

# City of London Corporation Committee Report

<b>Committee(s):</b> Policy and Resources – For Decision	<b>Dated:</b> 8/5/25
<b>Subject:</b> Income Generation Working Party	<b>Public report:</b> For Decision
<b>This proposal:</b> <ul style="list-style-type: none"><li>• <b>delivers Corporate Plan 2024-29 outcomes</b></li><li>• <b>provides statutory duties</b></li></ul>	<b>Providing Excellent Services Flourishing Public Spaces</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	Yes
<b>If so, how much?</b>	£31,000
<b>What is the source of Funding?</b>	Policy Initiatives Fund
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	Yes
<b>Report of:</b>	Chamberlain Deputy Town Clerk
<b>Report author:</b>	Ellie Robles David Mendoza-Wolfson

## Summary

In order to support the generation of income by the City of London Corporation, it is recommended that a Working Party of the Policy and Resources is constituted. This working party should oversee and make recommendations pertaining to the City Corporation's income generation options and opportunities, and be composed of Members from a range of relevant service Committees.

## Recommendation(s)

Members are asked to:

- Approve Option A, the creation of an Income Generation Working Party under the remit of the Policy and Resources Committee, as resourced and constituted in the terms set out in the Business Case (Appendix 1).
- Approve the allocation of £31,000 from the 2025/26 Policy Initiatives Fund (PIF) for the resourcing of this Working Party.

## Main Report

### Background

1. The City Corporation has been exploring options around income generation since the 2016 multi-Committee *paper* entitled “*Income Generation - Report of a Cross-Cutting Service Based Review*”.
2. Whilst the Resource Allocation Sub-Committee (RASC) has given steers on income generation since 2023, with discussions at the January and May 2024 meetings of the Sub-Committee, progress made to date is slow.
3. Members of RASC discussed the potential constitution of a Working Party to focus solely on income generation to ensure that this area received proper Member oversight. This was also raised at the March 2025 meeting of the Court of Common Council.
4. By 27/28, City Fund will show a £24 million deficit. Income generation has been identified as an opportunity to reduce that gap.

### Current Position

5. The City Corporation looks at income generation in a number of forums, including the Efficiency and Performance Working Party, the Resource Allocation Sub-Committee and the Finance Committee.
6. Income generation has been spotlighted as a priority for the City Corporation, and so a Working Party with fundraising as its sole focus is recommended to provide the required oversight to create an environment of sustainable income generation across the City Corporation.
7. PIF funding is requested to resource this Working Party. PIF currently has an available budget of £1,557,106. As required by the Committee’s agreed funding rules for PIF, the below justifies the request against PIF criteria:
  - a. **Rationale:** The need for this has arisen from a request made by Members outside of the budget setting process and would otherwise necessitate unbudgeted costs for one Department (Chamberlain’s) to another (Town Clerk’s).
  - b. **Strategic/Priority Link:** This item will advance the Corporate Plan outcome of Providing Excellent Services, by forming a Working Party that will help bolster the position of the City Corporation’s budgets and thereby ensure excellent service delivery.
  - c. **Outcomes:** The Working Party will be centrally clerked and so its decisions will be able to be understood and coordinated cross-organisationally.

- d. **Economy:** The only cost will be the resourcing for a 0.5 FTE Officer, who will be able to alleviate staffing pressures in the Town Clerk's department.
- e. **Delivery:** It is proposed that there is a one-year trial that will be funded by PIF. This will begin once Members have been appointed to the Working Party – likely early summer. If proven to be a success, it can then be continued through regular budgeting in the 26/27 financial year.
- f. **Evaluation:** Minutes of the Working Party, as well as decisions that it proposes, will be elevated to the Policy and Resources Committee, who can evaluate the Working Party's efficacy and make decisions on their recommendations.
- g. **Reporting:** As above, the Working Party's activity, which will be supported by an Officer resourced through PIF, will be reported to the Policy and Resources Committee.
- h. **Repeat Expenditure:** N/A
- i. **Benefit Sustainment:** If the Working Party's trial year is viewed as a success, further resourcing will be recommended for inclusion in the regular budget-setting process.

## Options

- 8. There are four viable options for governance around income generation:
  - a. Form an Income Generation Working Party, recommended, as set out in Appendix 1, as a task and finish group to focus on income generation. This option comes with the cost of Officer resource to ensure the proper clerking and administration of such a Working Party.
  - b. Form an information sounding board of interested Members to socialise income generation ideas with. This would be a consultative body outside the City Corporation's formal governance arrangements and so would not require resourcing to the extent of a Working Party. However, this is not recommended as it would lack formal governance and oversight.
  - c. Do not form a new body but add a standing Income Generation item to all future meetings of RASC. This would not cost additional resource but would add to current agendas and is unlikely to provide sufficient time for focussed discussion.
  - d. Continue with the current approach, as set out in paragraph 4 – not recommended.

## Proposals

- 9. It is proposed that: the Policy and Resources Committee supports Option A, to form an Income Generation Working Party.

10. The Terms of Reference for such a Working Party are set out in Appendix 1. For clarity:

a. the proposed composition for the Working Party is:

- *“The Chair of the Policy and Resources Committee (Chair) and Deputy Chair of Policy and Resources Committee (Deputy Chair);*
- *Up to seven other Members of the Court of Common Council.*
- *NB: Of the above, at least 3 Members of the Working Party (including the Chair) must sit on the Policy and Resources Committee and 2 must sit on the Finance Committee (not in an ex-officio capacity).”*

b. the proposed method for appointment is

*“that vacancies will be advertised to all Members of the Court of Common Council setting out a requirement to submit an expression of interest, of no more than 250 words. Applications will then be assessed by the Chairman and Deputy Chairman of the Policy and Resources Committee in consultation with the Chamberlain. The preferred candidates will then be recommended to the Policy and Resources Committee for endorsement.”*

11. It is further proposed that:

a. this Working Party would be resourced via 2025/26 PIF for a trial year, at a cost of £31,000.

## **Corporate & Strategic Implications**

12. Strategic implications – Generating income will support the City Corporation in its Corporate Plan ambitions of Providing Excellent Services and Flourishing Public Spaces.

13. Financial implications - no changes from those outlined in the business case, other than those associated with resourcing (see below). It is requested that funding of £31,000 is approved from your Committee’s 2025/26 Policy Initiative Fund and charged to City’s Estate. The current uncommitted balance available within the 2025/26 Policy Initiative Fund is £1,557,106, prior to any allowance being made for any other proposals on today’s agenda.

14. Resource implications - If Members choose to establish a new Working Party, additional clerking/administration resource will need to be identified (either as part of the programme budget or otherwise). Currently, there is insufficient resource within the Governance and Member Services Team to support additional governance structures.

It is estimated that this Working Party will command administrative support equivalent to 0.5 FTE at a cost of approximately £31,000 per annum (to increase with any staff pay increments). If Members are supportive of the proposal within this paper, resource demand can be met through 2025/26 PIF funding.

Other options do not present the same level of resource implications, unless there is a proposal to report matters via the Resource Allocation Sub-Committee, which in turn requires an increase in the frequency of their meetings.

15. Legal implications – None

16. Risk implications – There is a risk of duplication of work, though this is reduced by having Members of Finance Committee sit on the Working Party.

17. Equalities implications – There are no direct equalities implications associated with the proposals within this report. By having the Working Party application process open to all Members of the Court of Common Council, the widest possible diversity of Members are eligible to join. Individual income generation projects can have a positive or negative impact on equalities and may undertake an Equalities Impact Assessment as part of the project procedure, so that the equalities implications of the decisions to progress the projects are fully understood.

18. Climate implications – None

19. Security implications – None

## **Conclusion**

20. The City Corporation has been exploring ways to improve its commercial income generation for many years. In order to provide guidance and oversight and ensure that the City Corporation is able to develop new income streams across the organisation it is recommended that a Working Party that reports to Policy and Resources Committee is constituted for a trial year.