



Policy and Resources Committee (Supplementary – For Information Agenda Pack)

Date: THURSDAY, 11 APRIL 2024
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

3. MINUTES

- b) * To note the public minutes of the Member Development and Standards Sub Committee meeting held on 15 December 2023 (Pages 3 - 10)
- c) * To note the public minutes of the Communications and Corporate Affairs Sub-Committee meeting held on 28 February 2024 (Pages 11 - 18)

8. * IMPROVING THE CITY CORPORATION'S TRACKING OF MEMBER SKILLS AND EXPERTISE

For Information
(Pages 19 - 24)

9. * ANTI-TERRORISM TRAFFIC REGULATION ORDER

For Information
(Pages 25 - 30)

10. * INNOVATION & GROWTH AI WORKSTREAM

For Information
(Pages 31 - 44)

11. * INNOVATION AND GROWTH QUARTERLY REPORT

For Information
(Pages 45 - 52)

12. * DESTINATION CITY - INDEPENDENT REVIEW 2024 - SUMMARY OF RECOMMENDATIONS

For Information
(Pages 53 - 60)

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

For Information
(Pages 61 - 62)

Part 2 - Non-Public Agenda

17. **NON-PUBLIC MINUTES**

- b) * To note the non-public minutes of the Member Development and Standards Sub Committee meeting held on 15 December 2023 (Pages 63 - 66)
- c) * To note the non-public minutes of the Communications and Corporate Affairs Sub-Committee meeting held on 28 February 2024 (Pages 67 - 68)

19. *** INNOVATION AND GROWTH QUARTERLY REPORT**

For Information
(Pages 69 - 74)

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

For Information
(Pages 75 - 76)

Ian Thomas CBE
Town Clerk and Chief Executive

MEMBER DEVELOPMENT AND STANDARDS SUB COMMITTEE

Friday, 15 December 2023

Minutes of the meeting of the Member Development and Standards Sub Committee
held at on Friday, 15 December 2023 at 11.00 am

Present

Members

Deputy Ann Holmes (Chief Commoner) (Chairman)
Helen Fentimen (Deputy Chairman)
Munsur Ali (observing virtually only)
Deputy Peter Dunphy
Alderman Alison Gowman
John Griffiths
Deputy Charles Edward Lord
Eamonn Mullally
Nighat Quereshi (observing virtually only)
Naresh Hari Sonpar

Officers:

Gregory Moore	- Deputy Town Clerk
Polly Dunn	- Assistant Town Clerk and Executive Director, Governance & Member Services
Gemma Stokley	- Town Clerk's Department
Zoe Lewis	- Town Clerk's Department
Michael Cogher	- Comptroller and City Solicitor
Edward Wood	- Comptroller and City Solicitor's Department
Deborah Bell	- Community & Children's Services Department

1. APOLOGIES

Apologies for absence were received from Deputy Keith Bottomley and Deputy Christopher Hayward.

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

There were no declarations.

3. PUBLIC MINUTES

The Sub-Committee considered the public minutes and non-public summary of their last meeting held on 15 September 2023 and approved them as a correct record.

4. **DRAFT CODE OF CONDUCT**

The Sub-Committee considered a joint report of the Town Clerk and the Comptroller and City Solicitor presenting a draft Members' Code of Conduct for further consideration and review ahead of any wider consultation.

The Comptroller and City Solicitor introduced the report highlighting that the City Corporation were obligated to promote and maintain high standards of conduct amongst its elected and Co-opted Members in its capacity as a Local Authority and Police Authority. Under the Localism Act 2011, it was also necessary for it to adopt a Code of Conduct, consistent with the seven principles of public life and containing appropriate arrangements as to the registration and disclosure of pecuniary and other interests. It was underlined that there was no prescribed form of wording for such a Code which could be agreed locally. It was highlighted that there was nothing defective about the City Corporation's current Code of Conduct but it was best practice to review this on a regular basis. It was reported that the Committee on Standards in Public Life recommended that the Local Government Association (LGA) create an updated model Code of Conduct following a consultation exercise. This had now been adopted by a number of local authorities but by no means universally.

The Civic Affairs Sub-Committee who had previously held responsibility for oversight of this area of work had agreed upon a hybrid Code for the City Corporation – adopting much of the model Code whilst also retaining some elements of the Corporation's current Code around certain City-specific elements. The culmination of this was as set out within Appendix 1 of the report and was now presented for this Sub-Committee to comment on and approve ahead of any wider consultation involving all elected and Co-opted Members (including Independent Persons) prior to adoption. The Sub-Committee could also consider public consultation at this juncture. It was reported that, ultimately, the final Code would require approval by the Policy and Resources Committee and, subsequently, the Court of Common Council.

A Member queried what might happen to any outstanding complaint against a Member who went on to resign from the Court of Common Council. They added that they were pleased to see reference to charity work within the draft Code but underlined that there were different areas in which Members were involved with charities – one being where they sat on a Committee and the Corporation was corporate trustee and the other where they were individual trustees – they therefore queried whether the Code should clarify this. The Comptroller responded that, were there to be an existing complaint against someone who subsequently ceased to be a Member, the process could continue if felt appropriate/worthwhile although the subject person could not be compelled to attend any Panel meetings. He added that the available sanctions in these circumstances would be further limited with censure probably being the main option. In relation to charities, it was highlighted that paragraph C6.2 would apply to both scenarios, including situations where Members were individual trustees by virtue of their position on the Court of Common Council, and allow for action to be taken under the Code. He added that further changes to the wording could be considered if helpful.

Another Member stated that as well as being charity trustees, some Members also held company directorships by virtue of being an elected Member and cited the Finance Committee Chair as a specific example of this. They queried whether this might also be usefully reflected within the Code. The Comptroller and City Solicitor stated that this wording could be added for absolute clarity.

Another Member queried whether the Code could be more prescriptive as to appropriate use of resources/technology provided to Members. The Comptroller and City Solicitor responded to say that this was as set out within the Corporation's separate IT Use Policy with which all Members were expected to comply. Whilst the Code was an overall behavioural framework tool there were clearly a number of other relevant policies sitting behind this such as the Planning Protocol for example which set out how those who were members of the Planning Committee were expected to behave. The Member responded to query whether there was therefore a definitive list of all other policies with which Members were expected to comply. The Comptroller and City Solicitor commented that the Code of Conduct may not be the best place to hold such a list given that policies often changed and that the Code itself was only reviewed approximately every 3 years. The point was made that each relevant policy should have a date by which it required review and that it was therefore reasonable to inform Members when the situation changed. One Member felt that it was also reasonable that all relevant policies should be referenced or linked within the Code. Another Member cautioned against this, stating that purporting to include a definitive list of policies, which subsequently became out of date, could lead to further problems. They therefore suggested simply highlighting that such other documents existed. Officers were supportive of this approach but understood the request from Members to be updated when any changes were made to relevant policy documents going forward. It was suggested that the Members' Portal would be the most obvious place to link all relevant documents. The Comptroller and City Solicitor stated that the current drafting had been adopted from the LGA's model Code, drawing attention to specific policies where it was felt that these were most relevant, but commented that a paragraph could be added to the beginning of the draft Code making it clear that there were other documents that needed to be read in conjunction with this, and listing the most important ones.

Subject to the inclusion of the points made above, the Sub-Committee were agreed that the draft Code should be shared with all elected and Co-opted Members as well as the Panel of Independent Persons by way of consultation. It was noted that it may necessitate further consideration by this Sub-Committee were any substantive comments to be received and that it would then be referred on to the Policy and Resources Committee and Court of Common Council for final approval ahead of adoption.

RESOLVED: - That Members:

- Approve the latest version of the draft Code of Conduct subject to the inclusion of the additional comments made;

- Confirm that they are then content for the draft document to be shared with all existing elected Members, Co-opted Members and the Panel of Independent Persons for further consultation.

5. **MANDATORY TRAINING**

The Sub-Committee considered a report of the Town Clerk around various options in terms of mandatory Code of Conduct training implementation and delivery.

The Town Clerk introduced the report stating that the draft Code of Conduct that the Sub-Committee had just approved for wider consultation at the previous item contained a statement which read 'I undertake Code of Conduct training provided by the Corporation' – in practice, this would mean that, when the Code was formally adopted, any Member failing to undertake such training would be in breach of it. By implication, Code of Conduct training would therefore become mandatory with the introduction of this new Code. Given this, this report therefore asked Members to consider how best such training could be implemented and delivered as well as any other additional measures that they might wish to consider introducing such as a dedicated Standing Order reinforcing this requirement within the Code and setting out that those failing to undertake the training would not be eligible for appointment to any Committee.

A Member queried to whom the new Code would apply and therefore for whom the mandatory training would apply. They also stated that they were of the view that a public record of Code of Conduct training completed and the date on which it was last completed should be introduced for full transparency.

Officers clarified that the Corporation's Code of Conduct was already applied to any member of the Corporation and any member of a committee or sub-committee of the Corporation (voting or non-voting), it was proposed that this continue and so the proposed mandatory training element would therefore apply to all.

The Chair commented that her view was that existing Members should continue to be offered training and be encouraged to view the recordings of the Code of Conduct training sessions already provided and that it should become mandatory for all as of March 2025 with the next all-out elections. It was highlighted that communications on this new requirement would need to be sent to all in good time. Officers stated that Code of Conduct training would be offered to all very early on in the new Member Induction programme and that the dates for this and its importance could be communicated to all candidates well in advance such that Committee appointments at the April 2025 Court were not unnecessarily hindered.

With regard to the frequency with which all should be encouraged to undertake the training, the Sub-Committee were of the view that it should be mandated once per term of office unless there were to be any major changes to the Localism Act, under a new Government for example, which would necessitate that happening any sooner.

RESOLVED: - That Members support the introduction of mandatory Code of Conduct training for all as of March 2025, at which juncture all will be required to sign up to the new Code, this training to be repeated once per electoral term for all.

6. **STANDARDS UPDATE**

The Town Clerk reported that the three new Independent Persons successfully appointed in the Autumn had now attended an initial induction with the Deputy Town Clerk, Comptroller and City Solicitor, Chief Commoner and Principal Governance and Member Services Officer.

It was reported that there were currently no live complaints. The Chief Commoner reported that she was hopeful that the recently introduced Pre-Complaints Protocol was working well.

It was also hoped that all twelve Independent Persons would meet at the Guildhall in early 2024 for a training and introduction session allowing the full Panel to meet for the first time.

RECEIVED.

7. **MEMBER LEARNING AND DEVELOPMENT UPDATE**

The Sub-Committee considered a report of the Town Clerk reviewing the Member Development offerings from the last quarter in terms of feedback and attendance figures. It also sought endorsement for sessions planned for the next quarter and provided a forward-look at the quarter beyond this. It was hoped that always looking two quarters ahead would help to effectively address recent criticism as to lack of notice around training offerings. It was reported that the Member Portal appeared to be a successful tool to date, however, it was noted that viewing figures of training recordings were not as high as hoped to date. Finally, it was highlighted that this report sought endorsement of the process by which individual Members could submit requests for external training.

The Chair commented that the more recent training events had been advertised in good time with regular reminders also sent to all. Despite this, attendance had still been disappointing. Different timings and formats had also been explored this quarter with little impact upon overall take up. Going forward, it was felt that consideration could therefore be given to mandating certain training around Chairmanship and Safeguarding for example.

A Member commented favourably on the training sessions they had attended to date but queried whether sessions that were shorter – 90 minutes as opposed to two hours - might appear more attractive. In terms of feedback, they added that the current Microsoft Form format used was often difficult to access on certain devices. They therefore queried whether a training session on Microsoft Tools and other relevant IT skills might be of use to all in the next quarter.

Another Member suggested that Outlook calendar invites be sent to all Members for forthcoming sessions with all encouraged to either accept or

decline in order to give those facilitating the sessions a good idea of attendance numbers. It was felt that this should be sent to all in the first instance with Members given the option to opt out in order to try and foster a culture of learning and training across the board.

In terms of the Member Portal and viewing the recordings of recent training sessions, a Member commented that these should be placed more centrally on the site for ease of access. He stated that it would be worth reviewing the page layout and web design as a whole going forward. He commented that it appeared to be relatively text heavy at present. Another Member commented that those viewing recordings of training sessions could also be asked to submit feedback on the offering and queried whether there was a means by which such feedback forms could be sent automatically once a recording had been viewed. In response to further questions, the Town Clerk clarified that whilst the Portal was able to provide viewing figures for each recording it was not possible to discern which individual Members had viewed these. Records of attendees at sessions (both in-person and virtually) were held centrally.

In terms of external training, the Chair commented that this tended to be expensive and that, generally, if a session were to be of maximum benefit, it would be preferable to offer it to more than one member. The Sub-Committee stated that each application should be considered on its merit with funds fairly apportioned but that the default position should be to offer training in-house insofar as possible. A Member commented that it was useful to have external training for certain areas that were statutorily mandated such as Licensing but that this tended to be offered to the full Committee as opposed to individual Members. Another Member commented that external training could also be beneficial in terms of viewing the organisation in a wider local authority/local government context which may go some way to addressing certain behavioural issues and avoid Members from becoming too insular. In this vein, A Member commented that there were various bodies such as the LGA offered training and development opportunities to elected members free of charge. The Chair suggested that all Members be invited to feed in any knowledge of such free courses to the Town Clerk so that these could be shared amongst the Court. It was noted that these were useful in terms of networking as well as learning.

RESOLVED: - That the Sub-Committee:

- note the report and feedback as to Quarter 3 (September to December 2023) offerings, delivery and attendance;
- agree to cancel future sessions with fewer than eight registrants a week ahead of the scheduled offering;
- approve the content and direction proposed in respect of future offerings outlined for Quarter 4 (January to March 2024) and the potential offerings for Quarter 1 (April to June 2024); and
- approve the process by which Members are able to apply to attend non-City learning events

8. **QUESTIONS ON MATTERS RELATED TO THE WORK OF THE SUB-COMMITTEE**

There were no questions.

9. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

There were no additional, urgent items of business for consideration.

10. **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 item on the grounds that it involves the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

Item No

11-13

Paragraph No(s).

3

11. **NON-PUBLIC MINUTES**

The Sub-Committee considered the non-public minutes of their last meeting held on 15 September 2023 and approved them as a correct record.

12. **CONFIDENTIALITY AND CODE OF CONDUCT**

The Sub-Committee received a report of the Comptroller and City Solicitor relative to how the Members' Code of Conduct deals with confidential and related information.

13. **INDEPENDENT REVIEW**

The Sub-Committee considered a late, separately circulated report of the Town Clerk presenting the draft findings of a recent Independent Review and asked that they consider these and provide any feedback ahead of proposed wider consultation.

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

There were no questions in the non-public session.

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

There were no additional, urgent items of business for consideration in the non-public session.

The meeting ended at 12.36 pm

Chairman

Contact Officer: Gemma Stokley
gemma.stokley@cityoflondon.gov.uk

This page is intentionally left blank

COMMUNICATIONS & CORPORATE AFFAIRS SUB (POLICY & RESOURCES) COMMITTEE

Wednesday, 28 February 2024

Minutes of the meeting of the Communications & Corporate Affairs Sub (Policy & Resources) Committee held at the Guildhall EC2 at 1.45 pm

Present

Members:

Deputy Keith Bottomley (Chairman)	Alderman Sir William Russell
Emily Benn	Jason Groves
Tijs Broeke	Caroline Haines
Alderman Prem Goyal, OBE	Deputy Madush Gupta
Deputy Shравan Joshi	Helen Fentimen
Catherine McGuinness	

Officers:

Zoe Lewis	-	Town Clerk's Department
Emily Tofield	-	Executive Director of Communications and External Affairs
Sam Hutchings	-	Communications and External Affairs
Kristy Sandino	-	Communications and External Affairs
Mark Gattleson	-	Communications and External Affairs
Daniel O'Byrne	-	Innovation and Growth
Paul Wright	-	Remembrancer
Bruce Hunt	-	Remembrancer's Department
William Stark	-	Remembrancer's Department
Rob McNicol	-	Environment Department
Graeme Low	-	City Surveyor's Department

Members observing online:

Deputy Rehana Ameer
Alderman Alastair King
Ruby Sayed

-

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Deputy Chris Hayward. Deputy Rehana Ameer, Alderman Alastair King and Ruby Sayed also issued apologies, but were observing the meeting online.

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

There were no declarations of interest.

3. **MINUTES**

RESOLVED – That the public minutes and summary of the meeting held on 15 November 2024 be approved as a correct record.

4. **OUTSTANDING ACTIONS**

Members received a report of the Town Clerk concerning outstanding actions of the Sub-Committee.

- 2/2023/P was still an outstanding action whilst the campaign was paused, not by the Sub-Committee but other committees responsible for the agreement. Members had received the explanatory note requested at the last meeting. The Considerate Lighting Charter – Operational Property Update report was on the agenda.
- 6/2023/P – A Membership and Subscriptions report was on the agenda.

RESOLVED, that Members note the report.

5. **CORPORATE COMMUNICATIONS & EXTERNAL AFFAIRS UPDATE REPORT**

Members received a report of the Executive Director of Corporate Communications and External Affairs regarding an update on the Department's work.

In the discussion, the following points were made:

- A Member stated that the strategic management of consultation coordination would enable the best stakeholder engagement and return on engagement. An Officer stated that the timeline for the Stakeholder Review was outlined in the Business Plan.
- Due to the timing and scale of the City Plan consultation, specific consideration would be given to methods of stakeholder engagement.
- It could be beneficial to register engagement at ward-based and topic-based events. An Officer stated that where Officers were informed of events, they could then provide support and that once customer relationship management (CRM) software was in place, this would help ascertain which residents were and were not engaging.
- A joined-up approach to economic security should be progressed. An Officer stated that Communications and Corporate Affairs, Remembrancers and Innovation and Growth worked closely together. The police had recently been assisted with their community events. A Member stated it was vital to continue to work in close collaboration with the external bodies and agencies.
- Members welcomed the new media and social media monitoring and evaluation system which would go live in March 2024. A Member suggested that key performance indicators on the new system be included in future reports to help track performance.
- Currently there was not capacity within the film team to promote the City as a film location but expanding the team would provide income generation and mean more promotion could take place. It was suggested that once the team was expanded, consideration could be given to using an agency to help identify opportunities.

- A Member suggested that short informative films could be produced and sent to businesses to encourage them to register voters and encourage voters to vote.
- The Chairman thanked the team for their work, especially on strategic initiatives. He stated that they would transform the way the Corporation planned and managed engagement and communications.

RESOLVED, that the report be noted.

6. DRAFT HIGH-LEVEL BUSINESS PLAN 2024/25 - CORPORATE COMMUNICATIONS AND EXTERNAL AFFAIRS

The Sub-Committee considered a report of the Executive Director, Corporate Communications and External Affairs outlining the high-level business plan for the Corporate Communications and External Affairs Department for 2024-2025.

In the discussion the following points were made:

- The department was in a period of transition and this was a high-level plan. There would be more measured outcomes reported in future plans.
- A Member commented that it would be helpful to have some indicative targets included when the report was submitted to the Policy and Resources Committee.
- Following a Member's query, Officers advised of the process for approving the sport investment options appraisal that stemmed from the launch of the new Sport Strategy for the Square Mile. Given the significant costs involved this would need to go to the Resources Allocation Sub-Committee Away Day in July before proceeding to relevant committees in September. A Member expressed concern at the timetable and advised that issues at Golden Lane Leisure Centre needed to be resolved more expediently. The Chairman agreed to take the matter offline and consider whether a decision on this could be expedited.

RESOLVED, that the report be noted.

7. ENHANCED POLITICAL AND STRATEGIC ENGAGEMENT

The Sub-Committee considered a report of the Executive Director of Corporate Communications and External Affairs which set out the City Corporation's proposals to significantly increase strategic planning and engagement with key partners and stakeholders in 2024/2025 due to the certainty of a General Election taking place before January 2025.

In the discussion the following points were made:

- This was a critical year for engaging with politicians across the spectrum and work was taking place with all parties.
- Some funds associated with party conferences had already been committed e.g. hotel rooms. If a general election took place during the party conference time and the party conferences did not take place as currently planned, a clause would be sought to deliver interventions during the calendar year.

- A Member asked if Members could be kept up to date on the US election from a neutral perspective as this affected confidence in the market in the City. An Officer stated that all elections were being monitored and Members requested that intelligence be shared with Members of the Sub-Committee. A Member suggested that a virtual round table could also be arranged for Members and stakeholders.
- A Member asked for clarification on the oversight for international offices and an Officer stated that a written response would be provided.

RESOLVED, that Members

1. Endorse the City Corporation's engagement approach as outlined in the Officer report;
2. Request Officers share intelligence on the US Election with the Sub-Committee; and
3. Request Officers arrange a virtual round table on the US Election with Members and stakeholders.

8. **ELECTION ENGAGEMENT CAMPAIGN 2025**

The Sub-Committee considered a report of the Executive Director of Corporate Communications and External Affairs which set out the proposed election campaign.

In the discussion the following points were made:

- Over 6,000 workplaces could nominate voters. This presented an infrastructure challenge and work was taking place on business engagement.
- There were over 250 businesses with over 200 staff who were not registered to vote and many of those who were registered, did not register their full allocation of voters.
- Members could help with engagement in their wards and at ward events. Members could also use their networks and notify Officers of the details of those they were aware were not registered, with Members being given the name of an Officer they could contact. Members could also approach institutions in their wards asking them to hold hustings after the close of nominations. As an administrator of the election, the Corporation was unable to arrange hustings directly.
- It was important that concierges and property managers were notified that an election would be taking place and election activities of candidates should be allowed.
- The Lighthouse Project was welcomed. A Member requested a timeline and an Officer stated that a written response would be provided.
- Businesses could be given clearer information on how to request postal votes, encourage them to provide the email addresses of staff so information could be sent to them.
- It was suggested that campaigns should not need to be funded from the Policy Initiatives Fund (PIF) or the committee contingency as election engagement was core.

- Engaging communications managers was critical and this had been taking place through the City Belonging Project.
- The City Belonging Project and Destination City provided soft touch introductions and further engagement could then take place regarding elections.
- Some community-based events could help engage those who were hard to reach.

RESOLVED, that Members

1. Endorse the proposed campaign plan as set out in the Officer report in relation to meeting its engagement objectives; and
2. Request that Officers look into whether funding should be BAU funding rather than from the Policy Initiatives Fund (PIF) or the Policy and Resources Committee's Contingency.

9. **MEMBERSHIPS AND SUBSCRIPTIONS**

The Sub-Committee considered a report of the Executive Director of Communications and External Affairs, Executive Director of Innovation & Growth (IG) and the Remembrancer which provided a broad overview of corporate memberships and subscriptions.

In the discussion the following points were made:

- The report linked to both the partnership organisations work and work on outside bodies.
- The list was kept under review to try and ensure it was apolitical and that engagement was taking place with the most influential organisations. This monitoring would continue. Traditionally the list was reported to the Sub-Committee in the autumn.
- Areas had been identified where certain organisations could be engaged further if funding was approved.

RESOLVED, that the report be noted.

10. **PARLIAMENTARY TEAM UPDATE**

The Sub-Committee considered a report of the City Remembrancer which updated Members on the main elements of the Parliamentary Team's previous and planned activity in support of the City of London Corporation's political and parliamentary engagement since the last formal update to the Sub-Committee on 15 November 2023.

In the discussion the following points were made:

- The City of London Corporation taking over as administrator for the All-Party Parliamentary Group (APPG) on financial markets and services, was welcomed.
- A Member raised concern at dockless cycles and dockless scooters not being included in the Pedicabs Bill and stated that there was no adequate means for the Corporation, as a local authority, to penalise, to control and regulate dockless cycles. He stated that this was a missed

opportunity and asked if there was a way to provide feedback. Another Member endorsed the comments made. The Officer stated that he would discuss options with the two Members.

- A Member suggested that information on the Freehold and Leasehold Reform Bill and the Renters (Reform) Bill could be of interest to the Committees. The Officer stated that he would liaise with the Member on this matter.
- The establishment of the new Financial Services Regulation Committee was welcomed and it was suggested that updates be included in future reports.

RESOLVED, that Members

1. Note the report;
2. Request that Officers arrange a meeting with the two Members who had raised concerns about dockless cycles and dockless scooters; and
3. Request that Officers explore Member suggestions relating to reports on the Freehold and Leasehold Reform Bill and the Renters (Reform) Bill being considered by other committees.

11. DRAFT HIGH-LEVEL BUSINESS PLAN 2024/25 - REMEMBRANCER'S OFFICE

The Sub-Committee considered a report of the Remembrancer presenting the high-level business plan for the Remembrancer's Office for 2024-2025.

Members were informed that this report had been approved by the Policy and Resources Committee but was being submitted to the Sub-Committee for consistency as some Members of the Sub-Committee were not Members of the Policy and Resources Committee.

RESOLVED, that the report be noted.

12. CONSIDERATE LIGHTING CHARTER - OPERATIONAL PROPERTY UPDATE

The Sub-Committee considered a report of the City Surveyor & Interim Executive Director Environment which informed Members of the likely steps needed for implementing the Charter in identified City of London Corporation operational buildings and the implications of the Charter to lead by example.

Members discussed communications being essential to encourage sign-up to the Charter.

RESOLVED, that the report be noted.

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

There were no questions.

14. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

15. **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.

16. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 15 November 2024 be approved as a correct record.

17. **MEMBERSHIPS AND SUBSCRIPTIONS - NON-PUBLIC APPENDIX**

The Sub-Committee considered the non-public appendix to the Membership and Subscriptions report considered at Agenda Item 9.

RESOLVED, that the non-public appendix be noted.

18. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

Questions were raised in respect of the City of London (Markets) Bill.

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

There were no items of urgent business.

The meeting closed at 3.45 pm

Chairman

Contact Officer: Zoe Lewis
zoe.lewis@cityoflondon.gov.uk

This page is intentionally left blank

Committee(s): Policy and Resources Committee – For Information	Dated: 11/04/2024
Subject: Improving the City Corporation’s Tracking of Member Skills and Expertise	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	8, 9
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Gregory Moore, Deputy Town Clerk	For Information
Report author: David Mendoza-Wolfson, Office of the Policy Chairman	

Summary

This report presents the current procedure around the capture of Members' skills and interests. It outlines how officers will ensure that this information is regularly updated and assesses how we can improve in keeping information accurate and reflective of Members’ skillsets.

The report acknowledges that improvements can be made to the procedure, for example by refreshing the list of Member skills and expertise with updates, so that better informed decision making can take place e.g. as regards invitations to attend or represent The City at functions and events.

The report is being brought forward at the request of the Committee and provides an opportunity to refresh our practices ahead of the March 2025 Common Council elections.

Recommendation(s)

Members of the Policy and Resources Committee are asked to:

- Note the report.

Main Report

Background

1. Though it has undergone iterative updates, with most recent revisions being made ahead of the March 2022 all-out Common Council elections, the current method through which Member skills and expertise are captured and collated has gone largely unchanged for several years.
2. Following a question asked by Alderman Hailes at the Policy and Resources Committee meeting on 16 November 2023 about how the City Corporation captures this information, the Policy Chairman agreed to have the issue investigated by Officers.

Current Position

3. Upon taking office, each newly elected Member is contacted by the Governance and Member Services Team and asked to complete several forms – one of these concerns their skills and experience. Forms are returned to the Governance Team; information captured is then made available to Event Officers in Innovation and Growth, the Remembrancer's Department and Mansion House who call upon such information most frequently.
4. The information is stored on the CityDynamics CRM system, which is accessible to City of London's staff members with an active licence for it, namely officers in Innovation and Growth, Remembrancers, Office of the Policy Chairman, Mansion House and Corporate Affairs. CityDynamics is a heavily customised version of Microsoft Dynamics CRM, where a database of organisations and contacts that engage with the City of London's principals (namely the Policy Chairman and the Lord Mayor) are saved, capturing interactions that the five departments above have with these external stakeholders. This system also has a separate Events environment which shares the same database and through customisation allows the management of events (from invitation to reporting) for the departments mentioned above.
5. The present form has nineteen expertise categories, agreed in consultation with Officers in Innovation and Growth and the Remembrancer's Department, and an 'other' box allowing for free text and for Members to capture themes which they feel are not adequately covered by the categories articulated. This had led to the proliferation of interests being listed, alongside expertise, and of a list that has grown stagnant due to a lack of regular updates. For example, in addition to City Corporation-led priority areas such as Financial Services and Economic Crime, the current form also lists a wide range of potential interests such as skiing, cookery and classical civilization. Appendix 1 provides an indicative list of some of the categories currently included.
6. The "Lighthouse" project, led by colleagues in Digital Information Technology Services (DITS), evaluated data and processes within the City of London Corporation with the assistance of external consultant Hitachi Solutions, who conducted workshops focusing on customer experience, data quality, and system efficiency. Hitachi Solutions identified disjointed tools, time-consuming processes, and risks related to data duplication within the City Corporation, highlighting the need for modernization. The proposed solution involves implementing a unified CRM system and leveraging Microsoft technologies to enhance stakeholder management, with ongoing consultation to align with the Corporate Plan 2024-2029 and Digital Strategy.

Proposal

7. Currently, details of skills and expertise are only requested upon a Member's election; reminders to update their information are published on the Member's portal. To keep information more accurate and up to date officers will create a digital form that will be circulated to all Members on a twice-yearly basis encouraging them to review and update their initial submissions. Once a year, this will be sent out alongside their annual declaration of interests. It would also be worth better highlighting to all that this is to be considered as a 'live document' to which they may make amendments at any time by notifying relevant Officers. This will allow the Corporation to keep track of Member skills and expertise more dynamically, capturing new expertise on a rolling basis.
8. A new, digital, list will be built, informed by – but distinct from – the current list (as found in Appendix 1). *The first version of this list will be complete by the 9th of May, 2024.*
9. This new form contains preset "Categories" and "Sub-Categories" for Members to select.
 - a. e.g. A "Category" might include "Financial Services" and could contain sub-Categories such as "Accountancy", "FinTech", "Insurance".
 - b. Alongside these Subject Matter Categories (e.g. Financial Services), there will also Country Categories, to understand Members' country specific expertise
10. There will also be one 'other' box for inserting text for if a Member believes that a sub/category that should be listed, is. The information entered into the 'other' box, will be used to feed into the following year's list following review by officers in Innovation and Growth and the Remembrancer's Department, and other relevant departments most likely to use the list in their day-to-day work.
11. The form will be easily accessible to Members online.
12. This list will then be used by officers to help inform and assist in their recommendations to relevant Committee Chairs, for example, for which Members should be invited to attend or represent the City at particular functions.

Corporate & Strategic Implications

Financial and resourcing implications

There would be no financial cost to adopting the recommended option, but some officer time in setting up the new form, distributing, reviewing, and maintaining.

Legal Implications

The information will be held in accordance with GDPR; only stored and used for specific purposes agreed by the Member when providing their personal information.

Risk Implications

None

Equalities Implications

Understanding the skills and expertise of Members will help ensure that there is a greater equality of opportunities for Members, based on their specific skills and expertise rather than their longevity on the Court or other factors that may not be as objective in matching Members with positions or functions.

Climate Implications

None

Security Implications

None

Conclusion

13. Updating the way that the City Corporation collects, collates, and refreshes data on Member skills and expertise will improve how the Corporation engages with Members and ensure that the organisation is appropriately represented within different forums. A twice-yearly updated digital form will ensure greater quality in information. This will help to determine, for example, which Members should be invited to attend particular, issue-specific, functions as invitations are made available.

Appendices

Appendix 1: List of current categories

David Mendoza-Wolfson

Policy Advisor

Town Clerk's Department

E: david.mendoza-wolfson@cityoflondon.gov.uk

Appendix 1

Indicative List of Member 'Skills and Interest'

- Animal Welfare
- Architecture
- Art & Culture
- Asset Management
- Banking
- Business
- Charity & Volunteering
- Competitiveness
- Conservation
- Defence
- Disability
- Diversity
- Education
- Employment
- Environment
- Financial Services
- Foreign Affairs
- Forestry
- Housing
- Legal
- LGBT
- Local Government
- Mental Health
- Music
- Open Spaces
- Policing & Economic Security
- Property
- Risk Assessment
- Science & Technology
- Skills & Training
- Social Mobility
- Sport
- Sustainability
- Theatre
- Tourism
- Trade
- Transport

This page is intentionally left blank

Agenda Item 9

Committee(s)	Dated:
Police Authority Board Streets & Walkways Sub Committee Policy & Resources Committee	6 March 2024 19 March 2024 11 April 2024
Subject: Anti-Terrorism Traffic Regulation Order	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1
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: Executive Director, Environment Department	For Information
Report author: Ian Hughes, City Operations Director	

Summary

The City’s permanent Anti-Terrorism Traffic Regulation Order (ATTRO) authorises the City Police to potentially control the movement of pedestrians and vehicles on City streets for counter terrorism purposes and was originally requested as part of a package of measures aimed at both improving the security of people in crowded places & preventing damage to buildings from a potential terrorist attack.

Members approved the ATTRO in 2016 on the basis that the City Corporation’s area was particularly vulnerable to terrorism due to its highly dense nature and the concentration of high profile, historic, prestigious and financial targets that can be found throughout the Square Mile. Matters since would suggest this assessment has not changed, albeit the use of the ATTRO has been limited to a small number of high-profile special events.

From a City Police perspective, retaining the permanent ATTRO remains important because it affords them the ability to react quickly, if the intelligence necessitates it, to protect the public. For the City Corporation, having a permanent ATTRO allows it to be implemented for specific requests in a more timely manner where speed of response may be important.

The ATTRO was made as a permanent traffic order but subsequently Members requested that in addition to annual reports on its usage, the continuing need for the ATTRO to remain in place would be reviewed every three years. Last year’s report agreed the next three year cycle, making this year’s report just For Information.

Recommendation(s)

Members are to note the usage of the ATTRO during 2023, and that it will remain in place until the next review in two years’ time.

Main Report

Background

1. In September and October 2016, the Planning & Transportation Committee (for decision), the Police Committee (for information) and the Policy & Resources Committee (for decision) discussed and agreed to the creation of an Anti-Terrorism Traffic Regulation Order (ATTRO) in the City Corporation area.
2. This was in response to a request from the Commissioner of the City Police in July 2015 to introduce such an order and followed a statutory public consultation.
3. The Commissioner's request was informed by advice received from his counter-terrorism security advisors, including the Centre for the Protection of National Infrastructure (now the National Protective Security Authority). The advice related to the whole administrative area of the City and was in the context of the potential impact of terrorism due to the City's intensely crowded nature and its role as a high-profile world centre of economic activity.
4. The ATTRO is a counter terrorism measure pursuant to the provisions of the Civil Contingencies Act 2004, which allows traffic orders to be written by the Traffic Authority under s6, s22C and s22D of the Road Traffic Regulation Act 1984. These orders can only be made on the recommendation of the Commissioner of Police and are for the purposes of:
 - Avoiding or reducing the likelihood of, or danger connected with, terrorism, or;
 - Preventing or reducing damage connected with terrorism.
5. On the basis of a security assessment or an intelligence threat, the ATTRO gives a City Police Inspector or above the discretion to restrict traffic and / or pedestrians to all or part of any street in the City. That discretion must be exercised in accordance with an agreed protocol so that any interference is proportionate and that such restrictions are in place for the minimum extent and time necessary.
6. The Commissioner requested the ATTRO be put in place on a permanent basis, but that its use be contingent on it only being used as a proportional counter terrorism response to the needs of an event, incident or item of intelligence. Transport for London also agreed to allow the City Corporation to include their streets within the Square Mile as part of the ATTRO area.
7. The permanent ATTRO allows the controls to be activated at any time, albeit in accordance with an agreed protocol that reflects the statutory requirements for making such an order. Nevertheless, its permanent nature enables quicker activation of security measures to meet operational requirements given the unpredictability of the current terrorist threat.

8. Members agreed to making the ATTRO on two key conditions, namely that an annual review be presented to Members, and as part of that review, there should be confirmation that the ATTRO had been used in a proportionate way.

Current Position (Process)

9. The protocol established for using the ATTRO allowed for two main types of scenario. The first of these was for intelligence-based police led urgent situations, however, since it's introduction the permanent City ATTRO has yet to be used to implement controls resulting from advance intelligence.
10. The second scenario was in relation to pre-planned special events where the ATTRO could be used to supplement the City Corporation and TfL's existing event planning process. Such events typically have a separate pre-advertised temporary traffic regulation order (TTRO) granted to the organiser to close roads just to facilitate the event, but if deemed appropriate, the ATTRO could be used to authorise additional protective security measures, particularly in response to emerging information regarding the terrorist risk to that event.
11. These could include the control of pedestrian movements which would not typically form part of the standard event TTRO, and / or additional road closures that might be deemed appropriate at short notice.
12. Individual requests to implement measures under the ATTRO are carefully considered and only agreed (at Town Clerk level) if they are proportionate, specific to that event and take into account the balance of other legislative rights and powers.
13. The operational protocol to oversee how the ATTRO is triggered and operated remains subject to review between the City Corporation, City Police and TfL under 'Business as Usual' protocols to ensure it remains fit for purpose. In addition, although the authority to implement the ATTRO has been delegated to the Town Clerk, the Chairmen of your respective Committees are made aware when requests are made and this delegation is used.

ATTRO Requests

14. In the six years between 2016 and 2022, the City Police Commissioner requested use of the ATTRO on 11 separate occasions, all in relation to a particular special event. Five of those requests involved the annual New Year's Eve celebrations as part of the Metropolitan Police-led operation across Central London. The other six were in either 2017 or 2022 and related to:
 - The funeral of PC Keith Palmer at Southwark Cathedral (2017)
 - The IAAF Marathon (2017)
 - The Lord Mayor's Show & Fireworks (2017)
 - The Grenfell Tower Memorial Service at St Paul's Cathedral (2017)
 - Her Majesty the Queen's Platinum Jubilee Service at St Paul's Cathedral (2022)

- Events related to the passing of Her Majesty Queen Elisabeth II and the accession of His Majesty King Charles III (2022)

15. In 2023, two further requests were made and approved in relation to events, namely the London Marathon and (again) New Year's Eve. Both were made alongside ATTRO requests from the Metropolitan Police to other Highway Authorities as part of a pan-London policing operation.

16. Post-event feedback would suggest the additional powers contained in the ATTRO were used sparingly, but where used, they proved helpful in ensuring the mitigation of terrorism risk. There was no noticeable or negative impact on the general public and none of their uses exceeded 48 hours, which would have otherwise triggered a review by the Town Clerk & Commissioner as per the standing protocol.

Corporate & Strategic Implications

17. Counter Terrorism is graded as a tier one threat against our country as per the National Strategic Policing Requirements set by the Home Office. Nationally and locally, there is an appropriately strong expectation that the threat of terrorism is met by an equally appropriate and proportionate response by the police and their partners.

18. The Government's Contest Strategy aims to reduce the risk to the UK and its interests overseas from terrorism, so people can go about their daily lives freely and with confidence. The City of London Police, part of the London counter terrorism region, supports the Contest Strategy through the four P's approach of Pursue, Prevent, Protect and Prepare. Protective Security as a theme, and therefore the ATTRO, fits firmly under Protect element of the Government's Contest Strategy.

19. One of the three operational priorities of the City of London Police's Policing Plan is 'to keep those who live, work, and visit the City safe and feeling safe.' This includes having all the tools and resource available to rapidly mitigate risk and to protect the public.

20. The City of London's historical, cultural and economic importance means it will always be an attractive target for those who are intent on causing high profile disruption. By continuing to protect the City of London from terrorism we will continue to protect the UK's interests as a whole. In terms of prevention, the City of London Police plan states 'we will enhance and develop our protective security tactics to protect the City from terrorist attack, testing and exercising with partners to improve our response.'

21. The City of London Local Plan 2015 aims to ensure that the City remains a safe place to live, work and visit. Core Strategic Policy CS3 makes specific provision for implementing measures to enhance the collective security of the City against terrorist threats. It seeks to apply those measures to broad areas, including the City as a whole, encouraging the development of area-based approaches to

implementing security measures. The Local Plan is now under review but is likely to continue that approach.

22. The risk of terrorist attack remains at the top of the current Corporate Strategic Risk Register because of the City's concentration of high profile, historic, prestigious and financial targets. In addition, the City's Corporate Plan 2018-2023 reiterates the key aims of ensuring people are safe & feel safe and that we protect the users of our buildings, streets & public spaces.
23. Otherwise, the legal implications on the use of the ATTRO remain unchanged from the original 2016 report and are repeated in Appendix 1 for reference.

Risk Implications

24. Although the risk of further terrorist attacks in the Square Mile cannot be eliminated, the potential availability of the ATTRO to the City Police forms part of the measures available to help mitigate that risk.

Legal & Equalities Implications

25. See Appendix 1.

Financial, Resource & Climate Implications

26. None

Conclusion

27. Given the Square Mile's exceptional environment, its 'attractiveness' as a terrorist target has not changed. The evidence would suggest the use of the ATTRO is carefully considered and is used proportionately, balancing public interest against individual rights. Feedback does not suggest any noticeable or negative impact on the general public and a significant but appropriate degree of challenge is made by the City Corporation to the requests from the Commissioner to use it.

Appendices

Appendix 1 - ATTRO Legal Considerations

Ian Hughes
Director, City Operations
Environment Department

T: 020 7332 1977

E: ian.hughes@cityoflondon.gov.uk

Appendix 1 - ATTRO Legal Considerations

1. Statutory power to make the ATTRO – Sections 6, 22C and 22D of the Road Traffic Regulation Act 1984 (as amended by the Civil Contingencies Act 2004) enables traffic orders to be put in place by the traffic authority for the purposes of avoiding or reducing the likelihood of danger connected with terrorism, or preventing or reducing damage connected with terrorism.
2. Statutory duties of traffic authority - As traffic and highway authority, the City Corporation has the duty to secure the expeditious, convenient and safe movement of traffic (having regard to the effect on amenities) (S122 Road Traffic Regulation Act 1984) and the duty to secure the efficient use of the road network avoiding congestion and disruption (S16 Traffic Management Act 2004). The Schedule to the ATTRO sets out requirements aimed at meeting these duties by ensuring that any restrictions will be the minimum necessary to remove or reduce the danger and are consistent with the statutory requirements for making such Orders. In implementing the ATTRO the traffic impacts of restricting or prohibiting traffic to roads within the City, including, potentially, pedestrian traffic, should be considered. In the event of a threat, the disruption to traffic flow would also have to be weighed against the threat of more severe disruption and greater risk being caused due to failure to prevent an incident.
3. Further controls - The Schedule to the draft ATTRO requires that in most cases at least seven days' notice of any restrictions must be given to persons likely to be affected (unless this is not possible due to urgency or where the giving of notice might itself undermine the reason for activating the ATTRO), and notice must also in any event be given to the City, TfL and other affected traffic authorities. The requirement for notice is intended to mitigate adverse traffic impacts by enabling alternative transport arrangements to be put in place.
4. Human Rights and Proportionality - In considering the request for the ATTRO, there is a duty to act in accordance with the European Convention on Human Rights. In relation to possible restriction of access to property, any interference with Article 1 rights to enjoyment of property must be justified. Interference may be regarded as justified where it is lawful, pursues a legitimate purpose, is not discriminatory, and is necessary. It must also strike a fair balance between the public interest and private rights affected (i.e. be proportionate). It is considered that the public interest in being protected by the existence and operation of the ATTRO can outweigh interference with private rights which is likely to occur when restrictions are in operation. The scope of restrictions must be proportionate and should only last until the likelihood of danger or damage is removed or reduced sufficiently in the judgment of a senior police officer. The Schedule to the ATTRO sets out arrangements (further expanded in the Protocol) for ensuring that any interference is proportionate. Given the risks to life and property which could arise if an incident occurred, and the opportunity provided by the ATTRO to remove or reduce the threat of and/or impacts of incidents, it is considered that the ATTRO can be justified and any resulting interference legitimate.

Committee(s): Policy and Resources – For information	Dated: 11/04/24
Subject: Innovation & Growth AI Workstream	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	6(b), 6(d), 7(b), 7(c)
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: Damian Nussbaum Executive Director for Innovation & Growth (IG)	For Information
Report author: Mary Kyle & Melissa Panszi, Head of FPS Technology, Innovation & Growth (IG)	

Summary

Artificial Intelligence (AI) is a key area of focus for businesses, regulators and governments across the globe. The potential for AI to transform our day-to-day lives is widely acknowledged. However, as the technology becomes more advanced, concerns increase on how to harness the benefits while addressing safety and ethical issues.

For its future success, UK FPS (financial and professional services) need to embrace these emerging capabilities whilst upholding ethical and safety standards.

The Corporation has already worked on AI adoption. This report sets out what is being delivered, developed and supported by CoLC.

Recommendations

Members are asked to:

- Note the work being carried out and/or supported by the Corporation relating to AI.

Main Report

Background

1. AI is a growing sector which will have a significant impact on UK FPS and the wider economy over the coming years. The FPS industry is amongst the strongest adopters of AI.

2. The AI sector currently contributes £3.7 billion to the UK economy. In the future, Generative AI is expected to add £31 billion of GDP to the UK economy through boosting productivity levels.
3. A recent UK Finance paper showed that 39% of financial institutions have widely deployed Predictive AI. By contrast, none of the firms surveyed have widely deployed Generative AI. In terms of narrow deployment, there is 52% take up of Predictive AI versus 22% of Generative AI. This means that the vast majority of UK FPS are facing new challenges and opportunities in light of emerging AI capabilities.
4. Supporting the responsible use of AI is a fundamental aspect of nurturing innovation under CoLC's Competitiveness Strategy and IG's business plan.
5. AI is also intrinsically linked to the priorities of the Policy Chairman and the Lord Mayor. Supporting UK FPS's adoption of AI aligns with the aims of the Vision for Economic Growth report to becoming a digital first economy.
6. The UK Government has been proactive in responding to the potential challenges and benefits associated with AI. Regulators have also been doing work on this space to support innovators with their regulatory requirements. See more detail on the UK Governments and regulators recent initiatives on AI at [Appendix 1](#).
7. IG's AI activity will consolidate CoLC's position as a significant contributor to advancements in this space and a go-to-partner for AI initiatives across both the public and private sectors.

Current position

8. The Corporation already has a strong track record in AI-related initiatives. Recent examples include:
 - [AI Dinner](#) – In October 2023 CoLC and the Department for Science, Innovation & Technology (DSIT) co-hosted the 'AI for Innovation' Dinner at Guildhall. Almost 400 attendees from the AI ecosystem were present. During the dinner hosted by CPR and the SOS for Science, innovation and Technology, CoLC launched the "[Accelerating Innovation Report](#)" in partnership with EY and a promotional video created by IG. This strengthened the relationships with DSIT, positioned CoLC as a credible voice on AI and broadened CoLC's AI-related networks.
 - [International Regulatory Strategy Group \(IRSG\) policy paper on AI](#) – CoLC, alongside TheCityUK, published a policy paper on AI. This reflected the importance of a coherent, interoperable global framework for AI regulation.

For further detail and activities please see Appendix 2.

9. This work has positioned CoLC as a credible partner on AI. To shape future activity, IG conducted a scoping exercise to identify the AI-related issues most common to FPS stakeholders, and where it could contribute most value. The scoping exercise

involved collecting intelligence through different channels: events, desk research, AI related working groups, roundtables, and more than 30 1:1 interviews with representatives from across the AI ecosystem. Please find more detail about the scoping exercise at [Appendix 2](#).

10. Amongst the topics discussed during the scoping exercise were barriers to adoption of AI, lack of skilled workers, safety and ethical concerns around AI related products, vulnerabilities of AI models, various levels of maturity of organisations in their AI “journey”, and the risks and opportunities of Generative AI.

Current AI related projects

11. IG is involved in several ongoing projects that relate to AI. These projects are at different stages of the project cycle, with some currently being delivered and others still in development (for more detail on projects still in development see [Appendix 3](#)).

12. These key projects are generally related to AI skills, AI innovation or set piece events used as platforms to showcase the UK’s AI capabilities. For example:

- **AI Skills Projects:**

- [Ethical AI Initiative](#) - IG has supported the Lord Mayor’s Ethical AI Initiative. This initiative has launched two Ethical AI Qualifications. The first, aimed at deployers of AI in the financial services sector is led by the Chartered Institute for Securities & Investment. The second, aimed at computer professionals as builders of AI, is led by the British Computer Society. Since November 2023 there have been around 3,600 course registrants and several hundred graduates from the Ethical AI Initiative. This includes representatives from over 45 countries, representing over 300 firms, seven regulators and four central banks.
- [Beyond Automation: future-proofing FPS careers](#) - This project aims to develop a report exploring how AI will impact FPS careers and recommendations on measures for government to implement. The report will support FPS in the changes that are likely to occur to their workforce over the coming years.
- [Women Pivoting to Digital Taskforce](#) – IG is launching a taskforce focused on addressing the digital workforce gaps and the underrepresentation of women working in AI and digital roles across FPS and technology sectors. The Taskforce will highlight and catalyse action around supporting women from non-technical backgrounds pivot to digital roles.

- **AI Innovation Projects:**

- [AI Innovation Challenge in partnership with Microsoft](#) – The third edition of the Challenge will focus on the role of AI in helping to defend against cyber-attacks or fraud. The aim of the Challenge is to accelerate innovation by supporting the development of AI technology products that are fit for the UK FPS market. This helps to ensure that UK FPS remains at the cutting-edge of technology

innovation and adoption, to defend itself against complex forms of cyber-attack or fraud.

- CoLC/DSIT Tech Dinner – on 15th April CoLC and DSIT will host a second Innovation & Technology Dinner to follow the success of the previous event in 2023. The dinner theme will be AI investment which will provide a platform to showcase the strengths of the UK on AI and to update CoLC stakeholders on key developments and CoLC activity in this area.

Corporate & Strategic Implications

13. Strategic implications - IG's work on AI helps advance key CoLC strategies in the following ways:

- Competitiveness Strategy – Nurturing Innovation. This includes helping to unlock the capabilities of emerging technology and understanding the relevant risks involved. The driving ethos behind the AI activity is supporting UK FPS to safely realise the potential benefits of AI. This will support FPS to stay at the forefront of what is a fast-developing and critical global shift in how AI is being used to support and augment the provision of FPS to an international consumer base.
- The incoming Corporate Plan – Dynamic Economic Growth. This focuses on the UK becoming a digital-first economy. The continued integration of AI into UK FPS is integral to that vision being achieved. IG's AI activity exhibits a proactive and pro-innovation approach which reflects UK Government's position.
- Lord Mayor Priorities – The Connect to Prosper Theme advocates for the importance of knowledge sharing and collaboration. These are at the heart of the Cyber Innovation Challenge and the supply chain work. The AI activity also champions the importance of showcasing solutions and demonstrating inventiveness.

14. Financial implications - IG's AI activity is being met by IG budget and section 106 funding.

15. Risk implications –

- There is a potential lack of engagement from stakeholders to inform and derive benefit from the activity. However, given the importance that stakeholders have been giving to AI, this seems unlikely. Steps have been taken to mitigate this risk by engaging with numerous and diverse set of stakeholders in the development of IG's AI activity. There has been widespread enthusiasm to get involved in various projects.
- Insufficient capacity or resource to deliver the AI workstream to the high standard required. This has been mitigated with careful consideration being given to capacity as part of IG's business planning process. If there are risks to quality, we will look at scaling back.

16. No legal, equalities, climate or security implications arise from the recommendations in this report.

Conclusion

17. Whilst the true scale of AI's impact on FPS is emerging, the importance of exploring its capabilities and its risks is undeniable. It is important for CoLC to capitalise on the activity that it has carried out to date and the position it has established as a credible voice on the role of AI in UK FPS.

18. Our ongoing work in this area will ensure that CoLC retains its position as a go to partner on AI initiatives. It also provides CoLC with a platform through which to champion positive and responsible AI integration and provide practical support to help FPS firms realise the capabilities of AI. This is vital to the continued international success of UK FPS.

Background Papers

- Innovation & Growth Artificial Intelligence workstream - 19 October 2023.

Appendices

- Appendix 1 - Additional background on relevant developments on AI
- Appendix 2 – Recent IG AI Activity
- Appendix 3 – IG scoping projects

Mary Kyle & Melissa Panszi

Head of FPS Technology, Innovation & Growth

T: 020 7834 808 240

E: mary.kyle@cityoflondon.gov.uk

This page is intentionally left blank

Additional background on the UK Government's and regulators recent developments relating to AI

The UK Government has been proactive in responding to the potential challenges and benefits associated with AI. Publication of its National AI Strategy in September 2021 recognised the power of AI to “increase resilience, productivity, growth and innovation across the private and public sectors.” In late 2022 the AI Standards Hub was launched to provide access to a database of AI standards. In 2023 a white paper was published setting out plans to implement a pro-innovation approach to AI regulation. This was underpinned by five principles to guide and inform the responsible development and use of AI in all sectors of the economy. The five principles are:

- Safety, security and robustness
- Appropriate transparency and explainability
- Fairness
- Accountability and governance
- Contestability and redress

In February 2024 the UK Government published initial voluntary guidance for regulators to support the implementation of these five pro-innovation regulatory principles. Regulators including the Financial Conduct Authority (FCA), Ofcom and Competitions Market Authority have been requested to update on their strategic approach to AI by the end of April. In other developments, the Digital Regulation Cooperation Forum will shortly be launching an AI and Digital Hub pilot. The Financial Conduct Authority is also continuing to explore setting up an AI-specific sandbox. Both initiatives aim to support innovators to check regulatory requirements for emerging AI before it reaches the market in a bid to boost innovation in this area.

Alongside the potential benefits that AI can bring, there has also been an increased focus on the safety of AI. In November 2023 the UK Government hosted the first AI Safety Summit with 28 countries signing the Bletchley Declaration, agreeing that AI should be “designed, developed, deployed and used in a manner that is safe, human-centric, trustworthy and responsible.” The UK Government has also set up an AI Safety Institute, which will be tasked with testing the safety of emerging types of AI. The Bank of England has produced papers exploring the potential impact of AI to create financial stability risks.

This page is intentionally left blank

IG AI Activity

Please find below additional detail regarding AI activity developed by IG in the last couple of months.

Activity	Description	Feedback / Outcomes
IG scoping exercise	IG's activity on AI has been informed by identifying those AI-related issues that are most common across FPS stakeholders. This information has been gathered through attendance at relevant seminars, panels and other events, desktop research into existing policy papers and reports. It has also drawn upon IG's involvement in AI-related groups including TheCityUK AI Working Group and The Law Society AI Working Group. A key part of this exercise has been a significant engagement exercise with industry. This has involved over 30 1:1 interviews with organisations from across the AI eco-system to gain their feedback on IG's proposed activity in this area as well as focused roundtables on the topic of AI. This included engaging with AI companies, regulators, government representatives, FPS firms and technology companies. Also, as the AI landscape continues to evolve, we are continuing to engage with stakeholders to stay on top of the latest developments and needs of FPS.	Amongst the topics discussed during the scoping exercise were the barriers to adoption of AI. This included conversations on the technical complications of integrating AI into FPS organisations. Discussion also focused on the lack of skilled workers available to develop and deploy AI and the safety and ethical concerns around ensuring that AI-related products and services are safe and fit for purpose. IG also discussed the vulnerabilities of AI models themselves and how FPS can guard against the risks inherent in many AI-related products. The relative maturity of different organisations' AI 'journey' has been a common theme, recognising that some FPS firms have been deploying AI for decades. By contrast, others are only just starting to explore the increased benefits that AI can bring to their internal and external-facing functions. Even those firms that are comfortable deploying more standard forms of AI are only just starting to explore the potential of Generative AI.
AI Dinner	On 30 October 2023 IG and the Department for Science, Innovation & Technology (DSIT) co-hosted the 'AI for Innovation' Dinner at Guildhall. This was the largest official pre- AI Safety Summit event and the primary business engagement. The event brought together 400 leaders from across the AI eco-system as well as ten UK Government officials and nine ambassadors and international delegates. The Dinner	Feedback from DSIT confirmed the Dinner as "brilliant" and a "success". CoLC's involvement in hosting the Dinner has strengthened relationships with DSIT, positioned CoLC as a credible voice on AI and broadened CoLC's AI-related networks.

	<p>featured speeches from the Policy Chairman and the DSIT Secretary of State. There was also the launch of a report by CoLC (see below) and publication of a promotional video created by IG and aired at the event. The video featured the Policy Chairman and DSIT Secretary of State. It also featured as representatives from Darktrace, Comply Advantage and HSBC.</p>	
AI: Accelerating Innovation Report	<p>In conjunction with the AI Dinner, IG released a report developed in partnership with EY - “AI: Accelerating Innovation – How Artificial Intelligence is turbocharging UK financial and professional services.”</p> <p>The report demonstrated how FPS businesses are leaders in investing in and adopting AI technologies to benefit their customers and services. The report contained several AI policy asks. These included highlighting the importance of good governance and ethics and consumer protection in the development and deployment of AI. The report also called for international alignment on AI regulation and a principles-based approach to guide the sector’s actions.</p>	<p>Publication of the report was important in positioning the FPS sector as an integral component in the ongoing discussions about AI. It also helped raise CoLC’s profile and expertise on this topic.</p>
Industry roundtable with Matt Rodda MP	<p>Following the AI Dinner CoLC’s Corporate Affairs Team was approached to host a closed-door industry roundtable with Matt Rodda MP, Shadow Minister for AI. This provided an opportunity to bring together senior industry representatives to share their views on AI safety and regulation. They also discussed what is needed from government to ensure the safe development and deployment of AI whilst continuing to support innovation and adoption.</p>	<p>IG officers attended the roundtable which provided useful insights into how the future of AI is being viewed by the industry and the key issues that both the developers and end users of AI are currently facing. Several follow up meetings with FPS participants took place off the back of the roundtable. These have been fruitful in exploring the value and relevance of IG’s developing AI activity.</p>
International Regulatory Strategy Group	<p>CoLC, alongside TheCityUK, provides the secretariat for the IRSG. The IRSG published a policy paper “reflecting on the importance of a coherent and</p>	<p>IG officers were involved in the preparation of this paper and other material which provided useful insights into the global regulatory factors to be</p>

(IRSG) policy paper on AI	interoperable global framework on AI regulation that will enable economic growth, encourage innovation and deliver greater legal certainty for businesses and consumers.” The IRSG has also previously responded to consultations on the topic of AI. The IRSG is considering further work in this area in line with its regulatory remit.	considered as the use of AI increases and evolves.
AI Sandbox Panel at the World Economic Forum	As part of the World Economic Forum Affiliate Programme at Davos <u>CoL</u> partnered with EY to host a panel session entitled “Sandbox Solutions: Responsible AI Innovation.” The panel explored the role of domestic and multi-jurisdictional sandboxes to support AI innovation whilst also promoting safe and responsible development of AI. The Lord Mayor sat on the panel alongside the following individuals: <ul style="list-style-type: none"> ○ Liz Centoni – EVP, Chief Strategy Officer and General Manager, Cisco ○ Sergio Mujica - Secretary-General, International Organisation for Standardization ○ Josephine Teo – Minister for Communications and Information, Second Minister for Home Affairs and Minister-in-Charge of Smart Nation and Cybersecurity, Republic of Singapore 	

This page is intentionally left blank

AI projects in scoping phase

Strengthening AI Audit including Assurance across the Supply Chain

IG is aware of an increase in advice being sought from FPS firms on how to manage the risks of AI across their supply chain. This is causing a barrier to unlocking the potential of AI within businesses. It also acts as a barrier to AI companies trying to integrate their solutions into firms. Also, many UK FPS firms will fall within the remit of the incoming EU AI Act. Where it applies, the Act will require an organisation to effectively audit its use of AI and ensure that it complies with the requirements under the Act. There will be significant financial and reputational penalties for failing to comply and a limited timeframe within to confirm such compliance. IG has worked with an external consultancy to identify how it can best add value and support UK FPS in this area. This includes the possible publication of standards and/or a toolkit to guide best practice. Further engagement with the FPS and technology communities over the coming months will help to focus this activity with delivery expected in Q4 2024/Q1 2025.

Responsible Technology Adoption Unit (RTAU) Portfolio of AI assurance techniques

A key barrier to the use of AI is a lack of trust in the systems in use. AI assurance increases confidence in a specific use of AI by demonstrating its compliance with various regulations, standards and ethical guidelines. However, this can be difficult to do in practice. The RTAU has created a portfolio of case studies providing real world examples of assurance techniques that have been used within organisations. IG has been reaching out to the financial services sector to create a new FS-focused set of use cases. These will be published so that others from across FPS can use to measure, evaluate and communicate the trustworthiness of AI systems.

City of London is currently undertaking a scoping exercise focused on digital verification in financial services and the UK economy

Digital verification is a critical component of AI assurance infrastructure. It holds a foundational role in establishing the trustworthiness and reliability of AI systems. The central challenge in AI assurance is dealing with the complex nature of AI technologies. These present a diverse array of risks and are employed in various contexts. Digital verification serves as an indispensable tool in this landscape. It offers a robust framework for evaluating and validating AI systems. Its significance is amplified by the increasing reliance on digital channels by private and governmental entities. This necessitates secure and efficient identity verification processes. In essence, digital verification in AI assurance acts as a gatekeeper, ensuring that the deployment of AI is both secure and aligned with ethical standards. Therefore, it plays a pivotal role in the sustainable growth of the AI market.

This page is intentionally left blank

Committee(s): Policy and Resources – Information Communications & Corporate Affairs Sub Committee	Dated: 11/04/2024 24/04/2024
Subject: Innovation and Growth Quarterly Report	Public with accompanying Non-Public Appendix
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	2 - 11
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	
Report of: Damian Nussbaum, Executive Director for Innovation and Growth	For Information
Report author: Daniel O’Byrne, Strategic Engagement and Operations Director, Innovation and Growth	

Summary

This report presents the impact of the City of London Corporation’s (CoLC) work in support of UK Financial and Professional Services in 2023/2024. It gives Members of the Committee visibility of upcoming areas of work in the Innovation and Growth (IG) Department, working with Corporate Affairs, Media, the Remembrancer’s Office, the Office of the Policy Chairman and Mansion House which will be reported on as part of a quarterly cycle.

Recommendation(s)

Members are asked to:

- Note the review of Financial Year 2023/2024
- Note the IG Forward Look ([Appendix 1](#))

Main Report

Background

1. CoLC, through IG working closely with Corporate Affairs, Media, the Remembrancer's Office, the Office of the Policy Chairman and Mansion House works to strengthen the UK's financial and professional services (FPS) creating jobs and growth right across the UK. Our programmes in this area support the recommendations in the corporation's Vision for Economic Growth Report and are aligned to the Competitiveness Strategy 2021-25.
2. Our core objective is to support the competitiveness of the UK as the world's leading global hub for FPS. We work to keep the UK innovative in technology, leaders in sustainable finance and open & global.
3. These priorities were chosen because the domestic and global context in which the UK's FPS and tech sector operates is changing rapidly and significantly.

Current Position

A: Review of Financial Year 2023/2024

4. The Review presents CoLC's work to strengthen the UK's competitiveness as a global financial centre and to create jobs and growth right across the UK.
5. Members will be aware that through the competitiveness strategy we aim to reinforce the UK's position as the world's leading global hub for FPS.
6. The review details:
 - CoLC's work in support of key FPS metrics: 2023/2024
 - An overview of reports published
 - A showcase of major work/projects from 2023/2024
7. Members are asked to note key stats relating to the UK's financial and professional services performance, including:
 - The UK is the world's largest net exporter of FPS, reaching a **record of £150bn in 2022.**
 - UK FPS services contributed nearly **13% of the country's tax contribution in 2020, totalling £100bn.**
 - **13% of the entire economic output** of the UK is produced by Financial and Professional services in 2022, equivalent to £294bn.
 - The UK is the second largest asset management centre in the world with **£4.2tn managed for overseas clients.**
 - The UK attracted the **highest foreign direct investment (£2bn)** for financial services in Europe in 2022.
 - London handled a **daily average of \$3.8tn in FX trades** in 2022, double that of New York.

- The UK is the **leader in OTC derivatives trading with \$2.6tn** traded in 2022.
8. Members are asked to note nine workstreams (see details in para 9 -17) that have contributed significantly to the support of FPS in the UK. Members should also note that the delivery of these workstreams involves a number of different teams and departments from across the Corporation, as detailed above.
 9. **Vision for Economic Growth**, co-chaired by the Policy Chairman and the Lord Mayor quickly became the most viewed report page on the Global City, with report content receiving 4,500 views to date. 322 attendees joined across two bespoke launch events. The report garnered wide media impact, where coverage was secured across leading UK and international media platforms in more than 40 outlets – including digital, broadcast and radio. Outlets include [Financial Times](#), Bloomberg Radio, LBC, Sky News Ian King Show, [Sky News](#), [The Times](#), [Reuters](#), [Daily Mail](#), [City A.M.](#), [Daily Express](#), [Financial News](#), [Yorkshire Post](#) and [Express](#). The report has had meaningful impact on the Harrington Review, CoLC's Budget submission, and emerging Labour Policy in relation to FPS, most notably *Financing Growth*.
 10. **The Net Zero Delivery Summit** brought together 200 leaders and over 50 speakers for 12 sessions of panel discussions, fireside chats and keynote speeches. The Summit was addressed by both the Policy Chairman and the Lord Mayor. NZDS 2023 was covered by over 400 news pieces across print, online and broadcast internationally. This included but was not limited to [Bloomberg](#), [Reuters](#), [Independent](#), [City A.M.](#), [National News](#), [City Matters](#), [Regulation Asia](#), [Sada Elabald English](#) and [Daily News Egypt](#).
 11. **The Mansion House Compact** is an industry-led voluntary expression of intent to take meaningful action to secure better outcomes for UK savers through increased investment in unlisted equities. 11 signatories, comprising businesses that represent £400 billion worth of assets, agreed to commit 5% of DC funds to private equity to benefit savers and support unlisted businesses. The Lord Mayor hosted The Mansion House Pensions Summit in October 2023, and 160 delegates participated. The momentum was continued by the signing of the Mansion House Compact and the announcement of the Mansion House Reforms by HMT. Extensive coverage was secured in national media including an op ed from the then Lord Mayor Nicholas Lyons in the [Daily Mail](#). More in [This is Money](#), the [Spectator](#), [The Times](#), (£) [The Guardian](#), [City A.M.](#), [Reuters](#), [Evening Standard](#), [LBC](#), [Independent](#), [Yahoo](#), [Bloomberg](#) and [BBC 5 Live Wake Up to Money](#). Further coverage in the [FT](#) (£), [The Sun](#), [The Telegraph](#) (£), [BBC](#), [Sky](#), [Channel 4](#), [ITV](#), [This is Money](#), [Financial News](#), [CNBC](#) and 12 other titles. Interviews were organised for the Lord Mayor on [Bloomberg TV](#), [Bloomberg's Day Break Europe](#) , and Sky News' flagship business show [Business Live with Ian King](#).

12. **The AI for Innovation Dinner** welcomed 373 attendees and speakers include Rt Hon Michelle Donelan, Secretary of State for Science, Innovation and Technology alongside the Policy Chairman. The dinner was the largest pre-AI Safety Summit event and the main way for businesses to engage with the Summit. The dinner was a key moment in positioning the City of London's AI policy work, strengthening the working relationship between CoLC and DSIT and ensuring the experiences and insights of the FPS sector were not overlooked during this milestone occasion. Following a proactive announcement, The Daily Mail and [The Sun](#) reported on the City of London Corporation's AI Dinner Summit held at Guildhall, and there were further coverage in [The Times](#) and other outlets. The Policy Chairman's [City A.M.](#) column also highlights AI's enormous opportunities.
13. **The Global Investment Futures (GIF)** campaign has secured over 10 wins this year, including Foreign Direct Investment (FDI) wins, growth and Mandate wins. GIF is an international campaign to promote and support the UK's investment management offer. The UK is the second largest centre for Assets Under Management globally, second only to the US.
14. **The Corporation's US office launch** took place on 11 and 12 December and saw the New York and Washington DC launch events for the Corporation's US presence. The Policy Chairman and the Lord Mayor were joined by senior financial and professional services industry and policy leaders to mark the occasion. The events were hosted by JP Morgan in New York and the British Embassy in Washington and saw a total of over 200 attendees, alongside with widespread media coverage in over 73 outlets. The Policy Chairman was interviewed by [Bloomberg](#), [Sky News](#) and BBC Radio 4 Today on the new City Corporation office opening. The opening was also reported in [Reuters](#), Politico, [Evening Standard](#), Telegraph, and [City A.M.](#).
15. **The State of the Sector and Benchmarking reports** are IG's annual reviews on benchmarking the competitiveness of London and the UK. The State of the Sector is a report developed and published on 11 July 2023 in partnership by the City of London Corporation and HM Treasury. It considers the attractiveness and international competitiveness of UK financial services. With over 1,700 views on the Global City, it is the second most viewed webpage in 2023/2024. The report was announced during the Financial and Professional Services Dinner which welcomes 328 attendees. The Benchmarking report was published on 24 January 2024. This report garnered over 600 views within 2 weeks of the launch. The report was launched with a webinar hosted by the Policy Chairman and featured an expert panel which saw 180 attendees joining virtually. The report was reported in over 130 news stories, including in [the Evening Standard](#), [City A.M.](#), and [Reuters](#). Chris Hayward, was interviewed by [Sky News](#) and BBC News, and the broadcast ran on 18 national and regional radio stations. There were op eds in [the Telegraph](#) and [City A.M.](#).

16. **The Global City campaign** showcases the UK's offer for financial and professional services on one platform. With 53 publications on the Global City website, there were over 112,000 page views across the year; as well as over 1M impressions on social media platforms. The Global City provides a compelling evidence base of research, statistics, and partner stories, to tell the story of the UK as a great place for financial and professional services firms to do business, the campaign aims to attract talent, business and investment.
17. **Overseas trade promotion and policy visits** support the UK's competitiveness as a global financial centre. They promote the UK's offer and support coherent global approaches to policy and regulatory challenges. These reduce frictions and open market access opportunities. CoLC leads an extensive programme of overseas engagements through our Overseas Offices (Brussels, Beijing, Shanghai, Mumbai). The Lord Mayor and Policy Chairman had a total of 25 visits worldwide and visited 17 countries. They also engaged 6 regions across the UK as part of CoLC's intent to drive growth across the country.

B: Forward look

18. The table set out in Appendix 1 builds on the detail outlined in the high-level business plan submitted to Policy and Resources Committee in March 2023.
19. The table provides an overview of domestic and international visits and major moments or events. This work is managed by the Trade and Investment, Policy and Innovation, and Research teams.
20. Members can find the target outcomes for each activity detailed in Appendix 1.

Options

21. Members are asked to note the paper.

Proposals

22. Officers will return to Policy and Resources Committee to report on the outcomes of the activity outlined in this paper.
23. These reports will be made on a quarterly basis and also provide a forward look to upcoming activity in the following quarter.

Corporate & Strategic Implications

24. Strategic implications – the activity outlined in this paper support the Corporate Plan and deliver against the Corporation's Competitiveness strategy. Officers are aware that regular reports may in future be required against the high-level business plan and the Corporate Plan. Officers will ensure that papers such as this align with that process.

25. Financial implications – all financial implications are considered as part of IG’s departmental business planning and project planning processes.
26. Resource implications – all resource implications are considered as part of the project planning process.
27. Legal implications – none identified this paper.
28. Risk implications – all risk implications are considered as part of the project planning process and subsequent monitoring.
29. Equalities implications – none identified for this paper.
30. Climate implications – Officers recognise that international and, to a lesser extent, domestic travel has climate implications. These are considered as part of the Corporation’s wider commitment to climate action.
31. Security implications – none identified for this paper.
32. Health Implications – none identified for this paper.

Conclusion

33. This paper marks the beginning of a quarterly cycle of reports outlining the impact of the City of London Corporation’s work to support the competitiveness of the UK as a global financial and professional services centre. This work is led by IG working with Corporate Affairs, Media, the Remembrancer’s Office, the Office of the Policy Chairman and Mansion House.

Appendices

- Appendix 1 (Non-Public) - IG Forward Look

Background Papers

- High-level business plan - submitted to Policy and Resources on 18 March 2024

Daniel O’Byrne

Strategic Engagement and Operations Director
Innovation & Growth

E: Daniel.O'Byrne@cityoflondon.gov.uk

This page is intentionally left blank

Committee(s): Culture, Heritage and Libraries – For Information Policy and Resources – For Information	Dated: 11 April 2024 11 April 2024
Subject: Destination City – Independent Review 2024 – Summary of Recommendations	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	3, 5, 7 and 10
Does this proposal require extra revenue and/or capital spending?	Not at this stage. There would be a requirement from 25/26 to be factored into the medium-term financial plan.
If so, how much?	N/A
What is the source of Funding?	Existing budgets approved.
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A at this stage.
Report of: Ian Thomas, Town Clerk and Chief Executive	For information
Report author: Omkar Chana, Project Director, Innovation & Growth	

Summary

Following a proposal initiated by the Town Clerk in September 2023, an independent review has taken place, led by Paul Martin. Extensive consultations from October 2023 to February 2024 engaged over 170 stakeholders, showcasing broad support for Destination City as a high-level concept. The review received significant external interest and cross-committee engagement, underlining a widespread level of interest. The Destination City – Independent Review 2024 proposes recommendations aimed at enhancing Destination City’s effectiveness and aligning it with the Corporation's strategy and vision. The recommendations from the review are presented to Members for a decision on the evolution of Destination City.

Recommendation(s)

Members are asked to:

- Note the report on the summary of recommendations from the Destination City – Independent Review 2024.

Main Report

Background

1. In 2021, the Destination City report by Danny Lopez¹ and Kate Keating made recommendations for targeted interventions that seek to build the City's leisure offer. In the aftermath of the pandemic, the primary objective was to drive footfall that encourages spend.
2. The Policy and Resources (P&R) and Culture, Heritage and Libraries (CHL) Committees approved the Destination City programme as being vital for raising the City's leisure appeal to one that is worthy of its world-class business brand and befits a global city. It was endorsed by the Court of Common Council on 13 January 2022.
3. The Town Clerk sought to review Destination City's current plans to ensure they adhere to the previous vision and consider future plans in light of a Corporation-wide strategy.
4. In September 2023, the Town Clerk initiated an independent review of the Destination City programme. The aim of this review was to make recommendations to renew and reinvigorate the mandate in the context of a developing new Corporate Plan 2024-2029, identify additional goals to include under the Destination City umbrella and determine how strengthened cross-departmental working could contribute further to the City Corporation's ambitions.
5. The Destination City – Independent Review 2024 has been led by Paul Martin and was tasked with:
 - Considering how to meet the evolving expectations of the Destination City programme, and
 - Making recommendations on how the next phase of Destination City can best support the Square Mile to become a world-leading place for workers, residents, visitors, businesses and investors.
6. Paul Martin was selected based on his experience of having been a London borough Chief Executive in four different places - Sutton (2005/10); Wandsworth (2010/20); Richmond-upon-Thames (concurrently with Wandsworth in a shared service, 2016/2020); and Ealing (as interim Chief Executive, 2022). His experience and achievements in regenerating Battersea Power Station and the wider Nine Elms area are particularly relevant to this work. Paul worked on this for over a decade and led the council's officer team in the programme governance of the area's regeneration. A fuller version of Paul's credentials and expertise is provided in Appendix 3 of the background paper (link at end of this

¹ Founding CEO, London & Partners (2010-11); Former British Consul General to New York (2011-16); CEO Glasswall

report).

7. The CHL committee (on 20 November 2023) and the P&R committee (on 14 December 2023) endorsed the Terms of Reference for the review.

Current Position

8. The review generated significant interest from Members and externally beyond the Corporation. In-person and online consultations, including a week of drop-in Member sessions, took place from October 2023 to February 2024.
9. In February 2024, the Town Clerk extended this work and requested that more time be spent on the review and specifically on further engagement. The Town Clerk encouraged the review to leverage this opportunity to enhance the initial findings and use the extra time to enable more consultation with industry, residents and Members.
10. Paul Martin undertook a literature review and significant engagement with a broad range of stakeholders with over 170 one-to-one meetings, including Members, large and small businesses in the Square Mile, arts and cultural institutions, attractions, workers, visitors, residents, Livery companies and City Corporation employees. Some more detailed on the engagement is provided below:
 - One-to-one meetings with over 170 people in individual sessions (not counting multiple meetings) have taken place.
 - For industry, an additional engagement event took place at the Guildhall. The 24 external attendees represented businesses in the Square Mile across a range of sectors, including large businesses (in the financial and professional services sector), the property sector, hotels, hospitality, SMEs and the BIDs.
 - For residents
 - The Destination Review was briefly covered at the inaugural Citizens Forum meeting (January) which took place at the University of Chicago Booth Business School's London Campus (with Corporation officers attending the event).
 - Paul Martin presented at the Citizens Forum meeting (February) in City Wall at Vine Street which was attended by 40 individuals.
 - Paul Martin consulted with around 40 residents at the Golden Lane Residents Association (GLERA) meeting. This included the chair of the residents' association from the nearby Tudor Rose Court. Paul Martin also met with Golden Lane residents and carers at the Golden Social coffee afternoon.
 - At the request of ward Members, two consecutive meetings took place on Sunday 10 March in the ward of Portsoken including residents from the Middlesex Street and the Mansell Street Estates;

the invitation was circulated to residents via the various social media forums, estate notice boards and letter drops.

- For Livery Companies, an online meeting took place in March where all 111 Livery Clerks were invited to input to the review through an online meeting and live poll to capture views. The online meeting was attended by 32 Livery Company Clerks.
- An online survey reached out across multiple channels. It captured the views of City workers, businesses and residents. In total, there were 299 respondents, comprised of: 114 residents, 111 City workers, 70 visitors, and 4 Members.

11. There was encouraging interest externally and from Members outside of the CHL and P&R committees, which underlined the intent for a collaborative and cross-departmental approach. The Planning & Transportation committee held a dedicated drop-in session for Members to discuss the review. Two sessions were held to provide an opportunity for all-Members to provide feedback on the review. Paul Martin actively engaged with Members to listen to feedback at committee and other informal meetings, and responded to all Member queries and comments.

12. In terms of the Destination City advisory governance, the Destination City Chief Officer Steering Group was given the opportunity to provide feedback on draft recommendations. The City Envoy Network and the City Attractions and Institutions CEO/Director Group will also be given the opportunity to provide feedback on the review recommendations.

Proposal

13. The independent review is approaching a conclusion and the report was discussed in private session with Paul Martin in attendance at both P&R and CHL committees on 18th March 2024. At its meetings in April 2024, Members will be asked to make a decision on the recommendations. Some recommendations are business sensitive so the discussion would need to take place in the confidential session of committee.

14. The independent report makes 14 core recommendations and these are grouped by the following headings: (a) vision, (b) governance, (c) delivery, and (d) culture.

15. The following table provides a summary of each independent recommendation. Please note that any business sensitive matters have been edited in order to make this report available in public. The recommendations presented here may change and are subject to Member approval.

VISION

1. Destination City should be redefined as the growth strategy for the Square Mile as a destination.

2. Recast Destination City as a partnership approach to making the Square Mile a magnetic destination by:

- a) Prioritising improving pedestrian connectivity between places.
- b) A consistently lively and animated ground floor experience.
- c) A premium concierge service for relocating businesses.
- d) A particular focus on driving footfall between Fridays and Mondays.

GOVERNANCE

3. Align accountability for the refreshed Destination City programme to the Policy & Resources committee while aligning accountability for the culture strategy to the Culture, Heritage & Libraries committee.

4. Create a new Destination City Board to build on, and succeed, the current City Envoy network with the proposed terms of reference and membership set out in the independent review report.

DELIVERY

5. Create a Destination City Hub, reflecting the responsibilities and capabilities described in the independent review report.

6. Request the Town Clerk/Chief Executive to consider the future organisational location for the Destination City Hub, including the possibility that it should be relocated to the Town Clerk's department to enable cross-departmental delivery.

7. Future events programmes to be commissioned by the cultural and heritage organisations in the Square Mile including the City's Barbican Centre, Museum of London and Business Improvement Districts, businesses and relevant community interest companies.

Events that are supported by the City of London Corporation should support the strategic priorities and goals (e.g. driving Friday/Monday footfall), be regular (for example, monthly) and likely to be smaller scale than those run by Destination City to date.

8. Establish a Destination City dashboard using the targets and measures set out in the independent review report.

9. Commission future insights programme jointly with Business Improvement Districts having ensured that the data materially adds to the

Destination City dashboard and focusses on market research on visitor originating area, attitudes and quality of experience.

10. Reevaluate the social media strategy and the possible partnership approaches to this where duplication currently exists, focus effort on a comprehensive calendar of events, and achieving an enhanced sense of the City of London as the capital's 'Old Town'.

11. Ensure lease conditions in relevant commercial areas reflect a curated and appealing visitor experience.

12. Encourage relevant services working with children and young people to prioritise school visits that align with the Destination City priorities and the development of skills and employment opportunities in the hospitality industry.

CULTURE

13. Request the Town Clerk/Chief Executive to consider options for the future Head of Profession for Culture as described and make an appropriate appointment to progress the cultural strategy.

14. Align the new culture strategy with the Destination City vision in an approach that is collaborative, develops new partnerships and sets its sights on the City of London as an international cultural and heritage destination.

16. Members are asked to note the summary of recommendations for the Destination City – Independent Review 2024.

17. After the P&R and CHL committees decide on the recommendations, the subsequent phase involves officers planning for the transition to implementation.

Corporate & Strategic Implications

18. Strategic implications – includes alignment with the Corporate Plan across outcomes 3, 5, 7 and 10. The recommendations align to the new Corporate Plan 2024-29.

19. Financial implications – the financial considerations are dependent on the recommendations that Members endorse for implementation. Further planning will be required before there is a clear view on the financial implications.

20. Resource implications – the resource options and implications are business sensitive and presented to Members in a confidential paper in April 2024.

21. Legal implications – none identified.

22. Risk implications – given the high profile of the programme for the Corporation, there are reputational risks if implementation of the recommendations is significantly delayed.
23. Equalities implications – the recommendations are in-line with the Corporation’s equalities priorities.
24. Climate implications – sustainability has been one of the considerations of the Destination City programme and implementing the recommendations from the independent review would take this into account.
25. Security implications – whilst it is not possible to identify any specific security implications at this stage, the implementation plan would continue to keep security as a key consideration.

Conclusion

26. The Destination City – Independent Review 2024 has demonstrated a thorough and inclusive process, resulting in a set of recommendations to guide Destination City's evolution. The engagement of stakeholders, cross-departmental collaboration, and transparent approach bode well for the continued development and success of the Destination City initiative. Members are encouraged to note the summary of recommendations and proceed with decision-making in April 2024.
27. We extend our gratitude to all Members and stakeholders who contributed to this process and helped shape the recommendations, and of course Paul Martin for bringing his expertise and diligence to this review. Everyone’s input has been invaluable in guiding our path forward. With collective endorsement and concerted efforts, we are confident in our ability to realise the full potential of Destination City and create a vibrant, inclusive, and thriving environment for all who live, work, and visit the Square Mile.

Appendices

- None

Background Papers

- [Destination City Review 2023-24, Item 13](#), Culture, Heritage and Libraries, 20 November 2023.
- [Destination City Review 2023-24, Item 7](#), Policy and Resources, 14 December 2023

Omkar Chana

Project Director, Innovation & Growth
E: omkar.chana@cityoflondon.gov.uk

This page is intentionally left blank

Committee(s) Policy & Resources Committee – for information	Dated: 11/04/2024
Subject: Decisions taken under delegated authority or urgency powers	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	See Background Report
Does this proposal require extra revenue and/or capital spending?	See Background Report
If so, how much?	See Background Report
What is the source of Funding?	See Background Report
Has this Funding Source been agreed with the Chamberlain’s Department?	See Background Report
Report of: Town Clerk	For Information
Report author: Chris Rumbles, Town Clerk’s Department	

Summary

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

Main Report

Delegated Decision: Community Infrastructure Levy (CIL), On-Street Parking Reserves (OSPR) and Capital Bids (Quarter 3 - 2023/24)

BACKGROUND:

At its meeting on 12 January, Policy and Resources considered recommendations of Priorities Board relating to changes to its Terms of Reference along with bids for allocation of funding from the Community Infrastructure Levy and On-Street Parking Reserves (OSPR) and approval of the Cyclical Works Programme funding requirements over the medium-term financial plan against OSPR to be included in the 2024/25 budget setting and medium-term financial planning.

Policy and Resources Committee considered the recommendations and agreed to delegated authority being granted to allow for a decision to be taken following scrutiny and recommendation by the Resource Allocation Sub-Committee. Resource Allocation Sub-Committee subsequently considered and approved the recommendations at their meeting on 23 January 2024.

Accordingly, Policy and Resources Committee approval of the recommendations was sought under delegated authority.

RECOMMENDATION(S):

That the Town Clerk, in consultation with the Chairman and Deputy Chairman: -

- Approved amendments to the Terms of Reference of the Priorities Board.

- Approved recommendations of the Priorities Board to allocate £30.08m of CIL to the new Museum of London and Sculpture in the City projects and £11.715m of OSPR to the projects listed in this memorandum.
- Approved the Cyclical Works Programme funding requirements over the medium-term-financial plan against OSPR to be included in 2024/25 budget setting and medium-term financial planning.

Copies of background papers concerning this decision are available from Chris Rumbles on request.

Contact:

Chris Rumbles

Christopher.rumbles@cityoflondon.gov.uk

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank