



## Policy and Resources Committee

**Date:** THURSDAY, 17 OCTOBER 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  
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City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

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**Ian Thomas CBE**  
**Town Clerk and Chief Executive**

# AGENDA

NB: Certain items presented for information have been marked \* and will be taken without discussion, unless the Committee Clerk has been informed that a Member has questions or comments prior to the start of the meeting. These for information items have been collated into a supplementary agenda pack and circulated separately.

## Part 1 - Public Agenda

### 1. APOLOGIES

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

### 3. MINUTES

To consider minutes as follows:-

- a) To agree the public minutes of the Policy and Resources Committee meeting on 26 September 2024 (Pages 7 - 20)
- b) \* To note the draft public minutes of the Resource Allocation Sub-Committee meeting on 18 September 2024
- c) \* To note the draft public minutes of the Civic Affairs Sub-Committee meeting on 24 July 2024

### 4. POLICY AND RESOURCES COMMITTEE APPOINTMENT

Town Clerk to be heard.

- a) Civic Affairs Sub-Committee

### 5. ACT OF COMMON COUNCIL - ANNUAL ELECTION OF WARD BEADLES

Joint report of the Town Clerk and Chief Executive, Comptroller and City Solicitor and Remembrancer.

**For Decision**  
(Pages 21 - 32)

### 6. CITY OF LONDON CORPORATION - BUSINESS IMPROVEMENT DISTRICTS (BIDS) PARTNERSHIP

Joint report of the Deputy Town Clerk and Executive Director, Environment Department.

**For Decision**  
(Pages 33 - 96)

7. **ANNUAL PROGRESS UPDATE ON YEAR 3 OF CLIMATE ACTION STRATEGY, AND UPDATE ON YEAR 4 QUARTERS 1 AND 2**  
Report of the Executive Director of Innovation and Growth.  
**For Decision**  
(Pages 97 - 118)
8. **LONDON GROWTH PLAN SUBMISSION**  
Report of the Deputy Town Clerk.  
**For Decision**  
(Pages 119 - 128)
9. **TRANSFORMATION FUND 2024-25**  
Report of the Chamberlain.  
**For Decision**  
(Pages 129 - 132)
10. **MODERN SLAVERY STATEMENT 2024-2029**  
Report of the Deputy Town Clerk.  
**For Decision**  
(Pages 133 - 180)
11. **\* POLICY AND RESOURCES CONTINGENCY/DISCRETIONARY FUNDS**  
Report of the Chamberlain.  
**For Information**
12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
14. **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**

15. **NON-PUBLIC MINUTES**

To consider non-public minutes of meetings as follows:-

- a) To agree the non-public minutes of the Policy and Resources Committee meeting on 26 September 2024 (Pages 181 - 184)
- b) \* To note the draft non-public minutes of the Resource Allocation Sub-Committee meeting on 18 September 2024
- c) \* To note the draft non-public minutes of the Civic Affairs Sub-Committee meeting on 24 July 2024

16. **IMPLEMENTATION PLAN FOR REVISED DESTINATION CITY PROGRAMME AND ORGANISATIONAL STRUCTURE FOR NEW DESTINATION CITY HUB**

Report of the Deputy Town Clerk

**For Decision**  
(Pages 185 - 212)

17. **\* VAT ON SCHOOL FEES**

Joint report of the Chamberlain, Remembrancer and Comptroller & City Solicitor.

**For Information**

18. **\* UK INSURANCE EVENT MAY 2025**

Report of the Executive Director of Innovation and Growth.

**For Information**

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

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

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## POLICY AND RESOURCES COMMITTEE

Thursday, 26 September 2024

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 26 September 2024 at 1.45 pm

### Present

#### Members:

Deputy Christopher Hayward (Chairman)  
Deputy Keith Bottomley (Deputy Chairman)  
Tijs Broeke (Vice-Chair)  
Munsur Ali  
Deputy Randall Anderson (Ex-Officio Member)  
Deputy Henry Colthurst (Ex-Officio Member)  
Mary Durcan (Ex-Officio Member)  
Helen Fentimen OBE JP  
Steve Goodman OBE  
Jason Groves  
Alderman Timothy Hailes JP  
Jaspreet Hodgson  
Deputy Ann Holmes  
Deputy Shravan Joshi MBE  
Alderman Vincent Keaveny, CBE  
Deputy Paul Martinelli  
Alderman Sir William Russell  
Deputy Sir Michael Snyder  
Deputy James Thomson  
James Tumbridge  
Philip Woodhouse

#### In attendance (In Guildhall)

Catherine McGuinness CBE  
Naresh Sonpar

#### Officers:

Ian Thomas CBE	- Town Clerk & Chief Executive
Gregory Moore	- Deputy Town Clerk
Polly Dunn	- Assistant Town Clerk and Executive Director, Governance and Member Services
Jennifer Beckermann	- Executive Director and Private Secretary to the Chairman of Policy and Resources Committee
Costa Antoniou (for item 4)	- People Insights
Peter Barlow	- Town Clerk's Department
Ben Dunleavy	- Town Clerk's Department
Ben Dixon	- Town Clerk's Department
David Mendoza Wolfson	- Town Clerk's Department

Chris Rumbles	- Town Clerk's Department
Emily Slatter	- Town Clerk's Department
Michael Cogher	- Comptroller and City Solicitor, Deputy Chief Executive
Brianna Paterson	- Comptroller and City Solicitor's Department
Edward Wood	- Comptroller and City Solicitor's Department
Caroline Al-Beyerty	- Chamberlain
Mark Jarvis	- Chamberlain's Department
Sonia Virdee	- Chamberlain's Department
Genine Whitehorn	- Chamberlain's Department
Paul Wilkinson	- City Surveyor
Damian Nussbaum	- Director of Innovation & Growth
Allison Littlewood	- Executive Director of HR and Chief People Officer
Kaye Saxton-Lea	-
Deborah Bell	- Community and Children's Services Department
Torri Stewart	- Community and Children's Services Department
Katie Foster	- Remembrancer's Office

The Chairman highlighted that it was Greg Moore's first meeting following his permanent appointment into the role of Deputy Town Clerk and took the opportunity on behalf of the Committee to congratulate him on his appointment.

**1. APOLOGIES**

Apologies were received from The Rt Hon the Lord Mayor Micheal Mainelli, Benjamin Murphy, Deputy Peter Dunphy Chief Commoner, Deputy Alastair Moss and Caroline Haines.

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

The Chairman, Deputy Christopher Hayward, declared an interest in item 8 Special Responsibility Allowance confirming that he would depart the meeting for its consideration and hand over to the Deputy Chairman to Chair the item.

**3. MINUTES**

- a) The public minutes of the Policy and Resources Committee meeting on 11 July 2024 were approved as an accurate record.
- b) A summary of the Competitiveness Advisory Board meeting on 29 May 2024 was noted.
- c) The public minutes of the Equality, Diversity & Inclusion Sub-Committee meeting on 26 June 2024 were noted.



- d) A summary of the Competitiveness Advisory Board meeting on 16 July 2024 was noted.
- e) The draft public minutes of the Member Development and Standards Sub-Committee meeting on 17 July 2024 were noted.
- f) The draft public minutes of the Capital Buildings Board meeting on 23 July 2024 were noted.

#### 4. **UPDATE ON STAFF SURVEY RESULTS 2024**

The Committee considered a report of the Chief People Officer and Director of HR presenting findings from the recent staff survey conducted to assess employee satisfaction, engagement and areas for improvement within the organisation.

The Chairman introduced the item confirming that it provided Members with a high-level overview of results from the staff survey conducted earlier this year. Given the strategic importance in understanding the City Corporation's workforce, it was considered essential for Policy and Resources Committee to be updated on key outcomes from the survey.

A discussion followed, during which a number of areas were highlighted as requiring further consideration and review. A concern was raised over the responses received from staff within the City Corporation's institutions, with there being a need for better engagement with the institutions and to address specific issues within these areas to improve the overall staff satisfaction and morale. Reference was made to the survey lacking any reference to service the City Corporation provided to its customers and this being an area to look at next time. The Committee acknowledged concerns raised by staff regarding the behaviour of Members towards them and the potential for this to affect staff morale and the workplace environment; there was agreement on the importance of addressing concerns of staff in this area and looking to ensure the City Corporation offered a positive and respectful working environment at all times. Concrete steps were needed to address key issues in this area.

The score relating to Members providing strategic leadership was highlighted as an area of concern. A clear action plan was needed to address concerns raised in the survey, with it being critically important for staff to have confidence that action would be taken. A Member remarked on the next steps and actions set out within the report appearing too broad and it was suggested capturing these in a clear plan that could then go to Corporate Services Committee to allow for progress to be monitored effectively.

A Member referred to the ethnicity pay gap and this being an important point to include as an area for consideration moving forwards when considering diversity and how to address it.

The Town Clerk responded and thanked Members for taking an interest in the issues raised in the survey and for the comments they had provided in response. The Town Clerk added how he was very pleased with the level of engagement in

the staff survey being at over 70%; a key concern was around those Members of staff who believe the survey would not make a difference and there being a need to convince them that Senior Leaders were taking it seriously and would be responding accordingly. This approach had been reflected in the views expressed in the survey regarding potential changes to the workplace attendance policy and a possible move to requiring four days in the workplace, with the staff survey response having informed Corporate Services Committee's recent decision to keep the workplace attendance requirement at 3 days a week and this demonstrating to staff that their views were making a difference. Action was already being taken on the staff survey and this was one example of it.

The Chief People Officer responded stressing how the organisation should be proud in having achieved a 74% response rate. Next steps would include sharing the results with teams, developing action plans, and monitoring these plans quarterly and reporting into Corporate Services Committee. With regards to a view on customers being included as part of the survey, a decision had been taken to ask staff what they considered of the City Corporation as a place of work; a customer related element could be considered as part of the next staff survey.

Members noted that the report presented today had been kept high level with an assurance given that diversity data and ethnicity considerations would be a key part of the action plans being developed. The Town Clerk's Executive Leadership Board were pulling together action plans and would be leading by example.

The Chairman concluded the discussion and referred to the City Corporation's Institutions, in particular City Bridge Foundation and City of London Freemen's School who had both been exemplary in their participation in the staff survey. The Chairman added how at any organisation its greatest asset was its people and how he considered it important for Policy and Resources Committee today to put on record its thanks to all staff who were doing a remarkable job and for them to hear how much their efforts were appreciated and valued.

RESOLVED: That Members: -

- Received the report and noted its content.

## 5. **MEMBER BEHAVIOUR**

The Chairman referred to items 5a and 5b both falling under the broad header of "Member Behaviour", with some clear synergy, but with them being two distinct matters and confirming his intention to treat them as such during any debate.

### a) **Independent Review of Member Behaviour (Local Government Association) - Proposed Action Plan**

The Committee considered a report of the Town Clerk bringing together all comments received in response to the Local Government Association's independent review of Member behaviour and seeking approval of an action plan setting out next steps.

A Member referred to a discussion at the informal Court of Common Council meeting in February during which Member behaviour was only touched on briefly, but with an understanding and expectation given that more time would be allocated at a further private Members' meeting when the issue could be discussed further.

The Chairman responded confirming a further informal Court of Common Council meeting was due to be held in November, during which he would be happy to table a Member Behaviour item to allow for the issue to be discussed further.

During the discussion that followed the following points were raised.

- Not too much time should be spent on defining what good looks like given Members should already know this. It was a cultural issue that needed addressing.
- Clarity was sought on making Code of Conduct Training mandatory, with Members noting that a mechanism for making training mandatory would be wrapped into the Code of Conduct.
- It was suggested looking at what the City of London Police were doing and their training framework. They were not simply running a series of dry training sessions but were running an inclusivity programme which was seeking to be much more engaging.
- There was a need to consult both staff and Members, given the intention of building a cultural respect between the two groups.
- It was remarked that the best way to improve the culture, was to each model good behaviour.

The Town Clerk confirmed that, in making Code of Conduct Training mandatory, the Governance and Member Services Team would ensure that a sufficient number of training sessions were offered following the all-out elections in March 2025, before the April Court of Common Council meeting. Attendance at these would be monitored carefully. It was further clarified that the action plan had been considered in detail by Member Development and Standards Sub-Committee and was coming forward with their recommendation. Approving the action plan today would simply give a commitment to pursue the various workstreams in order to report back on each item individually, where appropriate. It was not a pre-determination by any measure.

Members noted that steps had already been taken to reach out to staff groups, representatives from Trade Unions, the City Corporation's Institutions and staff networks. The action plan offered a level of assurance to staff that action was being taken.

The Chairman responded and confirmed that it was not being proposed to withdraw the action plan at this stage, but to simply ask for its further consideration and discussion at the next Informal Court of Common Council meeting in November.

The Chairman added how he was in agreement that Policy and Resources Committee, as lead committee at the City Corporation, had a responsibility to lead on behaviour and set a model for others to follow.

RESOLVED: That Members: -

- Noted the points raised by Members (both at the Informal Court meeting in February, at your Member Development and Standards Sub-Committee and by direct response to the Town Clerk thereafter) in relation to the specific questions posed by the Reviewer and approved the Action Plan setting out the proposed next steps to help best address these.

b) **Members' Code of Conduct**

The Committee considered a joint report of the Comptroller and City Solicitor and Town Clerk presenting a draft Members' Code of Conduct for approval for onward submission to the Court of Common Council.

During the discussion that followed, concern was raised regarding inclusion of the International Holocaust Remembrance Alliance's (IHRA) definition of antisemitism given its reference to Israel and this potentially creating a blurring of lines and confusion given its focus on one nation. A Member offered a reminder of the context and why the IHRA definition was included in the first place, which was a rise in hate crime, much of which was being directed at the Jewish community.

Steve Goodman proposed an amendment, seconded by Munsur Ali, that the IHRA definition of antisemitism be deleted from the Members' Code of Conduct.

A debate followed on the proposed amendment. Concern was raised that removing the IHRA definition would send the wrong signal. There was a need to be able to define antisemitism and IHRA's definition offered a standard form of words that was broadly recognised. A Member referred to issues of race hate that were targeted at the Muslim community also.

The Comptroller remarked on it being a sensitive subject, but with it ultimately being a political decision for Policy and Resources Committee and Court of Common Council. The Comptroller reminded Members of a need to have in mind their public sector equality duty, which required them to have due regard to the need to eliminate unlawful discrimination and promote good relations between different protected characteristics. The Comptroller further clarified that should the IHRA's definition be removed from the Code of Conduct, this would not stop a panel from relying on a widely accepted definition when dealing with a complaint involving antisemitism or discrimination.

The Chairman moved to the vote and the amendment was lost. The Committee returned to debate the substantive item, as originally presented.

A Member offered their endorsement of paragraph 6 in the report, which concluded that a Masonic Lodge membership should be included in a Members' register of interests. The Member added that they did not believe that reference within the guidance was sufficient.

Deputy Paul Martinelli proposed an amendment to Appendix B, 'Table 2: Other Registerable Interests', to add explicit reference to the Guildhall Lodge. Philip Woodhouse seconded the amendment.

During the debate that followed, a concern was raised in singling out freemasonry, with there being no reason to treat it any differently to a general disclosure as with any other society or membership. The Chairman concurred with this view and questioned why one organisation would be singled out over any other.

A Member highlighted a need for consistency and suggested that the specific branches of all relevant memberships should be listed. A Member proposed making it a requirement that Members list this additional detail as part of any and all Memberships, rather than singling out one organisation, with Members offering their endorsement to this approach.

Deputy Martinelli, as proposer of the amendment, responded confirming he was willing to revise the amendment to reflect this broader approach, requiring Members (where relevant) to specify branches of the membership body. This was supported by his seconder, Philip Woodhouse.

The Chairman remarked on their appearing to be a unanimity of views on the proposed amendment. A vote followed, with Members granting their agreement to the revised amendment.

A Member added that they considered this item in particular would benefit from further discussion, particularly on the aspect concerning the failure to engage in the standards process. The Member proposed deferring a final decision on this item to allow for a full Member discussion of it before coming back to Policy and Resources Committee for a final decision, with Members offering their endorsement to this approach.

RESOLVED: That Members: -

- Agreed to defer the Members' Code of Conduct to allow for an all Member discussion before coming back to Policy and Resources committee seeking a final decision.

## 6. **EDUCATION STRATEGY UPDATE**

The Committee considered a report of the Director of Community and Children's Services seeking approval of the Education Strategy 2024-29.

During the discussion that followed a number of points were raised. The importance of sport was highlighted including free swimming for girls and women over 60 years of age. Reference was made to the importance of exploring how students from the academies could benefit from work placements and other opportunities within the City Corporation, its associated businesses and the wider business community in looking to open doors. It was suggested that the introduction appeared too vague, with it needing to emphasise the importance of striving for excellence; clearly articulating the goal of doing the best for children to achieve social mobility and skill development. A concern was raised regarding the number of pupils being excluded,

either on a short term or permanent basis; for children to learn effectively, it was crucial for them to remain in school.

The Director of Community and Children's Services responded confirming the strategy was intended to outline principles of what the City Corporation could facilitate in terms of additionality. This distinction was made to ensure the strategy respected the operational autonomy of individual schools and CoLAT, whilst also providing a framework for support and enhancement from the City Corporation. A cautious approach had been taken to addressing exclusions within the strategy given a need to respect the operational autonomy of the individual schools and CoLAT. Regarding work experience, conversations remained live and ongoing between the City Corporation and CoLAT looking at opportunities, with the City of London Academy Trust schools also having access to many City Corporation apprenticeships and this being over and above what would be available to other schools. Members noted that provision of free swimming for women and girls has been raised with colleagues in the Sports Division and Department for Community and Children's Services where it was being considered further.

RESOLVED: That Members: -

- Approved the Education Strategy 2024-29

**7. MEMBER FINANCIAL SUPPORT POLICY - UPLIFT**

The Committee considered a report of the Town Clerk seeking Members' approval that an inflationary uplift be applied to the Extended Member Support Scheme (EMSS) element of the Member Financial Support Policy.

The Chairman suggested that an inflationary uplift, if approved, could be backdated to the beginning of the fiscal year, with the Chamberlain having given an assurance that there was budget to allow for it. He was tabling this proposal as an option as there had been no review of the scheme since 2021.

Several Members spoke in support of the Chairman's proposal, with it being noted that:-

A Member, also Chairman of Finance Committee, supported an uplift in principle but opposed the proposal to backdate any payments. He felt that any uplift should be instead applied from the start of the new civic year beginning in April 2025. Several Members supported this proposal, as introducing an uplift after the all-out City-wide ward elections in 2025 would allow for the electorate to have been heard.

Other Members spoke in favour of the proposal, noting that by the start of the next civic year it would have been four years since the scheme was introduced, during which period salaries and allowances at comparable organisations would have been adjusted. It was felt that three years with no uplift or adjustment was unfair, with four years considered unreasonable.

Several further proposals were made, including that any future uplifts should be set in advance on a four yearly cycle, aligned with elections to the Court, rather than

annual reviews. A Member suggested that, in the interests of transparency, the City Corporation should look to publish on its website any allowance a Member claims.

In response to a question from a Member on tax implications, the Chamberlain confirmed that any final figure would be dependent on Members' other income.

The Chairman confirmed there were three items that Members had been discussing on which a vote would be taken. A vote on the following items followed.

A proposed amendment from the Chairman, seconded by Jason Groves, that payments should be backdated to the beginning of the fiscal year. A majority of Members voted against the amendment. As such, the amendment was not carried.

A proposed amendment from Jason Groves, seconded by several Members, that a provision be added requiring the annual publication of Members' claims. A majority of Members voted in support of the amendment. As such, the amendment was carried.

A proposed amendment from Henry Colthurst, seconded by Randall Anderson, that an allowance be set and reviewed every four years in advance of the all-out Common Council elections and start of the new four-year civic period. A Majority of Members voted in favour of the proposed amendment. As such, the amendment was carried.

**RESOLVED:** That Members recommend to the Court of Common Council:

1. That an inflationary uplift should be applied to the Extended Member Support Scheme element of the Member Financial Support Policy, on the basis of the Consumer Price Index, to update the current allocation to £9,000 (applicable from April 2025);
  2. That the allowance be set and reviewed every four years, in advance of each all-out Common Council elections;
  3. That a provision be added, requiring the annual publication of Members' claims, and
  4. That the Town Clerk be authorised to make such changes as required to the MFSP to allow Members to claim under both the EMSS and the Carer / Childcare element of the Financial Loss Scheme.
8. **SPECIAL RESPONSIBILITY ALLOWANCE**  
The Committee considered a report of the Town Clerk seeking Members' agreement to recommend to Court of Common Council introduction of a voluntary Special Responsibility Allowance of £50,000 per annum for the role of Chair of Policy and Resources Committee.

The Chairman, Deputy Christopher Hayward, reminded members of his interest in this item and departed the meeting for its consideration, with the Deputy Chairman, Deputy Keith Bottomley, assuming the position of Chairman for its consideration.

Deputy Ann Holmes proposed an amendment, seconded by Deputy Henry Colthurst, to insert in the recommendation immediately before £50,000 'the amount by which the gross taxable income was less than'.

A debate followed, during which a number of points were raised. If the intention was to remove barriers to the office of Policy Chair, the amendment proposed was not going to achieve this, given most people in the City were already earning £50k per annum. The City Corporation should be looking to make it easier to take on the role and it was not clear how the proposed amendment would help to achieve this. A number of Members spoke and offered their support for the proposed amendment.

A vote followed on the proposed amendment, with a majority of Members voting in support of it. As such, the amendment was carried.

A Member, noting that the role of Chair of Policy had access to facilities that others did not, raised their concern that this role should be singled out and stressed a need for consistency. A Member also asked if there would be any public consultation on the recommendations. In reply to the latter, a Member, also Chairman of Finance Committee, confirmed that consultation would take place as part of the annual budget setting consultation meeting with business and domestic ratepayers held in February each year. There was a suggestion that the Financial Loss Scheme should be revisited as an enabler to office.

A formal vote on the substantive motion, as amended, followed, with a majority of Members voting against it. As such, the recommendation was not carried.

RESOLVED: That Members: -

- Refused a recommendation to introduce a voluntary Special Responsibility Allowance of £50,000 per annum for the role of Chair of the Policy and Resources Committee

## 9. **CAPITAL FUNDING UPDATE**

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

RESOLVED: That Members: -

- (i) Reviewed and noted the schemes summarised in Table 1 and, particularly in the context of the current financial climate, confirmed their continued essential priority for release of funding at this time and accordingly:
- (ii) Agreed the release of up to £31.5m for the schemes progressing to the next Gateway in Table 1 from City Fund £23.2m (including £0.5m for OSPR and £12.6m from CIL), City Estate £7.5m and £0.8m from City Bridge Foundation (CBF).



- (iii) Noted the CBF element of £0.8m having been approved by delegated authority assigned to the CBF finance director.

**10. PANEL OF INDEPENDENT PERSONS - REPORT**

The Committee received a report of the Town Clerk presenting activity undertaken by the Panel of Independent Persons in relation to both complaints received under the Members' Code of Conduct and applications for dispensation since their inception.

RESOLVED: That Members: -

- Received the report and noted its content.

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

The Committee received a report of the Chamberlain providing a schedule of projects and activities which have received funding from the Policy Initiatives Fund (PIF) and the Policy and Resources Committee's Contingency Fund.

RESOLVED: That Members: -

- Received the report and noted its content.

**12. REVENUE OUTTURN - 2023/24**

The Committee received a report of the Chamberlain comparing the revenue outturn for the services overseen by Policy and Resources Committee in 2023-24 with the final budget for the year.

RESOLVED: That Members: -

- Received the report and noted its content.

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

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

RESOLVED: That Members: -

- Received the report and noted its content.

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

There were no questions.

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

There were no additional items of business.

**16. 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.

**17. NON-PUBLIC MINUTES**

- a) The non-public minutes of the Policy and Resources Committee meeting on 11 July 2024 were approved as an accurate record.
- b) The draft non-public minutes of the Capital Buildings Board meeting on 23 July 2024 were noted.

**18. CHARGING REVIEW 2024/25**

The Committee considered a report of the Remembrancer relating to hire of Guildhall for private events.

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*At this point in the meeting, in accordance with Standing Order 40, a decision was taken to extend the length of the meeting.*

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**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, in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order Nos 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 was one additional items of business as follows:

**London Wall West Development**

The City Surveyor provided the Committee with an oral update on the London Wall West Development.

**Confidential Agenda**

**22. MINUTES**

- a) The confidential minutes of the Policy and Resources Committee meeting on 11 July 2024 were approved as an accurate record.
- b) The draft confidential minutes of the Freedom Applications Sub Committee meeting on 22 July 2024 were noted.

- c) The draft confidential minutes of the Capital Buildings Board meeting on Tuesday 23 July 2024 were noted.

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

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

RESOLVED: That Members: -

- Received the report and noted its content

**The meeting ended at 3.51pm**

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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(s):</b> General Purposes Committee of Aldermen Policy and Resources Committee	<b>Date:</b> 15 October 2024 17 October 2024
<b>Subject:</b> Act of Common Council – Annual Election of Ward Beadles	<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>Report of:</b> Town Clerk and Chief Executive, Comptroller and City Solicitor, Remembrancer	<b>For Decision</b>
<b>Report author:</b> Gemma Stokley, Principal Governance and Member Services Manager	

## Summary

At the September 2023 meeting of the General Purposes Committee of Aldermen, queries were raised in relation to the role of Ward Beadles and the mechanisms related with their appointment.

A report thereon was subsequently considered by the General Purposes Committee in March 2024. One of the resolutions passed was the bringing forward of changes to relevant Acts of Common Council in order to address issues arising from the existing overlap of Aldermanic and Beadle terms of office, which had arisen following the relatively recent change from annual to four-year terms for Beadles

This report seeks to progress that specific request and sets out the terms of a draft Bill for submission to the Court of Common Council to achieve this. The effect of the Bill would be to return to the long-standing practice of Ward Beadles being elected on an annual cycle once again, in order to address some of the unanticipated practical concerns that have materialised since the change.

As the General Purposes Committee of Aldermen have no direct reporting mechanism to the Court of Common Council, it is proposed that the draft Bill be presented by your Policy and Resources Committee (that Committee having the relevant remit from the Court of Common Council) in line with previous, similar, Acts of Common Council such as that concerning Aldermanic Qualifications, passed in 2023.

## Recommendation(s)

- That the **General Purposes Committee of Aldermen** approve the report for onward submission to the Policy and Resources Committee with the recommendation that they recommend to the Court of Common Council the passing of an Act of Common Council in the form set out in Appendix 1 for the reasons articulated here.

- That the **Policy and Resources Committee** recommend to the Court of Common Council the passing of an Act of Common Council in the form set out in Appendix 1.

## **Main Report**

### **Background**

1. At its meeting on 19 March 2024, the General Purposes Committee of Aldermen considered a report in relation to the roles of Ward Beadles and Honorary Ward Clerks and how these might both be better regularised going forward. One of the specific resolutions arising from this meeting was that Officers be instructed to seek an Act of Common Council to revert to the annual election of Ward Beadles in order to provide the opportunity to address various issues arising from the overlap of Aldermanic and Beadle terms of office that exists at present.
2. The role of Ward Beadle is one of the oldest elected offices in the City, with references to them found at least as early as the end of the 13<sup>th</sup> century. These show that their duties in the Middle Ages included the maintenance of public order, in which they worked with the constable and the watch, and the safeguarding of public morality. The role has consistently been closely connected to that of the Ward Alderman, supporting them in the discharge of their duties. The Ward at this date was practically a self-contained unit for many purposes and possessed its own officers, for whom it was responsible for the remuneration thereof. The Ward Beadles were elected by the Wardmotes and their names, with those of the Common Councillors and other officers, were sent in annually in the Ward presentments.
3. An Act of Common Council for the Election of Beadles was passed on 10 October 1663 and has subsequently been amended several times. This speaks of the Beadle as 'an ancient Office in every Ward of the City, and very useful to the Alderman for the Common Business and Affairs of the Ward...' It goes on to refer to recent elections of 'very unfit Persons' and to remedy the situation ordains that the Alderman, with the consent of the Deputy and the Common Councilmen or the major part of them, should nominate 'one or more honest, sufficient and discreet person or persons' for election at the wardmote.
4. In a report to the Special Sub Police Committee in 1947 the (Acting) Comptroller and City Solicitor and the Deputy Keeper of the Records advised that the City Corporation had never regulated the duties of the Ward Beadles and had no power to do so, the Beadles being responsible primarily to their Aldermen and the ward electors. A list of duties had been compiled in 1841 but it was emphasised that these were not duties fixed by the City Corporation but were 'a list of what appear to be more particularly the duties of that officer'.
5. When the Town Clerk wrote to a Ward Clerk on the subject in 1964, he emphasised that the Beadles were responsible primarily to their Aldermen and the Ward electors - 'It is generally assumed that while certain duties are obligatory, there are many others that cannot be specified in exact terms, some being of a domestic nature which spring from a spirit of co-operation between the Ward Officers'.

6. Beadles were previously expected to attend all meetings of the Court of Aldermen, as well as various other occasions. Today, attendance is broadly restricted to Wardmotes, Common Hall, the Admission ceremonies for the Sheriffs and Lord Mayor, the Lord Mayor's Show, and various church services.

### **Current Position**

7. From the above, it is evident that Ward Beadles are elected officers of the Ward, not employees nor appointments of the Corporation or of the Alderman (albeit, intrinsically linked particularly with the latter). As previously explained, the elections of Ward Beadles are governed by Acts of Common Council, most recently through the Act of 17 January 2013.
8. Equally, it is clear that, whilst there is no formal role description, there is a set of understood roles and functions which have evolved over time. Historic aspects relating to electoral functions now rest now with the Town Clerk as Ward Clerk, through the Electoral Services office; the function is, therefore, now essentially limited to opening and closing the Wardmote, and attending on the Alderman at such ceremonial occasions as may be required.
9. The role being a ceremonial one, a connection and effective working relationship between the Alderman and Beadle is highly desirable. This is reinforced not only by the historic nature of the role, but particularly through the electoral arrangements: it is the Alderman, and only the Alderman, who may nominate candidates for election as Beadle. Thus, whilst the role is technically elected, it is in essence more akin to an appointment than might, on face value, be appreciated.
10. Until 2005, elections for Beadles were undertaken annually at Wardmotes, commensurate with arrangements for electing Common Councillors. Following change to the latter, the position was also changed for Ward Beadles by way of Act of Common Council, and elections are now for four-year terms. This can and has, however, led to occasions of some disconnect between individual Beadles and Aldermen, particularly where the incumbent of the latter office changes.
11. As Aldermanic elections are on a six-year cycle, with the added consideration of retirement at age 75, it can now be the case that there is a prolonged period for which a new Alderman is supported by a Beadle whom they have not personally nominated. This has raised the complementary query of how an Alderman is able to exercise oversight over the role, in keeping with the aforementioned exercise by the Court in this area in centuries past.
12. For the sake of clarity, the choice as to the appointment of a casual replacement, should it be required, rests solely with the Alderman (as provided by the Act of Common Council of 17 January 2013).

### **Proposal**

13. A reversion to the prior arrangements whereby Beadles were elected annually is proposed, as it would provide greater discretion to achieve change more expeditiously if required where, for instance, there is a change of Alderman or there are concerns over the conduct of an incumbent Beadle. It would also bring the role back into alignment with the other Ward Officer role, that of the Honorary Ward Clerk, which is appointed annually.
14. The proposal requires a new Bill for an Act of Common Council (Appendix 1) to amend section 1 of the Act of Common Council of 17 January 2013 (Appendix 2). In consultation with the Remembrancer, the Comptroller and City Solicitor has taken the opportunity in the latest Bill to update and simplify some of the more dated terminology used in previous Acts of Common Council.
15. If Members wish to take the Bill forward then, in accordance with Standing Order 46, it will be submitted to the Recorder of London for settling. It is anticipated that the Bill will then be read a first and second time at the Court of Common Council on 5 December 2024, and read a third time and made an Act of Common Council at the following meeting on 9 January 2025, so that the new arrangements are in force in time for the elections in March 2025.

### **Corporate & Strategic Implications**

- Strategic implications – Given the ceremonial nature of these roles, the strategic implications are somewhat limited; nevertheless, the enhancing of a pool of candidates with greater mutual understanding of the rules and requirements of the roles will assist Aldermen in discharging their electoral and Ward duties.
- Financial implications – None.
- Resource implications – None.
- Legal implications – The regulation of the election of Ward Beadles is governed by Act of Common Council and is a matter for the City Corporation to determine.
- Risk implications – The risks associated with this proposal are relatively low, given that it simply seeks to revert to the previous, long-standing arrangement. Failure to react to the perceived current issues may, however, lead to a risk of continued lack of clarity and inconsistency in delivery.
- Equalities implications – There are no significant equalities implications associated with this proposal. Whilst it would allow an Alderman to nominate a person of their choosing to serve as Ward Beadle on a more regular basis, any nominees will continue to require the consent of the Deputy and Common Councilmen for the Ward (or a majority of them) and will need to be elected at the Wardmote. Associated plans to develop a pool of interested individuals, who can be identified in accordance with the City's equal opportunities recruitment policies and who can be provided with the relevant training in preparation for any future role, will provide Aldermen with a more diverse pool of trained individuals to draw on, should they find it helpful.
- Climate implications – none.



- Security implications – none.

### **Conclusion & Recommendations**

16. The position of Ward Beadle is an important ceremonial office tied to the delivery of Ward business and, in particular, the support of the Alderman. Changes to the electoral procedure for Ward Beadles, to see these return to an annual cycle, is considered advantageous. This would need to be achieved by an Act of Common Council and a draft Bill is therefore appended here for your approval for submission to the Court of Common Council.

### **Appendices**

Appendix 1 – Draft Bill for an Act of Common Council  
Appendix 2 – Act of Common Council of 17 January 2013

### **Background Papers**

None

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**To be considered at the Court of Common Council**

**2024**

**A BILL**

For an Act of Common Council to –

Revert to the annual election of Ward Beadles.

**WHEREAS:-**

- (1) From time immemorial there has existed and still exists in the City of London (“the City”) a Common Council consisting of the Lord Mayor, Aldermen and Commons in Common Council assembled (“the Common Council”) which has made such Acts, Ordinances, Rules, Orders and Regulations for the regulation and good government of the City and its Liberties as it has from time to time found necessary and expedient;
- (2) From at least 1663, until 2005, Common Councilmen and Ward Beadles were elected annually at the same Wardmotes, and on several occasions Acts of Common Council were passed to ensure that the dates of those elections continued to take place on the same dates;
- (3) With effect from 2005, Common Councilmen were elected every four years, and further Acts of Common Council were passed to ensure that the elections of Common Councilmen and Ward Beadles continued to coincide;
- (4) By an Act of Common Council of 17 January 2013 it was enacted that elections of Ward Beadles would take place on the same date as ordinary ward elections in relation to the whole number of Common Councilmen, as determined in accordance with the provisions of the Act of Common Council of 13 September 2012 or any other Act of Common Council from time to time amending or replacing it;
- (5) It is expedient that elections of Ward Beadles should revert to an annual cycle, so that there is a more frequent opportunity for the Alderman of each Ward to put forward one or more candidates of their choice for nomination;
- (6) His late Majesty King Edward the Third by his Charter made and granted to the City in the fifteenth year of his reign afterwards confirmed and ratified by Parliament did (amongst other things) grant that if any existing customs in the City were in any part hard or defective or any things in the City newly arising in which no remedy had been ordained should need amendment the Mayor and Aldermen of the City and their successors with the assent of the Commonalty of the City might ordain fit remedy as often as it should seem expedient to them so that such ordinance should be profitable to the King and to the citizens and to all other liege subjects resorting to the City and agreeable also to reason and good faith.

**IT IS THEREFORE ENACTED** by the Common Council **AS FOLLOWS:**

**Elections of Ward Beadles**

1. For section 1 of the Act of Common Council of 17 January 2013 substitute –

“1. (1) Subject to subsection (2), elections of Ward Beadles shall take place at the annual Wardmotes in March, on a date to be determined by each Alderman in respect of their own Ward.

(2) In any year in which ordinary ward elections in relation to the whole number of Common Councilmen are scheduled to take place, as determined in accordance with the provisions of the Act of Common Council made and passed on the 13th day of September 2012 or any other Act of Common Council from time to time amending or replacing it, elections of Ward Beadles shall take place on the same date as those ordinary ward elections.”

**Commencement**

2. The provisions of this Act will come into force on the day on which it is made and passed as an Act of Common Council.

**GIFFORD, Mayor**



**A Court of Common Council holden in the Guildhall of the City of London on Thursday, the seventeenth day of January, 2013.**

**Act of Common Council to:-**

Change the date of the elections of Ward Beadles;

Make incidental and consequential changes to the term of office of Ward Beadles;

Provide that any casual vacancy occurring in the office of Ward Beadle shall be filled by the Alderman of the ward in which the vacancy occurs;

Repeal the Act of Common Council made and passed on the 4th day of December 2003.

**WHEREAS:-**

- (1) From time immemorial there has existed and still exists in the City of London (“the City”) a Common Council consisting of the Lord Mayor, Aldermen and Commons in Common Council assembled and the Common Council have made, passed, ordained and established divers Acts, Ordinances, Rules, Orders and Regulations for the regulation and good government of the City and its Liberties as to them from time to time has been found necessary and expedient;
- (2) By an Act of Common Council made and passed on the 4th day of December 2003 it was enacted that as from the coming into force of that Act the elections of Ward Beadles shall take place on the second Friday of March in every fourth year after 2005, which at that time coincided with the date of ordinary ward elections in relation to the whole number of Common Councilmen;
- (3) By an Act of Common Council made and passed on the 13th day of September 2012 it was enacted that ordinary ward elections in relation to the whole number of Common Councilmen shall take place on a date to be determined in accordance with the provisions of that Act;
- (4) It is desirable that the elections of Ward Beadles should continue to take place on the same date as ordinary ward elections in relation to the whole number of Common Councilmen;
- (5) It is desirable to make certain incidental and consequential changes to the term of office of Ward Beadles;

- (6) It is also desirable that the Aldermen of the several wards in the City should continue to be authorised to fill by appointment any casual vacancies occurring in the office of Ward Beadle in their respective wards;
- (7) His late Majesty King Edward the Third by his Charter made and granted to the City in the fifteenth year of his reign afterwards confirmed and ratified by Parliament did (amongst other things) grant that if any customs in the City before that time obtained and used were in any part hard or defective or any things in the City newly arising in which no remedy had been ordained should need amendment the Mayor and Aldermen of the City and their successors with the assent of the Commonalty of the City might put and ordain thereto fit remedy as often as it should seem expedient to them so that such ordinance should be profitable to the King and to the citizens and to all other liege subjects resorting to the City and agreeable also to reason and good faith.

**BE IT THEREFORE and IT IS HEREBY ENACTED ORDAINED AND ESTABLISHED** by the Right Honourable the Lord Mayor, the Right Worshipful the Aldermen and the Commons of the City of London in Common Council assembled and the authority of the same **AS FOLLOWS:**

#### **Elections of Ward Beadles**

1. Elections of Ward Beadles shall take place on the same date as ordinary ward elections in relation to the whole number of Common Councilmen, as determined in accordance with the provisions of the Act of Common Council made and passed on the 13th day of September 2012 or any other Act of Common Council from time to time amending or replacing the same.

#### **Term of office of Ward Beadles**

2. (1) Subject to subsections (2) and (3) any Ward Beadle shall, unless he resigns his office or it otherwise becomes vacant, cease to hold office on the election of his successor, who shall hold office from that point.
  - (2) The Alderman of the Ward may instead direct that a Ward Beadle shall cease to hold office at some later point in the Wardmote at which his successor is elected, or on the closing of the said Wardmote, in which case his successor shall hold office from that later point.
  - (3) If no successor to a Ward Beadle is elected at a Wardmote held in accordance with section 1, that Ward Beadle shall cease to hold office on the closing of the said Wardmote.

#### **Casual vacancies in the office of Ward Beadle**

3. On a casual vacancy occurring in the office of Ward Beadle, the vacancy shall be filled by appointment by the Alderman of the Ward in which the vacancy has occurred.

**Repeal**

4. The Act of Common Council made and passed on the 4th day of December 2003 is hereby repealed (except in relation to its repeal of certain provisions of Acts of Common Council made and passed on the 14th day of June 1984 and the 10th day of October 2002 respectively).

**Commencement**

5. The provisions of this Act shall come into force on the day on which it is made and passed as an Act of Common Council.

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# Agenda Item 6

<b>Committee(s):</b> Policy and Resources - For decision	<b>Dated:</b> 17/10/2024
<b>Subject:</b> City of London Corporation – Business Improvement Districts (BIDs) Partnership  Renewal ballot for Aldgate Connect and Cheapside Business Alliance Business Improvement Districts.	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	Vibrant, Thriving Destination  Providing Excellent Services
<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> Deputy Town Clerk Executive Director, Environment Department	<b>For Decision</b>
<b>Report author:</b> Ruby Raw, Stakeholder and Programmes Coordinator, Environment  Benjamin Dixon, Head of the Policy Unit, Office of the Policy Chairman	

## Summary

The report recommends that approval is granted for the Aldgate Connect and Cheapside Business Alliance – the City’s two oldest and smallest BIDs - to ballot businesses on a renewal of BIDs, both of which propose an increase in levy payments, and increase in geographical area for Aldgate Connect, for the next 5-year period based on the BID Proposals (“Business Plans”) at Appendices 1 & 2.

Following external advice informed by feedback and insights from the BID Chairs this report also provides recommendations for the City Corporation to improve its strategic relationships with its Business Improvement Districts (BIDs) more widely and address issues concerns raised by Members and officers over the last year. It makes recommendations to evolve these relationships over time, in pursuit of shared goals, better supporting BID Boards, and building stronger relationship with BID Chairs,

Member input and decisions are requested on the proposed approach.

## Recommendations

Policy & Resources Committee is asked to:

- Agree for a renewal ballot to commence in the Cheapside Business Alliance BID area, on the basis of the draft Business Plan at Appendix 1.
- Agree for a ballot to commence in the Aldgate Connect BID area, on the basis of the draft Business Plan at Appendix 2 (including an alteration to extend BID Boundary as set out in Appendix 3).
- Endorse proposals to support the City Corporation's evolving relationship with the City BIDs, based on external advice (Summary included as Appendix 4), focussed on:
  - i) A shared understanding of roles, including developing baseline analyses of City services, strategies and projects for each BID area,
  - ii) Better coordination of goals, with an initial focus on Business perception analyses and the recast Destination City programme.
  - iii) Good governance including reporting back against shared success criteria.
  - iv) Smarter use of resource, including regular officer working groups for better internal coordination and more support for Member Observers.
  - v) Investing in Strong working relationships, supporting the Chairs and Boards.

## Main Report

### Background

1. Business Improvement Districts (BIDs) are business-led partnerships, created through a ballot process, to promote and improve business districts in a defined geographical area. Following a successful ballot, a BID is able to raise a business rates levy on businesses in their area to fund their operations.
2. The City Corporation was an early advocate of the introduction of BIDs to the UK. The first BID in the City of London was introduced in 2014.
3. There are now five City BIDs in total with a combined income of c £50m over their 5-year terms. Planning is underway for the creation of a sixth BID – Riverside – the implementation of which would mean the vast majority of the Square Mile is covered by BID footprints, with the exception of the Temple and Broadgate Estate and surrounding areas.

4. Many of our business stakeholders and major firms are involved with the City BIDs, via BID Boards, such as AoN, the Royal Exchange, Goldman Sachs.
5. The BIDs breadth of work stretches to most parts of the Corporation; Currently the BIDs require input and involvement from several departments and they also work with our organisations including the Barbican, GSMD, City of London Boy's school and City Bridge Foundation.
6. BIDs have no statutory powers, but the responsibilities the City Corporation is obliged to abide by are defined in BID Regulations 2004. The BIDs can use their resources to provide services to business, over and above those provided by local authorities. An example is an additional street cleansing resource in our street cleansing team which has been funded by the EC BID to increase the level of service in the BID's footprint.
7. The City Corporation is formally the BID proposer and the BID body for all BIDs in the Square Mile, meaning that its role is to both promote and deliver the Business Plans contained within BID proposal documents. In other parts of the UK, the local authority only provides statutory billing authority services for the ballots.
8. In practice, the City Corporation has chosen to allow the Businesses within a BID footprint to lead on developing the BID proposals and managing the day-to-day implementation of these proposals on the City Corporation's behalf,
9. In turn, all 5 BID Boards have each contracted with Executive Teams undertaking day to day operational delivery of the BID proposals including carrying out perception analyses and drafting the BID proposals ahead of a ballot. All the Executive Teams are from the same external service provider, Primera. Whilst a single managing agent provides efficiencies in terms of coordination, there are other potential models which BID Boards have available to them.
10. In December 2017 the Policy and Resources Committee agreed a set of criteria that the City Corporation should have regard to when considering whether to support the future development of formal Business Improvement Districts (BID's) within the City. The considerations related to:
  - a. Whether there was a demonstrable need for a BID as opposed to any other form of partnership initiative.
  - b. Is there strong private sector support for a BID and has the business partnership been established for up to 2 years prior to seeking to promote a BID.
  - c. Can the partnership demonstrate the BID proposal is viable to achieve the aims of the businesses in the area.
  - d. Has the response to any perception analysis achieved a return rate of at least 40%.
  - e. That the City Corporation is the formal BID Proposer

## **Aldgate Connect and Cheapside Business Alliance Renewal Ballots**

11. Aldgate Connect and Cheapside Business Alliance are the two oldest, and smallest, BIDs in the City of London. Both BIDs' current terms end in March 2025.
12. The Aldgate Connect BID boundary stretches in the LB Tower Hamlets, has a diverse mix of businesses and a large residential community within its footprint. The themes proposed for their next 5 year term are:
  - i) **Creating a connected community** through events and activations
  - ii) **Shaping a safer Aldgate**, supporting community safety and business resilience through partnering with the Corporation, Policing authorities and TfL.
  - iii) **Welcoming People in** through effecting marketing and communications.

The Cheapside Business Alliance has a strong focus on the ground floor economy and many businesses invested in successful retail and leisure. The themes proposed for their next 5 year term are:

  - I) **Promoting a welcoming Cheapside** through attracting visitors and workers with events, activations and targeted comms.
  - II) Creating Social Impact by enhancing sustainable prosperity and supporting social impact programmes
  - III) **Building a stronger business community** by enhancing the local business offer through networking, b2b partnerships, training and adding value to employees.
13. Both must reballot, on the basis of new Business Plans, both of which propose an increase in levy payments, in order to renew the Cheapside BID for a further five years and establish an extended Aldgate Connect BID for five years, thus giving them the ability to have a larger impact within their areas.
14. Policy & Resources Committee is asked to approve these ballots on the basis of the Business Plans at Appendix 1 and Appendix 2. These business plans are prepared on behalf of the City Corporation, in collaboration with local businesses.
15. Officers have worked with the team responsible for drafting the Cheapside and Aldgate BID proposals to better reflect in the Business Plans:
  - a. The strategic context of the City Corporation's new Corporate Plan.
  - b. A specific commitment to work in partnership in support of the outcomes of the recast Destination City programme
16. If Policy & Resources Committee were minded not to approve the business plans, the BIDs would need to resubmit Business Plans, potentially undermining the timetable for carrying out a ballot.

17. As the Proposer of both BIDs, the Business Plans put to the ballots are for the City Corporation, through Policy & Resources Committee, to decide upon and approve.
18. Cheapside Business Alliance BID proposes a levy multiplier to be charged over a 5-year period to all eligible hereditaments (rateable business units) within the BID area, with a rateable value equal to or greater than £180,000. If the ballot is successful in Spring 2025, the term of the BID will be for a period of 5 years from 1st April 2025 to 31st March 2030.
19. It is anticipated that Cheapside Business Alliance BID will generate approximately £6,773,460 over the lifetime of the BID term.
20. The Aldgate Connect BID proposes a levy multiplier of 1% to be charged over a 5-year period to all eligible hereditaments (rateable business units) within the BID area with a rateable value equal to or greater than £130,000. If the ballot is successful in Spring 2025, the term of the BID will be for a period of 5 years from 1st April 2025 to 31st March 2030.
21. It is anticipated that Aldgate Connect BID will generate approximately £6,794,801 over the lifetime of the BID term.
22. In addition, both BID's Boards and Executive teams will endeavour to increase the budget through grants and other sources of income. This is a significant uplift in budget for both BIDs compared to previous years. (Cheapside BID's levy totalled £2.5m in 2020, and Aldgate connect £3.9m). The increase in budget is reflected in the increased scope of work contained in the Business Plans.
23. Following ballots, the results will be reported to Policy & Resources Committee.
24. The timing of these ballots has been agreed with the Electoral services team to ensure that sufficient resource is available for work required to process ballots for Member Elections in March 2025.
25. Members could opt not to agree to move to ballot on Aldgate and Cheapside BIDs. A trade off would be to affect relationships with the businesses involved in these BIDs. Businesses are permitted to develop plans for a BID without the auspices of local government

### **City Corporation Strategic relationship with Business Improvement Districts**

26. 10 years into the existence of BIDs in the Square Mile, it is timely to review the City Corporation's relationship management. In the last 5 years, the number of BIDs has grown from 2-5. The latter 3 are much larger in levy and the cumulative ambition and breadth of work of all 5 BIDs hasn't been matched by the City Corporation's approach to partnership to optimise the potential of working together.

27. A light-touch review has been undertaken with officers across the Corporation, alongside the support of an external advisor. The external advisor's report is at Appendix 5 capturing the views of BID chairs and BID CEOs and identifies a number of improvements.

28. These relate to:

- a. Clear delineation of roles
- b. Identification of shared goals
- c. Better use of resource corporately
- d. Reform strategic and operational governance
- e. Strengthened relationships with BID businesses

### **Internal measures**

29. A number of actions have been identified that can be taken internally to improve the way the City Corporation engages with the work of the City BIDs and how it operates as a partner.

30. **Establish a clearer delineation of roles** in our BID contracts through carrying out a full baseline analysis of services. This will help BIDs to identify where they can add value and also to see what programmes and campaigns they can co-ordinate with or supplement.

31. **Improve our internal coordination and reducing siloes** through establishing a corporate officer BID group consisting of departments with regular BID contact to share information and resources, to oversee the BID contracts and to identify where there are shared goals.

32. **Support Member observers more strategically** by providing them with more support so carry out their role and raise issues.

33. **Embed a communications protocol** which sets out how the City Corporation's communication function will work with those of the BIDs.

### **Establishing a closer relationship in future**

34. There are a number of areas where Member agreement is sought to explore a strengthening and deepening of the working relationship with the City BIDs.

35. **Reforming City-BID governance** to re-establish a Strategic Partnership Board and an operational board which feeds into this.

36. Engage with BID Boards regarding their funding of a City Corporation Head of City BIDs role to **better coordinate the City Corporation's strategic relationship** with the City BIDs.

37. Engage with BID Boards to **identify any further support they would like the City Corporation can provide**, such as procurement, governance or audit.

**38. Explore working together on wider economic objectives** through seeking to establish a partnership to help deliver Destination City objectives across the City, particularly on:

- a. Improving Friday and Monday experience and footfall.
- b. Feeding business insights into the Destination City programme.
- c. Delivery of the SME Delivery Strategy.
- d. City Belonging

## Options

### 1. Option 1 – Retain current approach

By retaining the current approach, all existing BIDs would continue to exist and to deliver against agreed business plans. However, this option would fail to ensure the activities and goals of the BIDs and those of the City Corporation are fully complimentary, would risk duplication or inconsistency, and would be unlikely to achieve optimal effectiveness.

### 2. Option 2 – Further evolve relations and joint working - RECOMMENDED

The steps outlined above would be aimed at better coordinating the management of the BIDs relationship corporately, breaking down siloes. They would seek to form stronger relationships with the BID Boards, identify options for working in a more coordinated way to shared goals, to support the BIDs and ensure consistency with delivery of our Corporate Plan including the recast of the Destination City programme.

### 3. Option 3 – Major reform to BID Arrangements

It is for the City to decide whether or not it wishes to propose BIDs and adopt the role of BID Proposer and BID Body. However, these roles are open to non-local authority BID proposers, to put forward BID Proposals and if successfully balloted, to act as BID Body. Local authorities have limited powers of veto, such as on grounds of material conflict with adopted local authority policy or the levy imposing disproportionate financial burden to businesses. Were the City to abandon its role as BID Proposer and BID Body, the opportunity for the City Corporation to promote collaborative and complimentary working with the BID Boards would be lost. The preparation of the Business Case would be for the non-local authority BID proposer and the operation of the BID arrangements would be for the non-local authority BID Body. In the context of the City's unique relationship with local businesses, it is considered that this would fail to maximise the effectiveness of the BIDs.

- The City Corporation could refuse permission for Aldgate Connect and Cheapside BIDs to go to ballot, meaning that both BIDs would cease to exist at the end of March 2025. Non-local authority BID proposals could potentially be put forward at a later date.

- The City Corporation could reduce its collaborative approach and lead on the preparation and delivery of the BID business plans 'in house'. This would reduce engagement with local businesses and risk reducing the area-specific perspective offered by local businesses, which is a key driver for the BID model. It would also bring resource implications.

## **Corporate & Strategic Implications**

**Strategic implications** - A successful BID relationship can contribute to the Corporate Plan goal of creating a Vibrant, Thriving Destination.

**Financial implications** – None arising directly from this report.

**Resource implications** – Commitment from officers across the Corporation to develop the recommended approach through attendance to a regular working group and managing the contractual relationship between BIDs and the City Corporation.

**Legal implications** – These are included in the body of the report.

**Risk implications** - As BID proposer and BID body the responsibility for promoting and implementing the Business Plans for the BIDs must be discharged by the City Corporation.

**Equalities implications** - Under the Equality Act 2010, all public bodies have a duty to ensure that when exercising their functions they have due regard to the need to advance equality of opportunity between people who share a protected characteristic and to take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people and encourage people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low. The proposals contained in this report do not have any potential negative impact on a particular group of people based on their protected characteristics

**Climate implications** - None

**Security implications** - None

## **Appendices**

Appendix 1 – Cheapside Business Alliance draft Business Plan

Appendix 2 – Aldgate Connect draft Business Plan

Appendix 3 – Aldgate Connect proposed alteration of boundaries.

Appendix 4 – Summary of External report

## **Benjamin Dixon**

Head of the Policy Unit, Office of the Policy Chairman

## **Ruby Raw**

Stakeholder and Programmes Coordinator | City Development and Investment Unit  
Environment Department





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# Cheapside BID Proposal 2025 – 2030 – Draft

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## Welcome from the BID Chair

As we approach the end of our second term, it’s exciting to reflect on almost a decade of delivery from the Cheapside Business Alliance (CBA). Since its inception in 2015, we have seen significant change and transformation across the area and are proud of the work that CBA has achieved.

As the first Business Improvement District (BID) in London’s Square Mile, CBA has helped to showcase the value of BIDs and the power of business collaboration – paving the way for the four more BIDs, now established across the City of London.

Integral to the work of CBA is our close relationship with our partners, the City of London Corporation. They have led transformative projects for the area like ‘All Change at Bank’ and ‘Greening Cheapside’ – facilitating greater pedestrian access, a reduction in traffic and pollution and creating a more beautiful location in the heart of the city. Now, in strategic context of their new Corporate Plan launched in 2023, we have set our strong direction for our third term ensuring Cheapside remains perfectly placed to be the top destination to visit, work and play.

For the last 10 years we have been supporting local businesses, delivering projects and initiatives that drive the economic development and promote the vibrancy of the area. CBA has invested over £5 million into Cheapside in that time, enhancing the local landscape and providing opportunities for workers, residents, and visitors. From greening initiatives and public realm enhancements – like the recent launch of New Change Garden – to the implementation of a compelling cultural events

calendar that champions the local area, promotes inclusivity, and puts Cheapside front of mind for visitors.

CBA is committed to ensuring that business needs are at the forefront of what we do. Our work is varied, constantly adapting and evolving to meet the ever-changing needs of London's dynamic workforce and business communities. Whether that's providing additional staff training and upskilling opportunities for the businesses in our footprint, delivering mental health & wellbeing programmes for local workers, or supporting the most vulnerable people in our communities. We continue to also build strong partnerships within the tourism sector, collaborating with organisations such as London & Partners, VisitBritain, and other national publications, to put Cheapside on the map.

As Chair of the CBA, I feel immensely privileged to be playing a role in the growth of this magnificent and historic part of London; working with some incredible organisations to deliver projects that ensure Cheapside remains a vibrant, attractive, and welcoming place to live, work and visit.

This Business Plan references the fantastic work achieved by the Cheapside Business Alliance over the past ten years, whilst clearly outlining our plans for a third, five-year term. Throughout this document, you will see that we intend to continue pushing boundaries to meet the needs of our key stakeholders, through ambitious projects and initiatives.

So much has been achieved in the last decade, but our work is not done. Together, let's continue championing Cheapside, to continue its positive evolution, over the next 5 years.

Charlotte Fletcher, CBA Chair

## A Decade in Cheapside

Proposed by the City Corporation, as the first BID in the City of London, CBA was established to drive partnership, innovation, and growth across Cheapside, retaining the area's competitive edge as a leading retail, leisure, and corporate destination. Over this period, we have worked collaboratively with the City Corporation, businesses, and other stakeholders to provide additional value to Cheapside.

A third term for the BID is an opportunity for businesses to come together with our stakeholders to build on our successes and support of the last 10 years and guide the future of Cheapside.

With over 350 BIDs across the UK, 70 BIDs across London, and 5 in the City of London, BIDs now play a vital role in ensuring their area's vibrancy and supporting regeneration. BIDs are proven to be vehicles of change. The continuation of the BID for Cheapside ensures the area keeps pace as London continues to grow.

### **Strategic context**

The Cheapside BID has been an integral feature of the City of London landscape for 10 years, providing a hyperlocal focus which complements the wider ambitions of the City Corporation. The BID recognises that it operates in the wider context of the Square Mile and will continue to work with relevant departments of the Corporation to identify the added value that the hyperlocal BID approach brings, including working in line with the following outcomes set out in its new Corporate Plan:

- Vibrant, Thriving Destination
- Diverse, Engaged Communities
- Dynamic Economic Growth
- Providing Excellent Services
- Leading Sustainable Environment
- Flourishing Public Spaces

The BID has a crucial role to play in support of the City Corporation's Destination City programme which will act as the growth strategy for the Square Mile. The programme has a particular focus on:

- Driving footfall Fridays to Mondays.
- Creating a lively ground floor experience.
- Enhancing pedestrian connectivity.

There is great opportunity for the BID to collaborate with City-wide objectives around data and insights, to support economic growth. The BID and the City Corporation will also work together on their community engagement activities, ensuring there is a clear, joined-up approach to the Square Mile's offering around important moments in the diversity and community calendar, such as for Pride, Black History Month, religious festivals and more. This is in line with the work of Corporation's City Belonging Project which the BID will work in partnership with, supporting its successful growth as the central framework for worker engagement in the Square Mile.

## Delivering in partnership for the Cheapside communities

Now more than ever, local businesses are exploring ways to engage in the local community, with each other and deliver social value; the BID plays a central role in building connections and partnerships that strengthen Cheapside's sense of community as well as supporting the City Corporation's Destination City ambitions and complementing the City Belonging Project. We've developed our programmes and services for a wide range of communities and audiences, delivering exciting projects and collaborations that showcase Cheapside as a leading London destination.

### **For the Cheapside Worker...**

We've placed great emphasis on delivering activity that provides a great experience for one of our primary audiences – our worker community. We know that the worker is the highest contributor to the Cheapside economy and therefore much of our work focuses on ensuring Cheapside is a vibrant, welcoming, and exciting place for workers.

Responding to a focus on return to the office post-covid, we ramped up our brilliant networking and social calendar by hosting business breakfasts with the Ward clubs, 'Shop and Mingle' nights at flagship retail venues, and seasonal celebrations in unique spaces across the footprint, encouraging our community to visit different places and meet new people. The Destination City programme sets out the City-wide ambition to attract workers back to the office and our work will align to achieve this goal.

Employment opportunity and skills training is the foundation of any local economy; our employment service in our first term placed over 300 candidates into employment across Cheapside. Launched in 2024, our e-learning platform enhances this work, hosting over 250 free online professional courses accessible anytime to anyone in the area.

Looking to sustainability and the climate emergency, we have supported the City Corporation's Clean City Awards Scheme. This has ensured local businesses share best practice and gain recognition for their incredible sustainability initiatives.

Supporting health and wellbeing has been a top priority for us, with more and more businesses investing in their staff wellbeing. Our regular gardening clubs have been offered to all workers for a lunchtime away from their desks, promoting wellbeing and building communities. We saw over 500 people take part in our weeklong virtual wellbeing series in 2020, at the start of the Pandemic. Fast forwarding, in 2023/24 the BID funded 24 new Mental Health First Aiders for Cheapside – an added resource for our business community.

We hope to be able to build on many successes here in the 3<sup>rd</sup> term.

### **For the Cheapside Visitor...**

Acknowledging that visitors play a vital role in the area's economy and vibrancy - CBA aims to ensure people stay and explore Cheapside's deep history and hidden gems through events, experiences, and an exciting calendar of events. Drawn to iconic sites like St Paul's Cathedral, the Royal Exchange, and the Guildhall, our roaming Ambassadors complement the area's wealth of culture and inspiring architecture, helping over 455,000 visitors find their way around. The BID can play a key role in driving footfall and spend, in partnership with the Destination City programme, other BIDs and institutions.

High-profile annual events such as the Lord Mayor's Show, the London Landmarks Half Marathon and Open House have provided hero moments attracting thousands of people to visit the area and promoting a 7 day a week destination. More locally, we've invested trails with the London Festival of Architecture and the Morph Sculpture Trail which showcased and celebrated Cheapside. LIVE in the Churchyard, our annual week-long music festival in Bow Churchyard, in partnership with St Mary-le-Bow, has become a staple the summer calendar and welcomes hundreds of guests every year. With the tenth anniversary of the festival planned for 2025, we have ambitious plans for next year's event.

In the summer of 2024, CBA brought the first ever pickleball court to the City. A multi-week sporting festival *Sport Fest 2024* included a range of sports activities to bring workers, families and tourists to the district, capitalising on the exciting summer of sport across the globe.

Working in partnership with the City Corporation, we have championed public realm enhancements in Bank, offering information to neighbouring businesses and visitors through our ambassadors and co-funding a taxi rank providing greater access to the area. We look forward to the St Paul's gyratory transformation in the coming years, a project the BID has been delighted to support.

Over the past decade, the BID has championed key cultural celebrations and ensured Cheapside is a welcoming place for all. Every year, we have kickstarted the Christmas celebrations with the installation and switch on of the Christmas lights on Bow Lane, led by the Lord Mayor and Lady Mayoress. The BID has proudly sponsored this scheme for 10 years.

Other seasonal celebration has included our Open Iftar event in 2023. A first for City, the event was attended by over 200 people and created a stunning outdoor space for communities to come together. We hope to continue this celebration and others throughout our third term.

### **For the Retail & Leisure Community**

Cheapside's history as a retail destination dates back to the medieval times. In a challenging climate, CBA has worked to promote the wide variety of retail and leisure offers in the footprint, showcasing the area's truly unique shopping experience.

We have championed projects that enhance the visitor experience, part funding with the City Corporation and C. Hoare & Co, the New Change Garden outside One New Change. This new garden will create a welcoming public space that can be utilised by visitors and shoppers.

During the pandemic CBA supported local businesses monitoring the open/closed businesses and promoting grants and messaging across the district. We held virtual events in partnership with local businesses to bring the business community together and share information. Our Empty Units Project in partnership with the University of Arts London gave life to vacant spaces and showcased their potential.

Another recovery initiative, in conjunction with other City BIDs, was The Commuter Club – a variety of local stories, podcasts and playlists could be read or listened to on the way into the office or for staff working from home to reconnect with the area.

In response to requests for a handheld destination guide, we produced a Cheapside Area Guide, showcasing the retail and hospitality offerings in the area and distributed not only across the footprint, but to the wider London area.

86% of local business said that retail was still an important industry for the future of Cheapside. The BID will continue to deliver projects that support this industry and increase footfall across the

district. This is a shared ambition with the City Corporation and we will work together to deliver activities that encourage footfall throughout the whole week.

***Partnership is vital to the success of the BID. Collaboration with the local business community has allowed us to deliver some truly incredible projects over the past decade, and we look forward to continuing to support and partner with you all over the next 5 years.***



## 10 years of positive impact

- £5.2million investment into the footprint over the last 10 years
- £50,000 invested through the Cheapside Community Fund, towards 11 community projects and benefitting over 700 people
- Ambassador programme:
  - Our Ambassadors have welcomed 455,711 visitors
  - 4,832 business visits undertaken
  - 12,946 environmental issues reported
  - 13,997 commercial waste issues reported
- Over 32,928 sign-ups to the Cheapside loyalty scheme
- Established the City Gift Card
  - £81,741 total purchases, invested back into local businesses
  - 3,419 Cards in circulation
- Continuous digital promotion of the Cheapside area:
  - Over 1,500 Total followers
  - Recently launched Tik Tok and Linked In
  - 2000 Newsletter subscribers
  - 20,000 Area Guides distributed including office lobbies, leisure hotspots, transport hubs, galleries and visitor centres
- Aligned our core delivery themes to 9 Sustainable Development Goals to guide our investment
- Cheapside Employment Service placed 300 candidates supporting retail and hospitality
- In 2024, delivered 5 bike roadshows promoting a safer and more sustainable travel
- 11 neighbourhood tours introduced 100 new people to the history of Cheapside
- Recent community events – Open Iftar, Cheapside Book Launch, Big Coronation Tea Party and participation in the annual Lord Mayors Show
- Leveraged £100,000 for homelessness charities through The London Walk
- Dedicated e-learning platform offers 250 courses 24/7 access to skills and training
- Co-funded a new public space: New Change Garden
- Co-sponsored a taxi rank at Bank facilitating safe pick ups in the area
- Delivered Sports Fest 2024 – installed the City’s first Pickleball court

## The next chapter

We are committed to developing a BID Proposal that responds to the current needs of the businesses across the BID and reflects the strategic context and the ambition of the City Corporation and wider City. Over a two-month period, we conducted a comprehensive survey of the business community on the perception of Cheapside and its future. The survey, answered by 221 local workers and 102 local businesses, consisted of a wide range of questions, all carefully selected to help formulate a perception of the area and the business requirements within it. The questions were designed to establish both challenges and opportunities for improvement across Cheapside, allowing for effective input from key local businesses.

All questions were brought together that will form the BID's new 4 key strategic aims:

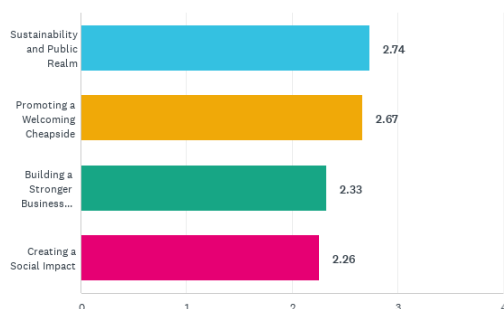
### Supporting a Better Environment

### Creating Social Impact

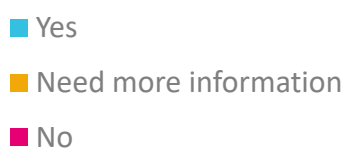
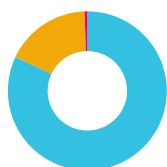
### Promoting a Welcoming Cheapside

### Building a Stronger Business Community

Businesses were asked to rank the importance of the following aims to them and their business.



We asked participants if they would be in favour of Cheapside Business Alliance continuing for a third 5-year term. Encouragingly, 78% of respondents were in favour of the BID continuing. A further 17% said they would need more information before deciding, whilst only 1% said they would not be in favour of the BID continuing. This showcases a positive level of support from the local business community for the BID continuing into a third term.



### Supporting a Better Environment

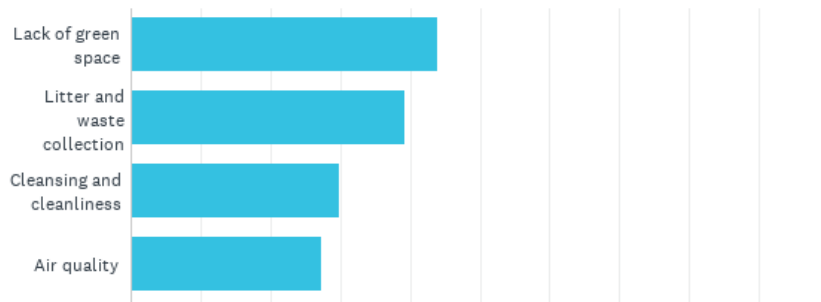
This strategic theme focuses on public realm, placemaking, cleansing and greening, all with a view to create a more sustainable, appealing public environment for all. Working with the City Corporation and key partners across London, the BID supports the implementation of innovative placemaking projects to enhance the public realm and promote our world class retail experience.

Whether it's supporting the removal of unwanted on-street issues, delivering seasonal installations, or supporting major improvements at St Pauls junction or new public space at One New Change - the BID is committed to creating an enjoyable experience which is sustainable and accessible for all to enjoy. Guided by the City of London's policies; Destination City, Climate Action, and the City Plan 2040, this theme provides a role for our businesses and communities to be engaged in the built environment and the world around us.

#### You Said...

Within this theme, environmental improvements & cleansing was highlighted as the main priority for the business community. Placemaking activations & installations were second priority, closely followed by curation of existing public spaces. The business community also highlighted the need for a dedicated public realm vision & strategy for Cheapside.

Top 4 highlighted issues for the area:



Top 4 priorities that businesses said were important for the next 5 years:



#### Our Objectives and Actions for Term 3...

Considering the feedback from local businesses and seen against what it already in place via the services of the City Corporation, the BID will look to focus and delivering the following initiatives and schemes:

- **On-street cleansing support**  
Our ambassadors will report on-street issues, including potential hazards, waste removal

requirements, and obstructions like dockless bikes and scooters. We will log environmental issue reports with the City Corporation, to advise on cleansing needs across the area. In our first year, we will carry out a review whether additional cleansing and hot spot cleaning would be added benefit for our business community.

- **Curating public space**

We'll enrich existing public realm areas through temporary events, whilst exploring opportunities to enhance and support new developments around St Pauls, New Change Gardens, and Bow Courtyard. Working with local partners, we will pilot temporary and permanent public realm enhancements that deliver more creative and social spaces. For example, the installation of pocket parks, creative seating solutions, and pop-up gardens.

- **A clear public realm vision & strategy**

The BID will work with the City Corporation and key local businesses to develop a collection of ideas for how it contributes to enhancing the public realm and ground floor use with the focus to support a strong retail & hospitality offering in the Cheapside BID footprint. This will outline key opportunities for where the BID can support public realm and place making projects or support the City Corporation's capital projects where project principles align.

- **Collaborative climate action**

We'll work to connect relevant partners and businesses, promoting collaborative opportunities for us all to make a significant impact on the climate crisis. This could be from introducing biodiversity measures into buildings or the public realm, supporting behaviour change, promoting networking sessions and grant schemes, or supporting the Clean Air Awards Scheme and Heart of the City's climate events.

**Continued principles and programmes:**

- Focus on creating an accessible, inclusive Cheapside for all.
- Promote active travel provisions and schemes.
- Support the City Corporation in communicating public consultations and updates on public realm as well as opportunities for local businesses to participate.
- Organise workshops to focus on circular economy and the environment.
- Make and be informed by data-driven decisions on the BID's public realm activities.

### Promoting a Welcoming Cheapside

Cheapside is renowned for its unique blend of ‘old meets new’. Stunning architecture and historic sites, skyline offices home to some of the country’s biggest institutions, and an unrivalled blend of retail and hospitality. This theme aims to promote Cheapside as an iconic cultural destination to visitors and workers.

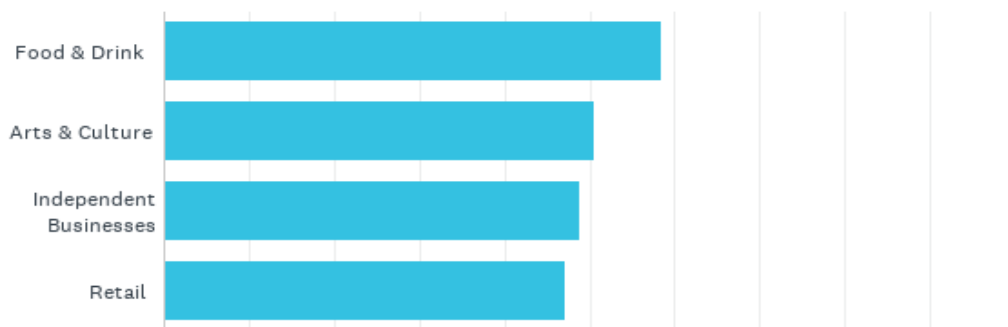
The BID showcases Cheapside as an authentically iconic cultural and retail destination, a jewel in the crown for domestic and international visitors. This activity includes a wide variety of events, installations, and targeted promotion through our owned channels and assets as well as our wider partnership networks. With the City Corporation, all our programmes enhance Cheapside, presenting it as a vibrant area that attracts new and returning visitors.

### You Said...

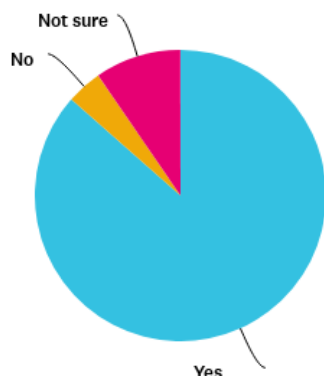
Businesses highlighted that events, activations and trails were the key priority for local businesses in the BID’s third term. Digital promotion of Cheapside and its offering was the second priority, closely followed by encouraging local spend.



When asked what kind of offering they would like to see more of in Cheapside, 58% of respondents placed food and drink in their top three. This was closely followed by Arts & Culture (51%) and independent businesses (49%).



We asked participants if they felt that a strong retail landscape is still important for the future of Cheapside. An overwhelming majority of 86% of respondents voted yes.



The City Corporation's Corporate Plan specifies key outcomes around 'Supporting a Thriving Destination' and 'Supporting dynamic Economic Growth'. We have mapped areas of our delivery to these outcomes to ensure we add value as we respond to business requests in our hyper local focus.

### Our Objectives and Actions for Term 3...

- **A varied annual events calendar**  
We will deliver an extensive calendar of seasonal events and activations to promote Cheapside and enhance footfall, showcasing the area as a 7-day destination whilst placing a real focus on our returning visitors and workers that spend time in the area during the week. We will also explore seasonal trails, Christmas displays, family friendly activities, and unique experiences to encourage visitors to discover the area and its offering.
- **Locking spend into the Square Mile**  
We'll work with the other City of London BIDs to lead on campaigns and schemes that lock spend into London's Square Mile and drive economic growth. Our City Gift Card scheme has already driven more than £81,000 worth of reinvestment back into the Square Mile; we'll continue to build on this project whilst exploring other solutions that encourage economic growth across the area.
- **Unique lunchtime activities**  
The BID will deliver unique lunchtime activities to enhance the employee experience of Cheapside. This will include guided walks, live music, performance, and a wide range of pop-up activations.
- **Data-driven marketing**  
We will compile data insights for Cheapside, including footfall, visitor spend and dwell time. This will support retail & hospitality sector particularly to better understand visitor needs and benchmark against other performing areas.

### Continued principles and projects...

- Supporting the Destination City policy, continue our destination-focused and business promotion marketing strategy.
- Attract and support SMEs into the Cheapside.

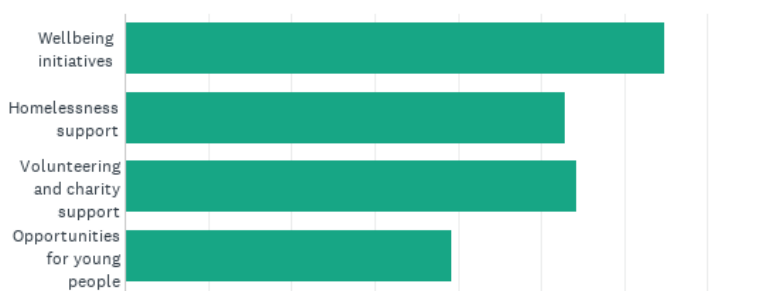
- Publish Cheapside BID area guide and maps.
- Utilise the Cheapside BID website as a hub for promoting local events, news, and activities.
- Explore more ground floor use strategies across Cheapside to create unique visitor experiences.
- Share vital communications with local businesses on events, activations, and opportunities via Cheapside Ambassadors.
- Partner with local and national agencies and publications to promote Cheapside.

## Creating Social Impact

The City has always been an area which adapts and evolves, enabling it to maximise growth opportunities and establish itself as a global pioneer. Under this theme, the BID aims to enhance further sustainable prosperity across Cheapside by working with our business community and social impact programmes. Through our initiatives, we work to support businesses in their ESG and sustainability goals as well as improving the wellness of employees in Cheapside. The BID also focuses on delivering new opportunities for young and diverse communities, supporting inclusive growth and employers to attract and retain new talent for both larger businesses and SMEs alike.

### You Said...

The local business community highlighted wellbeing initiatives & activities as a priority for the next 5 years. An increase in volunteering opportunities and charity support was also highlighted as a priority, as well as career support and further input for those facing homelessness in the local area.



### Our Objectives and Actions for Term 3...

- **Wellbeing for workers**  
We will deliver an annual calendar of wellbeing events and opportunities for local workers to benefit from. From activities like running clubs, wellbeing gardening club, lunchtime concerts, and networking opportunities for workers to socialise and build connections. We'll also work with the services of the City of London Corporation to deliver fantastic partnership events.
- **Broker and provide volunteering opportunities**  
The BID will help to coordinate local volunteering opportunities, connecting local businesses with community groups, non-profit organisations, and charities seeking support supporting ESG objectives and engage with diverse communities.
- **Supporting rough sleeping and vulnerable communities**  
We will look to increase our support for the most vulnerable members of our community, ensuring as many people as possible can get the support they need. This will build on the services already provided by City Corporation and can be delivered through the Cheapside Community Fund, making support available for ground up projects and initiatives, or through adding value to key service providers operating in this space, locally.
- **Opportunities for young people**  
We'll partner and support opportunities for young people to access the City for employment or experience. This will be achieved via free business networking events, careers fairs with schools and colleges and employability schemes.
- **Support for parents**  
The BID will work with the key stakeholders with an ambition for additional support for



parents in Cheapside; making the return to work an easier experience. Whether that's creating safe spaces for parents to meet and connect, sharing information on local support groups, or exploring additional childcare provisions across Cheapside and the surrounding areas.

**Continued principles and programmes...**

- Bring networks and communities together to engage with diverse communities.
- Deliver our free wellbeing gardening workshops for Cheapside workers and residents.
- Promote and support minority groups within our communities, creating platforms for everyone to have a voice in the city.
- Support local charities, community groups, and non-profit organisations to our network of businesses.

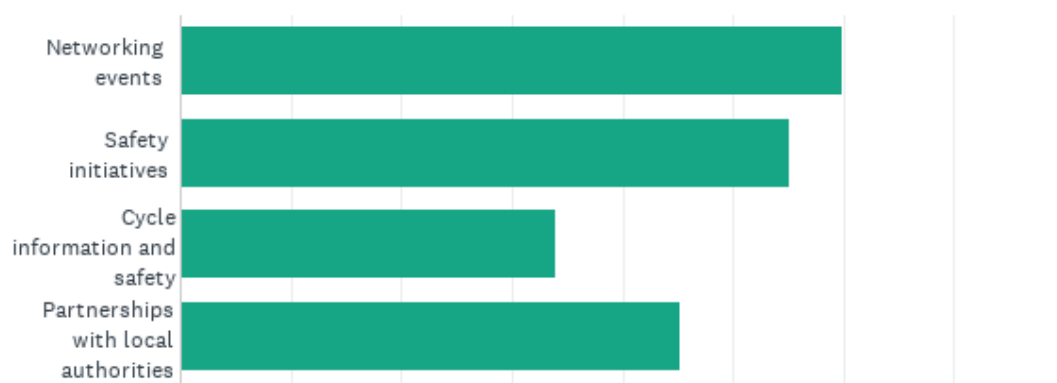
### Building a Stronger Business Community

The BID strives to unlock the potential of Cheapside as a workplace and destination. Through our activities and the power of collaboration we explore opportunities to enhance the local business offer and provide added value to employees across the area.

This theme supports business resilience programmes, like staff training opportunities, collaborative working, community safety, and business-to-business networking. Like all our local authority partners, we want to keep Cheapside a safe and secure destination for businesses, workers, residents, and visitors.

#### You Said...

Engagement with the local business community highlighted several key priorities and focus areas for the BID to explore. An increase in business networking opportunities was highlighted as the key priority from the local business community. This was followed by improved safety initiatives and provisions across Cheapside. Businesses also want to see more information sharing to improve their knowledge of provisions that could enhance their business and support staff development or safety.



#### Our Objectives and Actions for Term 3...

- **Develop business-to-business networking**  
We will develop a business networking agenda, dedicated to connecting local businesses and sharing best practice, delivered in partnership with the City Belonging Project. This will include training workshops, talks & seminars, webinars, and general networking events across Cheapside.
- **Provide staff training opportunities**  
The BID will look to deliver more staff training opportunities across Cheapside. From mental health and wellbeing courses to 'Ask for Angela' training, Violence Against Women & Girls (VAWG) workshops, and more.
- **Support bike and pedestrian safety**  
We'll build on the successes of our Bike Safety Roadshows with more cycle safety pop-ups and workshops. These sessions will provide safety guidance to cyclists, free bike security marking, road safety awareness, and free cycling equipment for local workers and residents.
- **Promote a thriving retail & hospitality environment**  
The BID will bring retailers and the hospitality industry together to share knowledge and

ideas and build a resilient business community through partnership. In liaison with the Destination City team, this focus will be aimed at assisting the growth of new and existing businesses over the next 5 years. From networking opportunities, talks, collaborative schemes, and sharing data insights into consumer behaviour, the BID will help to foster a thriving retail & hospitality sector in Cheapside.

- **A safer Cheapside for all**  
The BID will build on its existing partnerships with the City of London Police and the Corporation to deliver effective safety initiatives for businesses, staff, and residents. This will include retail theft support schemes, night-time safety initiatives, women's safety programmes, cyber security and more.
- **Employee Community Communications**  
We'll support new businesses and staff through the creation of a '*Cheapsider*' welcome pack, featuring an overview of the area, local employee benefits and schemes, access to guided area tours, and exclusive events and activities available to staff. This aims to support SMEs and larger business alike.

#### **Continued principles and projects:**

- Deliver the free Cheapside e-learning hub, with over 240 free training courses for businesses and their staff.
- Deliver its on-street Ambassador programme and business visits.
- Assist with communications between landlords and businesses, ensuring support for incoming companies.
- Work with the City Corporation to explore improvements for commuters and visitors, particularly around Bank Junction and St Pauls.
- Promote initiatives and media/promotional opportunities to our business communities.
- Collaborate with the City BIDs, the City Belonging Project and other key partners on city-wide support schemes.

## Governance

### **BID MANAGEMENT AND GOVERNANCE**

The City Corporation will remain as the BID body and BID proposer, formally retaining accountability for the BID. Subject to a successful ballot outcome, the City Corporation will appoint The Cheapside Business Alliance (a not for profit company limited by guarantee) to act as the delivery agent to implement the five year BID proposal. The BID will draw down the BID levy from the City Corporation on a monthly basis, enabling them to implement robust and transparent financial controls on all income and expenditure, all subject to an annual audit and published for approval at the BID's AGM. The Board will appoint an elected Member, supported by an officer from within the City Corporation.

As BID proposer, the City is responsible for putting forward the Business Plan for the BID ballot and would be the BID body responsible for ensuring implementation of the Business Plan. It is important that the activities of the Cheapside Business Alliance BID represent added value over and above the public services already provided in that area.

In order to enable the businesses to shape and influence delivery of the Business Plan and spending decisions in line with objectives, a contractual agreement will be made between the City Corporation and the Cheapside Business Alliance Board. The managing agent that oversees the day to day implementation will report back to the BID Board on a quarterly basis. This will commit the City and the Board jointly to strive and collaborate to implement the Business Plan efficiently and effectively. It is proposed that the City's Cheapside Business Alliance Board representatives (who will include a Ward Member and an experienced officer) meet the BID Board at least quarterly.

### **THE BID BOARD**

The Cheapside Business Alliance BID Board will be made up of 10-12 director-level representatives from the different sectors that make up the BID levy paying community, to ensure balanced representation around the table, and this will include a property owner. Observers will be invited from the other key stakeholders. An elected ward Member from the City Corporation and an officer will be appointed to sit on the board. Once the board has been elected a chair and vice-chair will be appointed. The chairperson will be nominated by the Board on a 2-year basis. In addition, several steering groups have been established to shape and influence the day-to-day delivery of the BID's activities, represented by business levy payers and the wider stakeholder community. A Property Owners group will also be established and we will seek to lever in voluntary contributions to support the BIDs activities.

### **EXECUTIVE TEAM**

The day to day management will be undertaken by a BID CEO/Director, supported by a wider executive team, appointed by the BID Board. Staffing costs will first be met by the voluntary contributions.

### **THE CURRENT BOARD MEMBERS**

CBRE, Buzzacott, Bloomberg, The Ned, Pella REP, Boots, Oxford Properties Group, The Royal Exchange, Landsec, Metro Bank, Fortnum & Mason, Mercer's Company, T. Rowe Price, Eversheds Sutherland LLP.

#### **Observers**

City of London Corporation – officer and Member level

### **BASELINE SERVICES**

It is important that the activities of the BID represent added value over and above the public services already provided in the area. For this reason, the baseline services provided by the City Corporation will be specified to avoid duplicating service provision and to clearly identify the additional services that can be expected from the City Corporation and separately, the BID. There will also be a formal operating agreement between the BID and the Corporation that will define all of the contractual arrangements for collection and enforcement of the BID levy.

## Cheapside BID Levy Rules Explained

Business Improvement Districts (BIDs) are business led collectives developed to improve a geographically specific area. They come into being with when a majority “yes” vote is achieved both on number of votes and aggregate rateable value from the business community. The BID process is governed by The Business Improvement Districts (England) Regulations 2004 and as such, once a majority vote has been achieved, the BID levy becomes mandatory for all defined ratepayers.

Cheapside Business Alliance BID proposes a levy multiplier as per the table below charged to all eligible hereditaments (rateable business units) within the BID area with a rateable value equal to or greater than £180,000.

<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>
<b>0.6%</b>	<b>0.7%</b>	<b>0.8%</b>	<b>0.9%</b>	<b>1%</b>

### **Paying the levy (BID levy rules)**

1. The term of the BID will be for a period of 5 years from 1st April 2025 to 31st March 2030.
2. The BID levy will be based upon the rateable value in effect on 31<sup>st</sup> March 2025.
3. Hereditaments that come into the rating list during the BID term will be subject to the BID levy from the effective date that it's brought into the rating list and the rateable value effective at that time. Future Valuation List amendments will not be taken into account in calculating the BID levy unless the property is deleted from the Valuation List.
4. The BID levy will be applied to all hereditaments with a rateable value equal to or greater than £180,000.
5. The levy per hereditament will be capped at £10,000.
6. The BID levy will be calculated based on a daily charge.
7. Ratepayers in receipt of mandatory charitable relief from business rates on their hereditaments will have an 80% relief on their BID levy.
8. A ratepayer will be liable to pay the BID levy on an unoccupied hereditament without any void period or reduction in the BID levy.
9. No other rates relief for empty buildings will be applied. The landlord will pay the levy in absence of an occupier.
10. There will be no VAT charged on the BID levy.

11. BID levy will be charged in advance in full for a year. Refunds may be due if the liable account holder moves out midway through the financial year. The new liable party will be billed from when they enter the Rates system with the local authority.
12. BID levy operates independently of the Business Rates. The BID levy will be applied irrespective of the property or hereditament status.

### INVESTMENT CREATED BY THE BID

It is anticipated that Cheapside Business Alliance BID will generate approximately £6,773,460 over the lifetime of the BID term. In addition, Cheapside Business Alliance BID Board and Executive team will endeavour to increase the budget through grants and other sources of income.

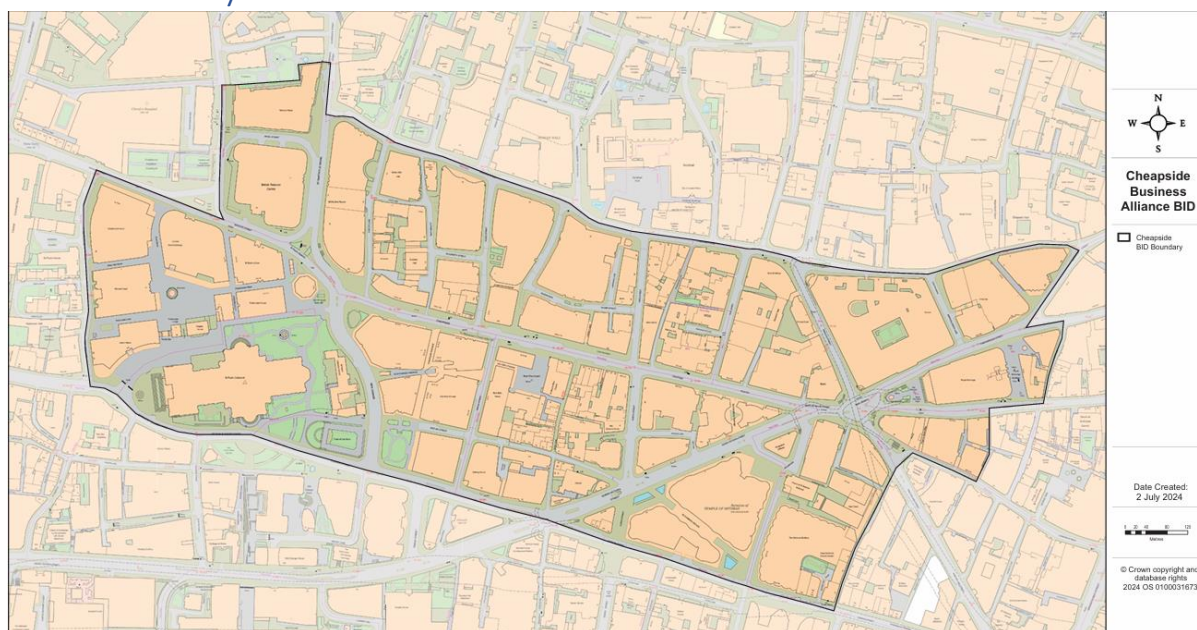
### THE CLOSED YEAR RULE

Where the hereditament is deleted and removed from the Valuation List, any resulting credit will only be refunded for the year in which the Valuation Office Agency notify the Local Authority of the deletion. Previous years will not be refunded.

## BID Budget

INCOME	25/26 £	26/27 £	27/28 £	28/29 £	29/30 £	TOTAL £	% OF TOTAL
Levy Income (assumed at 95% collection rate)	1,054,140	1,186,440	1,315,283	1,430,369	1,537,228	6,523,460	96%
Voluntary Contributions	50,000	50,000	50,000	50,000	50,000	250,000	4%
<b>Total</b>	<b>1,104,140</b>	<b>1,236,440</b>	<b>1,365,283</b>	<b>1,480,369</b>	<b>1,587,228</b>	<b>6,773,460</b>	<b>100%</b>
Better Environment	309,159	346,203	382,279	414,503	444,424	1,896,569	28%
Welcoming Cheapside	253,952	284,381	314,015	340,485	365,062	1,557,896	23%
Social Impact	132,497	148,373	163,834	177,644	190,467	812,815	12%
Stronger Business Community	132,497	148,373	163,834	177,644	190,467	812,815	12%
Staffing & Overheads	220,828	247,288	273,057	296,074	317,446	1,354,692	20%
Contingency	55,207	61,822	68,264	74,018	79,361	338,673	5%
	1,104,140	1,236,440	1,365,283	1,480,369	1,587,228	6,773,460	100%

## BID Boundary & List of Streets



### List of Streets within Boundary

Angel Street	Gutter Lane	Queen Victoria Street
Ave Maria Lane	Honey Lane	Queens Head Passage
Bartholemew Lane	Ironmonger Lane	Rose Street
Bloomberg Arcade	John Milton Passage	Rose and Crown Court
Bond Court	King Edward Street	Royal Exchange
Bow Churchyard	King Street	Royal Exchange Avenue
Bow Lane	Lawrence Lane	Russia Row
Bread Street	Lombard Street	Saint Martin's Le Grand
Buckerlersbury	Lothbury	Salters Hall Court
Buckerlersbury Passage	Mansion House Place	Sise Lane
Cannon Street	Milk Street	St Olaves Court
Canon Alley	New Change	St Paul's Alley
Carey Lane	Newgate Street	St Paul's Churchyard
Change Alley	Old Broad Street	St. Stephen's Row
Cheapside	Old Jewry	St Swithin's Lane
Compter Passage	Oxford Court	Threadneedle Street
Cornhill	Pancras Lane	Threadneedle Walk
Crown Court	Panyer Alley	Throgmorton Street
Finch Lane	Paternoster Lane	Trump Street
Foster Lane	Paternoster Square	Walbrook
Frederick's Place	Pope's Head Alley	Warwick Lane
Goldsmith Street	Poultry	Watling Court

Gresham Street	Priest's Court	Watling Street
Grocers' Hall Court	Princes Street	Well Court
Grocers' Hall Courtyard	Prudent Passage	White Hart Street
Groveland Court	Queen Street	Wood Street

Highlighted streets indicates streets that are only partially covered by the BID Boundary.

## What Happens Next?

Businesses across the Cheapside Business Alliance BID area will now be asked to vote 'yes' or 'no' to endorse this BID proposal. This is your opportunity to have a say in the future of your area. The Cheapside Business Alliance BID proposes to enter its third term on the 1<sup>st</sup> April 2025. The City of London Corporation is responsible for managing the ballot process and early in 2025 will send out a ballot paper to each eligible business. Members of the executive team will contact businesses within the BID boundary to discuss the business plan. It is important that each business nominates a named contact who will receive the ballot paper and is authorised to vote on behalf of that organisation.

### ALL YOU NEED TO DO NOW IS:

- Take time to read, understand and consider what this BID proposal means to your business and the wider Cheapside area.
- Your ballot papers will be sent to you ahead of the ballot opening on 16<sup>th</sup> January 2025. Papers will contain all voting procedure information and proxy or replacement paper information.
- All voting papers must be returned by 13<sup>th</sup> February 2025 with the result announced on 14<sup>th</sup> February 2025.
- Voting YES will provide many services and projects to your business and to the area to secure the future potential of the Cheapside area.
- A resulting vote in favour will allow the pledges in this plan to be set in motion with a 5-year term commencing on 1<sup>st</sup> April 2025.

## Contacts:

### BID Director

Zoe Barwick – zoe@incheapside.com

### BID Manager

Ellie Pearce – ellie@incheapside.com

### Senior Marketing & Events Manager

Aidan Lewis – aidan@incheapside.com

### BID Assistant

Matteo Cotta-Ramusino – matteo@incheapside.com

Quotes to be inserted through the designed document:



**Marc Myers, Retail Operations Director, Outlets, Central London and Retail Parks**

**Landsec**

“The past nine years has allowed Cheapside Business Alliance to mature and develop its role within The City. The plan, following what I am sure we all desire, which is a successful renewal ballot in early 2025 will be a more focused approach that will allow business, their visitors and customers stronger more connected allegiances with each other and being able to do so in environment that is attractive and safe and builds on the vital elements of sustainability both in environmental and social. The BID’s work across these important pillars is what business desire and as a landlord within the boundaries of Cheapside Business Alliance the continuation of the progress made across the past two BID terms we believe must be maintained.”

**Sean Ghouse, Director of Retail UK, Fortnum & Mason:**

The Cheapside BID plays an increasingly important role in the functioning and community of the City of London.

The partnerships and collaboration that we are entrusted to develop for the greater good have become respected tools and facilitators within communities, allowing local businesses to invest together and improve their environment. The BID provides additional or improved services, such as safety, cleaning, and environmental measures whilst also it contributes significantly to The City of London’s economic success by ensuring the city remains an attractive place to visit, work, shop and dine in for both domestic footfall and the continued growth in international visitors. In my role as Board Member of the CBA I remain committed to supporting the City to achieve its goals.

**Cheapside Online Learning Platform User:**

I am very thankful to all knowledge I am being offered as it’s helping me progress in my role and build confidence to face new challenges as I grow in my company/ Keep helping people and building better communities.

**Walking tours:**

We both really enjoyed the tour. The guide was outstanding, we were given so many interesting facts. We would definitely look to do another one and am planning on visiting Cheapside gain this year. We travelled from Bedfordshire, but the tour was well worth the expense and travel time.

**Mental Health First Aid Training**

I'd encourage anyone given the opportunity to join this course to take it; it's so important to educate ourselves in pursuit of a better understanding of mental health so that we can properly support and have compassion for those in need.

## Aldgate Connect BID - Draft BID Proposal 2025-2030

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## Welcome from the BID Chair

*As chairman of Aldgate Connect Business Improvement District (BID), I am delighted to present to you our Business Plan for our second 5-year term.*

As we reach the end of our first term, we reflect on the progress and developments made in the local area, and the important role that the BID has played within this. Since launching in 2020, we have delivered ambitious projects and schemes across the local area, investing over £3.6 million back into Aldgate and supporting the local business community. Whether it's exciting place-making and public realm enhancements, delivering safety initiatives for businesses and their workforce, or implementing an extensive calendar of cultural events that put Aldgate on the map, the BID has always remained committed to meeting the needs of you, our business community.

Over the past 5 years our work has been incredibly varied. From providing support and resource to businesses throughout the pandemic, to navigating the 'return to work' and encouraging footfall back to Aldgate. We have continued to adapt to meet the ever-changing needs of our stakeholders and will continue to make this our priority throughout our second term.

We commissioned a forward-looking public realm vision and strategy this term which identified some exciting development opportunities and has created some fantastic projects for the BID to work in partnership. The first of its kind, the strategy showcases key areas for transformation and growth in Aldgate and has been the backbone of much of our public realm work since its adoption. We look forward to building on this further over the next 5 years with some exciting projects in the pipeline.

Collaboration and community have always been at the heart of our work. Operating as a cross-borough BID – straddling both City of London and Tower Hamlets – creates a unique opportunity for partnership building and connectivity across London, ensuring we are all collectively driving forward Aldgate's transformation and growth. We pride ourselves on having built fantastic relationships with our communities across Aldgate, the City of London Corporation, Tower Hamlets, key London institutions, and our business community, allowing us to deliver some truly innovative schemes together.

Our second term will see even more collaboration across the local area. We will continue to partner with the other City BIDs, utilising our wide-reaching networks and resources to champion continued economic growth and progress across London. The proposal to alter the boundary sees more hospitality and retail and new streets and walkways come into the BID. We look forward to welcoming these businesses into the BID.

Throughout this Business Plan you will see just some of the BID's incredible achievements over the past 5 years, as well as a robust outline of our progressive plans for a second five-year term. As you will quickly gather, Aldgate Connect BID has always looked to push the boundaries and promote Aldgate as a creative, innovative, and attractive corner of London. We will look to continue this narrative, ensuring that the district's potential is achieved over the next 5 years.

Whilst much has been achieved in our first term, our work is not done. A second term will see the delivery of more ambitious and innovative projects, as we extend the BID boundary and look to support more businesses and communities than ever before. I am immensely proud to have been involved in such an exciting first term for the Aldgate Connect BID and I look forward to continuing our work together, ensuring that Aldgate remains an appealing, connected, safer, and welcoming place for all.

**Liam Hayes**

**Aldgate Connect BID Board Chair**

## Aldgate Connect BID in focus – Strategic Context

As a cross-borough BID, we are proposed by both the local business community and the City of London Corporation. Collaboration with the City Corporation and Tower Hamlets is a central component to our strategy and governance. The Aldgate Connect BID will continue to be a key driver delivering and partnering on improvements and enhancements to make Aldgate a more appealing, connected, safer, and welcoming place for all.

We provide a hyperlocal focus and well placed to provide a joint approach to the wider ambitions of the City of London and Tower Hamlets and both their Corporate Plan (2023-2029) and Strategic Plan (2022-206) agendas.

The City of London Corporation provides overall strategic leadership for the Square Mile, focussed on achieving the outcomes set out in its new Corporate Plan:

- Vibrant, Thriving Destination.
- Diverse, Engaged Communities.
- Dynamic Economic Growth.
- Providing Excellent Services
- Leading Sustainable Environment.
- Flourishing Public Spaces.

There was an appetite from the City Corporation for Aldgate Connect to explore including neighbouring areas that were not covered by the Eastern City BID. Our proposal to extend the district boundary will bring in approximately 48 new businesses and strengthens the hospitality and leisure mix in the BID. The boundary extension includes the City of London areas to the south of Bishopsgate, Devonshire Square, the Crescent and Tower Hill Gardens. This new injection of leisure industry sits well with the City Corporation's wider vision around promoting a vibrant and thriving destination and ground floor use.

The BID will play a positive role in supporting Tower Hamlets' strategic plan and the Partnership Plan launched in 2023 by fostering a collaborative environment among businesses, the local authority and community stakeholders including residents. Through its partnership and funding, the BID will focus on enhancing economic vitality, supporting vulnerability through service providers and volunteering, improving public spaces for residents and workers, and creating a more attractive and secure urban environment. The BID will support shared priorities such as boosting tourism, Petticoat Lane, supporting local enterprise and culture, fostering social cohesion, ultimately contributing to the borough's long-term growth and resilience.

With over 350 BIDs across the UK, 70 BIDs across London, 5 in the City of London, they continue to play an important role in ensuring their area's vibrancy and supporting regeneration. BIDs are a proven to be vehicle of change. The continuation of the BID for Aldgate, ensures the area keeps pace as London continues to grow.

## Commitment to our communities – partnership and purpose

As a BID, we primarily work on behalf of the business community in Aldgate, however our activity and purpose does not begin and end there. We are committed to welcoming everyone to Aldgate. This means the BID plays a vital role in bringing businesses, residents, non-profit organisations, community groups and public sector partners together - we understand that the best outcomes are achieved when we work collaboratively.

Our business community is increasingly engaged with social impact and local economic regeneration agendas. Our work is varied and impactful, ranging from greening and air quality projects, to wellbeing, training, and employment initiatives. We facilitate meaningful business contribution to the local area, providing our business community with opportunities for engagement and involvement, building pride and delivering tangible benefits to both the businesses and the communities we are all proud to be part of.

### **Activation of Aldgate Square**

Green spaces in urban areas are vital to the wellbeing of those who work, live and play here, and the City Corporation's transformative change of Aldgate Square from a congested road to award-winning open space has been a key pillar in the development of Aldgate.

The BID has ensured the space remains well-used all year-round through a calendar of activations, including the BID's Aldgate Sounds live music performances, Aldgate in Winter Festival, Sculpture in the City installations, summer community fetes and more. We hope to be able to continue activating this area and act as the guardian of the Square in the next term.

### **Putting Petticoat Lane on the map**

The Petticoat Lane area remains one of London's most iconic and historic destinations, with the Sunday market bringing visitors to the area since the 1650s. The BID has engaged closely with the City Corporation and Tower Hamlets, traders and residents to develop a Petticoat Lane Activation Strategy to continue to put the area on the map and promote its unique offering. This led the way for the development of a visual identity and eventually the first digital presence for the area. We hope to be able to continue building on our digital strategy in the coming years, building our audience and promoting Petticoat Lane as a must-visit London destination.

During the pandemic, the BID established an outdoor dining quarter, allowing Petticoat Lane's hospitality businesses to continue trading and creating a space for community events and activations throughout the years adhering to the guidelines that were put in place. This was a fantastic scheme and allowed the businesses to maintain trading.

### **Aldgate's hospitality, leisure and cultural industries**

We acknowledge the importance of the hospitality, leisure and cultural industries in Aldgate as this is what makes it unique. The BID has supported these industries by locking spend into the area through initiatives such as the In The City App, the City Gift Card, and promotion of the local offer through our own and wider partner channels.

The BID has also continued to support access to the arts, through funding of Whitechapel Gallery's youth collective, and The Living Studio experience, which brought a free creative maker space into the gallery. Meanwhile, our free walking tours for hotel staff provided vital knowledge of the local area to new

concierge workers, giving them the confidence to share local recommendations and information to their guests.

In our second term, we will continue to be champions for our leisure and hospitality industries, with a stronger sector offer in the extension.

### **Vine Street Character Area**

The BID has worked in partnership with the City Corporation and key stakeholders to put Vine Street on the agenda and work towards improvement and activation of this key spot. Here, in our Public Realm Vision & Strategy publication, Vine Street and its surroundings (America Square & the Crescent) were established as a Key Character Area to create a North-South connection in Aldgate.

The BID ensured the areas inclusion in the City Corporation's City Plan 2040 at the consultation stage, resulting in its recent inclusion in the 'Healthy Streets' programme. The BID continues to build upon this through match funding committed to the City Corporation's Community Infrastructure Levy Neighbourhood Fund. This includes design development for the bridge, creation of a community engagement site, and temporary placemaking through creative and sporting installations.

Next term, we hope to be able to continue building up this key character area, bringing more life into the streets. ensured

### **Supporting the most vulnerable**

The BID acknowledges that the Aldgate area is home to some of the most vulnerable communities in London, therefore we have formed key partnerships to help support those who need it most.

Through the BID's funding the leading local homeless charity Providence Row was able to expand the services of their Welcome Area and Resource Centre, to continue meeting the immediate needs of service users and provide focused care for those experiencing homelessness in the area. We also supported their hot meals food provision which acts as a gateway into the rehabilitation journey off the streets.

The BID continues to support the local foodbank, Food for Aldgate, by providing it with a digital presence and supporting the brokering of local business donations and volunteering opportunities.

The BID responded to the rising cost of living crisis by supporting Toynbee Hall's vital Cost of Living support centre. The centre provides advice and recommendations to those affected by the rising costs across the City of London and Tower Hamlets.

Next term we hope to be able to continue our partnerships with these pillar organisations in our community and forging new relationships with those in the extension area.

## **Our Achievements to Date**

- £3.9M invested over 5 years

- Developed and published the first cross-borough Public Realm Vision & Strategy for Aldgate, establishing a dynamic list of strategic interventions to achieve a shared vision for the diverse district.
- In The City App\*
  - 2,982 app users.
  - 147 businesses & organisations registered.
  - 135 offers & discounts promoted.
  - 317 events showcased.
- Environmental & cleansing issues reporting and visitor welcome service through the Aldgate Ambassador scheme\*
  - 46,087 visitors welcomed
  - 1,206 business visits undertaken
  - 13,821 cleansing & waste issues reported
  - 1,774 environmental issues reported
- City Gift Card\*
  - £81,741 total purchases, invested back into local businesses
  - 3,419 Cards in circulation
- BID's Digital Channels\*
  - Over 20,000 Website visits since it's re-launch
  - 3,637 total audience across Instagram, X and LinkedIn
  - 5.16% average engagement rate
  - 1,151 newsletter subscribers
- Supporting the most vulnerable
  - Through Providence Row's Welcome Area supporting approx. 1,200 people a year, as well as approx. 8,000 freshly cooked meals a year through their Resource Centre.
  - Supported the London Walk raising £100,000 for homelessness charities.
  - Facilitated local volunteering and donations to the local Food for Aldgate foodbank.
  - 867 people supported through Cost of Living and dept advice service
- 9 creative sculptural placemaking installations through London Festival or Architecture and Sculpture in the City
- Aldgate district awarded London in Bloom Silver Gilt prize



- Around £52,000 invested back through the Aldgate Community Fund, towards 15 local community projects.
- Seasonal Public Events:
  - 5 editions of Aldgate in Winter Festival delivered, to average of over 1,000 participants each year
  - 3 editions of Aldgate Egg Hunt, with over 800 participants and 590 donated eggs to Food for Aldgate.
- 4 creative floats in the Lord Mayor's Show, with over 60 student, parent and community participants in the show.
- 31 Aldgate Gardening Club workshops, to a total of approx. 310 participants.
- Funded Mental Health First Aider training for 48 local workers.
- Over 24 neighbourhood tours for new hospitality concierge staff.
- Supported access to the arts through Whitechapel Gallery, with approx. over 230,000 participants attending BID funded exhibitions and workshops.
- 20,000 'Experience Aldgate' Area Guides distributed including office lobbies, leisure hotspots, transport hubs, galleries and visitor centres.
- Aligned our core delivery themes to 13 of the United Nations Sustainable Development Goals.
- Installed the City's first Padel court.

*\*Statistics based on the period from April 2020 until July 2024.*

## Our Plan for the Next 5 Years

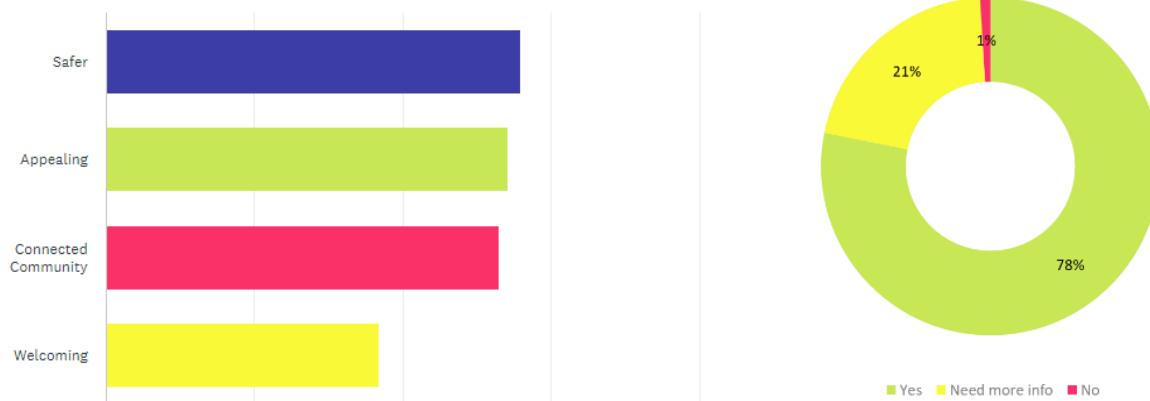
### What you said:

Our plan for the next 5 years has been prepared with projects and programmes that are important to you and your business.

To help shape this Business Plan, we undertook a comprehensive engagement exercise in the form of a Perception Analysis, including those in the proposed extension area, ensuring your priorities and business needs are included in our planned work. Your views underpin all the activities of the BID and have been included throughout this document.

When asked to rank the importance of our Key Strategic Aims to them and their businesses, our Safer theme was highlighted as most important, followed closely by Appealing and Connected Community. We had a strong response rate from our extension business which was really promising giving a new flavour to our strategy.

Encouragingly, a large majority of respondents indicated that they were in favour of the BID continuing for a second 5-year term.



### Our Key Strategic Aims for 2025 – 2030:

- Making the district more **appealing**: To establish Aldgate in its iconic location as a well-connected, cohesive community known for its intricate network of green spaces, and celebration of its unique artistic and culture heritage.
- Creating a **connected** community: To bring joy to the people of Aldgate; promoting inclusive and sustainable prosperity, supporting equality of opportunities for SMEs and local people.
- Shaping a **safer** Aldgate: Through partnership and collaboration, enhance safety and resilience in the area and the people within; building programmes to support those in need and enhance the sense of wellbeing in the district.
- **Welcoming** people in: Aldgate thrives as a strong, dynamic, and entrepreneurial area attracting visitors, residents and businesses. It continues to grow as a hotbed for new and emerging talent

and opportunity.

## Making the district more appealing

The Aldgate Connect Public Realm Vision & Strategy identified four key character areas of focus and a shared vision for a cohesive area. Working with our local authorities' partners and other stakeholders across the footprint, the BID will deliver strategic place making interventions, look at public infrastructure improvements and do community projects across the district. Within this theme, we will be focusing on making the area cleaner, greener, and more enjoyable for all.

Whether it's activating Aldgate's green and open spaces with cultural events, reporting on-street cleansing and environmental issues through dedicated area ambassadors, adopting a hot spot cleansing programme, or representing business priorities for major public realm enhancements, we're focused on delivering initiatives that encourage more people to Aldgate ultimately providing a sustainable environment that supports everyone's wellbeing.

Expanding the boundary offers us new gateways, allowing the BID to be accessed from new routes and destinations such as Devonshire Square and to the south, to have a closer relationship with the Tower Hill and Tower of London.

### What you said:

Lack of green spaces (52%) and cleansing & cleanliness (48%) were highlighted as the biggest concerns for the Aldgate area. This was further reflected when asked what the BID should focus their support on within this theme, with the business community placing environmental & cleansing improvements as their core priority. Supporting increased greening and planting across Aldgate were also recognised as a key focus, followed by general enhancement of the public realm and placemaking. These were the top four priorities as voted by you:



### Our Objectives and Actions for Next Term:

#### Implementing the Aldgate Connect Public Realm Vision & Strategy

The strategy identified 4 key opportunity areas and a set of principles for its public realm vision and place-making in the first term. We will work in collaboration with our local authorities and community, to deliver on key highlighted projects such as the Vine Street character area, improvements to railway

bridges and gateways, and Petticoat Lane enhancements. We will also use this adopted blueprint when responding to planning applications for the area, giving local businesses a voice in major decisions.

### **Enhance and enrich public space**

We will enhance and enrich Aldgate's existing public spaces through temporary events, pop ups, and activations that bring the public realm to life. Aldgate Square, Mallon Gardens, Braham Street Park have all been identified as special areas of activation. We'll explore creative ways to develop welcoming, multi-purpose spaces across the area.

### **On-street cleansing support**

Working with the local authorities across the footprint, we'll continue to report on-street issues including waste removal requirements, damages or hazards, and obstructions like dockless bikes and scooters. In our first year, we'll work with both the City Corporation and Tower Hamlets to understand where a supplemented cleansing programme is needed. We will then work with these recommendations through the BID term.

### **Champion climate action together**

We will support a greener, more biodiverse environment through programmes that have a positive impact locally on the climate crisis. We will work with the City's Climate Action Strategy and encourage joint learning and best practice on reaching climate change targets. We will explore cycle friendly schemes, behaviour change campaigns, bike marking and cycle confident activities, whilst also exploring more secure bike storage solutions.

### **Continued Principles and Projects:**

- Partner with the local authorities on joint objectives from key documents such as, Climate Action Strategy, the City Plan 2040 and Tower Hamlets Local Plan 2031.
- Promote an accessible, sustainable, and inclusive environment.
- Utilise the Aldgate Ambassadors to support with on-street cleansing issues.
- Bring public art to Aldgate's streets.

## **Creating a connected community**

Aldgate is known for its inclusive community and being a place that welcomes everyone. Sustainable neighbourhoods rely on community cohesion and togetherness.

Our connected communities theme looks at the betterment of the local community, supporting local people, businesses and everyone in between through an inclusive environment. The BID is committed to ensuring Aldgate's business and resident communities have opportunities for growth and our activities bring joy to those that live, work, and play here.

Aligning our programme objectives to wider social impact goals like those in the City's Corporate Plan around diverse communities and engaged communities and other ESG measurement tools will enable us to maximise value from our resources. From bringing happiness to the streets through co-created community events to delivering employability schemes for local businesses to connect with young

people; the BID's impact in this area is designed to create a more prosperous society through opportunity, health and wellbeing.

### What You Said:

Within this theme, businesses highlighted community events & activations as a key priority for the next 5 years. This was closely followed by wellbeing initiatives and schemes. Businesses also want to see an increase in support for local charities and greater volunteering opportunities, as well as more networking events. The majority of the respondents indicated that they would like to get more involved in the local community, through supporting non-profit organisations and creation of a business-to-business network. These were the top four priorities as voted by you:



### Our Objectives and Actions for Next Term:

#### Health & wellbeing

The BID will focus on delivering an annual calendar of free health and wellbeing opportunities for local workers and communities to benefit from. We will focus on initiatives that create inclusive, accessible, and safe spaces for all, for example creating more Mental Health First Aiders in the footprint, more wellbeing workshops and having awareness of different abilities and neurodivergence when hosting events and promoting activities.

#### Connecting our thriving communities

We'll create more opportunities for networking, delivering free community events, workshops, and talks for local businesses and wider community to take part in. This hopes to create an open space for information sharing, knowledge exchange, and an exploration of new partnerships across Aldgate.

#### Employability and upskilling

The Aldgate footprint is home to the top 20% most deprived communities in the whole of the UK. Within this context, the BID wants to ensure as many people as possible have access to employment and development opportunities. We will deliver and support programmes that are aimed to create opportunities for those who need it most. We will look to champion connections between businesses, local schools and young people, helping to provide work experience and career opportunities.

#### Volunteering and responsible business

Aldgate Connect BID | [aldgateconnect.london](https://aldgateconnect.london) | @AldgateConnect

We will support our local businesses and workers with their responsible business objectives and initiatives, offering more volunteering opportunities for staff, connecting businesses with non-profit organisations and bringing genuine value and positive change to the local community of Aldgate.

### **One voice for Aldgate**

The BID will ensure that the collective voice of Aldgate is heard. We'll work with our local authorities on consultations and planning applications to ensure businesses can give their feedback. We'll also continue to build connections with major partners across London, ensuring Aldgate is represented on a local and national scale.

### **Continued Principles and Projects:**

- Deliver the Aldgate Community Fund, investing directly into local charities and community projects.
- Promote volunteering opportunities to our business community and broker connections with local charities and community organisations.
- Deliver the seasonal firm favourites, including the Aldgate Egg Hunt, Summer in Aldgate programme, and Aldgate in Winter Festival.
- Facilitate wider networking opportunities through partnership working with the City BIDs.
- Run our highly popular Aldgate Gardening Club, supporting the wellbeing of our local workers and residents.
- Continue partnership working with the other core programmes operating within the Aldgate area including City Corporation's City Belonging Project.

## Shaping a safer Aldgate

Through strong partnerships with City of London, London Metropolitan and British Transport Police forces, Transport for London, and the local authorities, Aldgate Connect BID is committed to shaping a safer area.

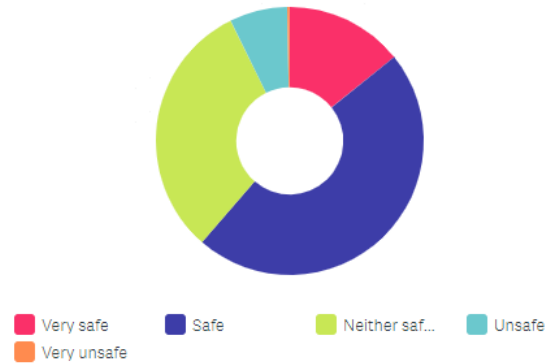
This theme supports community safety and business resilience across Aldgate and its neighbouring areas. Over the past 5 years this has included free business safety training opportunities, bike safety hubs, night safety schemes, food poverty support programmes and providing support for homelessness servicers in the area.

The BID also acknowledges the huge role it plays in supporting the most vulnerable within our communities. Our work with local organisations and services helps to ensure those people get the support they need. Education around the response to homelessness and rough sleeping will also play a part in our activity going forward. The local authorities have rough sleeping strategies that will guide theme.

### **What You Said:**

It was encouraging to see that 61% of respondents felt either safe or very safe in Aldgate, with only 7% stating they feel unsafe. The business community have asked the BID to look at further support for those facing homelessness in the local area. The business community would also like to see more support for

those facing food poverty in Aldgate and surrounding areas, as well as more crime reduction training and initiatives for staff.



These were the top four priorities for the next 5 years:



### Our Objectives and Actions for Next Term:

#### Rough sleeping support

We will look to increase our support for local organisations and services that help those facing homelessness in Aldgate. In line with the local authorities, we'll look to additional provision which hopes to drive forward sustainable mechanisms for rehabilitation. We will host information sessions for our businesses to meet the local authorities and servicers and hear on strategies for rough sleeping, so businesses feel equipped with knowledge to know how to best support those in need.

#### Community safety and night-time economy

We'll build on our successful partnerships with local authorities, City of London Police and the Metropolitan Police to deliver a wide range of effective safety initiatives for businesses, workers, and residents. This includes initiatives, such as night-time safety schemes like Ask for Angela, phone snatching deterrents, training to tackle Violence Against Women & Girls (VAWG), cycle safety & security programmes, and more.

#### Supporting the local essential needs

The BID will look to support the critical needs for those facing food poverty and affected by the cost-of-living crisis in our communities. Partnering with local food distribution organisations and schemes, we aim to ensure our communities get access to the services they need.

### **Business crime reduction**

We want to ensure local businesses and their staff remain safe when working and travelling through Aldgate. We will deliver sector specific training on topics such as retail theft, lone worker policies, and night-time worker support, as well as cyber-crime. We'll also help to signpost existing schemes and provisions that offer free business training or upskilling.

### **Continued Principles and Projects:**

- Partner with local authorities, organisations, and service providers to promote safety support opportunities to local businesses, residents, and workers.
- Share real-time alerts and updates, as well as important news, to security personnel and workers across Aldgate.
- Partner with organisations, such as Providence Row, to provide immediate care and crisis support for those facing homelessness.
- Run our quarterly Safe & Secure Steering Group, bringing together the local authorities and local businesses to improve information sharing.
- Work towards improving the safety of our target hotspot areas, such as Braham St Park.

### **Welcoming people in**

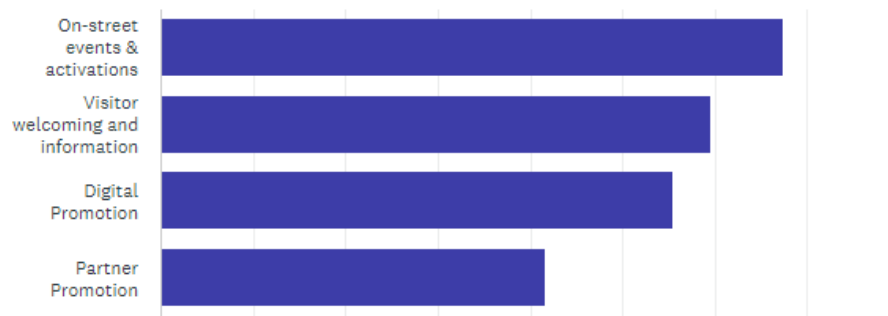
Our Welcoming focus strategic theme strives to promote Aldgate as a unique world class destination in London, ensuring effective marketing and promotion of the area's eclectic offering. Through extensive digital and physical marketing and communications, we promote Aldgate as a leading place to live, work, and visit. From local spend and loyalty schemes, to area guides, walking tours, seasonal campaigns and much more, the BID is committed to championing the local area and all it has to offer.

Our strategic partnerships help to ensure Aldgate is showcased on a local, national, and international level. We work to ensure Aldgate remains a welcoming, inviting, and inclusive place for all who live, work, and visit the area.

### **What you said:**

Respondents highlighted that free public events & entertainment and better knowledge of the existing local offering are the top ways that would encourage them to spend more time in the Aldgate. This was reflected when asked about their top priority for the BID, where on-street events & activations and a visitor welcome & information service were highlighted as most important to the business community. This was closely followed by an increase in digital promotion and partnership promotion & marketing.





## Our Objectives and Actions for Next Term:

### Annual events calendar

The BID will deliver an extensive calendar of events, activations, and cultural celebrations to promote Aldgate and drive footfall to the area. Building on the successes of our large-scale events and experiences, we'll implement a programme of free activities throughout the year to encourage workers, residents and visitors to enjoy and explore the area.

### Putting Aldgate on the map

We'll invest in partnerships and publications that help to promote Aldgate on a local, national, and international scale. We'll create opportunities to promote the area's unique offering and the businesses within it. We will also ensure Aldgate is represented at national tourism conferences, major local authority consultations, and any other media or destination marketing opportunities.

### Locking spend into the area

We want to deliver projects that have tangible economic benefits for our business community. That's why we'll explore projects that lock spend in the area and encourage long term spending in Aldgate. Our City Gift Card scheme has already reinvested over £81,000 back into local businesses; we'll continue to build on this success and explore similar initiatives and projects that drive economic growth. This area of marketing and promotion will be important for the new hospitality and leisure mix in the extension.

### Aldgate walks, talks & trails

To help improve visitor and employee knowledge and understanding of Aldgate's incredible offering, we'll look to deliver a programme of walks, talks, and trails. These activities will encourage greater exploration of Aldgate, improve staff retention and give visitors the tools they need to make the most of this iconic corner of London.

## Continued Principles and Projects:

- Work with the Destination City programme to promote growth and a vibrant area.
- Run the Aldgate Ambassador programme to welcome visitors to the area and help guide people to explore what's on offer.
- Publish Aldgate area guides and maps.

- Utilise the BID's digital channels as a hub for promoting local events, news, activities, and business updates.
- Deliver a digital loyalty programme and the City Gift Card schemes across Aldgate and beyond for local workers, visitors and residents.
- Run regular walking tours for new hospitality concierge staff to build their knowledge of the local area.
- Run our quarterly Culture & Communities Steering Group, allowing for partnership working and cross-promotion of key BID initiatives.

## BID Governance & Levy Rules

### **BID MANAGEMENT AND GOVERNANCE**

The Aldgate Connect BID will operate as a cross boundary initiative covering wards of both the London Borough of Tower Hamlets and of the City of London Corporation.

Aldgate Connect BID is proposing an alteration ballot to the north and the south of the existing boundary within the City of London Corporation (see plan below).

The City Corporation will remain as the BID body and BID proposer for the portion of BID that is governed by the Corporation, formally retaining accountability for the BID for the City Corporation. The Aldgate Business Partnership (TAP) is currently in place with Board Directors from the levy paying community and is the managing agent responsible for ensuring the coordination and implementation of the Business Plan for the BID's first term.

Subject to a successful ballot outcome in 2025, the City Corporation will appoint TAP, a not for profit company, limited by guarantee and they will act as a management agent delivering the Business Plan 2025-2030. A contractual agreement will be made between the City Corporation and the Aldgate Connect BID (TAP) to enable the businesses to shape and influence delivery of the Business Plan and spending decisions in line with objectives.

The BID (TAP) will draw down the BID levy from the City Corporation and Tower Hamlets on a monthly basis, enabling them to implement robust and transparent financial controls on all income and expenditure, all subject to an annual audit and published for approval at the BID's AGM.

### **THE BID BOARD**

The Aldgate Connect BID Board will be made up of 10-12 director-level representatives from the different sectors that make up the BID levy paying community across both local authorities, to ensure balanced representation around the table, and this will include a property owner. Observers will be invited from the other key stakeholders. Once the board has been elected a chair and vice-chair will be appointed. The chairperson will be nominated by the Board on a 2-year basis. They will meet quarterly. In addition, several steering groups will continue to shape and influence the day-to-day delivery of the BID's activities, represented by business levy payers and the wider stakeholder community. A Property Owners group will also be established and we will seek to lever in voluntary contributions to support the BID's activities.

The Board Directors will invite elected Members, supported by an officer from the local authorities to become observers at the Board.

### **EXECUTIVE TEAM**

The day to day management will be undertaken by a BID CEO/Director, supported by a wider executive team, appointed by the BID Board. Staffing costs will first be met by the voluntary contributions.

### **BASELINES**

It is important that the activities of the BID represent added value over and above the public services already provided in the area. For this reason, a statement of baseline services will be prepared to define the levels of service provided by the local authorities, avoid duplication and ensure additionality.

## **BID LEVY EXPLAINED**

Business Improvement Districts (BIDs) are business led collectives developed to improve a geographically specific area. They come into being with when a majority “yes” vote is achieved both on number of votes and aggregate rateable value from the business community. The BID process is governed by The Business Improvement Districts (England) Regulations 2004 and as such, once a majority vote has been achieved, the BID levy becomes mandatory for all defined ratepayers.

Aldgate Connect BID proposes a levy as per the table below charged to all eligible hereditaments (rateable business units) within the BID area with a rateable value equal to or greater than £130,000.

### **Paying the levy (BID levy rules)**

1. The term of the BID will be for a period of 5 years from 1st April 2025 to 31st March 2030.
2. The BID levy will be based upon the rateable value in effect on 31<sup>st</sup> March 2025.
3. Hereditaments that come into the rating list during the BID term will be subject to the BID levy from the effective date that it's brought into the rating list and the rateable value effective at that time. Future Valuation List amendments will not be taken into account in calculating the BID levy unless the property is deleted from the Valuation List.
4. The BID levy of 1% will be applied to all hereditaments with a rateable value equal to or greater than £130,000.
5. The levy per hereditament will be capped at £10,000 with no inflation applied for the term of the BID.
6. The BID levy will be calculated based on a daily charge.
7. Ratepayers in receipt of mandatory charitable relief from business rates on their hereditaments will have an 80% relief on their BID levy.
8. A ratepayer will be liable to pay the BID levy on an unoccupied hereditament without any void period or reduction in the BID levy.
9. No other rates relief for empty buildings will be applied. The landlord will pay the levy in absence of an occupier.
10. There will be no VAT charged on the BID levy.

11. BID levy will be charged in advance in full for a year. Refunds may be due if the liable account holder moves out midway through the financial year. The new liable party will be billed from when they enter the Rates system with the local authority.
12. BID levy operates independently of the Business Rates. The BID levy will be applied irrespective of the property or hereditament status.

#### **INVESTMENT CREATED BY THE BID**

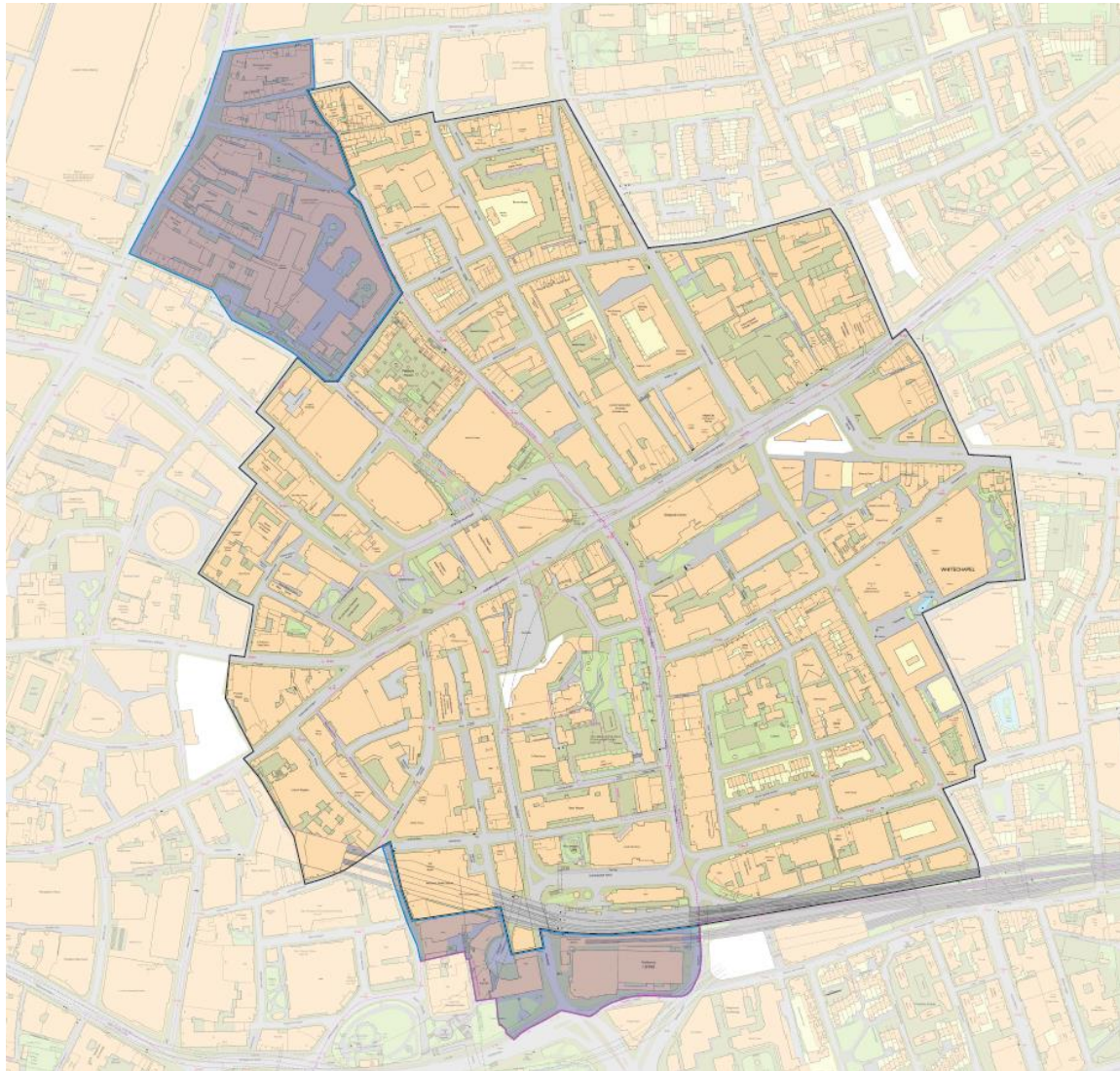
It is anticipated that Aldgate Connect BID will generate approximately £6,794,801 over the lifetime of the BID term. In addition, BID Board and Executive team will endeavour to increase the budget through grants and other sources of income.

#### **THE CLOSED YEAR RULE**

Where the hereditament is deleted and removed from the Valuation List, any resulting credit will only be refunded for the year in which the Valuation Office Agency notify the Local Authority of the deletion. Previous years will not be refunded.



## BID Boundary & List of Streets



Key: Light purple – Aldgate BID extension

### List of Streets:

#### Within Current Boundary

Artillery Lane	Part	Jewry Street	All
Aldgate	All	Leadenhall Street	Part
Aldgate High Street	All	Leman Street	Part
Alie Street	All	Leyden Street	All
America Square	All	Little Somerset Street	All
Angel Alley	All	Lloyd's Avenue	All
Artillery Passage	All	Locke Way	All
Artizan Street	All	Magdalen Passage	All
Bell Lane	All	Mannigtree Street	All
Bevis Marks	Part	Mansell Street	Part

Braham Street	All	Middlesex Street	Part
Brune Street	All	Minories	All
Buckle Street	All	Mitre Square	All
Bury Street	Part	Mitre Passage	All
Camperdown Street	All	Mitre Street	All
Canter Way	All	New Drum Street	All
Carlisle Avenue	All	New Goulston Street	All
Chamber Street	All	North Tenter Street	All
Clothier Street	All	Northumberland Alley	All
Cobb Street	All	Old Castle Street	All
Commercial Road	Part	Osborn Street	Part
Commercial Street	Part	Parliament Court	All
Cooper's Row	Part	Piazza Walk	Part
Creechurch Lane	Part	Plough Street	All
Creechurch Place	All	Pomell Way	All
Crescent	Part	Portsoken Street	All
Crinoline Mews	All	Prescot Street	All
Crispin Street	Part	Rangoon Street	All
Crosswall	All	Rose Court	All
Crutched Friars	Part	Sandy's Row	Part
Cutler Street	Part	Saracen's Head Yard	All
Duke's Place	All	Scarborough Street	All
East Tenter Street	All	South Tenter Street	All
Fenchurch Buildings	Part	St Botolph Row	All
Fenchurch Street	Part	St Botolph Street	All
French Ordinary Court	Part	St Clare Street	All
Frying Pan Alley	All	St James's Passage	All
Golden Fleece Court	All	St Katherines Row	Part
Goodman's Court	All	St Mark Street	All
Goodman's Stile	All	Stable Walk	Part
Goodmans Yard	All	Stoney Lane	All
Goring Street	All	Strype Street	All
Goulston Street	All	Sugar Bakers Court	All
Gower's Walk	Part	Tenter Ground	All
Gravel Lane	All	Tenter Passage	All
Gunthorpe Street	All	Toynbee Street	All
Half Moon Passage	All	Tyne Street	All
Hammett Street	Part	Vine Street	All
Harrow Place	Part	Wentworth Street	All
Hartshorn Alley	All	West Tenter Street	All
Haydon Street	All	White Church Lane	Part
Heneage Lane	All	White Kennett Street	All
Hooper Street	Part	Whitechapel High Street	Part
Houndsditch	Part	White's Row	All
India Street	All	Yeomans Yard	All

**Within the Extension Area**

Artillery Lane	Part	Harrow Place	Part
Bishopsgate	Part	Mansell Street	Part
Brushfield Street	Part	Middlesex Street	Part
Catherine Wheel Alley	All	Minories	Part
Cock Hill	All	New Street	All
Cooper's Row	Part	Rose Alley	All
Crescent	Part	Sandy's Row	Part
Cutler Street	Part	Shorter Street	Part
Devonshire Row	Part	Tower Hill	Part
Devonshire Square	Part	Victoria Avenue	All
Fort Street	All	Widegate Street	All
Hammett Street	Part		



## BID Budget

<b>INCOME</b>	<b>25/26 £</b>	<b>26/27 £</b>	<b>27/28 £</b>	<b>28/29 £</b>	<b>29/30 £</b>	<b>TOTAL £</b>	<b>% OF TOTAL</b>
Levy Income (assumed at 95% collection rate)	1,262,675	1,285,463	1,308,806	1,331,924	1,355,932	6,544,801	96%
Voluntary Contributions	50,000	50,000	50,000	50,000	50,000	250,000	4%
<b>Total</b>	<b>1,312,675</b>	<b>1,335,463</b>	<b>1,358,806</b>	<b>1,381,924</b>	<b>1,405,932</b>	<b>6,794,801</b>	<b>100%</b>
Appealing District	315,042	320,511	326,114	331,662	337,424	1,630,752	24%
Welcoming People in	236,282	240,383	244,585	248,746	253,068	1,223,064	18%
Safer Aldgate	249,408	253,738	258,173	262,566	267,127	1,291,012	19%
Connected Community	196,901	200,319	203,821	207,289	210,890	1,019,220	15%
Staffing & Overheads	249,408	253,738	258,173	262,566	267,127	1,291,012	19%
Contingency	65,634	66,773	67,940	69,096	70,297	339,740	5%
	<b>1,312,675</b>	<b>1,335,463</b>	<b>1,358,806</b>	<b>1,381,924</b>	<b>1,405,932</b>	<b>6,794,801</b>	<b>100%</b>

## What happens next?

Businesses across the Aldgate Connect BID area will now be asked to vote 'yes' or 'no' to endorse this BID proposal. This is your opportunity to have a say in the future of your area. The Aldgate Connect BID proposes to enter its second term on the 1<sup>st</sup> April 2025.

The City of London Corporation is responsible for managing the ballot process and early in 2025 will send out a ballot paper to each eligible business. Members of the BID team will contact businesses within the new BID boundary to discuss the business plan. It is important that each business nominates a named contact who will receive the ballot paper and is authorised to vote on behalf of that organisation.

### ALL YOU NEED TO DO NOW IS:

- Take time to read, understand and consider what this BID proposal means to your business and the wider Aldgate area;
- Your ballot papers will be sent to you ahead of the ballot opening on 16<sup>th</sup> January 2025. Papers will contain all voting procedure information and proxy or replacement paper information;
- All voting papers must be returned by 13<sup>th</sup> February 2025 with the result announced on 14<sup>th</sup> February 2025.
- Remember voting YES will provide many services and projects to your business and to the area to secure the future potential of the Aldgate area;
- A resulting vote in favour will allow the pledges in this plan to be set in motion with a 5 year term commencing on 1<sup>st</sup> April 2025.

## Contacts

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**Izabella Kasinska – Project Manager**

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**Matteo Cotta Ramusino – BID Assistant**

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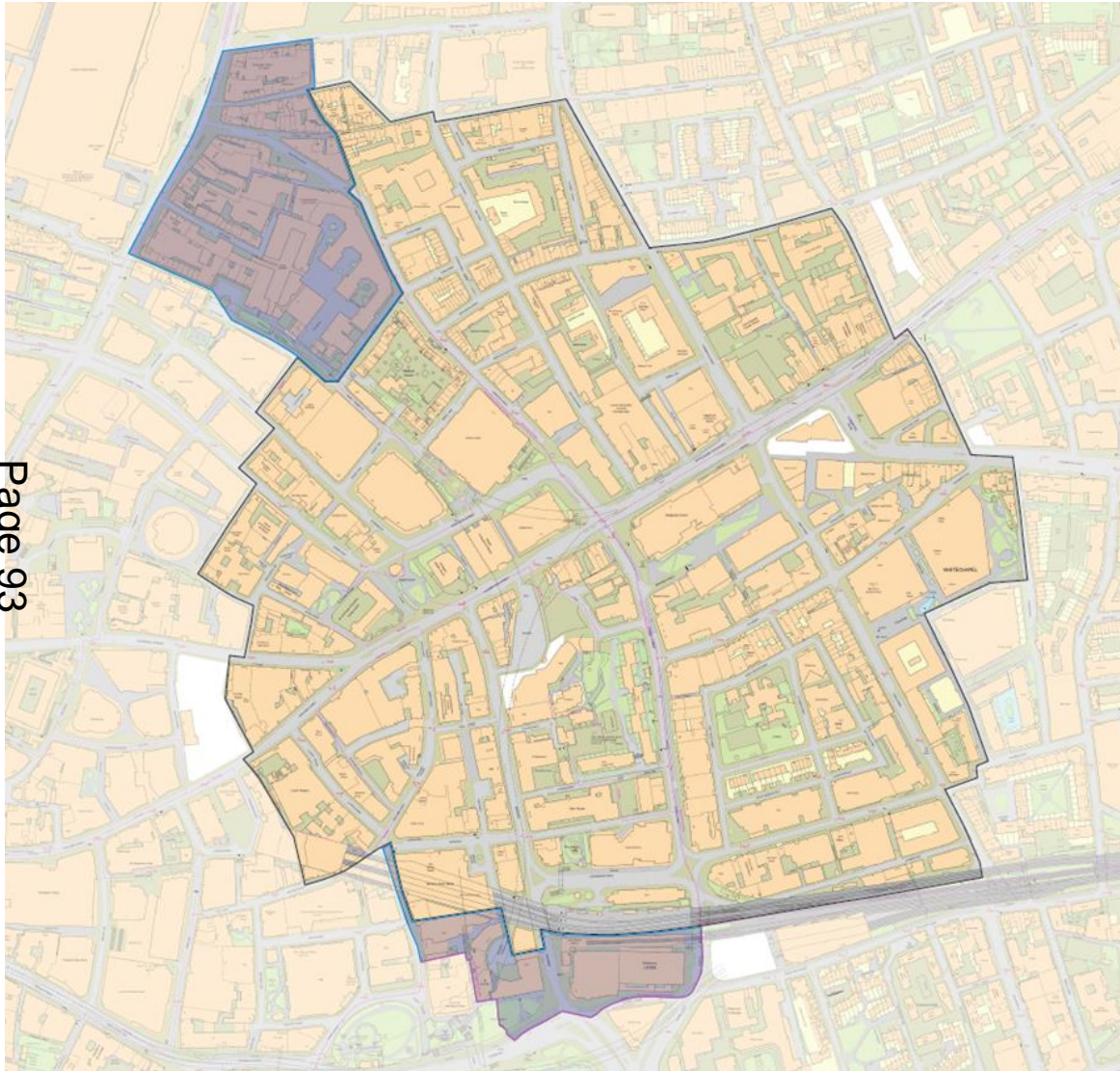
**Appendix: Supplementary information to be inserted throughout the document.**

**Quotes:**

- Maddie Newell, Marketing Manager at The Shipowners' Club  
"I volunteered at the Aldgate in Winter Festival in December 2022 along with one of my colleagues. We both thoroughly enjoyed our time helping at the local school, sticking lanterns together which the children had made. I felt lucky to be able to experience this volunteering opportunity which was so expertly organised by Aldgate Connect BID. They have plenty of volunteering initiatives throughout the year to suit people's different needs, making it easy to participate and help where and when you can. I look forward to the next Aldgate in Winter Festival and volunteering more in the future."
- Julie Tucker, PR & Corporate Social Responsibility Manager at BE Offices  
"The work of the Aldgate Connect BID is so all-encompassing and far-reaching that there cannot be an individual, community or business within the BID area who has not knowingly or unwittingly benefitted in some way from at least one of the myriad BID initiatives, events or ongoing programmes in the area. I'm exceptionally proud to work with such an excellent team of committed individuals."
- Ben Champion, Head of Commercial and Operations at Toynbee Hall  
"Toynbee Hall has been supportive of -and supported by- Aldgate Connect since its inception. It is a fantastic organisation that really brings the community and businesses together to make a difference for Aldgate. We love the BID!  
"On a practical level, Aldgate Connect has united a fantastic group of likeminded partners – businesses, academia and non-profit - who have a genuine interest in the success of the local Aldgate community. Aldgate Connect helps us to support the community through the cost-of-living crisis by building strong partnerships with agencies, like the police or homelessness outreach, creating a more welcoming, safer area for our staff and community.  
"Thanks to the BID, we have also been able to explore opportunities for local businesses to get involved with our work at Toynbee Hall via volunteering and other means of support. This fosters a stronger relationship and appreciation between the people that live here, and those that work here.  
"Aldgate Connect have also really made a difference to the area through attracting and welcoming people into Aldgate, and Toynbee Hall has been able play a part in this by hosting amazing events and activities. Some of these events, like our Pride Comedy Night and upcoming 140th anniversary have been made possible thanks to sponsorship from Aldgate Connect.  
"We are really excited to see what the next few years bring through this important and meaningful partnership."
- Alexandra Allan, Executive Headteacher at The Aldgate School  
"The BID is integral in supporting community development and engaging with all stakeholders. Events such as the (*Aldgate in Winter Festival*) Lantern Parade are now a standard event in people's calendars. The BID team are great to work with and have endless enthusiasm, which continues to help different community members to engage with their various programmes. The BID's organised events, particularly the ones that take place in the Aldgate Square, help to make this a vibrant place to live and to work and keeps Aldgate on the map!"



- Anne Whitehead, Head of Marketing and Communications at David Game Higher Education (DGHE)  
“Aldgate Connect BID has built a valuable bridge between our college and the local community. Our students and staff enjoy being part of events like the Summer and Winter Festivals, plus we were able to engage many local people and organisations in our own Climate Matters Symposium with the support of the Aldgate Connect Community Fund.”

# Aldgate Connect BID Boundary Extension



## Streets within the Extension Area

Artillery Lane	Part	Harrow Place	Part
Bishopsgate	Part	Mansell Street	Part
Brushfield Street	Part	Middlesex Street	Part
Catherine Wheel Alley	All	Minories	Part
Cock Hill	All	New Street	All
Cooper's Row	Part	Rose Alley	All
Crescent	Part	Sandy's Row	Part
Cutler Street	Part	Shorter Street	Part
Devonshire Row	Part	Tower Hill	Part
Devonshire Square	Part	Victoria Avenue	All
Fort Street	All	Widegate Street	All
Hammett Street	Part		

-  Boundary extension
-  Existing Boundary

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# Summary of Central's report on the City of London Corporation and its BIDs

(Authored by Patricia Brown, October 2024)

The five BIDs have emerged over a period of time, through different circumstances and gestation periods. Given the huge potential of the BIDs, the resources at their disposal and the opportunity that they present to add significant value to the City's work and ambition, it is a positive course of action that the City has taken to review the current arrangements and working relationship.

The BIDs are all keen to have a strong partnership with the City, collaborating on key issues. But there is a view that that is not working well. BID Chairs believe, to differing degrees, that it is not easy to engage with the City. This view of difficulty in engaging extends for some beyond the role of the BIDs arrangement; there is a sense that the City is not engaging sufficiently with its business community and there is generally poor communication.

There is a strong view that the BIDs' role is different from the City's function; BIDs should be added value to the City and the business community. To be successful such partnerships must be based on shared agendas; it takes time and ongoing effort to both build and sustain the ecology of relationships, and maintain – or calibrate – the initial alignment.

As two BIDs go for a re-ballot, and a sixth is emerging, it is a good time to work with the BID partners to reassess the arrangements and build the foundations for future success. The BID chairs are, without exception, very receptive to the City's desire to get the best out of the BID partnerships and wish to work with the politicians and officers to achieve this. It will take time to build the right arrangements that are mutually beneficial relationship for all parties. The aim should be for an evolution that has some basic underpinning principles in mind:

- **PROACTIVE V REACTIVE**
- **INFLUENCING NOT TELLING**
- **ITERATIVE AND WITH SUSTAINED MUTUAL UNDERSTANDING**
- **STRATEGIC AND TACTICAL**
- **TRANSPARENT AND TRUSTING**
- **BASED ON MUTUAL RESPECT**

The City is in a fortunate position of having a wealth of significant businesses that are willingly investing in the future success of the district and that is something that should be valued and leveraged, deploying the significant additional resources to best effect. As stewards of this important part of London and the UK there is little doubt the City can evolve the current arrangements to enjoy a positive collaboration with its growing BIDs network.

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# Agenda Item 7

<b>Committee</b>	<b>Date</b>
Policy and Resources Committee	17/10/2024
<b>Subject:</b> Annual progress update on Year 3 of Climate Action Strategy, and update on Year 4 Quarters 1 and 2	<b>Public</b>
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Leading Sustainable Environment, Vibrant Thriving Destination, Flourishing Public Spaces, Providing Excellent Services
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<i>Original budget envelope for CAS approved by Court upon adoption. Year 4 portion approved by Policy and Resources on 11 April 2024 &amp; by CBF Board on 10 July 2024.</i>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>Yes</b>
<b>Report of:</b> Damian Nussbaum, Executive Director of Innovation and Growth and Senior Responsible Officer, Climate Action	<b>For Decision</b>
<b>Report author:</b> Kate Neale, Programme Director, Climate Action	

## Summary

In October 2020, the Court of Common Council approved an ambitious Climate Action Strategy (CAS): a transformative programme for the organisation to reach net zero carbon emissions, build resilience and champion sustainable growth.

This paper reports progress against targets to the end of Year 3 (2023/24), noting that we are not on track to meet net zero for our own operations in 2027. This is due to a range of external and internal factors – including lack of national grid decarbonisation and delays to Corporation major projects. Mitigating actions are underway and should bring us back on track, but the risk of not meeting the 2027 target remains high and continued urgency is needed. We are still on track to meet net zero for our full value chain in 2040, supporting the Square Mile to reach net zero by 2040, and building resilience in our buildings and public spaces.

A public annual progress report will be published in October 2024 following the outcome of this committee report.

## Recommendations

The Policy and Resources Committee are recommended to:

- i. Note the paper.
- ii. Endorse continued authority to the CAS Senior Responsible Officer for approval of capital expenditure up to £1m outside of the usual Project Procedure (i.e. gateway reporting), and revenue expenditure from the approved Climate Action budget (paragraph 7).
- iii. Endorse mitigating actions to help bring the Corporation back on track to achieve net zero in our own operations by 2027 (paragraphs 23 and 24).
- iv. Approve updated interim targets for 2024/25 and 2025/26, setting out a revised pathway to net zero in March 2027 (paragraph 30).
- v. Endorse the need to collaborate in finding solutions to barriers and challenges in delivery of the Climate Action Strategy.

## **Main Report**

### **Background**

1. In November 2019 the City of London Corporation set out on a fast-paced, cross-corporation journey to develop an ambitious CAS. The Strategy was adopted at Court of Common Council on the 8 October 2020 and became operational in April 2021.
2. The CAS marked the start of a new and transformative programme of action. It sets out three interlinked primary objectives for the City Corporation and the Square Mile:
  - to support the achievement of net zero emissions,
  - to build resilience, and
  - to champion sustainable growth.
3. The Court approved an original funding envelope of £68m to deliver the Strategy up to 2027. Each year's budget was to be subject to confirmation. It was agreed upon adoption that Service Committees and Policy and Resources Committee receive regular updates on progress and expenditure.
4. The annual programme of work is based on detailed plans for 13 projects across six different departments. These annual plans are approved by Project Boards at operational level, with oversight by relevant Service Committees at Member level. These are reported into Policy and Resources as a summary programme as shown in Appendix 1.
5. Policy and Resources also approves annual budget drawdown against the original envelope for City Fund and City's Estate. The Year 4 (Y4) programme of work and associated budget was approved by this committee on 11 April 2024 for the City Fund and City's Estate. Expenditure related to City Bridge Foundation (CBF) was approved by the CBF Board on 10 July 2024. Across all funds, a total Y4 budget for both capital and revenue of £22.9m was approved under the original budget envelope.
6. CBF funds are approved by the CBF Board but are shown here for illustrative purposes, and for demonstrating combined commitment between CBF and the

City Corporation. The decisions relevant to CBF are taken through their independent governance arrangements.

7. In July 2021, this committee approved the following delegated authority powers in relation to project delivery to the Senior Responsible Officer of CAS:
  - Review and approval of capital expenditure up to £1m, outside of the usual Project Procedure (i.e. gateway reporting)
  - Approval of revenue expenditure from the approved Climate Action budget

### **Progress Against Targets**

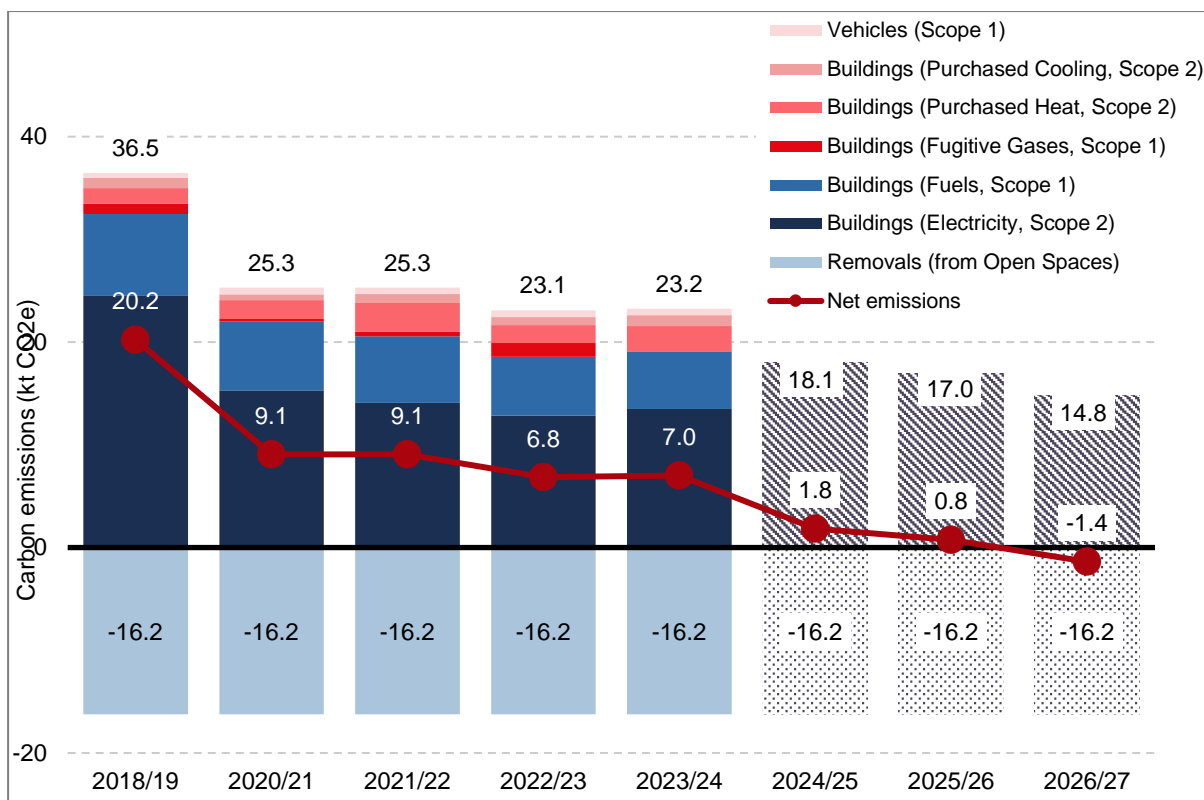
8. The CAS sets out 4 ambitious targets:
  - Achieve net zero in own operations (scopes 1 & 2) by 2027
  - Achieve net zero across the Corporation's full value chain (scopes 1, 2 & 3) by 2040
  - Support net zero in the Square Mile by 2040
  - Build climate resilience in our buildings, public spaces and infrastructure.
9. The public [Climate Action Dashboard](#) provides a comprehensive view of CAS progress, reporting on 62 KPIs detailing progress in all areas of the Strategy. Due to be updated on 17 October.
10. Every year we conduct a thorough emissions assessment, which is independently audited, and assess progress against 2027 and 2040 targets. Performance to the end of Year 2 (2022/23) met targets and we were on track to meet net zero in 2027 and 2040, albeit with some risks from pace of delivery.
11. The following sets out progress to the end of Year 3 (2023/24) against the baseline, unless otherwise stated.
12. A public annual progress report will be published in October 2024, with a subsequent all Members briefing, following the outcome of this committee report.

#### **Target: Achieve net zero in own operations by 2027**

13. For the 2027 net zero goal, our 2023/24 net interim target was a reduction of 84% against the 2018/19 baseline. We achieved a 65% reduction on baseline, missing our target by 19%. Figure 1 shows performance to date, indicating how our different emissions sources have changed over time, and sets out our current interim targets on the pathway to net zero.

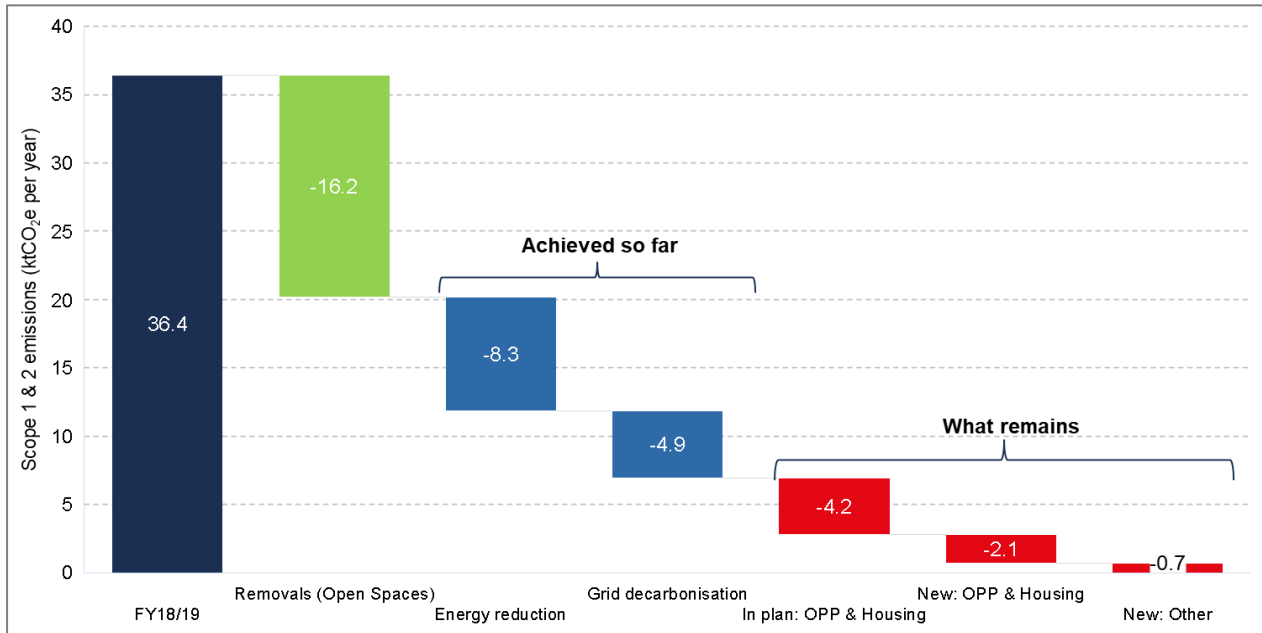
*Figure 1: Performance to date and original pathway to net zero for our own*

operations by 2027



14. The main cause for missing the 2023/24 target was due to a 7% increase in the carbon factor of National Grid electricity since last year (i.e. less low carbon energy in the electricity mix). This was caused by wars in Ukraine and the Middle East requiring mothballed coal power stations to be brought back online to secure national energy supplies. Compounding this, there has been slower deployment of national renewable generation over the last 5 years than we anticipated – meaning the grid’s carbon factor in 2023/24 was 39% higher than our conservative models predicted in 2021 when the Strategy was developed.
15. In setting our pathway to Net Zero in 2019, major Corporation projects were forecasted to deliver significant emissions reductions in 2024-2027, including Guildhall refurbishment, Barbican Renewal and market co-location. Interim targets were set accordingly. This explains why performance has been meeting interim targets until now, but the delay in these projects means we are now diverging from the originally forecast pathway.
16. We need to reduce our emissions by a further 7ktCO<sub>2e</sub> by 2027 to reach net zero, as set out in Figure 2. Works currently planned in the Operational Property Portfolio (OPP) and Housing should deliver 4.2ktCO<sub>2e</sub> of emissions reduction, leaving a further 2.8ktCO<sub>2e</sub> to be delivered by additional works. If the National Grid decarbonises as expected, and all capital works (planned and additional) are delivered on time, we should reach net zero. If works are not all delivered as planned, or the grid decarbonisation under-performs, we have no buffer and risk missing net zero in 2027. See paragraphs 23 and 24 for details on work planned to address this.

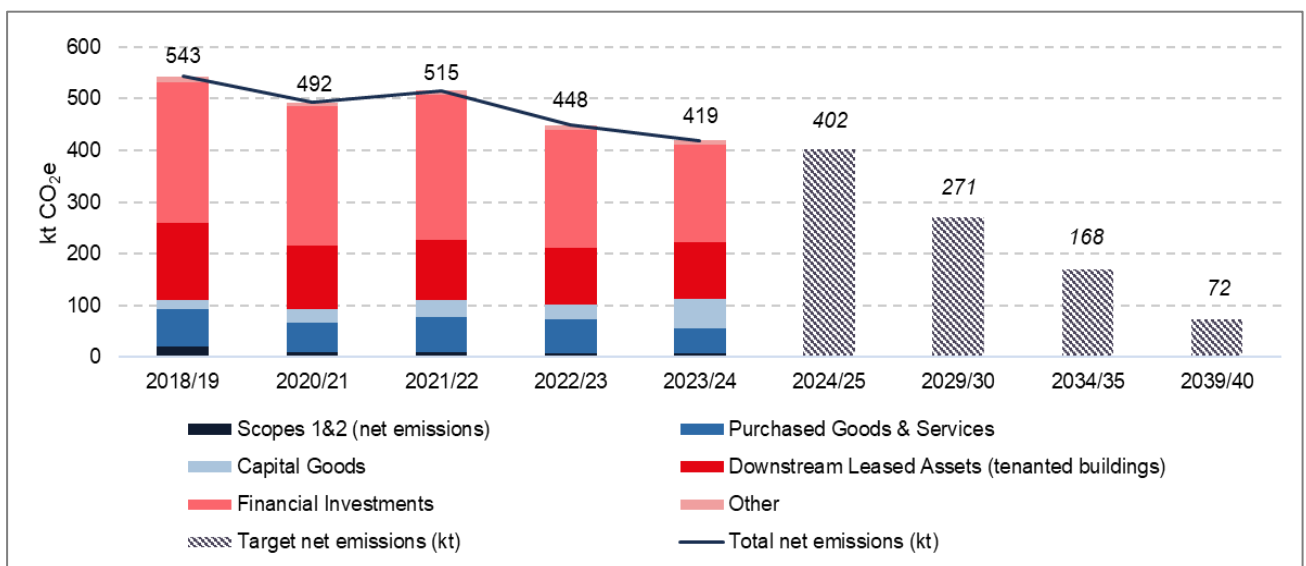
Figure 2: Progress achieved towards net zero in 2027, and how we will deliver remaining emissions reductions



Target: Achieve net zero across the Corporation’s full value chain by 2040

17. For the Corporation’s full value chain 2040 net zero goal, our first interim target is a reduction of 26% by 2024/25 against the 2018/19 baseline. We have achieved a 23% reduction on the baseline, meaning we are currently on track to meet our first interim target next year. Figure 3 shows performance to date, indicating how our different emissions sources have changed over time, and sets out our current interim targets on the pathway to net zero.

Figure 3: Performance to date and pathway to net zero for the Corporation’s value chain by 2040



18. The year-on-year reduction was hampered due to a 97% increase in capital

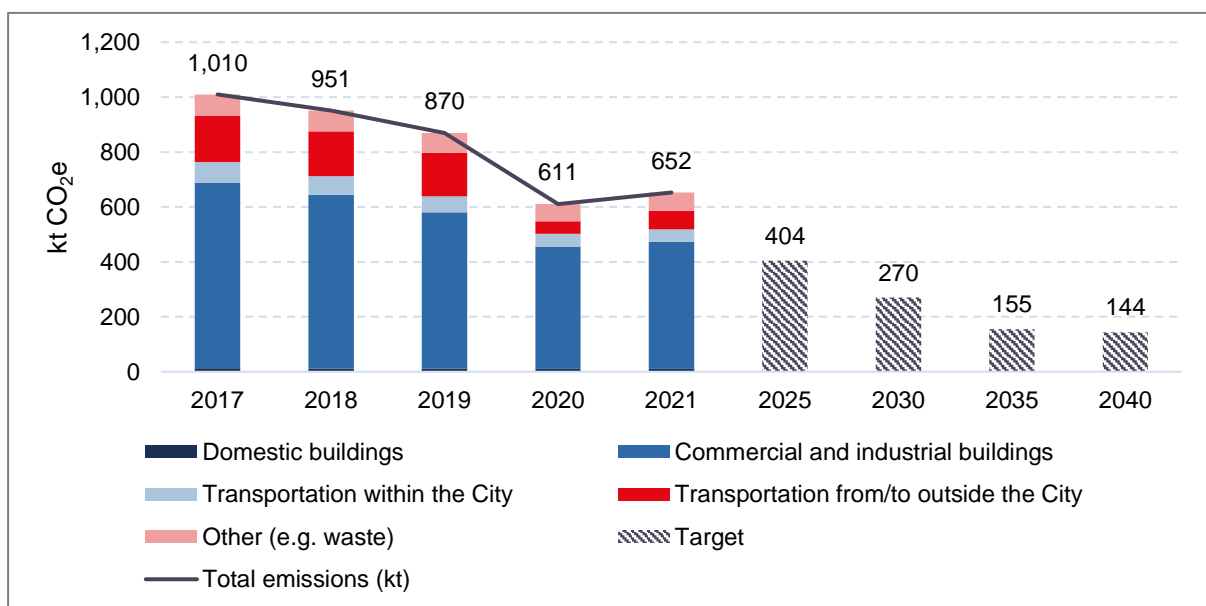
goods emissions (our commissioned building developments and major refurbishments). This includes the construction of several large projects, including the One Salisbury Square Development, and energy efficiency upgrades across our building assets. We expect capital goods emissions to fluctuate year-on-year aligned with construction activities, but should trend downwards as emissions accounting methodologies improve and developments comply with the Net Zero Design Standard. Energy efficiency upgrades deliver carbon savings in Scope 1 and 2 emissions, supporting the 2027 net zero target.

- The most significant contributor to the Corporation’s value chain carbon footprint is emissions from our financial investments, which decreased by 17% year-on-year. This was in part due to divestment from underperforming funds, but it should be noted that as these funds are reinvested elsewhere, emissions might increase.

Target: Support net zero in the Square Mile by 2040

- For the Square Mile 2040 net zero goal, our first interim target is a reduction of 60% by 2025 against the 2017 baseline. The latest data (2021) shows a 35% reduction against the baseline, which is a 7% emissions increase from 2020. Despite this, we are still on track to reach net zero in 2040. Figure 4 shows performance to date, indicating how our different emissions sources have changed over time, and sets out interim targets on the pathway to net zero.
- The principal driver of increasing emissions in 2021 is increased activity after the 2020 COVID-19 lockdown. In particular, emissions from commercial and industrial buildings, and transport outside of the City, increased significantly from 2020. It should be noted that some pandemic restrictions continued through 2021 so we might expect to see even greater emissions from 2022 when this data is available.

Figure 4: Performance to date and pathway to net zero for Square Mile by 2040



Target: Build climate resilience

22. The Corporation is continuing to prepare buildings, infrastructure and open spaces for warmer, wetter winters and hotter, drier summers, responding to six key climate-related risks likely to affect the Square Mile:
- Flooding
  - Overheating
  - Water stress
  - Biodiversity loss
  - Pests and diseases
  - Trade, food and infrastructure

### Progress Against Delivery Plans

23. To bring the Corporation back on track to achieve net zero in our own operations by 2027, several mitigation activities have been actioned and are delivering programme momentum:
- Eliminating barriers to speedy works delivery, including smoothing and speeding up access to capital codes.
  - Maximising opportunities for emissions reduction, ensuring the Cyclical Works Programme delivers at pace and prioritises energy-saving works.
  - Improving officer-level programme governance by reshaping and empowering the Project Boards.
24. In order to build in greater buffer to meet net zero and adapt to future unforeseen challenges, it is proposed we create departmental energy reduction targets. These targets will be included in the Corporate Property Asset Management Strategy 2025-30 when it comes for approval by Resource Allocation Sub-Committee in December 2024.
25. We are supporting decarbonisation of the national grid through:
- Our own Power Purchase Agreement (PPA) and facilitating additional multi-offtake PPAs, bringing new renewable energy generation to market.
  - Advocating for green investment in the UK and lobbying government as part of our wider conversations on transition to a low carbon economy.
26. Appendix 2 sets out key actions planned for Year 4 across the CAS, highlighting completed initiatives and those which are delayed.
27. Table 1 summarises the delivery status of the 13 projects delivering Climate Action, against their Year 4 plans:

*Table 1: RAG status of CAS projects as of September 2024*

Target supported	Projects	Status (Q1 <sup>1</sup> )	Status (Q2 <sup>2</sup> )
Net zero by 2027	Buildings - Operational Properties and Housing (Landlord areas)	Amber	Amber
	Carbon Removals and Land Management	Green	Green
Net zero by 2040 (CoLC)	Buildings - Capital Projects (Design Standards)	Amber	Red

<sup>1</sup> Q1 refers to period between 01 April – 30 June 2024

<sup>2</sup> Q2 refers to period between 01 July – 30 September 2024

	Buildings - Investment Properties	Green	Amber
	Purchased Goods and Services	Green	Green
	Financial Investments	Green	Green
Net zero by 2040 (Sq Mile)	Square Mile	Amber	Amber
	Heart of the City and SME Engagement	Green	Green
	Transport	Green	Amber
Climate Resilience	Buildings - Resilience	Amber	Red
	Cool Streets and Greening	Green	Green
	Mainstreaming Resilience	Green	Green
All	Strategic Implementation Support	Green	Green

28. Projects are rated from Green to Red indicating their progress with Year 4 actions. Progress against actions does not necessarily mean progress against net zero targets.
- Green rated projects are on track to complete actions planned for Year 4.
  - Amber rated projects have one or more actions delayed.
  - Red rated projects have actions meant to be initiated in Year 4 but have not yet started.

29. Projects that are marked as Red receive heightened monitoring at the operational level. Capital Projects and Building Resilience are marked as red due to delays in starting their pilots and trials. They are receiving particular focus and support to bring them back on track. Service areas are being supported to increase momentum with special emphasis on actions relating to the 2027 net zero target.

### Change Control

30. It is proposed that we update our interim energy and emissions targets for 2024/25 and 2025/26, refreshing our pathway to net zero to account for performance to date. These proposed new targets are set out in Appendix 3. This requires no additional budget.

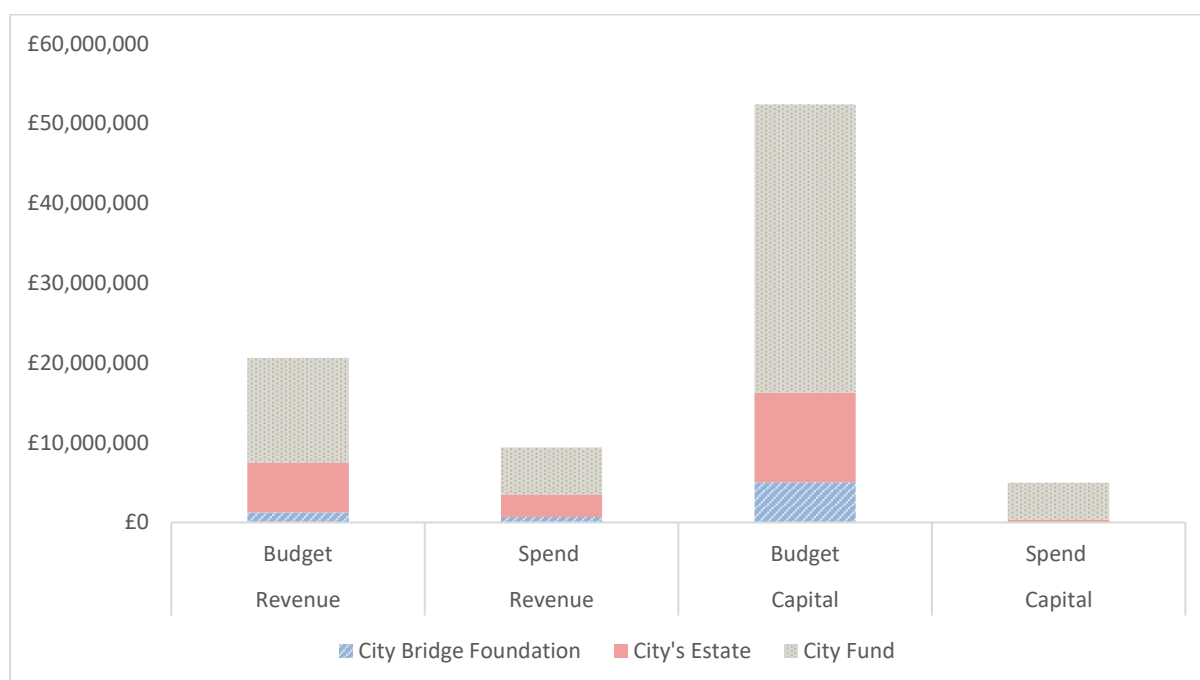
### Financial Update

31. Figure 5 summarises the financial position of the CAS from inception to March 2024, split by capital and revenue, and by Fund. More detail can be found in Appendix 4.

*Figure 5: Total programme budget, and spend to March 2023, split by capital and*



## revenue and by Fund



32. Just under half of the programme's revenue budget was spent to the end of Year 3, aligning with the CAS being at the halfway point in delivery. However only 10% of the total capital budget for the programme was spent by this point, largely due to:

- Grant funding supporting early delivery of emissions reduction actions (such as the Public Sector Decarbonisation Scheme);
- Early years of the Strategy focusing more on surveys and audits, in order to deploy capital works later in the programme; and
- Delays in appointing sufficient resource to manage and deliver capital works – which have now been resolved.

33. The majority of remaining programme budget is expected to be spent in the next 24 months, deploying the capital works scoped and required to meet net zero and resilience targets, prioritizing works to support net zero in 2027. No additional funds are sought.

34. Table 2 sets out how Year 4's budget of £22.9m is being spent, with actual spend correct to 3 September 2024.

Table 2: Year 4 budget and spend, split by capital and revenue, and by Fund

YEAR 4	Original Budget (£k)				Actual Spend (£k)			
	CBF	CE	CF	Total	CBF	CE	CF	Total
<b>Capital + SRP</b>	2,482	4,041	11,415	17,938	0	378	714	1,092
<b>Revenue</b>	280	1,458	3,238	4,976	50	290	1,017	1,357
<b>Grand Total</b>	2,762	5,499	14,653	<b>22,914</b>	50	668	1,731	<b>2,450</b>

35. A further circa £2.2m has been approved by the SRO for spend in Year 4 (within

the budget) but has not yet been delivered. Remaining spend will be in Quarters 3 and 4 where appropriate.

36. We have identified £579k in savings from the energy bill to sit in the revolving financial mechanism. This will be re-invested in operational energy saving capital works to deliver the CAS targets.

## **Risk**

37. The Corporate Climate Action Risk Register describes our organisational response to climate change and focuses on areas within our control and their mitigations. These risks were last reviewed by the Audit and Risk Management Committee on 8 July 2024, when the risk score for CR30 Climate Action increased from Amber 8 (impact major 4 x likelihood unlikely 2) to Amber 12 (impact major 4 x likelihood possible 3) to reflect the increased risk of not hitting 2027 net zero goal. This will be recalibrated again following this report.
38. A programme level risk log is also updated regularly. All risks marked high in Q1 or Q2 this year are summarised in Appendix 5. A summary of the most pressing delivery risks include:
  - a) Delays in investment in energy efficiency works due to uncertainty over the future of major projects in corporate assets (e.g. Guildhall refurbishment).
  - b) Slower than forecast National Grid decarbonisation meaning additional efficiency works will be required to meet net zero in 2027.
  - c) Slow pace of delivery to scope, procure, approve and deliver sufficient works, in time to realise energy savings in time for 2027 target deadline.

## **Corporate and Strategic Implications**

39. Strategic implications – The CAS supports delivery against four outcomes in the Corporate Plan 2024-29:
  - Leading Sustainable Environment
  - Vibrant Thriving Destination
  - Flourishing Public Spaces
  - Providing Excellent Services
40. The CAS builds upon existing strategies and policies, including: The Responsible Business Strategy 2018-23, the City Procurement Strategy 2020-24, the Local Plan 2015 (and draft City Plan 2040), the Transport Strategy 2018-44, the Air Quality Strategy 2019-24 (and draft 2025-30 Strategy), the Local Flood Risk Management Strategy 2021-27, the Biodiversity Action Plan 2021-26, the Responsible Investment Policy, the Transition to a Zero Emission Fleet Policy, the Renewable Electricity Policy & Sourcing Strategy and related campaigns, such as Plastic Free City. It is aligned to ongoing reviews of our financial and property investment portfolio.
41. Risk Implications – To manage the Strategy risk effectively, all projects have a risk register and the overall risks are controlled through a corporation level risk CR30 – Climate Action Strategy. No new corporate level risks have been added

since the last Policy and Resources CAS update on 11 April 2024.

42. Equalities Implications – A Test of Relevance was undertaken on the CAS and several positive impacts were identified for five protected groups - age, disability, race, pregnancy/maternity and gender. These include a reduction in air pollution, physical public realm improvements and increased indoor comfort levels, and lower fuel poverty. No negative impacts were identified. A mid-year review of the initial Test of Relevance findings was conducted, confirming that the results remain unchanged. Impacts will be investigated and assessed on an ongoing basis in conjunction with the delivery of the CAS programme of work.
43. No new resourcing, legal, or security implications arise from the recommendations in this report. Whilst the CAS focuses on reducing climate risk, the lack of sufficient progress to the 2027 net zero target is a new climate implication.

## **Conclusion**

44. Following assessment and audit of 2023/24 emissions, we are no longer on track to meet net zero for our own operations in 2027. Mitigating actions are in progress and should bring us back on track, but the risk of not meeting the 2027 target remains high and continued attention is needed. We are still on track to meet net zero for our full value chain in 2040, supporting the Square Mile to reach net zero by 2040, and building resilience in our buildings and public spaces.

## **Appendices**

- Appendix 1 – CAS Governance Structure
- Appendix 2 – CAS Year 4 Programme Highlights
- Appendix 3 – Proposed New Interim Energy & Emissions Targets
- Appendix 4 – Financial Analysis
- Appendix 5 – CAS Programme Risk Register

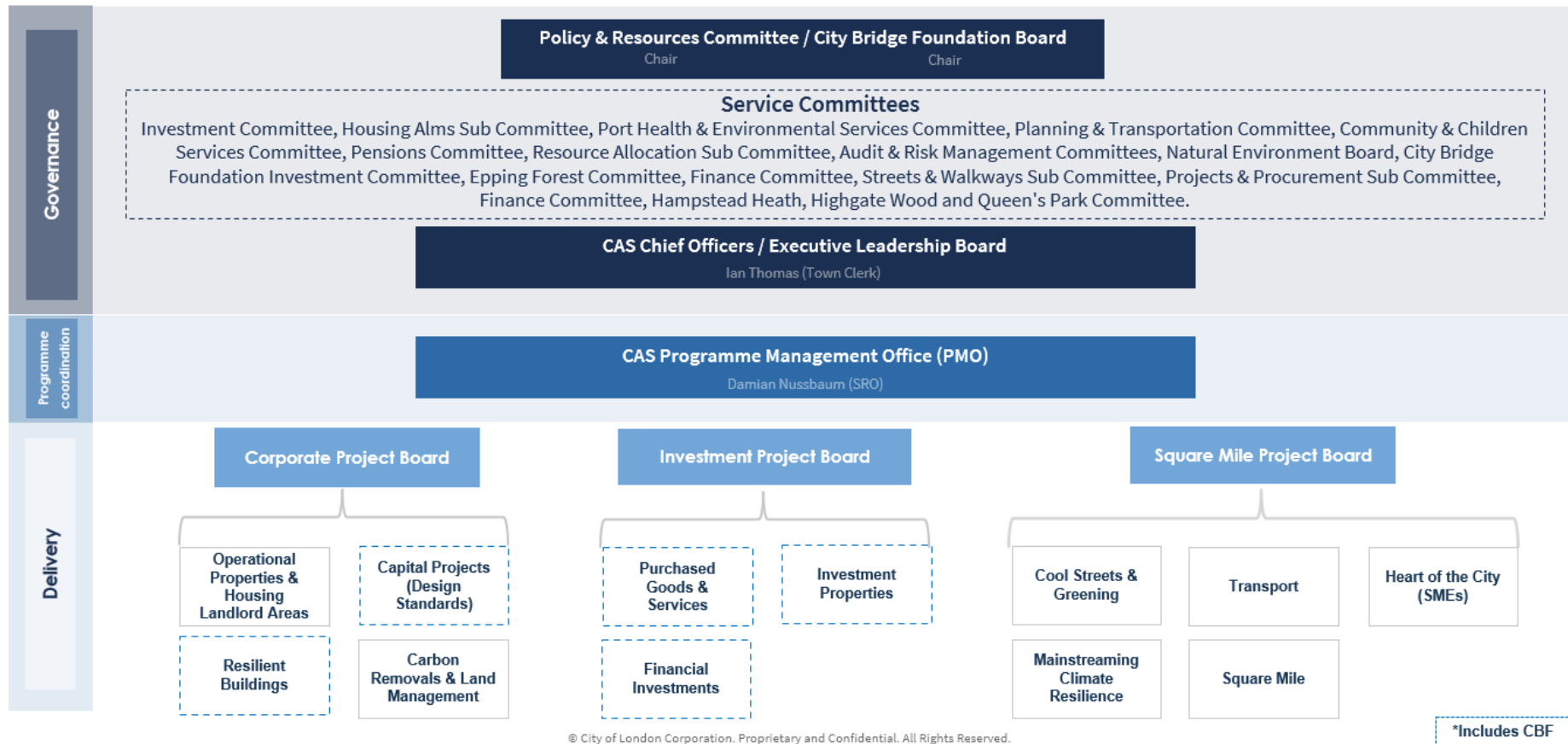
## **Kate Neale**

Programme Director, Climate Action

E: [kate.neale@cityoflondon.gov.uk](mailto:kate.neale@cityoflondon.gov.uk)

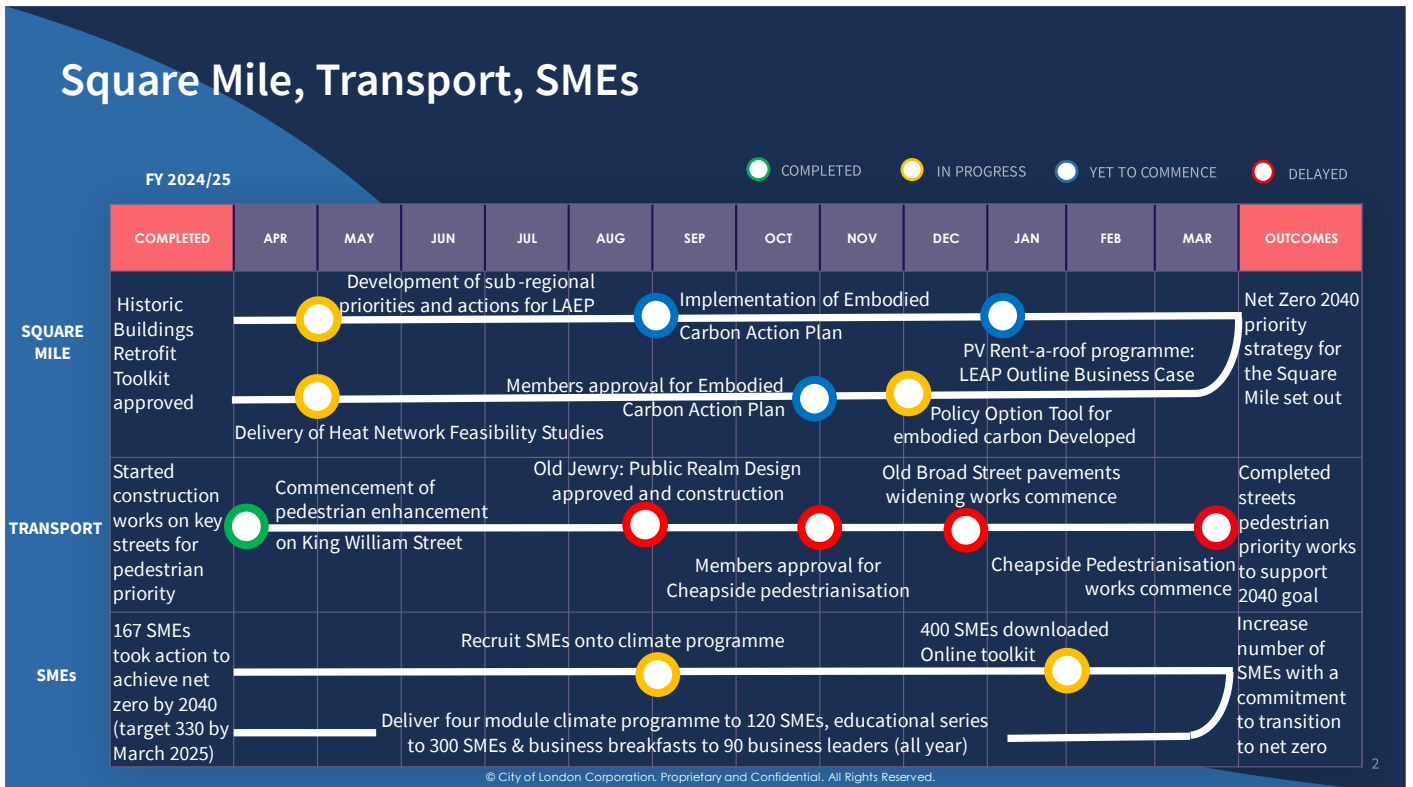
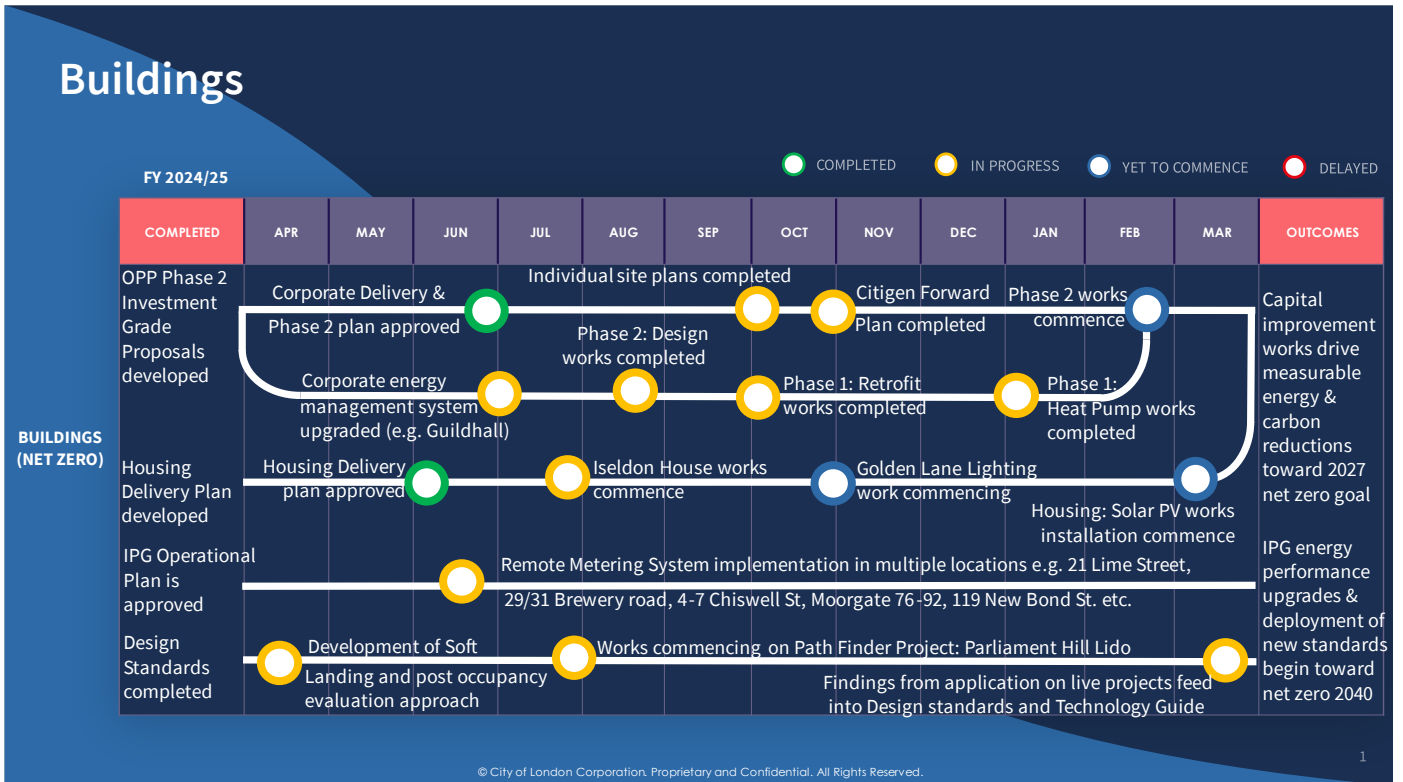
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# Climate Action Programme Governance



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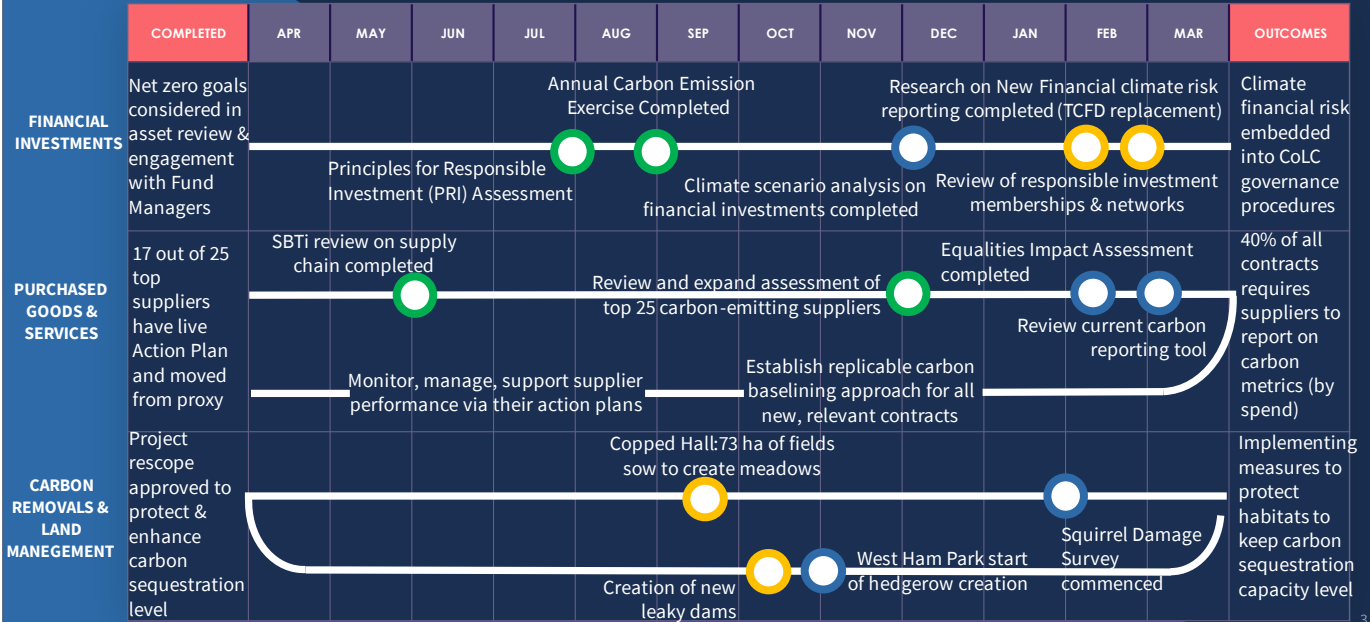
## Appendix 2: Year 4 CAS Programme Highlights



# Financial Investments, Purchased Goods & Services, Carbon Removals

FY 2024/25

● COMPLETED ● IN PROGRESS ● YET TO COMMENCE ● DELAYED



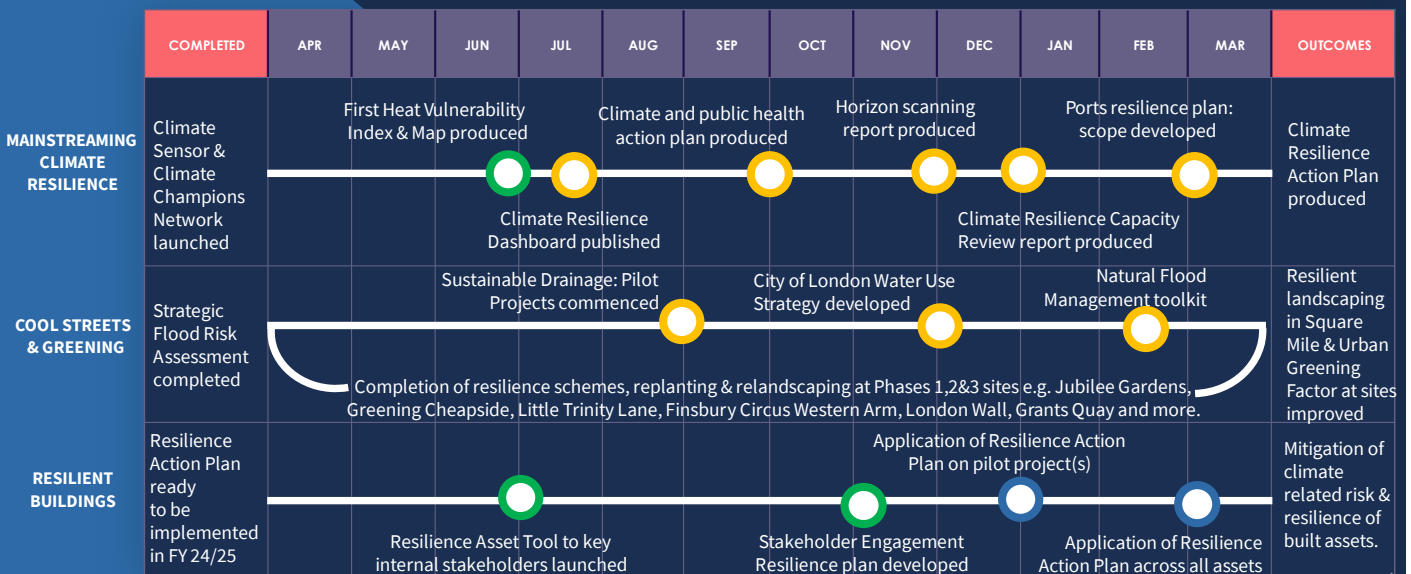
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3

# Mainstreaming Climate Resilience, Cool Streets & Greening & Resilient Buildings

FY 2024/25

● COMPLETED ● IN PROGRESS ● YET TO COMMENCE ● DELAYED



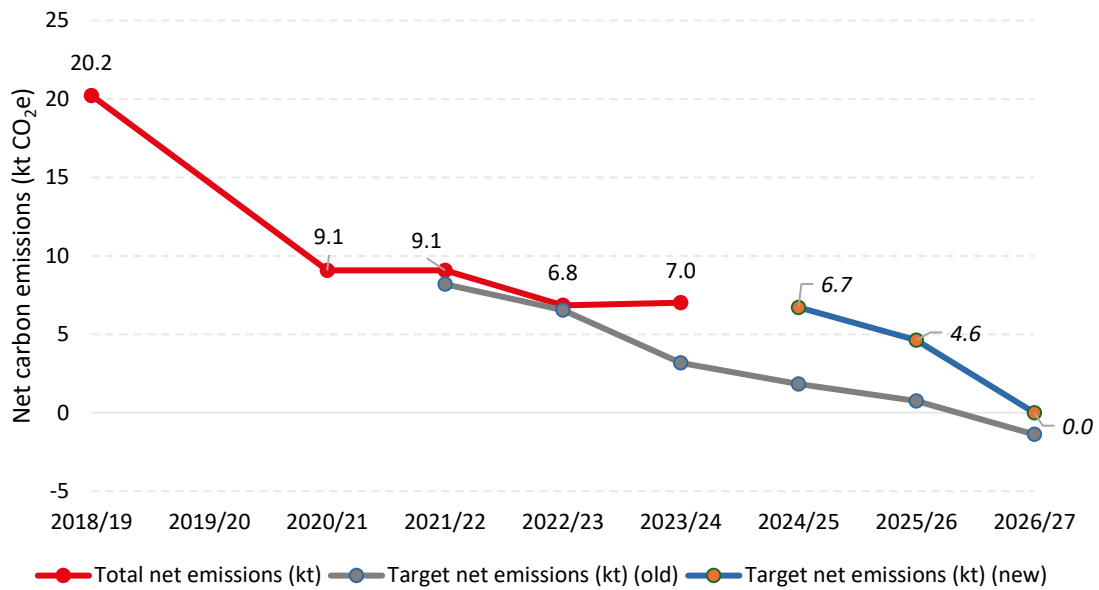
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### Appendix 3: Proposed New Pathway to Net Zero in 2027

#### Proposed new interim emissions targets



The previously modelled pathway to net zero forecast ambitious reduction targets, ending with -1.4 ktCO<sub>2</sub>e. Given performance to date, it is recommended that the new pathway to net zero is reflective of additional work required, reaching 0 ktCO<sub>2</sub>e in 2027.

The new interim emissions targets would be -67% in 2024/25 (rather than -91%) and -77% in 2025/26 (rather than -96%).

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## Appendix 4: Financial Analysis

### Total Programme Budget and Spend in Years 1-3

		City Bridge Foundation	City's Estate	City Fund	Total
<b>Revenue</b>	Total Programme Budget	£1,262,617	£6,254,647	£13,104,708	£20,621,972
	Spend in Y1-Y3	£679,031	£2,823,505	£5,916,345	£9,418,881
<b>Capital</b>	Total Programme Budget	£5,020,808	£11,222,456	£36,181,487	£52,424,751
	Spend in Y1-Y3	£0	£372,301	£4,604,023	£4,976,324

Note this includes capital budget from CBF (subject to approval), which is outside of the original budget envelope of £68m.

### Year 4 Budget and Spend to Date

Project Name	Year 4 Budget	Year 4 Revenue Spend	Year 4 Capital Spend	Total Year 4 Spend
Strategy Implementation Support	£1,009,500	£173,317	£0	£173,317
Buildings - Operational Properties and Housing (Landlord areas)	£7,056,995	£222,972	£993,316	£1,216,287
Buildings - Investment Properties	£3,589,908	£98,918	£0	£98,918
Buildings - Capital Projects (Design Standards)	£310,000	£32,798	£0	£32,798
Buildings – Resilience	£2,863,000	£29,525	£0	£29,525
Carbon Removals and Land Management	£1,147,791	£14,983	£80,250	£95,234
Cool Streets and Greening	£2,380,000	£0	£18,850	£18,850
Financial Investments	£120,900	£38,754	£0	£38,754
Heart of the City & SME Engagement	£200,000	£200,000	£0	£200,000
Mainstreaming Climate Resilience	£270,000	£101,042	£0	£101,042
Purchased Goods and Services	£291,000	£130,836	£0	£130,836
Square Mile	£525,000	£313,982	£0	£313,982
Transport	£3,150,000	£0	£0	£0
<b>TOTAL</b>	<b>£22,914,094</b>	<b>£1,357,129</b>	<b>£1,092,416</b>	<b>£2,449,544</b>

Note Year 4 spend is correct to 3 September 2024.

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## Appendix 5: CAS Programme Risk Register

Project	PMO Team: Description Category	Risk Rating (Q4)	Risk Rating (Q2)	CAS Target	Risk response
Strategy Implementation Support	Failure to implement CAS performance targets due to new or existing assets allocation	High	High	2027 Corporation	Mitigation in place: Officers to prepare scenarios for decision making on interventions highlighting Guildhall following the receipt of the surveys of top emitters in Corporate Estate.
Buildings – Operational Properties & Housing (landlord areas)	Failure to implement CAS performance targets due to new or existing assets allocation	High	High	2027 Corporation	Ongoing risk management approach to be incorporated in Delivery Approach. The impact of slippage to planned stock changes to be modelled in order to understand the potential impact.
Buildings – Operational Properties & Housing (landlord areas)	Insufficient financial resources are allocated to long term delivery of CAS targets	High	High	2027 Corporation	Mitigation in place: Regularly review the impact of inflationary pressure on capital delivery with Chamberlain’s and programme team. Wherever possible use Government grant funding to support initiatives.
Buildings - all	Insufficient financial resources are allocated to long term delivery of CAS targets	High	High	2040 Corporation	Ongoing risk management approach to be incorporated in delivery. The impact of slippage to planned stock changes to be modelled in order to understand the potential impact. Delivery approach needs to consider how gap funding requirements will be addressed.
Corporate Risk	Construction inflation, labour and material shortages are contributing to additional costs and delays. This is a corporate wide issue not limited to CAS, but	High	High	2027 Corporation 2040 Corporation	Options to mitigate the risk are under regular review, such as early purchase of equipment and contract amendments.

	impacts several CAS workstreams				
Strategy Implementation Support	Delivery delay due to key stakeholder groups not being sufficiently engaged and/or supportive of climate action measures.	High	High	All	Mitigation in place: A dedicated engagement plan for residential communities is in place.
Buildings – Operational Properties & Housing (landlord areas) and Investment Properties	Grid decarbonisation does not occur at rate predicted in original CAS models	High	High	2027 Corporation 2040 Corporation	Grid decarbonisation tracked by Energy Team. Ongoing risk management approach to be incorporated into Delivery Approach such as revision of target trajectories.
Carbon Removals and Land Management	Delivery delay due to project complexity connected to establishment of supplier contracts for land management works.	High	High	2027 Corporation	Setting up tight contract controls and seek information on continuity of service from contractors at tender stage
Strategy Implementation Support	Loss of governance and cross-departmental coordination post 2027	High	Medium	2040 Corporation	Implementing a revised CAS governance approach in response to feedback from senior officers, aligning with the opportunity of standardisation of CAS to Corporation BAU

# Agenda Item 8

<b>Committee(s):</b> Policy & Resources Committee	<b>Dated:</b> 17/10/2024
<b>Subject:</b> London Growth Plan submission	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	Dynamic Economic Growth Vibrant Thriving Destination
<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> Deputy Town Clerk	<b>For Decision</b>
<b>Report author:</b> Matt Baird and Kristy Sandino, Corporate Affairs Ben Dixon, Head of the Policy Unit, Office of the Policy Chairman	

## Summary

The Greater London Authority and London Councils are developing a *London Growth Plan*. The plan will be “a concise, action focused document that sets out how London will drive sustainable and inclusive economic growth. It will set out priorities and actions needed to create jobs, boost wages and living standards for Londoners, and achieve a net zero carbon footprint across the capital.” It is being produced in partnership with boroughs, businesses, trade unions, skills providers and civil society. This report asks for approval for the City Corporation's input to that plan

## Recommendation(s)

Members are asked to:

- Approve the submission to the London Growth Plan at Appendix 1.

## Main Report

## Background

1. A London Growth Plan is expected to be published in the coming months, setting out how the Mayor of London, in partnership with London boroughs and others, will deliver growth, in support of one of the new government's 5 missions; Kickstarting economic growth. The London Growth Plan, along with regional growth plans, are expected to feed into the Government's wider industrial strategy.
2. It is expected that the plan will have six pillars:
  - Building on London's strengths as a global city
  - Supporting innovative high-growth sectors
  - Helping local economies thrive
  - Growing London's workforce and skills
  - Delivering an inclusive economy
  - Building for growth and net zero.
3. Further announcements from central government regarding regional growth are also expected in the coming months. Central Government has already been engaging on these at a London level, with the City Corporation in discussions at officer level. An English devolution Bill was included in the King's Speech which may lead to further devolution in London.
4. This submission has been prepared in order to feed into the development of the London Growth Plan and related discussions over the coming months.

## **Proposals**

5. The Corporate Plan sets out the City Corporation's commitment to a vibrant and thriving City, supporting a sustainable London within a globally successful UK.
6. The draft submission at Appendix 1 would constitute the City Corporation's submission to the London Growth Plan and form the basis of any further response required to further local growth activities either at a national or London level.
7. It sets out the ways in which the City Corporation can support growth against the pillars of the London Growth Plan and makes a small number of calls to action for inclusion:



- Recognition of the City as crucial part of London’s central business district, its potential for growth and of the agglomeration effects that the concentration of businesses and workers brings.
- Support for measures to improve London’s global competitiveness, including transport links, digital infrastructure, international connectivity and access to talent and skills; increasing the attractiveness of the City as a destination for global firms, workers and visitors.
- Support of start-ups and SMEs and measures to encourage business growth in these areas, supported by the successor to UK Share Prosperity Fund.
- Explore areas where City specialisms, like law and green finance, can help to support growth across London.
- Explore routes for Londoners from all backgrounds to explore and secure high skilled jobs in the City of London.

## **Corporate & Strategic Implications**

Strategic implications – The draft submission is in line with and supports the Corporate Plan outcomes of *Dynamic Economic Growth* and *Vibrant Thriving Destination*.

Financial implications - None

Resource implications - None

Legal implications - None

Risk implications - None

Equalities implications – None

Security implications - None

## **Conclusion**

- The draft submission at Appendix 1 will form the City Corporation’s response to the Mayor of London and London Councils setting out our position in relation to local growth.

## **Appendices**

- Appendix 1 – draft London Growth Plan submission

**Matt Baird**

Senior Corporate Affairs Officer, Corporate Affairs and Communications.

**Ben Dixon**

Head of the Policy Unit, Office of the Policy Chairman

## 1. SUMMARY

The City of London Corporation ('City Corporation') welcomes the intention of the London Growth Plan and is committed to working with stakeholders across London as a partner for growth.

The City Corporation hopes that the government's anticipated industrial strategy will identify Financial & Professional Services as a key focus sector and set out measures to grow the sector and drive investment.

The London Growth Plan can complement this approach and align national industrial sector priorities with a focus on London as a place, ensuring that there is a strong business environment and the City of London is able to retain and grow its position as a global financial hub.

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

The City Corporation is the voice of the UK's world-leading Insurance, Financial and Professional Services sectors which employ 2.4 million people in the UK; two-thirds of them outside London. These sectors produce £110bn in tax revenue for HM Treasury<sup>1</sup>, 12.3% of total UK tax receipts; more than the Government's annual education budget and more than half the health budget.

The City of London is home to 615,000 workers, major global firms from the financial, insurance, tech, creative, professional & business services sectors and a thriving start up culture. The City of London Police provides safety and security for both the physical and digital aspects of the UK's primary financial district. Their local presence not only safeguards the businesses, workers and residents within the area but also contributes to maintaining a safe and welcoming environment for global companies, reinforcing the country's economic security and the City's status as a premier destination for international commerce.

The City of London produces £97bn in economic output annually<sup>2</sup> and pays more in business rates than Manchester, Birmingham and Leeds combined.

A country's ability to improve people's standard of living is reliant on strong productivity growth but since the turn of the century, the UK has been in the bottom third of OECD countries on this measure<sup>3</sup>. This is exacerbated by the UK's persistently low business investment in new technologies, patents and skills; consistently lower than other advanced nations<sup>4</sup> and on a downward trajectory since the mid-1980s<sup>5</sup>.

Through our [Vision for Economic Growth](#), co-authored with leading industry experts, the City Corporation offers concrete recommendations across insurance, pensions and sustainable finance which could help unlock £225bn of additional investment into the UK economy with no requirement for primary legislation or government funding.

City of London analysis demonstrates that London is the globally leading financial centre but that there is strong challenge from international competitors.

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<sup>1</sup> [Total tax contribution of UK financial services - City of London](#)

<sup>2</sup> [City of London Factsheets February 2023](#)

<sup>3</sup> [UK trade in numbers \(web version\) - GOV.UK \(www.gov.uk\)](#)

<sup>4</sup> [NIESR-GE-Briefing-Compilation.pdf](#)

<sup>5</sup> [Cities Outlook 2024 | Centre for Cities](#)

To support the City's position as London's economic powerhouse, the City Corporation would like to see the London Growth Plan reflect the following:

- Recognition of the City as a crucial part of London's central business district, its potential for growth and of the agglomeration effects that the concentration of businesses and workers brings.
- Support for measures to improve London's global competitiveness, including transport links, digital infrastructure, international connectivity and access to talent and skills; increasing the attractiveness of the City as a destination for global firms, workers and visitors.
- Support of growing City clusters, like tech, and measures to encourage business growth in these areas, supported by the successor to UK Share Prosperity Fund.
- Explore areas where City specialisms, like law and finance, can support growth across London.
- Explore routes for Londoners from all backgrounds to explore and secure high skilled jobs in the City of London.

Below, the City Corporation has outlined our work in each of these areas, setting out how the City can contribute to London's growth in the coming decades.

## **2. BUILDING ON LONDON'S STRENGTHS AS A GLOBAL CITY**

### **Context:**

The City of London's productivity is based on the agglomeration of firms and workers in related industries, sharing inputs and labour pools and benefiting from the diffusion of ideas and technologies.

The intense concentration of business occupiers in a small area is a key part of the attraction for companies looking to move into the City. The clustering of businesses is a vital part of the City's operation and contributes to its reputation as a dynamic place to do business. The City lies wholly within London's Central Activity Zone (CAZ) where the London Plan promotes further economic and employment growth.

To maintain and grow this position, it is vital to ensure that sufficient office floorspace is available to meet projected employment growth and occupier demand and that additional office development is of high quality and suitable for a variety of occupiers.

The City Corporation's draft City Plan forecasts an overall office floorspace target of an additional 1,200,000 square metres, derived from the estimated growth in office employment between 2021 and 2040.

Working patterns post-pandemic have settled, and recent Centre for Cities research has shown that the average central London office worker is spending 2.7 days per week in the office compared to 3.5 days per week for a Paris office worker. Measures that increase the attractiveness of in-office working can have a catalytic effect on investment in office real estate.

City of London analysis shows that there is intense competition from other global financial centres. Many of the factors that affect this competition are within the competence of national governments, such as a strong regulatory environment. Others can be influenced by London government. For example:

- High quality office supply.
- Reliable technology and digital infrastructure.
- Reliable and well-connected transport.
- Quality of life and quality of experience for workers.

The City Corporation's [Destination City](#) programme seeks to cast the Square Mile as a magnetic destination for workers, firms and visitors and the City Corporation looks forward to working with partners across London to anchor this approach within the wider success of the capital.

**The City Corporation would like to see the London Growth Plan reflect the strength and growth potential of the Square Mile as a crucial part of the Central Activity Zone, home to globally competitive industries that can help to drive London's growth over the coming decades. Adding to this, the London Growth Plan should ensure the Government and partners across London work together to (a) provide confidence to national and international markets as to the return on investment from Grade A office development in the City and key parts of the CAZ; and (b) Government not losing sight of commercial development/growth when emphasising the importance of housing growth; and (c) Government working with London and the City specifically to consider what policy levers can be applied to unblock investment into such commercial development.**

**The London Growth Plan should target initiatives that will support London's globally competitive industries to thrive; high quality and reliable transport, digital infrastructure and access to talent and skills.**

### 3. SUPPORTING INNOVATIVE HIGH-GROWTH SECTORS

#### **Context:**

The City of London is home to 22,000 Small and Medium Enterprises (SMEs) as well as major global employers. The London Growth Plan should support measures to stimulate this start-up culture, making it easier for firms to grow, complementing the City Corporation's new [SME Strategy](#) which aims to develop an offer on access to space, finance, data, networks and advice.

#### **Key Stats:**

- According to the City Corporation's report, [City of London Small and Medium Enterprise \(SME\) Landscape](#), the fastest growing sub-sectors in the Square Mile are the tech and creative sectors, built on the firm foundations of our Financial, Insurance and Professional Services.

#### **In the London Growth Plan, the City Corporation would be keen to see:**

- A successor to the UK Shared Prosperity Fund small business support which **takes account of allocated small business population, as opposed to solely relying on resident population size**. The Square Mile is home to innovative start-ups across the financial, professional services, insurance, tech and creative sectors. Previous regional small business funding rounds have been allocated with reference to residential head of population, meaning that there is little to no coverage of the major start up and SME clusters in the City.

- There should be efforts made to reduce the complexity of the business support environment; current support is spread over multiple agencies and tiers of government and a concerted effort should be made to make the system as simple as possible, working with agencies that already exist on the ground.

#### 4. GROWING LONDON'S WORKFORCE AND SKILLS

##### **Context:**

The City Corporation works to ensure that London and the UK cultivates a strong pipeline of skills and talent for the UK financial and professional services. We do this by running targeted projects, such as founding of the [Financial Services Skills Commission](#) – which ensures that FPS businesses have the talent and skills they need for the future – and [Progress Together](#).

The City Corporation has also identified a particular section of the workforce which is at risk of being excluded from the digital transition to tackle this, we commissioned the ['Women Pivoting to Digital Taskforce'](#) which aims to support women from non-technical backgrounds to pivot to digital roles.

##### **Evidence and Statistics:**

- Much of the green skills work visualised by the London Growth Plan has already been carried out by the City Corporation, through the Skyline Taskforce's ['Skyline Skills Recommendations Report'](#), which provides a strong evidence base around the green skills challenge and recommendations for action.
- By 2030, nine out of ten British workers will need to upskill or reskill into a new job according to Confederation of British Federation of Industry in 2020. Rapid advancements in technology will make those numbers look conservative.
- An IBM survey found that 48% of UK business leaders admit to needing more support on skills development and learning in AI.
- In almost every specialist digital role across all sectors of the economy, women are significantly underrepresented. There will be 1 woman for every 128 tech roles by 2025, according to the Tech Talent Charter and Code First Girls' Diversity in Tech report.

##### **In the London Growth Plan, the City Corporation would be keen to see:**

- To recognise and promote the new [Skyline Skills Hub](#) as a 'one stop shop' for best practice for green skills for London's commercial built environment.
- Collaborate with the new Skills England body to ensure London's skills gaps are recognised and prioritised
- Explicit recognition that mid-career women should be supported to upskill and reskill into digital role. The Women Pivoting to Digital Taskforce will share more concrete policy asks in the coming months.
- Support skills development initiatives for young entrepreneurs.
- A plan to build high quality, sustainable and affordable housing with supporting infrastructure to support job growth.

#### 5. DELIVERING AN INCLUSIVE ECONOMY

##### **Context:**

Whilst London is the driver of the UK's economy, some Londoners do not feel the socio-economic benefits of growth, with over a quarter of Londoners living in relative poverty. The City Corporation

supports a strong economy that creates jobs for people from all backgrounds, enabling City businesses to compete globally and create lasting value for people across the UK.

**Background:**

- The City Corporation runs the annual London Careers Festival, where we connect tens of thousands of the capital's school children with major firms offering employment advice, apprenticeships, and work experience.
- The City Corporation co-founded **Progress Together** which seeks to address barriers to social mobility within Financial and Professional Services firms, working with employers to focus on, progression and retention, increasing the socio-economic diversity of their senior leadership whilst driving productivity and growth at the same time.

**6. BUILDING FOR GROWTH AND NET ZERO**

**Context:**

London is the leading global centre for green finance, a key part of the solution to tackling climate change. Green finance is one of the best tools available to policymakers in the urgent race to meet climate targets. London is home to green innovation and expertise, as well as a full spectrum of green financial and professional services. We are world leaders because of our reputation for innovation, access to a global investor base, and world-class clusters of expertise.

The [Skills for a Sustainable Skyline Taskforce](#) is working at pace to identify and bridge green skill gaps to ensure that Central London has a globally competitive sustainable commercial built environment which we need to retain our world leading financial and professional services sector.

**The City Corporation would be interested in exploring whether Square Mile specialisms, such as green finance, could support growth across London.**

**In the London Growth Plan, the City Corporation would be keen to see:**

- The London Growth Plan should consider the findings of the City of London Corporation's report [From Commitment to action: tackling UK financial services' progress on the pathway to net zero](#).
- The London Growth Plan should address these hurdles to the mobilisation of green finance (such as short-termism, trustworthy data and the ever-present risk of greenwashing), securing the City's place as a global centre for green finance.
- The London Growth Plan should call for a clear and consistent playing-field for investment in sustainable infrastructure and sustainable development. This should include making the case to Government for continuing legislative and regulatory support for low carbon low carbon infrastructure such as heat networks. The London Growth Plan should emphasise the need to develop and implement sub-regional Local Area Energy Plans (LAEPs), produced by the GLA, local authorities and the main utilities to identify the key priorities for cross-boundary energy infrastructure development and investment to reach net-zero.
- The London Growth Plan should also recognise the City Corporation's leading role in retrofit first approach and specifically our carbon options guidance. This groundbreaking work could also be reflected in regional growth plans and the NPPF. This work could further influence regional growth plans across the country.

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<b>Committee</b>	<b>Date:</b>
Policy & Resources Committee – For decision Resource Allocation Sub-Committee – For information	17 <sup>th</sup> October 2024 30 <sup>th</sup> October 2024
<b>Subject:</b> Transformation Fund 2024-25	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	N/A
<b>Does this proposal require extra revenue and/or capital spending?</b>	N
<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>	N/A
<b>Report of:</b> Chamberlain and Chief Financial Officer	<b>For Decision</b>
<b>Report author:</b> Louise Said, Group Accountant	

## Summary

In March 2024 as part of the annual budget process, the Court of Common Council approved a Transformation Fund be set up from 23/24 central contingency underspends. This funding is to be used to support the cultural change needed under the new Corporate Plan and People Strategy, but also radical thinking on how best to bring down the annual operating deficit, including major changes or stoppages to existing service provision and/or reductions in grants. This requires a renewed approach to transformation underpinned by a clear communication to all Members so they are aware of the challenges ahead. The total fund stands at £4.7m and is split £2.5m City Fund and £2.2m City’s Estate.

## Recommendations

Members are asked to:

- approve the delegation approval framework for bids as outlined in paragraph 5
- delegate future oversight of the Fund to the Resource Allocation Sub-Committee

## Main Report

1. As part of the 2024/25 budget setting process, the Court of Common Council approved a Transformation Fund be set up from 23/24 central contingency underspends to be carried forward and used to support the transformational activity being undertaken across the organisation as part of the Corporate Plan and People Strategy, but also radical thinking on how best to bring down the annual operating deficit, including major changes or stoppages to existing service provision and/or reductions in grants. Transformational spend tends to be time limited, and so would not normally be built into base budgets. A fund

or contingency approach was therefore considered more appropriate to be drawn down as required. As part of the approval of 23/24 carry forward process, a sum of £4.7m was approved to be used for transformational activity. The approval was given with the stipulation that in establishing this fund, there should also be an appropriate level of member governance and oversight into how it is spent. This report therefore documents and asks Members to agree the governance of the Transformation Fund.

2. All applications should set out the following information as standard to enable an informed decision to be taken:
  - **Rationale:** why this item is not able to be funded through existing departmental local risk budgets
  - **Criteria:** Which of the following does this item meet (each bid for funding should meet at least one of these):
    - o Relate to transformation required as part of the Corporate Plan and People Strategy
    - o Support the core workstreams under the Transformation Programme which are:
      - Commercialisation and income generation
      - Shoring up the MTFP
      - Operational Property Review
      - Establishing Brilliant Basics through effective governance and optimised business processes
      - Laying the foundations for long-term transformation
  - **Outcomes:** What specific outcomes will be delivered for the level of funding requested?
  - **Economy:** What steps will be taken to ensure the initiative will be delivered in the most cost-effective manner?
  - **Delivery:** Specify the timeline for your works / activities (include start date, end date, key milestone target dates) and measures that will be put in place to mitigate any risks of not delivering the planned outcomes.
  - **Evaluation:** How will success be measured? Evaluation should be proportionate to the level of funding requested.
  - **Risks:** What are the risks if this funding is not agreed?
3. The Transformation Fund will be allocated following the assessment of eligible applications that meet the criteria listed above. Consideration will also be given to the level of proposed benefits to support prioritisation of bids where resource constraints are an issue.
4. The application process will be managed by the Town Clerk's department in a manner analogous to requests for approval submitted under the delegated authority or urgency process. All bids will be reviewed and once satisfied that all information has been submitted, will be presented for approval based on the delegation limits set out in paragraph 5.

5. In order to ensure the fund can be used in an agile manner, as well as having appropriate scrutiny, following consultation with the Senior Leadership Team (SLT), the following approval levels are recommended:
  - a. Funding applications for up to £500k will be determined by the Town Clerk
  - b. Applications for funding between £500k and £1m will be determined by the Town Clerk in consultation with the Chairman and Deputy Chairman of Resource Allocation Sub-Committee (RASC)
  - c. Applications over £1m will be considered by RASC
6. Funding is time limited for the period specified within the request. Any permanent funding requests cannot be funded through the Transformation fund as it is time limited so other forms of funding would need to be explored, unless the initiative can support on-going costs through generating additional income and or savings.
7. Any funds agreed will be ringfenced for that particular purpose and if circumstances change and the original purpose is not deliverable, funding will need to be returned to the pot for reallocation. Any changes in allocation of funding will follow the same process for approvals. The funds cannot be used for any other purpose without the approval of SLT and or RASC (depending on the value).
8. Officers will monitor and review spend on a quarterly basis as part of budget monitoring ensuring that it is in line with the original purpose for which funds were given. At the end of the financial year successful bidders will be asked to confirm final spend and benefits against each project. If any funds are remaining and are required for the following financial year, Officers can request a carry forward which will be reviewed as part of the annual carry forward process. Where additional income is generated and or savings achieved future budget/medium term financial plan will be adjusted accordingly.
9. Regular reporting will be brought back to RASC for 24/25, it is proposed to bring a report in December 2024 and again at the end of the financial year updating members on the current position of the fund and setting out all bids approved to date. For future years the proposal would be to bring an update every 6 months to RASC and an annual report to P&R at the end of the financial year should the fund continue.

### **Corporate and Strategic implications**

Strategic implications – Through use of the criteria in assessing bids, proposals covered by the fund will support the delivery of the Corporate Plan and People Strategy.

Financial implications – Contained within the body of the report

Resource implications – Bids will need to be reviewed and assessed by staff in the Town Clerk's department and monitoring supported by the Chamberlain's team. The

work required is anticipated to be deliverable within existing resources but will be kept under review.

Legal implications – No direct implications

Risk implications – No direct implications

Equalities implications – No direct implications from the proposal, however where individual decisions may have impacts, equality impact assessments will be carried out as appropriate.

Climate implications – No direct implications

Security implications – No direct implications

### **Conclusion**

10. Members are asked to endorse the approach and governance being undertaken for approval from the Transformation Fund and agree delegation be given to the Town Clerk, Chair & Deputy Chair of RASC and note the proposed criteria and reporting of spend and outcomes against the transformation fund.

### **Appendices**

None

### **Louise Said**

Group Accountant, Strategic Finance

[Louise.Said@cityoflondon.gov.uk](mailto:Louise.Said@cityoflondon.gov.uk)

<b>Committee(s):</b> Policy and Resources Committee – <b>For Decision</b> Community & Children's Services Committee – <b>For Information</b> City Bridge Foundation Board – <b>For Information</b> Police Authority Board – <b>For Information</b> Court of Common Council – <b>For Decision</b>	<b>Dated:</b> 17/10/2024 11/11/2024 29/11/2024 04/12/2024 05/12/2024
<b>Subject:</b> Modern Slavery Statement 2024–2029	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	Providing Excellent Services
<b>Does this proposal require extra revenue and/or capital spending?</b>	N
<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>	N/A
<b>Report of:</b> Greg Moore, Deputy Town Clerk	<b>For Decision</b>
<b>Report author:</b> Emily Slatter, Office of the Policy Chairman	

## Summary

This report accompanies a draft of the City Corporation's refreshed Modern Slavery Statement made pursuant to Section 54 of the Modern Slavery Act 2015. This is attached at Appendix 1.

The draft statement continues the work laid out in our 2018 and 2021 statements, outlining the steps that the City of London Corporation has taken and is continuing to take to ensure that modern slavery is not taking place within our organisation, within the Square Mile, or within our supply chains.

## Recommendation(s)

### Members are asked to:

- Approve the draft Modern Slavery Statement 2024-2029 at Appendix 1.
- Approve the publication of the draft statement at Appendix 1 both on the City Corporation website and the HM Government's Modern Slavery Statement registry.

## Main Report

### Background

1. This Modern Slavery Statement is made in response to Section 54 of the Modern Slavery Act 2015 ('the Act').
2. The City Corporation was not a relevant commercial organisation as defined by section 54 of the Act, however, in November 2018, Policy and Resources Committee signed off the City Corporation's Modern Slavery Statement. This decision aligns with our

dedication to responsible business principles and demonstrates our commitment to due diligence and transparency.

3. Members approved the first City Corporation Modern Slavery Statement in 2018 (Appendix 2). This brought together the roles, remits, commitments, and all work undertaken to tackle modern slavery and human trafficking across the organisation. This contained an ambition to publish a Modern Slavery Statement on an annual basis and set in motion a number of initiatives – e.g., a CoLC Modern Slavery Working Group.
4. The City Corporation have published a subsequent Modern Slavery Statement since by way of an update in 2021 (Appendix 3) coordinated by the Responsible Procurement Manager with support from officers across the Corporation.
5. Due to disruption caused by the outbreak of COVID-19 with subsequent resourcing pressures, the ability to keep an updated, annual publication of a Modern Slavery Statement has not been met.

### **Current Position**

6. In 2023, an internal review was conducted to ascertain how we can improve on our efforts to combat modern slavery. Recommendations have been taken forward to relevant Department leads and incorporated within this statement.
7. As a result, the Deputy Town Clerk (DTC) has been put forward by the Town Clerk's Executive Leadership Board as Corporate Lead for the Corporation's Modern Slavery Statement. Moving forward, the DTC will be supported by a Modern Slavery Strategic Lead, to help coordinate delivery of contributing officers across the Corporation.
8. The draft put before Members at Appendix 1 has been written with support from the City of London Police, Department for Children and Community Services, Port Health and Public Protection, People and Human Resources, Corporate Strategy and Performance, Town Clerk's Department, Commercial, Change, and Portfolio Management team in the Chamberlain's Department and officers from the City Bridge Foundation.
9. It is intended this Statement will be valid for the period from 2024-2029, in line with our Corporate Plan and People Strategy, with any required textual changes to be updated annually. Our efforts to combat modern slavery will be reflected in respective Departmental and Institutional reporting.

### **Proposals**

10. Members are asked to approve the Draft Modern Slavery Statement at Appendix 1 and approve the publication of the statement on both the City Corporation website and HM Government's Modern Slavery Statement registry.

### **Corporate & Strategic Implications**

**Strategic implications** – Though this statement principally supports our Corporate Plan 2024-2029 ambition to Provide Excellent Services, all six outcomes are interlinked and strive for equity, equality, diversity and inclusion to ensure impactful delivery of services.

**Financial implications** – None.

**Resource implications** – Work on modern slavery has already been established and is being delivered by the relevant Departments and Teams. This paper does not request any changes to the level of resources allocated to tackle modern slavery.

**Legal implications** – The City of London Corporation is under no legal duty to produce a Modern Slavery Statement at this time.

**Risk implications** – None.

**Equalities implications** – Work to tackle modern slavery and, as relevant to the functions being discharged by the City Corporation, Equalities Impact Assessments would be completed by teams undertaking work to ensure proper consideration of equalities implications.

## **Conclusion**

**11.** The City of London Corporation acknowledges its responsibility to identify and eradicate modern slavery within its operations. This Statement demonstrates the City Corporation's comprehensive and ongoing commitment to preventing modern slavery in all aspects of our organisation, jurisdiction, and supply chains.

## **Appendices**

- Appendix 1 – 2024-2029 Modern Slavery Statement (Full Statement, and Statement Summary)
- Appendix 2 – 2018 Modern Slavery Statement
- Appendix 3 – 2021 Modern Slavery Statement Update

### **Emily Slatter**

Office of the Policy Chairman

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## City of London Corporation Modern Slavery Statement

1. At the City of London Corporation, we are committed to upholding the highest standards of ethical governance and transparency in our operations.
2. This Modern Slavery Statement continues the work laid out in our 2018 and 2021 statements, outlining the steps that the City of London Corporation ('City Corporation') has taken and is continuing to take to ensure that modern slavery is not taking place within our organisation, within the Square Mile, or within our supply chains.
3. This Modern Slavery Statement is made pursuant to Section 54 of the [Modern Slavery Act 2015 \('the Act'\)](#). Although the City Corporation is not classified as a relevant commercial organisation under Section 54 of the Act, we have made a clear commitment to publish a Modern Slavery Statement to align with our dedication to responsible business.
4. For the purposes of this Statement and associated Policy, the term 'Modern Slavery' encompasses slavery, servitude, human trafficking, forced or compulsory labour and child labour.
5. This Modern Slavery Statement sets out the steps the City Corporation is taking in a) discharging its functions to ensure that modern slavery is not taking place in its business, jurisdiction or supply chains, and b) to use its wider influence to reduce modern slavery risks and impacts. It is divided into three sections:

**Part 1: Our Organisation** - Prioritising our commitment at the highest level, protecting and educating staff and taking dedicated action and collaborating across the City Corporation to combat modern slavery.

**Part 2: Our Jurisdiction** - Minimising the risk of modern slavery occurring in the City of London and on City Corporation property, referring any victims to the help they need, ensuring any perpetrators are brought to justice and helping to identify modern slavery in any place the City Corporation has a presence.

**Part 3: Our Supply Chains** - Using responsible procurement and rigorous contract management to mitigate the risk of modern slavery taking place within our UK supply chain, and effective due diligence procedures to minimise the risks of using global suppliers who contravene human and labour rights and exploit people through modern slavery.

## Part 1: Our Organisation

6. This Section outlines how the City Corporation prioritises our commitment at the highest level, protecting and educating staff and taking dedicated action and collaborating across the City Corporation to combat modern slavery.
7. It is intended this Statement will be valid for the period from 2024-2029 in line with our Corporate Plan and People Strategy, with any required textual changes to be updated annually. Our efforts to combat modern slavery will be reflected in respective Departmental and Institutional reporting.

### The City of London Corporation

8. The City Corporation has a long history, a unique constitution, our own Lord Mayor, and a dedicated police service keeping the City safe.
9. The City of London Corporation looks after the City of London ('the City' or 'Square Mile') on behalf of all who live, study, work, and visit; providing modern, efficient, and high-quality local services and policing for all.
10. Aside from acting as a key spokesperson for the UK's Financial and Professional Services sector, we support London's communities through responsible business, as the corporate Trustee of a number of charities, including City Bridge Foundation, providing schools and skills for young people, and delivering affordable housing across London.
11. Beyond the City boundaries, our organisation's responsibilities to providing a host of additional facilities for the benefit of the nation including air and seaports, charitable giving, the Guildhall School of Musica and Drama, the Barbican Centre and over 11,00 acres of open spaces.

### Our Corporate Plan 2024-2029

12. Our commitment to ensure that the City of London offers the best place to live, work, learn, and explore is guided by our core policy framework. Launched in April 2024, our [Corporate Plan 2024-2029](#) guides planning and decision-making for the City of London Corporation through six strategic outcomes, reflecting the vast portfolios covered by the City of London Corporation.
13. The six Corporate Plan outcomes are as follows:
  - [Vibrant Thriving Destination](#) — Attracting businesses and people to a safe, secure, and dynamic location is vital to our future. A world-leading culture and leisure offer is integral to creating a vibrant, thriving destination where everyone prospers.

- [Providing Excellent Services](#) — Supporting people to live healthy, independent lives and achieve their ambitions is dependent on excellent services. Vital to that continued pursuit is enabling access to effective adult and children’s social care, outstanding education, lifelong learning, quality housing, and combatting homelessness.
  - [Diverse Engaged Communities](#) — Across our residents, workers, businesses, and visitors, everyone should feel that they belong. Connecting people of all ages and backgrounds will help build diverse, engaged communities that are involved in co-creating great services and outcomes.
  - [Dynamic Economic Growth](#) — The City of London is the engine in the country’s economy. Driving dynamic economic growth in financial and professional services at local, national, and international levels will create jobs, attract investment, and support businesses across communities and the country.
  - [Leading Sustainable Environment](#) — We have a responsibility to ensure that we act as a leader on environmental sustainability and strive to enhance it in all aspects of how we work. Climate action, resilience, air quality, and sustainability are all facets of ambitious targets for the entire City to be net zero by 2040.
  - [Flourishing Public Spaces](#) — From our markets and cultural icons, such as the Barbican, to our world-famous bridges and amazing green spaces, we are stewards of unique national assets. Major capital investment into our civic fabric will secure flourishing public spaces, enabling a more successful London overall.
14. Though this statement principally supports our ambition to Provide Excellent Services, all six outcomes are interlinked and delivered through activities across the organisation and in partnership with our stakeholders to ensure impactful delivery of services.

### People Strategy 2024-2029

15. Launched in parallel with our Corporate Plan, our [People Strategy 2024-2029](#) works to enable the City Corporation to become a world-class organisation. It does so by creating a culture that encourages excellent performance and embeds equality, equity, diversity, inclusion, and health and safety in everything we do.
16. Our People Strategy emphasizes a key theme of *‘My Wellbeing and Belonging’* where we outline our work to ensure our people feel physically and psychologically. It outlines specific measures to support our staff in this regard which include but not limited to:

- Introduce an anonymous HR reporting system and process to investigate and resolve employee complaints
- Research, benchmark and implement a holistic and proactive wellbeing offer to create consistent conditions for our people to flourish
- Undertake an annual employee survey, creating collective and individual action plans and connecting these directly to future year people strategy initiatives.

## Our People, Our Policies and Our Commitments

17. Underpinning our People Strategy, the City Corporation has a suite of policies, codes of conduct and adopted principles that set out how the organisation makes sure that people are working legally, that everyone is treated fairly and with dignity, and that people conduct themselves appropriately.
18. These policies and processes are managed and overseen by the People and Human Resources Department and guidance is provided to all recruiting managers to ensure these checks are carried out effectively.
19. They represent an initial measure of safeguarding against the City Corporation employing any individual that has been illegally trafficked and or is being forced to work against their will – they include:
  - **Recruitment Policy:** The City Corporation enforces a strict recruitment policy, including mandatory 'right to work in the UK' checks for all employees. Employment offers are conditional on satisfactory completion of these checks. For employees on a visa or work permit, continued employment requires proof of ongoing right to live and work in the UK. These processes, overseen by the People and Human Resources Department, are designed to prevent the illegal employment of trafficked or coerced individuals.
  - **Whistleblowing Policy:** The City Corporation's Whistleblowing Policy applies to all staff, offering clear channels to raise serious concerns without fear of reprisal. This includes reporting potential instances of modern slavery or other forms of abuse and coercion. Staff are informed of this policy through induction training and the staff intranet.
  - **Employee Assistance Programme:** The City Corporation has an Employee Assistance Programme, which operates 24/7 for 365 days of the year, to provide staff and their partner or a family member confidential support on a wide range of work and personal issues which may include cases of modern slavery.
  - **Learning and Development Programs:** People and Human Resources ensures easy access to HR policies via the Employee Handbook, HR Topics pages, Managers' Guide, and New Starters' Resource on the intranet. Changes or new policies are communicated

through training workshops, e-learning, team meetings, and staff/manager news updates. The City Corporation also offers a one-hour e-learning course on modern slavery to raise awareness and help staff and Members identify and report concerns.

- **Our Living Wage Commitment:** The City Corporation is proud to be an accredited Living Wage employer. This commits us to paying at least the Living Wage to all staff, contractors and subcontractors according to the parameters set by the Living Wage Foundation. The City Corporation also goes one step further by paying the Living Wage to all apprentices and interns, as well as any person working under any of our contracts for two or more hours.
- **Codes of Conduct:** Our success depends on public trust, so all staff and elected representatives must uphold the highest standards of conduct and integrity, including adherence to the Nolan Principles. The City Corporation's 100 Common Councilmen and 25 Aldermen, known as 'Members,' represent public interests and follow the City Corporation's Code of Conduct.

Similarly, employees must follow the Employee Code of Conduct, which includes anti-corruption measures and promotes fairness and equality. Employees, suppliers, and stakeholders are encouraged to report serious concerns, which are addressed under the Whistleblowing or Complaints Policy, the Public Interest Disclosure Act, the Human Rights Act, and, when relevant, the Anti-Fraud and Corruption Strategy.

## **Governance & Accountability**

20. The City of London Corporation operates under a historic and distinct governance system. Corporate oversight and governance are principally conducted through a committee system, each responsible for oversight and accountability for given remits. Meanwhile, the City Corporation's Town Clerk and Chief Executive, with respective Chief Officers, oversee day-to-day operations and delivery.
21. The primary Member-led bodies with responsibility for services which work towards preventing modern slavery are as follows:
  - **Court of Common Council** — With 100 elected Common Councillors and 25 Alderman, the Court of Common Council serves as the principal decision-making body.
  - **Policy and Resources Committee** — Oversees governance and considering matters of policy and strategic importance to the City of London Corporation including matters referred to it by other Committees and/or Chief Officers. It directs economic development initiatives and promotes the City of London as a global financial hub.

- **City of London Police Authority Board** — Delegated by the Court of Common Council, the Board ensures the City of London Police operates effectively, holds the Commissioner accountable, and sets priorities that enhance community safety and protection.
- **Community & Children's Services Committee** — Manages Children's and Adults' Services, Education, and Social Services, overseeing care and support to promote the safety and well-being of residents and addressing issues related to safeguarding and care.
- **Corporate Services Committee** — Oversees personnel and staffing for the City of London Corporation, including all graded and non-graded employees, employees on the professional payrolls, staff, and including casual workers, across Corporation departments and Institutions. They ensure employment practices support the well-being of staff and uphold best practice.
- **Licensing Committee** — This Committee manages the City of London's licensing under the Licensing Act 2003 with several key objectives, including: preventing crime and disorder, ensuring public safety, preventing public nuisance, and protecting children from harm.

### **Continuous Improvement and Progress**

22. A Corporate Plan and People Strategy have been launched – each with clear outcomes designed to embed equality, equity, diversity, inclusion across our organisation and enable impactful delivery of services.
23. In 2023, an internal review was conducted to ascertain how we can improve on our efforts to combat modern slavery. Recommendations have been taken forward to relevant Department leads and incorporated within this statement.
24. The Deputy Town Clerk (DTC) has been put forward by the Town Clerk's Executive Leadership Board as Corporate Lead. for the Corporation's Modern Slavery Statement, to be supported by a Modern Slavery Strategic Lead, to help coordinate delivery of our Modern Slavery Statement. This will give corporate oversight and support in the publication of our Modern Slavery Statement commitments.
25. This statement is a product of continued collaboration through members of the CoLC Modern Slavery Working Group.

## **Part 2: Our Jurisdiction**

26. This Section outlines how the City Corporation minimizes the risk of modern slavery occurring in the City of London and on City Corporation property, referring any victims to the help they need, ensuring any perpetrators are brought to justice and helping to identify modern slavery in any place the City Corporation has a presence.

### **The Safer City Partnership Board**

27. The City Corporation takes a collaborative approach across all our service departments and multi-agency partners to ensure that comprehensive support is available to protect children, families, and adults from harm and exploitation.

28. Much of this comes together through the [Safer City Partnership Board](#) – the statutory community safety partnership for the City of London. It brings together statutory agencies, known as the Responsible Authorities, and invited and co-opted participants with the role of keeping the Square Mile safe. The Responsible Authorities are as follows:

#### **Responsible Authorities (Statutory Members)**

- The City of London Corporation
- The City of London Police
- London Fire Brigade
- NHS North East London Integrated Care Board
- The National Probation Service – London

#### **Invited and co-opted participants**

- British Transport Police
- London Ambulance Service
- East London Foundation Trust
- The Guinness Partnership
- City and Hackney Public Health
- City and Hackney safeguarding Adults
- City and Hackney safeguarding children
- Victim Support
- City of London Crime Prevention Association
- Safer Business Network
- City of London Business Improvement Districts

### **The City of London Police (CoLP)**

29. The City of London Police's action plan on Modern Slavery and Organised Immigration Crime uses a four-pronged approach based on **protection, preparation, prevention** and **pursuit**:

- **Protection** focuses on identifying and safeguarding victims. This includes providing support services, such as shelter and medical care, and connecting victims to the National Referral Mechanism (NRM). The police work closely with other agencies to remove individuals from harmful situations and prevent further exploitation.
  - **Preparation** involves training officers to recognise signs of modern slavery and exploitation. The plan also strengthens partnerships with local authorities, businesses, and other organisations to enhance intelligence gathering and improve the police's ability to respond effectively to these crimes.
  - **Prevention** aims to reduce the occurrence of these crimes by raising public awareness and working with businesses to prevent exploitation within supply chains. Additionally, the police collaborate with at-risk communities to provide support and create a hostile environment for organised crime groups (OCGs).
  - **Pursuit** focuses on investigating, prosecuting, and disrupting offenders and OCGs involved in modern slavery and organised immigration crime. This includes targeting the financial operations of criminal networks and working with national and international partners to dismantle these organisations.
30. Due to the nature of the crime, many victims are hidden out of sight, may not know they are victims, and/or may not present as a victim initially. Outside of exploring the data of those victims managed under National Referral Mechanism or direct reports into Police it difficult to accurately quantify the true scale of this crime. Beyond those sources mentioned there is no definitive data source or method to accurately capture the number of victims in the UK, including the Square Mile, therefore there is a high reliance on the creation of opportunities for generation of community and wider intelligence. CoLP are committed resources to assist in developing intelligence in this way to better understand the threat , harm and risk picture within the Square Mile.
31. The City of London Police are focused on continuous improvement of data quality recorded, specifically around nationality of victims and suspects, location of offence and dates of exploitation to assist in generating opportunities and activity for prevention and pursuit of offenders. This includes seeking to gain licenses for CoLP for the Traffik Analysis Hub - run by [Stop the Traffik](#) - to develop our overall intelligence picture locally, regionally and nationally.
32. In addition, the CoLP supports the Modern Slavery and Organised Immigration Crime (MSOIC) Programme, which focuses on identifying and protecting victims, preventing reoffending, disrupting criminal activities, and breaking the business models of Organised Crime Gangs (OCGs).



## The Department of Community and Children's Services (DCCS)

33. DCCS has a wide remit to provide care and support to the 8,600 residential and 614,500 worker population of the City of London. Within DCCS, the People's Department provides comprehensive, consent-based and statutory safeguarding services for all City residents – covering Adult's Social Care, Children's Social Care and Early Help, Homelessness and Rough Sleeping, and Safeguarding & Quality Assurance.
34. Their work is guided by statutory regulations and legislation. For modern slavery, this includes the [Modern Slavery Act 2015](#) and its accompanying statutory guidance. This framework is further supported by broader safeguarding laws, including the [Children Act 2004](#), [Care Act 2014](#), and the [Homelessness Code of Guidance for local authorities](#). Plus wider multi-agency partnership safeguarding strategies such as the [CHSAB Strategy 2020-2025](#).
35. When significant harm or modern slavery is identified, the department takes immediate action to remove individuals from danger, safeguard them, and provide services to address trauma and prevent recurrence. The department refers cases of exploitation and trafficking to the [National Referral Mechanism \(NRM\)](#) through our dedicated Single Point of Contact.
36. This response is coordinated with partner agencies to create a robust support network around victims, providing immediate support, including emergency accommodation, and raising awareness among partners and staff to recognise and act on indicators of exploitation. In all cases, the safety of victims pursuing prosecution is prioritised, recognising the risks posed by exploiters.
37. The [Multi-Agency Child Exploitation \(MACE\) Group](#), chaired by the Head of Children's Social Care and attended by multi-agency partners, meets regularly to monitor issues such as criminal and sexual exploitation, trafficking, gangs, county lines, and modern slavery. This group ensures that trends are understood, and appropriate responses are in place to support victims and disrupt exploiters. Additionally, street-based outreach services provide direct, location-based support to homeless individuals, offering immediate advice and referrals to services.
38. [City Corporation Early Help](#) services are readily available to children and families to address emerging needs and prevent the escalation of vulnerabilities. This includes a universal youth service that encourages participation in extracurricular activities, reduces social isolation, and provides safe community spaces for children.
39. The City Corporation also has a dedicated commissioning team within the Community & Children's Services department, particularly for vulnerable young people, such as care leavers, and vulnerable adults. These services are regularly monitored to ensure safeguarding requirements are met. New services are commissioned using the City

Corporation's minimum safeguarding standards, based on the expectations set by [The City & Hackney Safeguarding Children Partnership \(CHSCP\)](#). Due diligence procedures include Disclosure and Barring Service (DBS) checks, and reviews of safeguarding policies, procedures, and complaints, with providers' ability to meet these standards tested during the procurement process.

### **Port Health and Public Protection (PHPP)**

40. PHPP teams provide comprehensive and effective environmental health, trading standards, air quality and licensing services for the City of London, ensuring that, through monitoring, regulation and enforcement, City residents and businesses can enjoy an environment and services which are, so far as possible, safe and without risks to their health or welfare.
41. As per of their core duties, Public Protection officers frequently visit sites in the Square Mile posing risks of modern slavery and are vigilant in observing and reporting any suspicious circumstances.
42. Officers work closely with the City of London Police, Border Force, other external services – such as the Licensing Liaison Partnership - and other City Corporation services. Together, they collaborate on issues related to exploitation and modern slavery, with ongoing efforts focused on addressing concerns at specific locations.

### **Supporting Our Wider Community**

43. [City Bridge Foundation](#) ('CBF' or 'the Charity') was established over 900 years ago and now manages and maintains five of London's city Bridges, at no cost to the taxpayer. They are powered through property and financial investments, initially supported and funded by medieval Londoners to maintain the first stone London Bridge. Funds surplus to the Bridges' needs are distributed each year to organisations that are working for a fairer, greener capital — via our funding team.
44. The City Corporation has a wider influence within surrounding boroughs, Greater London, the UK and further afield. We are committed to work together to ensure our approach to modern slavery is shared beyond our immediate jurisdiction.
45. Through our charitable funding, last year the charity provided £688,000 in grants specifically aimed at addressing modern slavery.
46. The City Corporation, acting by the Court of Common Council, is the charity trustee of CBF and carries out its functions as trustee in accordance with the City Corporation's internal governance framework, including through authority delegated to the CBF Board and its Committees, and to officers.

47. CBF's focus on Equity, Diversity, and Inclusion (EDI) supports initiatives that address conditions leading to exploitation and modern-day slavery. This includes funding and support for marginalized groups and those vulnerable to human trafficking. By promoting ethical treatment in supply chains and providing long-term, flexible finance for social change, CBF actively contributes to combatting modern-day slavery.
48. The Charity's vision, outcomes and values are set out in its overarching strategy 'Bridging London'. The vision is for London and Londoners to be truly connected. CBF aims to address the systemic causes that lead to modern slavery by supporting vulnerable populations, through its convening power and advocacy, and through collaborations and partnerships.
49. CBF will continue to evaluate its influence and collaborate with other funders and stakeholders to effectively tackle modern-day slavery.
50. [Heart of the City](#) runs a responsible business programme specifically designed for Small and Medium-sized Enterprises based in the UK to become a force for good. With the City of London Corporation having helped establish and fund Heart of the City, both share a commitment to fostering a sustainable and ethical business environment.
51. Focusing on the practical, its events, online resources/templates and network are designed to support those companies new to responsible business with complex issues, such as tackling modern slavery. Heart of the City's network of contributor companies has responsible business expertise and resource in-house and they provide foundation members with support, resources and guidance.

#### **Continuous Improvement and Progress**

52. The City of London Police, and the City of London Corporation more widely, continues to develop partnerships across the community and within policing to improve the identification and response to modern slavery.
53. Internal Service Development Plans, updated quarterly, drive practice improvements to enhance safeguarding responses, while the Children's Safeguarding Partnership and City and Hackney Adult's Safeguarding Board monitor and improve multi-agency safeguarding efforts.
54. In addition, regular performance monitoring and statutory reporting continue to ensure that services are delivered at the right time to meet the needs of City residents. These ongoing quality assurance measures, including practice reviews, observation, management oversight, and sign-off, monitor the day-to-day practice, impact, and user experience of our services.
55. Recognising the importance of appropriate training, a range of modern slavery, exploitation and human trafficking training is provided to workers in People's Services through our commissioned training providers.

- 56.** For the City of London Police, this includes enhanced training for officers and staff around spotting the signs of exploitation, with a focus on areas which have limited information and/or intelligence, such as sexual and labour exploitation. This includes:
- All front-line officers and custody staff have now received modern slavery training inputs
  - 14 officers have completed the four-day modern slavery investigator course
  - 17 officers have completed the specialist modern slavery victim liaison course
  - Staff from Learning and development have attended an MSOIC train the trainer course and the next cycle of vulnerability training in force will focus on MSOIC and delivered to all staff
  - And new guidance has been issued for officers around a uniform way to record NRMs on across record systems at the City of London Police.
- 57.** To ensure clear records across our services, Children’s and Adults’ Services operate a clear duty system to respond immediately to safety concerns, supplemented by an out-of-hours service. Here, Children’s Social Care and Early Help and Adult’s Social Care utilise the Mosaic ‘Warnings’ system, creating a red alert on the person summary page to notify any who access the record that there are warnings in place which indicate risk and high vulnerability across our service records.
- 58.** Children’s Social Care and the City of London Police are operating a collaborative project which ensures any child stopped and searched is seen through a safeguarding lens and accesses early, supportive, intervention, that diverts from risks and harm.
- 59.** CBF is expanding its responsible business practices to create a more positive impact by adding new roles focused on EDI and Climate Action. These roles will ensure a commitment to social justice, fostering an equitable, inclusive, and diverse environment that promotes ethical treatment in supply chains and works to prevent exploitation and forced labour.

### **Part 3: Our Supply Chains**

- 60.** The City Corporation spends around £151 million annually on goods and services, with an additional £292 million allocated to construction works. These contracts support a wide range of services across the City Corporation and its institutions, including the Barbican Centre, City of London Police, and City Bridge Foundation.
- 61.** This Section outlines how the City Corporation is using responsible procurement and contract management due diligence procedures to minimise risks of modern slavery taking place within our domestic and global supply chains.

## **Our Domestic Supply Chains**

62. The highest risks of modern slavery in our UK supply chain are found in entry-level roles across construction, security, waste management, cleaning, laundering, food harvesting, processing, and care industries—sectors typically filled by agency, seasonal, and migrant workers with low skill levels or without formal UK qualifications. Although not necessarily defined in the same way, the City Corporation recognises that those in the latter industries can often operate as part of the gig economy.

## **Our Global Supply Chains**

63. Globally, the greatest risks, particularly forced and child labour, are linked to the production of electronics, textiles, agricultural commodities, and construction materials. Conflict minerals like gold, tin, tantalum, tungsten, lithium, cobalt, copper, and nickel—used in electronics and electric vehicles—are also a significant concern.

## **The Commercial, Change and Portfolio Management Team**

64. The Commercial, Change, and Portfolio Management team oversees centralised and responsible procurement for contracts over £100,000, focusing on supplies, services, and works. This team leads the City Corporation's efforts to tackle modern slavery in supply chains, working with stakeholders and contract managers to mitigate risks and ensure best practices.
65. They monitor supplier performance and incorporate modern slavery and human rights safeguards throughout every stage of procurement. The team now includes an Impact and Reporting function to measure and communicate the value of investments, improving data and transparency.

## **Training and Development**

66. All commercial services personnel receive responsible procurement induction and training from the Corporation's Responsible Procurement Manager. Responsible Procurement is also a module in our Commercial Academy, an e-learning course accessible to all City Corporation officers. This year (May – June 2024), a 'refresh' series was delivered, featuring sessions on each responsible procurement commitment with practical steps for implementation. The series was recorded and is available to officers.
67. Additionally, a toolkit has been developed for each of the six responsible procurement commitments. It explains the importance of each commitment, outlines actions for each stage of the commercial lifecycle (pre-procurement, procurement, and contract management), and provides relevant contacts for reporting.

## **Procurement Processes**

68. Before starting a procurement exercise, our buying team assists departmental stakeholders in exploring procurement options. All relevant suppliers wishing to tender for City Corporation contracts must provide evidence of compliance with the Modern Slavery Act 2015 to be eligible.
69. Procurement frameworks, which include pre-approved suppliers with agreed terms and conditions for specific goods, works, or services, are another available option. As part of due diligence, our buying officers ensure that framework providers comply with the Modern Slavery Act, and address any gaps if necessary. For high-risk categories of spend, officers must include specific wording in specifications requiring suppliers to conduct due diligence or be prepared to do so upon request. The Human Rights toolkit provides specification wording and questions for officers to include in their tenders.

### **Contract Monitoring**

70. The City Corporation has made ambitious commitments to reducing carbon emissions through sustainable procurement, while also ensuring that the transition to a low-carbon economy does not marginalize people or violate human rights. To address this, the City Corporation has recruited temporary resources to specifically review 40 of our suppliers through a Just Transition lens and identify practical actions for both this year and the five-year action plan.
71. A framework, based on the [SDGs World Benchmarking Alliance Transition Methodology](#), and [International Labour Standards](#), was developed, followed by a risk assessment. For suppliers identified as high or medium risk, an action plan will be created, which may include supplier training, workshops, updates to the Human Rights toolkit, and revisions to procurement specifications and tender questions, as well as internal officer training.
72. To focus on modern slavery risks, we assessed the modern slavery statements of 40 of our top suppliers using the [Government's Modern Slavery Assessment Tool \(MSAT\)](#). Scores ranged from 31/156 to 151/156, with an average of 66/156. In the coming year, we will engage with suppliers to improve their approach to modern slavery through category training, one-on-one conversations, and collaboration with commercial leads.
73. Additionally, in early 2024, the Responsible Procurement team implemented a Modern Slavery in the Supply Chain Due Diligence Report, requiring suppliers to detail their due diligence efforts and planned actions for the specific financial year. This report has been used for major facilities management and minor works contracts.
74. A 'Performance Scorecard' is also available to contract managers to ensure a standardized and robust approach to monitoring, gathering evidence, and addressing risks or performance issues. One of the ten elements covered by the Scorecard is ethical sourcing, particularly supplier compliance with the Modern Slavery Act.

## Continuous Improvement and Progress

75. The City Corporation helped establish and is an active member of the London Responsible Procurement Network (LRPN). This group of public sector representatives meets regularly to exchange best practices and develop strategies for social value, sustainability, and ethical sourcing. The group focuses on modern slavery, sharing interventions and learning how to address it in public sector supply chains. Their goal is to use their collective influence to reduce modern slavery and human rights risks, with efforts directed at improving training and due diligence.
76. A comprehensive procurement governance review is underway, starting in summer 2024 and expected to run into 2025. This review will assess governance, practices, spending behaviours, and roles to improve efficiency and compliance. The review aims to strengthen the City Corporation's due diligence on human rights and modern slavery, with updates to procurement templates for high-risk areas. Expected outcomes include:
- A risk-assessed compliance audit
  - An improvement plan for procurement and contract management
  - A commercial assurance framework with updated data and reporting requirements
  - A corporate capability assessment and training plan
  - An updated Procurement Code
  - Revised officer-level governance proposals
77. Officers are developing a new e-procurement system following the introduction of the [Procurement Act 2023](#), featuring contract management and alert functions. This system will integrate the current commercial scorecard and may be updated following the review. Led by the City Corporation's Strategic Contract Management Lead, this project will enhance visibility on responsible procurement and modern slavery issues.
78. The temporary position on secondment from Westminster City Council, 'Responsible Procurement Officer – Just Transition', will engage with suppliers to improve their approach to modern slavery. The engagement will include category training, 1-2-1 conversations, and engagement with the commercial leads.
79. In late 2023, the City Corporation's Commercial Service underwent an audit against the ISO 20400 standard for Sustainable Procurement. This audit reviewed our procurement policy, toolkits, templates, and the application of these resources by buyers and stakeholders. The City Corporation scored 2.73, which is above average for a first-time assessment. The standard emphasizes managing risks, addressing adverse sustainability impacts through due diligence, and promoting decent work and ethical behaviour as part of sustainable procurement.



80. Additionally, the City Corporation was a founding partner for [Action Sustainability's Practical Procurement Guidance](#) aimed at combating modern slavery in solar PV supply chains. While this guidance focuses on solar panels, it is also applicable to other technologies with similar supply chain risks. We have shared this guidance through our category boards and climate action strategy team.

## Policies and Commitments

81. The City Corporation has a suite of policies, toolkits and reporting commitments to promote responsible business and ensure we minimise risks of modern slavery taking place within our domestic and global supply chains.

- **City Corporation Responsible Procurement Policy:** Our [Responsible Procurement Policy](#) aims to deliver optimal value while enhancing the lives of those within our supply chain. It is founded on three pillars: social value, environmental sustainability, and ethical sourcing. This policy underscores our commitment to addressing human and labour rights violations, including modern slavery.

Applicable to all contracts awarded by the City Corporation, it requires action from officers with purchasing responsibilities and suppliers providing goods, services or works contracts. The City Corporation has six Responsible Procurement commitments, which includes a specific commitment to “*protect human rights in our supply chain by working with suppliers who undertake due diligence to guard against modern slavery and other human rights abuses.*”

- **Human Rights Toolkit:** Mitigating modern slavery and ensuring human rights in our supply chain are integral to our six responsible procurement commitments. Each commitment is supported by a dedicated toolkit that helps officers understand the risks, statutory duties, and considerations at each stage of the commercial lifecycle, including escalation procedures. The Human Rights toolkit provides links to valuable external resources, such as the Supply Chain Sustainability School and Government Commercial Colleges e-learning suite.
- **Oversight and Reporting:** We publish an annual report to assess the impact of our supply chain against our six responsible procurement commitments. The [Responsible Procurement Impact Report for the financial year 2023-24](#) is available on our website. Additionally, we will publish all six responsible procurement toolkits alongside our Responsible Procurement Policy on our website. These toolkits explain the importance of each commitment, outline steps for advancement, and set expectations for suppliers. Our



aim in publishing these resources is to enhance supplier awareness, improve bid quality, and foster more meaningful discussions with our current suppliers.

- **Climate Action Strategy:** [Our Climate Action Strategy 2021–2027](#) ensures a Just Transition for the workforce, aiming to create decent work and quality jobs while safeguarding workers' rights and livelihoods.
- **Procurement Code:** Rules 45 (Responsible Procurement) and 50 (Modern Slavery and Human Rights) of our [Procurement Code](#) require officers to minimize ethical sourcing risks and uphold human rights within our supply chain.
- **Contract Terms:** Our standard terms and conditions mandate contractor compliance with the Modern Slavery Act 2015 and reserve the right to terminate contracts for non-compliance.
- **Fairtrade Commitment:** We adhere to [a Fairtrade Resolution](#), using Fairtrade products exclusively in the Guildhall Club and for City Corporation Hospitality Events, including 100% of products such as tea, coffee, sugar, bananas, and chocolate.
- **UN Global Compact:** As a signatory to the [UN Global Compact](#), we integrate considerations for workers, communities, and the environment into our business decisions. Our commitments include Goal 8 (Decent Work and Economic Growth), ensuring International Labour Organisation standards are met, and Goal 12 (Responsible Consumption and Production), focusing on reducing waste and promoting reuse to mitigate modern slavery risks in mining and materials critical to climate action.

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This statement was approved by the City Corporation's Court of Common Council on **[DATE APPROVED]**

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# 2024-2029 Modern Slavery Statement Summary



## Introduction

The City of London Corporation acknowledges its responsibility to identify and eradicate modern slavery within its operations.

Building on our previous statements, this document outlines the actions we have taken – *and continue to take* – to safeguard against any form of modern slavery occurring within **our organisation**, across **our jurisdiction**, and throughout **our supply chains**.

It is made pursuant to Section 54 of **the Modern Slavery Act 2015** ('the Act'). Although the City Corporation is not classified as a relevant commercial organisation under Section 54 of the Act, we made a clear commitment to publish a Modern Slavery Statement to align with our dedication to responsible business.

# Part 1: Our Organisation

How we prioritise our commitment at the highest level, protecting and educating staff and taking dedicated action and collaborating across the City Corporation to combat modern slavery.

**Core Policy Framework** - Our commitment to ensure that the City of London offers the best place to live, work, learn, and explore is guided by our core policy framework of:

- **Our Corporate Plan 2024-2029:** All six outcomes of our Corporate Plan are and, through activities undertaken across the organisation and in partnership with our stakeholders, ensure impactful delivery of services.
- **Our People Strategy 2024-2029:** Working in parallel with our Corporate Plan, our People Strategy works to enable the City Corporation to become a world-class organisation by creating a culture that encourages excellent performance and embeds equality, equity, diversity, inclusion, and health and safety in everything we do.

**Established Process, Policies and Commitments** - We have committed to tackling modern slavery through an up-to-date suite of HR policies, including:

- Robust Committee Governance
- Recruitment Policy
- Whistleblowing Policy and Employee Assistance Programme
- Learning and Development Programmes
- Our Living Wage Commitment
- Codes of Conduct

**Key Teams** - The Town Clerk's Department, The People & Human Resources Department, Comptroller & City Solicitor's Department, Corporate Strategy & Performance.

## Continuous Improvement and Progress.

- We have launched our Corporate Plan 2024-2029 and People Strategy 2024-2029 – each with clear outcomes to embed equality, equity, diversity, inclusion across our organisation with impactful delivery of services.
- We have conducted an internal review to ascertain how we can improve on our efforts to combat modern slavery. Recommendations have been taken forward to relevant Department leads and incorporated within this statement.
- To give corporate oversight, the Deputy Town Clerk has been appointed as Corporate Lead.
- We have continued collaboration through members of the CoLC Modern Slavery Working Group.

# Part 2: Our Jurisdiction

How we minimise the risk of modern slavery occurring in any place the City Corporation has a presence, referring any victims to the help they need, and ensuring perpetrators are brought to justice.

**Core Policy Framework** - To combat modern slavery in our jurisdiction, we operate a clear approach outlined in:

- **Our City of London Policing Plan:** Outlines how policing will be delivered and sets out our policing priorities, whilst maintaining a commitment to our values of integrity, compassion and professionalism and the principles of the Police Code of Ethics.
- **National Legislation and Guidance:** Modern Slavery Act 2015, Modern Slavery Statutory Guidance, Children Act 2004, Care Act 2014, Homelessness Code of Guidance for local authorities, Licensing Act 2003, National Referral Mechanism (NRM) 2009.

**Key Teams** - City of London Police (CoLP), Department of Community & Children's Services (DCCS), Port Health & Public Protection (PHPP).

## Continuous Improvement and Progress

- We conduct Internal Service Development Plans and ongoing quality assurance measures (including practice reviews, observation, management oversight, and sign-off) monitor the day-to-day practice, impact, and user experience of services and enhance safeguarding response.
- We have modern slavery, exploitation and human trafficking training available to officers and staff through our commissioned training providers.
- We have established arrangements to monitor the successful implementation of the Modern Slavery and Human Trafficking '4P' Plan.
- The CoLP continue to develop partnerships across the community and within policing to improve the identification and response to modern slavery.
- The Children's Social Care and the City of London Police have joined forces to ensure any child stopped and searched is seen through a safeguarding lens and accesses early, supportive, intervention, that diverts from risks and harm.

**Established Process, Policies and Commitments** - We ensure a collaborative and robust approach to modern slavery in our jurisdiction through:

- [The Safer City Partnership Board](#)
- [The Serious Organised Crime Board](#)
- [Our Multi-Agency Child Exploitation \(MACE\) Group](#)
- [City Corporation Early Help services](#)
- [The City & Hackney Safeguarding Children Board \(CHSCB\)](#)
- [CBF Bridging London Strategy](#)

# Part 3: Our Supply Chains

How we use responsible procurement, contract management, and due diligence procedures to minimise risks of modern slavery taking place within our supply chains.

**Core Policy Framework** - Our commitment to responsible business is outlined and guided by our:

- **Responsible Procurement Policy:** Founded on three pillars: social value, environmental sustainability, and ethical sourcing. This policy underscores our commitment to addressing human and labour rights violations, including modern slavery.
- **Climate Action Strategy 2021-2027:** Ensures a Just Transition for the workforce, aiming to create decent work and quality jobs while safeguarding workers' rights and livelihoods.

**Established Process, Policies and Commitments** - We use robust processes, commitments and contract management to minimise the risk of modern slavery in our supply chains, including –

- Our Procurement Code: Rules 45 and 50
- Clear Contract Terms compliant with the Modern Slavery Act
- A dedicated Human Rights Toolkit for staff
- Annual Procurement Impact Reports
- Our City Corporation Fairtrade Resolution
- UN Global Compact signatory

**Key Teams** - The Chamberlain's Department - Commercial, Change, & Portfolio Management team.

## Continuous Improvement and Progress

- The City Corporation has joined the newly formed London Responsible Procurement Network (LRPN) working group dedicated to modern slavery.
- The Commercial, Change, and Portfolio Management team has been created to better assess investment impact.
- A procurement governance review of the Commercial Service has begun to strengthen human rights and modern slavery due diligence throughout the commercial lifecycle.
- An Impact and Reporting function has been created to enhance transparency and measure the benefits of third-party spending and project investments, particularly in high-risk areas.
- An e-procurement system compliant with the new Procurement Act 2024 to provide the functionality to manage contracts through an e-system with alerts.
- The City Corporation will publish all six of our responsible procurement toolkits on our website alongside our Responsible Procurement Policy.
- Successful audit against the ISO 20400 standard for Sustainable Procurement.



## City of London Corporation Modern Slavery Statement

1. This Modern Slavery Statement, covering November 2018 - June 2019, is made in response to s.54 of the Modern Slavery Act 2015 ("the Act"). It sets out the steps that the City of London Corporation "City Corporation" has taken and is continuing to take to ensure that modern slavery is not taking place within our business, within the Square Mile or within our supply chains.
2. For the purposes of this Statement and associated Policy, the term 'Modern Slavery' encompasses slavery, servitude, human trafficking, forced or compulsory labour and child labour.
3. The City Corporation is not a relevant commercial organisation as defined by section 54 of the Act. However, it will comply with its annual reporting requirements on a voluntary basis in the interest of due diligence and transparency, and to appropriately reflect the City Corporation's strong commitment to responsible business principles.
4. This Modern Slavery Statement is divided into five sections:
  - i. **Our Organisation** -The City Corporation's approach to tackling modern slavery. This overarching commitment is supported at the highest level and inter-departmental collaboration is used to ensure a harmonised and effective approach.
  - ii. **Our People** - Helping to protect our own employees based at any City Corporation location from becoming victims of modern slavery through fair recruitment practise, pay and conditions, and having support mechanisms in place such as access to whistleblowing, and an employee assistance programme.
  - iii. **Our Jurisdiction** - Creating conditions that minimise the risk of modern slavery occurring within the Square Mile, identifying modern slavery that does occur within our geographical jurisdiction, referring any victims on to the help and support they need and ensuring any perpetrators of this crime are brought to justice.
  - iv. **Our Wider Community** - Using our influence to facilitate positive action on modern slavery amongst charitable organisations and our wider business community.
  - v. **Our Supply Chains** - Using responsible procurement and contract management due diligence procedures to minimise risks of modern slavery taking place within our domestic and global supply chains.
5. Within each of these five sections. the following aspects are described, as per the requirements of a modern slavery statement under s.54 of the Act:



- a. **Remits and relevant risks**- Within the remit of each department; identifying the people, places, trades and industries at highest risk of being associated with modern slavery.
- b. **Policies and commitments** - Overarching and department-specific policies and commitments to tackling modern slavery and associated human and labour rights abuses.
- c. **Existing interventions** -Actions already being undertaken to identify and deal with modern slavery and to minimise the risk of it occurring. This includes training & awareness programmes and due diligence procedures such as referrals, site visits & spot checks, contractual provisions and contract monitoring & management.
- d. **Continuous improvement** -Assessing the effectiveness of our current interventions, creating plans to bridge identified gaps, developing appropriate performance indicators, monitoring and reporting on progress.

## i. Our organisation

### a. Remit and relevant risks

- 6. The Square Mile is the historic centre of London and is home to the 'City' - financial and commercial heart of the UK. The City Corporation provides local government services for the Square Mile and supports and promotes the City as the world leader in international finance and business services. The organisation's responsibilities extend far beyond the City boundaries in that it also provides a host of additional facilities for the benefit of the nation, including air and sea ports, the Barbican and various open spaces.
- 7. The Bridge House Estate (BHE) is currently the 7th largest charity in the UK in terms of asset valuation: The City Corporation is its sole corporate trustee. The primary object of BHE is to maintain and support five bridges crossing the River Thames. A cy-près charity scheme of 1995 permits income surplus to that required for the bridges to be used for broader, and more general, charitable purposes within the Greater London area. This scheme enables the charity to work through its charitable funding arm, City Bridge Trust (CBT). CBT provides grants totalling around £20m per year towards charitable activity benefitting Greater London.
- 8. Heart of the City is a business-led charity, limited by guarantee and housed the City Corporation, which is its main funder and Treasurer.
- 9. The City of London Police is the territorial police force responsible for law enforcement within the City of London, with other specific remits nationally. The City of London Police is divided into four directorates: Crime Investigation, covering serious & organised crime, terrorism, acquisitive criminality and violent crime; Economic Crime, which looks at fraud; Intelligence and Information, responsible for coordination of intelligence and information management; and Uniform Policing, providing policing response and specialist skills and support both internally and to other police forces.
- 10. From an organisational perspective, it is recognised that modern slavery is a crime that is prevalent both within and outside of the UK, across many industries and as such it is a



risk that the City Corporation takes seriously. However, rather than this risk being looked at in isolation, modern slavery is managed alongside a range of other risks that must be dealt with as part of our business activities e.g. implementing responsible procurement, tackling serious and organised crime, safeguarding of children and vulnerable adults, health and safety in construction etc.

**a. Policies and commitments:**

11. The recently published Corporate Plan (2018-2023) sets out the priorities of the City Corporation as the governing body of the Square Mile, dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK. The following aims and outcomes within the Plan underpin the City Corporation's commitment to combatting human and labour rights abuses such as modern slavery:

**11.1 Contribute to a flourishing society:**

- People are safe and feel safe
- People enjoy good health and wellbeing
- People have equal opportunities to enrich their lives and reach their full potential

**11.2 Support a thriving economy:**

- Businesses are trusted and socially and environmentally responsible

12. The Responsible Business Strategy 2018-23: 'Towards a Sustainable Future' describes in more detail how the City Corporation intends to achieve the above aims and outcomes. This Strategy sets out the organisation's objective of creating positive impact and reducing negative impact across all its activities and decisions. More specifically the Strategy states the City Corporation's stance on advocating for human rights in its decision-making processes so that people are treated appropriately and with dignity. The Strategy also details its commitment to actively preventing fraud, corruption and bribery in its own operations and influencing supply chains and partners to do the same.

13. The following is the City Corporation's stand-alone Policy on modern slavery:

**b. Existing interventions**

14. Representatives from the City of London Police, the Barbican, City Procurement, Department for Community and Children's Services, Community Safety and Corporate Strategy and Performance Team came together in early 2018 to establish the City Corporation's inter-departmental Working Group on modern slavery.

15. The priority of the Working Group was to bring together all current action taking place to tackle modern slavery by the City Corporation to harmonise our approach and ensure that resources and lessons learned are shared across the City Corporation. This current modern Slavery Statement was developed based on this work.

### **c. Continuous improvement**

16. The Working Group plans to invite representatives from other relevant departments to contribute their ideas going forward, including HR and Licensing. A network of 'Safeguarding Champions' is to be re-launched in the coming months, acting as departmental points of contact and channels for dissemination of key messages to and from the Working Group.
17. The next priority of the Working Group going forward is to identify any gaps or weaknesses and plan future interventions and areas for potential collaboration that could be used to continuously improve our approach. The principal areas identified so far are an increased number of internal and external training and awareness raising initiatives.
18. Specific continuous improvement plans are discussed more fully as part of the following sections covering Our People, Our Community and Our Supply Chain.

## **II. Our People**

### **a. Remit and relevant risks**

19. This section covers the City Corporation's **work** helping to protect our own employees from becoming victims of modern slavery. These City Corporation-wide efforts are led by our Human Resources Department.

### **b. Policies and commitments**

20. Alongside the City Corporation's Modern Slavery Policy outlined in Section 1.b, the City Corporation has a series of policies, codes of conduct and adopted principles that set out how the organisation makes sure that people are working legally, that everyone is treated fairly and with dignity, and that people conduct themselves appropriately.
21. Recruitment Policy: The City Corporation operates a robust recruitment policy, including conducting 'right to work in the UK' checks for all employees. All offers of employment are conditional on these checks being completed to the organisation's satisfaction. Where an individual is working in the UK on a visa or work permit of a fixed term, the City Corporation requires the individual to provide proof of their continuing right to live and work in the UK before continuing their employment.
22. These processes are managed and overseen by our HR department and guidance is provided to all recruiting managers to ensure these checks are carried out effectively. They represent an initial measure of safeguarding against the City Corporation employing any individual that has been illegally trafficked and or is being forced to work against their will.
23. Whistleblowing Policy: The City Corporation's Whistleblowing Policy applies to all staff. It details the channels through which employees should raise serious concerns providing

assurance that there should be no fear of reprisals. Concerns regarding potential instances of modern slavery can be raised in this way alongside other forms of abuse and coercion staff may be experiencing or suspicious of. Staff are made aware of this Policy through various channels including during induction training and the staff intranet.

24. Codes of Conduct: Our continued success relies on the trust and confidence of the public and therefore all staff and elected representatives are expected to uphold the highest standards of personal conduct and integrity including a requirement for all staff to uphold the Nolan Principles on standards in public life.
25. There are 100 Common Councilmen and 25 Aldermen serving as elected representatives, collectively referred to as 'Members'. Members represent public interest and inform how the City Corporation should carry out its various activities. Members adhere to the City Corporation's Code of Conduct for Members.
26. Similarly, City Corporation employees must adhere to the City of London's Employee Code of Conduct. This incorporates requirements to abide by City of London anti-corruption measures and that all employees are treated with fairness and equality.
27. The Code also sets out the expectation that employees and other stakeholders including suppliers, who have serious concerns about the conduct of any aspect of the City Corporation's work to come forward and voice those concerns. It commits the organisation to treating any suspicion of wrongdoing seriously, with concerns reviewed and analysed in accordance with the Whistleblowing or Complaints Policy, considering the Public Interest Disclosure Act, the Human Rights Act and if appropriate the City Corporation's Anti-Fraud and Corruption Strategy.

### ***c. Existing interventions***

28. Policy implementation: The City Corporation strives to be an excellent employer with a modern suite of employment policies and procedures. Corporate HR ensures the effective management of policies. This includes routine reviews to be in compliance with legal and mandatory requirements, alignment to best practice, monitoring and enforcement oversight.
29. It is the responsibility of all managers across the organisation to put written policies and procedures into practice. Under the 'Managing People Policy', managers are primarily responsible for ensuring their consistent application so that all employees are managed in a fair and consistent manner. It is also important for Managers to support employees in understanding and interpreting policies correctly.
30. Corporate HR ensures the ready accessibility of its HR policies and procedures through the Employee Handbook, HR Topics pages, Managers' Guide and a New Starters' Resource page all of which are located on the intranet. In addition, the provision of a suite of training workshops/briefings, a-learning, team meetings and staff/manager news items are just some of the means of cascading either changes or new policies and procedures.
31. The City Corporation has an Employee Assistance Programme, which operates 24/7 for 365 days of the year, to provide staff and their partner or a family member confidential support on a wide range of work and personal issues which may include cases of modern

slavery.

32. Training: The City Corporation has made an e-learning course available to all staff and Members. This hour-long online modern slavery training aims to raise awareness of the issue and help staff recognise their role in identifying and reporting concerns.
33. Living Wage: The City Corporation is proud to be an accredited Living Wage employer. This commits us to paying at least the Living Wage to all staff, contractors and sub-contractors according to the parameters set by the Living Wage Foundation. The City Corporation also goes one step further by paying the Living Wage to all apprentices and interns.

#### ***d. Continuous improvement***

34. The City Corporation has on-going commitment to train all managers as part of the organisation's Health and Wellbeing Strategy. The strategy has also included the roll out of Mental Health First Aiders within the departments. These roles are well placed as the potential first point of contact for employees who are experiencing any mental health issues or emotional distress, to identify potential signs of modern-day slavery.
35. The City Corporation is currently reviewing methods of monitoring payment of the Living Wage, along with the scope of the policy application. Any changes will be reported on as part of the next City Corporation modern slavery statement published in July 2019'.
36. Coinciding with the publication of this modern Slavery Statement, Chief Officers will encourage all staff to take a high-level version of the online modern slavery training. The number of staff that have undertaken this training will be used as a performance indicator of information dissemination going forward.

### **iii. Our Jurisdiction**

#### ***a. Remit and relevant risks***

37. This section covers the protection of the community of the Square Mile from modern slavery. It is the City Corporation's responsibility to create conditions that minimise the risk of modern slavery occurring, monitor the highest risk trades and industries to identify any instances of modern slavery that do occur within our geographical jurisdiction. Any cases of modern slavery identified in the City would need to be referred to the City of London Police and the City of London's Single Point of Contact (SPOC), the Safeguarding and Quality Assurance Service Manager. Support would be offered to victims of modern-day slavery through the Adult Social Care Team or Children's Social Care team. These services would then make a referral through to the National Referral Mechanism to support the victims of modern slavery and ensure any perpetrators of this crime are brought to justice. These interventions involve the Safer City Partnership (SCP), Community Safety team, Markets and Consumer Protection Department's Licensing team, the Department for Community and Children's Services Safeguarding and Quality Assurance team and the City of London Police.
38. The SCP brings together statutory and non-statutory representatives who aim to contribute towards keeping the City safe. Statutory partners include the City Corporation,

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City of London Police, London Fire Brigade, London Probation trust and the NHS Clinical Commissioning Group.

39. There is no typical victim of slavery. Victims are men, women and children of all ages, ethnicities and nationalities and cut across the population. However, it's normally more prevalent among the most vulnerable or within minority or socially excluded groups. Potential victims of human trafficking were reported from 116 different nationalities in 2017 according to the National Crime Agency's National Referral Mechanism statistics. Albanian, UK and Vietnamese nationals were the most commonly reported potential victims. 5,145 potential victims were submitted to the National Referral Mechanism in 2017, which was a 35% increase on 2016. In 2017, the National Referral Mechanism received 4714 referrals in England of which 2,464 potential victims of modern slavery cases were men, while 2247 were women, 2753 were adults and 1961 were children. The biggest increase in type of exploitation for adults is sexual exploitation and children is labour exploitation. Other vulnerable groups include, but are not limited to, people who are/ have been involved in illegal activities, those who do not have a right to remain in the UK, children who are fleeing their home countries and seek out refuge in the Square Mile.

40. People at the highest risk of being victims of modern slavery in the Square Mile include sex workers, street traders, people employed in the hospitality industry i.e. hotels and restaurants, cleaners, construction workers and those providing domestic and care services or personal health and beauty services.

41. The City of London Corporation has responsibilities for over 40 sites outside the Square Mile including air and sea ports, open spaces, schools, housing estates, markets and cultural attractions. In terms of the sections of this modern slavery statement that cover our responsibilities in these areas:

41.1. In terms of people within our workforce, the interventions described in 'Section ii: Our People' applies, no matter the location of the site

41.2. In terms of suppliers or contractors, the interventions described in 'Section v: Our Supply Chains' applies, no matter the location of the site or department

42. In terms of any other person, who is not an employee or supplier to the City Corporation, being identified to be at risk of, or of currently being a victim of modern slavery on one of our sites outside the Square Mile, or being identified by someone affiliated with one of these satellite sites, the relevant police force, and Border Force in the case of ports, should be informed as they would have jurisdiction in this geographical area and would deal with the matter as part of their own policing strategy and through the National Referral Mechanism.

**b. Policies and commitments:**

43. The Department for Community and Children's Service's has identified a representative who will be acting as the single point of contact (SPOC) for modern day slavery for the City Corporation. This role is currently being held by the Safeguarding and Quality Assurance Service Manager who supports referrals through to the National Referral Mechanism.

44. The Community Safety Team's commitment is to help keep all those who live, work or visit the Square Mile safe. The Team works closely with our communities to understand their

concerns and priorities and provide advice to help prevent people becoming a victim of crime and to promote awareness of how to report problems.

45. The City of London Police's Action Plan on Modern Slavery and Human Trafficking uses a four-pronged approach based on protection, preparation, prevention and pursuit. The actions are described in part c) below.

### **c. Existing interventions**

46. **City of London Police:** Specific roles and responsibilities are delegated within the Force around training and intelligence and to deal with the victim(s), the suspect or organised crime groups and the subsequent investigation. The City of London Police's response to modern slavery is coordinated through the Force Lead, the Chief Inspector of Uniformed Policing - Custody and Response. The current Action Plan on Modern Slavery and Human Trafficking uses a '4 P's' approach:

- 46.1 **Protect.** This action includes close working with public bodies and private industry to identify vulnerabilities and improve the Force's target handling capability in response. Intelligence and information sharing is essential to this work, enabling all parties to, identify the threat and protect the economy and our communities:
- Promote awareness of the signs of modern slavery;
  - Develop victim centric processes; and
  - Collaborate with stakeholders and partners to identify early intervention opportunities.

The City of London Police form an essential part of the City Corporation's Working Group on Modern Slavery.

- 46.2 **Prepare:** This work includes developing positive relationships with law enforcement agencies and wider community, including the public, private and third sectors. The aim is to engage strategically and tactically to build specialist knowledge, enhance the Force's capability and effectiveness and to cut crime and protect the public:
- Intelligence picture to be regularly updated;
  - Roll out training to frontline officers to educate and promote awareness in recognising victims at the earliest opportunity;
  - Establish best practice regarding investigation of modern slavery offences; and
  - Educate and inform City of London Police staff and partners/stakeholders.

As an example of recent work carried out as part of this action, train-the-trainer training was rolled out in Summer 2018 to City of London Police officers in order to facilitate knowledge as widely as possible on recognising the signs of modern slavery whether as part of the role of front office staff, a PC on patrol or a Detective executing a search warrant.

- 46.3 **Prevent:** This action encompasses the design and management of campaigns with partners to highlight the impact of the organised crime gang. These initiatives should deter individuals from committing organised crime and encourage people to report it. Creating a hostile operating environment for organised crime groups is essential. Conduct visits to perceived vulnerable premises; Promote convictions in media; Conduct prison visits; Promote use of orders for Slavery and Trafficking Prevention Orders.

The City of London (Col) Police take an active role in identifying victims of modern slavery and human trafficking within the Square Mile and within high risk industries, for example by speaking to sex workers in brothels in collaboration working with partner charities and also by visiting construction sites and providing inputs within the community to other areas considered to be more susceptible to this crime type such as within the hospitality trade.

- 46.4. **Pursue:** This includes arrests, seizures and criminal prosecutions. Work takes place alongside public, private and third sector professionals to disrupt organised criminals, their associates, business endeavours and way of life.
- Identify offenders involved in modern slavery and bring to justice;
  - Disruption of organised crime groups continuing to offend;
  - Establish strong and effective collaborations to tackle modern slavery.
47. **Department for Community and Children's Services (DCCS):** has a responsibility to safeguard children and adults in the City of London. This responsibility is in conjunction with other agencies, as set out in the 'Working Together to Safeguard Children' guide to inter-agency working to safeguard and promote the welfare of children published in July 2018. Further guidance is also available within the Pan London Safeguarding procedures for adults and children. The Joint City and Hackney Safeguarding Board for Adults and the corresponding Board for Children has oversight on the training and development of strategies on modern slavery, as does the Safer Community Partnership.
48. **Serious and Organised Crime (SAOC) Board:** The Board works to improve the collection, collation and analysis of data on modern slavery, including sexual and labour exploitation in order to understand and help mitigate the threat of these crimes.
49. **Public Protection and Environmental Health:** The City Corporation's Markets and Consumer Protection Department amongst other remits, is responsible for regulating most of the premises within the Square Mile. As part of the Department's everyday duties they conduct inspections e.g. to ensure health & safety or food safety, at sites that may pose a risk of being associated with modern slavery including massaging and special treatment premises, construction sites, hotels, restaurants and street trading stalls. The team forms part of the Safer City Partnership and Serious and Organised Crime Board and responds to requests from HM Revenue & Customs and Police requests to look out for certain activities they are suspicious of.

#### **d. Continuous improvement**

50. The City of London Police: The comprehensive interventions that form part of the Action Plan on Modern Slavery and Human Trafficking detailed in part c) above will continue to be rolled out over the coming year. The effectiveness of these measures will be monitored alongside other policing objectives as part of the Force's overall approach.
51. **The Department of Community and Children's Services:** It is currently working with safeguarding partners formally known as the local Safeguarding Board for both Children and Adults on the development of a 'Joint Strategy for Modern Day Slavery'. The City of London has been tasked by the Board to develop a Strategy on Modern Slavery that focuses on the demography and needs of the City. There will be a focus on raising awareness around

modern slavery across the City Corporation including through training. Resources and ideas from both organisations will be pooled and lessons learned from similar local authority initiatives will be drawn on to create a meaningful and effective joint approach.

52. **Serious and Organised Crime (SAOC) Board:** The SAOC Board has identified modern slavery as a high priority threat that can have devastating impacts. It provides an advisory function and reports into the Safer City's Partnership. The SAOC will continue to find effective ways of raising awareness about modern slavery and working in partnership with agencies that intercept and dismantle organised crime groups, preventing them from profiting from modern slavery and human trafficking. Improved procedures to share intelligence on organised crime groups will be developed with the eventual aim of preventing recruitment of vulnerable people into modern slavery.

53. **Community Safety:** Events aimed at raising awareness of modern slavery amongst City Corporation staff and City businesses will take place over the next year. These will be focused on helping delegates to recognise potential signs of modern slavery and to know what to do in such circumstances.

#### iv. **Our Wider Community**

##### *a. Remit and relevant risks*

54. This section covers the City Corporation's wider influence within surrounding boroughs, Greater London, the UK and further afield.

55. **City Bridge Trust:** The City Corporation plays a philanthropic role through the City Bridge Trust, which provides £20m per annum in grant funding across Greater London. The Trust supports work which reduces inequality and grows more cohesive communities for a London that serves everyone. The Trust aims for London to be a city where all individuals and communities can thrive, especially those experiencing disadvantage and marginalisation.

56. **Heart of the City:** runs the UK's only responsible business programme specifically designed to include SME's. This two-year Foundation programme equips and coaches business leaders to run successful companies that make a positive difference to people, places and the planet. Focusing on the practical, its events, online resources/templates and network are designed to support those companies new to responsible business with complex issues, such as tackling modern slavery. Heart of the City's network of contributor companies has responsible business expertise and resource in-house and they provide foundation members with support, mentoring and guidance. Funding from the City of London Corporation, City Bridge Trust and the City of Westminster Council has made places available for year one of the programme, enabling businesses to get involved without a designated responsible business budget.

57. Members of the network are businesses across a broad spectrum of industries, operating across London. The main risks of modern slavery within financial and other professional service industries are within their wider supply chain.

58. **The City of London Fairtrade Steering Committee** is administered by the charity JustShare on behalf of the City of London Corporation. Chaired by the Lord Mayor's Chaplain and attended by City Corporation Elected Members and relevant staff, the Recorder of London, Cheapside Business Alliance and various livery company



representatives, it leads action on promoting fair trade within the Square Mile.

***b. Policies and commitments:***

59. Following a review of its charitable funding, the City Bridge Trust launched its new grant programme, 'Bridging Divides'. This programme has the following funding priorities: a) Connecting the Capital, b) Positive Transitions, and c) Advice & Support. These will help the Trust to achieve its vision for London to be a city where all individuals and communities can thrive, especially those experiencing disadvantage and marginalisation.
60. The City Corporation believes that the concept of fair trade is central to sustainable development and aims to be recognised by its stakeholders and partners as an organisation that actively supports and promotes the concept of Fairtrade and fairly traded products. In support of this commitment, the City Corporation signed its Fairtrade Resolution in 2007.

***c. Existing interventions***

61. City Bridge Trust: The Trust is currently inviting applications from specialist support services that will enable positive transitions in relation to children and young people, migrants and refugees, disabled people, ex-offenders and survivors of domestic and sexual abuse; modern day slavery: trafficking; and hate crime.
62. The Trust currently funds the 'Helen Bamber Foundation', which supports refugees and asylum seekers who have experienced human trafficking, 'Stop the Traffick', which aims to systemically disrupt global human trafficking and modern slavery networks by building resilient communities and the 'Human Trafficking Foundation', which was established to support and add value to the work of the many charities and agencies operating to combat human trafficking in the UK.
63. **Heart of the City** supports businesses to create and implement a responsible business strategy, focusing on increasing activities across four key areas - community, environment, workplace and marketplace. To date over 750 businesses (600 of which are SMEs) have completed the charity's Foundation programme. Each member is supported by an account manager and online resources including modules, templates and tip sheets on ethical sourcing within procurement and tackling issues of modern-day slavery.
64. **The Fairtrade Steering Committee** organises a number of events to promote fair trade and ethical sourcing more generally. In November 2017, it ran an event aimed at raising a broader awareness of modern slavery, which featured speakers from the City Corporation's Procurement team and the Cambridge Centre of Applied Research in Human Trafficking, alongside Baroness Young of Hornsey, sponsor of the Modern Slavery (Transparency in Supply Chains) Bill 2017-2019.

***d. Continuous improvement***

65. The Bridging Divides grant programme will see around £100m distributed over the next five years to tackle inequality across the Capital and will continue to fund organisations that help to tackle modern slavery in the UK and support its victims.

66. Heart of the City provides online resources for its members regarding responsible procurement as well as a guide to the Modern Slavery Act. Should a Foundation Programme member have specific questions, Heart of the City can connect them to a volunteer from a Contributor company (often larger firms). These experienced responsible business professionals should be able to assist or signpost elsewhere.

## **v. Our Supply Chains**

### **a. Remit and relevant risks**

67. City Procurement is the City Corporation's centralised procurement team who deal with the majority of contracts worth £10,000 or more. Exceptions to this include agreements between the Barbican and its artists and services commissioned by the Department for Community and Children's Services. Interventions described in this section relate to those contracts for supplies, services and works over the £10,000 threshold. Staff undertaking procurement exercises below this value on behalf of the Corporation will be encouraged to undertake online training to ensure they consider the risks of modern slavery as part of their due diligence processes.

68. City Procurement take the lead on tackling modern slavery within our supply chains, but work in conjunction with stakeholder departments with the greatest risk of procuring goods, services or works associated with this crime.

69. The highest risks of people falling victim to modern slavery in our UK based supply chain include construction workers, those undertaking service contracts in relatively low paid industries such as cleaning, catering, security, agriculture and the care industry. Although not necessarily defined in the same way, the City Corporation recognises that those industries can often operate as part of the gig economy.

70. The highest risks of modern slavery further up our globalised supply chain, especially forced and child labour are associated with the production and manufacture of electronic equipment, textiles, agricultural commodities and construction materials. Conflict minerals including gold, tin, tantalum and tungsten, found in computer equipment and vehicles are also of significant concern.

### **b. Policies and commitments:**

71. The City Corporation's 2015-2018 Responsibility Procurement Strategy aims to deliver best value in a way that improves the lives of those in its supply chain and help the City Corporation make procurement decisions that act as a catalyst for positive change. It is based on three pillars; social value, environmental sustainability and ethical sourcing. The latter details the City Corporation's commitment to tackling human and labour rights violations, including but not limited to modern slavery.

### **c. Existing interventions**

72. **Commercial Contract Management (CCM):** The CCM team's role is to embed best practice consistently across the City Corporation's contract management provision, including supplier performance monitoring. The team have developed a 'Performance

Scorecard' to ensure that a standard and robust approach is taken to monitor, gather evidence and handle risks or failing performance. One of the ten elements covered by the Scorecard is ethical sourcing and in particular, supplier compliance with the Modern Slavery Act.

73. All relevant suppliers that wish to tender for City Corporation contracts must provide evidence that they have met the requirements of the Modern Slavery Act 2015 in order to be able to bid.
74. A series of interventions are currently being used to ensure compliance with human and labour rights legislation, including the Modern Slavery Act, according to the nature of the contract in question. The following are interventions currently taken amongst our highest risk categories of spend:
- a. **Communities and Children's Services:** Services for vulnerable young people, such as care leavers, and vulnerable adults are monitored regularly to ensure that safeguarding requirements are in place. New services are commissioned using the Corporation's minimum safeguarding standards. These are based on the set of minimum expectations developed by The City & Hackney Safeguarding Children Board (CHSCB) and provide clarity to both commissioners and contractors of services as to what must be considered when engaging external services. Due diligence procedures include Disclosure and Barring Service (DBS) checks, reviews of safeguarding policies, procedures and complaints. Providers ability to meet these standards are tested through the procurement process.
  - b. **Textiles:** As part of the City Corporation's current police uniform contract led by the Metropolitan Police, contractors are required to meet a strict corporate responsibility code of conduct covering product, environmental and ethical standards. Specific requirements include annual third-party audits, declarations of manufacturing facilities and registration with a shared audit database.
  - c. **Electronic equipment:** Over the last year, the City Corporation has introduced ethical sourcing requirements within the specifications of contracts involving electronic equipment including closed circuit television (CCTV) cameras and multi-functional devices (MFDs). Within 12 months, contractors are required to produce a supply chain map highlighting key risks including forced and child labour. Subsequently the contractors establish a strategy, in collaboration with the City Corporation, to mitigate these risks. Specific actions may include strengthened contractual requirements with their own supply chain, internal or third-party auditing and/or affiliations with organisations who specialise in supply chain transparency. As part of its social value offering, the City Corporation's IT managed service provider is currently undertaking a supply chain mapping exercise on IT hardware used to support the services delivered to the City Corporation.
  - d. **Construction materials:** The City Corporation is now taking a more robust approach to mitigating the risks associated with construction materials used as part of works contracts e.g. bricks, steel, timber, natural stone products etc. As part of the recently established intermediate and major works frameworks, the City Corporation requires contractors to present their current due diligence procedures within a month of contract commencement. Feedback is then provided on any further interventions the

City Corporation considers necessary. Proposals for continuous improvement are then developed by the contractor and mutually agreed as part of an ongoing action plan, which is monitored quarterly as part of ongoing key performance indicators (KPIs).

75. The Barbican, of which the City Corporation is the founder and principal funder, publishes its own annual [Modern Slavery Statement](#) as committed to in its 2017/18 statement. the Barbican has recently introduced a standard clause in all its future contracts for services and suppliers that commits suppliers to comply with the Barbican or City Corporation's Policies on modern slavery and human trafficking, both in engaging the supplier's own staff or in relation to sub-contractors and agents.
76. Additional clauses also recently introduced require suppliers to ensure they fulfil the obligations set out City Corporation's Equal Opportunities Policy and ensure all staff and all other people engaged or managed by external suppliers and visiting companies are treated with dignity and respect.
77. The City Corporation helped establish and co-Chairs the London Responsible Procurement Network (LRPN), a group of public sector representatives who meet regularly to share best practice and develop harmonised approaches to achieving social value, environmental sustainability and ethical sourcing. This Group also feeds into, the London Heads of Procurement Network, facilitated by London Councils. A series of meetings and workshops dedicated to modern slavery have already taken place with the aim of sharing effective interventions and learning lessons from one another on how to effectively tackle modern slavery within London's public sector supply chains.

#### ***d. Continuous improvement***

78. Over the next year, a 'Supplier Code of Conduct' will be developed by City Procurement with the aim of detailing the City Corporation's expectations more clearly to our supply chain and facilitating a more rigorous approach to contract management.
79. Work planned for the coming year to improve our approach to implementing appropriate due diligence procedures within specific high-risk categories includes:
  - a. **Construction Sites:** Moving forward, City Surveyors, the Department of the Built Environment and others involved in managing construction works on behalf of the City Corporation will work with City Procurement, City of London Police and others to develop an approach to mitigating the risk of modern slavery taking place on its construction sites. It will involve the use of more detailed contractual provisions, awareness raising with supervisors on site and compliance checks. This work will take place alongside other action taken in response to increased levels of CSCS card fraud and incidences of illegal workers on UK construction sites.
  - b. **Textiles:** When establishing our new corporate uniform contract, the City Corporation will undertake an approach similar to that currently implemented in the existing police uniform contract, especially in regards to increased transparency of manufacturing locations and audit procedures.
  - c. **Food:** During the mobilisation period of the new corporate catering contracts, the City Corporation will work with its three catering contractors, as part of the CCM approach

and through supplier relationship management, to ensure appropriate due diligence procedures are undertaken, especially in relation to mitigating risks of exploitation of workers involved in food processing, harvesting and the fisheries industry.

80. The City Corporation will continue to collaborate with other public sector bodies as part of the LRPN and with the London Heads of Procurement (LHoP) to improve its own approach to tackling modern slavery and share learning and best practice with other public authorities.

81. Through its Commercial Contract Management team, the City Corporation will form closer relationships with a broader set of key suppliers and use a partnership approach to identify and help mitigate the risks of modern slavery occurring in our global supply chains.

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82. The City Corporation will refresh its Modern Slavery Statement annually; the next will be published in July 2019, which is more aligned to the organisation's annual financial reporting. This new statement will include updated policies and commitments, interventions, with a summary of progress made during November 2018 - June 2019 alongside future plans for continuous improvement.

**Chief Officer sign-off:** This Modern Slavery Statement was approved by the City of London Corporation's Summit Group on 26th September 2018.

Signed: John Barradell

**Elected Member sign-off:** This statement was approved by the City Corporation's Policy and Resources Committee on 15<sup>th</sup> November 2018.

Signed:

Catherine McGuinness      Chairman, Policy & Resources Committee

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## Introduction

- The first Modern Slavery Statement published by the City Corporation was released in November 2018 and remains available online. As well as outlining our approach to tackling modern slavery at that time, it outlines in detail our organisation's remits and risks related to modern slavery, alongside the City Corporation's structure and various legal functions, including as charity trustee of Bridge House Estates (Charity Reg. No. 1035628) (BHE).
- This current Modern Slavery Statement focuses in more detail on what is being done across the organisation: practices that have now been established to combat modern slavery, recent progress and continuous improvement commitments. Its publication follows the release of the City Corporation's Responsible Procurement Policy.
- In the interest of due diligence, transparency and responsible business commitments, this Modern Slavery Statement is produced by the City Corporation on a voluntary basis alongside peer organisations who are required to comply with Section 54 of the Modern Slavery Act 2015.
- For the purposes of this Statement and associated Policy, the term 'Modern Slavery' encompasses slavery, servitude, human trafficking, forced or compulsory labour and child labour.

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The Modern Slavery Statement is divided into four sections, which set out the steps the City Corporation is taking:

- in discharging its functions to ensure that modern slavery is not taking place in its business, jurisdiction or supply chains.
- to use its wider influence to reduce modern slavery risks and impacts.

### **Our Organisation:**

Prioritising our commitment at the highest level, protecting and educating staff and taking dedicated action and collaborating across the City Corporation to combat modern slavery.

### **Our Jurisdiction:**

Minimising the risk of modern slavery occurring in the City of London (or Square Mile) and on City Corporation property, referring any victims to the help they need, ensuring any perpetrators are brought to justice and helping to identify modern slavery in any place the City Corporation has a presence.

### **Our Domestic Supply Chain:**

Using responsible procurement and rigorous contract management to mitigate the risk of modern slavery taking place within our UK supply chains.

### **Our Global Supply Chain:**

Using responsible procurement and effective due diligence procedures to minimise the risks of using global suppliers who contravene human and labour rights and exploit people through modern slavery.

# Endorsed Modern Slavery Statement and Policy

City of London Corporation



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*The City of London Corporation recognises its responsibility to help identify and eliminate modern slavery through its activities. The organisation will ensure that effective due diligence procedures are in place to safeguard against any form of modern slavery taking place within our business, our jurisdiction or our supply chain. These procedures will be reviewed and continuously improved upon over time.*

This Policy and Modern Slavery Statement is endorsed and signed off by:

John Barradell  
Town Clerk and Chief Executive  
Signed July 2021

Catherine McGuinness  
Chairman, Policy & Resources Committee  
Signed July 2021 \_\_\_\_\_



# Our Organisation

Prioritising our commitment at the highest level, taking dedicated action and collaborating across the City of London Corporation to combat modern slavery



## Risks

Modern slavery is prevalent in many industries, both within and outside of the UK. The City Corporation recognises the risk associated with its own activities; this Modern Slavery Statement sets out our response.

## Policies and commitments

Corporate Plan: People are safe & feel safe, Businesses are trusted to be environmentally and socially responsible. Responsible Business Strategy 2018-23: Promoting human rights through our every day work and decision making. BHE Bridging London Strategy, 2020 – 2045: aim to be sustainable.

## Established Practice and Remit

- To ensure the most effective approach to tackling modern slavery, leads from across the organisation formed a working group to coordinate efforts, offer mutual support and make sure that resources, training and lessons learned were and continue to be shared.
- With representation from: the City of London Police, Bridge House Estates, Markets & Consumer Protection, the Barbican, Department for Community & Children's Services, and central support Departments - Town Clerk's (Human Resources and Learning & Development), Chamberlain's, and Comptroller & City Solicitor's.
- A modern slavery e-learning course is available to all staff, raising awareness of their role in identifying and reporting concerns.

## Recent Progress

- This Modern Slavery Statement was co-authored by relevant leads across the organisation, coordinated by the Procurement and Responsible Business teams.
- Significant progress on combatting modern slavery has been made by individual teams, which is detailed further on, but from an organisational perspective, the most substantive progress includes:
  - Increased cross-departmental training and awareness raising events and cooperation with external agencies.
  - Increased cooperation with regional and national groups.
  - Establishment of an independent Responsible Business Panel, who advise on the City Corporation's approaches to ensuring social value, sustainability, and human and labour rights.
  - Living Wage commitment has been enhanced to include any person working under any of our contracts for two or more hours. This removes the requirement for people to be working on our sites or for longer periods of time (previously eight weeks).

## Continuous Improvement

- An analysis of the nature of funds within City Corporation's investment portfolio was carried out. As work on responsible investment progresses, the risk of Modern Slavery being associated with our investment portfolio will be one of the Environmental, Social, Governance (ESG) aspects considered, to help shape City Corporation's investment activities and improve the transparency of due diligence measures undertaken.
- Will now publish a Modern Slavery Statement on annual basis.

# Our Jurisdiction

Minimising the risk of modern slavery occurring in the Square Mile and on City Corporation property, referring any victims on to the help they need, ensuring any perpetrators are brought to justice and helping to identify modern slavery in any place the City Corporation has a presence



## Risks

People at the highest risk of being victims of modern slavery in the Square Mile include sex workers, street traders, hospitality workers, cleaners, security personnel, construction workers and those providing domestic and care services or personal health and beauty services.

## Policies and Commitments

City of London Police's Action Plan on Modern Slavery and Human Trafficking uses a four-pronged approach based on protection, preparation, prevention and pursuit. The Department for Children and Community Services (DCCS) work in partnership with City and Hackney Adult Safeguarding Board, City and Hackney Safeguarding Children's Partnership Board and the Safer City Partnership.

## Established Practice and Remit

- While a corporate responsibility, DCCS are leaders for safeguarding children and adults in the City of London. They act as the single point of contact (SPOC) for Modern Slavery reporting.
- As per of their core duties, Markets & Consumer Protection (MCP) officers frequently visit sites in the Square Mile posing risks of modern slavery and are vigilant in observing and reporting any suspicious circumstances.
- The Serious Organised Crime board, led by the City of London Police (CoLP), brings together key agencies, assuming an advisory function to disrupt organised crime groups, inhibiting modern slavery activities.
- Specific roles and responsibilities are delegated within CoLP around training and intelligence and to deal with the victim(s), the suspect(s) or organised crime groups and the subsequent investigation.

## Recent Progress

- Modern Slavery continues to be a topic of interest for MCP at the Licensing Liaison Partnership (which includes the Border Force).
- CoLP had 12 modern slavery referrals and 4 'duty's to notify' in 2020. Numbers were reduced in 2020 due to a reduction in footfall in response to Covid-19 and a large reduction in crime traditionally linked to criminal exploitation.
- 13 CoLP officers completed a College of Policing four day Modern Slavery Investigator course enabling them to provide tactical advice on Modern Slavery investigations.
- 16 CoLP officers completed a College of Policing 2 day Modern Slavery Victim Liaison Officer Course to assist in the identification and support of victims.
- Modern Slavery training inputs have been provided to frontline officers, new recruits and custody officers.
- CoLP have actively participated in Modern Slavery and County Lines intensification activity, identifying potential victims.

## Continuous Improvement

- A SPOC for modern slavery issues to be set up in MCP and will be attending the MOPAC commissioned Focus on Labour Exploitation (FLEX) modern slavery 'train the trainer' in June and July, with training to be delivered to the teams after.
- A bespoke, shorter Modern Slavery investigator course is being developed internally for City of London Police investigators.
- CoLP continue to develop partnerships across the community and within policing to improve the identification and response to modern slavery.
- DCCS are investigating referral pathways into services including those supporting homeless people.
- DCCS will review the current internal training and promote further awareness.

# Our Domestic Supply Chain

Using responsible procurement and rigorous contract management to mitigate the risk of modern slavery taking place within UK supply chains.



## Risks

Based on the value and nature of contracts, the highest risks of modern slavery occurring in our UK supply chain include entry level roles in the construction, security, waste, cleaning and laundering, food harvesting and processing, and care industries, those typically undertaken by agency, seasonal and/or migrant workers, or those without formal UK qualifications

## Policies and Commitments

The City Corporation's Responsible Procurement Policy 2020 includes commitments to pay the Living Wage and guard against modern slavery, human and labour rights abuses, and unfair working practices in high risk supply chains.

## Established Practice and Remit

- Domestic supply chain categories: Healthcare/ homecare and supported living, taxis, food, security, hazardous waste and construction sites.
- The requirement for all suppliers that are in scope of the Modern Slavery Act 2015 to have a valid Modern Slavery Statement is incorporated as a pass/fail procurement criterion in the City Corporation's Supplier Questionnaire (SQ).
- A dedicated Responsible Procurement resource overseeing tailored interventions to ensure supply chain due diligence in all contracts posing a high risk of UK modern slavery.

## Recent Progress

- In depth training was delivered in February 2021 to all City Procurement staff including Commercial Contract Management, Procurement Operations, Sourcing & Category Management and Accounts Payable staff on Responsible Procurement including modern slavery.
- Guidance on relevant contract types and recommended interventions to minimise the risk of domestic modern slavery in our supply chains has also been provided to procurement staff.
- Supplier evaluation questions have been expanded to include checking validity of Construction Skills Certification Scheme (CSCS) cards.
- Collaboration with London Heads of Procurement – with the Responsible Procurement Manager leading a workshop on tackling modern slavery in supply chains.
- Commitment in our Responsible Procurement Policy (published in 2020) to tackle modern slavery and a supplementary Action Plan drafted focusing on domestic modern slavery.

## Continuous Improvement

- Introducing a specific requirement for site managers/ other relevant (sub)contractor staff to have the facility to check CSCS cards.
- Enhanced compliance provisions within standard contract terms in conditions.
- Explore whether or not it is something that could be incorporated into street works/ construction codes of conduct.
- Implement more structured internal procurement guidance for relevant decision making boards and commissioning officers.
- To complement the newly signed RP Policy, a focused Action Plan, including increased monitoring of compliance by high risk<sup>5</sup> categories, will be implemented.

# Our Global Supply Chain

Using responsible procurement and effective due diligence procedures to minimise the risks of using global suppliers who contravene human and labour rights and exploit people through modern slavery



## Risks

The highest risks of modern slavery in our global supply chain, especially forced and child labour are associated with the production and manufacture of electronic equipment, textiles, agricultural commodities and construction materials. Conflict minerals (gold, tin, tantalum and tungsten) and cobalt found in computer equipment and vehicles are also of significant concern.

## Policies and Commitments

Underpinned by the City Corporation's Responsible Business Strategy, our Responsible Procurement Policy 2020 makes specific human and labour rights commitments, with an action plan focussed on tackling modern slavery in global supply chains

## Established Practice and Remit

The Responsible Procurement Manager tailors interventions to ensure supply chain due diligence in all contracts posing a high risk of global modern slavery, such as:

- For relevant contracts with lower risk/ spend/ leverage, pass/fail confirmation of adequate due diligence is required, to ensure awareness of and compliance with ILO conventions. High risk materials are outlined.
- For higher spend/ risk/ leverage contracts more active steps are taken within the procurement process including requiring contractors to declare current due diligence procedures followed by staged, mutually agreed upon continuous improvement requirements based on hot spot risks.

## Recent Progress

- Since the publication of the City Corporation's first Modern Slavery Statement in November 2018, 99.66% of contracts by value (a total contract value of £4,227,854,738), which are deemed to be of high risk in terms of global modern slavery, have had active interventions incorporated. 0.18% of the remaining proportion (a total contract value of £7,542,818) were framework contracts established by third parties, with 0.15% (a total contract value of £6,728,930) relying on the validity of the contractor's Modern Slavery Statements alone. A goal of 100% active interventions has now been set, including for framework contracts.
- The City Corporation presented examples of procurement interventions as part of the Local Government Association (LGA) webinar on Modern Slavery in Local Government Supply Chains on 16 December 2020, and over the last three years has continued to work with the LGA, Home Office, Ethical Trade Initiative (ETI) and Greenwich University's Business, Human Rights, and Environmental Research (BHRE) Group to raise awareness and support the broadening of the Modern Slavery Act 2015 to the public sector.
- Commitment in our Responsible Procurement Policy published 2020 to tackle human and labour rights abuses in high risk supply chains and a supplementary Action Plan drafted focusing on global modern slavery.

## Continuous Improvement

- Enhanced bank of questions for contract tenders and guidance with an increased focus placed on working with contractors to reduce risks of modern slavery within their supply chains.
- Contribute towards pan-London work through the London Responsible Procurement Network and London Procurement Network, which will include workshops involving industry representatives.
- Sign-off and implementation of an Action Plan which includes actions such as identifying supply chain hotspots for current high risk contracts and developing supplier action plans for improvement.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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