                                 | -   |   |

| Project Name   | City Fund<br>£'m | City's Cash<br>£'m | CBF<br>£'m | Total<br>Funding<br>Allocation<br>£'m | Release of<br>Funding<br>Previously<br>agreed | Release of<br>Funding<br>now<br>requested |
|--|------------------|--------------------|------------|---------------------------------------|---|---|
| Energy programme of lighting and M&E upgrade works (Phase 1)****                             | 0.440            | 0.489              | 0.049      | 0.978                                 | 0.165   |   |
| SVY - BEMS Upgrade Project-CPG Estate – Phase 1***   | 0.707            | 0.430              |            | 1.137                                 | 0.626   | 0.507                                     |
| SVY - Smithfield Condenser Pipework Replacement  |                  | 0.564              |            | 0.564                                 |   |   |
| CHB - IT LAN Support to Replace Freedom Contract   | 0.096            | 0.043              | 0.011      | 0.150                                 |   |   |
| CHB - Libraries IT Refresh   | 0.220            |                    |            | 0.220                                 |   |   |
| BBC - Barbican Centre - Catering Block Extraction  | 0.400            |                    |            | 0.400                                 | 0.024   |   |
| DBE - Secure City Programme Year 2   | 4.739            |                    |            | 4.739                                 | 1.700   |   |
| DCCS - Fire Doors Barbican Estate*   | 20.000           |                    |            | 20.000                                | 0.275   |   |
| SVY - St Lawrence Jewry Church - Essential works (Top-Up Funding)                            |                  | 2.565              |            | 2.565                                 | 2.136   |   |
| SVY - Denton Pier and Pontoon Overhaul Works   | 1.000            |                    |            | 1.000                                 | 0.050   |   |
| DBE - Public Realm Security Programme  | 1.238            |                    |            | 1.238                                 | 0.027   |   |
| DBE - Beech Street Transportation and Public Realm project (Top-Up Bid)                      | 0.900            |                    |            | 0.900                                 | 0.191   |   |
| MAN - Central Criminal Courts, Fire Safety and associated public address system (Top-up bid) | 0.683            |                    |            | 0.683                                 |   |   |
| MAN - Central Criminal Court Cell Area Ducting and Extract System Balancing                  | 2.000            |                    |            | 2.000                                 | 0.220   | 1.780                                     |
| SVY - Riverbank House, Swan Lane - repairs to foreshore river defence                        | 0.500            |                    |            | 0.500                                 | 0.438   |   |
| GSMD - Guildhall School of Music & Drama Heating, Cooling & Ventilation                      |                  | 2.000              |            | 2.000                                 | 0.355   |   |
| GSMD - Guildhall School - Milton Court Correction of Mechanical Systems                      |                  | 0.600              |            | 0.600                                 |   |   |
| GSMD - Guildhall School - John Hosier Ventilation and Temperature Control                    |                  | 0.700              |            | 0.700                                 |   |   |
| SVY - Energy Reduction Programme – Phase 2   | 0.194            | 0.181              |            | 0.375                                 |   |   |

| Project Name  | City Fund<br>£'m | City's Cash<br>£'m | CBF<br>£'m | Total<br>Funding<br>Allocation<br>£'m | Release of<br>Funding<br>Previously<br>agreed | Release of<br>Funding<br>now<br>requested |
|---|------------------|--------------------|------------|---------------------------------------|---|---|
| DBE - Public Realm (Pedestrian Priority)  | 6.050            |                    |            | 6.050                                 | 6.034   |   |
| OSD - Climate Action Strategy   |                  | 2.120              |            | 2.120                                 | 0.795   |   |
| DBE - Embed climate resilience measures into Public Realm works (Cool Streets and Greening)         | 6.800            |                    |            | 6.800                                 | 6.422   |   |
| SVY -Energy Efficiency / Net Zero Carbon - Investment Estate - City Fund                            | 4.340            |                    |            | 4.340                                 |   |   |
| SVY - Climate Resilience Measures   | 4.000            | 0.000              |            | 4.000                                 |   |   |
| SVY - Climate Action Strategy Projects CPG Operational Properties                                   | 11.723           | 7.138              | 0.649      | 19.510                                | 0.109   |   |
| Barbican and Golden Lane Healthy Streets  | 0.250            |                    |            | 0.250                                 | 0.223   |   |
| BEMS Upgrade Phase 2 - Heathrow Animal Reception Centre and various OS sites at Epping              | 0.150            | 0.100              | -          | 0.250                                 | 0.248   |   |
| Mansion House - essential roof repairs  | -                | 0.330              | -          | 0.330                                 |   |   |
| Guildhall School - Repairs to roof, expansion joint repairs and drainage and water systems          | -                | 1.750              | -          | 1.750                                 |   |   |
| Fire Safety - Baynard House Car Park Sprinklers Replacement (remaining floors)                      | 0.250            | -                  | -          | 0.250                                 |   |   |
| Central Criminal Court: Cells Ventilation - Top-Up bid to meet full scope of statutory requirements | 1.000            | -                  | -          | 1.000                                 |   |   |
| OS Epping Forest - COVID-19 Path Restoration Project  | -                | 0.250              | -          | 0.250                                 |   |   |
| Barbican Centre - Replacement of Central Battery Units for Emergency Lighting system                | 0.280            | -                  | -          | 0.280                                 |   |   |
| Guildhall School - Rigging infrastructures in Milton Court Concert Hall                             | -                | 0.460              | -          | 0.460                                 |   |   |
| Guildhall School - Safe technical access and working at height - Silk Street Theatre                | -                | 0.345              | -          | 0.345                                 |   |   |

| Project Name   | City Fund<br>£'m | City's Cash<br>£'m | CBF<br>£'m | Total<br>Funding<br>Allocation<br>£'m | Release of<br>Funding<br>Previously<br>agreed | Release of<br>Funding<br>now<br>requested |
|--|------------------|--------------------|------------|---------------------------------------|---|---|
| Smithfield Market - Glass Canopy Overhaul  | -                | 0.300              | -          | 0.300                                 |   |   |
| Smithfield Market - East Poultry Avenue Canopy Repairs and Remedial Works            | -                | 0.600              | -          | 0.600                                 |   |   |
| Smithfield Car Park - Ceiling Coating and Damp Works                                 |                  | 1.050              |            | 1.050                                 |   |   |
| Beech Street Transportation and Public Realm project top-up                          | 2.500            | -                  | -          | 2.500                                 |   |   |
| DCCS - Social Care Case Management System  | 0.144            | -                  | -          | 0.144                                 |   |   |
| Secure City Programme - Year 3   | 8.936            | -                  | -          | 8.936                                 | 0.400   |   |
| Guildhall Complex Masterplan - Redevelopment of North and West Wing Offices (top-up) |                  | 1.150              |            | 1.150                                 | 0.250   |   |
| St Paul's Cathedral External Re-lighting   | 1.160            | -                  | -          | 1.160                                 | 0.665   |   |
| St. Paul's Gyratory Transformation Project   | 13.900           |                    |            | 13.900                                | 2.116   | 0.11                                      |
| Corporate Device Stock Replacement   | 0.140            | 0.092              | 0.018      | 0.250                                 |   | 0.250                                     |
| Network Contract - Support and Refresh   | 2.338            | 1.468              | 0.400      | 4.205                                 | 0.535   |   |
| Audio Visual Equipment   | 0.082            | 0.055              | 0.003      | 0.140                                 |   | 0.140                                     |
| Public Switched Telephone Network (PSTN) Replacement                                 | 1.375            | 0.925              | 0.200      | 2.500                                 |   | 0.25                                      |
| Future of London Metropolitan Archives(Finance Contingency)                          | 0.150            |                    |            | 0.150                                 |   | 0.150                                     |
|  | 174.305          | 48.439             | 2.441      | 249.72                                | 100.35  | 3.970                                     |



## Appendix 2

### Requests for Release of Funding – Scheme Details

The following provides details of the eight schemes for which approval to release funding of £3.97m is now sought, as summarised in Table 1 of the main report.

#### London Wall Car Park Joints and Waterproofing GW5 phase 1 £783k

This project is required to carry out essential waterproofing and repair works to the highway structure for the London Wall Car Park.

The total estimate for the project is £2.62m, as per the MTFP.

The drawdown requested for GW5 is £783k (including provision) taking the overall budget for phase 1 to £949k.

The remaining funding will be used for phase 2 next year, the project is funded by OSPR.

#### BEMS Upgrade Project – Phase 1, Stage3: Guildhall East Wing, £507k

Building Energy Management Systems (BEMS) monitor and control the Heating, Ventilation and Air Conditioning (HVAC) systems, and other building systems across the Corporation. The BEMS is vital for ensuring the continuity and performance of building services, including their energy efficient operation. The stage 3 is the upgrade for the guildhall east wing.

There is an overall allocation of £1.13m, £0.626m has already been requested with the remaining amount of £0.507m being requested, £0.287m from city fund and £0.220m from City Estate

#### Central Criminal Court – Cell Area Ducting and Extract System Balancing, GW3-GW5, £1.78m

To carry out essential refurbishment of ducting and extract systems to custody areas (Lower Ground and Ground floor Mezz, including CAT A suite). The plant replacement project currently allows for only the air handling units but not the delivery systems. Integration of extract and ductwork with the new air handling units (AHUs) will provide a functional cooling and ventilation system.

The total amount required is £1.78m to complete through to GW5, with £0.22m requested previously, taking the total budget including risk to £2m

This is funded through City fund reserves.

### Future of London Metropolitan Archives, GW3,£150K

Project pertaining to exploring the options for the future London Metropolitan Archives (LMA), in terms of a viable long term business model and respective future premises options in order to maintain the City of London's statutory obligation to house public record archives, existing legal contractual commitments and enable archive growth.

This project is a pre-feasibility stage to gather intelligence and data in order to inform the scope of options. £150,000 (including £10k costed risk provision) of funding was secured from Finance Committee's Contingency to progress this work at Finance Committee on 7 May 2024.

### St. Paul's Gyrotory Transformation Project – Phase 1, GW4C £110k

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 linked to the Museum of London/Bastion House redevelopment.

This is funded through, S106, CIL and OSPR.

The estimate for phase 1 of the project is up to £17m, this request is for £110k OSPR funding for soft landscaping works.

### PSTN Replacement, GW2,250K

By 31 January 2027, the Public Switched Telephone Network (PSTN) and the Integrated Services Digital Network (ISDN) will be switched off for good and must be replaced by an IP (Internet Protocol) fibre-based network and infrastructure. The City of London Corporation also relies on MPF technologies (metallic path facilities) for the majority of its business connections. Although the deadline for MPF to IP migrations is 2030, the project will aim to migrate these connections by 2027 to ensure a smooth transition to all IP services.

There was £2.5m approved as part of 24/25 new bids process for this scheme, this request is for drawdown of initial £250k, this is funded with £158k from City Fund, £92k from City Estate.

There will be a contribution from CBF but that figure is still being agreed.

The project will engage a consultant to conduct a thorough audit of analogue connections. This will help us identify necessary actions, provide an estimation of costs related to the transition and plan the next steps accordingly.

### Corporate Device Replacement, GW1-5,250k

The incremental replacement of corporate devices is required as they become faulty, damaged or out of support is deemed to be very low risk as this is a known technology, which has been in operation for several years.

This is a three-year programme for a total £750k, but only the 24/25 element of £250K has been approved through the budget setting process by Court of Common Council in March 24.

Prior to completing the final two years more funding will need to be confirmed, as the project has a rolling contract.

This request is for drawdown of £250k, this is funded with £140k from City Fund, 92k from City Estate and £18k from CBF.

### Audio Visual Equipment GW1-5,140k

The project is for the ongoing replacement of existing Audio-Visual Equipment hardware across Corporate Meeting Rooms and Committee Rooms.

This request is for drawdown of £140k, this is funded with £82k from City Fund, £55k from City Estate and £3k from CBF.

**11/07/2024 P&R Delegated (for RASC)**

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|   |   |
|---|---|
| <b>Committee(s):</b><br>Priorities Board - for Decision<br>Resource Allocation Sub-Committee<br>Policy and Resources Committee<br>Planning and Transportation Committee | <b>Dated:</b><br>11 June 2024<br>11 July 2024<br>11 July 2024<br>23 July 2024 |
| <b>Subject:</b><br>Community Infrastructure Levy allocation process and potential Community Infrastructure Levy rates review  | <b>Public</b>   |
| <b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>   | This report would address all six outcomes of the Corporate Plan              |
| <b>Does this proposal require extra revenue and/or capital spending?</b>  | Yes   |
| <b>If so, how much?</b>   | Around £120,000 annual staffing costs for two years                           |
| <b>What is the source of Funding?</b>   | CIL administration costs  |
| <b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>   | Yes   |
| <b>Report of:</b> Joint report Bob Roberts, Executive Director Environment Department and Caroline Al-Beyerty, Chamberlain  | <b>For Decision</b>   |
| <b>Report author:</b> Rob McNicol, Assistant Director – planning policy and strategy and Sonia Virdee, Financial Services Director                                      |   |

## Summary

Community Infrastructure Levy is used to help fund the infrastructure that is necessary to deliver the growth of the Square Mile.

To realise the aims of the City Plan, the City Corporation’s vision for growth, a significant number of infrastructure projects will need to be delivered. While funding will come from a variety of sources, Community Infrastructure Levy (CIL) will continue to play an important role. Funding for future infrastructure projects would significantly outstrip the CIL surplus currently forecast for the next five years.

There is therefore a need to undertake a series of actions that would reduce allocation of CIL in the short term, establish a clearer medium and long term picture of infrastructure needs, and establish the potential for, and – subject to decisions – begin the process of, a review of CIL rates and other planning obligations.

To achieve this, two new roles within the planning division will need to be created, funded by CIL and s106 administration charges, working closely with Chamberlains and other City Corporation teams.

## **Recommendations**

Members of Resource Allocation Sub Committee, Policy and Resources Committee and Planning and Transportation Committee are asked to approve the following recommendations, supported by the Priorities Board:

- Temporarily limit the quarterly allocation of CIL to those projects that are 'critical' for supporting the City's development needs
- Refresh the City Corporation's Infrastructure Delivery Plan
- Bring in more specific assessments to inform prioritising infrastructure projects funded by CIL
- More widely publicise how CIL and other developer contributions are being used for public benefit
- Undertake a review of CIL rates and the Planning Obligations SPD
- Put in place robust mechanisms for collecting and spending developer contributions related to biodiversity net gain and cultural infrastructure

## **Main report**

### **Background**

1. Legislation requires CIL to be spent on infrastructure that is necessary to support the development of the area. The City Corporation's local plan sets out the vision for the future development of the Square Mile. It is supported by an Infrastructure Delivery Plan that sets out the infrastructure needs to make that vision a reality. A new local plan (City Plan 2040) is being developed and will undergo public examination later in 2024. An Infrastructure Delivery Plan has been developed to support the City Plan but requires refreshing to ensure it is fully up to date.
2. At Policy and Resources Committee on 20 April 2023, Members approved a refreshed process for allocating CIL to infrastructure projects. A substantial amount of unspent CIL had been accumulated, and the new process was designed to ensure that CIL was being allocated in a timely manner.

### **Current situation**

3. Financial forecasts show that the CIL that had been accumulated has now been substantially spent or allocated, and new allocations are being assigned against potential future income in future years. If agreed, the new CIL bids recommended to be allocated in this quarter of £14.41m would result in a maximum unallocated balance still available this financial year 2024/25 of £14.397m, rising to £38.357m in 2028/29. While this is expected to replenish in future years as development comes forward, it is significantly less than the potential infrastructure funding requirements for the Square Mile over the coming years of between £110m and £165m (see paragraph 7 and appendix 1).

|  | <b>Prior<br/>Years</b><br>Actual/<br>Approved<br>£'000 | <b>2024/25</b><br>Forecast<br>£'000 | <b>2025/26</b><br>Forecast<br>£'000 | <b>2026/27</b><br>Forecast<br>£'000 | <b>2027/28</b><br>Forecast<br>£'000 | <b>2028/29</b><br>Forecast<br>£'000 | <b>TOTAL</b><br>£'000 |
|--|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----------------------|
| TOTAL INCOME<br>(80% CIL - General<br>Pot)           | (78,152)   | (12,108)                            | (10,700)                            | (11,083)                            | (11,480)                            | (11,891)                            | (135,416)             |
| TOTAL OF<br>CAPITAL, SRP                             | 60,199   | 15,664                              | 6,246                               | 5,450                               | 4,300                               | 5,200                               | 97,059                |
| DEFICIT/(SURPLUS)<br>Brought Forward<br>@ 1st April  |  | (17,953)                            | (14,397)                            | (18,852)                            | (24,485)                            | (31,665)                            | (38,357)              |
| DEFICIT/(SURPLUS)<br>Carried Forward @<br>31st March | <b>(17,953)</b>  | <b>(14,397)</b>                     | <b>(18,852)</b>                     | <b>(24,485)</b>                     | <b>(31,665)</b>                     | <b>(38,357)</b>                     |                       |

4. The On Street Parking Reserve, which has been used to fund a range of projects alongside CIL, is no longer available as a significant source of further funding for infrastructure projects, because of both its tighter ringfencing criteria than CIL, and as it is also now almost fully committed in the medium term.
5. There are a wide range of infrastructure projects that will be required to realise the objectives of the City Plan 2040. While different funding sources will be required, CIL (and other developer contributions, s106, s278, carbon offsetting and on-site delivery) will have an important role to play.
6. Appendix 1 to this report sets out a selection of the significant infrastructure requirements that the City may need over coming years to realise City Plan 2040, which may need to be funded (in part or full) from CIL. The list has been informed by internal discussions and work on the Infrastructure Delivery Plan. It is not exhaustive and neither does it guarantee that any of these projects would get CIL funding. Instead, it is meant simply to make clear that in coming years there is likely to be a significant funding gap for a wide variety of projects, and fully funding these from CIL as things currently stand would not be feasible.
7. Overall, the costs for this infrastructure could range from £110m to upwards of £165m over the next five years – and could be significantly higher depending on whether the full costs of major capital projects are included. Further longer-term projects could also increase this figure significantly.
8. While an upward CIL review (see below) would assist in funding the infrastructure requirements for the City, it is highly unlikely that CIL rates would be able to be raised to a sufficient level that would cover all infrastructure projects without making development in the City unviable.

## **Proposed way forward**

9. Given the likely costs for infrastructure, and the likely shortfall even with a CIL review, there is the need to identify a more comprehensive overview of the potential infrastructure requirements for the Square Mile through a refresh of the Infrastructure Delivery Plan, and to develop clear criteria and processes for the prioritisation of these infrastructure projects. This will enable the Priorities Board and Members to decide funding priorities and the appropriate portfolio of infrastructure projects that should be pursued to best realise the growth vision set out in the City Plan 2040.
  
10. This process would be undertaken in partnership between the planning division and Chamberlains. For the planning division it would involve discussions with spending departments (including City Police) and key external partners (such as the NHS) as to their medium and longer-term infrastructure plans, to inform a refreshed Infrastructure Delivery Plan. The development of prioritisation criteria would be informed by reviews of the City Plan, Corporate Plan, Transport Strategy, and other City Corporation strategies; through benchmarking and review of other local authority approaches; and through review of established criteria such as those used for capital projects. With the Chamberlain advising on the use of Reserves.
  
11. It is envisaged that this approach would require agreement by the Planning and Transportation Committee, Resource Allocation Sub-Committee and Policy and Resources Committee. Revised prioritisation would be brought to committees in the autumn and a refreshed IDP produced by the end of 2024.

## **CIL and Planning Obligations Review**

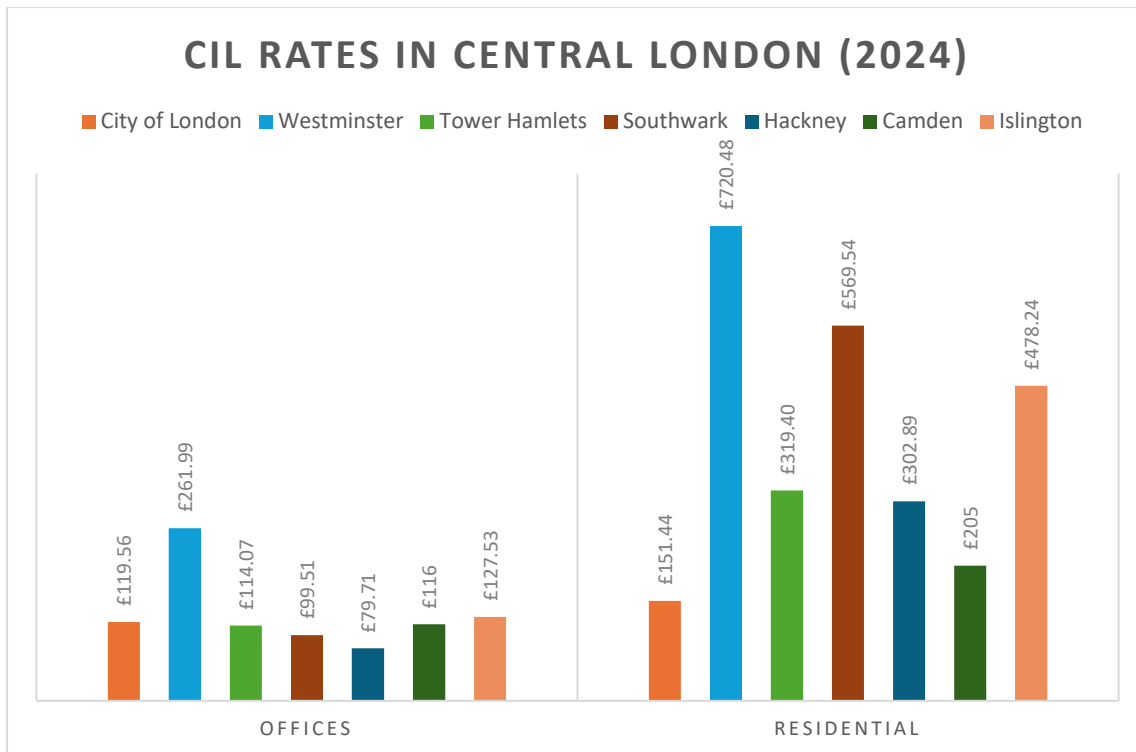
12. The City's CIL charging schedule (which sets the rates per square metre) was brought into effect in 2014 and is increased in line with the RICS CIL index<sup>1</sup>. The rates have not been reviewed since they were introduced. The chart below sets out the comparative rates of the City and central London boroughs.<sup>2</sup> These rates reflect adjustments for inflation and are the current rates for 2024.

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<sup>1</sup> This is based on the all-in tender price index, prepared by the Building Costs Information Service (BCIS)

<sup>2</sup> Central London boroughs tend to have different rates in different parts of the borough, broadly reflecting development values. The rates in the chart are for those areas most similar and closest to the Square Mile; rates in other parts of these boroughs tend to be lower, especially for offices.





13. The rate for office development is similar to the majority of central London, except for Westminster, which charges a substantially higher rate for offices in the West End, St James/Westminster and Mayfair areas.
14. The City has the lowest CIL rate for residential development of comparable central London areas – though comparatively little CIL income comes from residential development in the Square Mile given the limited amount of new housing delivered here. As part of a CIL rates review, all uses – including residential, hotel, retail and offices, as well as others – would be in the scope of the exercise.
15. Reviewing CIL rates has positives and negatives. On the positive side, it could generate greater CIL receipts for the City Corporation to fund infrastructure. However, this is not necessarily a given; if CIL rates are set too high this could potentially make development unviable or put off developers and investors, leading to them develop elsewhere.
16. Before any review is formally undertaken, research would need to be carried out to establish likely impacts on viability, investor sentiment, market impact, and potential CIL income.
17. The table below sets out the potential uplift in CIL income in a range of scenarios. These are theoretical and assume that increases in CIL rates would not affect the level of construction in the City, and that the City does not experience the impact of wider economic factors that could lead to reductions in development (such as a major economic downturn). A ten year baseline has been used, based on

forecast income over the next five years 2024/25 to 2028/29. Any increase in CIL rates would of course be likely to continue to generate additional income beyond this timeframe.

| City CIL ten year income baseline | Percentage increase | Additional City CIL income | City CIL five year income with uplift |
|-----------------------------------|---------------------|----------------------------|---------------------------------------|
| £118m                             | 10%                 | £11.8m                     | £129.8m                               |
|                                   | 20%                 | £23.6m                     | £141.6m                               |
|                                   | 40%                 | £47.2m                     | £165.2m                               |
|                                   | 100%                | £118.0m                    | £236.0m                               |

18. Any review of CIL rates would be likely to take 18 months from commencement, depending on the level of objection, internal resource, and capacity of the Planning Inspectorate to undertake an Examination in Public.

19. Alongside CIL, development also contributes planning obligations that are secured through section 106 agreements. Requirements for these are set out in the City Plan 2040 and detailed in a Planning Obligations Supplementary Planning Document. To ensure a clear and holistic approach, a review of the SPD should be carried out alongside the review of CIL rates. This would take a similar amount of time and once adopted would be a material consideration in the determination of planning applications.

## **Risks and sensitivities**

### CIL reform

20. Through the Levelling Up and Regeneration Act, the Government have legislated for significant reforms to the CIL setting and collection process. If the significant reforms in the LURA are implemented, this could mean that a CIL charging schedule review could get overtaken by the reforms and require the City Corporation to start again with a new charging schedule under the reformed approach.

21. These reforms have not yet come into effect, and the calling of the election for early July means that they may never be brought about. The Labour party have proposed less significant reforms that would be more of an evolution of the current system.

### Investor confidence

22. Development and investment in the built environment have faced turbulent times in recent years, with substantial increases in materials and labour costs and shortages, uncertainty borne of political interference in the planning system, and wider shocks from macroeconomic shifts, international relations and conflict. These headwinds have reduced investment appetite and it will be important that

any CIL review does not send an overtly negative message, suggesting that the City is no longer 'open for business'. Development under construction in the City has fallen from a high of over 1 million sqm (gross) office floorspace in the years 2014/15 to 2017/18, to an under construction figure of around 500,000 sqm (gross) in 2022/23 (the most recent year for which data is available). There is still significant demand for additional office floorspace in the Square Mile, and confidence that wider factors are beginning to ease as inflation stabilises. These factors, and the progress made on the City Plan 2040, suggest that this would be an appropriate time to begin a CIL review.

#### Securing developer buy-in and public endorsement

23. The development industry would prefer to see CIL being used to fund public realm enhancements that would help to improve the environment around their sites and make the City more attractive to office occupiers and workers.
24. More widely, there is a lack of public awareness of the contribution made by development to the local area through CIL.
25. To mitigate these issues the City Corporation should develop and publish a robust prioritisation method for infrastructure projects as part of the Infrastructure Delivery Plan, and regularly publicise the benefits of CIL-funded infrastructure projects.

#### **Alternative options**

##### Alternative 1: status quo

26. Over the past 18 months, substantial sums of CIL have been allocated to infrastructure projects. If this is continued it is highly likely that all forecast CIL income could be fully allocated in the next 6-9 months, leaving none available in the medium term for other infrastructure projects.
27. This 'first come first served' approach is not suitable for long-term infrastructure planning where there is insufficient income to fund all projects. Instead, careful consideration of the trade-offs and priorities of different projects will be required.

##### Alternative 2: undertake CIL rates review only

28. While an upward review of CIL rates to bring in more funding could be taken forward on its own, this is likely to be strongly resisted by the development sector and could be unsuccessful at examination without a clear forward-looking plan that sets out the funding requirements and priorities for spending. The development sector will also be keen to see that CIL could be used to fund the types of infrastructure projects (largely public realm improvements) that in their view would more directly benefit their investments.

## Implementation

29. Coordinating, planning and managing the processes and systems around developer-funded infrastructure projects is increasingly complex and requires sufficient expertise and resources. To facilitate this, the planning division intend to recruit two roles to undertake and oversee this work. They will focus on:

- Managing processes for allocating funding from CIL
- Reviewing CIL rates and the Planning Obligations SPD
- Implementing new processes for collection/distribution/monitoring of new funding streams, including cultural funding and biodiversity offsetting
- Keeping the Infrastructure Delivery Plan up to date and feeding into CIL allocation processes, liaising internally with Chamberlains and spending departments
- Publicising how the City Corporation’s infrastructure spending is supporting the development of the Square Mile.

30. The table below sets out likely timescales for the activities proposed in this report.

|   | Q1<br>(Apr-<br>Jun)<br>2024 | Q2<br>(Jul-<br>Sep)<br>2024 | Q3<br>(Oct-<br>Dec)<br>2024 | Q4<br>(Jan-<br>Mar)<br>2025 | Q1<br>(Apr-<br>Jun)<br>2025 | Q2<br>(Jul-<br>Sep)<br>2025 | Q3<br>(Oct-<br>Dec)<br>2025 | Q4<br>(Jan-<br>Mar)<br>2026 |
|---|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Recruitment to two infrastructure coordination roles      |                             |                             |                             |                             |                             |                             |                             |                             |
| Review IDP  |                             |                             |                             |                             |                             |                             |                             |                             |
| Develop prioritisation schema for CIL funded projects     |                             |                             |                             |                             |                             |                             |                             |                             |
| Review CIL allocation process                             |                             |                             |                             |                             |                             |                             |                             |                             |
| Scoping CIL/planning obligations reviews                  |                             |                             |                             |                             |                             |                             |                             |                             |
| Develop publicity strategy                                |                             |                             |                             |                             |                             |                             |                             |                             |
| Develop collecting/spending approaches to BNG and culture |                             |                             |                             |                             |                             |                             |                             |                             |
| CIL charging schedule review                              |                             |                             |                             |                             |                             |                             |                             |                             |
| Planning obligations SPD review                           |                             |                             |                             |                             |                             |                             |                             |                             |

## Corporate & Strategic Implications

Strategic implications – The provision of infrastructure is crucial for the delivery the Corporate Plan, City Plan 2040, Transport Strategy, Climate Action Strategy, the Destination

City initiative, the Utilities Infrastructure Strategy, and numerous other City Corporation strategies. Numerous major projects by the City Corporation that are underway will be delivering infrastructure for the Square Mile. The approach outlined in this paper will provide decision-makers with a clear overview of the City's infrastructure requirements, facilitate strategic decision-making and prioritisation of CIL funding, and could lead to greater CIL receipts to assist in the funding of infrastructure.

Financial implications – This paper proposes the creation of two new roles, funded through the CIL administration pot, on a two year fixed term basis. Refreshing the IDP and establishing a new prioritisation process would not require further funding. Reviewing CIL rates would require significant further funding – potentially around £250,000 – for the development of evidence and the conducting of an Examination in Public. A decision whether to undertake a CIL review, and therefore to incur these costs, would only be taken following further scoping work in Q2. These costs would be met from the 5% CIL administration fund.

A review of CIL rates could lead to greater CIL receipts to assist in the funding of infrastructure, though any review would require scoping and clear justification, as well as independent examination.

Resource implications – Two roles would be created to oversee and undertake the work set out in this paper. There would be further requirements for oversight of the process by senior officers in Planning and Chamberlains, and to a lesser extent input from spending departments. These can be resourced from existing staffing.

Legal implications – The expenditure and collection of CIL, and reviews of CIL rates, are governed by legislation and regulations, which will be adhered to throughout.

Risk implications – There are no strategic risks that would be affected by the proposals.

Equalities implications – Reviews of the CIL rates, Infrastructure Delivery Plan and CIL allocation process will be informed by equality impact assessment, helping to ensure that the funding of infrastructure takes account of the Public Sector Equality Duty.

Climate implications – The provision of infrastructure for the City is crucial in ensuring that development is sustainable. The review of the Infrastructure Delivery Plan will be informed by the objectives of the Climate Action Strategy. Climate implications can also inform a refreshed CIL funding prioritisation process and criteria.

Security implications – CIL has been used to fund projects that improve the safety and security of the Square Mile. Ongoing security infrastructure requirements will inform the update of the Infrastructure Delivery Plan.

## **Conclusion**

The use of Community Infrastructure Levy to fund infrastructure for the Square Mile is a vital aspect of delivering the growth envisaged by the City Plan 2040. To ensure CIL continues to be used in the most appropriate way, it is necessary to refresh the City Corporation's Infrastructure Delivery Plan and to establish robust criteria for the allocation of CIL to the infrastructure projects the IDP identifies. Alongside this, the potential to review CIL rates could lead to increases in future CIL income from

development, although this is not a foregone conclusion and will need to be carefully undertaken.

This report recommends a series of steps that could lead to a more proactive and forward-looking approach to the funding of infrastructure in the Square Mile from development, and would help to ensure the City Corporation's stakeholders can better appreciate how the growth of the Square Mile is transforming the City for the benefit of all.

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## Appendix 1

This appendix sets out a selection of the significant infrastructure requirements that the City may need over the next five years or so to realise City Plan 2040, which may need to be funded (in part or full) from CIL. The list has been informed by internal discussions and work on the Infrastructure Delivery Plan. It is not exhaustive and neither does it guarantee that any of these projects would get CIL funding. Instead it is meant simply to make clear that in coming years there is likely to be a significant funding gap for a wide variety of projects, and fully funding these from CIL as things currently stand would not be feasible. Amounts set out are very high level estimates based on initial discussions or – in some cases – more detailed project specific work. They are highly likely to change over time but are presented simply to give ballpark figures for potential overall infrastructure costs.

### Streets and public realm

The City Corporation have plans or work underway on eight Healthy Streets Plans, which will lead to major improvements to the City's streets and public spaces. While funding is identified for some of these, there are others that will require further funding.

- Bunhill, Barbican and Golden Lane
- Bank and Guildhall
- Fleet Street Area (subject to a CIL bid this quarter, covering Fleet Street. Wider parts of the area would require additional funding)
- Riverside
- Fenchurch Street
- City Cluster (CIL funding already allocated)
- Aldgate, Tower and Portsoken
- Liverpool Street

Potential costs: £50 million to £70 million

### Energy, heat and utilities

The City's CAS is funding the development of a Local Area Energy Plan. However, to bring about the creation and expansion of heat/cooling networks and investment into energy generation (eg solar PV on rooftops) will require substantial investment and feasibility funding (as well as major private sector investment). This includes:

- Investment in delivery of heating/cooling networks
- Delivery funding for solar PV
- Energy centres, substations and other energy infrastructure

Potential costs: £5 million to £15 million

## Climate resilience

CAS funding will cover a range of interventions but further work is likely to be required over the medium and longer term, particularly if extreme weather conditions exceed current forecasts.

- Flood defence works for challenging locations
- Biodiversity enhancement (potentially funded through BNG offsetting)
- Enhanced sustainable drainage and planting

Potential costs: £20 million to £30 million

## Social infrastructure

While specific projects haven't yet been identified, a number of social infrastructure deficiencies have been flagged as the City Plan has been developed, which may require additional funding including:

- Public toilets (especially running costs)
- Sports and play space
- Health provision (eg expanded GP or multi-use spaces)
- Faith spaces (eg multi-faith centre)

Potential costs: £15 million to £20 million

## Destination City

Cultural infrastructure will be key to realising the Destination City initiative. Development sites will contribute through on-site provision, in line with new City Plan 2040 policies, and potentially through off-site contributions. However, there are further projects and cultural investment that may be required to fully realise the vision. This includes major City Corporation (and partner) projects as well as potential support for existing and forthcoming City institutions, eg:

- London Museum (CIL has contributed c. £44m already)
- Barbican renewal programme (including exhibition halls, wayfinding and conservatory)
- Bishopsgate Institute
- Migration Museum
- Dr Johnson's House
- Investment in heritage and archaeological sites, to facilitate public access

Enhanced wayfinding is also frequently identified as a priority to realise Destination City and help make the City more welcoming for all.

Potential costs £20 million to £30 million (total costs for major projects such as the London Museum and Barbican renewal would significantly outstrip these amounts.)



|  |  |
|--|--|
| <b>Committee(s):</b><br>Resource Allocation Sub Committee - For Decision / Recommendations<br>Policy and Resources Committee- For Decision   | <b>Dated:</b><br>11/07/2024<br><br>11/07/2024  |
| <b>Subject:</b><br>CIL and OSPR Capital Bids (Quarter 1 - 2024/25)   | <b>Public</b>  |
| <b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>  | These bids span all 6 outcomes of the Corporate Plan   |
| <b>Does this proposal require extra revenue and/or capital spending?</b>   | Yes - subject to decisions agreed, ring-fenced monies held will be committed to future approvals |
| <b>If so, how much?</b>  | up to £14.41m CIL and £2.58m OSPR  |
| <b>What is the source of Funding?</b>  | City Fund (including CIL and OSPR)   |
| <b>Has this Funding Source been agreed with the Chamberlain's Department?</b>  | <b>Yes</b>   |
| <b>Report of:</b> Bob Roberts, Executive Director Environment Department & Caroline Al-Beyerty, Chamberlain<br><br><b>Report authors:</b> Chhaya Patel – Principal planning Officer, City Development and Investment Unit<br>Yasin Razaaq, Capital and Project Manager, Chamberlains | <b>For Decision</b>  |

## Summary

The Priorities Board met on 11<sup>th</sup> June 2024 to consider bids for allocation from the City's Community Infrastructure Levy (CIL) and On-Street Parking Reserve (OSPR).

Members are asked to consider the bids detailed in this report for allocation from the City's Community Infrastructure Levy (CIL) and On-Street Parking Reserves (OSPR). For CIL and OSPR funding within City Fund 6 bids were received, one bid did not satisfy the finding criteria. Five bids are summarised below (see paragraph 15, Table 3 for detailed programmes). Details of the bid of £2.4m for the Museum of London fabric improvement works were approval by Policy and Resources (22 Feb 2024); Finance Committee (under urgency) and Court of Common Council (7 March 2024) and are included in this report for information.

- **Transforming Fleet Street: £9,000,000 total form CIL** (£50,000 for financial year Q4 2024/25; £350,000 for financial year 2025/26; £1,400,000 for financial year

2026/27; £2,000,000 for financial year 2027/28; and £5,200,000 for financial year 2028/29).

- **Golden Lane Leisure Centre podium damage and repair: £750,000 from CIL** for financial year 2024/25.
- **Museum of London Highway Strengthening Works to Charterhouse Street: £4,660,000 from CIL** (£2,796,000 for financial year 2024/25; and £1,864,000 for financial year 2025/26).
- **Vision Zero Safer Streets: £2.4m from OSPR** (£115,000 for financial year 2024/25; £1,285,000 for financial year 2025/26; and £1,000,000 for financial year 2026/27).
- **Riverside Lighting Upgrade (Blackfriars Bridge to Tower of London): £180,000 (OSPR)** for financial year 2024/24.

These are put before the committee for consideration for funding in financial years 2024/25 to 2028/29 - The Priorities Board agreed to recommend all the projects listed.

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

### **Recommendation(s)**

Members of the Resource Allocation Sub Committee are asked to recommend to Policy and Resources Committee to:

- Agree to allocate £14.41m of CIL to transforming Fleet street, Golden Lane Leisure Centre podium damage repairs and Museum of London Highways Strengthening works on Charterhouse Street projects and £2.58m of OSPR to Vision Zero Safer Streets and Riverside Lighting Upgrade projects.
- Note that a CIL bid for the City of London School was received, which does not meet the criteria for allocating CIL.
- Note that the Museum bid of £2.4m has approval by Policy and Resources (22 Feb 2024); Finance Committee (under urgency) and Court of Common Council (7 March 2024).

## Main Report

### Background

#### CIL funding criteria and prioritisation

1. The Community Infrastructure Levy (CIL) Regulations 2010 require the City Corporation (as a CIL charging authority) to apply CIL to funding the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area. National Planning Practice Guidance provides that “Local authorities must spend the levy on infrastructure needed to support the development of their area and they will decide what infrastructure is needed. The Levy can be used to increase the capacity of existing infrastructure or to repair failing existing infrastructure, if that is necessary to support the development.”
2. “Infrastructure” is defined by Section 216 of the Planning Act 2008 to include:
  - roads and other transport facilities;
  - flood defences;
  - schools and other educational facilities;
  - medical facilities;
  - sporting and recreational facilities; and
  - open spaces.
3. CIL bids will therefore need to fund projects that are (a) a type of infrastructure, and (b) needed to support the wider development of the Square Mile. Projects are categorised into one of three priorities:

#### **Critical:**

Lack of infrastructure is a physical constraint to growth; development cannot come forward if the infrastructure is not provided.

#### **Essential:**

Development cannot come forward in a sustainable and acceptable way if the infrastructure is not provided.

#### **Important:**

Development can come forward if the infrastructure is not delivered, but some sustainability goals will need to be compromised and some adverse impacts accepted.

4. The project works themselves are not assessed in relation to the above criteria but whether the project is critical, essential, or important to support development of the area and development coming forward.
5. For OSPR funding bids will need to demonstrate that they meet one of the following criteria as set out in Section 55(3A) of the Road Traffic Regulation Act

1984 (as amended) and the London Local Authorities and Transport for London Act 2003:

- Revenue funding for highway and cleansing maintenance operations;
  - Investment in off-street car parks;
  - Projects which are aligned to the outcomes of the Transport Strategy, with additional priority given to projects necessary for the delivery of Vision Zero by reducing serious and fatal collisions and improve accessibility.
6. Recommended prioritisation of CIL/OSPR will also take account of the extent to which projects support delivery of other strategies and initiatives, including the Climate Action Strategy and Destination City.
  7. The Indicative costs of agreed schemes will then be incorporated into medium term financial plans (CBF: Financial Forecasts) to assess financial impact in context of each corporation fund.
  8. Any fully approved bids will be required to go through City of London Corporation's gateway process before progressing to the next stage.

### **Current Position**

9. As of 31<sup>st</sup> March 2024, the City held an opening balance of £17.953m in General City CIL (excluding Neighbourhood CIL 15% and Admin CIL 5%). Further CIL income of £57.264m is projected up to 2028/29 as shown in Table 1 below. Currently for 2024/25 onwards a further £22.45m has been committed to several approved schemes (including the Museum of London allocation of £2.4m listed in Table 3, approved by Court of Common Council) leaving an unallocated forecast balance of £52.767m.

**Table 1 - General CIL Financial Summary:**

|   | Prior Years<br>Actual/Approved<br>£'000 | 2024/25<br>Forecast<br>£'000 | 2025/26<br>Forecast<br>£'000 | 2026/27<br>Forecast<br>£'000 | 2027/28<br>Forecast<br>£'000 | 2028/29<br>/ Later<br>Years<br>Forecast<br>£'000 | TOTAL<br>£'000 |
|---|---|------------------------------|------------------------------|------------------------------|------------------------------|--|----------------|
| <b>TOTAL INCOME (80% CIL - General Pot)</b>           | (78,152)                                | (12,108)                     | (10,700)                     | (11,083)                     | (11,480)                     | (11,891)   | (135,416)      |
| <b>TOTAL OF CAPITAL, SRP</b>                          | 60,199                                  | 12,068                       | 4,032                        | 4,050                        | 2,300                        | 0  | 82,649         |
| <b>DEFICIT/(SURPLUS) Brought Forward @1st April</b>   |   | (17,953)                     | (17,993)                     | (24,662)                     | (31,695)                     | (40,875)   | (52,767)       |
| <b>DEFICIT/(SURPLUS) Carried Forward @ 31st March</b> | (17,953)                                | (17,993)                     | (24,662)                     | (31,695)                     | (40,875)                     | (52,767)   |                |

10. As at 22<sup>nd</sup> May 2024, the City held an opening balance for 2024/25 of £58.6m in OSPR. Further OSPR surplus monies of £48.2m is projected up to 2028/29 as shown in Table 2 below. Currently for 2024/25 onwards, £94.7m has been committed to approved schemes, therefore unallocated sums of £12.1m (forecast until 2028/29) is available to be allocated to new schemes.

**Table 2 - OSPR Financial Summary:**

|   | 2023/24<br>Actual<br>£'000 | 2024/25<br>Forecast<br>£'000 | 2025/26<br>Forecast<br>£'000 | 2026/27<br>Forecast<br>£'000 | 2027/28<br>Forecast<br>£'000 | 2028/29<br>Forecas<br>t<br>£'000 | TOTAL<br>£'000 |
|---|----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|----------------------------------|----------------|
| <b>Expenditure</b> - salaries, enforcement contract, other running expenses | 2,771                      | 4,022                        | 4,143                        | 4,267                        | 4,395                        | 4,527                            | 24,124         |
| <b>Income</b> - PCN's, parking meters, suspended bays, dispensations        | (12,991)                   | (13,099)                     | (13,492)                     | (13,897)                     | (14,314)                     | (14,743)                         | (82,535)       |
| <b>NET REVENUE SURPLUS GENERATED IN YEAR</b>                                | (10,220)                   | (9,077)                      | (9,349)                      | (9,630)                      | (9,919)                      | (10,216)                         | (58,411)       |
| <b>TOTAL OF CAPITAL, SRP &amp; REVENUE COMMITMENTS</b>                      | 7,085                      | 14,233                       | 13,280                       | 5,440                        | 2,766                        | 2,783                            | 45,588         |
| <b>TOTAL BIDS (AGREED BY PRIORITIES BOARD)</b>                              | 725                        | 14,789                       | 10,467                       | 7,271                        | 3,597                        | 4,216                            | 41,064         |
| <b>TOTAL CAPITAL BIDS &amp; MAJOR SCHEME DEPENDENCIES AND ON-HOLD</b>       | 0                          | 2,638                        | 5,145                        | 2,300                        | 5,797                        | 0                                | 15,880         |
| <b>DEFICIT/(SURPLUS) Brought Forward @1st April</b>                         | (56,218)                   | (58,628)                     | (36,046)                     | (16,503)                     | (11,122)                     | (8,881)                          |                |
| <b>DEFICIT/(SURPLUS) Carried Forward @ 31st March</b>                       | (58,628)                   | (36,046)                     | (16,503)                     | (11,122)                     | (8,881)                      | (12,098)                         |                |

11. It should be noted that these figures are based on projected future income levels and will need to be reviewed regularly. Additionally, the CIL and OSPR ring-fenced funds cannot move into a deficit position in any one financial year. Phasing of schemes will be crucial to avoid this happening. Officers are of the view that a sufficient contingency is retained unallocated across all years to minimise the risk

of a deficit position. A contingency in CIL funds of approximately £5m would be roughly equivalent to a 25% reduction in forecast CIL income for the next two consecutive years.

12. The Secretary of State for Transport issued a call for evidence on the 11<sup>th</sup> May 2024 to look at whether government should remove any suggestion there is a “profit motive” for local councils issuing penalty charge notices (PCNs) for contraventions of moving traffic restrictions. This would be done by requiring any surpluses that councils might generate from PCNs to be repaid to His Majesty’s Treasury after the costs of enforcement have been repaid. The call for evidence period began on 17 March 2024 and ran until 25 May 2024.
13. The loss of income is estimated to be in the region of £1.9m pa for the City, however, early assessment of offsetting enforcement costs is likely to be £1.76m, resulting in a net reduction in income of £154k if such a motion were to be passed. This net position is a potential drop in net funds available for the OSPR if central government decide to recoup from all London Boroughs.
14. This consultation was initiated by the Department for Transport at the request of HM Government prior to the call for a General Election. Officers will work with the DfT to understand whether this moves forward under a new government, and if it does, what changes to primary legislation will be required. The likely timescales suggest this is likely to be a risk to the OSPR in the medium to long term.

## **Options**

15. The project options for allocation of funding for CIL and OSPR are listed in table 3 below. Further details in relation to each bid is set out in Appendix 2.

**Table 3 – CIL and OSPR Project Bids - Quarter 3 (2023/24):**

| Proposed Bid   | CIL requested<br>£m                                  | OSPR requested<br>£m | Funding Priority                                    |
|--|--|----------------------|---|
| For information only.<br>Museum of London<br>Fabric and infrastructure<br>improvements<br>(As approved by Policy and<br>Resources Committee; Finance<br>Committee; and the Court of<br>Common Council) | (2.4)  |                      | CIL – Important                                     |
| Transforming Fleet Street  | 9.0  | -                    | CIL - Essential                                     |
| Golden Lane Leisure Centre -<br>Podium/drainage repair   | 0.75   | -                    | CIL – Important                                     |
| Museum of London/ General<br>Market<br>Highways strengthening works<br>to Charterhouse Street  | 4.66   | -                    | CIL – Important                                     |
| Vision Zero Safer Streets  | -  | 2.4                  | OSPR - highways or<br>road improvement<br>projects. |
| Riverside Lighting Upgrade<br>(Blackfriars Bridge to Tower of<br>London)   | -  | 0.18                 | OSPR - highways or<br>road improvement<br>projects  |
| <b>Total</b>   | <b>£14.41<br/>(Excluding MoL- £2.4<br/>approval)</b> | <b>£2.58</b>         |   |

## Proposals

### Museum of London – relocation programme (For Information only)

16. A bid for £2.4m of CIL has been submitted, following the approval by Policy and Resources (22 Feb 2024); Finance Committee (under urgency) and Court of Common Council (7 March 2024) of the allocation of CIL to facilitate acceleration of the relocation of the Museum. The bid sets out those aspects of the project relating to physical improvements to the fabric of the existing market buildings, against which the CIL funding could be specifically allocated. This sum is included here for information and has been factored into the allocations and totals of Tables 1 and 4 along with a previous bid of £44.60m approved in 2023.
17. Suitability for CIL funding: The museum of London is identified as a type of infrastructure which can be funded through CIL. The delivery of the new London Museum is part of the strategic vision for the future of the Smithfield area set out

in the City Plan 2040 and will assist in the stimulation of wider regeneration across the northeast of the City.

Funding priority (critical/essential /important): The project is identified as important. Wider development could come forward if the infrastructure were not delivered however, the project would ensure the sustainable development of the market buildings and support further development of the area.

#### Transforming Fleet Street

18. Over the next five years, the Fleet Street area is expected to see an increase in workers and pedestrians of over 25% as a direct result of the current increase in development activity (which will also generate significant CIL receipts). £9m of CIL funding is sought to deliver the transformation of the area with improvements to crowded footways, safe pedestrian crossings, improved cycling experience, public realm enhancements, on street loading facilities and amending the Police checkpoints on Fleet Street. External funding from the Fleet Street Quarter Business Improvement District is confirmed (£500k) subject to the success of this funding bid in addition to S278 agreements and associated funding from three major developments under construction. This is a key project for implementing the Fleet Street Area Healthy Streets Plan, adopted in November 2023. Further details can be found in Appendix 2.
19. Funding is sought to 2029/30 which is when we expect the developments currently being considered and making their way through the planning process to near completion.
20. Suitability for CIL funding: The enhancements proposed to the highway and public realm are a type of infrastructure. This infrastructure is also necessary to support development of the area, given the ongoing and projected increases in the number of workers in the area. The project is aligned with the Climate Action Strategy, improving climate resilience by introducing tree planting and sustainable drainage systems.
21. Funding priority (critical/essential/important): The project is identified as essential (development cannot come forward in a sustainable and acceptable way if the infrastructure proposed is not provided).

#### Golden Lane Leisure Centre (GLLC) – podium damage and drainage repair

22. £750k of CIL funding is sought for works to rectify damage to the podium above the leisure centre in the area indicated on the plan at Appendix 2. The work would involve repairs to the leaking podium and replace/repair of the drainage system. Details of the project and finances can be found in Appendix 2.



23. Members will be aware of the City's Sports Strategy and proposals for the future of GLLC. However, repair of the damaged podium is a necessity for the continued provision of leisure centre functions despite decisions on its future.
24. Suitability for CIL funding: Public leisure centres are a type of infrastructure. The City Corporation's CIL handling notes states that it is unlikely that projects seeking to maintain or repair existing infrastructure would be necessary to support wider development of the Square Mile. However, within the last 12 months planning permission has been granted for two major redevelopments for student accommodation and a further five consents have been granted for smaller scale residential developments. This increase in the residential population will increase the demand for leisure facilities in the City. Therefore, the proposed programme of work would ensure that the GLLC can continue to provide the appropriate level of service for users and supports development of the area.
25. Funding priority (critical/essential/important): The project is identified as important. Wider development could come forward if the infrastructure were not delivered; however, that development could lead to some minor adverse impacts if potential users of the leisure centre have to travel further afield or do not take advantage of the health and leisure opportunities that GLLC offers.

#### Museum of London – Highway Strengthening Works

26. Further to the allocation approved in 2023 for strengthening works (£3.50m) to west Smithfield and Charterhouse Street, a new bid of £4.66m has been received for highways strengthening works to Charterhouse Street (west) above the General market basement/ shared access road to stabilise deterioration of the structure. The project and finances are detailed in Appendix 2.
27. During the design, investigation and construction works to West Smithfield officers discovered that the Victorian brick arched highway lids over the General Market basement were structurally faulty and in far worse condition than previously envisaged. Major intervention is needed to strengthen the structures to take normal highway loads and provide a robust base on which to apply the comprehensive waterproofing solution. The previous CIL allocation provided for works to Charterhouse Street including the central carriageway and both north and south pavements. Additional funding is sought to continue these works to the northern pavement. It will be necessary to divert multiple utility cables, rebuild and strengthen the existing smoke vent which will necessitate strengthening the surrounding pavements.
28. Suitability for CIL funding: The museum of London is identified as a type of infrastructure which can be funded through CIL. However, the allocation is for works to strengthen the existing roads would not be necessary to support wider

development of the Square Mile but are necessary for the Museum development to be delivered.

29. Funding priority (critical/essential /important): The project is identified as important. Wider development could come forward if the infrastructure were not delivered however, the City has ambitious plans for the Museum of London relocation which is listed as an essential project in the City's Infrastructure Delivery Plan and listed in the City's Infrastructure Funding Statement. The Museum of London move to West Smithfield is a key component in the Destination City vision. It will act as the north-western gateway to Destination City, at the heart of the Culture Mile BID and will provide opportunities for investment for a range of uses.

#### City of London School

30. A bid for £3.5 million of CIL funding has been received for the City of London School, to contribute to a major improvement project for the school, which would deliver a new courtyard building, levelling out the courtyard and improvements to Peter's Hill entrance and a potential one storey extension to the fifth floor of the junior school building, including internal remodelling, and roof top terrace, alongside Catering/UKPN Upgrade Works package for the school building.
31. This bid is not recommended for approval for allocation as it does not meet the criteria of being a form of infrastructure that is necessary to support wider development of the Square Mile.
32. Suitability for CIL funding: The funding of the enhancement of the City of London School are not required to support wider development of the Square Mile. While the children of some City workers may attend the school, and the School has ties to the Square Mile and the City Corporation, the provision of school places at the City of London School doesn't facilitate wider development in the City, and there is no clear link between development (whether commercial or residential) in the City and the need for education at this specific school, particularly given its status as an independent fee-paying educational establishment. The City Corporation has a statutory obligation to support the City of London School. However, this does not override the statutory funding requirements for the types of projects to which CIL funding can be applied.

#### Vision Zero Safer Streets Programme

33. The Vision Zero Safer Streets Programme seeks £2.4 million of OSPR funding to investigate and deliver safer streets proposals at the ten priority locations identified in the Vision Zero Plan 2024–2028 (adopted February 2024) One additional site has been identified through recent injury collision data. The project prioritises locations with the highest collision and injury rates. See further detail of the project at Appendix 2.

34. This funding request relates to six locations listed in appendix 2. The principal outcome is to identify and deliver improvements to reduce the risk of fatal and serious collisions at these locations, contributing to the Transport Strategy ambition of zero people killed or seriously injured while travelling in the City by 2040. Secondary outcomes will include wider Healthy Streets improvements in support of the Transport Strategy and relevant Healthy Streets Plans, such as increased pedestrian priority and accessibility improvements. The project is identified as Priority 3 - Projects that support the outcomes of the Transport Strategy, with additional priority given to projects that would support the delivery of Vision Zero by reducing serious and fatal collisions and projects that would improve accessibility.

Riverside Lighting Upgrade (Blackfriars Bridge to Tower of London)

35. Riverside Lighting Upgrade (Blackfriars Bridge to Tower of London) project seeks OSPR funding of £180k to replace some of the light fixtures which are near the end of their serviceable life and install over 70 new lanterns that can accommodate the City's control units. The City of London's Lighting Strategy sought to use innovative lighting control systems and LED lighting units to better control its highway lighting, enabling the right level of light to be delivered in the right place at the right time.
36. As well as benefits to the public realm, there would be significant cost benefit savings in energy usage and maintenance costs over time. The cost of repairing or replacing the existing fixtures are considerable and over time replacement fittings will become more costly and difficult to source. Due to the Illuminated River scheme, Thames Tideway and other works along the river, the riverside lighting was deferred from the main programme of upgrade works. The project is identified as Priority 1 and 3 for Highway Cleansing and maintenance operations and would support the outcomes of the Transport strategy, Climate Action Strategy, the delivery of Vision Zero by reducing serious and fatal collisions and projects Destination City, improve accessibility and safety to an underused part of the Riverside. Further details of the funding criteria can be found in Appendix 1.

### **Financial Implications**

37. CIL general (excluding Neighbourhood CIL 15% and Admi CIL 5%) currently has forecast available funds of £52.767m up to 2028/29 (see Table 1). If all bids were to receive full funding requested of £14.41m, this would reduce the City CIL available balance to £38.357m for the period up to 2028/29. Table 4 provides a summary of the general CIL forecast with the spend profile of proposed bids factored in.

**Table 4 – Projection of Planned CIL Expenditure to be financed to 2028/29**

|   | Prior Years              | 2024/25           | 2025/26           | 2026/27           | 2027/28           | 2028/29 /<br>Later Years | TOTAL         |
|---|--------------------------|-------------------|-------------------|-------------------|-------------------|--------------------------|---------------|
| -   | Actual/Approved<br>£'000 | Forecast<br>£'000 | Forecast<br>£'000 | Forecast<br>£'000 | Forecast<br>£'000 | Forecast<br>£'000        | £'000         |
| <b>TOTAL INCOME (80%<br/>CIL - General Pot)</b>               | (78,152)                 | (12,108)          | (10,700)          | (11,083)          | (11,480)          | (11,891)                 | (135,416)     |
| <b>TOTAL OF CAPITAL, SRP</b>                                  | <b>60,199</b>            | <b>15,664</b>     | <b>6,246</b>      | <b>5,450</b>      | <b>4,300</b>      | <b>5,200</b>             | <b>97,059</b> |
| <b>DEFICIT/(SURPLUS)<br/>Brought Forward @1st<br/>April</b>   |                          | (17,953)          | (14,397)          | (18,852)          | (24,485)          | (31,665)                 | (38,357)      |
| <b>DEFICIT/(SURPLUS)<br/>Carried Forward @ 31st<br/>March</b> | (17,953)                 | (14,397)          | (18,852)          | (24,485)          | (31,665)          | (38,357)                 |               |

( ) = income or in hand  
balance

38. OSPR currently has forecast available unallocated funds of £12.098m up to 2028/29. If all bids were to receive full funding requested (£2.58m), this would reduce the OSPR available balance to £9.518m for the period up to 2028/29.
39. It should be noted that these figures are based on future income levels that are projections and will need to be refined each year. Furthermore, the CIL and OSPR ring-fenced funds cannot move into a deficit position in any one year, so phasing of schemes will be crucial to avoid this happening.
40. Further City CIL (excluding Neighbourhood CIL 15% and Admin CIL 5%) confirmed to be received in this financial year (2024/25) is estimated to be £12.108m from developments that have commenced, and the CIL liability is due to be paid by 31<sup>st</sup> March 2025.

### **Legal implications**

41. The proposed projects have been considered against the criteria for the use of CIL and OSPR and the ranking of each is set out above. The OSPR bids are in accordance with the Road Traffic Regulation Act 1984 and the London Local Authorities and Transport for London Act 2003.
42. The CIL bid would comply with Section 216 of the Planning Act 2008 and Regulation 59 of the Community Infrastructure Levy Regulations 2010 as the CIL would be applied to the provision, improvement, replacement, operation or maintenance of infrastructure (as defined) to support the development of the City.
43. Consideration should also be given to the list published by the City Corporation under Regulation 121A(1)(a) which is the City's statement of the infrastructure

projects or types of infrastructure which the charging authority intends will be, or may be, wholly or partly funded by CIL (other than CIL to which regulation 59E or 59F applies). The City's list which was approved in May 2024 and consists of:

- Public Realm and Streets
  - Eastern Cluster Public Realm
  - Secure City Programme
  - Barbican and Golden Lane Healthy Streets Plan
  - Public Realm Security
  - St Paul's Gyratory
  - Sculpture in the City
  - Transforming Fleet Street
  
- Parks, Open Spaces and Recreation
  - Finsbury Circus Reinstatement
  - Museum of London - buildings and highway Infrastructure project
  
- Community Services
  - Golden Lane Community Centre
  - Barbican Library Refresh
  
- Infrastructure and Utilities
  - Citigen Energy Network Feasibility
  - Walbrook Wharf – Waste transfer station

44. The legislation does not prevent the funding of qualifying infrastructure, which is not on this list, however this list is likely to create an expectation that sufficient CIL will be retained to contribute to the infrastructure set out. The Infrastructure Funding Statement (IFS) is updated annually.

### **Risk Implications**

45. There are no risks associated with development in the City not being brought forward if the Critical and essential infrastructure projects are not progressed.

### **Equalities Impact**

46. There are no direct equalities implications associated with the proposals within this report. Individual projects can have a positive or negative impact on equalities and each project will undertake an Equalities Impact Assessment as part of the project procedure, so that the equalities implications of the decisions to progress the projects are fully understood.

## **Conclusion**

47. The guidance for allocating CIL firstly identifies if the type of project is infrastructure in accordance with Test 1 and Test 2 requires the board to consider if the infrastructure proposed is needed to support the development of the City. For CIL funding priorities projects are identified as Critical, Essential, or Important.
48. The requests for OSPR meet the funding priorities and are in accordance with the applicable legislation.
49. The Policy and Resources Committee are asked to identify to approve the allocation of CIL/OSPR funds as recommended by Priorities Board.

## **Appendices**

Appendix 1 – Funding Criteria

Appendix 2 – Detailed Bid Criteria

**Chhaya Patel** Principal Planning Officer (CIL and Planning Obligations) – City Development and Investment Unit - Environment

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## Appendix 1 - Funding Criteria

1. For all bids irrespective of funding sources, the Priorities Board will take account of the extent to which projects support delivery of the Corporation's strategies and initiatives, including the '*Climate Action Strategy - City of London*' and '*Destination City*'. Bids should set out how the project would support the relevant strategic objectives.

### CIL

2. The Community Infrastructure Levy Regulations 2010 require the City Corporation (as a CIL charging authority) to apply CIL to funding the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area. National Planning Practice Guidance provides that "Local authorities must spend the levy on infrastructure needed to support the development of their area and they will decide what infrastructure is needed. The Levy can be used to increase the capacity of existing infrastructure or to repair failing existing infrastructure, if that is necessary to support the development." "Infrastructure" is defined by Section 216 of the Planning Act 2008 to include (a) roads and other transport facilities; (b) flood defences; (c) schools and other educational facilities; (d) medical facilities; (e) sporting and recreational facilities; and (f) open spaces.
3. Priorities for CIL allocations are set out in the City Corporation's Infrastructure Delivery Plan - March 2024 (IDP) and are to be applied by the Priorities Board when recommending infrastructure projects.

The **CIL** funding priorities are categorised as follows:

- **Critical:**  
Lack of infrastructure is a physical constraint to growth; development cannot come forward if the infrastructure is not provided.
  - **Essential:**  
Development cannot come forward in a sustainable and acceptable way if the infrastructure is not provided.
  - **Important:**  
Development can come forward if the infrastructure is not delivered, but some sustainability goals will need to be compromised and some adverse impacts accepted.
4. There are therefore two main tests that any project needs to meet to be eligible for CIL.

**Test 1:** Is the project a type of infrastructure?

The national Planning Practice Guidance states that:

“The levy can be used to fund a wide range of infrastructure, including transport, flood defences, schools, hospitals, and other health and social care facilities (for further details, see section 216(2) of the Planning Act 2008, and CIL Regulation 59, as amended by the 2012 and 2013 Regulations). This definition allows the levy to be used to fund a very broad range of facilities such as play areas, open spaces, parks and green spaces, cultural and sports facilities, healthcare facilities, academies and free schools, district heating schemes and police stations and other community safety facilities.”

Infrastructure of the sort envisaged by the legislation would normally serve a clear public benefit rather than being a purely private concern. Commercial ventures – such as shopping centres or offices – would not normally be considered infrastructure (for the purposes of CIL). Private housing does not fall within the definition of infrastructure. The CIL legislation also prevents the use of CIL for affordable housing.

**Test 2:** Is the infrastructure needed to support the development of the area?

The national Planning Practice Guidance states that:

“Local authorities must spend the levy on infrastructure needed to support the development of their area.”

CIL-funded projects must therefore be necessary to support development of the area. This is a crucial test; CIL funding cannot be used to fund schemes that would not be necessary to support development. It is unlikely that projects that are seeking to maintain or repair existing infrastructure would meet this test.

This second test is reflected in the CIL funding priorities (see “CIL funding priorities”, above).

Note: both Test 1 and Test 2 must be met for any project that is seeking CIL funding.



## **OSPR**

5. On Street Parking Reserve has a very limited remit for allocation as set out in Section 55(3A) of the Road Traffic Regulation Act 1984 (as amended) and the London Local Authorities and Transport for London Act 2003 set out in the report.

The **OSPR** funding priorities are identified in legislation, which provides that any surplus not applied in the financial year may be carried forward. If it is not to be carried forward, it may be applied by the City for one or more of the following purposes: -

- a. making good to the City Fund any deficit charged to that Fund in the 4 years immediately preceding the financial year in question;
- b. meeting all or any part of the cost of the provision and maintenance by the City of off-street parking accommodation whether in the open or under cover;
- c. the making to other local authorities, or to other persons, of contributions towards the cost of the provision and maintenance by them, in the area of the local authority or elsewhere, of off-street parking accommodation whether in the open or under cover;
- d. if it appears to the City that provision in the City of further off-street parking accommodation is for the time being unnecessary or undesirable, for the following purposes, namely: -
  - meeting costs incurred, whether by the City or by some other person, in the provision or operation of, or of facilities for, public passenger transport services;
  - the purposes of a highway improvement project in the City;
  - meeting the costs incurred by the City in respect of the maintenance of roads at the public expense; and
  - for an “environmental improvement” in the City;
- e. Meeting all or any part of the cost of the doing by the City in its area of anything which facilitates the implementation of the Mayor’s Transport Strategy, being specified in that strategy as a purpose for which a surplus can be applied; and
- f. making contributions to other authorities, i.e. the other London Borough Councils and Transport for London, towards the cost of their doing things upon which the City in its area could incur expenditure upon under (a)-(e) above.

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## **Appendix 2 – Details of Bids**

### **CIL Bids**

#### **1. Transforming Fleet Street**

The Fleet Street area has generated a significant amount of CIL funding in recent years as a result of new developments. The stakeholder community have specifically requested that CIL contributions are used for the purpose of improving this key street.

There are currently three major developments on Fleet Street itself, Salisbury Square development the former Daily Express building and 65 Fleet Street. These developments alone are expected to bring a 25% increase in workers over the next five years. It is essential that Fleet Street is able to accommodate this projected increase in users through wider footways, safer pedestrian crossings, public realm improvements and greening. These improvements will provide a high-quality streetscape that is commensurate with the historic importance and iconic status of Fleet Street. This corridor is a key east - west vehicular and pedestrian route, connecting the City with London Borough of Westminster and nearby cultural destinations. The street is also an important royal and state processional route, and one of the key thoroughfares for the Lord Mayor Show. The street has been identified as a “Principal Shopping Centre” in the City Plan 2040. In initiating the ‘Transforming Fleet Street’ project at this stage, we will help support the regeneration of the street as a retail and leisure destination in line with the City Plan 2040, key area of change “Strategic Policy S22: Fleet Street and Ludgate”, Destination City and stakeholders’ aspirations.

The proposals for Fleet Street will seek to:

- Widen pavements to provide more space for people walking and wheeling on Fleet Street.
- Provide new and enhance existing crossings to improve safety and accessibility, reflect walking desire lines and respond to new developments which will create new destination points and walking routes within the area.
- Deliver wider public realm improvements along the length of the street including seating and planting. This will be evaluated through detailed Healthy Streets assessments of the street and junctions.
- Amending the City of London Police checkpoints on Fleet Street to explore narrowing the carriageway to provide more space for walking.
- Improve safety and feelings of safety for people cycling on Fleet Street.
- Improve and manage of on-street loading facilities.

Project Commencement – October 2024

To ensure the works are coordinated with developments currently under construction the evaluation and detailed design must be undertaken this year. This will ensure

construction works can be coordinated with the developments and their associated S278 highway works to limit costs and manage disruption across the area.

#### Project Completion – June 2030

The project is identified as essential: development cannot come forward in a sustainable and acceptable way if the infrastructure is not provided. These projects will provide essential transport and public realm infrastructure that is necessary to accommodate recent development and support future development of the area.

The project supports the following priorities:

Destination City initiative by providing an improved experience and safety along Fleet Street which will support local economic growth and sustain the high street in the future.

Transport Strategy outcomes – Great places to walk and spend time, efficient and effective use of the street space, improve accessibility, ensure the public space are safe and feel safe, improved cycling requirements, encourage walking to improve air quality.

Climate Action Strategy - improving climate resilience in the public realm, by introducing tree planting and sustainable urban drainage systems where feasible. The project will also reduce pollution and create a more pleasant walking environment through improved pedestrian priority which will deliver on the wider objectives of the Climate Action Strategy.

Corporate Plan (2024 - 2029) - delivering on “Flourishing Public Spaces”, "Dynamic Economic Growth" and “Vibrant Destination” outcomes.

A Gateway 1-2 report will be submitted in autumn 2024 if this funding bid is successful.

£500k external funding from the Fleet Street Quarter BID is confirmed subject to the success of this funding bid. S278 agreements and associated funding from at least 3 adjacent developments is likely to be achieved, subject to the initiation of the project in the autumn. This funding stream would be in addition to this CIL funding bid.

Project budget – £9,500,000 (£9.0m CIL, £500k Fleet Street Quarter BID)

Spend Profile:

2024/25: Q4 £50,000

2025/26 (£350,000): Q1 £50,000, Q2 £100,000, Q3 £100,000, Q4 £100,000

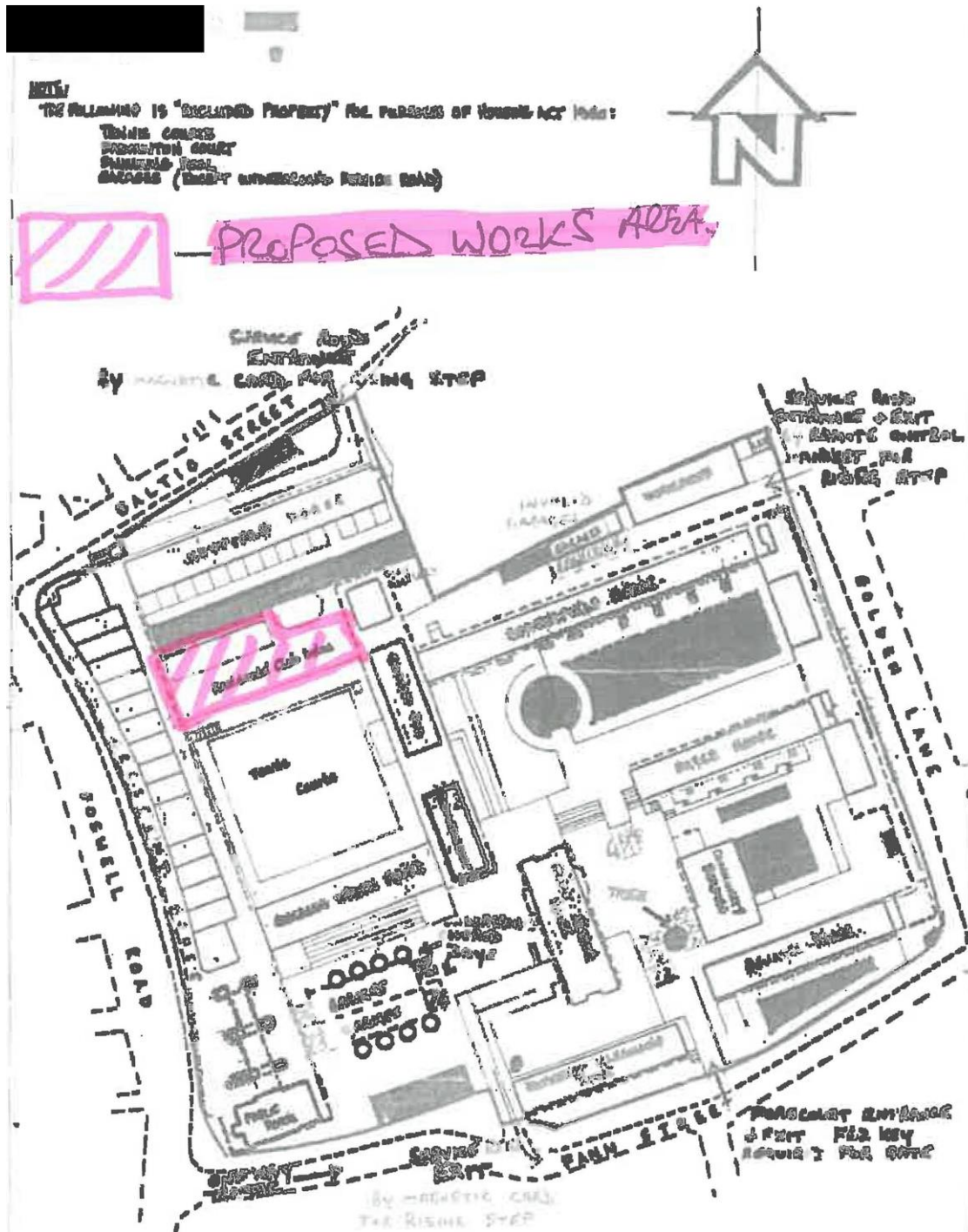
2026/27 (£1,400,000): Q1 £200,000, Q2 £200,000, Q3 £500,000, Q4 £500,000

2027/28 £2,000,000 Over Q1-Q4

2028/29 £2,000,000 Over Q1-Q4

2029/30 £3,200,000 Over Q1-Q4

2. Golden Lane Leisure Centre – damage repair of the podium/drainage on the Golden Lane Estate above the Golden Lane Leisure Centre (GLLC)



GLLC, the CoLC's only leisure centre in the Square Mile, has deteriorated beyond the lifespan of previous refurbishments. There are underlying external issues which need attention, such as the water ingress from the podium level and replacement/repair of the drainage systems. This request for funds would ensure that the defects of the exterior of

the GLLC areas are addressed to ensure that the GLLC can continue to function whilst the housing sports strategy is developed.

GLLC is a valued community asset consisting of swimming pool, tennis courts, sports hall, fitness suite, treatment room and office. The service delivers sports opportunities in the community to key groups across the square mile, in addition to healthy lifestyle programmes to support improved health and wellbeing outcomes.

#### Project Deliverables:

The proposed programme of work will ensure that the GLLC can continue to function whilst the housing sports strategy is being finalised in consultation with residents and members to ensure the appropriate level of service is provided. It is anticipated that the cost for the full refurbishment of the GLLC will be in the region of £9.5 million therefore, funding sources will have to be resolved.

The proposed works to the podium, identified above, will include removing the slabs and application of material to prevent water ingress. The existing drains would be replaced.

The cost for this initial repair is £950,000 but DCCS would make a capital contribution of £200,000 reducing the CIL request to £750,000.

#### Service Outcomes Supported by the Development:

This initial repair will be the first stage in the redevelopment of the GLLC and will contribute towards the strategic outcomes of the Corporate Plan, DCCS business plan and Sports Strategy. The City's Sports strategy will inform the future leisure provision and investment in the square mile, and at Golden Lane Leisure Centre. The work to inform the investment options are being finalised and due to be presented to the Town Clerk and RASC subcommittee 5 July.

There are significant investment requirements if the GLLC is to remain open long term and the proposed works to the podium at Golden Lane are a requirement, regardless of the outcome of the investment options.

Project commencement – September 2024

Project completion – March 2025

The project supports the following priorities:

Destination City: The repairs would directly support the aspiration to 'Enhance the Square Mile's leisure offer to increase its appeal to existing and new audiences by creating a fun, inclusive, innovative and sustainable ecosystem'.

The project supports residents through the delivery of the DCCS Business Plan, Section 21.

The completion of the project, and subsequent delivery of a service from GLLC will ultimately provide commissioning opportunities for SMEs.

The programme of works will contribute towards the Sports Strategies, DCCS Business Plan aims and objectives, and work stream, as set out below:

Sports Strategy priorities: 1) INVEST in our sport and leisure facilities and 2) SUPPORT local community sport.

DCCS Business Plan aims and objectives: Safe, Potential, Independence and Choice, Health and Wellbeing, and Community.

DCCS Business Plan workstream: Securing an agreed medium-term strategy and associated investment for the delivery and management of the Golden Lane Leisure Centre.

The project is at gateway 1.

Project budget - £950,000 (£750,000 CIL, £200,000 Departmental Capital fund)

Spend Profile:

2024/25: Q3 - project management, fees and preliminary's £150,000

2024/25: Q3-Q4 Works £800,000

### **3. Museum of London / General Market – Fabric**

To facilitate the redevelopment of the General Market building, major improvements to the fabric and infrastructure are necessary to stabilise the existing structure. Improvements to the building and surrounding would provide a sound platform on which to build the new Museum of London building. The bid of £2.4m was approved by Policy and Resources (22 Feb 2024); Finance Committee (under urgency) and Court of Common Council (7 March 2024).

The Smithfield general market and poultry market sites provides an opportunity to locate the new London Museum close to Farringdon railway interchange and the Elizabeth Line station. The overall scheme will make a significant contribution to the regeneration of the Smithfield area which has seen little investment since market traders vacated the Poultry Market and General Market buildings. Recent redevelopment of the hospital and peripheral hospital buildings around Bartholomew Close have begun to increase the attractiveness of the area and with the relocation of the Museum of London to the Market site will provide an anchor for future regeneration of Smithfield.

Project Commencement – May 2024

Project Completion – January 2027

Outside the Gateway Approval Process  
GLA funding, Mol funding and Col funding

Project Budget – £2,400,000

Spend Profile:

2024/25 - £800,000 over Q1-Q4

2025/26 - £800,000 over Q1-Q4

2006/27 - £800,000 over Q1-Q4

#### **4. Museum of London – Highways Strengthening Works**

Infrastructure Improvements and Highways strengthening works to Charterhouse Street (west) above the General market basement / Shared access road to stabilise the major deterioration of the structure and fabric upgrading of the pavement structure on Charterhouse Street (north) to support the introduction of Pavements smoke vents.

Project Commencement – May 2024

Project Completion – May 2025

The CoL budget for the Museum of London programme currently allocated to City Fund is £197.25m. Additional funding is secured from the Greater London Authority (£70M), Museum of London (£70M) and Wider Museum budget (337M). The allocation of CIL would not constitute additional funding for the programme but would instead enable funds from the City Fund major projects reserve to be reallocated to Cyclical Works Programme forward plan under City Fund.

Outside the gateway approval process.

Project Budget - £4,660,000

Spend Profile:

2024/25 (£2,796,000): Q2 £1,176,650, Q3 £1,339,750, Q4 £279,600

2005/26 (£1,864,000): Q1 £1,106,750, Q2 £757,250

The New Museum of London move to West Smithfield is a key component in the Destination City vision and at the heart of the Culture Mile BID. The Museum is viewed as infrastructure and its relocation to this site would support development of the area and attract further investment regenerating the area in a manner consistent with the protection and enhancement of the historic environment. If this infrastructure (museum) is not provided and the works to facilitate the move were not carried out, we would see a further deterioration of the existing market buildings and the general area which could deter development to come forward in this area.



## **5. City of London School for Boys (Masterplan Phase 2, 3 and Catering)**

The school moved into the existing building on its current site in 1986. Facilities have changed little since, while pupil numbers have increased from 750 to 950. Development is essential to allow the school to grow and thrive - to maintain its success, develop its strengths and attract the best pupils and staff as the school looks to increase pupil numbers to 1,040 in the coming years.

### **Project Background**

A site masterplan was completed in Q1 2019 and identified the facilities needed, looking systematically at the options for development. This project relates to Masterplan Phases: 2: (new courtyard building, levelling out the courtyard and improvements to Peter's Hill entrance) and 3: (potential one storey extension to the fifth floor of the junior school building, including internal remodelling, and roof top terrace), and Catering/UKPN upgrade works package. The UKPN upgrade works are necessary for the school not for the wider area.

The current site is a physical constraint to growth. The only available option for the school to expand, to provide the required teaching facilities, is to increase its gross internal area, whilst providing roof-top external play space for pupil wellbeing. If CIL funding is not secured, it is likely that the school will be unable to deliver all areas which provide new teaching space and external roof-top play space for pupil wellbeing. The creation of a dedicated and purpose-built reception on Peter's Hill, alongside the current riverfront reception, makes the management of visitors and facilities use more practical and viable, including during the school day.

The creation of additional changing space would enable more significant out-of-hours usage for sports facilities such as the sports hall, the swimming pool, the gym and the astro-turf. The creation of additional multi-purpose space and more usable and versatile outdoor spaces would enable the site to be used for activities of a creative or cultural nature, placing the School as a central location of Culture Mile.

Project Commencement – Q2 2024

Project Completion – Q1 2026

The project supports the following priorities:

Climate action, Green City, Tech City and SME's - The project shall provide school roof-top play areas and green spaces, cultural and sports facilities. The project shall also engage SMEs through both the design and construction phases of project delivery. The project shall employ energy efficiency strategies using renewable technologies, including Photovoltaic panels and Air Source heat pumps where feasible.

The project is at gateway 5.

Project budget - £19.5m (£3.5m CIL)

Spend Profile:

TBC

## **OSPR Bids**

### **1. Vision Zero Safer Streets**

A programme to investigate and deliver safer streets proposals at the priority locations identified in the Vision Zero Plan 2023 - 2028 and one additional site identified through recent injury collision data. This funding request relates to six locations and are prioritised as follows:

1. Aldgate High Street (between Mansell Street and Fenchurch Street): £885k - Feasibility, Detailed Design & Delivery
2. Newgate Street (between Snow Hill and Warwick Lane): £1.015M - Feasibility, Detailed Design & Delivery
3. Ludgate Hill/Old Bailey: £425k - Feasibility, Detailed Design & Delivery
4. Fenchurch Street/Mincing Lane: £15k - Detailed Design & Delivery
5. Long Lane/Aldersgate Street/Beech Street: £25k – Feasibility
6. Holborn Circus: £35k – Feasibility

S278 and LIP funding is being used to progress the remaining five Vision Zero priority sites. These funding sources are not currently available for the locations above. If other funding sources become available, for example through an increase in the annual LIP allocation, then OSPR drawdown will be reduced accordingly. The two locations that are Feasibility only (priority 5 and 6) at this stage may be delivered as part of future projects under the relevant Healthy Streets Plans.

The principal outcome is to identify and deliver improvements to reduce the risk of fatal and serious collisions at these locations, contributing to the Transport Strategy ambition of zero people killed or seriously injured while travelling in the City by 2040. Secondary outcomes will include wider Healthy Streets improvements in support of the Transport Strategy, such as increased pedestrian priority and accessibility improvements.

All the projects within the programme are highways or road improvement projects. They also facilitate delivery of both the Mayor of London's and the City Corporation's Transport Strategies and will improve the appearance or amenity of roads.

The projects directly contribute to the delivery of Vision Zero by reducing road danger at collision hotspots identified in the Vision Zero Plan 2024-2028 as well as through recent injury collision data. The projects will also improve accessibility, for example be enhancing crossings, and will contribute to the delivery of several Transport Strategy outcomes as detailed below.

The primary Transport Strategy outcome for this programme is People using our streets and public spaces are safe and feel safe. The projects will apply Healthy Streets approach to maximise the potential for collision reduction measures to deliver wider against multiple other Transport Strategy Outcomes and Proposals, including:

Transport Strategy Outcomes:

- The Square Mile's Streets are great places to walk and spend time
- Street space is used more efficiently and effectively
- The Square Mile is accessible to all
- People using our streets and public spaces are safe and feel safe.
- More people choose to cycle.

Transport Strategy Proposals:

1: Embed the Healthy Streets Approach in transport Planning and delivery. This will be embedded in all relevant projects.

2: Put the needs of people walking and first when designing. People walking and wheeling will be considered first in all the projects.

8: Incorporates more greenery into the City's streets. Opportunities to incorporate greenery will be sought in all relevant the projects.

11: Take a proactive approach to reducing motor traffic. To ensure the maximum outcomes, some schemes will take a proactive approach to reduce motor traffic.

12: Design the street network in accordance with street hierarchy. Designs and feasibility studies will consider the street hierarchy, to enable maximum outcomes to be achieved.

14: Make the best and most efficient use of the kerbside. This will be included in all projects, which may include measures to prevent obstructive and dangerous parking.

16: Apply the CoLSAT tool. This will be applied to all projects and proposals developed will ensure the best accessibility outcome.

24: Apply a minimum cycle level of service. This will be applied to relevant projects.

The projects in the programme will support the Destination City initiative by providing a more welcoming and safer public realm that gives greater priority to people walking and wheeling. Some projects are expected to provide opportunities for new greening and street trees, which supports a Green City/Climate Action Strategy

The projects in the programme will support the Destination City initiative by providing a more welcoming and safer public realm that gives greater priority to people walking and wheeling. Some projects are expected to provide opportunities for new greening and street trees, which supports a Green City/Climate Action Strategy

The project is at gateway 1 & 2.

Project budget - £2.4M

The budget envisages risks can be managed at the end of the feasibility work where options vs project outcomes that all the feasibility work will be commissioned at the same time using a single specialised consultant, thereby achieve cost savings/efficiencies. Where projects involve delivery, the costs are based on recent experiences, with many of the costs attributed to major traffic signal and junction alterations.

Spend profile:

2024/25 (£115k): Q2 25k Q3 £50k, Q4 £40k

2025/26 (£1.285M): Q1 £195k, Q2 £300k, Q3 £400k, Q4 £390k

2026/27 (£1m): Q1 £100k, Q2 £300k, Q3 £400k, Q4 £200k

The 2024/25 spend profile of £115k would deliver feasibility options at all 6 locations plus delivery on improvement measures at one location. Spend profiles in 2025/26 - 2026/27 will deliver detailed designs and improvement measures.

We will continue to seek other external funding sources. If found, then the amount requested from the OSPR could be reduced accordingly.

## **2. Riverside Lighting Upgrade (Blackfriars Bridge to Tower of London)**

The City of London's Lighting Strategy sought to use innovative lighting control systems and LED lighting units to better control its highway lighting, enabling the right level of light to be delivered in the right place at the right time. As well as benefits to the public realm, this enabled significant savings in energy usage and maintenance costs.

Due to the Illuminated River scheme, Thames Tideway and other works along the river, the riverside lighting was deferred from the main programme of upgrade works, but it is now possible to upgrade that lighting, convert it to LED and include it within the existing control management system.

This will involve replacing some of the light fixtures which are near the end of their serviceable life and installing over 70 new lanterns that can accommodate our control units.

Undertaking this upgrade as a single workstream (rather than individual replacements as / when they fail) allows us to secure economies of scale and reduce costs with our term contractor (FM Conway) and their supply chain.

Note that the lighting units west of Blackfriars Bridge require more fundamental structural repairs and this will be considered separate to this workstream, alongside the return of those units currently stored offsite by Thames Tideway.

Project Commencement – July 2024

Project Completion – June 2025

OSPR funding can be used for maintaining roads, carrying out highway improvement projects under Part V of the Highways Act 1980 (which includes lighting) & for environmental improvements. Environmental improvements include works which improve or maintain the appearance or amenity of the public realm (being land within the vicinity of a road or open land which the general public has access to). This project will deliver both highway improvements and environmental improvements through more reliable, more effective and more energy efficient lighting of the riverside.

Provides solution to priority 1 and 3

Improve the management & efficiency of lighting the public realm.

Ensure the Riverside remains an attractive and safe place to be for the all the users, promoting walking and enhancing our public realm at night, especially now that we have a connected east to west link for the first time in many years.

The works will ensure the riverside remains an iconic, safe and attractive location for residents, workers & visitors (Destination City, Sports Strategy, Safer City Partnership), whilst enabling energy savings through more efficient lighting controls & units (Climate Action Strategy).

The works would be in alignment the City's Lighting Strategy providing a well maintained, resilient and safe space alongside the riverside.

Project budget - 180k total requested from OSPR.

Spend Profile:

2024/25: Q2 £90k; Q3 £45k; Q4 £45k

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