



Resource Allocation Sub (Policy and Resources) Committee

Date: **TUESDAY, 27 JANUARY 2026**

Time: **1.45 pm**

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

Members:	Deputy Christopher Hayward (Chairman)	Shravan Joshi MBE
	Deputy Henry Colthurst (Deputy Chairman)	Alderman Vincent Keaveny CBE
	Sheriff & Deputy Keith Bottomley	Florence Keelson-Anfu
	Deputy Helen Fentimen OBE JP	Deputy Andrien Meyers
	Jason Groves	Deputy Alastair Moss
	Alderman Timothy Hailes JP	Alderman Sir William Russell
	Deputy Caroline Haines	Deputy James Thomson CBE

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

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

Part 1 - Public Agenda

1. APOLOGIES

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

3. MINUTES

To agree the public minutes and non-public summary of the Sub-Committee meeting held on 3 November 2025.

For Decision
(Pages 7 - 12)

4. COMMUNITY INFRASTRUCTURE LEVY NEIGHBOURHOOD FUND - APPLICATIONS FOR DECISION

Report of the Interim Managing Director, City Bridge Foundation.

For Decision
(Pages 13 - 22)

5. ALLOCATION OF OSPR (QUARTER 3 2025/26)

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

For Decision
(Pages 23 - 28)

6. DRAFT HIGH-LEVEL BUSINESS PLAN 2026 - 2031 - CITY SURVEYOR'S DEPARTMENT

Report of the City Surveyor.

For Decision
(Pages 29 - 44)

7. *CITY SURVEYOR'S BUSINESS PLAN 2025-30 - QUARTER 2 OF 2025/26 UPDATE

Report of the City Surveyor.

For Information

8. ***THE CITY SURVEYOR'S CORPORATE AND DEPARTMENTAL RISK REGISTER DECEMBER 2025 UPDATE**

Report of the City Surveyor.

For Information

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

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

11. **EXCLUSION OF THE PUBLIC**

MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act or relate to functions which are not subject to the provisions of Part VA and Schedule 12A of the Local Government Act 1972.

Part 2 - Non-Public Agenda

12. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the Sub-Committee meeting held on 3 November 2025.

For Decision
(Pages 45 - 50)

13. **CITY FUND 2026/27 BUDGET AND MEDIUM-TERM FINANCIAL PLAN**

Report of the Chamberlain (*to follow*).

For Decision

14. **CITY'S ESTATE 2026/27 BUDGET AND MEDIUM-TERM FINANCIAL PLAN**

Report of the Chamberlain (*to follow*).

For Decision

15. **CYCLICAL WORKS PROGRAMME (CWP) REQUEST FOR FUNDING FOR 2026/2027**

Report of the Chamberlain.

For Decision
(Pages 51 - 60)

16. **GUILDHALL SCHOOL OF MUSIC & DRAMA CYCLICAL WORKS PROGRAMME (CWP) 2025 - 2030 REQUEST FOR FUNDING FOR 2026/2027**

Report of the City Surveyor.

For Decision
(Pages 61 - 70)

17. **GLA LONDON BUSINESS VISITOR CENTRE**

Report of the Executive Director, Environment.

For Decision
(Pages 71 - 78)

18. **OPERATIONAL PROPERTY REVIEW (NON-HOUSING) - UTILISATION ACTION PLAN**

The City Surveyor to be heard.

For Discussion

19. **ENVIRONMENT DEPARTMENT OPERATIONAL PROPERTY UPDATE**

The Executive Director, Environment to be heard.

For Discussion

20. ***CITY FUND AND CITY'S ESTATE HIGHWAY DISPOSAL THAVIES INN HOUSE, 1-6 HOLBORN CIRCUS**

Report of the City Surveyor.

For Information

21. ***CITY'S ESTATE HIGHWAY DISPOSAL - BROAD STREET HOUSE AT 55 OLD BROAD STREET AND 27-34 WORMWOOD STREET**

Report of the City Surveyor.

For Information

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

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

Agenda Item 3

RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Monday, 3 November 2025

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 3 November 2025 at 1.45 pm

Present

Members:

Deputy Christopher Hayward (Chairman)	Deputy Caroline Haines
Deputy Henry Colthurst (Deputy Chairman)	Shravan Joshi MBE
Deputy Helen Fentimen OBE JP	Deputy Andrien Meyers
Jason Groves	Alderman Sir William Russell
Alderman Timothy Hailes JP	Deputy James Thomson CBE

In Attendance

Officers:

Ian Thomas	- Town Clerk & Chief Executive
Greg Moore	- Deputy Town Clerk
Caroline Al-Beyerty	- Chamberlain
Paul Wilkinson	- City Surveyor
Katie Stewart	- Executive Director, Environment
Judith Finlay	- Executive Director, Community & Children's Services
Alan Bird	- Head, City of London School
Jenny Brown	- Headmistress, City of London School for Girls
Mark Jarvis	- Chamberlain's Department
Sonia Virdee	- Chamberlain's Department
Genine Whitehorne	- Chamberlain's Department
Emma Bushell	- City Surveyor's Department
Adam Fjaerem	- City Surveyor's Department
Ola Obadara	- City Surveyor's Department
Dorian Price	- City Surveyor's Department
Peta Caine	- Community & Children's Services Department
Ian Hughes	- Environment Department
Ben Dunleavy	- Town Clerk's Department
Polly Dunn	- Town Clerk's Department
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Also in attendance

Deputy Ben Murphy

1. APOLOGIES

Apologies for absence were received from Sheriff and Deputy Keith Bottomley, Tijs Broeke, Alderman Vincent Keaveny and Florence Keelson-Anfu.

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

There were no declarations.

3. MINUTES

The public minutes and non-public summary of the Sub-Committee meeting held on 9 September 2025 were approved as a correct record.

4. AIR SOURCE HEAT PUMP AND PHOTOVOLTAIC INSTALLATION AT THE MANSION HOUSE

The Sub-Committee considered a report of the City Surveyor concerning works at Mansion House.

At the request of the Chairman, officers confirmed that the project remained within budget, funded mainly through the Climate Action Strategy – Capital Delivery Programme. They clarified that the earliest budget estimates had been around £1.8m before the inclusion of the roof works; the uplift to £3m was an estimate based on including these works, but a detailed survey had led to a decrease in the actual cost. The roof repairs would be funded from the Cyclical Works Programme. A Member requested that future reports set out the funding arrangements more clearly.

Officers also confirmed, at a Member's request, that the proposed works complemented the necessary roof replacement to be undertaken as part of the major works at Mansion House.

RESOLVED: that – Members:

1. Note that no additional budget is required to reach the next Gateway;
2. Note the revised project budget of £2,058,750 (excluding risk);
3. Note the total estimated cost of the project at £2,264,630 (including risk);
4. Approve a Costed Risk Provision of £205,880 (to be drawn down via delegation to Chief Officer).
5. Approve Option 5.1.

5. CITY CIL AND OSPR (QUARTER 2 2025/26) AND CAPITAL BIDS 2026/27

The Sub-Committee considered a joint report of the Chamberlain and the City Surveyor.

The Chairman noted the bids for CIL and capital funding for the Barbican Podium; he requested that decisions on these bids should be postponed until the discussion on the investing in social housing in the non-public session, as the items were related. As item 5 was a public paper, Members agreed that the decision on the Barbican Podium funding would be recorded in the public minutes.

A Member asked for further information on the shortfall in the London Museum's budget. In reply, officers said that, as part of its planning permission,

the London Museum ('the Museum') project was required to sign section 278 agreements to fund immediately adjacent works as a result of the Museum's impact on the highway. The City Corporation had established the Smithfield Public Realm Scheme as a separate project to improve the wider public realm in that area. The Museum felt that they did not have sufficient funding in place to meet their obligations and deliver the works through the section 278 agreement. The reallocation of wider funding was proposed to meet this shortfall and enable the Museum to deliver the works. Officers advised that there was further complexity as the issue sat within the wider global agreement with the Greater London Authority (GLA) on the Museum's funding, where overrun costs were split 50:50 between the City Corporation and the GLA. The City Corporation was meeting the shortfall in the short-term on the basis that the GLA would then meet 50% at the conclusion of the project.

Members noted their concern about the continued requests for City Corporation funding for the Museum, and a perceived lack of oversight or holistic approach on major project spending. They agreed that the reallocation should only be approved on the expectation that it was a short-term fix, and that it should be made clear that the City Corporation would only make more funding available on a loan basis.

The Deputy Chairman asked if it was possible to get the GLA's approval up-front. Officers said that while the GLA agreed the spend sat within the global agreement but were looking to fund all their share of the overspend at the end of the project; however, cash was required immediately to pay for physical materials. The Chamberlain said that the exact sources of funding and rate of pace of spending were known for all major projects. On the specific issue, while acknowledging the concerns that the City Corporation was funding something that was really an obligation on the Museum, she felt that it was prescient to the City Corporation's desire for a good public realm around the Museum when it opened; the reallocation therefore represented an appropriate use of money, from an appropriate source, on something the City Corporation wanted. The Chamberlain felt that the fact that the GLA funding would not be available until the end of the project was the key issue.

The Chairman asked if the Chamberlain felt it was reasonable for the GLA to wait until the project ended to provide their contribution to the overspend. In reply, the Chamberlain said that the GLA were paying in accordance with the agreement of the spend up to date; this was one small element. Underpinning the matter were the financial pressures meaning the Museum could not meet its section 278 obligations.

RESOLVED: that – the Sub-Committee recommends the following allocations to the Policy & Resources Committee:

- Community Infrastructure Levy allocations:
 - £1,500,000 for the Heat Network Strategy
 - £500,000 for the Lombard Street Highway Improvements
- Capital bid allocations:
 - £1,610,000 for Corporate Device Replacement
 - £1,400,000 for Superintendents House Redevelopment

- £1,910,000 for GSMD Lighting Upgrades
- Reallocation of £1.75m of OSPR from the West Smithfield Area Public Realm and Transport project to the Museum of London s278 project to fund the shortfall in the London Museum's budget for Section 278 works (of which £875,000 would in due course be returned to the Smithfield public realm project); and to delegate to the Executive Director Environment authority to agree the final sum required to meet the Museum's funding gap.

6. *UPDATE FOR ENERGY COST AND SAVINGS

The Sub-Committee received a report of the City Surveyor concerning energy costs.

RESOLVED: that – Members:

- Note the annual reports will include forecasted utility costs and total spend from corporate properties and landlord areas
- Note that the annual report will include performance of the PPA including credits and generation
- Note that the bi-annual reports will include progress updates on consumption and cost
- Note that the bi-annual reports will include progress on energy projects that deliver cost avoidance

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

There were no questions.

8. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no other business.

9. EXCLUSION OF THE PUBLIC

RESOLVED: - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act or relate to functions which are not subject to the provisions of Part VA and Schedule 12A of the Local Government Act 1972.

10. NON-PUBLIC MINUTES

The non-public minutes of the Sub-Committee meeting held on 9 September 2025 were approved as a correct record.

11. INVESTMENT IN SOCIAL HOUSING STOCK

The Sub-Committee considered a report of the Chamberlain concerning the allocation of funds to support major works on the City Corporation's housing social estates.

Members returned to the deferred Barbican Podium decision and agreed that while they supported the allocation of CIL funding, this would need to be

supported by additional resource to replace the gap in funding from the unsuccessful capital bid allocation.

RESOLVED: That – Members approve the allocation of £10,024,825 in CIL funding, contingent on finding additional resource.

12. CYCLICAL WORKS PROGRAMME 2024/25 UPDATE REPORT

The Sub-Committee considered a report of the City Surveyor concerning the Cyclical Works Programme.

13. SEIZING THE OPPORTUNITY TO SECURE THE FINANCIAL VIABILITY OF CITY OF LONDON SCHOOL FOR GIRLS AHEAD

The Sub-Committee considered a report of the Headmistress, City of London School for Girls concerning funding options for the City of London School for Girls.

14. GUILDHALL COOLING PLANT REPLACEMENT

The Sub-Committee considered a report of the City Surveyor concerning cooling at the Guildhall Complex.

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

The Sub-Committee received a report of the City Surveyor concerning the operational property review.

16. ENVIRONMENT DEPT OPERATIONAL PROPERTY UPDATE

The Sub-Committee received a report of the Executive Director, Environment concerning operational property under the Environment Department.

17. *ANNUAL REPORT ON OPERATIONAL PROPERTY PORTFOLIO

The Sub-Committee received a report of the City Surveyor concerning the operational property portfolio.

18. *SUPERINTENDENT'S HOUSE, CEMETERY & CREMATORIUM

The Sub-Committee received a joint report of the City Surveyor and the Executive Director, Environment concerning options on the future of the Superintendent's House at the City of London Cemetery and Crematorium.

19. *FPEP: SECURING POLICE ACCOMMODATION TO 2030 (CITY FUND: BISHOPSGATE POLICE STATION, 182-184 BISHOPSGATE, EC2. SALE OF THE FREEHOLD)

The Sub-Committee received a report of the City Surveyor concerning the freehold sale of an operational property.

20. *DELEGATED AUTHORITY DECISIONS AND ARREARS UPDATE ON ASSETS ALLOCATED TO THE CITY SURVEYOR TO DIRECTLY MANAGE ON THE OPERATIONAL ESTATE - 1ST APRIL 2025 TO 30TH SEPTEMBER 2025

The Sub-Committee received a report of the City Surveyor concerning decisions made under the Scheme of Delegations.

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

There were no questions.

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

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

23. CONFIDENTIAL MINUTES

The confidential minutes of the Sub-Committee meeting held on 9 September 2025 were approved as a correct record in the public session.

The meeting ended at 3.10 pm

Chairman

Contact Officer: Ben Dunleavy
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Agenda Item 4

Committee(s): Resource Allocation Sub (Policy and Resources) Committee – For Decision	Dated: 27/01/2026
Subject: Community Infrastructure Levy Neighbourhood Fund – Applications for Decision	Public report: For Decision
This proposal: • delivers Corporate Plan 2024-29 outcomes	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?	CIL Neighbourhood Fund
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Simon Latham, Interim Managing Director, City Bridge Foundation
Report author:	Jack Joslin, Head of Central Funding and Charity Management

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. Management of the City of London's Community Infrastructure Levy Neighbourhood Fund (CILNF) process is aligned with the City's existing grant allocation process through the Central Funding & Charity Management Team (CFCMT). Members are asked to make decisions on CILNF Officer Panel recommendations from their meeting in December 2025, and to note the grants approved under delegated authority from July 2025.

Recommendations

Members are recommended:

1. To note the current position of the CILNF with respect to funds available.
2. To approve the grant recommended at the meeting of the CILNF Officer Panel in December 2025 (**Appendix 3**): £212,365 (£40,000; £41,200; £42,436; £43,709; £45,020) across 5 years to Ascension Trust to support Bridge Watch – training volunteers to patrol and provide support to those who may be seeking to end their life on City of London Bridges.
3. To note the schedule of grants approved by the CILNF Officer Panel under delegated authority since July 2025 (**Appendix 4**).

Main Report

Background

1. 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, and 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). Community priorities for the CILNF were established in January 2024 through extensive public consultation. Funded applications must meet at least one of the Community Priorities, be delivered within the City of London and benefit City of London residents and/or City of London workers.
2. An Officer Panel drawing expertise from Senior Officers from across City of London services assess applications and provide 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.
3. The City of London's CILNF Funding Policy is set out at **Appendix 1**. Since the launch of the City of London's CILNF in September 2020, Members and Officers have worked together to commit £10,672,924 in funding to City communities.

Financial year	Funds committed as at 9.12.25
2020/21	£484,231
2021/22	£1,906,663
2022/23	£2,982,964
2023/24	£1,606,600
2024/25	£2,766,995
2025/26	£925,471

4. The balance of the General CILNF and Barbican & Golden Lane Neighbourhood Funds as at 9 December 2025 was £X9.01m with a grant for £212,365 being presented to this Sub-Committee for decision. Since the launch of the new Community Priorities, the CFCMT has been actively undertaking outreach work to support applications from grassroot and community organisations seeking to deliver services in the City of London. Members should note that this has led to a significant increase in smaller applications to the fund.

Current Position

5. Management of the City of London's CILNF process is aligned with the City's existing grant allocation process, through the CFCMT. Applications to the CILNF undergo a process of due diligence and assessment by Funding Managers with detailed financial assessment undertaken by the Charity Finance Team before sign off by the Funding Director. (Details of the assessment process and Funding Officer Panel are provided at **Appendix 2**). Eligible applications are then

presented to the CILNF Officer Panel for recommendation or delegated decision. The CILNF Officer Panel comprises of 11 Senior Officers from across the spectrum of CoL Services (Community & Children's Services, Libraries, Environment, Planning, Green Spaces, Town Clerk's, Chamberlain's, EEDI, Culture) and is chaired by the Assistant Director - Planning. At the Officer Panel consideration is given to each proposal's outputs and outcomes, value for money in terms of social, environmental as well as financial value and equality considerations.

6. As agreed at your Sub-Committee on 22 February 2024, CILNF Officer Panel was given delegated authority to approve applications for up to £100,000 with decisions for all applications above £100,000 to be undertaken by this Sub-Committee. This delegation was agreed to keep CFCMT decision-making in line with the increased delegations across CoLC. Importantly, it also allows for the quick (12 week) turnaround of smaller grants to community and grassroots organisations to increase the diversity of applicants to the CILNF programme, with the decision-making for grants for over £100,000 taking up to 6 months.
7. At its meetings in December 2025, the CILNF Officer Panel considered an application from the Ascension Trust to support the costs of its Bridge Watch programme over a five-year period. Bridge Watch delivers support services on City of London Bridges for individuals in distress. This application has been endorsed by City of London Police and the Safer City Partnership. City Bridge Foundation have provided seed funding (which is still live) to Bridge Watch and supports the organisation operationally at Tower Bridge. At the Panel Officers discussed the importance of this work and how the application had articulated the benefit this project would have to City of London communities. A full assessment report is available at **Appendix 3**.
8. Funding is recommended as follows: £212,365 (£40,000; £41,200; £42,436; £43,709; £45,020) across 5 years to support Bridge Watch – training volunteers to patrol and provide support to those who may be seeking to end their life on COL Bridges.
9. A schedule of the grant decisions that were made under delegated authority by the CILNF Officer Panel since July 2025 is available in **Appendix 4** for information.

Corporate & Strategic Implications

10. **Strategic Plan Implications:** The CILNF can resource community-led infrastructure improvements and activity across the City and contributes towards meeting the four aims of the Corporate Plan 2024-29 - Diverse Engaged Communities, Providing Excellent Services, Vibrant Thriving Destination and Flourishing Public Spaces.
11. **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 is met through the 5% of CIL funds set aside by statute to cover CIL administration.
12. **Resource Implications:** None
13. **Legal Implications:** None
14. **Risk Implications:** None

15. **Equalities implications:** The CIL Neighbourhood Fund and revised CILNF 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.

16. **Climate implications:** None

17. **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.

Conclusion

18. 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 CFCMT, with the CILNF Officer Panel assessing applications and providing support to Committee in the consideration of larger applications. Members are asked to approve the grant award recommended and note the delegated decisions of the CILNF Officer Panel over the last six months.

Appendices

- Appendix 1 – [CIL Neighbourhood Fund Policy](#)
- Appendix 2 – [Summary of CILNF grant assessment process & Officer Panel membership](#)
- Appendix 3 – CILNF Assessment Pack Ascension Trust
- Appendix 4 – CILNF Applications Approved and Rejected under Delegated Authority June to December 2025

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

Jack Joslin

Head of Central Funding and Charity Management Team

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COMMUNITY INFRASTRUCTURE LEVY NEIGHBOURHOOD FUND

Ascension Trust (ref. 27115)

Amount requested: £220,000

Amount recommended: £212,365

Purpose of grant request: To help address the tragic loss of life, particularly from suicide, from City of London Bridges.

Type of cost: Revenue

Ward(s) benefitting: All wards

Neighbourhood Area(s) benefitting: None

The Applicant

The Ascension Trust (AT) is a charitable company limited by guarantee (charity no. 1127204 and company no. 06751712). AT is a Christian inter-denominational organisation with a passion to empower individuals to work together within their local community and nation, to contribute positively to society and to improve the quality of life of the disadvantaged and vulnerable. AT runs a number of projects including Street Pastors, Response Pastors, School and College Pastors, Rail Pastors, 60/40 Youth Project, The Synergy Network, Five2Medics/The AT Beacon Project, Bridge Watch and Overseas Mission. Through Bridge Watch, AT works with a number of agencies including the RNLI, the Port of London Authority, the Police, the Fire Brigade, the Maritime & Coastguarding Agency and the City of London Corporation to provide services through volunteers who patrol the Thames bridges where there have been frequent suicides with a view to seeking to prevent these happening.

Background and detail of proposal

AT submitted a revised budget requesting £212,365 across five years to support its Bridge Watch (BW) programme, training and coordinating volunteers to patrol the City of London's 4 bridges to support people who are at risk of suicide by entering the water. Funding will contribute to the Programme Lead's salary costs and Administrator's salary costs, as well as contributing to volunteer training, volunteer uniform and management costs.

The issue of suicide is not decreasing in numbers, in 2023, the Office for National Statistics recorded the highest rates in over two decades. Research from Leeds University in 2023 determined that London's bridges constitute the second highest drowning cluster in the country after Beachy Head. The two latest City of London Public Health suicide audits conclude that most suicide incidents in the Square Mile involve non-residents who travel into the area to use its bridges meaning prevention is difficult. An estimated 135 people are affected when someone takes their own life including those who may witness the event.

BW started in 2019 and is a suicide prevention initiative developed in response to the number of suicides and suicide attempts occurring on the City of London bridges. In line with suicide prevention best practice, it was realised there was a need for patrols to provide human interaction for these individuals. Interaction would aim to reduce the number of incidences. BW was launched in March 2023 through funding from City Bridge Foundation (CBF), a full-time Programme Lead was hired in July 2023. Volunteers were recruited and trained, with the first bridge patrol commencing on 4th December 2023. BW currently have 56 volunteers and between 14-30 hours of patrol a week. 23 suicidal people have been stopped from entering the water and there have been 86 interactions since December 2023. BW is working to have patrols operating throughout the week. On average, 30 people drown in the Thames each year, with most of these cases, the cause of death being suicide.

BW provides a physical presence of trained and skilled volunteers who support individuals who may be indicating intent to enter the river Thames, primarily, but not solely, for the purpose of suicide. The BW volunteer role involves responding to a variety of complex topics, such as suicide ideation, intoxication, and mental health issues, as well as more general encounters with the public. Volunteers identify people at risk and engage in empathetic listening, providing support, signposting and connecting to appropriate resources, including alerting emergency services if needed to achieve the most appropriate possible 'safe for now' for somebody suffering mental distress.

Volunteers undergo compulsory training through Zero Suicide Alliance and The Listening Place, who equip volunteers with information regarding suicide risk factors, warning signs, signposting information, active non-judgemental listening, risks to life on the Thames. This is additional to the training the AT provides regarding roles and responsibilities which includes safeguarding, support and wellbeing and BW training scenarios. Additional optional training is also available from the RNLI (Royal National Lifeboat Institution) and NHS England MECC (Make Every Contact Count).

As part of the project funded by CBF, PHIRST Fusion (Public Health Intervention Responsive Studies Teams) evaluated BW, conducting interviews with volunteers and key professional stakeholders. Key findings were to enhance volunteer training, develop volunteer recruitment and retention. CILNF funding will support the recommendations from this evaluation enabling BW's Programme Lead to continue working with partner organisations to further develop training for new volunteers and providing further training for existing volunteers to refresh their knowledge and understanding as well as increasing the numbers of experienced volunteers to complete the two-day ASIST (Applied Suicide Intervention Skills Training) course. The BW Lead will also continue working with partners and organisations to train and upskill volunteers and ensure these opportunities are available to all volunteers.

Outcomes will include the reduction of persons that 'come to notice' that go on to enter the water as well as a reduction in the number of 'custodial' interventions that are required, a reduction in the use of section 136 and an increase in the number of people who seek help and support through effective signposting and liaison. Funding will support the recruitment of new volunteers, training 25 new volunteers a year across five years, enabling an increase in the number of patrols and increasing the

coverage of the Bridges to 100 hours of patrol per month. Funding will enable volunteer onboarding and effective training to support them to conduct patrols on and around the bridges of London and engage with people whose behaviour indicates they may be contemplating a suicide attempt, as well as providing annual refresher training. BW will utilise data to identify potential and specific groups at risk of suicide from the bridges and develop specific strategies through training and to identify specific risk periods to inform coverage of the bridges.

Despite AT being a Christian organisation, the purpose of BW is not to proselytize to vulnerable people, volunteers can be of any faith or none.

Value for Money

AW's Bridge Watch programme is of significant social value for the community. BW also provides an important service that reduces the burden on vital emergency services including the RNLI, London Ambulance Service, London Fire Brigade and City of London Police.

Financial Information

AT's income is derived from donations and legacies, charitable activities and other trading activities. AT's income has gradually increased over the past five years, with income at £966.8k (2024), the organisation is forecast to steadily continue this trend of growth. This project has been funded for the last two years by City Bridge Foundation, awarding £167,700 over two years to support BW, funding the coordinator role. AT has a reserves policy of 12 months of expenditure, but AT's free unrestricted reserves are currently sitting well below this. Holding 12 months expenditure as reserves is high for the sector and therefore the level actually held is not considered a concern in comparison to wider sector reserves levels. AT is working towards its reserves target through careful expenditure management, increasing regular donor income, and expanding its corporate and church giving base. Alongside this, AT continues to explore strategic partnerships and innovative fundraising campaigns. Part of the Programme Lead's role will be to identify and secure additional funding streams to support the initiative's sustainability across the five-year period. Funding for 2026 has been secured through some of the Business Improvement Districts with the intention of strengthening this partnership as well as securing donations from a number of other organisations in the City. AT has also secured some longer-term funding from the Port of London Authority and the Fishmongers' Company.

Year end as at 31 December	2024	2025	2026
	Signed Accounts	Forecast	Budget
	£	£	£
Income & expenditure:			
Income	966,826	925,230	1,055,561
Expenditure	(995,790)	(915,600)	(998,919)
Surplus/(deficit)	(28,964)	9,630	56,642
Reserves:			
Total restricted	438,562	438,480	447,879
Total unrestricted	478,140	487,852	535,095
Total reserves	916,702	926,332	982,974
Of which: free unrestricted	247,117	256,829	304,072
Reserves policy target	995,790	915,600	998,919
Free reserves over/(under) target	(748,673)	(658,771)	(694,847)

Recommendation

BW is exceptionally well-positioned to deliver this work, having utilised funding through CBF to establish and develop a volunteer programme to patrol the bridges. Despite people travelling to the bridges from across London/UK, these suicide incidents have a negative impact on the wider community, especially City workers and City residents who may witness incidents when near the bridges. The project will therefore create benefit for City communities in line with CILNF criteria. The Bridge Watch programme meets the CILNF priority to address the needs of people disabled people through poor mental health who are visiting the bridges with suicide ideation and will also prevent the wider negative impact on City workers and City residents who may encounter the incidents. Funding will enable BW to develop the work it has been delivering, providing a more well-rounded volunteer offering that will ensure a wider Bridge patrol offering will be available to support and assist “at risk” people and provide “safe for now” interventions. Funding is recommended as follows:

£212,365 (£40,000; £41,200; £42,436; £43,709; £45,020) across 5 years to support Bridge Watch – training volunteers to patrol and provide support to those who may be seeking to end their life on COL Bridges.

Appendix 4 - Grants Approved and Rejected under Delegated Authority over the last six months June to December 2025

Applicant	Description	Decision
Arab British Centre (25630)	£4,347 to Arab British Centre to fund an access audit as a first step towards creating an accessible and inclusive community centre and hub for Arab culture in the City of London. Through the audit, specific barriers will be identified that prevent individuals with disabilities and those with different needs from fully utilising the facilities.	Approved
Guildhall School Trust (25841)	£37,297 to fund the replacement of outside furniture and new planters for the Lakeside Terrace. The proposal was not supported given the very low number of CILNF eligible beneficiaries and lack of alignment with CILNF community criteria. The proposal had not been formally discussed with the Barbican Association nor the House Chairs of the surrounding blocks and the Barbican Association and Barbican & Golden Lane Neighbourhood Forum were not in support of the proposal.	Rejected
MusicOn Wheels CIC (27092)	£63,700 to deliver City of Music a 12 month programme of instrument tuition for the City of London's cohort of care experienced young people. The programme will provide each participant with 40 free, weekly 60-minute 1:1 instrument lessons either in-person or online; opportunity to attend two student concerts at the Royal Academy of Music alongside peers; opportunities to compete in two online student music competitions.	Approved
Fleet Street Quarter BID (26886)	£49,999 to Fleet Street Quarter BID over 12 months to introduce green planting on the construction site hoardings at 120 Fleet Street.	Approved
University of the Built Environment (27007)	£72,586 to London School of Architecture over 12 months to deliver Golden Lane Estate Young Residents Upskilling programme to enhance engagement on the Golden Lane Estate and support the establishment of GLERA Young People.	Approved
Positive Action Through Creativity (26938)	£15,578 to PAC over 12 months to improve the health and wellbeing of women from BAME communities through a weekly sporting, exercise and health activities programme including swimming, walking and cycling plus community engagement events.	Approved
The Proper Blokes Club (27336)	£10,000 over 12 months towards the implementation, delivery and marketing of four monthly 'Walk and Talks', two monthly drop-in sessions, and four information sessions for men either living or working in the City of London who may be struggling with their mental health.	Approved
Urban Learners CIC (27217)	£50,845 across one year to fund The Sculpture in the City (SITC) Community and Education Programme 2025/26 for families, communities and state school pupils from the City of London.	Approved

Hoxton Health (27177)	£54,512 over two years (£25,592 Year One; £28,920 Year Two) to provide two monthly foot health clinics (Portsoken Community Centre & Neaman GP Practice), deliver foot health home visits to housebound/bedbound City of London residents and offer outreach massage at the Aldgate Centre.	Approved
Fleet Street Heritage CIC (27157)	£29,545 towards the creation of the Fleet Street Heritage Information Wall at the junction of Bouverie Street and Fleet Street.	Approved
Circular Economy & Biodiversity Team (27185)	£88,469 to the CoL Circular Economy Team over 2 years (£71,690 Year One; £16,779 Year Two) to provide City residents and City workers with a Library of Things to provide access to shared tools, promote the circular/sharing economy, encourage reuse and repair, and promote skills and knowledge sharing.	Approved
WS Company (27166)	£22,000 to restore Newcastle Court by improving drainage, greenery, and benches. The proposal was rejected given the applicant's lack of intention to advertise the space for wider public space, lack of consultation with adjoining tenants and consequently the project's poor value for money.	Rejected
Open City (24706)	£18,052 towards the development of 3 accessible walking tours for City of London residents. The proposal was rejected due to the tours' high cost per capita, the project's low number of beneficiaries and the lack of any guaranteed ongoing provision for City of London workers and residents, resulting in very poor value for money.	Rejected

Agenda Item 5

Committee(s): Resource Allocation Sub Committee - For Decision Policy and Resources Committee - For Decision	Dated: 27/01/2026 29/01/2026
Subject: Allocation of OSPR (Quarter 3 2025/26)	Public
This proposal: • delivers Corporate Plan 2024-2029 outcomes	Providing excellent services Leading sustainable environment Flourishing public spaces Vibrant thriving destination
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	£150,000 per annum
What is the source of Funding?	On Street Parking Reserve (OSPR)
Report of: Katie Stewart, Executive Director, Environment, and Caroline Al-Beyerty, Chamberlain Report authors: Rob McNicol, Assistant Director – planning policy & strategy and Yasin Razzaq, Capital and Project Manager	For Decision

Summary

The Priorities Board recommend to the Resource Allocation Sub-Committee and the Policy and Resources Committee that £150,000 of On Street Parking Reserve (OSPR) funding should be allocated to the City Gardens revenue budget on an ongoing basis, reviewed after five years. This funding will ensure that ongoing essential maintenance of the City Gardens can continue at the current level, addressing an identified shortfall in funding.

Recommendation(s)

Members of Resource Allocation Sub-Committee are asked to recommend the following allocation to the Policy and Resources Committee. Members of Policy and Resources Committee are asked to approve the allocation.

- On Street Parking Reserve allocation:
 - £150,000 for the City Gardens Revenue Budget (per annum from 2026/27, subject to review after five years).

Main Report

1. The City Corporation's Priorities Board (made up primarily of members of the Senior Leadership Team) meet quarterly to consider the allocation of funds from the Community Infrastructure Levy and On Street Parking Reserve, and to consider capital bids as required. This report sets out their recommendations to the Resource Allocations Sub Committee and Policy and Resources Committee.

OSPR Bids and Allocations

2. As of 9th January 2026, the City Corporation held an opening balance for 2025/26 of £60.6m in OSPR. Further OSPR surplus monies of £55.8m are projected up to 2029/30, as shown in Table 4 below. Currently for 2025/26 onwards, £104.5m has been committed to approved schemes and a contingency sum allocated of £2m, therefore there is unallocated funding of £9.9m (forecast until 2029/30).

Table 4 – OSPR Financial Summary:

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	TOTAL
-	-	Actual	Forecast	Forecast	Forecast	Forecast	Forecast
		£'000	£'000	£'000	£'000	£'000	£'000
Expenditure – salaries, enforcement contract, other running expenses	191	4,097	4,220	4,347	4,477	4,611	21,943
Income – PCN's, parking meters, suspended bays, dispensations	(10,614)	(14,617)	(15,056)	(15,507)	(15,972)	(16,452)	(88,218)
NET REVENUE SURPLUS GENERATED IN YEAR	(10,423)	(10,520)	(10,836)	(11,161)	(11,495)	(11,840)	(66,275)
TOTAL OF CAPITAL, SRP & REVENUE COMMITMENTS	5,790	24,097	14,773	11,045	5,324	5,683	66,711
TOTAL BIDS (Agreed by Priorities Board)	2,698	18,205	10,207	7,770	3,831	3,576	46,288
CONTINGENCY (Agreed by Priorities Board)	0	0	0	2,000	0	0	2,000
DEFICIT/(SURPLUS) Brought Forward @1st April	(58,628)	(60,563)	(28,781)	(14,637)	(4,982)	(7,323)	(9,904)
DEFICIT/(SURPLUS) Carried Forward @ 31st March	(60,563)	(28,781)	(14,637)	(4,982)	(7,323)	(9,904)	
() = income or in hand balance							

3. One request for OSPR has been received and considered by the Priorities Board, seeking an allocation of £150,000 per annum (reviewed after five years) from 2026/27 onwards, to fund staffing for the maintenance of the City Gardens.
4. Permanent staffing levels in the City Gardens team are currently set at the level required to support the ongoing essential maintenance of these spaces, which in turn make our City Gardens accessible and enjoyable for residents, workers and visitors.

This establishment level has historically been funded from within established and agreed revenue sources; however, some aspects of that funding were applicable only to short term apprenticeships rather than permanent staff. That apprentice funding has now been removed from the base budget, leaving a shortfall of £179,000 per annum to maintain the current establishment. Officers have identified around £30,000 per annum of savings which could be delivered. To maintain current service levels and standards, a bid for the remaining shortfall of £150,000 per annum is being made for OSPR funding.

5. This complements the existing allocation of £200,000 per annum to the City Gardens revenue budget, which funded a shortfall for ongoing maintenance identified at the time, responding to the shift and increase in footfall experienced by the City Gardens. (This funding was agreed by RASC and Policy and Resources Committee in November and December 2023).
6. OSPR reserve is in a surplus position over the coming years, with sufficient funding in each year to cover the allocation of £150,000 per annum as requested.

Legal implications

7. The proposed projects have been considered against the criteria for the use of OSPR and are in accordance with the Road Traffic Regulation Act 1984 and the London Local Authorities and Transport for London Act 2003

Risk Implications

8. None identified.

Equalities Impact

9. None identified.

Conclusion

10. The requested revenue funding will seek to maintain the provision and standard of City Gardens, providing essential green spaces in the City. This in turn indirectly supports the air quality objectives of the Transport Strategy with well-maintained trees and planting, alongside the City's Climate Action Strategy by planting more trees and contributing to a more biodiverse and climate resilient plant scheme. The requested bid contributions towards other City Corporation strategies by ensuring secure, resilient and tidy open spaces.
11. Members of Resource Allocation Sub-Committee and Policy and Resources Committee are recommended to approve the funding allocation as set out in this report.

Rob McNicol

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Appendices

Appendix 1 – Funding Criteria

Appendix 1 - Funding Criteria

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

OSPR

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

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

- a. making good to the City Fund any deficit charged to that Fund in the 4 years immediately preceding the financial year in question;
- b. meeting all or any part of the cost of the provision and maintenance by the City of off-street parking accommodation whether in the open or under cover;
- c. the making to other local authorities, or to other persons, of contributions towards the cost of the provision and maintenance by them, in the area of the local authority or elsewhere, of off-street parking accommodation whether in the open or under cover;
- d. if it appears to the City that provision in the City of further off-street parking accommodation is for the time being unnecessary or undesirable, for the following purposes, namely: -
 - meeting costs incurred, whether by the City or by some other person, in the provision or operation of, or of facilities for, public passenger transport services;
 - the purposes of a highway improvement project in the City;
 - meeting the costs incurred by the City in respect of the maintenance of roads at the public expense; and
 - for an "environmental improvement" in the City; specifically:
 - reducing pollution
 - improving or maintaining the appearance or amenity of roads, land in the vicinity of roads or open land or water to which the general public has access.
 - the provision of outdoor recreation facilities to which the general public has access without charge.
- e. Meeting all or any part of the cost of the doing by the City in its area of anything which facilitates the implementation of the Mayor's Transport Strategy, being specified in that strategy as a purpose for which a surplus can be applied; and

- f. making contributions to other authorities, i.e. the other London Borough Councils and Transport for London, towards the cost of their doing things upon which the City in its area could incur expenditure upon under (a)-(e) above.

City of London Corporation Committee Report

Committee(s)	Dated:
Markets Board Resource Allocation Sub (Policy and Resources) Committee Investment Committee	21 January 2026 27 January 2026 09 February 2026
Subject: Draft High-Level Business Plan 2026 – 2031 – City Surveyor's Department	Public report: For Decision
This proposal: • Delivers Corporate Plan 2024-29 outcomes • Provides business enabling functions	Providing Excellent Services, Leading Sustainable Environment, Flourishing Public Spaces, Dynamic Economic Growth, Vibrant Thriving Destination.
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:	The City Surveyor and Executive Director of Property (CS.003/26)
Report author: Jane Poulton, John Galvin – City Surveyor's Department	City Surveyor's Department

Summary

This report presents for approval the high-level Business Plan for the City Surveyor's Department for 2026 – 2031. This plan includes work overseen by Resource Allocation Sub (Policy and Resources) Committee, Investment Committee and the Markets Board.

Recommendation

Members are asked to:

- i. Note the factors taken into consideration in compiling the City Surveyor's Departmental Business Plan; and

- ii. Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan 2026 – 2031.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, Business Plans for the first time in 2017 for the 2018/19 year. In 2024/25, the Business Plans evolved further to describe the funding and people resources associated with each priority workstream, which continues for 2026/27 with the addition of timescales and KPIs for each workstream. From 2026–27 onwards, Departments and Institutions will be required to provide multi-year Business Plans, ensuring a longer-term view of priorities and delivery against corporate objectives.
2. High-level Business Plans for financial year 2026/27 are aligned to our Corporate Plan 2024-2029. As a high-level plan, this document does not capture the granularity of departmental work but gives the overall picture of departmental activity, customer feedback, trends where applicable and direction of travel.

Draft final high-level Business Plan for 2026 – 2031

3. This report presents, at Appendix 1, the draft final high-level Business Plan for 2026 – 2031 (which will be reviewed and refreshed each year) for the City Surveyor's Department.
4. The City Surveyor's Department has extended the scope of the Business Plan to have a five-year horizon – which will be reviewed and refreshed each year. This encompass key departmental activities, notably the Real Estate Investment Strategy, the delivery of the Cyclical Works Programme, and the Corporate Property Asset Management Plan, alongside major Corporate activities to which the department is a key contributor, such as the Climate Action Strategy, and the progress of the demarketisation Bill. The Business Plan will be subject to an annual review, and this will be presented to Members for approval in future years.
5. The department has continued to engage staff from across the service in the development of this plan. This has included the department's Equity, Equalities, Diversity and Inclusion Group, Health and Safety Group, and the departmental Senior Management Team (SMT). Further, considerable engagement has been undertaken with the Corporate Strategy and Performance Team in the Town Clerk's Department, ensuring that the plan aligns with organisational guidance and best practice.

Performance Measurement:

6. The department's key performance indicators (KPIs) are contained on page 4 - 7 of Appendix 1. The department's 2026 – 2031 KPIs have been created to track and monitor progress in delivering its key workstreams. Members will note that the majority of these measures are aligned with those reported in prior years, allowing for year-on-year comparisons.
7. The department reports on a sub-set of these measures to each of Investment Committee, Resource Allocation Sub (Policy and Resources) Committee and Markets Board. Measures reported to these that are tailored to each Committee's terms of reference. The department's business plan update is reported alongside our risk register. This is such that factors that may prevent attainment of objectives is reported alongside current progress.

Measuring Impact and Value for Money (VfM)

8. The Business Plan demonstrates the department's commitment to delivering value for money though the generation of income, releasing capital, and delivering against operational objectives with efficiency. The City Surveyor his management team regularly review performance, refining strategies and approach as required.

Departmental Operational Property Assets Utilisation Assessment Findings

9. Aligned with the requirements of Standing Order 56, the department undertook a utilisation assessment of those corporate spaces that the department has been using. Most of the space occupied is at the Guildhall, with a smaller operational provision at the Central Criminal Court and the 3 wholesale markets. The City Surveyor's Guildhall space assessment was undertaken in December 2025.
10. The current average utilisation for the department was deemed appropriate, with no surplus space identified. This review highlighted both challenges and opportunities for improving workplace efficiency and alignment with corporate standards.
11. The department will be reviewing all its assets again in December 2026.

Corporate & Strategic Implications

12. The City Surveyor's Department is dedicated to supporting and advancing the objectives outlined in the Corporate Plan.

13. Our collective aspirations for the medium-term are reflected within the departmental business plan and each workstream maps to one or more of the six strategic outcomes and is supported by key performance measures.
14. This department plays a crucial role in realising the City's vision by executing major construction initiatives, such as Salisbury Square, London Museum, and Barbican Renewal, while also preserving our heritage estate for the benefit of all Londoners and generating substantial revenue from both investment and operational property portfolios, which underpins all our activities.
15. The department actively collaborates with corporate leaders to ensure the effective implementation of our strategic priorities, particularly in relation to Destination City, the Climate Action Strategy, Equity, Equality, Diversity, and Inclusion (EEDI) initiatives and the City's Corporate Property Asset Management Strategy for 2024-29. Further, the department is providing significant support to the delivery of the Operational Property Review and the Natural Environment Charities Review.

Security implications

16. The business plan highlights the department's management of security across the City of London Corporation (CoLC) and the City of London Police property portfolios.

Financial implications

17. The financial information presented within the Business Plan reflects the departmental rather than the Committee budget.
18. There are no financial implications arising directly from this report and this plan aligns with the 2026/27 budget estimates and estimated resource allocations. Whilst the department's local risk position is challenging and inflation pressures persist; it continues to generate significant income and capital receipts to support the City Corporation's financial sustainability.

Public sector equality duty

19. Where appropriate the department will complete an Equality Impact Assessment (EQIA) for upcoming changes.

Equalities implication

20. The department has an active volunteer EEDI Group. This is seeking to enhance these areas within the department. The business plan highlights the areas of focus of this Group for 2026 – 2031.

Resourcing implications

21. There are no resourcing implications arising directly from this report.
22. The department has carefully considered the balance of resources allocated across the various workstreams. It works throughout the year to dynamically adjust assignment to account for emerging needs and requirements.

Risk Implications

23. Key risks managed by the department are included in the Risk Update Report presented regularly to Members. These reports present risks aligned to the Committee's Terms of Reference.

Climate Implications

24. The department supports the delivery of the Climate Action Strategy targets (achieving EPC C by 2027 and EPC B by 2030 and Carbon Net Zero (CNZ) by 2040) related to our financial and property investments and CNZ by 2027 for operational properties.

Conclusion

25. This report presents the proposed high-level Business Plan for 2026 – 2031 for the City Surveyor's Department for Members to consider and approve.

Appendices

- Appendix 1 – Draft High-Level Business Plan 2026 – 2031 – CSD

Departmental Performance & Services Team
City Surveyor's Department

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CITY SURVEYOR'S 2026 - 2031 BUSINESS PLAN

About us:

The City Surveyor's Department (CSD) is accountable for the management of the City of London Corporation's (CoLC) property investment portfolio and property/construction projects (minor & major). It is responsible for oversight of City's operational property portfolio, the heritage estate, and providing day-to-day outsourced facilities management services to both investment and operational portfolios via a third-generation integrated model. It also manages the property portfolio of the City Bridge Foundation (CBF) on its behalf. Additionally, it operates three wholesale food markets and ensures the smooth operation of the Central Criminal Court.

Key Achievements / Impacts 2025/26:

Property Services (Operations Group):

- Improved performance of all Integrated Facilities Management (IFM) contracts evidenced by consistently achieving >90% statutory compliance scores, and Net Promoter Scores (client feedback) averaging 8 out of 10 for the year.
- IFM Executive dashboard on performance provided to internal clients monthly, creating greater transparency, collaboration, and sharing of information.
- Contract and Performance Management Function recognised as best in class by an audit by external consultants.
- The projects instigated by the Energy Team completing in 2025/26 will deliver projected savings of circa £580,000/annum and carbon reduction of 626t CO². Since 2020/21, £800k of utility costs have been avoided through these projects, and reduced carbon by 793t CO².
- A record £22.9m in project delivery spend across combined Cyclical Works Programmes though 2025/26. Enhanced stakeholder engagement and collaboration including dashboard reporting has supported this programme.
- Successfully standardised the delivery of security services for both in-house and outsourced security functions, incorporating requirements for the 2027 implementation of Martyn's Law.

Investment Portfolio Management:

- Management of a property portfolio delivering over £100m income to support the CoLC's operation.
- Delivery of the capital realisation programme to support the City's major programmes and projects.
- Management of commercial properties on behalf of CBF delivering circa £24.4m of annual income.

Strategic Asset Management (Operational Property Portfolio Non-Housing):

- Generated £1.5m in additional property income and achieved £4.4m in rates savings over six years, benefiting the CoLC's budgets beyond CSD.
- Corporate Asset Management Strategy (2025-29) developed and approved.

Property Project Group (PPG):

- Management of over 35 construction projects at any point in time, including delivery for the City of London Police, Housing, Schools and Open Spaces. Successful completion of Finsbury Park Reinstatement Project, 99 Social Housing Units in Sydenham, City of London Freemen's School New Dinning Facilities and Creation of the New Financial Services Hub in the Guildhall.
- Championing and advancing best practice processes for use across the entire organisation – including the review of 40 consultant contracts, embedding industry best practice and aligning with regulatory changes (Building Safety Act, Procurement Act 2023, new Sustainability Design Standards, and the City's updates governance framework and championing Artificial Intelligence in our interactions).
- Completed the Sustainability Design Guidelines in line with the Climate Action Strategy.

Central Criminal Court (CCC) (Old Bailey):

- Overseeing building security, maintenance, and operational infrastructure, supporting HM Courts & Tribunals Service such that they can efficiently ensure case delivery.

- The facility includes 18 courtrooms and hosts approximately 1,400 criminal trials annually. On a typical weekday, around 2500 individuals (judges, legal professionals, jurors, witnesses, defendants, and staff) pass through the building.

Markets:

- Mitie awarded the waste and cleaning contract at New Spitalfields and Billingsgate Market.
- Zero tolerance policy approved and being rolled out across the Markets.
- Management and maintenance of three wholesale Markets that serve London and the southeast.

Regeneration & Development Group (R&DG):

- Regeneration & Development Group approved, and the Market Sites Regeneration Programme established with governance in place.
- Considerable progress through Parliament regarding the City of London's Private Bill to de-marketise the Smithfield and Billingsgate sites.
- New London Museum soft opening in 2025 and Annexe disposal agreed.

Major Programmes:

- Through the major programmes the department is helping shape the City well into the future. This has included our work on the new London Museum site, and the new Police and Courts facilities at Salisbury Square.

Our key objectives, priority workstreams and major projects

Property Services (Operations Group):

Deliver best in class property services to the Corporation's varied and complex property portfolios, ensuring our buildings are fit for their purpose. Drive enhanced efficiencies through the provision of facilities management, building surveying and engineering, security and reception services and energy and sustainability management.

Investment Portfolio Management:

Manage the investment property portfolios (City Fund, City's Estate and City Bridge Foundation) to maximise rental income and realise capital efficiently, deliver long-term performance pursuant to the Real Estate Investment Strategy.

Strategic Asset Management (Operational Property Portfolio Non-Housing):

Develop and implement asset management plans that align with the Corporate Property Asset Management Strategy supporting City services and the outcomes of the Corporate Plan. Maximise income and /or capital receipts arising from our operational property portfolio to support the Medium Term Financial Plan, optimise the efficiency of our operational property portfolio allocated to departments and Institutions and decarbonise to achieve carbon net zero. Further, the department is providing significant support to the delivery of the Operational Property Review and the Natural Environment Charities Review.

Property Projects Group:

Delivery of new build construction, fit-out, infrastructure upgrade and refurbishment projects ensuring our customer expectations are met or exceeded by ensuring focus on innovation, social responsibility, sustainability, industry standards, and achieving best-in-class value.

Central Criminal Court:

Maintain an iconic, high quality, London court complex, that supports the Court Services and associated departments to run smoothly, working collaboratively across all operational functions in delivering facilities management (security, maintenance, cleaning, catering). Support the Shrievalty to promote the City of London to make a positive contribution to the UK. Generate further commercial event income.

Markets:

Provide a vital link in the food supply chain for London and the South by operating three thriving wholesale food markets, with national and international reach. Manage and provide a safe and compliant trading environment for our tenants.

Regeneration & Development Group (R&DG):

Responsible for the disposal of strategic sites from across the City Corporation's portfolios via sales, development agreements and joint ventures with developers; as well as the preservation of our heritage estate

portfolio, comprising over 800 assets, through conservation management. Part of the portfolio includes the *Market Sites Regeneration Programme*, which includes supporting the passage of the Markets Private Bill, facilitating the relocation of traders to modern premises, and the disposal of the Smithfield and Billingsgate sites, the Annexe buildings, London Wall West, and the Barking Reach site. Masterplanning the emerging 'Cultural Quarter' of the Square Mile, taking a place-based investment approach as a major contributor to 'Destination City'. The Group also has responsibility for major programmes such as oversight of the new London Museum in West Smithfield.

Corporate Strategies:

Supporting the delivery of major corporate priorities, including City Bridge Foundation Strategy, Climate Action Strategy (CAS) delivery, Destination City, and Equality, Equity, Diversity and Inclusion (EEDI) initiatives.

Action Plan and Measuring Success

Priority workstream	Funding resource %	People resource %	Corporate Plan Outcomes	Performance measures	Outcomes / Impacts
1.Property Services (Operations Group) <p>IFM Model</p> <ul style="list-style-type: none"> ➤ Embed and further develop the IFM model across the organisation (ongoing) ➤ Commence SSD proposal (Jan 2027) ➤ Identify disparate areas of FM with a view to add into IFM (ongoing) ➤ Optimise the usage of the project procurement framework and the IFM delivery model <p>CWP</p> <ul style="list-style-type: none"> ➤ Delivery of the backlog of Cyclical Works Programme (CWP) over 5-year period. ➤ Commence delivery as part of year 2 of the programme addressing priorities (Q1 25/26 and then ongoing until 28/29) <p>Standardise Security</p> <ul style="list-style-type: none"> ➤ Corporate Security - to ensure safe and secure environments & buildings (ongoing) ➤ Standardisation of service across (in-house and outsourced) ➤ Compliance with Terrorism (protection of premises) Act 2025 <p>Support Climate Action Strategy (CAS)</p> <ul style="list-style-type: none"> ➤ Decarbonisation of operational assets. ➤ Include backlog CWP energy related items as a priority ➤ Procure a Development Partner under the Advanced Zoning Programme (AZP) to 	14%	39%	Providing Excellent Services Leading Sustainable Environment	<p>IFM</p> <ul style="list-style-type: none"> ➤ Property Contract Performance compliance (80% or greater) <small>KPI 1</small> ➤ Net Promoter Score for end-users (>8 or greater) <small>KPI 2</small> <p>CWP</p> <ul style="list-style-type: none"> ➤ CWP delivery against programme** ➤ CWP programme adherence to Budgetary Spend Profile <small>KPI 3</small> <p>Security</p> <ul style="list-style-type: none"> ➤ 95% of Security Staff completed ACT Awareness training <small>KPI 4</small> ➤ Each relevant in scope premises to be assessed and a compliant Security Industry Authority statement completed ** <p>Energy</p> <ul style="list-style-type: none"> ➤ Delivery of energy milestones- operational estate utility cost and consumption (measure TBC) <small>KPI 5</small> ➤ AZP progress against milestones (to 2027) ** 	<ul style="list-style-type: none"> ➤ Improved management of facilities management across the CoLC and CoLP property portfolios ➤ Achievement of IFM savings to support the delivery of the Medium-Term Financial Plan ➤ Significant improvements to internal/external fabric of CoLC property portfolio (excluding Housing) ➤ Reduction of maintenance and utility costs, threat of legal action by tenants or asset failure ➤ Management of security across the CoLC and CoLP property portfolios ➤ Customers, colleagues and building users will all experience the same level of service ➤ To support the implementation of the CAS across the City's operational and investment estates by continuing to convert CAS interventions into live projects to realise carbon reduction return

grow heat networks in the central and west zone of the square mile					
2.Investment Portfolio Management <ul style="list-style-type: none"> ➤ Deliver Investment Strategy ➤ Capital realisation to support organisations wider aspirations (ongoing) ➤ Manage City Fund and City's Estate and to achieve investment targets (ongoing) ➤ Manage commercial properties to achieve investment targets on behalf of City Bridge Foundation (ongoing) ➤ Reshape the portfolios to achieve higher growth income (ongoing) ➤ Drive the implementation of CAS policies in support of corporation objectives (ongoing) ➤ Improve capital and management efficiency (ongoing) ➤ Support delivery of major projects (ongoing) ➤ Review and evolve the team, ensuring that the appropriate specialists are positioned to meet the evolving requirements of the division. 	29%	7%	Dynamic Economic Growth Leading Sustainable Environment	<ul style="list-style-type: none"> ➤ Achieve Budgeted Rental Forecasts <small>KPI 6</small> ➤ Outperform Morgan Stanley Capital Index (MSCI) over 5 -year rolling periods <small>KPI 7</small> ➤ Total Return CPI + 3.0% net of costs over ten-year rolling periods (City Fund) <small>KPI 8</small> ➤ Total Return CPI + 4.0% net of costs over ten-year rolling periods (City's Estate) <small>KPI 9</small> ➤ Total Return CPI + 4.0% net of costs over ten-year rolling periods (City Bridge Foundation) <small>KPI 10</small> ➤ Energy Use Intensity (EUI) Kwh/m² reduction Investment Estate (<2%@ Q2 and <4% @Q4) <small>KPI 11</small> 	<ul style="list-style-type: none"> ➤ Generation of rental income in line with inflation to support delivery of the Medium-Term Financial Plan ➤ To realise capital or reinvestment to support major projects and initiatives ➤ Diversification Strategy delivery (City Fund) ➤ Contribute to the CAS by achieving Energy Performance Certificate (EPC) C ratings for directly managed properties in the portfolios by 2027 and EPC B by 2030 and net zero emissions across the investment portfolio by 2040
3.Strategic Asset Management (Operational Property Portfolio Non-Housing) <ul style="list-style-type: none"> ➤ Develop new property income, savings and capital receipts arising from the operational property portfolio (ongoing) ➤ Management of Guildhall and Walbrook Wharf complexes and Central Criminal Court (ongoing) ➤ Support the Environment Dep with findings of the review concerning all their assets. (new workstream) 	Corporate Property Group – 19% Old Bailey – 9%	Corporate Property Group – 6% Old Bailey – 17%	Dynamic Economic Growth Vibrant Thriving Destination Flourishing Public Spaces	<ul style="list-style-type: none"> ➤ Capital Receipts, additional income & savings (> 90% of the total forecast value) <small>KPI 12</small> ➤ Adherence to Budgetary Spend Profile (Within 2% of profile) <small>KPI 13-15</small> ➤ Written up-date on progress on assets (Environment) ** ➤ Maintain event income generated circa £200,000 (CCC) <small>KPI 16</small> 	<ul style="list-style-type: none"> ➤ Generation of rental income in line with inflation to support delivery of the Medium-Term Financial Plan ➤ Supporting the efficient delivery of services by building occupiers ➤ Utilising the CoLC Assets ➤ Assist in offsetting local risk budget expenditure

<ul style="list-style-type: none"> ➤ Support priorities arising from the Policy & Resource Committee Away Day (January). Details TBC ➤ Maintain and develop commercial event income at Central Criminal Court 			Providing Excellent Services		
4. Property Project Group <ul style="list-style-type: none"> ➤ Deliver property projects in line with the cost, programme, and quality expectations, including completion of Eastern Base City of London Police (CoLP) (Sept 26) ➤ Embed the (recently completed) Sustainability Design Guide in all development projects ➤ Conduct thorough market research to identify emerging trends, opportunities, and potential risks to the City Corporation's property projects and refurbishment plans such as Mansion House Refurbishment 	2%	4%	Providing Excellent Services Flourishing Public Spaces Dynamic Economic Growth	<ul style="list-style-type: none"> ➤ Capital Projects - Project Risk Delivery (<30%) <small>KPI 17</small> ➤ Capital Projects Delivery – Health and Safety (>80%) <small>KPI 18</small> ➤ Projects Delivery – Site Sustainability and Waste Management (>90%) <small>KPI 19</small> ➤ Adherence to Budgetary Spend Profiles (Projects) <small>KPI 20</small> ➤ Written up-date on progress against market research ** 	<ul style="list-style-type: none"> ➤ Projects are delivered on time, to budget and to the standard required and compliance with regulations and where possible meet sustainability targets. ➤ Contribute to the CAS by achieving Energy Performance Certificate (EPC) B ratings, BREEAM (excellent ratings on refurbishment) and 60% emissions reduction by 2040
5. Markets <ul style="list-style-type: none"> ➤ Ensure the efficient management of all market sites (ongoing) ➤ CAS initiatives at New Spitalfields ➤ Review of staffing provision ➤ Saba Parking contract at Smithfield carpark. 	26%	25%	Providing Excellent Services Leading Sustainable Environment	<ul style="list-style-type: none"> ➤ Maintain a minimum market occupancy (95% or greater) <small>KPI 21</small> ➤ Each market's outstanding debt as a percentage of their total invoice income (1.5% or lower) <small>KPI 22</small> 	<ul style="list-style-type: none"> ➤ Efficient management of sites, supporting tenants in the delivery of their services ➤ Support the organisation's Medium-Term Financial Plan ➤ Reduce general waste tonnage while increasing recycling and reuse tonnage
6. Regeneration & Development Group <ul style="list-style-type: none"> ➤ Market Sites Regeneration Programme (MSRP)* ➤ New London Museum (MoL) ➤ Salisbury Square Development ➤ Barbican Renewal Programme 	MSRP Budget £54m to 2031 (non-local risk budget)	MSRP Dedicated internal team (10) and external resource	Flourishing Public Spaces Dynamic Economic Growth	<ul style="list-style-type: none"> ➤ Salisbury Square completion Feb 2027 ** ➤ Phase 1 MoL opens to public - 2026/27 ** ➤ Phase 2 MoL opens to public - 2028/9 ** 	<ul style="list-style-type: none"> ➤ Royal Assent to City of London Corporation's Markets Private Bill ➤ Site located for Smithfield and Billingsgate traders ➤ Support to the Destination City Programme

			Vibrant Thriving Destination	<ul style="list-style-type: none"> ➤ Traders move into new market location. ** ➤ Barbican - Restore and refurbish 2029/30 ** 	<ul style="list-style-type: none"> ➤ Support the Medium-Term Financial Plan. ➤ Restore
<p>* Dependency on the Private Bill concluding its passage through Parliament, site located for Smithfield and Billingsgate traders to move to, c.70 acres of prime land within Greater London with a considerable sales target in the marketplace.</p> <p>** Non KPI Performance measures will have a written up-date.</p>					
<p>Priorities being considered in the medium term</p>					

What Medium Term action is required? (e.g. New legislation, services, projects, automation)	Timeframes	Funding
Parliamentary Private Bill – Royal Assent to Col Markets	2028/29	yes
20 to 21 Aldermanbury	2026-28	Options to be considered
Future of the Guildhall Complex	TBC	Options to be considered
Support for London Archives	TBC	Options to be considered
Loughton Golf Course	TBC	Capital raising
Puddledock opportunities	TBC	Options to be considered
Bishopsgate Police Station and the CoL Mayor's and Magistrates Courts	Dependency on Salsbury Square, 2028	Capital raising
Support to Policy development and Asset Assessment for the Natural Environment Charities Review (NECR).	Currently on-going	Capital raising
Thames Tideway	TBC	TBC

Our timeline planner of priority workstream activities and milestones

Key	Quarter 1 2026/27			Quarter 2 2026/27			Quarter 3 2026/27			Quarter 4 2026/27			2027/28 and beyond				
	Duration of activity	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2027/2028	2028/2029	2029/2030	2030/2031
	Milestone																
Salisbury Square Development	Salisbury Square Development																
Private Bill	Royal Assent to Col																
Delivery of Cyclical Works Programme	Delivery of CWP																
Barbican Renewal Programme	Barbican Renewal Programme																
Cultural Quarter: Phase 1 MoL opens to the public 2026/7. Phase 2 MoL opens to the public 2028/9	Cultural Quarter masterplan delivered													◆	◆		

Enablers

People (November 2025)

The department comprises of:

Headcount: 350 / FTE: 347

- Gender: 27.0% female and 73.0% male
- Median age (51 years)
- Part Time (4.0%) Full Time (96.0%)
- Average length of service (11 years)
- 36% Ethnic Minority
- 6.6% Disability
- 4% LGBTQ+

Finance

Proposed budget 2026/27 (including CBF)	£ 000
Local Risk	
Expenditure	66,000
Income	(30,160)
Total Local Risk	35,840
Central Risk	(118,448)
Total Local and Central Risk	(82,608)
Recharges	23,247
Total net expenditure	(59,361)

Included in the above is rent and service charge generated on investment property assets (central risk, including CBF) and Government grant for the Central Criminal Court.

Risks (November 2025)

Risk Title	Score
CR 37 – Maintenance and Renewal of Corporate Physical Operational Assets (excluding housing assets)	Amber 12
SUR SMT 006 Construction Consultancy Management	Red 16
SUR SMT 017 Extended operation of Smithfield & Billingsgate Market	Red 16
SUR SMT 003 Investment Strategy Risk	Amber 12
SUR SMT 005 Construction and Service Contract Price Inflation	Amber 12
SUR SMT 015 UKPN – Condition and maintenance of substations	Amber 6

Equity, Equality, Diversity and Inclusion

The City Surveyor's EDDI Group meet regularly and the group along with support from senior departmental managers have identified the following priorities:

- Encourage and promote wellbeing of staff
- Volunteering
- Recruitment and progression
- Outreach work

Health & Safety

Health & Safety Priorities
Minimum 65% compliance with Safe365
Overarching Health & Safety and Wellbeing framework
Set of Health & Safety KPI's

Operational Property

All departmental operational properties have been reviewed through December 2025. No surplus space was identified.

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Agenda Item 12

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Agenda Item 15

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Agenda Item 16

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