



Resource Allocation Sub (Policy and Resources) Committee

Date: WEDNESDAY, 11 DECEMBER 2024

Time: 2.00 pm

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

Members:

Deputy Christopher Hayward (Chairman)	Deputy Shravan Joshi MBE
Deputy Henry Colthurst (Deputy Chairman)	Alderman Vincent Keaveny, CBE
Deputy Randall Anderson	Alderwoman Dame Susan Langley, DBE
Deputy Keith Bottomley	Deputy Andrien Meyers
Tijs Broeke	Deputy Alastair Moss
Helen Fentimen OBE JP	Alderman Sir William Russell
Jason Groves	Deputy Sir Michael Snyder
Alderman Timothy Hailes JP	Deputy James Thomson
Caroline Haines	

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

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

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 20 October 2024.

For Decision
(Pages 5 - 12)

4. **CAPITAL FUNDING UPDATE**

Report of the Chamberlain.

For Decision
(Pages 13 - 22)

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

Report of the Interim Managing Director of City Bridge Foundation.

For Decision
(Pages 23 - 58)

6. **CITY'S OPERATIONAL PROPERTY PORTFOLIO (NON-HOUSING) - CORPORATE PROPERTY ASSET MANAGEMENT STRATEGY 2024-29**

Report of the City Surveyor.

For Decision
(Pages 59 - 68)

7. ***PREVIOUS YEARS CYCLICAL WORKS PROGRAMMES - UPDATE REPORT**

Report of the City Surveyor.

For Information

8. ***CITY SURVEYOR'S BUSINESS PLAN 2024-29 - QUARTER 2 OF 2024/25 UPDATE**

Report of the City Surveyor.

For Information

9. ***THE CITY SURVEYOR'S CORPORATE AND DEPARTMENTAL RISK REGISTER 2024 UPDATE**

Report of the City Surveyor.

For Information

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

For Decision
(Pages 69 - 74)

14. **TRANSFORMATION FOR THE NATURAL ENVIRONMENT CHARITIES - OUTCOMES OF THE NATURAL ENVIRONMENT CHARITIES REVIEW**

Joint Report of the Executive Director, Environment, the Interim Managing Director of the City Bridge Foundation and the Chamberlain.

For Decision
(Pages 75 - 118)

15. **REQUEST TO EXTEND LOAN TERM FOR CITY JUNIOR SCHOOL**

Joint Report of the Heads of the City of London School for Girls and the City of London School.

For Decision
(Pages 119 - 140)

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

Report of the City Surveyor.

For Decision
(Pages 141 - 152)

17. **BARBICAN CENTRE - CARRY FORWARD OF CWP FUNDS TO 2025/26**

Report of the Interim CEO, Barbican Centre.

For Decision
(Pages 153 - 160)

18. ***ANNUAL REPORT ON OPERATIONAL PROPERTY PORTFOLIO**

Report of the City Surveyor.

For Information

19. ***EXECUTIVE OVERVIEW AND SUMMARY OF THE STATUS OF GUILDHALL COMPLEX**

Report of the City Surveyor.

For Information

20. ***CYCLICAL WORKS PROGRAMME 2024/25 UPDATE REPORT**

Report of the City Surveyor.

For Information

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

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

RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Wednesday, 30 October 2024

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 30 October 2024 at 2.00 pm

Present

Members:

Deputy Christopher Hayward (Chairman)	Caroline Haines
Deputy Henry Colthurst (Deputy Chairman)	Deputy Shravan Joshi MBE
Deputy Keith Bottomley	Alderman Vincent Keaveny, CBE
Helen Fentimen OBE JP	Deputy Andrien Meyers
Jason Groves	Alderman Sir William Russell

In Attendance

Officers:

Ian Thomas, CBE	- Town Clerk and Chief Executive
Caroline Al-Beyerty	- Chamberlain
Paul Wilkinson	- City Surveyor
Paul Wright	- City Remembrancer
Katie Stewart	- Executive Director, Environment
Sonia Virdee	- Chamberlain's Department
Genine Whitehorne	- Chamberlain's Department
Andrew Cross	- City Surveyor's Department
Robert Murphy	- City Surveyor's Department
Graeme Low	- City Surveyor's Department
Dorian Price	- City Surveyor's Department
Peter Young	- City Surveyor's Department
Ian Hughes	- Environment Department
Rob McNicol	- Environment Department
Gavin Stedman	- Environment Department
Omkar Chana	- Innovation and Growth
Ben Dunleavy	- Town Clerk's Department

1. APOLOGIES

Apologies for absence were received from Deputy Alastair Moss, Deputy James Thomson and Deputy Sir Michael Snyder.

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

There were no declarations.

3. **MINUTES**

The Town Clerk informed the Committee of one correction to the minutes, to record Alderman Vincent Keaveny's apologies for September's meeting.

The public minutes and non-public summary of the meeting held on 18 September 2024 were approved as a correct record, as amended.

4. **CIL AND OSPR CAPITAL BIDS (QUARTER 2 - 2024/25)**

Members received a Joint Report of the Executive Director, Environment and the Chamberlain concerning the Community Infrastructure Levy and On-Street Parking Reserve.

Introducing the report, officers drew the Sub-Committee's attention to the Community Infrastructure Levy's (CIL) future funding profile (paragraphs 9 to 13 of the report). A review of the City Corporation's infrastructure delivery was ongoing, which sought to assist in forward planning for the allocation of CIL funding. The report set out an interim position for the CIL Funding – future pipeline (paragraphs 34 to 45). Officers noted that the material reduction in available funds would restrict ability to respond to potential future funding requests. Further information on the impact of such reduction would be presented to Members as part of the report on the Infrastructure Delivery Plan.

A Member, also the Chairman of the Planning and Transportation Committee, said in reference to the comments on the future funding pipeline that the City Corporation was able to charge higher CIL levies on the full redevelopment of sites as opposed to retrofitting existing schemes. As there were more retrofit schemes planned than redevelopments, there was a subsequent and serious threat to CIL funding. He believed that the City Corporation should continue with sustainability policies, but must consider the knock-on effect.

A Member noted their concern over the request for £116,000 de-installation costs for the Sculpture in the City scheme ('the scheme'). They were shocked that no provision had made been for this despite the scheme having been run for over a decade with an annual budget of £80,000. They felt Members should re-endorse that the City Corporation would be ceasing funding of the scheme.

In reply, officers said that when the Innovation & Growth Department had discovered that there was no provision for deinstallation costs when taking over the management of the scheme. This had led to the submission of the request in the report. When the scheme was established in 2021, the business model had assumed that exit costs of changes would be covered by the new installation. The costs would accordingly be covered as long as the scheme continued. It was now understood that, when the scheme finished, funding would need to be found from other sources, such as external funders, to cover the final deinstallation. Officers felt that the request for funding provided a pragmatic solution when considering the review into the future of the scheme. The provision effectively underwrote the potential funding shortfall should the scheme end, but would not be required if the scheme continued.

RESOLVED, that – Members:

- Recommend the following allocations to the Policy and Resources Committee:
 - Golden Lane Leisure Centre: £10.35m from Community Infrastructure Levy
 - Sculpture in the City: £116,000 from Community Infrastructure Levy, pending exploration of options for external funding by officers
 - Outdoor fitness equipment at Old Watermen’s Walk: £90,500 from On Street Parking Reserve
- Note the financial position for CIL funding in future years resulting from the above allocations and the implications for other potential infrastructure projects.
- Note the capital review on existing projects being undertaken as part of the 25/26 budget and medium-term-financial plan.

5. CLIMATE ACTION STRATEGY (CAS) – OPTIMISATION FOR SITES CONNECTED TO CITIGEN

Members received a report of the City Surveyor concerning the Citigen heating/cooling network.

RESOLVED, that – Members:

1. Note that the total estimated cost of the project is £ £3,525,838 (excluding risk).
2. Note that the total estimated cost of the project is £4,445,332 (including risk)
3. Note that £340,904 from Climate Action year 4 capital budget will be drawn down for the procurement of a design/project management/quantity surveyor as well as for early asbestos surveying, validation of current installation, programme management and project management services.
4. That a costed risk provision of £60,404 is approved (to be drawn down via delegation to the City Surveyor) to allow for additional building surveys and building control applications (if necessary) if required to reach the next gateway, to be funded wholly through the CAS year 4 Plan for buildings.
5. Note that the costed risk budget of £919,449 to cover potential budget variations attributable to unforeseen variations, enabling works, site disruption, inflation fluctuations and asbestos removal. This budget will not materialise at this stage and so is not requested at this stage.

6. TFL LOCAL IMPLEMENTATION PLAN FUNDING APPLICATION 2025/26 – 2027/28

Members received a report of the Executive Director, Environment, concerning TfL’s Local Implementation Funding Plan.

RESOLVED, that – Members:

- Approve the contents of the LIP funding application covering the years 2025/26 – 2027/28, as set out in Table 1.
- Approve the spend total up to a maximum of £1,575,000 for 2025/26, as set out in Table 1, subject to final allocation decision from TfL in March 2025.
- Authorise the Executive Director Environment to approve minor changes to the submission following informal feedback from TfL in January 2025.
- Authorise the Executive Director Environment to reallocate the TfL grant between the approved LIP schemes, should that be necessary during 2025/26, up to a maximum of £250,000.

7. **OPERATIONAL PROPERTY UPDATE**

Members received an oral update from the City Surveyor concerning operational property.

The Corporate Property Director informed Members that the City Corporation's corporate property asset management strategy (non-housing) was being refreshed at an officer level to strengthen the alignment both to the new Corporate Plan and the Climate Action Strategy, ensure the portfolio was appropriate for the delivery of services and was financially sustainable. The annual report on the size and shape of the portfolio would come to the Sub-Committee's next meeting, along with a report on the activities across the Guildhall Complex.

With regards to business planning for 2025/26, the Director informed Members that under-utilisation of the portfolio was not being fully captured. Chief Officers had been issued with list of allocated assets and guidance to identify which operational assets held by departments were no longer in use, which were partially used, and/or would not be used in order to support the potential monetisation or redeployment of the assets.

The Chairman asked what could be done to ensure that officers complied with this guidance, as he felt that this had historically been a challenge. In reply, the Director said that there were several mechanisms. The Sub-Committee's terms of reference allowed it to commission management information on the utilisation of operational assets from Service Committees. These could be presented as a special report to the Committee, and the information could also be presented at an officer governance level to the Town Clerk and Chief Executive's Senior Leadership Team to scrutinise.

A Member felt that more radical options needed to be considered, such as moving control of corporate assets more centrally, since current mechanisms had thus far not produced the desired results.

The Chairman endorsed a suggestion from the Chamberlain that deep dives could be carried out on riskier areas with suspected under-utilisation, a method which had previously proved effective. The Deputy Chairman requested

increased challenge from within by Chief Officers, with any audit or review team tasked with a default option that under-utilised operational property should be disposed of unless a case was proven otherwise. The Town Clerk and Chief Executive asked that the Sub-Committee assisted in providing leadership at a Member level to Service Committee Chairs. The Director agreed that there needed to be a cultural change in departments and Institutions justifying the need to retain assets, with a regular and rigorous process of identifying under-utilised assets through the self-assessment model and Standing Order 56.

Members noted that the majority of operational assets sat within the Environment Department. The Executive Director, Environment, said that the Environment teams had not had the capacity to understand their assets identification of which had been helped by the Operational Property Review. The Chairman proposed that a review as suggested by the Chamberlain should begin with the Environment Department.. It was noted that the assets held by the Department include charity assets, and so the review would need to be done alongside the outcomes of the charity reviews.

At the request of a Member, officers undertook to provide information on how many operational properties had been disposed of.

RESOLVED, that – the Sub-Committee instructs officers to report back following a review of under-utilised assets in the Environment Department.

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

Members received a joint report of the City Surveyor and the Executive Director, Environment, concerning the Considerate Lighting Charter.

RESOLVED, that – Members:

- Note the reallocation of existing Climate Action Strategy (CAS) funding to Considerate Lighting Charter actions that, in addition to working towards compliance, will identify future energy and carbon saving options at seventeen City of London Corporation operational buildings
- Note that further work and costs that come from the proposals outlined in this paper may require additional 'unidentified' funding later. For example, the implementation of the actions identified during survey works.

9. ***TRANSFORMATION FUND 2024-25**

Members received a report of the Chamberlain concerning the Town Clerk's Transformation Fund.

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

10. ***24/25 ENERGY & DECARBONISATION PERFORMANCE Q1 UPDATE FOR THE OPERATIONAL PORTFOLIO**

Members received a report of the City Surveyor concerning the operational property portfolio.

RESOLVED, that – Members note that for the rolling year, Q1 24/25 weather-corrected energy consumption has reduced by 22.7% compared to the baseline year 2018/19 compared to 22.2% for Q4 23/24.

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

There were no questions.

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

There was no other business.

13. **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.

14. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 18 September were approved as a correct record.

The Chairman informed Members that he would like to change the published order of the agenda so that the report on the Animal Health and Welfare Service would be discussed as the first item in the non-public session.

15. **ANIMAL HEALTH AND WELFARE SERVICE - NEW SERVICE DELIVERY PLAN**

Members received a report of the Executive Director, Environment, concerning the Animal Health and Welfare Service.

16. **ASSET ALLOCATION WITHIN THE CITY'S ESTATE INVESTMENT PORTFOLIO**

Members received a report of the Chamberlain concerning the City's Estate investment portfolio.

17. **STRATEGIC PROPERTY ESTATE**

Members received a report of the City Surveyor concerning the Strategic Property Estate.

18. **REVIEW OF PUBLIC CAR PARK PROVISION IN THE CITY**

Members received a report of the City Surveyor concerning the Minorities car park.

19. ***CITIGEN AND HEAT NETWORK ZONING – INITIAL DECISIONS**

Members received a report of the City Surveyor concerning Citigen.

20. ***GSMD ACCOMMODATION STRATEGY - SUNDIAL COURT OPTIONS APPRAISAL**

Members received a report of the City Surveyor and Principal concerning the Guildhall School of Music and Drama.

21. ***UPDATE REPORT ON THE OPERATIONAL PROPERTY REVIEW (NON-HOUSING) - UTILISATION ACTION PLAN**

Members received a report of the City Surveyor concerning the review into the operational property portfolio.

22. ***DELEGATED AUTHORITY DECISIONS AND ARREARS UPDATE ON ASSETS ALLOCATED TO THE CITY SURVEYOR TO DIRECTLY MANAGE ON THE OPERATIONAL ESTATE - 1ST APRIL 2024 TO 30TH SEPTEMBER 2024**

Members received a report of the City Surveyor concerning decisions taken under delegation.

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

There were no questions.

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

There was two items of other business in the non-public session, including the report at item 24a.

24.1 ***Walbrook Wharf Feasibility 2027 and Beyond**

Members received a joint report of the City Surveyor and the Executive Director, Environment concerning Walbrook Wharf.

The meeting ended at 3.01 pm

Chairman

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Agenda Item 4

Committee(s): Resource Allocation Sub Committee Policy & Resources Committee	Date(s): 11 th December 2024 12 th December 2024
Subject: Capital Funding Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	The schemes for which funding is now requested span across a range of corporate outcomes
For City Bridge Foundation (CBF), which outcomes in the BHE Bridging London 2020 – 2045 Strategy does this proposal aim to support?	
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	£2.1m
What is the source of Funding?	£2.1m - City Fund
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of: The Chamberlain	For Decision
Report author: Yasin Razaq, Capital and Projects Manager	

Summary

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

Members are reminded of the two-step funding mechanism for capital funding

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

Members need to consider release (following gateway approvals) to allow schemes to progress.

Release of £2.1m to allow progression of four schemes summarised in Table 1 'Project Funding Requests' is now requested.

Recommendations

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

- (i) To review the schemes summarised in Table 1 and, particularly in the context of the current financial climate, to confirm their continued essential priority for release of funding at this time and accordingly:
- (ii) To agree the release of up to £2.1m for the schemes progressing to the next Gateway in Table 1 from City Fund £2.1m (including £0.4m for OSPR and £0.6m from CIL)

Main Report

Background

1. Schemes have been approved in principle through the annual capital budget setting process and the CIL and OSPR quarterly approvals but they are to subject a drawdown approval when the funding is required to progress
2. The scope of this prioritisation relates only to those funded from central sources, which include the On-Street Parking Reserve, Community Infrastructure Levy (CIL), flexible external contributions and allocations from the general reserves of City Fund, City's Cash or CBF¹. This means that projects funded from most ring-fenced funds, such as the Housing Revenue Account, Designated Sales Pools and Cyclical Works Programmes *are excluded*, as well as schemes wholly funded from external grants, and tenant/developer contributions e.g. under S278 agreements and S106 deposits.
3. Members are reminded of the two-step funding mechanism via the annual capital bid process:
 - Firstly, 'in principle' approval to the highest priority bids within available funding is sought and appropriate provisions are set aside in the annual capital and revenue budgets and the MTFPs.
 - Secondly, following scrutiny via the gateway process to provide assurance of robust option appraisal, project management and value for money, RASC is asked to confirm that these schemes remain a priority for which funding should be released at this time.

Current Position

4. The total amount of funding available to draw down for approved schemes is shown in Appendix 1.

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

Current Requests for the Release of Funding

5. There are four schemes with 'in principle' funding approved as part of the capital bids that have progressed through the gateways, for which release of up to £2.1m is requested:

Table 1 Project Funding Requests

Table 2: Project Funding Requests	Gateway	CIL/OSP R	City Fund £m	City's Estate £m	City Bridge Foundat ion £m	Total £m
Funding to progress to the next gateway						
Vision Zero Programme	GW2	OSPR	0.115			0.115
Enhancing Cheapside	GW2	OSPR	0.330			0.330
Transforming Fleet Street	GW2	CIL	0.565			0.565
Replacement of the Foreshore River Defences	GW5		1.060			1.060
			2.070	-	-	2.070

6. Further details of the individual schemes are provided in Appendix 2 attached.
7. In accordance with step two of the capital funding mechanism, Members will wish to confirm that these schemes remain a priority for funding to be released at this time particularly in the context of the current financial climate.
8. Funding for these schemes can be met from the provisions set aside from City Fund £2.1m.

Conclusion

9. Members are requested to:

1) review the above and consider in the context of the completion of the capital review and the current financial climate their continued support for the schemes requesting internal resources to proceed, and;

2) Approve the associated release of funding in Table 1.

Appendices

Appendix 1 - Approved Bids

Appendix 2 - Requests for Release of Funding – Scheme Details

Background Papers

Yasin Razaq

Capital & Projects Manager

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Project Name	City Fund £'m	City's Cash £'m	CBF £'m	Total Funding Allocatio n £'m	Release of Funding Previously agreed	Release of Funding now requeste d
Barbican Replacement of Art Gallery Chiller	0.300	0.000	0.000	0.300	0.018	
Car Park - London Wall Joints and Waterproofing	2.000	0.000	0.000	2.000	0.783	
Guildhall event spaces - Audio & Visual replacement / upgrade	0.000	0.330	0.000	0.330	0.045	
Guildhall Yard - Refurbishment/ Replacement of Pavours	0.000	3.000	0.000	3.000	-	
I.T - Rationalisation of Financials, HR & Payroll Systems (ERP project)	14.800	11.700	1.300	27.800	19.100	
LMA : Replacement of Fire Alarm, Chillers and Landlords Lighting and Power	1.397	0.000	0.000	1.397	0.145	
Structural - Lindsey Street Bridge Strengthening	5.000	0.000	0.000	5.000	0.030	
Structural - West Ham Park Playground Refurbishment	0.000	1.279	0.000	1.279	0.863	
Barbican Exhibition Halls	5.000	0.000	0.000	5.000	1.548	
Barbican Podium Waterproofing, Drainage and Landscaping Works (Ben Jonson, Breton & Cromwell Highwalk) Phase 2 – 1st Priority	13.827	0.000	0.000	13.827	2.417	
Guildhall - Great Hall - Internal Stonework Overhaul	0.000	2.000	0.000	2.000	1.740	
Guildhall - Installation of Public Address & Voice Alarm (PAVA) and lockdown system at the Guildhall (Security Recommendation)	0.930	0.495	0.075	1.500	0.118	
I.T - GDPR and Data Protection Compliance in addition saving money in being able to share and find information quickly	0.090	0.100	0.010	0.200	-	
Spitalfields Flats Fire Door Safety	0.146	0.000	0.000	0.146	-	
Energy programme of lighting and M&E upgrade works (Phase 1)****	0.440	0.489	0.049	0.978	0.165	
SVY - Smithfield Condenser Pipework Replacement		0.564		0.564	-	
CHB - IT LAN Support to Replace Freedom Contract	0.096	0.043	0.011	0.150	-	
CHB - Libraries IT Refresh	0.220			0.220	-	
BBC - Barbican Centre - Catering Block Extraction	0.400			0.400	0.024	
SVY - St Lawrence Jewry Church - Essential works (Top-Up Funding)		2.565		2.565	2.136	
SVY - Denton Pier and Pontoon Overhaul Works	1.000			1.000	0.050	
DBE - Public Realm Security Programme	1.238			1.238	0.027	
DBE - Beech Street Transportation and Public Realm project (Top-Up Bid)	0.900			0.900	0.191	
MAN - Central Criminal Courts, Fire Safety and associated public address system (Top-up bid)	0.683			0.683	-	

Project Name	City Fund £'m	City's Cash £'m	CBF £'m	Total Funding Allocatio n £'m	Release of Funding Previously agreed	Release of Funding now requeste d
SVY - Riverbank House, Swan Lane - repairs to foreshore river defence	1.500			1.500	0.440	1.060
GSMD - Guildhall School of Music & Drama Heating, Cooling & Ventilation		2.000		2.000	0.355	
GSMD - Guildhall School - Milton Court Correction of Mechanical Systems		0.600		0.600	-	
GSMD - Guildhall School - John Hosier Ventilation and Temperature Control		0.700		0.700	-	
SVY - Energy Reduction Programme – Phase 2	0.194	0.181		0.375	-	
OSD - Climate Action Strategy		2.120		2.120	0.795	
DBE - Embed climate resilience measures into Public Realm works (Cool Streets and Greening)	6.800			6.800	6.422	
SVY -Energy Efficiency / Net Zero Carbon - Investment Estate - City Fund	4.340			4.340	-	
SVY - Climate Resilience Measures	4.000	0.000		4.000	-	
SVY - Climate Action Strategy Projects CPG Operational Properties	11.723	7.138	0.649	19.510	0.109	
Mansion House - essential roof repairs	-	0.330	-	0.330	-	
Guildhall School - Repairs to roof, expansion joint repairs and drainage and water systems (subject to holistic approach for highwalks, Barbican and School)	-	1.750	-	1.750	-	
Fire Safety - Baynard House Car Park Sprinklers Replacement (remaining floors)	0.250	-	-	0.250	-	
Central Criminal Court: Cells Ventilation - Top-Up bid to meet full scope of statutory requirements. (£1m bid agreed in principle as part of the 2021/22 capital bid round.)	1.000	-	-	1.000	-	
OS Epping Forest - COVID-19 Path Restoration Project	-	0.250	-	0.250	-	
Barbican Centre - Replacement of Central Battery Units for Emergency Lighting system	0.280	-	-	0.280	-	
Guildhall School - Rigging infrastructures in Milton Court Concert Hall	-	0.460	-	0.460	-	
Guildhall School - Safe technical access and working at height - Silk Street Theatre	-	0.345	-	0.345	-	
Smithfield Market - Glass Canopy Overhaul	-	0.300	-	0.300	-	
Smithfield Market - East Poultry Avenue Canopy Repairs and Remedial Works	-	0.600	-	0.600	-	
Smithfield Car Park - Ceiling Coating and Damp Works		1.050		1.050	-	

Project Name	City Fund £'m	City's Cash £'m	CBF £'m	Total Funding Allocatio n £'m	Release of Funding Previously agreed	Release of Funding now requeste d
Beech Street Transportation and Public Realm project top-up to deliver permanent air quality and associated public realm improvements following successful experiment.	2.500	-	-	2.500	-	
DCCS - Social Care Case Management System	0.144	-	-	0.144	-	
Guildhall Complex Masterplan - Redevelopment of North and West Wing Offices (top-up)		1.150		1.150	0.250	
St Paul's Cathedral External Re-lighting	1.160	-	-	1.160	0.665	
St. Paul's Gyratory Transformation Project	13.900			13.900	2.226	
Network Contract - Support and Refresh	2.338	1.468	0.400	4.205	0.535	
Public Switched Telephone Network (PSTN) Replacement	1.375	0.925	0.200	2.500	0.250	
Smithfield Area Public Realm and Transportation	12.000			12.000	0.370	
Vision Zero Programme	2.400			2.400	0.160	0.115
Enhancing Cheapside	1.000			1.000		0.330
Transforming Fleet Street	9.000			9.000		0.565
	124.371	43.932	2.694	170.996	41.977	2.070

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Appendix 2

Requests for Release of Funding – Scheme Details

The following provides details of the four schemes for which approval to release funding of £2.1m is now sought, as summarised in Table 1 of the main report.

Vision Zero Programme, GW2, £115k

A programme to investigate and deliver safer streets proposals at priority locations as identified in the Vision Zero Plan 2023 – 2028.

£115K of OSPR for the review and refine designs and prepare detailed cost estimates. We need to commission consultants to undertake technical assessments including traffic modelling and prepare GW3/4 reports for individual projects and or programme update reports as necessary.

The total estimate for the project is between £2.8m to £6.4m, £2.4m of OSPR has been secured but additional funding will be required.

Enhancing Cheapside release of £330k of CIL funding to progress the scheme GW2.

The Enhancing Cheapside Programme aims to improve the Cheapside area to create a greener and more welcoming environment for residents, workers, businesses, and visitors.

Improvements are being delivered in Bow Churchyard, on Cheapside in the vicinity of the traffic restriction (east of Bread Street) as well minor improvements along the length of Cheapside.

Progress with the design development of the whole project and implementation of the first phase as described above; The additional budget £330k is approved to develop the project to reach the next Gateway.

There is currently £1m overall estimate from OSPR for this scheme

Transforming Fleet Street release of £565k of CIL funding to progress the scheme GW2.

The Transforming Fleet Street project will deliver change along the length of Fleet Street, with a focus on improving the experience for people walking, wheeling, cycling and spending time on the street. To enable this, changes to traffic movements will be necessary to allow for wider pavements, crossing improvements and public realm improvements. These transformative changes will accommodate the changing needs of the Fleet Street area and better accommodate the expected increase in people working in and visiting the area.

£565,285 for the project to reach the next Gateway 3, funded from CIL.

Costs include project management time, work to determine traffic and design options, stakeholder engagement with internal CoL stakeholders, coordination across various projects/developments within the Fleet Street area, and report writing. Time and costs also reflect Highways engineering time.

The total estimated cost of the project at £9.5m – 10.5m (excluding risk).

Refurbishment or Replacement of the Foreshore River Defences fronting Riverbank House, release of £1.06m for completion of project at GW5

This is for Refurbishment, replacement or removal of the camp shed in front of the river wall at Riverbank House, Thames Path West. The Environment Agency have notified the City that repairs are required to this structure

The project total cost is £1.31m with a costed risk of £0.19m

Previously £0.44m, has been released, so need to release the balance of £1.06m. The additional projecting funding is residual budgets from completed City Fund schemes, allocated through the MTFP process.

12/12/2024

P&R Delegated Authority

Agenda Item 5

Committee(s): Resource Allocation Sub (Policy and Resources) Committee – For decision Policy & Resources Committee – For Decision	Dated: 11/12/2024 12/12/2024
Subject: Community Infrastructure Levy Neighbourhood Fund – Applications for Approval	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	Diverse Engaged Community; Vibrant Thriving Destination; Flourishing Public Spaces
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Simon Latham, Interim Managing Director of City Bridge Foundation	For Decision
Report author: Sheena Etches, Funding Manager, Central Funding and Charity Management Team	

Summary

The City Corporation adopted a Community Infrastructure Levy (CIL) in 2014. National CIL Regulations require that 15% of CIL receipts be reserved for neighbourhood funding. Local authorities are required to engage with communities on how this neighbourhood funding should be used to support development of the area. Local authorities are required to report annually on the collection and use of CIL funds, identifying separately the amount of funds allocated to neighbourhood funding. The Community Infrastructure Levy Neighbourhood Fund (CILNF) application process is managed by the Central Funding & Charity Management Team (CFCMT), with Officers assessing applications and providing support to Committee in the consideration of larger applications. The administrative cost incurred in operating the CILNF is recoverable from the 5% of City of London CIL funds allowed to cover such costs in the Regulations.

Members are asked to make decisions on CILNF Officer Panel recommendations from their meeting in November 2024, to note the grants approved under delegated authority from July to November 2024, to approve the updated Terms of Reference for the CILNF Officer Panel and Resource Allocation Sub-Committee (RASC) and to note the administrative update to the CILNF Policy and findings of the evaluation of the CILNF grant programme to date.

Recommendations

Members are recommended:

1. To note the current position of the CILNF with respect to funds available.

2. To note the approved grants under delegated authority at meetings of the CILNF Officer Panel from July to November 2024 (**Appendix 1**).
3. To approve the grant recommended to **Maggie Keswick Jencks Cancer Caring Centres Trust** for £145,500 at the meeting of the CILNF Officer Panel in November 2024 (**Appendix 2**).
4. To approve the updated Terms of Reference for the CILNF Officers Panel (**Appendix 3**).
5. To note the administrative change made to the CILNF Policy under delegated authority (**Appendix 4**).
6. To approve the updated Terms of Reference for RASC (**Clause 10**).
7. To note the findings of the evaluation of the CILNF grant programme to date (**Appendix 5**).

Subject to the above Members of Policy and Resources are recommended:

1. To note the administrative change made to the CILNF Policy under delegated authority (**Appendix 4**).
2. To approve the updated Terms of Reference for RASC (**Clause 10**).

Main Report

Background

1. Management of the City of London's CILNF process is aligned with the City's existing grant allocation process, through the Central Funding & Charity Management Team (CFCMT). The City of London's CILNF Funding Policy is set out at **Appendix 4**.
2. Since the launch of the City of London's CILNF in September 2020, Members and Officers have worked together to commit £8,336,317 in funding to City communities. The balance of the General CILNF and Barbican & Golden Lane Neighbourhood Funds as at 13 November 2024 was £8,112,577.

Financial year	Funds committed as at 13.11.24
2020/21	£406,410
2021/22	£1,985,084
2022/23	£3,099,542
2023/24	£1,609,037
2024/25	£1,236,244

Current Position

3. Applications to the CILNF are assessed by the CFCMT in conjunction with the Charity Finance Team. All eligible applications are then presented to the CILNF Officer Panel (OP) which is made up of Officers from across CoL to ensure that all decisions and recommendations have a wide range of expert input. At the panel consideration is given to the project's outcomes, value for money as well as equality and equity considerations. The OP has representatives from the Departments of Environment, Community and Children Services, Libraries, Chamberlain's, City Gardens, EEDI, Destination City Team and the Town Clerks. All applications for £100,000 and over are recommended to the Sub-Committee for decision after being assessed and analysed by the Panel.
4. The Barbican & Golden Lane Neighbourhood Forum (BGLNF) was ratified in Autumn 2023. When a proposed project takes place within the designated Barbican & Golden Lane Neighbourhood Area then the CFCMT share the application with the BGLNF for comment.
5. At its meetings from July to November 2024, the CILNF OP considered eight applications. A schedule of the grant decisions that were made under delegated authority for projects working with the City's diversity of communities including support specifically for the City's older BAME communities, gender inclusion, the City's disabled residents and youth is available in **Appendix 1** for information.
6. The OP also considered a proposal from Maggie Keswick Jencks Cancer Caring Centres Trust (Maggie's) and are recommending that members approve a grant of £145,500 (£71,200; £74,300) for continuation funding to provide the salary of a Cancer Support Specialist to provide expert support for anyone in the City with cancer and those closest to them, through 1:1's, group sessions and workshops across two years. There is no statutory obligation to provide the additional care and support that would be available to City of London residents and workers via the Cancer Support Specialist role, and Maggie's has evidenced the impact that this role can provide. A full assessment report is available at **Appendix 2**.
7. Building on its first year, Maggie's is prioritising new sessions that will enhance the diversity of its visitors, and will continue to facilitate its monthly LGBTQIA+ group, and signpost to financial support. The Cancer Support Specialist (CCS) role includes encouraging where appropriate for people to sign-up for exercise classes and facilitates support post-treatment. Funding for this role was previously approved, but the grant partially revoked when the CILNF supported capital project was postponed due to other building works at Barts. Approval of continuation funding will ensure that the full costs of the CSS role including National Insurance and an inflation salary increase are supported.
8. In line with best practice the Terms of Reference (ToR) for the CILNF OP are reviewed every year. Revisions to the CILNF OP ToR reflect changes in

membership and the change to the level of delegated authority agreed by Policy & Resources Committee on 22 February 2024. The updated CILNF OP ToR are at **Appendix 3** for approval.

9. As a consequence of the P&R Committee's decision on 22 February 2024 to adjust the level of delegated authority to CILNF OP, RASC's ToR also need to be updated accordingly as follows:
'(s) to consider funding bids in respect of the Community Infrastructure Levy Neighbourhood Fund of over ~~£50,000~~ £100,000;'
10. Members are also asked to note for information an administrative change to the CILNF Policy amended by the Town Clerk via delegated authority, agreed by Policy & Resources Committee on 22 February 2024, as outlined in **Appendix 4**.
11. Additionally Members are asked to note a recent analysis that was conducted by the CFCMT on the Neighbourhood Fund portfolio. The analysis provides an in depth review of current funding and an overview of the significant outreach the team has delivered. Key findings and an analysis of all the CILNF grants awarded to date is included at **Appendix 5** for information. The paper is the first comprehensive analysis of the grants awarded by the CILNF since its launch in 2020. 68 CILNF grants have been awarded over the funding programme's initial 45 months of operation (December 2020 to August 2024 inclusive) - a total of £8,155,330.
12. Grants awarded over this period have ranged in value from £7,885 (St Michael Cornhill) to £774,000 (Barts Heritage). However, the value of the average grant awarded in the first five months of 2024/25 is £87,938 reflecting the work of the CILNF outreach programme to increase the number and broaden the range of applications to the funding programme with a specific focus on supporting community and grassroots organisations. Such applicants tend to have a smaller turnover and often new to grant funding applicants tend to request smaller value and shorter-term initial grants. It is therefore anticipated that moving forwards the average value of CILNF grants will likely remain in the £80-90,000 range. In response to the CILNF outreach work there is a predicted 56% increase in the total number of grants for 2024/25 compared to the previous year. This correlates to the increase in pre-application advice sessions which have more than tripled each month. The outreach programme is still in its infancy and its outputs are not expected to be fully felt until at least April 2025.

Corporate & Strategic Implications

13. **Corporate Plan Implications:** the CILNF can resource community-led infrastructure improvements and activity across the City and contribute towards meeting the four aims of the Corporate Plan 2024-29 - Diverse Engaged Communities, Providing Excellent Services, Vibrant Thriving Destination and Flourishing Public Spaces.

14. **Security Implications:** the CILNF fulfils a statutory requirement for the spending of CIL. There are no direct security implications, though future funded projects may bring security benefits.
15. **Financial Implications:** the CILNF makes use of that proportion of City CIL monies which are required by statute to be used to assist in the delivery of new infrastructure to meet community needs (15% of CIL funds). The costs of management of the grant application process will be met through the 5% of CIL funds set aside by statute to cover CIL administration.
16. **Equalities and resourcing implications:** the CIL Neighbourhood Fund and revised policy have been subject to a full Equalities Impact Assessment. The Equalities Impact Assessment has concluded that there are no adverse impacts arising for equality groups and social mobility. The CFCMT has developed an Equalities Action Plan outlining the actions it will take to improve the positive equalities impact of the CILNF.

Conclusion

17. Community Infrastructure Levy legislation requires local authorities to reserve between 15% and 25% of CIL receipts for neighbourhood funding. The CILNF application process is managed by the City Corporation's Central Funding & Charity Management Team, with Officers assessing applications and providing support to Committee in the consideration of larger applications. Members are asked to approve the recommendations and note the delegated decisions of the CILNF Officer Panel. Members are also asked to approve the updated Terms of Reference for both the CILNF Officer Panel and RASC, to note the recent administrative change to the CILNF Policy and to note the key findings of the evaluation of the CILNF grant programme to date.

Appendices

- Appendix 1 – Applications Approved and Rejected under Delegated Authority July to November 2024
- Appendix 2 – CILNF Assessment Pack
- Appendix 3 – Terms of Reference CILNF Officer Panel – November 2024
- Appendix 4 – CIL Neighbourhood Fund Policy (Nov 2004)
- Appendix 5 – Analysis of CILNF grants – Key Findings (Oct 2024)

Background Papers

- Report to Policy & Resources Committee 02/05/2019: City of London Community Infrastructure Levy – Approval of Neighbourhood Fund
- Report to Policy & Resources Committee 22/02/2024: Community Infrastructure Levy Neighbourhood Fund –Approval of updated Community Infrastructure Levy Neighbourhood Fund Policy

Sheena Etches

Funding Manager – Central Funding and Charity Management Team
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Appendix 1

Grants Approved and Rejected under Delegated Authority July to November 2024

Applicant	Description	Decision
Age UK City of London (23226)	<p>£99,000 (£49,500; £49,500) across two years towards a part-time co-ordinator post, project running costs and core costs – AUKCL has a 10-year track record of working with local partners in the City to develop and deliver needs-led services with and for older residents having been funded by the CILNF for the past three years, and through the Stronger Communities fund supporting older BAME women on Mansell Street estate. The organisation is requesting multi-year funding to provide stability for this work. This project addresses the CILNF's community priority; <i>addressing the needs of people from disadvantaged backgrounds, minoritised communities, older people, disabled people, LGBTQIA+ people and those living in poverty</i>. AGUKCL works in consultation with the older people across the City to identify their needs and deliver services that best meet these needs. It also has a particular focus on supporting those who face added disadvantage due to economic or social circumstances. An additional £9,000 was added to the recommendation to support with fundraising costs over the next two years, to enable AUKCL an opportunity to strengthen sustainability when they have to have a fallow year following the end of this grant period before they can return to the fund with a future application. This opportunity will build on the fundraising work they currently do in conjunction with Age UK Camden.</p>	Approved
Friends of City Gardens (23523)	<p>£19,700 across one year to record data on abundance and temporal behaviour of bats and Black Redstarts on green roofs in the City to inform conservation and management priorities. FoCG has extensive experience working with the Corporation and delivering similar work. This project sits across two community priority areas; <i>mitigating climate change & enhancing biodiversity & wildlife and preserving existing and creating of more green space in the City including estate gardens and support for gardening clubs</i>. This project will enable existing green spaces and roof tops to be better managed for protected species and as a result biodiversity will improve for other species. Data will also quantify the effects of extreme conditions and inform good practice to mitigate the effects of climate change. This Project will provide much need data on size and distribution and behaviour of populations and will inform wider planting and management guidance to enhance the effectiveness of green corridors. The impact making existing green spaces more interesting and enjoyable for residents, City workers and visitors with the beneficial effects of exposure to nature are well known but recent research shows that spaces</p>	Approved

	rich in biodiversity are even more beneficial for mental and physical well-being – particularly for poorer people.	
Publica Community and Research (23687)	£69,000 towards ‘Right to the City’- a gender inclusion in the public realm project consisting in night walks, a youth design challenge and a celebration event. Publica’s proposal, focusing on gender inclusion in the public realm, clearly meets the CILNF criteria, directly benefitting City communities. It also addresses several CILNF community priorities: Addressing the needs of people from disadvantaged backgrounds, minoritised communities, older people, disabled people, LGBTQIA+ people and those living in poverty; Activities and services for children, young people and families; Proposals and activities that have been co-designed by engaging the community in the development of the proposal and/or proposals that demonstrate community support. Having been co-designed by several significant stakeholders in the Square Mile, the project aligns well with the Corporation’s VAWG Strategy and City Plan 2040, with the focus on creating inclusive spaces, enhancing the public realm, and engaging with City communities.	Approved
We Swim CIC (24062)	£13,311 across one year to support Barbican swims! Inclusive swimming program for disabled residents, building a stronger community in the pool. This application meets three of CILNF’s community priorities including: Addressing the needs of people from disadvantaged backgrounds, minoritised communities, older people, disabled people, LGBTQIA+ people and those living in poverty; Sporting, exercise and health activities including promoting walking and cycling; Making public spaces and services fully accessible for disabled people and the elderly. WeSwim has a track record of delivering impactful support to those living with disabilities in local communities as well as engaging a supportive volunteering network. This project will provide a strong offering to the City’s disabled community that is currently lacking and will be of physical and mental benefit.	Approved
Forget Me Not Memory Cafe (24663)	£54,022 across two years (Year 1 £26,303; Year 2 £27,719) to increase community cohesion across low income and disadvantaged City of London communities through a two-year programme of creative activity, social eating and exercise to reduce social isolation and improve health, happiness and social connections. FMN’s new programme has been devised with resident representative input specifically to reduce social isolation of individuals from marginalised groups living in the City’s most deprived wards. The programme strongly delivers on three of the CILNF Community Priorities by ‘addressing the needs of people from disadvantaged backgrounds, minoritised communities, older people, disabled people and those living in poverty’, ‘providing exercise and health activity’ and ‘delivering activities that have been co-designed by engaging the community in the development of the proposal’. As importantly the programme will help to deliver the	Approved

	City of London's corporate plan ensuring that 'across our residents, workers, businesses and visitors, everyone should feel that they belong. Connecting people of all ages and backgrounds will help build diverse, engaged communities that are involved in co-creating great services and outcomes.'	
SocietyLinks Tower Hamlets (25009)	£90,238 over 18 months (£60,159; £30,079) to provide a sports programme for young people in the City of London, including gym, swimming and football. SL's project has been designed in direct response to requests from the young people it aims to support, who are seeking more opportunities to grow and have fun whilst engaging with others in a productive way. Activity is targeted at local youth who do not have the means to pay for extra-curricular activities and are at risk of involvement in anti-social behaviour, aiming to improve their social skills, wellbeing and health. The proposal meets four community CILNF priorities: Addressing the needs of people from disadvantaged backgrounds, minoritised communities, older people, disabled people, LGBTQIA+ people and those living in poverty; Sporting, exercise and health activities including promoting walking and cycling; Activities and services for children, young people and families; Proposals and activities that have been co-designed by engaging the community in the development of the proposal and/or proposals that demonstrate community support.	Approved
Livery Committee (25819)	£12,000 across one year to organise and host three EDI training sessions for Livery representatives, to share best practice and foster improved outcomes. This application meets the CILNF's community priority of addressing the needs of people from disadvantaged backgrounds, minoritised communities, older people, disabled people, LGBTQIA+ people and those living in poverty. The project will equip Livery Companies with an improved collective knowledge and behaviours towards EDI, providing an opportunity to promote, champion and encourage diversity, inclusion and equity, as well as the community embedding these principles into the culture. This, in turn, will help Liveries to strengthen their work across all communities and through their funding programmes.	Approved
Union Street Consulting (26031)	£78,750 for three consultants, a postgraduate researcher, a design specialist and travel and equipment over seven months to develop a plan in consultation with key stakeholders for a new City of London Faith/Belief/Worldview Centre aiming to foster community engagement, understanding and encounter. This timely project addresses two CILNF priorities: Addressing the needs of people from disadvantaged backgrounds, minoritised communities, older people, disabled people, LGBTQIA+ people and those living in poverty; Proposals and activities that have been co-designed by engaging the community in the development of the proposal and/or proposals that demonstrate community support. USC will engage a diverse range of City	Approved

	<p>communities to produce a plan that's inclusive and addresses nuanced spiritual and emotional needs, ensuring individuals from all backgrounds feel valued, supported and safe. While the plan mainly targets local workers, it also seeks to incorporate a plan for facilitating intergenerational engagement and learning, particularly through educational workshops. The co-design approach will ensure that the Centre remains relevant, effective, and supported by those it aims to serve, fostering a sense of ownership and collaboration among the City's residents and workers.</p>	
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Community Infrastructure Levy Neighbourhood Fund

Assessment Pack – July to November 2024

Maggie Keswick Jencks Cancer Caring Centres Trust (25576)

COMMUNITY INFRASTRUCTURE LEVY NEIGHBOURHOOD FUND

Maggie Keswick Jencks Cancer Caring Centres Trust (ref. 25576)

Amount requested: £145,500

Amount recommended: £145,500

Purpose of grant request: Providing expert support for anyone with cancer and all the people who love them in the City, through 1:1's, group sessions and workshops.

Type of cost: Revenue

Ward(s) benefitting: All wards

Neighbourhood Area(s) benefitting: None

The Applicant

Maggie Keswick Jenck Cancer Caring Centres (Maggie's) is a company limited by guarantee (Company no. SC162451) and a registered charity in Scotland (Charity no. SC024414). Maggie's has been providing high quality, evidence-based support to help people with cancer and their loved ones for 28 years. Providing a person-centred, evidence-based programme of care which has shown to improve the physical and emotional wellbeing of people affected by cancer and has been highlighted as an example of best practice by the NHS and Department of Health. Maggie's Centres provide a bright and welcoming space full of the kind of support that people facing cancer need and deserve. The building, gardens, furnishings, and the art on the walls are designed to help people draw on the strength they need to cope with one of the toughest challenges they likely to have to face. They received 311,000 individual visits each year to 27 centres across the UK. Maggie's is based on the rounds of St Bartholomew's Hospital, West Smithfield.

Background and detail of proposal

Maggie's is requesting £145,500 to support the full costs of a Cancer Support Specialist salary based in the City across two years.

Maggie's Cancer Support Specialists are experienced oncology nurses and radiographers who support people to manage their own challenges and regain a sense of control through either their own diagnosis or that of a loved one. They help people to understand their options and tailor a programme of support that is right for them. They host training for businesses on how to support employees with cancer. As well as facilitate sessions such as: stress management, exercise classes, art therapy, 'Where now?'- post treatment support, 'Getting Started' – a collaboration with Barts Health oncology teams for everyone about to start chemotherapy and radiotherapy, bereavement groups, LGBTQI+ group, menopause groups, and ongoing with cancer sessions for people with advanced cancer.

Maggie's sessions and workshops provide information on treatment and post treatment. They give people the tools to help to build confidence, resilience, understand their diagnosis, and reduce stress and feelings of loneliness.

Support is available for anyone with cancer and their loved ones. The cancer support specialist will work with a range of people who access the Maggie's Centre at Barts Hospital. According to Maggie's at Barts, there were 1,424 cancer referrals from City of London postcodes in 2023. The Charity saw 3,064 people come through its doors in 2023.

This funding was originally approved as part of a 5-year grant towards the salary of a CSS and creation of a therapeutic garden at Barts Hospital. Part of the garden work was achieved, but due to the delay in building work at Barts this impacted the timeline of the garden project, which resulted in the remaining grant being revoked. Due to the increase in the CSS salary and the previous approved funding not including Pension and National Insurance contribution, it was advised to request full costs of the role. The outcomes from the impact and learning report show that previous funding ensured that people felt less stressed - 100% of people found Maggie's helped improve both their ability to manage stress, and their understanding of cancer and treatments. People had a better understanding of their diagnosis - 100% of people said they found information about cancer, and drop-in CSS support, helpful. People feel better equipped at talking to their doctor - 96% of people found Maggie's had helped to improve their confidence in speaking to their medical team. Group sessions helped people feel less alone - 98% of people who responded said Maggie's helped them to feel less alone. 96% of people who responded said meeting other people affected by cancer was helpful and 95% of people who attended support groups found them to be helpful.

In the most recent visitor surveys:

- 98% overall satisfaction of people supported state their needs have been met
- 98% said it helped improve their understanding of cancer and treatments
- 97% of Maggie's visitors said it helped improve their ability to manage stress.

Maggie's have developed connections across the City's communities to ensure people are aware of the services it offers.

Value for Money

Maggie's social value measures the positive value that the centres create for the economy, community and society. It summarises the wider financial and non-financial value created through our day-to-day activities in terms of the economic, social and local wellbeing. Maggie's social value is £2.1million per annum, the Benefit Ratio is 1:4. For every £1 spent on Maggie's Barts, £4 is given back in savings to the exchequer and in an increase in wellbeing. This was calculated using the HACT Social Value insight Tool. At assessment a conversation was had regarding salaries, these were all benchmarked against sector norms.

Financial Information

Maggie's raises significant funds each year and does this through a diverse range of donors and income streams including charitable trusts, local community fundraising, the People's Postcode Lottery, legacies, companies and individuals. Trading

activities account for approximately 8% of income. The organisation has delivered annual surpluses for the last three years, but a significant proportion of these funds are held for capital builds and refurbishment in designated funds – the Capital Asset Fund, the New Centre Development Fund and the Centre Maintenance Fund. 2024 is forecasting a deficit of £474k, this is due to online fundraising targets not reaching anticipated figures. Maggie’s are currently working to reduce this deficit through cost savings and anticipate a much lower deficit than forecast. The organisation is in the process of developing a new fundraising strategy and is looking across programmes to see where further cost savings can be made to mitigate. The 2025 budget is pending the outcome of the strategy to identify where changes can be made to significantly reduce any expenditure thus reducing the unrestricted deficit. The Trustees will make decisions as whether any designated funds can be utilised to absorb any of the deficit. Trustees aim to hold between 3 and 6 months in free reserves, the lower end of the target over the three financial years has been used in the table below. Maggie’s are currently sitting comfortably within this target. The figures provided below are for the organisation, which operates across 27 sites. This application is supporting Maggie’s St Barts centre.

Year end as at 31 December	2023 Signed Accounts £	2024 Forecast £	2025 Budget £
Income & expenditure:			
Income	32,301,000	25,959,000	27,260,000
Expenditure	(28,071,000)	(26,433,000)	(27,260,000)
Gains/(losses)	577,000	0	0
Surplus/(deficit)	4,807,000	(474,000)	0
Reserves:			
Total endowed	991,000	991,000	991,000
Total restricted	50,935,000	50,935,000	53,248,000
Total unrestricted	40,121,000	39,647,000	37,334,000
Total reserves	92,047,000	91,573,000	91,573,000
Of which: free unrestricted	10,641,000	10,167,000	7,854,000
Reserves policy target	7,017,750	6,608,250	6,815,000
Free reserves over/(under) target	3,623,250	3,558,750	1,039,000

Recommendation

Maggie’s is a well-established organisation who are equipped in delivering this valued provision. It has embedded itself into the community to ensure people are aware of its service provision. There is no statutory obligation to provide the additional care and support that would be available to City of London residents via the Cancer Support Specialist role.

This application sits across two of the fund’s community priorities:

- Addressing the needs of people from disadvantaged backgrounds, minoritised communities, older people, disabled people, LGBTQIA+ people and those living in poverty.
- Sporting, exercise and health activities including promoting walking and cycling.

Maggie’s is prioritising new sessions that enhance the diversity of visitors, it also facilitates a monthly LGBTQIA+ group, and signposts to financial support. The CSS encourages where appropriate for people to sign up for exercises classes and facilitates support beyond treatment which discusses staying active. The outcomes of this work have been shown to be significant, and the Charity provides an

important role to ensure people in the City being treated at Barts have a welcome space and access to supportive resources. Funding for this role was previously approved, approval of this grant will ensure the full costs of the CSS role are supported. This funding is for 100% revenue. Funding is recommended as below:

£145,500 (£71,200; £74,300) to fund the salary of a Cancer Support Specialist to provide expert support for anyone with cancer and all the people who love them in the City, through 1:1's, group sessions and workshops across two years.

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Terms of Reference for the City of London Corporation
Community Infrastructure Levy Neighbourhood Fund Officer Panel

1. Purpose

The Community Infrastructure Levy Neighbourhood Fund Officer Panel (CILNFOP) is an officer body, with responsibility for discussing and directing matters relevant to the policy, management and allocation of the Community Infrastructure Levy Neighbourhood Fund (CILNF), and communicating issues or making CILNF grant recommendations for the consideration of the Resource Allocation Sub-Committee (RASC) or Members, as required.

The CILNFOP will:

1. Provide a forum for a cross-departmental group of Officers to:
 - 1.1 Comply with Community Infrastructure Levy Regulations (2010) and all subsequent amendments in relation to the purpose and administration of CIL Neighbourhood Funds;
 - 1.2 Establish, review and oversee the ongoing implementation of CILNF policy in line with evolving grant making good practice and local community need;
 - 1.3 Regularly monitor and review the value of CILNF available for distribution to ensure the value of grants awarded does not outstrip the level of funds available;
 - 1.4 Discuss detailed grant application assessments in relation to CILNF priorities and make recommendations for CILNF application rejection or funding for the consideration of RASC or Members, as required;
 - ~~1.5 Under delegated authority to determine CILNF funding applications for applications under £100,000 and make recommendations for funding to RASC for applications of £100,000 and over £25,000. Applications for between £25,000 and £50,000 will be determined by CILNFOP under delegated authority and in consultation with the Chairman and Deputy Chairman of RASC;~~
 - 1.6 To report on decisions taken under delegated authority to the RASC;
 - 1.7 To engage with communities where development has taken place and seek community views to determine priorities and how the CILNF should be used;

- 1.8 To undertake a full review of the CILNF, including priorities and governance, at least every 5 years;
- 1.9 To engage with Neighbourhood Forums established within the City of London;
- 1.10 To approve an annual report for the CILNF to include details of the total CILNF receipts in the reporting year; total CILNF expenditure in the reporting year; details of CILNF expenditure for the reporting year, including the amount spent on each individual project; total CILNF monies remaining.

2. Constitution and Membership

2.1 The CILNFOP is made up of Officers drawn from across City Corporation Departments selected on the basis of their skills, knowledge and experience in order to ensure that the CILNFOP has an appropriate balance and breadth of skills, knowledge and experience necessary to deliver CILNF policy, priorities and related grant-making recommendations.

2.2 Membership

Name	Job Title
Rob McNicol (Chair)	Assistant Director for Policy and Strategy – Built Environment
Tom Noble	Group Manager (Business Development & Development Management) – Built Environment
Melanie Charalambous	Policy and Projects – Built Environment
Ellie Ward	Head of Strategy & Performance – Community & Children’s Services
Claire Callan-Day	Environmental Health Technician – Built Environment
Simon Owen	Head of Finance – Financial Services
Sarah Guerra	Equalities Director
Laurie Miller-Zutshi	Head of Offer – Cultural & Visitor Development
Jake Tibbetts	City Gardens Manager
Rachel Levy	Head of Barbican and Community Libraries
Ben Dixon	Head of Policy Unit, Town Clerk’s Department

2.3 Other relevant Officers, or external experts, will be invited to the meeting as and when required.

2.4 The Chair of the CILNFOP will be the Assistant Director, Policy and Strategy, Built Environment in line with the authority delegated to the role outlined in the Corporation of London’s Scheme of Delegations to Officers Section D6.

3. Quorum

A quorum for the CILNFOP is three Officers.

4. Meetings and Decisions

- 4.1 CILNFOP meetings will be chaired by the CILNFOP Chair, but if s/he is not present Officers present can nominate an Officer to chair the meeting;
- 4.2 Any vote at a meeting shall be decided by a show of hands;
- 4.3 In a split vote the Chair will have the casting vote;
- 4.4 Where matters require wider consideration or escalation, the CILNFOP can provide memoranda, including any recommendation, to other Strategic Officer groups (as relevant to their terms of reference);
- 4.5 Where matters require Member consultation or formal decisions, the CILNFOP can report into the Chair and Deputy Chair of the RASC;
- 4.6 Where a grant recommendation or decision under delegated authority is required urgently and falls outside the timetable of CILNFOP meetings, Officers can vote on application assessments or issues for decision circulated via email between meetings indicating their recommendation to the Chair within 3 working days.

5. Declaration of interests

At the start of each meeting Officers must declare:

- 5.1 The nature and extent of any interest, direct or indirect, which they have in relation to a potential funded organisation and/or grant request;
- 5.2 Withdraw from the meeting for that item after providing any information requested by the Chair and other Officers;
- 5.3 Not be counted in the quorum for that part of the meeting;
- 5.4 Have no vote on the matter.

6. Meeting duration and timings

Meetings will take place in person and/or remotely approximately every month and shall aim to last no more than 90 minutes. The frequency of meetings will be reviewed at appropriate intervals. When there are no application assessments for review in any given month the meeting will be cancelled.

7. Documentation

Agendas, assessment reports and any additional documentation, will be produced and circulated to the group five working days in advance of each meeting by the

Central Funding and Charity Management Unit. Minutes will be captured at each meeting and circulated between meetings by the Central Funding and Charity Management Unit.

8. Review of Terms of Reference

The CILNF's terms of reference shall be reviewed at least annually and in light of any recommendations made or similar bodies established.

Updated through Town Clerk delegated authority 20 November 2024; notified to RASC 11 December 2024; notified to P&R Committee 12 December 2024

City of London

Community Infrastructure Levy

Neighbourhood Fund Policy



City of London Community Infrastructure Levy

Neighbourhood Fund Policy

CIL introduction and legislative background

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

CIL Neighbourhood Fund Requirements

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

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

Community Definition

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

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

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

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

Community Priorities

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

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

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

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

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

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

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

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

Governance Process

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

Application Process

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

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

Eligibility Criteria

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

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

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

Application Advice

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

Assessment Criteria

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

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

Value of Bids

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

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

Awards Process

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

Complaints Process

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

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

Resource Allocation Sub-Committee

Composition (*agreed by the Court of Common Council*)

Chairman of the Policy and Resources Committee (Chairman)

Chairman of the Finance Committee (Deputy Chairman)

The Deputy Chairmen of the Policy and Resources Committee

The Deputy Chairman of the Finance Committee

Chairman of the General Purposes Committee of the Court of Aldermen

The Senior Alderman below the Chair

The Chairman of the Corporate Services Committee

Past Chairmen of Policy and Resources Committee providing that they are Members of the Committee at the time.

Seven Members of the Policy and Resources Committee

Terms of Reference

- a) to have power to determine the City Corporation's programme for repairs, maintenance and cyclical replacement of plant & equipment in respect of all operational and noninvestment properties, including the prioritisation of the various schemes and projects;
- b) to determine the appropriate investment proportions between property and non-property assets;
- c) to recommend to the Grand Committee the extent of properties held by the City of London Corporation for strategic purposes, including within the City of London itself;
- d) to recommend to the Grand Committee the allocation of operational property resources for service delivery;
- e) to be the reporting and oversight body for the review of Operational Property;
- f) to be responsible for the effective and sustainable management of the City of London Corporation's operational property portfolio, to help deliver strategic priorities and service needs, including;
 - i. agreeing the Corporate Asset Management Strategy;
 - ii. responsibility for reviewing and providing strategic oversight of the Corporation's Asset Management practices and activities and advising Service Committees accordingly;
 - iii. responsibility for reviewing and providing strategic oversight of the Corporation's Facilities Management practices and activities and advising Service Committees accordingly;
 - iv. to maintain a comprehensive Property Database and Asset Register of information which can be used in the decision making process;

- v. in line with Standing Orders 53 (Asset Management Plans) and 56 (Disposal of Surplus Properties) and the duties set out within legislation, including the Localism Act 2011 and the Housing and Planning Act 2016, to monitor the effective and efficient use of all operational property assets;
 - vi. oversight of the management of operational leases with third parties, occupation by suppliers and those granted accommodation as benefits-in-kind; and
 - vii. in accordance with Standing Orders 57 and 58, the Sub Committee can make disposals of properties which are not suitable to be retained as investment property assets.
- g) in accordance with thresholds stipulated within Standing Orders 55, 56 and 57, the Sub-Committee can approve acquisitions and disposal of operational properties which are not suitable to be re-use or to be retained as investment property assets.
 - h) the power to commission from Service Committees periodic management information on asset management performance including, where relevant:
 - i. third party agreements, income, rent arrears (including HRA)
 - ii. efficiency of operational assets including vacant space and utilisation in accordance with Standing Order 56.
 - i) to be responsible for the upkeep, maintenance and, where appropriate, furnishing for operational properties (including the Guildhall Complex) which do not fall within the remit of another Service Committee;
 - j) to monitor major capital projects relating to operational assets to provide assurance about value for money, accordance with service needs and compliance with strategic plans;
 - k) to consider, at the annual joint meeting of the Resource Allocation Sub-Committee with Committee Chairs and the Efficiency and Performance Working Party, the annual programme of repairs and maintenance works (including surveys, conservation management plans, hydrology assessments and heritage landscapes) planned to commence the following financial year, and to monitor progress in these works (when not included within the Project procedure);
 - l) to be responsible for strategies, performance and monitoring initiatives in relation to energy;
 - m) to monitor and advise on bids for Heritage Lottery funding;
 - n) to provide strategic oversight for security issues across the Corporation's operational property estate; with the objectives of managing security risk; encouraging consistent best practice across the Estate; and, in conjunction with

the Corporate Services Committee, fostering a culture of Members and officers taking their responsibilities to keeping themselves and the buildings they occupy secure;

- o) to recommend to the Grand Committee an appropriate allocation of financial resources in respect of the City Corporation's capital and revenue expenditure;
- p) to meet with Chairmen of Service Committees to advise on the status of the City Corporation's budgets and the recommended allocation of financial resources overall and discuss any emerging issues;
- q) to set the annual quantum for each City's Estate and City Fund grants programme (including for City's Estate funded open spaces grants);
- r) to consider the annual performance reports for all grants programmes from the Finance Committee;
- s) to consider funding bids in respect of the Community Infrastructure Levy Neighbourhood Fund of over ~~£50,000~~ £100,000; and
- t) to consider and make recommendations in respect of matters referred to it by the Grand Committee including matters of policy and strategy.

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Agenda Item 6

Committee(s): Resource Allocation Sub Committee – For Decision	Dated: 11 th December 2024
Subject: City’s Operational Property Portfolio (non-housing) - Corporate Property Asset Management Strategy 2024-29	Public report: For Decision
This proposal: <ul style="list-style-type: none">• delivers Corporate Plan 2024-29 outcomes	Flourishing Public Spaces Providing Excellent Services Leading Sustainable Environment
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: (CS.310/24)	Paul Wilkinson, City Surveyor and Executive Director of Property
Report author:	Paul Friend, Head of Corporate Asset Management

Summary

The current Corporate Property Asset Management Strategy 2020-25, previously approved by Corporate Asset Sub Committee in 2020, is due for renewal to align with the revised Corporate Plan 2024-29 and to incorporate changes and development of the operational property portfolio over the past 4 years.

This report now seeks approval to the draft Corporate Property Asset Management Strategy 2024-29. Briefly, the strategy outlines the overriding objectives for managing the operational property portfolio (excluding Housing) and provides the platform for decisions on all operational property assets to be guided by the objectives within. There have been significant developments over the life of the existing strategy, including development of the Climate Action Strategy to net zero by 2027, a new Target Operating Model, Governance Review, the ongoing Charities Review and a substantial capital works programme supporting the development of operational property to meet evolving service objectives. These have a material influence on the new strategy; however, the new recommendations also seek to

build on the earlier strategy and reflect the growing maturity of asset management across the operational property portfolio.

Subject to member approval, the new strategy will be adopted across the operational property portfolio (excluding Housing) to guide decision making and help shape the management of the portfolio for the next 5 years.

Recommendation(s)

Members are requested to:

- Approve the revised Corporate Property Asset Management Strategy 2024-29

Main Report

Background

- 1) The existing Corporate Property Asset Management Strategy (CPAMS) was approved in November 2020. The core purpose of the document is to provide a member approved strategy, outlining the common objectives shared across all the operational property portfolio, which in turn supports the Corporate Plan. By way of clarification, this strategy solely relates to the operational property portfolio overseen by this committee; it is separate from any property asset strategy for the investment portfolio, albeit they may be commonality for example in the management of third-party tenants and interests.
- 2) The scope of CPAMS covers all operational property portfolio (excluding Housing - whose strategy is contained within the Dept of Community and Children's Services Business Plan). It therefore includes all operational assets such as for example private schools, the Barbican Centre, Guildhall, Markets, Environment, Courts, Mansion House, public Car Parks, City of London Police and Charity assets, subject to the specific objects of individual charities. It also covers the City's Heritage Estate portfolio which consists of a varied range of over 800 assets, including buildings, statues, post boxes etc.
- 3) The scope also covers the third parties within the portfolio where we lease out or licence operational premises to third parties i.e. Tenants, Benefit in Kind occupiers and City suppliers. This third-party portfolio is income producing but is not held specifically for investment purposes; the strategy for these assets is tailored towards the operational property portfolio, albeit the commonality is a commercial property management approach. Specifically, the intention is wherever possible landlord obligations should support and align with this strategy e.g. alignment with the Climate Action Strategy, Destination City and SME Strategy.
- 4) The review of the CPAMS was led by the Corporate Property Group of the City Surveyors department seeking input from all departments and Institutions to consider developments in asset management across the operational property portfolio since the last review. Whilst many recommendations from the existing strategy remain relevant, there are new influences to support the new Corporate Plan outcomes, namely in Flourishing Public Spaces, Providing Excellent Services and Leading Sustainable Environment.

- 5) The scope of the objectives below covers all operational property and land held by the City. However, where the objectives may be in direct conflict with strategic objectives of operational property and land held within specific Charities (noting the ongoing Natural Environment Charities Review), then the strategic objectives for that specific Charity will take precedence. Where a conflict does arise the City Surveyor will work with the relevant Accountable officer for that specific Charity to ensure any conflict is managed appropriately.

Consultation

- 6) The draft strategy has been distributed for comment to key officers responsible for the management of operational property, including the Senior Leadership Team and the Executive Leadership Board.

New Strategy

- 7) The new Corporate Property Asset Management Strategy 2024-29 is attached as Appendix 1 including Opportunities and Risks. Officers have been extensively consulted, with presentations to the Senior Leadership Team and Executive Leadership Board and the key objectives contained within are as follows: -

Efficiency

- Ensure all operational properties allocated to the relevant departments or Institutions are fit for purpose to deliver the related service objectives and maintained in a safe, statutory and contractually compliant condition.
- Ensure all operational properties are managed to best practice in consultation with the City Surveyor and Executive Director of Property as Head of Profession, continuing to develop asset management on the operational property portfolio through improvements to property processes, sharing of data and consistency of approach. Further operation and optimisation of operational properties to be undertaken with appropriate oversight and input from all relevant Heads of Profession, integrating best practice wherever practical.
- Ensure all acquisitions of new operational property (leasehold or freehold) only proceed where subject to a compelling and robust business case, having previously exhausted all alternative means of service delivery and/or existing underutilised operational property.
- Ensure wherever possible there is appropriate connectivity (financial, operational and business planning) between major renewal/development/placemaking sites across the City.
- Support the Destination City and SME strategies, attracting visitors, workers and businesses alike to a safe, supportive and dynamic location; wherever possible seeking to utilise appropriate vacant or underutilised operational property for the use of occupiers that support Destination City and SMEs including meanwhile use.

- Adherence to the objectives within the Corporate Property Asset Management Strategy to be monitored by the relevant service committee (to whom operational property is allocated) with portfolio oversight of performance by RA subcommittee.
- Support delivery of Major Capital Projects across the operational property portfolio, through effective and coordinated multi-disciplinary support, aligning development, handover, and future maintenance/operation of new operational assets.
- Ensure where Heritage assets are not in the sole ownership of the City to drive the collective responsibility to maintain and prevent their inclusion on the Heritage at Risk Register (HARR) within the resources available.
- Maintain Heritage property through further investment and prevent their inclusion on the HARR wherever possible (subject to available budget).
- Ensure all statutory protected property (including landscapes) have up-to-date Conservation Management Plans in place.
- Ensure operational assets benefit from leading digital connectivity including Wi-Fi coverage for the benefit of officers and/or our third-party occupiers.

Financially Sustainable

- Seek to improve the performance and use of the operational estate, through use of (a) annual utilisation assessments and (b) periodic asset challenge on all property allocated to departments and Institutions in accordance with Standing Order 56 and to support the ongoing Operational Property Review to address any underutilisation and assets surplus to business plan and service requirements.
- Seek to ensure all planned capital and revenue investment into the operational property portfolio is fully incorporated into (a) the business planning process and (b) the individual Asset Management Plan process and (c) supports the Capital Strategy 2023/24 to 28/29.
- Ensure all capital and revenue projects directly support the Corporate Plan and are affordable, sustainable, prudent and directed to corporate priorities.
- Develop core property data to drive action, improve reporting to relevant committees on the costs of the operational estate and support decision making that contributes to objective of a financially sustainable operational property portfolio.
- Maximise third party income from leased out operational property and seek to secure maximum receipts or income from underutilised or surplus property, ensuring organisational consistency and implementing best practice and in accordance with the charity objectives where applicable.

Environmentally Sustainable

- Deliver the Climate Action Strategy targets of net zero in operational emissions by March 2027 and building climate resilience into our buildings and spaces. This includes (a) ensuring any projects (including new developments) meet the requirements of the Net Zero Design Standard and (b) engaging and supporting the City's Climate Action Strategy Resilience Plan.
- Meet departmental energy and carbon targets, through (a) supporting delivery of relevant energy-saving works through collaborative engagement with the City Surveyor's Energy and Sustainability Team and the Minor Works Team, (b) providing access to any relevant metering information, to accurately track performance, and (c) engaging in energy and carbon saving behaviours.
- To obtain at least EPC C ratings for leased out properties across the operational property portfolio by 2027 and to prepare for at least EPC B by 2030.

Next steps

- 8) Subject to approval, the new strategy will be adopted across the operational property portfolio (excluding Housing) and will help shape the management of and investment in operational property portfolio for the next 5 years.
- 9) Subject to approval in principle, the strategy will be communicated to the committees with responsibility for decision making on operational property in liaison with Town Clerk's department on how this is best achieved.
- 10) Subject to approval officers will undertake an informal review on an annual basis and advise members if amendments or additions are necessary within the proposed life of the strategy.

Corporate & Strategic Implications

- 11) The revised CPAMS will continue to align with the aims of the Corporate Plan 2024-29 (subject to further review) and associated outcomes namely: -
 - a) Flourishing Public Spaces
 - b) Providing Excellent Services
 1. Leading Sustainable Environment

Conclusion

2. This report outlines the objectives of the revised Corporate Property Asset Management Strategy 2024-29. Following a 'corporation wide' officer consultation and challenge process, the final recommendations are now submitted to this committee for approval.

Appendices

- Appendix 1 – Corporate Property Asset Management Strategy 2024-29
Opportunities and Risks

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Appendix 1 Corporate Property Asset Management Strategy 2024-29 – Opportunities and Risks

Ref	Theme	Proposed 24-29 Objectives	Opportunities and Risks
1	Efficiency	Ensure all operational properties allocated to the relevant department or Institutions are fit for purpose to deliver the related service objectives and maintained in a safe, statutory and contractually compliant condition.	<ul style="list-style-type: none"> • Improve operational effectiveness. • Target/prioritise investment in operational assets. • Relevant service input/accountability of what is necessary to deliver service objectives from operational asset • <i>Potential increase in cost if 'fit for purpose' requires additional funding bids from departments to be approved where no current budget exists.</i>
2	Efficiency	Ensure all operational properties are managed to best practice in consultation with the City Surveyor and Executive Director Property as Head of Profession, continuing to develop asset management on the operational estate through improvements to property processes, sharing of data and consistency of approach. Further operation and optimisation of operational properties to be undertaken with appropriate oversight and input from all relevant Heads of Profession, integrating best practice wherever practical.	<ul style="list-style-type: none"> • Maximising use of professional knowledge to support operational property. • Sharing and benefitting from best practice across the operational estate • <i>Potentially cost neutral or reduction in cost through efficiencies</i>
4	Efficiency	Ensure all acquisitions of new operational property (leasehold or freehold) only proceed where subject to a compelling and robust business case, having previously exhausted all alternative means of service delivery and/or existing underutilised operational property.	<ul style="list-style-type: none"> • Target/prioritise investment in operational assets. • Maximising utilisation of existing operational estate • <i>Onus on operational team to compile robust business case</i> • <i>Potentially additional cost in compiling business case/utilisation assessment balanced by reduction in cost through efficiencies</i>
5	Efficiency	Ensure wherever possible there is appropriate connectivity (financial, operational and business planning) between major renewal/development/placemaking sites across the City.	<ul style="list-style-type: none"> • Maximising benefit of investment by the City across the square mile.

			<ul style="list-style-type: none"> • Benefitting from organisation wide efficiency through aligning individual projects with wider Corporate Plan objectives • <i>Potentially neutral or reduction in cost through efficiencies</i>
6	Efficiency	Support the Destination City and SME strategies, attracting visitors, workers and businesses alike to a safe, supportive and dynamic location; wherever possible seeking to utilise appropriate vacant or underutilised operational property for the use of occupiers that support Destination City and SMEs including meanwhile use.	<ul style="list-style-type: none"> • Benefitting from organisation wide efficiency through aligning Destination City and SME strategy objectives with optimum utilisation of the operational estate • <i>Potential restraint in maximising income if Market Value or higher rent can be secured from non-SME or non-Destination City related occupier; potentially balanced by wider objectives including increasing demand.</i>
7	Efficiency	Adherence to the objectives within the Corporate Property Asset Management Strategy to be monitored by the relevant service committee (to whom operational property is allocated) with portfolio oversight of performance by RA subcommittee.	<ul style="list-style-type: none"> • Improved measurement of the performance of operational assets • Benefit from coordinated central and decentralised investment and decision making on the operational estate • <i>Onus on operational team to ensure adherence to CPAMS</i> • <i>Potentially neutral or reduction in cost through efficiencies</i>
8	Efficiency	Support delivery of Major Capital Projects across the operational property portfolio, through effective and coordinated multi-disciplinary support, aligning development, handover and future maintenance/operation of new operational assets.	<ul style="list-style-type: none"> • Maximising multi-disciplinary officer skill sets and resources to support major capital projects and the wider Corporate Plan objectives • Ensuring complete handover to maximise operational effectiveness • <i>Potentially neutral or reduction in cost through efficiencies</i>
9	Efficiency	Ensure where Heritage assets are not in the sole ownership of the City to drive the collective responsibility to maintain and prevent their inclusion on the Heritage at Risk Register (HARR) subject to staff resources	<ul style="list-style-type: none"> • Maximising awareness and sharing heritage related skill sets with third parties to support Corporate Plan objectives • <i>Staff resource cost on assets owned in whole or part by a third party</i>

10	Efficiency	Maintain Heritage property through investment and prevent their inclusion on the HARR wherever possible (subject to available budget)	<ul style="list-style-type: none"> • Maintain the City's reputation for preserving Heritage property and support Corporate Plan objectives • <i>Potential increase in cost if additional investment over existing budget required</i>
11	Efficiency	Ensure all statutory protected property (including landscapes) have up-to-date Conservation Management Plans in place	<ul style="list-style-type: none"> • Maintain the City's reputation for preserving Heritage property and support Corporate Plan objectives • <i>Potential increase in cost if Conservation Management plans are not currently budgeted for all statutory protected property (including landscapes)</i>
12	Efficiency	Ensure operational assets benefit from leading digital connectivity including Wi-Fi coverage for the benefit of officers and/or our third-party occupiers.	<ul style="list-style-type: none"> • Maximising the effectiveness of resources employed across the operational estate • <i>Potentially additional cost balanced by reduction in cost through efficiencies</i>
13	Financially Sustainable	Seek to improve the performance and use of the operational estate, through use of (a) annual utilisation assessments and (b) periodic asset challenge on all property allocated to departments in accordance with Standing Order 56 and to support the ongoing Operational Property Review to address any underutilisation and assets surplus to business plan and service requirements.	<ul style="list-style-type: none"> • Maximise the utilisation of the operational estate. • Benefit from coordinated central and decentralised investment and decision making on the operational estate • <i>Potential additional staff resource cost balanced by reduction in cost through efficiencies</i>
14	Financially Sustainable	Seek to ensure all planned capital and revenue investment into the operational estate is fully incorporated into (a) the business planning process and (b) the Asset Management Plan process and (c) supports the Capital Strategy 23/24 to 28/29.	<ul style="list-style-type: none"> • Maximising efficiency of investment by the City across the operational estate. • Benefitting from organisation wide efficiency through aligning individual projects with wider Corporate Plan objective • Maximising the effectiveness of resources employed across the operational estate • <i>Potential additional staff resource cost balanced by reduction in cost through efficiencies</i>
15	Financially Sustainable	Ensure all capital and revenue projects directly support the Corporate Plan and are affordable, sustainable, prudent and directed to corporate priorities.	<ul style="list-style-type: none"> • Maximising the efficiency of resources employed across the operational estate to support the Corporate Plan.

			<ul style="list-style-type: none"> • Maximising the effectiveness of resources employed across the operational estate • <i>Potentially neutral or reduction in cost through efficiencies</i>
16	Financially Sustainable	Develop core property data to drive action, improve reporting to relevant committees on the costs of the operational estate and support decision making that contributes to objective of a financially sustainable operational portfolio.	<ul style="list-style-type: none"> • Benefit from a demonstrable, financially sustainable operational portfolio. • Improve portfolio wide decision making • <i>Potential increase in cost in short term to establish dataset for a financially sustainable operational portfolio then balanced by efficiencies to follow through more informed decision making</i>
17	Financially Sustainable	Maximise third party income from leased out operational property and seek to secure maximum receipts or income from underutilised or surplus property, ensuring organisational consistency and implementing best practice and in accordance with the charity objectives if applicable.	<ul style="list-style-type: none"> • Maximise income to support a financially sustainable operational portfolio. • Maximising the effectiveness of resources employed across the operational estate • <i>Potentially neutral or reduction in cost through efficiencies</i>
18	Environmentally Sustainable	Deliver the Climate Action Strategy targets of net zero in operational emissions by March 2027 and building climate resilience into our buildings and spaces. This includes (a) ensuring any projects (including new developments) meet the requirements of the Net Zero Design Standard and (b) engaging and supporting the City's Climate Action Strategy Resilience Plan.	<ul style="list-style-type: none"> • Delivery of the Climate Action Strategy • <i>Neutral through existing CAS staff and resource funding approval</i>
19	Environmentally Sustainable	Meet departmental energy and carbon targets, through (a) supporting delivery of relevant energy-saving works through collaborative engagement with the City Surveyor's Energy and Sustainability Team and the Minor Works Team, (b) providing access to any relevant metering information, to accurately track performance, and (c) engaging in energy and carbon saving behaviours	<ul style="list-style-type: none"> • Delivery of the Climate Action Strategy • <i>Neutral through existing CAS staff and resource funding approval</i>
20	Environmentally Sustainable	To obtain at least EPC C ratings for leased out properties across the operational portfolio by 2027 and to prepare for at least EPC B by 2030	<ul style="list-style-type: none"> • Maintain a compliant operational portfolio. • Maximise income to support a financially sustainable operational portfolio. • <i>Potentially additional costs to comply with legislation which may not increase Market Value</i>

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