



Resource Allocation Sub (Policy and Resources) Committee

Date: WEDNESDAY, 24 JANUARY 2024

Time: 2.30 pm

Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Deputy Christopher Hayward (Chairman)	The Rt. Hon. The Lord Mayor Ald. Michael Mainelli
Deputy Henry Colthurst (Deputy Chairman)	Deputy Andrien Meyers
Deputy Randall Anderson	Deputy Alastair Moss
Deputy Keith Bottomley	Alderman Sir William Russell
Tijs Broeke	Ruby Sayed
Jason Groves	Tom Sleigh
Caroline Haines	Deputy Sir Michael Snyder
Deputy Shravan Joshi	Deputy James Thomson
Catherine McGuinness	

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

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

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

Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

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

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and non-public summary of the Sub-Committee meeting held on 30 November 2023.

For Decision
(Pages 5 - 10)

4. **DRAFT HIGH-LEVEL BUSINESS PLAN 2023/24 - CITY SURVEYOR'S DEPARTMENT**

Report of the City Surveyor.

For Decision
(Pages 11 - 22)

5. **CIL, OSPR AND CAPITAL BIDS (QUARTER 3 - 2023/24)**

Joint Report of the Chamberlain and the Executive Director, Environment.

For Decision
(Pages 23 - 50)

6. **SAFE HAVENS IN THE CITY OF LONDON**

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

For Decision
(Pages 51 - 56)

7. **BENEFITS-IN-KIND REVIEW AND ANNUAL REPORTING**

Report of the Managing Director of City Bridge Foundation.

For Decision
(Pages 57 - 64)

8. **CONSIDERATE LIGHTING CHARTER OPERATIONAL PROPERTY UPDATE**

Report of the City Surveyor.

For Discussion
(Pages 65 - 84)

9. ***23/24 ENERGY & DECARBONISATION PERFORMANCE Q2 UPDATE FOR THE OPERATIONAL PORTFOLIO**

Report of the City Surveyor.

For Information
(Pages 85 - 96)

10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

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

12. **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 1 of the Schedule 12A of the Local Government Act.

Part 2 – Non-Public Agenda

13. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the Sub-Committee meeting held on 30 November 2023.

For Decision
(Pages 97 - 98)

a) ***Note of the Informal Session (Pages 99 - 102)**

To receive the note of the informal meeting of the Resource Allocation Sub-Committee held on 30 November 2023.

14. **GUILDHALL COMPLEX – REFURBISHMENT OPTIONS FOR THE NORTH AND WEST WINGS**

Report of the City Surveyor.

For Decision
(Pages 103 - 170)

15. **WALBROOK WHARF FEASIBILITY 2027 AND BEYOND**

Joint Report of the City Surveyor and the Executive Director for Environment.

For Decision
(Pages 171 - 186)

16. **WALBROOK WHARF DEPOT - REPLACEMENT OF MECHANICAL AND ELECTRICAL SERVICES**

Report of the City Surveyor.

For Decision
(Pages 187 - 196)

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

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

Agenda Item 3

RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Thursday, 30 November 2023

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 30 November 2023 at 9.00 am

Present

Members:

Deputy Christopher Hayward (Chairman)	Deputy Shravan Joshi
Deputy Henry Colthurst (Deputy Chairman)	Catherine McGuinness
Deputy Randall Anderson	Alderman Sir William Russell
Deputy Keith Bottomley	Deputy Sir Michael Snyder
Jason Groves	

In Attendance

Alderman Timothy Hailes

Members observing online:

Tijs Broeke
Deputy Andrien Meyers
Tom Sleigh
Deputy Madush Gupta

Officers:

Ian Thomas CBE	- Town Clerk and Chief Executive
Caroline Al-Beyerty	- The Chamberlain
Paul Wilkinson	- The City Surveyor
Dionne Corradine	- Chief Strategy Officer
Emily Tofield	- Executive Director of Corporate Communications and External Affairs
Sonia Virdee	- Chamberlain's Department
Sheena Etches	- City Bridge Foundation
Jack Joslin	- City Bridge Foundation
Veronica Pearce	- City Bridge Foundation
Brendan Crowley	- City Surveyor's Department
John Galvin	- City Surveyor's Department
Graeme Low	- City Surveyor's Department
Robert Murphy	- City Surveyor's Department
Ola Obadara	- City Surveyor's Department
Peter Young	- City Surveyor's Department
Jen Beckermann	- Office of the Policy Chairman
Ben Dixon	- Office of the Policy Chairman
David Mendoza-Wolfson	- Office of the Policy Chairman
Ben Dunleavy	- Town Clerk's Department
Polly Dunn	- Town Clerk's Department

1. **APOLOGIES**

Apologies for absence were received from Caroline Haines, Deputy Alistair Moss and Ruby Sayed.

The Chairman welcomed Alderman Timothy Hailes, who had been formally invited to observe the meeting.

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

There were no declarations.

3. **MINUTES**

The public minutes and the non-public summary of the meeting held on 2 November 2023 were approved as a correct record.

4. **CAPITAL FUNDING UPDATE**

Members received a report of the Chamberlain providing an update on capital funding.

RESOLVED, that – Members agree to:

- a) Review the schemes summarised in Table 2 and, particularly in the context of the current financial climate, to confirm their continued essential priority for release of funding at this time and accordingly
- b) Agree the release of up to £0.389m for the schemes progressing to the next Gateway in Table 2 from City Fund CIL (£0.234m) and City Cash (0.155m)

5. **COMMUNITY INFRASTRUCTURE LEVY NEIGHBOURHOOD FUND – APPLICATIONS FOR APPROVAL**

Members received a report of Managing Director, City Bridge Foundation, concerning applications for grants from the Community Infrastructure Levy Neighbourhood Fund.

The Chairman informed the Committee that an application for funding from Tavistock Relationships had been approved by the Town Clerk under delegated authority.

RESOLVED, that – Members:

- a) Approve the grant recommended to The Running Charity for £42,652 at a meeting of the CILNF Officer Panel in November 2023
- b) Approve the grant recommended to The Lord Mayor's Appeal for £90,000 at a meeting of the CILNF Officer Panel in November 2023
- c) Note the grant to Tavistock Relationships approved under delegated authority

6. **COMMUNITY INFRASTRUCTURE LEVY NEIGHBOURHOOD FUND – APPROVAL OF UPDATED COMMUNITY INFRASTRUCTURE LEVY NEIGHBOURHOOD FUND POLICY**

Members received a report of the Managing Director, City Bride Foundation, concerning the Community Infrastructure Levy Neighbourhood Fund Policy.

RESOLVED, that – Members:

- a) Note the response and key findings of the consultation on the City CIL Neighbourhood Fund
- b) Approve the proposed community priorities and revised policy for the City CIL Neighbourhood Fund
- c) Subject to the approval of recommendation 2, delegate the approval of funding applications below £100,000 from the City CIL Neighbourhood Fund to the Neighbourhood Fund Officers Panel and delegate the approval of funding applications for £100,000 and above from the CIL Neighbourhood Fund to the Resource Allocation Sub-Committee
- d) Approve the proposed terms of reference for the City CIL Neighbourhood Fund Officers Panel

7. **BEMS UPGRADE PROGRAMME – PHASE 2**

Members received a report of the City Surveyor concerning Building Energy Management System.

RESOLVED, that – Members:

- a) Approve additional budget of £200,424 to reach the next Gateway;
- b) Note the revised project budget of £200,424 (excluding risk);
- c) Note the total estimated cost of the project at £200,424 (excluding risk);
- d) Approve a Costed Risk Provision of £47,486 is approved (to be drawn down via delegation to Chief Officer), as per risk register appendix 2

8. **CITY SURVEYOR'S BUSINESS PLAN 2023-28 QUARTER 2 2023/24 UPDATE**

Members received a report of the City Surveyor regarding the Departmental Business Plan for 2023-28 and an update on Quarter 2 (2023/24) activity.

RESOLVED, that – the report be received and its contents noted.

9. **THE CITY SURVEYOR'S CORPORATE AND DEPARTMENTAL RISK REGISTER – NOVEMBER 2023 UPDATE**

Members received a report of the City Surveyor regarding the Corporate and Departmental Risk Register.

RESOLVED, that – the report be received and its contents noted.

10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

A Member asked for an update on a survey being conducted on the financial implications of the City Corporation's commitments to the Lighting Charter.

In reply, officers said that they were continuing to review how the City Corporation's asset base could be compliant with the Charter, but the work had taken longer than anticipated. They expected to be able to provide an update in the coming weeks.

The Chairman agreed that it was important to understand the financial implications but that the delays were not satisfactory. He requested that officers return with their update at the Sub-Committee's first meeting of 2024.

11. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no urgent business.

12. 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 1 of the Schedule 12A of the Local Government Act.

13. NON-PUBLIC MINUTES

The minutes and the non-public minutes of the meeting held on 2 November 2023 were approved as a correct record.

14. CITIGEN OPTIONS REVIEW APPROACH UPDATE

Members received a report of the City Surveyor concerning the City Corporation's future relationship with Citigen.

15. GUILDHALL SCHOOL OF MUSIC & DRAMA HEATING, COOLING & VENTILATION REPLACEMENT

The Chairman noted that this report sought approval from the Sub-Committee for capital funding requests of £155,400 to progress a Gateway project. This request been included and approved at the Capital Funding Update at Item 4. Accordingly, the Sub-Committee was not required to approve this again.

16. ANNUAL REPORT ON OPERATIONAL PROPERTY PORTFOLIO

Members received a report of the City Surveyor concerning the City Corporation's Operational Property Portfolio.

17. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE

There were no questions in the non-public session.

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

There was no urgent other business in the non-public session.

The meeting ended at 9.33

Chairman

Contact Officer: Ben Dunleavy
ben.dunleavy@cityoflondon.gov.uk

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Committee(s): Resource Allocation Sub (Policy and Resources) Committee – for decision Investment Committee – for decision	Dated: 24 January 2024 12 February 2024
Subject: Draft High-Level Business Plan 2023/24 – City Surveyor’s Department	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	All
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: The City Surveyor and Executive Director of Property	For Decision
Report author: John Galvin, City Surveyor’s Department	

Summary

This report presents for approval the high-level Business Plan for the City Surveyor’s Department for 2024/25. Members should note that the specific Business Plan for the Markets division was presented to the Markets Board on 17 January 2024.

Recommendation

Members are asked to:

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

Main Report

Background

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

2. For 2023/24, the high-level Business Plan has been further evolved to describe the funding and people resources associated with each priority workstream. As a consequence, they are slightly longer than the 2-side version of 2017, but are still designed to a concise insight into the operation of the department.
3. As a high-level plan, this document does not capture the granularity of departmental work, but gives the overall picture of departmental activity, customer feedback, trends where applicable and direction of travel. The Corporate Strategy and Performance Team in the Town Clerk's Department is working closely with departments to ensure that all Departmental Business Plans are aligned with the draft Corporate Plan 2024-29.

Draft final high-level Business Plan for 2024/25

4. This report presents, at Appendix 1, the draft final high-level Business Plan for 2024/25 for the City Surveyor's Department.
5. The Markets Division has recently moved into the City Surveyor's Department. The Business Plan for this division is reported separately to the Markets Board and was considered on 17 January 2024.
6. Feedback has been critical to the development of this plan:
 - a) Members – The Plan has been circulated to the Chairs and Deputy Chairs of Investment Committee and Resource Allocation Sub (Policy and Resources) Committee to gain their feedback and input.
 - b) Staff – The City Surveyor highlighted the plan with the department's staff in his December 'all staff' meeting, and a draft of the plan was subsequently sent to all staff. Feedback was sought such that this could be integrated into the plan, or responded to, as appropriate. Prior to this, the plan was discussed in detail with the departmental management team. Finally, the plan formed part of the formal agenda on for the department's Equalities, Diversity, and Inclusion Group in early November such that this forum could consider the people and equalities elements within the plan.
 - c) Customers – During 2023/24 the department undertook two "Voice of the Customer" surveys across our commercial and corporate property occupiers. Commercial occupier results have only just been released, and that from our corporate occupiers will be finalised in early 2024. Feedback from these surveys informs priority areas for future years.
 - d) Corporate stakeholders – The department is a key member of the organisation's Strategic Planning Group. This forum considers all the organisation's business plans to ensure cross-cutting activities are appropriately reflected, and opportunities to break down organisational

silos are grasped. Feedback from this group has been embedded within the department's business plan.

7. The department's key performance indicators (KPIs) are contained on page three of Appendix 1. These have been developed to track progress in delivery of the department's strategic workstreams. Members will note that the majority of these measures are aligned with that reported in prior years. This enables year-on-year comparisons.

The department reports on a sub-set of these measures to each of Investment Committee and Resource Allocation Sub (Policy and Resources) Committee. Measures reported to these fora are aligned with the terms of reference of each Committee.

The department's business plan update is reported alongside our Risk Register. This is such that progress towards, and those factors that could prevent the achievement of our objectives can be assessed.

Departmental Operational Property Assets Utilisation Assessment

8. Aligned with the requirements of Standing Order 56, the department has undertaken a utilisation assessment of those corporate spaces that the department has been using. Most of the space occupied is at the Guildhall, with a smaller provision at the Central Criminal Court. Assessments were undertaken in these areas in 2023. Spaces at Walbrook Wharf, 20-21 Aldermanbury, and Temple Bar / Paternoster Lodge were considered prior to commercial let.
9. The criteria applied to evaluate the Guildhall Office Utilisation Assessment was a combination of data from:
 - Guildhall Improvement Project (GIP),
 - Accommodation and Ways of Working (AWoW) project,
 - Health and Safety Executive (HSE) workplace health, safety and welfare regulations,
 - British Council for Offices guidance

From the options, the current average utilisation was deemed appropriate and did not identify any surplus space.

10. The department will be reviewing all our assets again in 2024 to account for updated British Council of Offices guidance together with any changed occupancy requirements agreed by the Workplace Steering Group.

Corporate & Strategic Implications

11. The City Surveyor's Department have been working closely with Corporate colleagues on the development of the 2024-29 Corporate Plan. Our collective

aspirations for the medium-term are reflected within the departmental business plan.

12. The department has a key role in delivering the vision for the City – through the delivery of major construction projects (Markets co-location, Salsbury Square, London Museum, Barbican renewal), the maintenance of our heritage estate for the benefit of all of London, and the generation of significant income that supports all that we do.

13. We will continue to engage with Corporate leads to ensure the successful delivery of our strategic priorities, notably Destination City, Climate Action and the Corporate Property Asset Management Strategy 2020-25.

Security implications

14. The business plan highlights the department's involvement in the security services consolidation project.

Financial implications

15. There are no financial implications arising directly from this report. The on-going maintenance and renewal requirement of our assets requires funding, and there is a clear link between property related risk and the adequacy and availability of finance.

Public sector equality duty

16. The department has an active volunteer Equalities, Diversity and Inclusion Group. This is seeking to enhance these areas within the department. The business plan highlights the areas of focus of this Group, and some of the activities and events delivered through 2023/24.

Resourcing implications

17. There are no resourcing implications arising directly from this report. Both financial and people resources required to deliver our strategic workstreams are identified in the business plan.

18. The department has carefully considered the balance of resources allocated across the various workstreams. It works throughout the year to dynamically adjust assignment to account for emerging needs and requirements.

Conclusion

19. This report presents the high-level Business Plan for 2024/25 for the City Surveyor's Department for Members to consider and approve.

Appendices

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

John Galvin

Head of Departmental Performance & Service

City Surveyor's Department

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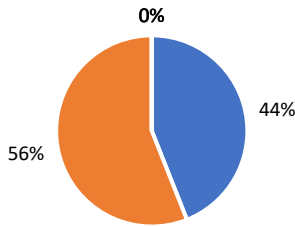
City Surveyor's Department

The City Surveyor's Department (CSD) is accountable for the management of the City Corporation's property investment portfolio and property/construction projects (minor & major). It is responsible for oversight of corporate real estate, the heritage estate and providing day-to-day outsourced facilities management services to both portfolio via a third-generation integrated model.

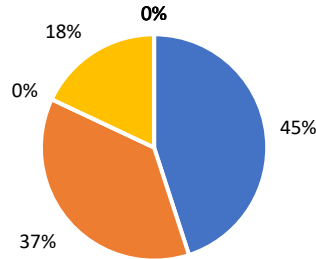
What's changed since last year

- Central Criminal Court integrated as fundamental part of the department
- The Markets Team has moved into the City Surveyor's Department. Markets are covered by a separate Business Plan.
- Operational Property Review has commenced.
- Integrated Facilities Management has gone live.
- The City's major programmes have progressed.
- Measured Term Contract (MTC) framework has been retendered and revised to increase buying thresholds.
- Health and Safety (Property) has formally transferred to the Deputy Town Clerk.

Income (local risk)



Expenditure (local risk)



- Other Grants and Reimbursements
- Customer and Client Receipts
- Investment Income
- Capital Projects
- Recharges

- Employees
- Premises Related Expenses
- Transport
- Supplies and Services
- Capital Expenditure
- Transfer to Reserves
- Unidentified Savings
- Recharges

Our work locations (including 116 in the Markets Team), figures are FTE

Guildhall Complex*	203	Spitalfields Market	32
Central Criminal Court	100	Billingsgate Market	40
Walbrook Wharf	1	Smithfield Market	35

* Operational staff are based at Guildhall but may work from a variety of locations

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

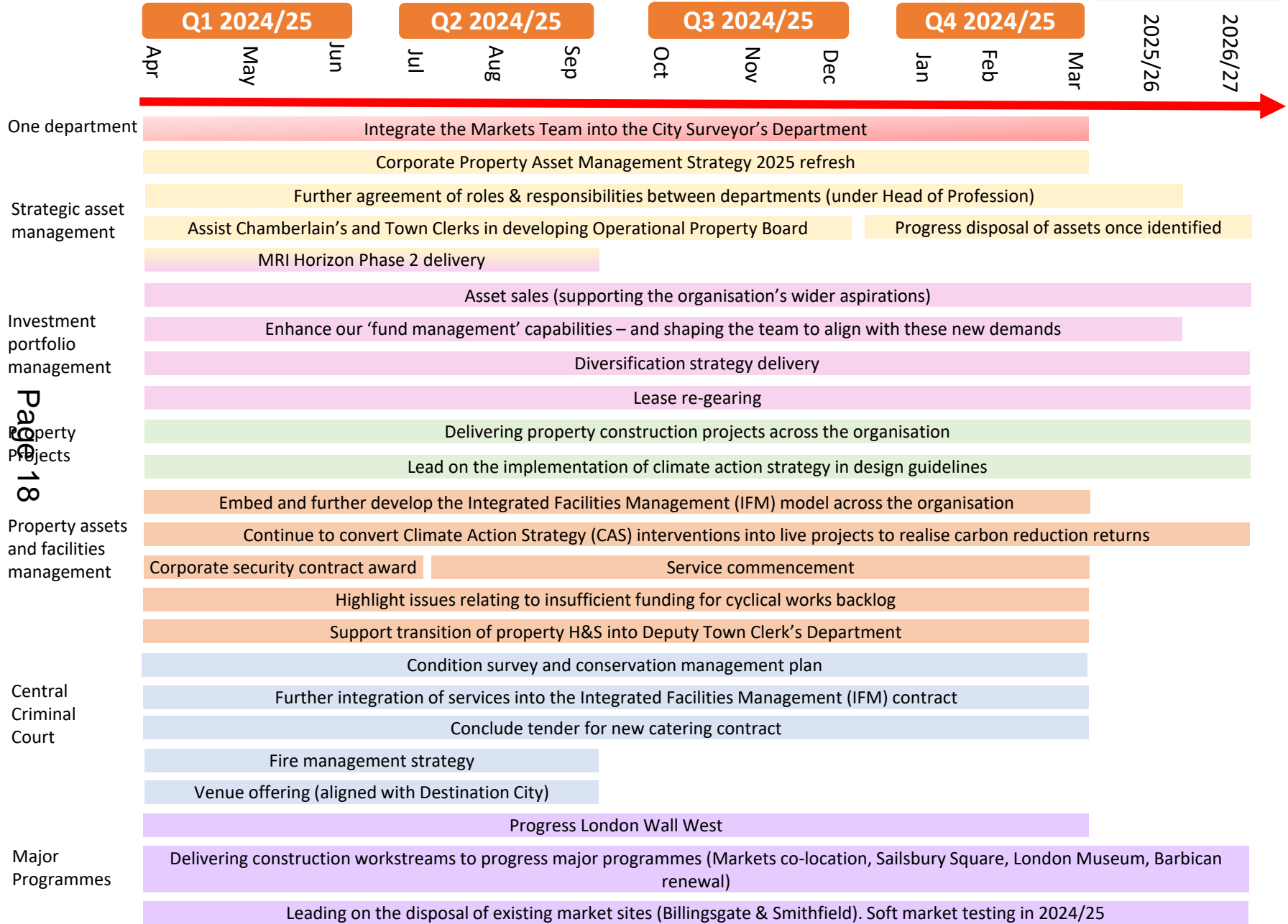
Priority list (e.g. new legislation, services, projects, automation)	25/26	26/27	Funded or Unfunded
Climate Action Strategy (CAS) implementation	On-going		Partially funded
Guildhall Masterplan	Subject to agreement		Not funded
Barbican Renewal Programme	Subject to agreement		Not funded
Integrated Facilities Management (IFM) – develop model to consolidate general facilities management (FM)	Subject to agreement		Financial efficiencies
Operations and FM input into major programmes	Subject to agreement		Financial efficiencies

Our Strategy and Cross-cutting strategic commitments

- Corporate Property Asset Management Strategy 2020-25
- Climate Action Strategy (CAS)
- Operational Property Review (OPR)
- Investment Property Strategy
- Facilities Management (FM) Strategy
- Property management system (OPN / Horizon)
- Consolidation of security services to create a consistent high standard
- Project and Programme Delivery (including major programmes)
- Major Asset Realisations
- People Strategy
- Destination City

Our 2024/25 timeline planner priority workstreams and key milestones

Beyond 2024/25



Our major workstreams this year will be

Workstream Name	Funding allocation (local risk excluding recharges and Markets Team)	People resource (excluding Markets Team)	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	2023/24 performance at Q2 (end September)
Strategic Asset Management (including Central Criminal Court)	42%	41%	<ul style="list-style-type: none"> Duty and discretionary Income generation 	<ul style="list-style-type: none"> Cross-organisational function Operational Property Review outcomes 	<ul style="list-style-type: none"> Oversight of corporate real estate 	Asset Realisation & additional income	Quarterly	Value TBC (subject to agreement for asset sales)	On target
Investment portfolio management	32%	9%	<ul style="list-style-type: none"> Income generation 	<ul style="list-style-type: none"> Market conditions Organisational requirements for capital funds 	<ul style="list-style-type: none"> Income generation to support wider organisation Asset realisation to support major projects and initiatives 	Rental forecasts	Bi-annually	Outperformance	£103.2m, ahead of 23/24 target of £100.9m
						Minimise arrears	Bi-annually	< 2%	4.25% (1.45% excluding those with payment arrangements)
						Minimise voids	Bi-annually	< 5%	4.96%
						MSCI benchmark	Annually	Outperformance	End of year performance metric
Property projects	3%	5%	<ul style="list-style-type: none"> Duty and discretionary Climate action Health and safety Income generation 	<ul style="list-style-type: none"> Market conditions, particularly inflation. Partner departments 	<ul style="list-style-type: none"> Project delivery Support to the major programmes 	Project risk status	Quarterly	< 30% of projects rated 'at risk'	48%
						Health and safety	Bi-annually	> 80% of H&S inspections rated good or above	91%
						Sustainability and waste management	Quarterly	> 90% of waste diverted	94%
Property assets and facilities management	23%	46%	<ul style="list-style-type: none"> Duty and statutory Duty and discretionary Addresses a Risk on Corporate Risk Register Climate action Health and Safety 	<ul style="list-style-type: none"> Availability of funds to undertake maintenance & repair works Impact of inflation 	<ul style="list-style-type: none"> Day-to-day management of facilities management, security, related contracts across Corporate & Investment estates. 	Delivery of CAS milestones (Corporate Property and Landlord areas)	Quarterly	> 5% reduction in carbon	On target
						Delivery of CAS milestones (Investment Property)	Quarterly	Milestone attainment	Behind target
						Property contract performance compliance	Quarterly	> 80%	68%
Cross cutting	N/A	N/A	Other	<ul style="list-style-type: none"> Inflation Project delivery 	<ul style="list-style-type: none"> Efficient provision of service 	Adherence to budgetary spend profiles	Quarterly	95% to 105% of projected spend at end of year	Outside target

Our People

- The department is finding it increasingly difficult to recruit property professionals at the advertised grade. Further, retention has been an increasing issue due to pay & reward disparity. This is being tracked as a departmental red risk and we are engaging with Corporate colleagues to resolve
- The department has a track record of developing apprentices and will look to build upon this success.

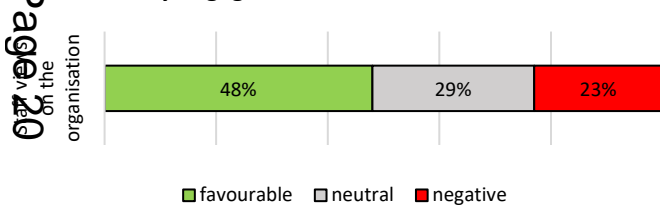
Your Voice Matters Staff Survey (2022)

Key themes highlighted by staff:

- Improving pay and reward
- Increasing workplace flexibility
- Reducing bureaucracy
- Improving Guildhall facilities
- Building upon a positive and supportive workplace culture.

We are actively engaging with HR on the new People Strategy.

Staff Survey Engagement Score



Average of the organisation

Health and Safety business plan priorities

- Maintenance and Renewal of Corporate Physical Operational Assets
- Manage statutory compliance of properties and assets maintained under IFM contract
- Manage stress levels through team and individual risk assessments
- Complete fire safety works at Central Criminal Court to ensure safety of occupants
- Manage compliance with CDM Regulations in all works.
- Manage accidents and incidents and complete investigations within corporate guidance
- Complete HRB registration and create building safety case for submission to Building Safety Regulator
- Manage DSE assessments

Equality Diversity & Inclusion

The department is committed to promoting Equalities, Diversity and Inclusion (ED&I). The department's volunteer ED&I Group has identified several actions to deliver through 2024/25 focussing on:

- Recruitment & Progression
- External Outreach
- Internal Outreach
- Volunteering

Through 2023/24 the Group has delivered numerous activities:

- Mentoring Programme – launched a mentoring programme within the department to promote staff development. This will continue through 2024/25.
- Participation in the London Careers Festival – promoting surveying and related professions to a new & diverse audience.
- Resident talk – increased understanding of how disabled customers & stakeholders interact with our organisation.
- CIOB / NLA – Engagement with the Chartered Institute of Building, to learn from industry best practice; presenting to a forum organised by the New London Architecture on our equalities journey.
- Volunteering event – organised a joint activity for the department's senior leadership team and the ED&I Group to provide services to some of the City's elderly residents.

Partners we work with

- Key commercial partners (CBRE, ISS, Amalgamated Lifts, OCS Group, Citigen, Total Energies, Serco, etc)
- Key non-commercial partners (Local Authorities, His Majesty's Courts and Tribunals Service, etc)
- Key internal partners (Chamberlain's, Innovation & Growth, Mansion House, Town Clerk's, etc).

Key Risks *

	Minor	Serious	Major	Extreme
Likely		2	4	
Possible		1	4	
Unlikely				
Rare				

Risk Title	Score
Maintenance & Renewal of Physical Assets**	16
Construction Price Inflation	16
Recruitment and Retention of Property Professionals	16
Construction Consultancy Management	16
Insurance – Investment and Corporate Estate	12
Insufficient Budget to meet User and Asset Demand at Guildhall	12
Investment Strategy Risk	12
Contractor Failure	12
Energy Pricing	8
Adjudication & Disputes	8
Special Structures	6

* November 2023, ** Corporate Risk

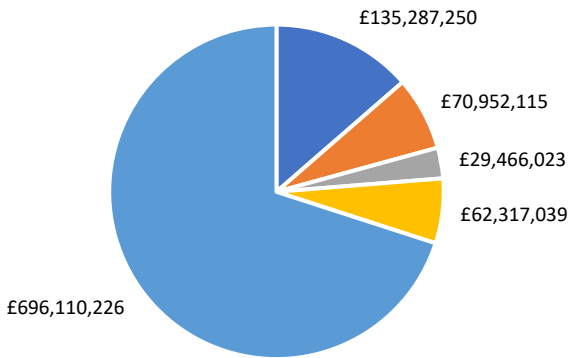
Operational Property Utilisation Assessment

Asset name	Assessment Complete?	Assessment Completion Date
Guildhall 4 th floor NW	Yes	January 2023*
Walbrook Wharf	Yes	2017 (majority let)
20-21 Aldermanbury	Yes	2020 (currently let)
Central Criminal Court (COL offices)	Yes	April 2023
Paternoster Lodge	Yes	May 2022 (currently let)
Temple Bar	Yes	May 2022 (currently let)

*A revised assessment will be undertaken in early 2024 to account for updated British Council for Offices (BCO) guidance.

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Property Projects Group – projects by value at each Gateway stage



Notes:

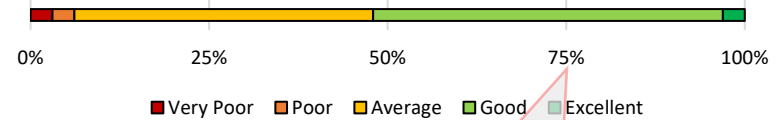
- Data includes projects which have been agreed for progress/delivery during 2024/25 (as of October 2023)
- This includes previously commenced projects, and those whose completion dates are beyond 2025
- Data includes agreed cost variations
- Barking market is included.

■ 2 ■ 3 ■ 4 ■ 5 ■ Outside of GW process, including Major Programmes

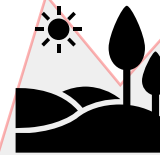
Our Stakeholders Needs

- The department has undertaken a comprehensive “voice of the customer” survey of both our Investment and Corporate Property occupiers through 2023/24. This was undertaken through the external surveying company RealService.
- The Investment Occupier Survey showed satisfaction climb to 66%, and the net promoter score increase by 8% from 2019.
- Occupiers felt that “building managers were helpful and supportive, professional, efficient and friendly.” However, others felt that the City can be “bureaucratic” and need to be more “tenant focussed, engaged and proactive in resolving issues”.
- Results from the Corporate Occupier Survey will be available in early 2024.
- Feedback received informs the department’s priority areas for future years.

Overall satisfaction - Investment Property Occupiers



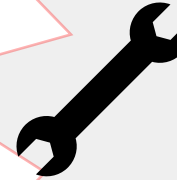
Managing the £3.0b Investment Property portfolio



Pathway to net-zero carbon is ahead of target



Ensuring 18 courts at the Central Criminal Court are available



Integrated Facilities Management delivering savings of circa 10%



Delivering 30 – 40 major construction projects concurrently



Oversee 626 built assets across our Corporate portfolio

Our Impacts

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Agenda Item 5

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

Summary

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

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

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

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

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

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

Recommendation(s)

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

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

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

Members of the City Bridge Foundation Board are invited to:

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

Main Report

Background

1. RASC agreed at their meeting on 12 December 2022 to establish new governance arrangements for the allocation of the City CIL and OSPR. The terms of reference for the Priorities Board were also agreed at that meeting. The terms of reference set out the membership of the Priorities Board, its purpose, and priorities as detailed below. Amendments to the terms of reference were proposed at the Priorities Board on 6th December 2023 to note change in the members of the Priorities Boards, confirm their wider functions and their recommendations to the decision makers. The amended terms of referenced are in appendix 1.
2. CIL projects are prioritised as follows:
 - **Critical:** lack of infrastructure is a physical constraint to growth; development cannot come forward if the infrastructure is not provided.
 - **Essential:** development cannot come forward in a sustainable and acceptable way if the infrastructure is not provided.

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

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

Current Position

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

Table 1 - General CIL Financial Summary:

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

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

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

Table 2 - OSPR Financial Summary:

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

8. It should be noted that these figures are based on future income levels that are projections and will need to be refined each year. Additionally, the CIL and OSPR ring-fenced funds cannot move into a deficit position in any one year, so phasing of schemes will be crucial to avoid this happening.

Options

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

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

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

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

Proposals

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

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

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

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

Other Capital Bids and SRP Project Bids

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

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

12. The ERP replacement programme's objective is to provide the City Corporation with a fully integrated HR, Payroll, Finance and Procurement solution. Following approval of gateway 3 and initial commercial tender exercise; SAP 4/HANA has been chosen as the preferred bidder. Work is underway to finalise the procurement arrangements for a System Integrator (SI) to support the Corporations' implementation.
13. As part of the work from Gateway 3 to Gateway 4, the Programme has established a detailed resource plan / budget based on the programme plans, scope and resource availability. A detailed review of resourcing identified the required days to

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

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

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

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

15. A breakdown of the budget variance is included at Appendix 4 (non-public). The doubling of the budgeted days is the primary movement particularly on the change management workstream to mitigate the risk of business adoption / standardisation.

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

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

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

18. As a result, the required budget has increased from £9.8m to £19.4m. The ERP solution will be deployed across the breadth of City Corporation, and this is reflected in the cost allocation across the three main funds. This is summarised in table 4 below:

Table 4 – Funding allocation across funds for ERP programme

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

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

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

Table 5 – Funding proposals against additional funding requirements on ERP

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

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

The financial impact on the 2024/25 new capital bids in addition to the changes outlined to the ERP are outlined in table 6.

Table 6 – Revised Total 2024/25 New Capital Bids

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

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

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

Cyclical Works Programme Funding Update

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

Corporate & Strategic Implications

Strategic Implications

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

Financial Implications

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

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

24. It should be noted that these figures are based on future income levels that are projections and will need to be refined each year. Furthermore, the CIL and OSPR ring-fenced funds cannot move into a deficit position in any one year, so phasing of schemes will be crucial to avoid this happening.

25. Further City CIL (excluding Neighbourhood CIL 15% and Admin CIL 5%) to be received in this financial year (2023/24) is estimated to be £11.018M from

developments that have commenced, and the CIL liability is due to be paid within the next 6-12 months.

25. The 2023/24 Capital Contingency balances currently stand at £3m and £2.925m on City Fund and City's Estate respectively. If amounts are allocated against the ERP uplift this will bring the balance to zero.
26. The Capital and SRP project bids approved for City Fund and City's Estate are within the approved funding envelope of £20m and £5m respectively and will be met from the reserves of each fund.
27. At the time of writing this report, additional funding requirements for the Network Refresh projects still needs to be addressed.

Legal Implications

26. The proposed projects have been considered against the criteria for the use of CIL and OSPR and the ranking of each is set out above. The OSPR bids are in accordance with the Road Traffic Regulation Act 1984 and the London Local Authorities and Transport for London Act 2003.
27. The CIL bid would comply with Section 216 of the Planning Act 2008 and Regulation 59 of the Community Infrastructure Levy Regulations 2010 as the CIL would be applied to the provision, improvement, replacement, operation or maintenance of infrastructure (as defined) to support the development of the City.
28. Consideration should also be given to the list published by the City Corporation under Regulation 121A(1)(a) which is the City's statement of the infrastructure projects or types of infrastructure which the charging authority intends will be, or may be, wholly or partly funded by CIL (other than CIL to which regulation 59E or 59F applies). The City's list which was published in December 2022 consists of:
 - Beech Street Transport & Public Realm Improvements
 - Hostile Vehicle Mitigation Security Programme
 - Eastern City Cluster Security
 - City Mental Health Centre
 - Secure City Programme CCTV & Telecommunications
 - Secure City Programme
 - Public Realm Security Programme

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

Risk Implications

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

Equalities Impact

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

Conclusion

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

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

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

Appendices

Appendix 1 – Updated Priorities Board Terms of Reference

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

Appendix 3 - ERP Budget Breakdown (non-public)

Background Papers

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

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City of London

Community Infrastructure Levy and On-Street Parking Reserve

Priorities Board – Terms of Reference

Community Infrastructure Levy and On-Street Parking Reserve

Priorities Board – Terms of Reference

Introduction

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

Membership

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

Purpose

6. The purposes of this board are:

CIL/OSPR

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

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

Wider functions

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

Priorities

8. The following criteria, which are set out in the City Corporation's Infrastructure Delivery Plan (IDP), will be applied by the Board when recommending priorities for projects seeking funding from CIL.
 - **Critical:** lack of infrastructure is a physical constraint to growth; development cannot come forward if the infrastructure is not provided.
 - **Essential:** development cannot come forward in a sustainable and acceptable way if the infrastructure is not provided.
 - **Important:** development can come forward if the infrastructure is not delivered, but some sustainability goals will need to be compromised and some adverse impacts accepted.
9. Given the more restrictive rules around the expenditure of OSPR, this fund should be the first 'port of call' for infrastructure related to transport, walking and cycling. CIL can be used for a wider range of infrastructure projects, where these are required to enable the growth of the Square Mile as envisaged in the City Plan.
10. The process for recommending the allocation of OSPR will include consideration of the need for addition revenue funding for highway and cleansing maintenance operations, to ensure an appropriate balance between capital and revenue spend.
11. For OSPR, bids will need to demonstrate that they meet one of the following criteria:
 - Revenue funding for highway and cleansing maintenance operations
 - Investment in off-street car parks
 - Projects which are aligned to the outcomes of the Transport Strategy, with additional priority given to projects necessary for the delivery of Vision Zero by reducing serious and fatal collisions and improve accessibility.
12. Recommended prioritisation of CIL/OSPR will also take account of the extent to which projects support delivery of other strategies and initiatives, including the Climate Action Strategy and Destination City.

Making recommendations

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

Legal advice

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

Financial advice

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

Meetings and process

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

Appendix 2

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

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

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

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

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

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

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

CIL & OSPR Allocation Bid Form	
Project reference	CILOSPR024
Senior responsible officer	Damian Nussbaum and Bob Roberts
Project officer	tbc
Department	Innovation and Growth/Environment
Division	Destination City/Natural Environment
Project name	Sculpture in the City
Project description and outcomes	<p>Sculpture in the City is: a rotating, outdoor, urban sculpture park; a public-private partnership between the City of London and 11 organisations from the development, insurance and finance sectors. Since 2010, the project has been led by the Built Environment/Environment Dept, however due to budget restrictions this is no longer possible.</p> <p>This is a one-year application for funding to be fair to partners and stakeholders but working assumption must be there will be no further City of London Corporation funding.</p>
Project commencement (month, year)	Jan-24
Project completion (month, year)	Sep-24
Which CIL funding priority would the project meet? <i>Critical/Essential/Important (See Funding Priorities in the Handling Note)</i>	Important
How would the project meet the CIL priorities above? <i>(please provide a justification as to how the project meets the identified priority)</i>	<p>Sculpture in the City could make a contribution to the Destination City initiative.</p> <p>Destination City seeks to significantly increase footfall and spend within the Square Mile by attracting experience seekers (workers, visitors and residents) to participate in the City's rich and unique offer.</p> <p>This increase in footfall and spend will increase the attractiveness of the Square Mile to future investors, developers and occupiers and therefore support further growth.</p> <p>Sculpture in the City is also located in the City Cluster area, which is identified as a key area of change in the current and emerging Local Plan and itself is a focus for significant development and growth.</p>
Eligibility for CIL - is the project a type of infrastructure? <i>(see Test 1 and Test 2 of the Handling Note)</i>	<p>Sculpture in the City meets both Test 1 and Test 2 as follows:</p> <p>Test 1 - The project, will include cultural infrastructure, namely: A rotating exhibition of physical sculpture accessible to the public 24/7 A calendar of public activations linked to the sculpture – specifically complementing the Destination City 'hero' events and EC BID activities. Draft Local Plan policy CV5 states: "Art can contribute significantly to the quality of the environment, particularly where it enhances a sense of place and local identity and is a form of community infrastructure".</p> <p>Test 2 - See Row 14 for an explanation of how the provision of cultural infrastructure through this project supports the development of the area.</p>
How would the project meet the eligibility criteria for OSPR? <i>(Refer to eligibility section of the handling note)</i>	The project will deliver environmental improvements within the City's public realm of streets and spaces, specifically in improving the appearance of streets, land adjacent to streets and land to which the public has access. The project does this through its annual rotating exhibition of sculpture, which is accessible to the public 24/7.
Which OSPR funding priority would the project meet? <i>(See OSPR Priorities in the handling note)</i>	Supports outcomes of the Transport Strategy
How would the project meet the OSPR priorities? <i>(please provide a justification as to how the project meets the identified priority)</i>	Supports outcomes of the Transport Strategy by delivering against Proposal 7: Provide more public space and deliver world-class public realm. Specifically by "Working with partners to make the experience of walking and spending time on streets and public spaces more interesting and engaging, for example through planting, public art, temporary installations and events" (Transport Strategy page 38)
How would the project support the Transport Strategy (particularly relevant for OSPR-funded projects)?	See answer in Row 18 for an explanation of how the project would support the Transport Strategy
How would the project support the Policy Chairman's priorities, specifically: Destination City, Green City (including the Climate Action Strategy), and Tech City, as well as supporting residents and SMEs?	<p>The project supports Destination City's Vision and Brand Pillars as follows:</p> <ul style="list-style-type: none"> History and Heritage – Selected artworks and artists use themes associated with the history of the City. Contemporary artworks also continue the City's association with innovation Culture and Creativity – artworks showcase design and production skills and inspire audiences, particularly young people, to be creative and participate in experiences and events associated with the project

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

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

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Committees: General Purposes Committee of Aldermen – For decision Community and Children’s Services Committee – For decision Resource Allocation Sub (Policy and Resources) Committee – For decision	Dated: 05/12/2023 13/12/2023 24/01/2024
Subject: Safe Havens in the City of London	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	Outcome 1
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain’s Department?	
Report of: Judith Finlay, Executive Director of Community and Children’s Services	For Decision
Report author: Valeria Cadena, Community Safety Manager	

Summary

The purpose of this report is to ask for Members’ support for the delivery of Safe Havens across the City of London Corporation buildings and estates. The aim is to help tackle and prevent violence against women and girls in public spaces and make the Square Mile a safer place to live, work, study and visit.

Recommendations

Members are asked to:

- Note the report
- Endorse the Safe Haven scheme.

Main Report

Background

1. The Safer City Partnership is working with the Safer Business Network to help us create ‘Safe Havens’ for women and girls in the Square Mile. Safe Havens will assist women and girls who are feeling unsafe, harassed or in a vulnerable situation to continue their journey by helping them to contact emergency services, provide water, toilets or other basic facilities, or by offering useful helpline numbers to the affected person.
2. Safe Havens are defined as: "a place of temporary refuge for a person to facilitate their onward journey. Whilst the Safe Haven cannot provide specialist

interventions, staff can contact emergency services and/or signpost to specialist services where needed” (Appendix 1).

3. Safe Havens will not intervene in someone’s problems directly or speak to another person involved. Reception and security staff would receive training on how to deal with these situations so the Safe Haven can provide an immediate place of safety for women and girls at risk or in a vulnerable situation.
4. The basic criteria for a Safe Haven would include access to water, electricity, wi-fi or a landline telephone, charging point for mobile phone, a chair/seat, access to a toilet, trained staff with a list of support network contact details and relevant public liability insurance. Ideally the Safe Haven area must be covered by working CCTV. The accreditation will come with the Safe Haven Logo to be displayed in a window/door (Appendix 1).

Current Position

5. Our City of London buildings (Guildhall, Mansion House, Central Criminal Court, Bastion House and libraries) already have most of the requirements and we would like them to become accredited in the Square Mile to set up an example to all businesses.
6. There are no costs for the training as the Safer City Partnership has already provided funding for this initiative in the Square Mile. The training given to reception and security staff is in-person, takes around one hour, and will be free of charge to all City of London Corporation buildings.
7. The training will enable the venue employees to feel confident in dealing with members of the public, bearing in mind that they cannot provide specialist support. Each venue will appoint a ‘champion’ who will report directly to the Safer Business Network, and they will collate and evaluate all feedback received. The training provided by Safer Business Network aims to improve learners’ skills, knowledge, and confidence in identifying vulnerability and making appropriate interventions to support the delivery of a Safe Haven. Upon completion of the training, participants should be able to train future Safe Haven staff and champions.
8. Once we are part of the scheme, we would be included as a delivery partner in communications. We will also be included in any London digital communications for the public to identify the location of the Safe Havens. The City of London Police and the Metropolitan Police Service will know about the location of the Safe Havens and will provide support during their operational hours.

Southwark and Lambeth have joined forces to bring the same accreditation to their boroughs, to promote safety for women and girls.

Options

9. There are three options that can be taken:
 - Not to support.

- To support (Recommended). The Guildhall, Mansion House, Central Criminal Court, Bastion House and Libraries, already have most of what is required to become Safe Havens, and therefore the one-hour training can be rolled out to start the accreditation.
- In 2024, we can provide an evaluation to this forum to ask for your support again to expand this scheme to the wider City institutions such as the Barbican, Markets, and educational and community centres across the City of London Corporation.

Proposals

10. If the recommended option 2 is chosen, the Guildhall, Mansion House, Central Criminal Court, Bastion House and Libraries already have reception/security staff who can be trained, space for people to take a stop and make a call, landlines and toilets that the public can use. This covers most of what is required to become a Safe Haven. The one-hour training can be rolled out to start the accreditation.
11. By supporting this initiative, we will lead by example, promote safety within and across the Square Mile, motivate and encourage other businesses to become part of the Safe Havens scheme, and work actively to provide safe places for women and girls.

Corporate & Strategic Implications

12. There are no strategic implications directly related to this report.

- Financial implications – N/A
- Resource implications – N/A
- Legal implications – N/A
- Risk implications – N/A
- Equalities implications – N/A
- Climate implications – N/A
- Security implications – N/A

Appendices

- Appendix 1 – Safe Haven Information, Safer Business Network

Valeria Cadena

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Appendix 1

Safe Havens

Safe Havens are a practical way for businesses to let people know that a form of support is easily available if they need help. Premises such as shops, cafes, pubs, libraries, and other places of interest can register to be officially known as a Safe Haven.

The definition of a Safe Haven is –

"A place of temporary refuge for a person to facilitate their onward journey. Whilst the Safe Haven cannot provide specialist interventions, staff can contact emergency services and/or signpost to specialist services where needed".

We are looking for businesses that are willing to be a Safe Haven to help women with their onward journeys – for example, providing a friendly face and reassurance, allowing the individual to charge their phone, calling a taxi, contacting family/friends, waiting for, or signposting to transport, and if required, making a phone call to the emergency services, or offering useful helpline numbers to the affected person.

Safe Havens will not intervene in someone's problems directly or speak to another person involved.

The basic criteria for a Safe Haven would include access to water (could be bottled), electricity, wi-fi or a landline telephone, charging point for mobile phone with extension lead if required, a chair/seat, access to a toilet if required, the Safe Haven Logo displayed in a window/door, trained staff with a list of support network contact details and relevant public liability insurance. Either Body Cameras are to be worn, or staff to have DBS checks completed, or two members of staff must be present when an individual is in the Safe Haven, or alternatively, the Safe Haven area must be covered by working CCTV.

Training to staff will enable the venue employees to feel confident in dealing with members of the public, bearing in mind that we cannot provide specialist support. Each venue will appoint a `champion` who will feed directly into us, and we will collate and evaluate all feedback received.

Safe Havens will be signposted/recognisable by using door/window stickers at each venue. Your business would be included as a delivery partner in communications and will also be included in any digital communications for the public to identify the location of the Safe Havens.

We will ensure that other partners, including the City Of London Police and The Metropolitan Police Service know about the Safe Haven and support it during their operational hours. We need your support to be able to deliver Safe Havens across London to help tackle violence against women and girls in public spaces.

Safe Haven Training

Safer Business Network has developed a grassroots training program which aims to improve the skills, knowledge, and confidence of learners in identifying vulnerability and making appropriate interventions to support the delivery of a Safe Haven. This will equip the participants with the skills to deliver the training to future Safe Haven staff and Champions.

Learning Objectives

During the session, learners will:

- Learn what a Safe Haven is and what it does.
- Learn the basic requirements of a Safe Haven.
- Explore the factors that put someone at risk.
- Discover how to assist `users` of Safe Havens.
- Develop skills which enable you to train other people and answer questions.

For further information:

Please speak to your BCRP Manager or email Eren.Bessim@Saferbusiness.org.uk our Training and Development Manager.

Agenda Item 7

Committee(s)	Dated:
Resource Allocation Sub-Committee	24 January 2024
Subject: Benefits-in-Kind Review and Annual Reporting	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly insofar as it is in the best interests of each of the charities within scope of the Review to support?	Outcomes 2, 3, 4, 5, 9 & 10
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	£10,000
What is the source of Funding?	City's Estate Reserves
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of: David Farnsworth, Managing Director of City Bridge Foundation	For Decision
Report authors: Jack Joslin, Head of the Central Grants Unit	

Summary

The purpose of this report is for Members to receive an update on an internal review of Benefits in Kind (BIK) that has been undertaken by the Central Grants Unit (CGU) in collaboration with the offices of the Chamberlain and Chief Operating Officer. The review was originally commissioned at the request of Alderman Tim Hailes in his capacity as Chair of the Operational Property and Projects Sub-Committee. Finance Committee endorsed the review at its meeting in December 2023 and agreed for the ongoing increased budget for the CGU to come to RASC for decision.

Recommendations

- a) To note the process undertaken to review BIK across CoLC Departments/Institutions.
- b) To approve an additional £10,000 per annum (increased annually in line with pay reviews) from City's Estate Budget for the CGU to provide an enhanced service for departments on an ongoing basis.

Main Report

Background

1. CoLC's definition of BIK is: Abatement of a full commercial rent; abatement of a fee or charge for services provided; or the provision of goods or services to a third party at either a nil or reduced charge by CoLC. This includes Officer volunteering time and general support and the provision of advice or guidance to external bodies/charities. The decisions around BIK fall to the Finance Committee, since the winding up of the Finance Grants Performance Sub Committee.

Current Position

2. In March 2023, following a request from Alderman Tim Hailes in his capacity as Chair of the Operational Property and Projects Sub-Committee, the Chamberlain and Chief Operating Officer requested that the CGU conduct a review of the current policy and process, including a Chief Officer peer review. The intention of this was to refresh and tighten the annual process to ensure that:
 - all BIK aligned with the Corporate Plan or departmental/ Institutional Strategies; and
 - appropriate recognition of the City Corporation's generosity was noted in Annual Reports (in the case of free accommodation or pro-bono advice) or at events hosted on the Guildhall Estate at a subsidised rate.
3. The current data suggests that the City Corporation made 180 BIK with an overall value of £2,475,128 in the 2022/23 Financial Year. While many of the BIK awarded are small, the collective value across all departments is significant. It should also be noted that the amount of BIK awarded has significantly increased from £1,662,154 in financial year 2021/22. This is an increase of more than £800,000.

Future Position

4. At the meeting of the Finance Committee in December 2023 it received a report outlining the work of the comprehensive review of BIK across CoLC. It reviewed and agreed that a Corporate-wide process for BIK should be adopted and applied to each Department/ Institution, and agreed that further work needed to take place to make Departments aware of the policy and how it should be managed on an annual basis. The approved BIK policy can be found at **Appendix 1**.
5. A new BIK policy was agreed at the meeting and will be adopted from f/y 2024/25. Members of the Finance Committee supported the £10,000 cost of the review conducted by the CGU from the Finance Contingency Budget. Members also noted that additional work on the implementation of the policy and an enhanced Central advice service will require an uplift in the annual budget of the CGU of £10,000 p.a.(increased annually in line with pay reviews). Members of the Sub-Committee are asked to approve the uplift in budget to support this ongoing work.
6. The CGU will continue to report BIK data to the Finance Committee annually and will be working with the Efficiency and Performance Working Party and the Executive Leadership Group to ensure that increased scrutiny on BIK across CoLC is implemented.

Conclusion

7. This report outlines the work that has taken place to review Corporation wide BIK, presenting recommendations to Chief Officers on amendments to BIK Policy and its phased implementation across CoLC. Given the significantly increased value of these BIKs at a time of considerable cost pressures, we need to be certain that

they remain of strategic value and that CoLC's generosity in providing them is appropriately recognised. A budget uplift for the CGU is required to support this ongoing work.

Appendices:

Appendix 1: Revised BIK Policy

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Appendix 1: Revised Benefits in Kind Policy:

Purpose

The City of London has a strong and longstanding history of granting Benefits in Kind (BIK) as part of its philanthropy, sharing its time, assets and skills with organisations for the good of the City and the communities it serves.

When considering whether to provide a BIK, it is required that all Departments and Institutions can justify the award, ensure that it is in line with this policy and is aligned with Corporate or Institutional Policy.

Definition

The City of London Corporation's definition of BIK is:

- a) Abatement of a full commercial rent;
- b) Abatement of a fee or charge for services provided; or
- c) The provision of goods or services to a third party at either a nil or reduced charge by the City of London Corporation. This is to include Officer volunteering time and general support and the provision of advice or guidance to external bodies/charities

Governance

1. In accordance with the existing corporate governance framework, all BIK should be approved by either a Chief Officer (or delegate), or relevant service Committee (or Sub-Committee):

a. Any BIK decisions with a monetary equivalent of under £10,000 may be taken by Chief Officers –

i. In relation to property matters, subject always to the advice of the City Surveyor, in both managing the physical assets, including land and buildings for which they are responsible; and in approving the casual or occasional use of land, premises or equipment under the control of the department (as provided under the officer Scheme of Delegations); and

ii. otherwise in respect of goods and services in accordance with any properly approved charging policy (as provided for in the Financial Regulations).

iii. If the aggregate value of the delegated BIK's (agreed by a single department) in any financial year reach £100k, the relevant service Committee (or Sub-Committee) must receive notification, including a breakdown of all decisions to be taken.

b. Any BIKs with a monetary equivalent over the threshold of £10,000

shall, subject to a specific discretion otherwise granted to a Chief Officer (as provided for in the Financial Regulations), be reported to the relevant service Committee for approval in setting any charging policy.

2. At the time of agreement of a BIK, a review or end date must be included.

3. All data from internal pro-bono support from staff must be included. This would include any Officer time provided in terms of general support, advice or guidance to external bodies/charities. An aggregation of data (time spent and equivalent cost) is acceptable from each department. This data collection does not apply to City of London Corporation Members. Staff Volunteering through the LEAP programme will be collected separately by the Corporate Volunteering Manager and reported through the Volunteering Strategy.

4. All BIK allocated to external organisations over a value of £10,000 should be acknowledged in any relevant publicity. City of London Corporation branding should be used in each such instance (in line with the current guidance of the Communications Department)

Departmental/ Institutional Mandatory Process:

- BIK must be reviewed by Departments/ Institutions, as part of the annual Budgeting process.
- Each Department/ Institution's Senior Leadership Team (SLT) must review the full list of Departmental BIKs on a quarterly basis, including reporting to the responsible service Committee where applicable.
- Each Department must nominate members of their team to be responsible for the ongoing management of its BIK and provide names of these individuals to the Central Grants Unit.
- Chief Officers must provide a schedule of their BIK on an annual basis to the Executive Leadership Board (ELB) for peer review at ELB meetings. This is to ensure that BIK are being implemented in the spirit of the policy.
- BIK must be discussed by Department/ Institutions' SLTs as part of year end process, to ensure the list of BIK is up to date, accurate and that all BIK have been reviewed and are still relevant.
- All departments are required to maintain a rolling register of BIK, in a standard format rather than relying on end of year data capture. These will be fed into the CGU who will maintain a central, transparent register.
- All BIK to be reported to the Finance Committee, annually in the Autumn. A standardised template will be provided to all department for completion throughout the year.

Role of the Central Grants Unit:

- The CGU will provide training, support and advice to Departments/ Institutions on BIK decision-making and reporting.
- The CGU will provide a checklist for Departments/ Institutions to support with the decision-making around any new BIK or when reviewing old or longstanding BIK.
- The CGU will continue to collate BIK reporting across all Corporate Departments and Institutions and report annually to the Finance Committee in October.
- The CGU will ensure that all individuals nominated to manage a Department's BIK are aware of the BIK policy and process.
- For all internal queries please contact: grants@cityoflondon.gov.uk

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Committee(s): Resource Allocation Sub-Committee for discussion Communications and Corporation Affairs Sub-Committee for information Planning and Transportation Committee for information	Dated: 24 January 2024 28 February 2024 5 March 2024
Subject: Considerate Lighting Charter Operational Property Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 2, 5,11,12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	No
Report of: City Surveyor & Executive Director for Environment	For Discussion
Report author: Graeme Low – Head of Energy and Sustainability Rob McNicol – Assistant Director of Planning Policy and Strategy	

Summary

The Lighting Supplementary Planning Document ('SPD') was adopted 24 October 2023, and this document includes a Considerate Lighting Charter ('Charter') which the City Corporation encourages those involved in lighting in the City, particularly the owners, managers and occupiers of existing buildings, to commit to.

The Charter is a voluntary commitment and includes nine actions for existing buildings to commit to ensure achieving the right light, in the right place at the right time in the City, and this includes turning lights off when not in use, particularly in internal commercial spaces outside of operational hours.

This paper includes a background to the Charter, implications for the relevant identified City buildings including a summary of potential costs, and a draft programme for interventions.

This paper seeks to inform Members of the likely steps needed for implementing the Charter in identified City of London Corporation operational buildings and the implications of the Charter to 'lead by example'.

Recommendations

The Resource Allocation Sub Committee is asked to:

- Note the anticipated steps outlined in Appendix 3 for implementing the Charter for the relevant City of London Corporation operational buildings.

- Note the further work needed to confirm the full implications relating to the adoption of the Charter.
- Note the commitment to the production of a further paper setting out in more detail any funding request to initiate surveys and determine an accurate capital cost to implementation (aiming for Q1 24/25).
- Note the intention to continue to promote the Considerate Lighting Charter via existing channels to encourage adoption and sign up while the work to achieve compliance by the City Corporation is ongoing, and the intention to explore with stakeholders any potential barriers that are preventing them from signing up to the Charter; and the potential for future consideration of a wider publicity campaign.

Background

1. In October 2023, the City of London Lighting Supplementary Planning Document (SPD) was adopted following approval by the Planning and Transportation Committee.
2. The Lighting SPD provides guidance for developers on lighting buildings and the spaces between them. It will help developers to meet the requirements of the Development Plan policies that relate to lighting. It covers the design, delivery, operation, and maintenance of artificial light within the City of London.
3. As part of the adopted SPD, a 'Considerate Lighting Charter' has also been included (appendix 1). The Charter gives an opportunity for building owners, managers and occupiers to make a strong commitment to manage their lighting systems in ways that make a positive contribution to the City of London.
4. For existing buildings where no new development is proposed, the City Corporation has no legal powers to enforce adherence with the Charter. Building owners, managers and occupiers would, however, incur reputational damage if they were to sign up to the Charter but not adhere to the commitments it contains. The Charter does not change, or in any way undermine, the City's Environmental Health function, which will continue to investigate complaints of intrusive light and take enforcement action where necessary.
5. The Charter includes nine commitments, both short and longer term, for existing building occupiers to 'achieve the right light, in the right place at the right time'. This is organised into three categories: 'Manage lighting well'; 'Review our lighting system'; and 'Minimise the impacts of our lighting'. The first action is to ensure lights are turned off when not in use including internal commercial spaces outside of operational hours, and for external lighting, which is required to be on, to comply with curfew times within the Lighting SPD. Curfew times range from 10pm to midnight depending on the area.

6. Signing up to the Charter is a good faith commitment to undertake a range of actions. It is not expected that signatories would have completed actions upon signing up to the Charter but signatories would be expected to regularly monitor and publish their progress against the actions they have committed to.
7. In January 2020, the City of London Corporation set out on a fast-paced, cross-City Corporation journey to develop an ambitious Climate Action Strategy (CAS). The Considerate Lighting Charter broadly aligns with the aims of the CAS and provides additional strategic support.

Current Position

8. The consultation has been completed and a final version of the SPD was prepared and approved at the Planning and Transportation Committee on the 18 July 2023. A final version of the Considerate Lighting Charter has also been produced and was submitted for final approval alongside the SPD at the Planning and Transportation Committee in July 2023.
9. This report details the implications of the Charter on the Operational Portfolio, sets out recommended course of actions to reach compliance with estimated costs and associated timeframes.
10. Officers in the City Surveyor's department and the Environment department have reviewed the required options to calculate costs, savings, and paybacks. These calculations have used industry standard benchmark data (CIBSE Guide F) for lighting energy consumption in buildings and have been applied to provide best and likely costs for lighting upgrades. Estimated costs for specialist consultants to investigate areas such as biodiversity impacts, nighttime glare etc. have been included, which will be refined following the conclusion of site surveys.
11. Details of the actions needed to implement, and the implications of the Charter are highlighted in appendices 2 & 3. Whilst the information here is subject to change, it has been based upon an initial high level desktop appraisal of the Charter, utilising recognised benchmarks for cost and energy savings.
12. The programme to compliance with the Charter is highlighted within appendix 4 and suggest that compliance will be reached within the reasonable period suggested. Beginning in Q1 24/25 and completing in Q4 27/28.
13. The summary of potential costs and savings are highlighted in appendix 5, and range between £8.5m - £13.2m capital. These numbers are estimates at this stage, they could be revised downwards following surveys determining accurately what is needed in terms of investment. It is anticipated that any capital investment required could be largely covered by Climate Action Strategy (CAS) funding and Cyclical Works Programme (CWP) backlog funding but this is subject to confirmation following further survey work.

14. Removing buildings that are likely to be disposed, or developed, by 2028 reduces this capital range to £7m and £11m.
15. A high-level review of the CWP lighting projects that have capital committed and waiting to be drawn down and are due to be completed before 2027 identified a further reduction of £4.3m can be removed which reduces the range further to £2.7m and £6.7m capital.
16. A review of CAS lighting projects that have capital committed and waiting to be drawn down for completion before 2027 identified a further reduction of £2.3m to be removed which reduces the range further to £0.4m and £4.4m capital, prior to survey reports confirming the likely cost.
17. Following the initial review of relevant City of London Corporation buildings, the following are in scope for this paper are¹:

Mayor's Court	Artizan Street Library and Comm.Centre
Central Criminal Court	Barbican Arts Centre
CoL Magistrates Court	Bishopsgate Police Station
Barbican Estate Office	Mansion House
21 New Street	Roman Bath House
Guildhall Complex	Portsoken Community & Health Centre
Walbrook Wharf	Portsoken Pavilion
Temple Bar & Paternoster Lodge	City Information Centre, St Paul's
The Monument	

Next Steps

18. The next step is to collate a specification for lighting surveys to be undertaken at these sites, to determine compliance. In conjunction with the Chamberlain, the budget to undertake the work over and above CAS and CWP will be required (paragraph 20). Surveys will be required to identify biodiversity impacts and mitigation measures, levels of light spill, control and colour temperature of existing lighting, and costs associated with any interventions required to comply with the Charter. Officers plan to return to Committee to seek approval for future stages in Q1 2024.
19. Ultimately, responsibility for delivering the programme within their building will sit with the site owner or premise controller with City Surveyors facilitating these conversations.

Promoting the Lighting Charter

20. The Policy and Resources Committee received a report in July 2023 setting out a proposal to undertake an extensive and targeted promotional campaign for the Considerate Lighting Charter, with funding from the Policy Initiatives Fund. This was, however, withdrawn as it was considered that the Charter had received sufficient interest in the property sector and through press coverage. There are also concerns that promoting the Charter without the City

¹ Excluded buildings are investment group properties, warehouses, schools, residential, open spaces, theatres, markets, sold buildings, out of Square Mile, public toilets, car parks, street lighting.

Corporation signing up to it could prevent any campaign from reaching its full potential without the Corporation's clear leadership on this issue. Since this time, the City Corporation's Planning Division have continued to promote the Charter through their liaison with property groups such as the City Property Association and the City's Business Improvement Districts, although to date there have been no signatories to the Charter. Adoption of the Charter by the City Corporation for its operational property is a crucial step to demonstrate to other property owners that the requirements of the Charter are ambitious but achievable.

21. Once the timeline for the City Corporation to sign up to the Charter for its operational property is agreed, the Environment Department will seek to establish from relevant stakeholders including building managers, occupiers and businesses some further insight into potential barriers that are preventing them from signing up to the Charter. Subject to understanding what actions could support increased sign up and what policy or operational barriers may need to be addressed to enable businesses to support this initiative, Corporation Communications & External Affairs will consider submitting a paper to the Policy and Initiatives Fund, with the aim to fund a strategic communications campaign to help drive increased sign up and promotion of the City of London's leading role in this area.

Corporate and Strategic Implications

22. **Strategic implications:** The Lighting SPD and Considerate Lighting Charter is in line with the aims and objectives of the 'environmental, targeted action and working with others' elements of the emerging City of London Corporate Plan and People Strategy 2024-29. This SPD will support the delivery of the current 2018-2023 Corporate Plan by ensuring that land-use decisions fully incorporate measures to ensure people feel, and are, safe, people enjoy good health and wellbeing, our spaces are secure, resilient, and well-maintained through the planning system (Corporate Plan, Outcomes 1, 2, 5, 11 and 12).
23. **Financial implications:** The Considerate Lighting Charter includes recommendations, many of which constitute best practice for lighting. This will have an individual impact on future projects, for which these recommendations will serve as guidance. In many cases, the recommendations will result in a lower operational cost. There are no commitments to fund works as part of adopting the Considerate Lighting Charter.
24. **Resource implication:** The resource required to understand lack of take up of the charter will be covered by existing roles. Specialist survey work will require additional outsourced resource which will be managed with existing internal resource. However, these are limited resources and as a result, this presents a risk to the timely introduction of the Charter.
25. **Equalities implications:** The Lighting SPD, including the lighting charter, has been subject to an equality screening exercise, which concluded that it would not have any negative impacts on those who share a protected characteristic. Any decisions regarding the approach to lighting on City Corporation's

Operational Buildings will be subject to the City Corporation's Public Sector Equality Duty 2010 and appropriate equality impact assessment where necessary.

26. **Climate implications:** The Lighting SPD and Considerate Lighting Charter will complement the City Corporation's Climate Action Strategy.
27. **Legal implications:** The Lighting SPD has been developed in line with the statutory requirements of the Town and Country Planning (Local Planning) (England) Regulations 2012.
28. **Risk implications:** Failure to implement the Considerate Lighting Charter within the City Corporation's Operational Buildings will risk reputational damage and likely consequence that other organisations fail to adopt the Considerate Lighting Charter across the square mile.
29. **Security implications:** There are no security implications arising from this report. Additional lighting as part of security measures is considered carefully before being implemented, any reduction in external lighting must not compromise safety and security.

Conclusion

30. This paper seeks to inform Members of the likely steps needed for implementing the Charter in identified City of London Corporation operational buildings and to the initial implications of the Charter to 'lead by example'.
31. City Surveyors will produce a paper and collaborate with other City of London Corporation departments to produce a future paper planned by Q1 24/25 requesting funding for the commissioned surveys and to implement any no cost measures as soon as possible. An update will be prepared for information for the Planning and Transportation Committee for the separate promotional activities for the Charter in due course.

Appendices

- **Appendix 1** of this paper includes the adopted Charter within the Lighting SPD.
- **Appendix 2 and 3** includes the Charter requirements, impact, solutions, and implications.
- **Appendix 4** details a draft programme for works to relevant City buildings.
- **Appendix 5** outlines estimated costs for the identified works.

Report author

- Graeme Low – Head of Energy and Sustainability, City Surveyors Department
- Rob McNicol – Assistant Director, Planning Policy and Strategy, Environment Department.

Appendix A: Considerate Lighting Charter City of London Corporation

The City of London Corporation's Considerate Lighting Charter is a set of commitments that will help to ensure that buildings and public spaces in the Square Mile achieve the right light, in the right place, at the right time.

Building owners, managers and occupiers in the Square Mile are encouraged to sign up to this Charter. By doing so, they commit to undertaking the actions of the Charter within a reasonable timeframe.

These actions are the minimum required to comply with the Considerate Lighting Charter. More detailed guidance is available in the City of London Corporation's Lighting Supplementary Planning Document (SPD).

By signing up to the Considerate Lighting Charter, we commit to:

1. Manage lighting well, by:

- 1.1. **Turning lights off when not in use.** Lights in unoccupied interior spaces, particularly commercial spaces, will not be left on unnecessarily. We will ensure external lighting accords with curfew times in the Lighting SPD.
- 1.2. **Installing control systems** such as passive infrared detectors (PIR) as part of a 'smart' lighting system designed in a way that minimises the amount of light used.
- 1.3. **Embedding good lighting management practice** in our facilities management teams and undertaking training for staff on how lighting systems should be operated.

2. Review our lighting system, by:

- 2.1. **Carrying out an initial review** and updating it regularly, with the aim of minimising light spill, reducing energy consumption and carbon use, improving safety and character and ambience, and which considers equality, diversity and inclusion.
- 2.2. **Consulting neighbouring properties** particularly those who are most affected by our lighting, as part of the review. We will publish information about changes to our internal and external lighting and provide contact details.
- 2.3. **Considering biodiversity**, through identifying the local context and adjusting our lighting system to limit impacts on biodiversity.

3. Minimise the impacts of our lighting, by:

- 3.1. **Reducing glare and light spill for internal and external lighting**, through measures such as installing low-glare downlighting, louvres or blinds, and removing or reducing any internal lighting within 1.5 metres of the building facade.
- 3.2. **Procuring sustainable light fittings** that have the minimum embodied carbon and lowest operational energy, and can be easily repaired, replaced and recycled. We will consider 'lux leasing' and other circular economy approaches.
- 3.3. **Improving the performance of our lighting**, through avoiding cooler colour temperatures after dark; putting limits on the illuminance and brightness of external lights, and internal lighting that is visible from outside our building(s); and making external lighting efficient (in line with Building Regulations and/or BREEAM).

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Appendix 2 – Considerate Lighting Charter actions.

1. Manage lighting well

1.1. Turning lights off when not in use

In the City of London Corporation buildings covered by the Considerate Lighting Charter with an evening cleaning contract the cleaning staff will be asked to turn off lighting in unoccupied areas once they have finished cleaning the area. This is not applicable for those buildings with a morning cleaning schedule but a change to nighttime cleaning could be considered during contract renewal.

In buildings that have 24-hour security personnel will be asked to turn lights off in unoccupied areas when patrolling the building.

For buildings with manual light switching a 'Switch It Off' campaign will be launched to encourage staff members to turn lights off. Typically, these campaigns are based around saving energy and have a limited impact. As this is based around the Lighting Charter requirements it could get additional 'buy in' from staff however, this would need to be monitored. If existing, suitable sub-metering is available a competitive element with floors competing to save energy could be instigated (or a 'name and shame' nighttime audit process).

1.2. Installing control systems

For the buildings being considered a number already have automated lighting controls in place. These controls will be Passive Infra-Red (PIR) controls that detect movement and turn lighting on or off accordingly, LUX detection that turns lighting off if sufficient natural lighting already exists or a combination of both. The figures given in Appendix 5 show the likely costs to retrofit these controls into buildings that do not already have them in place either through single controllers that cover an area of the building or, if the luminaires are dated and need replacing, with energy efficient LEDs with individual controls per luminaire to provide more granular control.

This type of lighting control is typical in modern office installations and so would be installed as and when building spaces are refurbished. In non-office spaces these controls might not always be appropriate for the function/use of the space but would be considered for the back of house areas.

1.3. Embedding good lighting management practice

For the City of London Corporation buildings covered by the Considerate Lighting Charter this commitment will require training employees and on-site staff (security and cleaning) to avoid overriding automated controls. The nature of staff churn in on-site roles means training would need to be refreshed regularly. This training would need to operate alongside embedding a 'Turn It Off' culture throughout the organisation to ensure that all building users work to reduce lighting operation.

2. Review our lighting system

2.1. Carrying out an initial review

Lighting surveys have already been undertaken in a number of the operational buildings that are being reviewed as part of the Cyclical Work Programme, Climate Action Strategy or Build Back Better programme.

For other buildings not yet upgraded a lighting survey will identify existing internal and external lighting and provide costs to replace it with modern LED fittings with controls to reduce operation or turn them off. The lighting survey will identify glare issues and will recommend luminaires with minimal light spillage outside of the intended areas whilst providing a safe, ambient, and characterful space to enhance the intended use.

Specialist Equality, Diversity and Inclusion consultants will be utilised to identify any specific requirements for users with, but not limited to, protected characteristics, intersectional experiences or cultural differences. This requirement is likely to be limited to external lighting of outside spaces as it will have already been considered for inclusion within buildings.

2.2. Consulting neighbouring properties

To allow the City of London Corporation operational buildings to achieve the Lighting Charter commitments the approach to consulting neighbouring properties is being assessed. This may include using building managers to engage with their immediate neighbours to better understand external impacts of their buildings lighting alongside other channels of communication, including email and letters as appropriate. A survey template will be designed to capture responses in a structured way for comparison. Based on these conversations the building manager will provide information to these neighbours about any proposed changes to internal and external lighting and provide contact details should any changes create an unwanted impact.

2.3. Considering biodiversity

To understand the impact of a buildings lighting on local biodiversity an external specialist consultant will be employed to undertake dark period site visits throughout the year to review and assess any impacts of biodiversity from a buildings lighting. Budget costs for this will be requested but are anticipated as between £30-£50k could be required to assess fully the impact on Biodiversity in relation to lighting from City of London operational buildings.

3. Minimise the impacts of our lighting

3.1. Reducing glare and light spill for internal and external lighting

A lighting design survey for a new lighting installation will consider, and mitigate, the impacts of glare for internal users of the building. External lighting, and the impacts of internal lighting on the surrounding external space, will be reviewed as part of a building lighting audit (2.1 Carrying out an initial review) and following feedback from neighbouring properties (2.2. Consulting neighbouring properties).

City of London Corporation buildings covered by the Considerate Lighting Charter that have blinds or curtains installed, and have nighttime cleaning regimes or on-site security, will be required that these staff members check these at a set time each evening and close if required. Additionally, we will use staff networks and COLNET to promote good practice among staff and encourage lights to be turned off where not in use and blinds closed in the evening where fitted. Those buildings without blinds, will be surveyed to assess the cost of installation quotes to purchase and install them with staff required to close them at set periods.

Existing external lighting will be assessed and where necessary replaced with luminaires that have zero upwards light leakage and installed on timers to comply with lighting curfews.

3.2. Procuring sustainable light fittings

The City of London Corporation procurement team will check the market and specify that any luminaire purchased for projects within our buildings are compliant with a sustainability accreditation body that covers all aspect of the luminaire from construction, operation and recycling at its the end of life.

3.3. Improving the performance of our lighting

All City of London Corporate buildings that are covered by the Lighting Charter will be assessed for the performance of their lighting regarding the temperature/colour of the light provided (between 2,300K and 4,000K), the illuminance and brightness and the efficiencies to ensure that they are within the recommendations of BREEAM and/or Building regulations.

Improving the performance of our lighting will encompass the findings from reviewing our lighting systems to improve the efficiency, control, effects of glare and spill. This will fall under a project to refurbish non-compliant lighting systems generally to adhere to the lighting charter. The Operations department of City Surveyors has been asked to estimate the cost impact of this with the results shown in Appendix 5. However, it must be noted that due to the size of the estate and the potential variety in systems which may or may not comply, this estimate has necessarily been based on benchmarks and rough cost data from existing projects and therefore will have a wide range of accuracy.

The cost of improving lighting systems to comply with the charter ranges from a best case of £8.5m (where all lights can be simply retrofitted) to £13.2m (where more complex work is required to wiring and distribution). This takes into account (i.e. does not include) funds already spent and planned through Climate Action related projects to bring efficient lighting at Guildhall and Barbican, as well as upcoming funds planned on lighting in the Cyclical Works Programme, which amount to approx. £7m.

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Appendix 3 – Lighting Charter potential financial requirements and other implications.

<u>Item</u>	<u>Charter Requirement</u>	<u>Solution</u>	<u>Responsible Department and Implications</u>
1.1	Turning lights off when not in use	<p>Include task within Security contract to monitor and switch off unnecessary lighting</p> <p>Embed a 'Turn It Off' culture within the organisation</p>	<p>Responsible: Facilities Management</p> <p>Potential financial implication: None</p> <p>Resource implication: None</p>
1.2	Installing Control Systems	<p>Retrofit PIR detection systems on existing lighting circuits where possible, based on findings from “Carrying out an initial review of lighting system”</p> <p>Follow good practice and Climate Action Design Standards for new installations</p>	<p>Responsible: Minor Works</p> <p>Potential financial implication: See task 3.3</p> <p>Resource implication: Additional project management resource required</p>
1.3	Embedding Good Lighting Management Practice	<p>Training employees and on site staff (security and cleaning) on how any automated lighting system works to avoid them overriding any automated controls.</p> <p>Embed a 'Turn It Off' culture within the organisation.</p>	<p>Responsible: Facilities Management</p> <p>Potential financial implication: TBC</p> <p>Resource implication: TBC</p>
2.1	Carrying out an Initial Review of Lighting System	<p>Commission lighting survey on existing installation, to provide recommendations on upgrades to improve the performance of Lighting.</p>	<p>Responsible: Energy Team</p> <p>Potential financial implication: £100k</p> <p>Resource implication: TBC</p>

<u>Item</u>	<u>Charter Requirement</u>	<u>Solution</u>	<u>Responsible Department and Implications</u>
2.2	Consulting Neighbouring Properties	Engage with all stakeholders via most appropriate mechanism (discussion forum, email campaign, door stepping etc).	Responsible: City Surveyors Potential financial implication: None Resource implication: None
2.3	Considering Biodiversity	Commission biodiversity survey with specialist provider with emphasis on lighting impacts - this maybe a service offered by lighting design company.	Responsible: City Surveyors Potential financial implication: £50k Resource implication: None
3.3	Reducing Glare and Light Spill	Commission lighting survey on existing installation to ascertain impact of buildings on glare and light spill according to planning standards. Instruct security to close blinds as part of rota. Install blinds and curtains where this is not the case.	Responsible: Operations Group Potential financial implication: £30k - £50k Resource implication: None
3.2	Procuring Sustainable Light Fittings	Ensure lighting standards according to this charter are met when procuring light fittings.	Responsible: Procurement Potential financial implication: None Resource implication: None

<u>Item</u>	<u>Charter Requirement</u>	<u>Solution</u>	<u>Responsible Department and Implications</u>
3.3	Improve the Performance of our Lighting	Implement the findings from “Carry out an initial review of lighting system”	Responsible: Minor Works Potential financial implication: £8.5m-£13.2m Resource implication: Additional project management resource required.

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Appendix 4. Programme Gantt Chart

Delivery Plan (Gantt chart) FY2023/24 - FY2026/27

Task	Task Name	Responsible	Start Date	End Date	Output / Key milestones	FY 24/25				FY 25/26				FY 26/27				FY 27/28			
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Project Stage 1																					
1.1	Turning off lights when not in use	Facilities Management			<ul style="list-style-type: none"> Review security and cleaning staffing arrangements and routines 	■															
					<ul style="list-style-type: none"> Instruct respective teams to switch lights off as part of a daily routine 		■														
					<ul style="list-style-type: none"> Design and produce publicity for "Switch it Off" campaign 		■	■	■												
					<ul style="list-style-type: none"> Install sub metering of lighting circuits to enable monitoring 			■	■	■	■	■	■	■							
1.2	Installing Control Systems	Minor Works			<ul style="list-style-type: none"> Review results from task 2.1 						■										
					<ul style="list-style-type: none"> Consult with respective buildings and departments 						■										
					<ul style="list-style-type: none"> Procurement and execution of design work 						■	■	■								
					<ul style="list-style-type: none"> Approval of budget 							■	■	■							
		<ul style="list-style-type: none"> Delivery 									■	■	■	■	■	■	■				
1.3	Embedding Good Lighting Management Practice	Facilities Management			<ul style="list-style-type: none"> Mobilisation of staff 	■															
					<ul style="list-style-type: none"> Regular training sessions 	■	■	■	■	■	■	■	■	■	■	■	■				
2.1	Carrying out an Initial Review of Lighting System	Energy Team			<ul style="list-style-type: none"> Scoping and soft market testing for study 	■															
					<ul style="list-style-type: none"> Gain approval for project budget 	■															
					<ul style="list-style-type: none"> Procurement of provider 		■														
					<ul style="list-style-type: none"> Carry out study 			■	■												
2.2	Consulting Neighbouring Properties	Planning			<ul style="list-style-type: none"> Identify key neighbours and suitable contacts 	■															
					<ul style="list-style-type: none"> Design publicity and engagement 	■															
					<ul style="list-style-type: none"> Undertake engagement pieces 		■	■	■												
					<ul style="list-style-type: none"> Review information received back and ascertain any impact on review of lighting system 				■												

Appendix 5. Summary of potential costs

	<u>Calculated lighting consumption at building type</u> kWh per annum	<u>Calculated energy savings</u> kWh	<u>Calculated cost savings per year</u> £	<u>CO2 Saving per year</u> Tonnes CO2e	<u>Best Case - Calculated cost to replace lighting</u> £	<u>Best Case - Simple payback</u> years	<u>Likely Case - Calculated cost to replace lighting</u> £	<u>Likely Case - Simple payback</u> years
Mayor's Court	39,995	24,125	6,755	3	40,825	6.0	63,448	9.4
Central Criminal Court	963,827	581,377	162,786	79	983,822	6.0	1,529,022	9.4
CoL Magistrates Court	42,150	25,425	7,119	3	43,024	6.0	66,867	9.4
Barbican Estate Office	27,522	16,601	4,648	2	28,093	6.0	43,661	9.4
21 New Street	223,614	134,883	37,767	18	228,253	6.0	354,743	9.4
Guildhall Complex	1,866,208	1,125,690	315,193	154	1,904,923	6.0	2,960,566	9.4
Walbrook Wharf	507,584	306,173	85,728	42	518,114	6.0	805,235	9.4
Artizan Street Library and Community Centre	46,348	27,957	7,828	4	47,310	6.0	73,527	9.4
Barbican Arts Centre	3,584,909	2,162,405	605,473	295	3,659,278	6.0	5,687,125	9.4
Bishopsgate Police Station	586,648	353,864	99,082	48	598,818	6.0	930,662	9.4
Mansion House	420,025	253,358	70,940	35	428,738	6.0	666,330	9.4
Roman Bath House	14,146	8,533	2,389	1	14,439	6.0	22,441	9.4
Portsoken Community & Health Centre	4,422	2,667	747	0.4	4,514	6.0	7,015	9.4
Portsoken Pavilion	7,150	4,313	1,208	0.6	7,298	6.0	11,343	9.4
City Information Centre, St Paul's Churchyard	2,860	1,725	483	0.2	2,919	6.0	4,537	9.4
Temple Bar & Paternoster Lodge	2,684	1,619	453	0.2	2,740	6.0	4,258	9.4
The Monument	418	252	71	0.0	427	6.0	663	9.4
TOTAL		5,030,968	1,408,671	687	8,513,535	6.0	13,231,445	9.4
TOTAL minus disposed/developed by 2028 buildings		4,186,498	1,172,219	572	7,084,502	6.0	11,010,490	9.4

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Agenda Item 9

Committee(s)	Dated:
Resource Allocation Subcommittee, RASC	24/01/2024
Subject: 23/24 Energy & Decarbonisation Performance Q2 Update for the Operational Portfolio.	
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	5,11,12
Does this proposal require extra revenue and/or capital spending?	no
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	No
Report of: The City Surveyor	For Information
Report author: Emma Bushell	

Summary

This report presents the 2023/24 Quarter 2 energy performance for the City of London Corporation (COLC) operational sites. There has been a 17% reduction in energy usage since the 2018/19 baseline year and we remain broadly on track to achieve our Net Zero Carbon targets by 2027. The first phase of our capital programme has been approved and we have now started developing the projects.

Recommendation(s)

- Note, that for the rolling year, Q2 23/24 absolute energy consumption has reduced by 18% compared to the baseline year 2018/19 as compared to 19% for Q1 23/24.
- Note the generation of electricity from the Power Purchase Agreement (PPA) has exceeded the electricity consumption from the City of London Corporation sites.
- Note the Public Sector Decarbonisation Scheme (PSDS) funded work is complete and the energy and financial savings are being observed.

Main report

Background

1. The 23/24 Q1 Energy performance report was submitted to the OPPSC meeting on 10th October 2023. This noted the rolling 12-month energy performance reduced by 14% on the weather-corrected values for the Climate Action Baseline year of 2018/19.
2. The Climate Action Strategy (CAS) year 3 plans have been approved by the Policy and Resources Committee. They include the NZ1 plan which is specifically focused on reducing the carbon emissions within the City Corporation's estate through a range of tasks including capital works projects, building control improvements, and monitoring and targeting activities.

CAS target alignment

3. The CAS buildings baseline includes the operational property portfolio, landlord supplies to housing estates and investment properties.
4. To achieve the Net Zero CO₂ target by 2027 for our scope 1 and 2 operational emissions, residual emissions are planned to be mitigated via land-based carbon sequestration from our

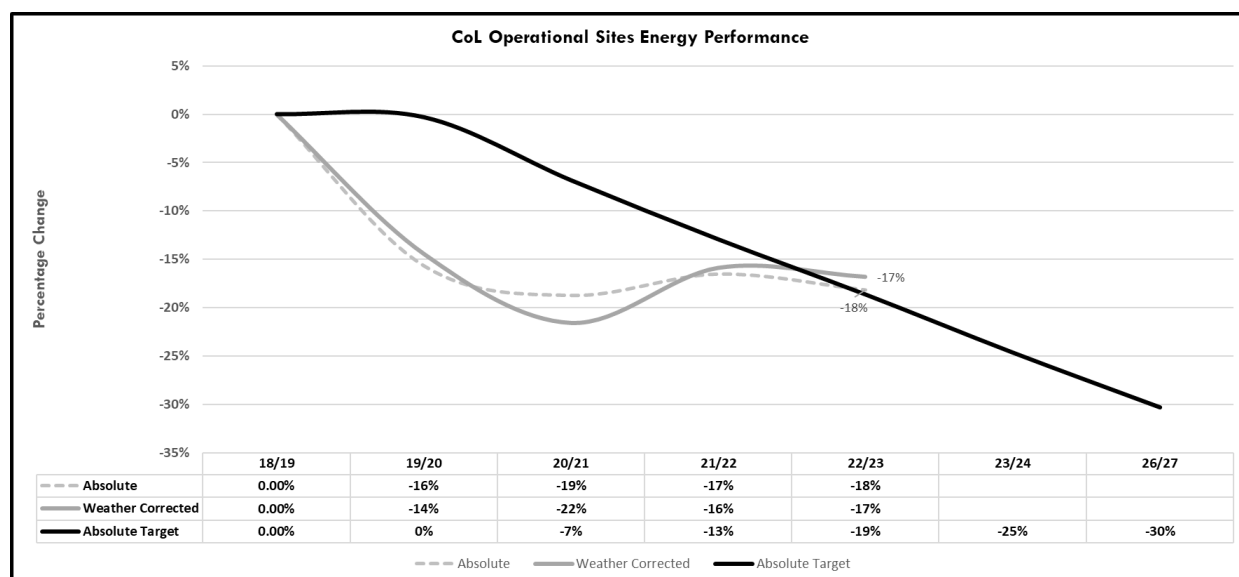
green spaces. These targets are translated into energy and CO₂e, see Chart 1 and Chart 2 below.

Current position

5. Over the last 12 months the thirty highest consuming sites have seen a reduction in energy consumption of 960 MWh when compared to the preceding 12 months (Appendix Table 1).
6. Year-on-year reductions in energy consumption have slowed as sites have returned to pre-pandemic levels of occupancy. In particular, the Barbican Arts Centre has seen a substantial increase this quarter. A review of the metering data is ongoing to determine the cause of the increases in consumption from July 2022. This could be related to a metering issue that can be corrected in coordination with our supplier and meter operator in Q4.
7. The COLC continues to support investment in energy and carbon-saving projects through the approved Gateway 2 paper focusing on the top 15 energy-consuming sites. This is expected to provide an additional 520 tonnes of CO₂e savings per annum across our scope 1 and 2 emissions. The CAS Capital Programme is expanded on further in paragraph 13.

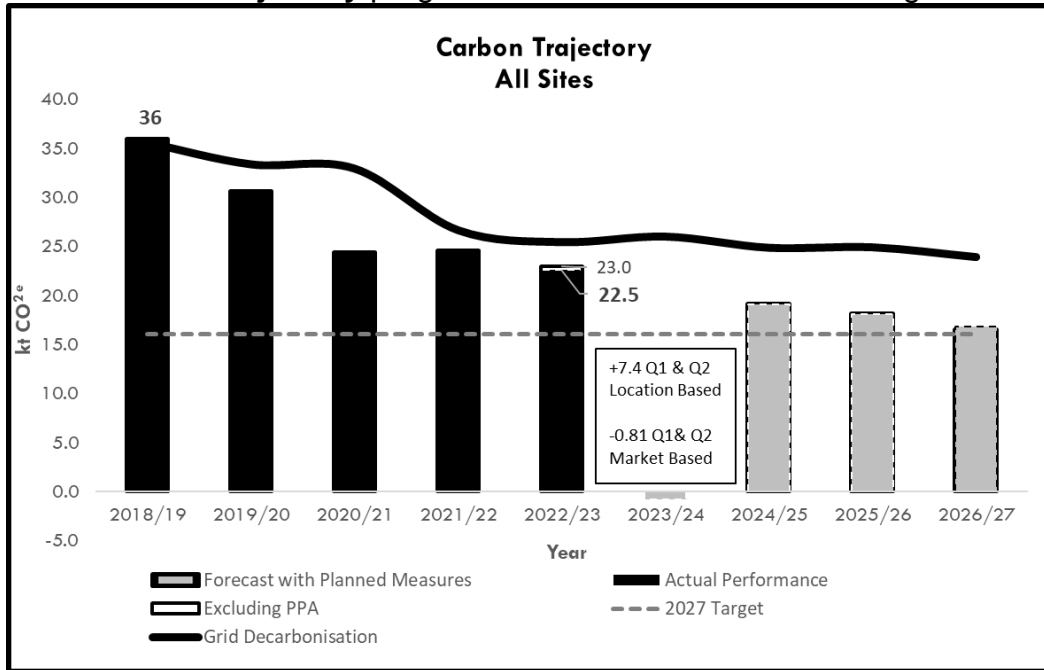
Performance update

Chart 1. Performance against CAS target: Absolute & weather-corrected kWh consumption.



8. **Long term:** Chart 1 shows continued progress towards the interim target. Compared to the 2018/2019 baseline, the performance up to Q2 2023/2024 indicates:
 - a. An 18% reduction in absolute energy consumption.
 - b. A 17% reduction when corrected for the weather.

Chart 2. Carbon Trajectory progress towards the 2027 carbon target for the COLC portfolio:



- a. A saving of 13,051 tonnes of CO₂e or a 36% reduction from 2018/2019, based on the last full financial year figures (2022/23). Note this figure includes the impact of the PPA.
 - b. Over Q1 & Q2 23/24 the PPA has helped us save more carbon than the COLC has emitted through energy consumption which explains the -0.81 figure for market-based carbon emissions. The 7.4 kt of CO₂e for the same period, is calculated on a location basis, which uses the carbon factor of the local grid and excludes the generation from the PPA.
9. The savings since 2018/19 continue to demonstrate a positive trajectory for the CAS 2027 Net Zero Carbon target. The completion of the energy and carbon saving projects under NZ1 will support the continued reduction of emissions. The PPA has contributed to reduced carbon emissions, as demonstrated by the white bar with the black outline. Carbon emissions for the Q1 & Q2 in 23/24 would have been 7.4 kt CO₂e without the PPA.
10. The Operational property carbon performance, without landlord emissions for Housing and IPG portfolios shows a reduction of 8.19 KtCO₂e or 37% from 2018/19 to 22/23. The portfolio is still on track to support the COLC targets for 2026/27.

Chart 3. Overall performance Q2 Top 5 sites – weather corrected.

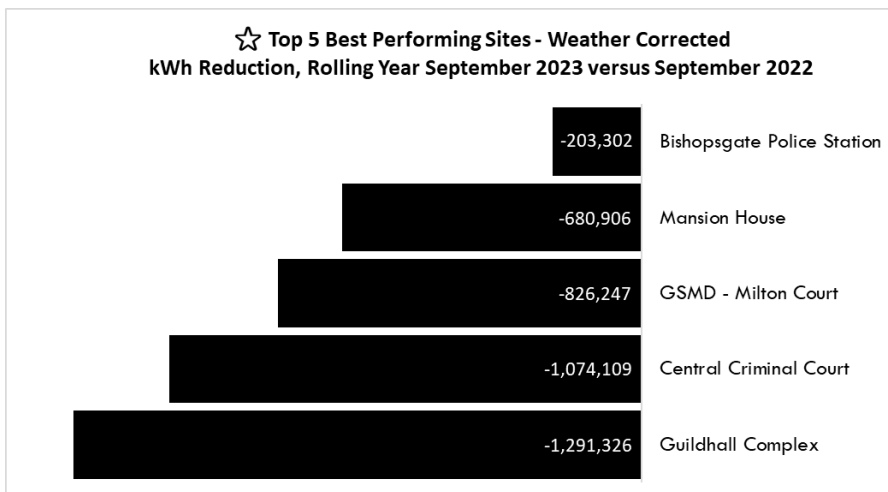
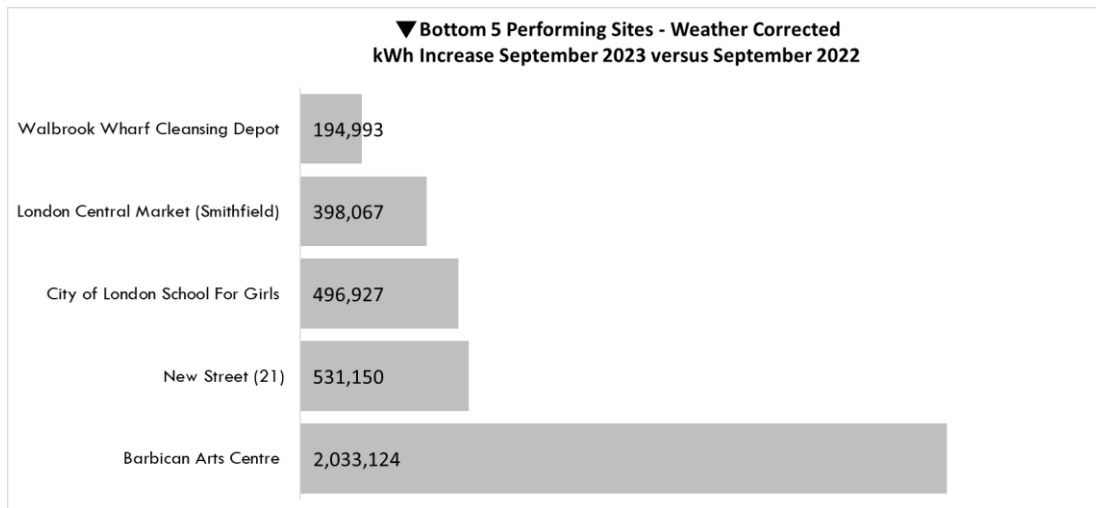


Chart 4: Overall performance Q2 bottom 5 sites – weather corrected.



11. Chart 3 shows the top-performing sites with the highest energy reductions over the past 12 months to 30th September 2023, when compared to the previous 12 months. Chart 4 shows the worst-performing sites with the highest increases in energy use over the same period.
12. The top-performing sites have continued to show a reduction due to improved controls and the implementation of energy-saving measures.
13. The bottom sites have seen increases in heating demand and occupancy levels and increased refurbishment activities. The Energy and Sustainability Team continue to collaborate with these sites to optimise their performance. Further information can be found in Table 2 of the Appendix.

Progress on energy projects

14. **PSDS Project:** In 2021 the COLC was awarded £9.5M under the Public Sector Decarbonisation Scheme (PSDS) to deliver energy efficiency works across five sites, anticipated to save annually c.900 tCO₂e (based on 2027 carbon factors) and c.£600k in energy costs (based on 2021 energy prices). These works are now completed and our initial post-project verification indicates annual savings of c.780 tCO₂e (based on projected 2027 carbon factors) and c.£1mil in avoided energy costs (based on current short-term projected prices). Where anticipated energy/carbon savings have not been achieved we are investigating. Final verification of the savings is expected at Gateway 6 in Q4.
15. **CAS Capital Programme:** NZ1 of CAS includes the development and delivery of a capital works programme to invest in carbon-saving projects across the scope 1 and 2 emissions within our buildings. In December 2022 Policy and Resources Committee approved a Gateway 2 paper setting out a programme of projects across our operational portfolio. The total capital cost is estimated at £5,338,615 (excluding risk) and is targeting savings of 520 tCO₂ per annum and energy cost savings of £550,000 per annum. The first projects have been approved at Gateway 5 and works onsite are proceeding. Five further projects are in the design and development stages with Gateway approvals due early 2024. For a full list of projects please see the Appendix.
16. **BEMS:** Improved control of our energy usage through the Building Energy Management System (BEMS) within buildings has played a key role in improving operational energy efficiency, supported through the deployment of a new Building Analytics Platform at the Guildhall and LMA roll out of the software to CCC and Mansion House is now complete. In the last quarter BEMS strategy improvements work has focused has been on, CCC, Freemens School, Mansion House, Smithfield Market and CoL School. The transition of the BEMS to a new platform has continued with projects due for completion at LMA, Walbrook Wharf, Tower

Bridge, Guildhall East Wing and Smithfield West Market completed in December 2023. These projects are enablers for further energy efficiency projects at these sites.

Corporate and strategic implications

17. **Strategic implications:** Energy performance is linked to resilience and helps ensure business continuity through reduced pressure on the energy infrastructure within the square mile. We support a thriving economy by ensuring environmental responsibility in this way. Our energy performance helps to shape outstanding environments through the reduction of CO_{2e} emissions and our commitment to procuring clean renewable energy. In this way, our energy performance helps shape outcomes 5, 11 and 12 of the Corporate Plan.
18. **Financial implications:** The savings in this report detail reductions in energy consumption and not against agreed budgets. For longer sustainable gains the focus needs to be on improving the efficient use of energy, through targeted investment in energy-saving measures. Note that future savings as a result of lower energy spend related to the PSDS project will be transferred to the Build Back Better fund for re-investment with further projects.

Conclusion

The energy performance within Q2 remains on track with the long-term trajectory needed to meet our CAS targets for 2027. We continue to mobilise the workstream (NZ1) related to operational buildings within the Climate Action Strategy. We have absorbed the impact of the reoccupation of our building stock. Our new targets are challenging but the current data indicates achievable, requiring action in all areas of the City Corporation to ensure we meet our planned objectives. Our focus is now on ensuring the next phase of climate action projects can be implemented in a timely and effective manner.

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Appendix

1. Top 30 site energy performance and bottom 5 performance overview

Weather Corrected Data: Performance comparison by top 30 sites: Q2 2023/24

Row Labels	Sum of kWh Difference 23 vs 22	Sum of Sep-19	Sum of Sep-22	Sum of Sep-23
Guildhall Complex	- 1,291,326	17,309,092	13,315,774	12,024,448
Central Criminal Court	- 1,074,109	7,043,488	6,341,486	5,267,377
GSMD - Milton Court	- 826,247	3,452,677	4,631,858	3,805,611
Mansion House	- 680,906	2,172,318	2,322,501	1,641,595
Bishopsgate Police Station	- 203,302	3,246,231	3,170,568	2,967,266
City of London Freeman's School	- 195,219	4,725,833	4,976,622	4,781,403
Open Spaces Golders Hill & Extension	- 139,162	349,319	408,464	269,302
Tower Hill Coach & Car Park	- 109,733	547,524	587,220	477,487
GSMD - Sundial Court	- 109,557	1,806,882	1,572,020	1,462,463
Billingsgate Market	- 108,525	3,729,587	3,354,611	3,246,087
Streetlighting	- 93,472	3,530,204	1,943,943	1,850,470
City of London School	- 70,627	3,317,852	3,324,176	3,253,549
London Metropolitan Archives	- 40,326	1,297,017	1,203,726	1,163,400
Open Spaces Epping Forest	- 31,840	633,721	701,364	669,523
Open Spaces East Heath & Kenwood	- 27,350	103,107	167,280	139,929
Tower Bridge	- 7,248	2,222,641	2,234,110	2,226,862
Animal Reception Centre	- 5,883	752,928	725,880	719,997
Baynard House Car Park	- 5,401	165,691	168,269	162,867
Mayor's Court	881	233,554	256,514	257,395
London Wall Car Park	3,148	220,442	207,609	210,757
Open Spaces Hampstead Heath Leisure	17,604	672,698	656,219	673,823
GSMD	24,040	1,923,768	2,017,422	2,041,462
Open Spaces Parliament Hill	41,391	274,133	270,285	311,676
City of London Crematorium	137,227	3,024,855	2,115,635	2,252,862
New Spitalfields Market (Landlords)	180,789	6,806,493	5,828,812	6,009,601
Walbrook Wharf Cleansing Depot	194,993	1,568,192	2,147,750	2,342,742
London Central Market (Smithfield)	398,067	15,374,201	10,712,306	11,110,373
City of London School For Girls	496,927	2,272,038	1,592,264	2,089,191
New Street (21)	531,150	1,720,585	2,260,912	2,792,062
Barbican Arts Centre	2,033,124	17,646,079	15,060,034	17,093,157
TOTAL	- 960,894	108,143,150	94,275,632	93,314,738

2. Bottom 5 performing sites

Bottom 5 Performing Sites Weather Corrected	Sep-22	Sep-23	Difference kWh 23 vs 22	Potential Rationale
Barbican Arts Centre	15,060,034	17,093,157	2,033,124	The site is still seeing a rebound in consumption following on from Covid. Compared to 21/22, there is increased tourist and visitor footfall, more employees have returned to office work and student occupancy has also increased.
New Street (21)	2,260,912	2,792,062	531,150	Likely due to more staff now being in the office. Between Oct 21 and Sept 22, many employees were still working from home.
City of London School For Girls	1,592,264	2,089,191	496,927	Inefficient BMS system and the school has started taking more lettings this year which will be causing the increase in consumption.
London Central Market (Smithfield)	10,712,306	11,110,373	398,067	Still experiencing issues with pumps and inverters which may be causing the increase in consumption. Additionally, there was a loss of some BMS interactions before and after the vacation of the Poultry Market.
Walbrook Wharf Cleansing Depot	2,147,750	2,342,742	194,993	The new smoke extraction and ventilation system went live in Summer 2023. Additionally, there are currently lighting issues on the 2nd & 5th floors meaning the lighting is on permanently.

3.CO_{2e} targets for City of London Corporation

City of London (own operations)	Units	Scope	2018	2019	2020	2021	2022	2023	2024	2025	2026	2030	2035	2040
Corporate Properties and Landlord Area	ktCO _{2e}	Scope 1 & 2	36.4	33.9	30.4	24.4	22.8	19.4	18.1	17.0	14.85	7.2	4.5	3.1
Carbon Removals and Land Management (Scope 1)	ktCO _{2e}	Scope 1	-16.2	-16.2	-16.2	-16.2	-16.2	-16.2	-16.2	-16.2	-17.64	-17.6	-17.6	-17.6
Total net zero emissions	ktCO_{2e}	Scope 1 & 2	20.2	17.7	14.2	8.19	6.54	3.18	1.83	0.76	-2.79	-10.5	-13.1	-14.6
Net (negative removed)	ktCO _{2e}	Scope 1 & 2	16.2	16.2	16.2	16.2	16.2	16.2	16.2	16.2	17.6			
% reduction against baseline year	%	Scope 1 & 2	0%	-7%	-16%	-33%	-37%	-47%	-50%	-53%	-59%			
Target amount to reduce in period	ktCO _{2e}	Scope 1 & 2					13.6		4.7		3.2			
% of target to deliver in that period	%	Scope 1 & 2					63%		22%		15%			
Total target amount to reduce	ktCO _{2e}	Scope 1 & 2									21.5	To be reduced by 2026/7		

4. Current CAS Capital Programme Projects

Number	Site	Scope of works	Description
1	Barbican Arts Centre	pump replacement	Project completed and currently in hand-over/snagging status. One pump set has been free issued to install during summer shut down due to complexities of installing on a live heating system.
2	Barbican Arts Centre and Guildhall School of Music and Drama	EC fans replacement	Contract ready to sign with works on site commencing in Jan.
3	Barbican Arts Centre	Lighting replacement	Contract ready to sign with works on site commencing in Jan.
4	Guildhall	Lighting replacement	Certain areas ready to start installing, other areas such as the Amphitheatre and Great Hall still require approval from all parties.
5	Tower Hill Coach and Car Park	Lighting, Ventilation and BMS	Lighting project on site and Coach Parking area completed. Ventilation and BMS projects to start on site in January.
6	Multiple	BMS optimisation: Stage One	Site visits completed at four properties (21 New Street, Bishopsgate Police Station, Heathrow Animal Reception Centre and Cemetery and Crematorium) with Draft Investment Grade Audit report issued.
7	Multiple	BMS optimisation: Stage two	Site visits planned at the remaining properties (Central Criminal Court, Tower Bridge and London Metropolitan Archives) for Jan 2024
8	London Metropolitan Archives	Solar PV	Installation of Solar PV on the roof of the building. Project ready to go live however, internal discussions as to how the cost of replacing an existing switch panel is to be met.
9	Guildhall School of Music and Drama	LED, BMS, EC Fan	Project scope being refined.
10	Barbican Arts Centre	Specialist Lighting	On hold whilst the Barbican Capital Works discussion is on-going.

11	Guildhall Hall	EC Fans	On hold until Guildhall Yard East refurbishment options are confirmed.
12	Mansion House - phase 1	Draught proofing, LED lighting, fan replacements, ventilation improvements, pipework insulation, BEMS Optimisation	GW3,4 and 5 Paper written and to be submitted in Jan 2024
13	Mansion House - phase 2	ASHP and PV installation	In progress with GW 3&4 paper to be submitted in Jan 2024 to request funding for planning application.
14	The Warren	LED lighting, pipe insulation and ASHP	GW3,4&5 to be submitted in Jan 2024 following internal conversations regarding funding of ASHP.
15	Walbrook Wharf - phase 1	EC Fans, pipework insulation, pump replacement, BEMS Optimisation	GW3,4&5 to be submitted in Jan 2024
16	Walbrook Wharf - phase 2	ASHP installation	GW3,4&5 paper to be submitted in Jan 2024 following internal conversations regarding funding of ASHP
17	Open Space PV – Parliament Hill Lido	PV installation	GW3,4&5 paper to be submitted in Jan 2024 following internal discussions as to how the cost of replacing an existing switch panel is to be met.
18	Heathrow Animal Reception Centre – Phase 1	Solar PV, LED Lighting, EC Fans	High Level Appraisal completed with options put forward for consideration. To be discussed with the site operatives in Jan 2024 to better understand development plans for the site.
19	Heathrow Animal Reception Centre – Phase 2	ASHP to replace existing boilers	High Level Appraisal completed with options put forward for consideration. This needs to be refined and discussed with regard to site wide DHW requirements and development plans for the site.

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