



## Policy and Resources Committee

**Date:** THURSDAY, 9 MAY 2024

**Time:** 1.45 pm

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

**Members:**

Munsur Ali	Deputy Shравan Joshi MBE
Deputy Randall Anderson (Ex-Officio Member)	Alderman Vincent Keaveny CBE
Deputy Keith Bottomley	Alderman Alastair King DL
Tijs Broeke	The Rt. Hon. The Lord Mayor Ald. Michael Mainelli (Ex-Officio Member)
Deputy Henry Colthurst (Ex-Officio Member)	Deputy Paul Martinelli
Deputy Peter Dunphy (Ex-Officio)	Deputy Andrien Meyers
Mary Durcan (Ex-Officio Member)	Deputy Brian Mooney BEM
Helen Fentimen OBE JP	Deputy Alastair Moss
Steve Goodman OBE	Benjamin Murphy
Jason Groves	Alderman Sir William Russell
Alderman Timothy Hailes JP	Ruby Sayed (Ex-Officio Member)
Caroline Haines	Deputy Sir Michael Snyder
Deputy Christopher Hayward	Deputy James Thomson
Jaspreet Hodgson	James Tumbridge
Deputy Ann Holmes	Philip Woodhouse

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**Ian Thomas CBE**  
**Town Clerk and Chief Executive**

# AGENDA

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

## Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **ORDER OF THE COURT OF COMMON COUNCIL**

To receive the Order of the Court of Common Council dated 25<sup>th</sup> April 2024, appointing the Committee and setting its Terms of Reference.

**For Information**  
(Pages 9 - 12)

4. **ELECTION OF CHAIR**

To elect a Chair in accordance with Standing Order No. 29.

**For Decision**

5. **ELECTION OF DEPUTY CHAIR**

To elect a Deputy Chair in accordance with Standing Order No. 30.

**For Decision**

6. **ELECTION OF VICE CHAIRS**

To elect two Vice Chairs in accordance with Standing Order No. 30.

**For Decision**

7. **MINUTES**

To consider minutes as follows:-

- a) To agree the public minutes of the Policy and Resources Committee meeting on 11 April 2024 (Pages 13 - 24)
- b) \* To note the public minutes of the Capital Buildings Board meeting on 8 February 2024
- c) \* To note the draft public minutes of the Member Development Standards Sub-Committee meeting on 8 March 2024
- d) \* To note the public minutes of the Capital Buildings Board meeting on 14 March 2023
- e) \* To note the draft public minutes of the Equality Diversity and Inclusion Sub-Committee meeting on 21 March 2024

**8. POLICY AND RESOURCES COMMITTEE APPOINTMENTS**

**For Decision**

- a) Appointments To Sub-Committees, Boards and Representatives on other Committees (Pages 25 - 54)  
Report of the Town Clerk.
- b) Lead Member Appointments 2024/25  
Report of the Town Clerk (TO FOLLOW)

**9. MEMBER-LED RECRUITMENT PROCEDURES AND ROLES INCLUDED**

Report of the Chief People Officer.

**For Decision**  
(Pages 55 - 90)

**10. CITY OF LONDON CORPORATION: SMALL AND MEDIUM ENTERPRISE (SME) STRATEGY**

Joint report of the Deputy Town Clerk and Executive Director Environment.

**For Decision**  
(Pages 91 - 138)

**11. CAPITAL FUNDING UPDATE**

Report of the Chamberlain.

**For Decision**  
(Pages 139 - 154)

**12. \* POLICY AND RESOURCES CONTINGENCY/DISCRETIONARY FUNDS**

Report of the Chamberlain.

**For Information**

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

Report of the Town Clerk.

**For Information**

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

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

16. **EXCLUSION OF THE PUBLIC**

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

**Part 2 - Non-Public Agenda**

17. **NON-PUBLIC MINUTES**

To consider non-public minutes of meetings as follows:-

- a) To agree the non-public minutes of the Policy and Resources Committee meeting on 11 April 2024 (Pages 155 - 156)
- b) \* To note the non-public minutes of the Capital Buildings Board meeting on 8 February 2024
- c) \* To note the non-public minutes of the Capital Buildings Board meeting on 14 March 2024

18. **APPOINTMENT OF ADDITIONAL EXTERNAL MEMBERS TO COMPETITIVENESS ADVISORY BOARD (CAB)**

Report of the Executive Director of Innovation & Growth.

**For Decision**  
(Pages 157 - 160)

19. **NEXT STEPS FOR LONDON NAUTICAL SCHOOL JOINING CITY OF LONDON ACADEMY TRUST**

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

**For Decision**  
(Pages 161 - 170)

20. **CHANGE TO MEMBERS FINANCIAL SUPPORT SCHEMES.**

Report of the Chamberlain.

**For Decision**  
(Pages 171 - 180)

21. **CITY FUND - MUSEUM OF LONDON - AGREEMENT FOR DEVELOPMENT AND LEASE AND THE SUPPLEMENTAL MAIN WORKS AGREEMENT**

Report of the City Surveyor.

**For Decision**  
(Pages 181 - 250)

22. **\* DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**

Report of the Town Clerk.

**For Information**

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

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

**Part 3 - Confidential Agenda**

25. **MINUTES**

- a) To agree the confidential minutes of the Policy and Resources Committee meeting on 11 April 2024
- b) To note the confidential minutes of the Capital Buildings Board meeting on 14 March 2024
- c) To note the draft confidential minutes of the Equality Diversity and Inclusion Sub-Committee meeting on 21 March 2024

26. **DEPUTY TOWN CLERK RECRUITMENT**

Report of the Chief People Officer (TO FOLLOW).

**For Decision**

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# Agenda Item 3

MAINELLI, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 25 <sup>th</sup> April 2024, doth hereby appoint the following Committee until the first meeting of the Court in April, 2025.
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## POLICY & RESOURCES COMMITTEE

### 1. **Constitution**

A Non-Ward Committee consisting of,

- four Aldermen nominated by the Court of Aldermen
  - 20 Commoners elected by the Court of Common Council, at least four of whom shall have fewer than 10 years' service on the Court, and two of whom shall be residents (NB. these categories are not exclusive i.e. one Member can fulfil both criteria)
  - the following ex-officio Members:-
    - The Right Honourable the Lord Mayor for the time being
    - The Chief Commoner
    - Such Members of the Court of Common Council as have seats in Parliament
- The Chairmen of the following Committees:-
- Finance
  - Planning & Transportation
  - Port Health & Environmental Services
  - Police
  - Community & Children's Services
  - Corporate Services
  - Barbican Centre
  - Culture, Heritage and Libraries
  - Investment Committee
- The Deputy Chairman of the Finance Committee

### 2. **Quorum**

The quorum consists of any nine Members.

### 3. **Membership 2024/25**

#### ALDERMEN

- 8 Timothy Russell Hailes, JP
- 2 Alastair John Naisbitt King DL
- 8 Sir William Anthony Bowater Russell
- 4 Vincent Keaveny CBE

#### COMMONERS

- 8 (4) Keith David Forbes Bottomley, Deputy
- 8 (4) Christopher Michael Hayward, Deputy
- 8 (4) Caroline Wilma Haines
- 30 (4) Sir Michael Snyder, Deputy
- 8 (4) Philip Woodhouse
- 3 (3) Munsur Ali
- 7 (3) Tijs Broeke
- 3 (3) Brian Desmond Francis Mooney BEM, Deputy
- 3 (3) Benjamin Daniel Murphy
- 7 (3) James Richard Tumbridge
- 2 (2) Helen Fentimen OBE
- 2 (2) Jason Scott Groves
- 6 (2) Shravan Jashvantrai Joshi MBE, Deputy
- 2 (2) Paul Nicholas Martinelli, Deputy
- 3 (2) James Michael Douglas Thomson, Deputy
- 1 (1) Steve Goodman OBE
- 1 (1) Jaspreet Hodgson
- 1 (1) Ann Holmes, Deputy
- 5 (1) Andrien Gereith Dominic Meyers, Deputy
- 1 (1) Alastair Michael Moss, Deputy

together with the ex-officio Members referred to in paragraph 1 above.

### **Terms of Reference**

To be responsible for:-

#### **General**

- (a) considering matters of policy and strategic importance to the City of London Corporation including matters referred to it by other Committees and/or Chief Officers;
- (b) the review and co-ordination of the governance of the City of London Corporation including its Committees, Standing Orders and Outside Bodies Scheme, reporting as necessary to the Court of Common Council, together with the City Corporation's overall organisation and administration;
- (c) overseeing, generally, the security of the City and the City of London Corporation's security and emergency planning;
- (d) the support and promotion of the City of London as the world leader in international financial and business services and to oversee, generally, the City of London Corporation's economic development activities, communications strategy and public relations activities locally and globally;
- (e) the use of the City's Armorial bearings;
- (f) general matters not otherwise expressly provided for within the terms of reference of any other Committee;
- (g) the functions of the Court of Common Council as walkway authority and under Part II of the City of London (Various Powers) Act 1967 (excluding the declaration, alteration and discontinuance of City Walkway) for the purposes of promoting works to the Barbican Podium;
- (h) approving the City Corporation's annual contribution to the London Councils' Grants Scheme and agreeing, alongside other constituent councils, the proposed overall budget;
- (i) making recommendations to the Court of Common Council in respect of:
  - (i) the appointment of the Town Clerk & Chief Executive, Comptroller & City Solicitor and Remembrancer;
  - (ii) the Corporate Plan, Community Strategy, and other corporate strategies, statements or resolutions;
  - (iii) the issuing of levies to all the constituent councils for their contributions to the London Councils' Grants Scheme, for which the Court of Common Council is a levying body; and
  - (iv) the promotion of legislation and, where appropriate, byelaws;

#### **Resource Allocation**

- (j) determining resource allocation in accordance with the City of London Corporation's strategic policies;

#### **Corporate Assets**

- (k) (i) determining the overall use of the Guildhall Complex; and
  - (ii) approving overall strategy and policy in respect of the City Corporation's assets;

#### **Projects (Capital and Supplementary Revenue)**

- (l) considering all proposals for capital and supplementary revenue projects, and determining whether projects should be included in the capital and supplementary revenue programme as well as the phasing of any expenditure;

#### **Hospitality**

- (m) arrangements for the provision of hospitality on behalf of the City of London Corporation;

#### **Privileges**

- (n) Members' privileges, facilities and development;

#### **Sustainability**

- (o) strategies and initiatives in relation to sustainability;

#### **Business Improvement Districts**

- (p) responsibility for the functions of the BID Proposer and BID Body (as approved by the Court of Common Council in October 2014);

#### **Sub-Committees**

- (q) appointing such Sub-Committees as are considered necessary for the better performance of its duties including the following areas:-

\* Resource Allocation (including Operational Property)

Outside Bodies

Communications and Corporate Affairs

Freedom Applications

Capital Buildings

Competitiveness

† Civic Affairs

Equality, Diversity and Inclusion

Member Development and Standards

\* The constitution of the Resource Allocation Sub Committee is set by the Court of Common Council and comprises the Chairman and Deputy Chairmen of the Grand Committee, past Chairmen of the Grand Committee providing that they are Members of the Committee at that time, the Chairman of the General Purposes Committee of Aldermen, the Chairman and Deputy Chairman of the Finance Committee, the Chairman of the Corporate Services Committee, the Senior Alderman below the Chair and seven Members appointed by the Grand Committee.

† The Working Parties or Sub Committees responsible for hospitality and Members' privileges shall be able to report directly to the Court of Common Council and the Chair able to address reports and respond to matters in the Court associated with these activities.

- (r) **Standards and Code of Conduct**  
Following the decision of the Court of Common Council on 14 January 2021, the Committee shall have responsibility for the following matters, previously under the purview of the Standards Committee, until such time as the Court determines otherwise:-
- (i) promoting and maintaining high standards of conduct by Members and Co-opted Members of the City of London Corporation and to assist Members and Co-opted Members to observe the City of London Corporation's Code of Conduct;
  - (ii) preparing, keeping under review and monitoring the City of London Corporation's Member Code of Conduct and making recommendations to the Court of Common Council in respect of the adoption or revision, as appropriate, of such Code of Conduct;
  - (iii) keeping under review, monitoring and revising as appropriate the City of London Corporation's Guidance to Members on the Code of Conduct;
  - (iv) keeping under review by way of an annual update by the Chief People Officer and Executive Director of HR, the City of London Corporation's Employee Code of Conduct and, in relation to any revisions, making recommendations to the Corporate Services Committee;
  - (v) keeping under review and monitoring the Member/Officer Charter and, in relation to any revisions, making recommendations to the Corporate Services Committee;
  - (vi) advising and training Members and Co-opted Members on matters relating to the City of London Corporation's Code of Conduct.
- (s) **Freedom Applications**  
Responsibility for all matters relating to Freedom Applications;
- (t) **Capital Buildings**  
Responsibility for all projects with an estimated budget of £100 million or more, or which have been otherwise referred to the Committee, which have been approved in principle by the Court of Common Council and are being directly delivered by the City of London Corporation;
- (u) **Operational Property**  
Responsibility for the effective and sustainable management and strategic plans for the City of London Corporation's operational property portfolio; this includes the monitoring of capital projects, acquisitions and disposals, and the upkeep, maintenance and, where appropriate, furnishing for operational properties (including the Guildhall Complex), together with responsibility for strategies, performance, and monitoring initiatives in relation to energy usage, and for monitoring and advising on bids for Heritage Lottery funding.
- (v) **Benefices**  
All matters relating to the City's obligations for its various benefices.
- (w) **Equality Diversity and Inclusion**  
To have oversight of the City of London Corporation's policies and practices in respect of equality and inclusion, including the implementation of the Equality Act 2010 and other relevant legislation through the establishment of the Equality, Diversity and Inclusion joint Sub Committee with the Policy & Resources Committee.

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## POLICY AND RESOURCES COMMITTEE

Thursday, 11 April 2024

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 11 April 2024 at 1.45 pm

### Present

#### Members:

Deputy Christopher Hayward (Chairman)  
Deputy Keith Bottomley (Deputy Chairman)  
Caroline Haines (Vice-Chair)  
Munsur Ali  
Deputy Randall Anderson (Ex-Officio Member)  
Deputy Rehana Ameer  
Deputy Henry Colthurst (Ex-Officio Member)  
Mary Durcan (Ex-Officio Member)  
Helen Fentimen  
Deputy Marianne Fredericks  
Jason Groves  
Deputy Ann Holmes (Chief Commoner) (Ex-Officio Member)  
Deputy Shravan Joshi  
Alderman Vincent Keaveny, CBE  
Alderman Alastair King DL  
Deputy Paul Martinelli  
Catherine McGuinness  
Deputy Brian Mooney  
Deputy Alastair Moss (Ex-Officio Member)  
Benjamin Murphy  
Alderman Sir William Russell  
Philip Woodhouse

#### In attendance (In Guildhall)

Alderman Alison Gowman

#### In attendance (Observing Online)

Alderman Timothy Hailes  
Jaspreet Hodgson

#### Officers:

Ian Thomas CBE	- Town Clerk and Chief Executive
Gregory Moore	- Deputy Town Clerk
Jen Beckermann	- Executive Director and Private Secretary to the Chairman of Policy and Resources Committee
Polly Dunn	- Assistant Town Clerk and Executive Director, Governance & Member Services
Benjamin Dixon	- Town Clerk's Department
Mark Gattleson	- Town Clerk's Department

Chris Rumbles	- Town Clerk's Department
Kristy Sandino	- Town Clerk's Department
Emily Slatter	- Town Clerk's Department
Stuart Wright	- Town Clerk's Department
Caroline-Al-Beyerty	- Chamberlain
Tana Beena	- Chamberlain's Department
Priyanka Naidoo	- Chamberlain's Department
Sonia Virdee	- Chamberlain's Department
Genine Whitehorn	- Chamberlain's Department
Michael Cogher	- Comptroller and City Solicitor, Deputy Chief Executive
Dionne Corradine	- Chief Strategy Officer
Judith Finlay	- Director of Community and Children's Services
Simon Cribbens	- Community and Children's Services Department
Damian Nussbaum	- Executive Director of Innovation & Growth
Omkar Chana	- Innovation & Growth Department
Daniel O'Byrne	- Innovation & Growth Department
Melissa Panszi	- Innovation & Growth Department
Simi Shah	- Innovation & Growth Department
Bob Roberts	- Executive Director, Environment
Ian Hughes	- Environment Department
Alex Leader	- Environment Department
Paul Wilkinson	- City Surveyor
Ben Milligan	- City Surveyor's Department
Paul Wright	- Remembrancer

**In attendance (In Guildhall)**

Paul Martin (for item 24)

The Chairman took the opportunity to highlight that Catherine McGuinness and Tom Sleigh had informed the Town Clerk of their intention not to stand for another term on Policy and Resources Committee.

The Chairman added how Catherine McGuinness had served on Policy and Resources Committee for 19 years. As a Member of Policy and Resources Committee, and as her Deputy Chair, he had had the honour of witnessing the absolute dedication that she has given to the City Corporation and to the work of the Committee.

Tom Sleigh had been a true voice of wisdom on Policy and Resources Committee during the past eight years. The Chairman added how he was grateful for his counsel, support and able Chairing of the Civic Affairs Sub-Committee over the past year.

This being their last Policy and Resources Committee meeting, the Chairman took the opportunity on behalf of the Committee to thank them both for all they have given to

Policy and Resources Committee throughout their time as Members, with this receiving the unanimous agreement of all Members.

1. **APOLOGIES**

Apologies were received from The Rt Hon the Lord Mayor, Michael Mainelli, Deputy James Thomson, James Tumbridge, Tijs Broeke, Deputy Andrien Meyers and Tom Sleigh.

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

There were no declarations.

3. **MINUTES**

- a) The public minutes of the Policy and Resources Committee meeting held on 18 March 2024 were approved as an accurate record, subject to the inclusion of Deputy Marianne Fredericks and Munsur Ali being included in the list of those Members having given their apologies for the meeting.

A Member referred to a question raised at the last meeting regarding a higher rate of council tax on second homes in the City and the funds this was likely to raise, with the Chamberlain clarifying it was £2.1m and the Chairman confirming the response previously issued would be forwarded to the Member.

- b) The public minutes of the Member Development and Standards Sub Committee meeting held on 15 December 2023 were noted.
- c) The public minutes of the Communications and Corporate Affairs Sub-Committee meeting held on 28 February 2024 were noted.

4. **CITY CORPORATION ENGAGEMENT**

- a) **Electoral Engagement Campaign 2025 / b) Enhanced Political and Strategic Engagement**

The Chairman reminded Members of the discussion at the last meeting when there was agreement on the importance of the proposals captured within these two items and of a need to support the work in these areas, but with a challenge over Policy Initiatives Fund (PIF) as the appropriate source of funding.

The Chairman reminded Members of the Committee's previous consideration of the items: in relation to the Electoral Engagement Campaign, Policy and Resources Committee were asked to approve a total of £263,500 grant of PIF funding. However, having outlined the concerns of the use of PIF for something that should sit in core budgets, this committee only approved £95k of this to be released from PIF, specifically for the role of campaign manager. This was due to concern of time constraints around recruitments.

For the Enhanced Political and Strategic Engagement piece, Policy and Resources Committee were asked to support a PIF bid of £137k.

Aside from the £95k for the Campaign Manager, which was agreed, the Executive Director of Communications and External Affairs was asked to work with the Chamberlain to identify a more appropriate source of funding.

The Chairman added that he was pleased to be able to confirm that the Chamberlain was able to identify an underspend from the previous financial year, with him handing over to the Chamberlain to expand on this. In doing so, the Chairman asked the Chamberlain to clarify if there was a sufficient amount to cover the entire cost. I.e., whether the previously agreed £95k can be transferred back to Policy Initiatives Fund.

The Chamberlain responded confirming underspends had been identified, which would cover what was required for 2024/25. The Chamberlain added how deep dives would be taking place during May looking at Policy and Resources Committee's budgets and looking to realign these to the appropriate sources so there would be no need to come back to Policy and Resources Committee again to request additional funding through PIF.

The Chairman thanked the Chamberlain, noting that the £95k would now be included which was to be welcomed as there would be no call on PIF. The Chairman reiterated the point that ongoing funding would need to be found through core budgets as part of the review and which the Chamberlain would be addressing.

A discussion followed during which reference was made to the significant cost of the enhanced electoral engagement work for what was a relatively small number of voters, the importance of engaging the electorate throughout an electoral cycle was stressed rather than giving it focus every four years as well as encouraging Members to engage with all stakeholders throughout an election cycle.

In response, it was stressed that the electoral system in the City was unique. There was a 6500 electoral base with whom the City Corporation needed to engage and the community engagement challenge in registering workers as voters and the amount of work involved in getting as many people on the electoral register as possible could not be overestimated. It was further clarified that there was a long-term approach being taken to community engagement and moving in a direction of maintaining a relationship throughout an election cycle and looking at varying forms of communications through separating out residents and workers, including hard copy and digital solutions. This would be included part of an elections communications plan going to Communications and Corporate Affairs Sub Committee and then coming to Policy and Resources Committee.

The Chairman concluded the discussion, noting that it was an area that remained work in progress, with the Head of Campaigns and Community Engagement now permanent in their role and taking work in this area forward; significant progress had been made, whilst accepting there was more to do.

Members noted the update.



## 5. **BARBICAN STRATEGY GROUP PROPOSAL**

The Committee considered a report of the Executive Director of Community and Children's Services providing an update on work undertaken in response to a resolution received from Barbican Residential Committee (BRC) proposing the creation of a Barbican Strategy Group and seeking approval of an approach moving forward.

During the discussion that followed, the proposal for a Barbican Area Advisory Group was welcomed and supported but with there being concerns raised over a lack of direct resident involvement and engagement, with the original proposal having been for residents to work in partnership with the City Corporation. There was an acknowledgement of the number of committees and range of interests and the difficulty for one group to take overall responsibility across such a wide range of areas, with it being suggested that Policy and Resources Committee could act as the over-arching Committee that could help resolve and unblock any issues where there was dissent or disagreement. Confusion was expressed over the status of the Group, whether it was an advisory group or a sub-committee reporting into Policy and Resources Committee.

It was stressed how there was a need to engage residents further, even on an informal basis, with the proposal originally presented appearing to offer a pragmatic solution for effective engagement rather than through bi-annual meetings with the Barbican Residents Association as was now being proposed. This would allow for residents and the City Corporation to be moving in the same direction and at the same speed in working through the range of issues.

A Member proposed that the Chair of the Barbican Area Advisory Group should be the Assistant Director of Barbican Area Residential Estate, who was new, on board and was getting to grips with the range of issues. The Chairman welcomed the suggestion of a fresh pair of eyes Chairing the Group through the Assistant Director.

A Member added how it was important to be clear on the rights and responsibilities of Barbican residents and how much influence they have, with them contributing no more to anything outside of the curtilages on their estate than any other residents in City Corporation properties. A Member remarked on the Barbican Area Strategy Group appearing too large, with a key issue for residents being a level of engagement with Members.

The Director of Community and Children's Services remarked on feedback that had been received from stakeholders consulted that there were a wide range of existing engagement meetings involving the Barbican Association. The Barbican Area Advisory Group's task would be to bring a joined-up approach across the Barbican Complex, with increased visibility of its role. The Director welcomed the proposal for the Assistant Director of Barbican Area Residential Estate to Chair the Group, but in response to proposals to limit total membership pointed out that there would always be tensions between the need to include and exclude parties. Member involvement in the group would require further engagement with the Town Clerk in looking at how this might work. During consultation to

date there had been general agreement that the Barbican Area Advisory Group was an effective body; there was agreement that it should remain as an officer group, recognising engagement with residents as being crucial but with there being the potential of creating a conflict through their direct involvement.

The Chairman concluded the discussion noting that no Member had spoken against the proposal that had been presented, with there being agreement over giving residents a voice but without creating a conflict of interest. The Chairman added how all the points raised had validity and he suggested that Members offered their in-principle agreement with a report coming back to Policy and Resources Committee detailing implementation. A Member responded adding how a key issue was membership of the Group and allowing for a strategic view of the Estate.

A Member remarked that it would be helpful if a naming convention could be agreed and worked to for groups and bodies so Members could clearly understand these.

The Chairman proposed that Members agreed the proposal in principle, bringing in a group as outlined and with a report coming back updating on implementation.

RESOLVED: That Members: -

- Noted; the report;
- Approved, in principle, the proposal to strengthen the Barbican Area Advisory Group, with a report coming back to Policy and Resources Committee providing detail on implementation.

#### 6. **APPOINTMENT OF POLICY LEADS / LEAD MEMBERS FOR 2024 / 25**

The Committee considered a report of the Deputy Town Clerk seeking agreement to renew the Lead Member subject areas for 2024/25 and setting out the process for Members to apply to fill the roles.

During the discussion that followed, an observation was made that International Markets appeared a huge area of focus for one individual with there being the potential of not enough being achieved in the role through only one Member Lead giving it their focus. It was questioned whether International Markets was an area that would benefit from being opened up and having two or three Lead Members.

Resident engagement was another area highlighted as having the potential for a significant amount of work if the Lead Member were to get involved in dealing with the enormous amount of housing management issues across the estates; there would be a need to draw a distinction between a management, committee and Lead Member advisory role. In response, it was clarified that the role would be advisory only and would not be expected to deal with operational issues or complaints.

A Member suggested that it would be helpful if there was a publicly accessible calendar of consultations along with a single document setting out how departments were expected to engage with the resident population; providing a

foundation of what the City Corporation expected engagement to look like. Lessons learnt could then be fed back and incorporated into the document.

A Member remarked on the Lead Member roles being only short-term positions and once a strategy had been successfully delivered e.g., Sports Strategy that they should look to move on.

In response to the points raised, it was stressed how officers welcomed having senior guidance and leadership in working through high level delivery of a strategy. Clarity was provided that a Lead Member role was intended to act in an advisory capacity, with operational issues needing to be directed accordingly.

International Markets was acknowledged as an area where there was potential for three or four Lead Members. A Member referred to Mayoral Visits Advisory Committee that already existed, on which the Chairman of Policy was involved and allowed for appropriate links to be made and in ensuring the Lord Mayor and Chairman were not visiting the same countries. The Member added how the International Markets Lead Member would offer a supplementary role, with it being important not to have too many people focussed on one area of work. The Chairman endorsed this point, adding how there was a need to avoid having too many in number focussed on one area.

The Director of Innovation and Growth responded and added his endorsement to working with one Lead Member on International Markets in allowing them to focus on working in support of the big picture across different and emerging markets.

The Chairman concluded the discussion remarking on how the Lead Member roles were still finding their feet, whilst assuring Members that he was wanting the roles to achieve their maximum. If at any point during the course of the year it was considered that an area required tweaking, then this could be done. The Chairman added how he was keen to agree the Lead Member roles today to allow these to be advertised to all Members in advance of the next Court of Common Council meeting.

RESOLVED: That Members: -

- Agreed to invite all Members to make an Expression of Interest for the following five Lead Members for 2024/25:
  - International markets, Innovation & Technology, SMEs, Sports Engagement and Resident Engagement.

**7. YEAR 3, QUARTER 4 UPDATE ON THE CLIMATE ACTION STRATEGY & YEAR 4 ACTION PLAN**

The Committee considered a report of the Executive Director of Innovation and Growth reporting the results of the planned quarter 4 activities of the Climate Action Strategy programme and seeking approval of a drawdown of funding for further implementation of the strategy in 24-25.

RESOLVED: That Members: -

- i. Noted the progress, risks and issues arising between January and March 2024 of Year 3 of implementing the Climate Action Strategy.
- ii. Approved the drawdown of funds for implementation of the Climate Action Strategy in FY24-25 as set out in Table 2 from that original budget envelope. This represents portions for City Fund (£14.09m) and City's Estate (£6.01m).
- iii. Noted the potential risks to the 2027 target.
- iv. Noted that the achievement of our targets for Scope 3 and the Square Mile needs continuous and focused attention but creating no additional resources beyond the original budget envelope.

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

The Committee received a report of the Deputy Town Clerk presenting the current procedure around the capture of Members' skills, interests and outlining how information would be regularly updated and assessed to ensure it remained accurate and reflective of Members' skillsets.

RESOLVED: That Members: -

- Noted the report.

9. **ANTI-TERRORISM TRAFFIC REGULATION ORDER**

The Committee received a report of the Executive Director Environment providing an annual report updating on usage of the City's permanent Anti-Terrorism Traffic Regulation Order, in line with agreed reporting.

RESOLVED: That Members: -

- Noted the usage of the ATTRO during 2023, and that it would remain in place until the next review in two years' time.

10. **INNOVATION & GROWTH AI WORKSTREAM**

The Committee received a report of the Executive Director of Innovation & Growth setting out what was being delivered, developed and supported by the City Corporation in relation to Artificial Intelligence as a key area of focus for businesses, regulators and governments across the globe.

RESOLVED: That Members: -

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

11. **INNOVATION AND GROWTH QUARTERLY REPORT**

The Committee received a report of the Executive Director of Innovation & Growth presenting the impacts of the City of London Corporation's work in support of UK Financial and Professional Services in 2023/2024.

RESOLVED: That Members: -

- Noted the review of Financial Year 2023/2024
- Noted the IG Forward Look (Appendix 1)

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

The Committee received a report providing a public summary of final recommendations following an independent review of Destination City.

The Chairman highlighted how the report provided a public summary of proposals that were due to be considered later in the agenda in confidential session. The Chairman took the opportunity to thank publicly Paul Martin, all Members, stakeholders and officers for the considerable work to co-ordinate this report and for their collaborative approach. The Chairman added how there was clearly an immense amount of enthusiasm for Destination City, and indeed the Square Mile, with these recommendations ensuring everyone can work together across the City Corporation and the City to seize on this enthusiasm.

A Member, also Chairman of Culture, Heritage and Libraries Committee, provided an update from an informal Culture Heritage and Libraries Committee meeting earlier in the day during which all 14 recommendations and next steps of the Destination City Independent Review 2024 had been endorsed.

RESOLVED: That Members: -

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

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

The Committee received a report of the Town Clerk advising 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).

RESOLVED: That the report be received, and its content noted.

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

There was one question received from Catherine McGuinness as follows:

**Committee Terms Limits**

The City Corporation has a significant amount of talent on the Court that was not being fully utilised. Could Members be encouraged to stand down after they had served on a Committee for a certain period of time or look at introducing term limits. When a vacancy comes up for reappointment, advertising how long a

Member had served on a Committee and publicising attendance data when there was due to be a vote for a vacancy on a committee.

The Chairman responded confirming he could see no issue in publishing data and information on a Members' attendance and the time they had served on a committee. The Chairman added how there would be governance implications on the other areas to which the Member referred, with this being an area for further review of the Town Clerk alongside other areas that were already being worked on. The Chairman agreed on wanting to allow an opportunity and to fully use the range of talent on the Court and thanked the Member for raising the point.

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

The Town Clerk confirmed there was one item of urgent business as follows:

**Term of Chair of the Barbican Residential Committee**

The Town Clerk referred to a resolution of Barbican Residential Committee proposing to Policy and Resources Committee and Court of Common Council, that Standing Order 29(2) (Appointment of Committee Chairs) be waived for the Barbican Residential Committee for the 2024/25 civic year, on the basis that the Barbican Residential Committee was at a critical stage in overseeing the Barbican Estate Office Transformation Programme and related projects, that continuity of leadership on the Committee was crucial for the successful delivery of the recommendations by Independent Consultants, Altair.

The Town Clerk added how any waiving of the standing order for the civic year ahead would simply allow an opportunity for the present incumbent as Chair to re-stand for the position, with this still being subject to an election and appointment of Chair by a committee in the normal way and conducted in the usual fashion if there were a contest for the position.

The Chairman responded confirming he was sympathetic to the request of Barbican Residential Committee.

RESOLVED: That Members: -

- Agreed to a waiving of Standing Order 29(2) (Appointment of a Committee Chair) for Barbican Residential Committee for the 2024/24 Civic Year.

**16. 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.

**17. NON-PUBLIC MINUTES**

- a) The non-public minutes of the Policy and Resources Committee meeting held on 18 March 2024 were approved as an accurate record.

- b) The non-public minutes of the Member Development and Standards Sub Committee meeting held on 15 December 2023 were noted.
  - c) The non-public minutes of the Communications and Corporate Affairs Sub-Committee meeting held on 28 February 2024 were noted.
18. **TASKFORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD) REPORT TO 31 MARCH 2023**  
The Committee considered a joint report of the Chamberlain and Executive Director of Innovation and Growth providing a Taskforce on Climate Related Financial Disclosures Report to 31 March 2023.
19. **INNOVATION AND GROWTH QUARTERLY REPORT**  
The Committee received a non-public appendix to be read in conjunction with item 11).
20. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**  
The Committee received a report of the Town Clerk advising Members of action taken by the Town Clerk outside of the Committee's meeting schedule, in consultation with the Chairman and Deputy Chairman.
21. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were none.
22. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED.**  
There were no additional items of business.

### **Part 3 - Confidential Agenda**

23. **MINUTES**
- a) The confidential minutes of the Policy and Resources Committee meeting held on 18 March 2024 were approved as an accurate record.
24. **DESTINATION CITY - INDEPENDENT REVIEW 2024 - RECOMMENDATIONS**  
The Committee considered a report of the Town Clerk seeking endorsement of final recommendations and next steps following a Destination City – Independent Review 2024.
25. **MEMBER-INVOLVED RECRUITMENT - EQUALITIES DIRECTOR**  
The Committee considered a report of the Chief Strategy Officer relating to recruitment of an Equalities Director.

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*At this point in the meeting, in accordance with Standing Order 40, a decision was taken to extend the length of the meeting.*

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**The meeting ended at 3.57pm**

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Chairman

**Contact Officer: Polly Dunn**  
**[polly.dunn@cityoflondon.gov.uk](mailto:polly.dunn@cityoflondon.gov.uk)**



<b>Committee(s)</b>	<b>Dated:</b>
Policy & Resources Committee	9 May 2024
<b>Subject:</b> Appointments to Sub-Committees, Boards and Representatives on other Committees	<b>Public</b>
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	Statutory Requirement
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of:</b> The Town Clerk & Chief Executive	<b>For Decision</b>
<b>Report author:</b> Polly Dunn, Assistant Town Clerk	

## Summary

The appointment, composition and terms of reference of the Policy & Resources Committee’s sub-committees are considered annually, together with the appointment of its representatives on other City Corporation Committees. The opportunity is also taken to review the frequency of the Committee’s meetings.

Following the various approvals undertaken by this Committee and the Court of Common Council, Policy & Resources Committee will have following sub-committees:-

- a) Resource Allocation Sub-Committee;
- b) Communications and Corporate Affairs Sub-Committee;
- c) Civic Affairs Sub-Committee;
- d) Member Development and Standards Sub-Committee;
- e) Capital Buildings Board;
- f) Freedom Applications Sub-Committee;
- g) Equality, Diversity and Inclusion Sub-Committee;
- h) Competitiveness Advisory Board.

The Committee also appoints representatives to serve on a number of other City Corporation committees and sub-committees.

The Committee is responsible for appointing Lead Members for 2024/25 to focus on key subject areas, with these appointments being subject to an advert to all Members of the Court, expressions of interest being sought and an application and selection process being followed. The appointment of Lead Members will be subject to a separate report and is unimpacted by proposals contained forthwith.

For ease of reference, details of the composition and terms of reference of the Committees, Boards and Sub-Committees are set out in the Appendices A-H to this report

together with the details of the list of current representatives (Appendix I) and representatives appointed to on other Committees (Appendix J).

## **Recommendations**

It is recommended that:-

1. Consideration be given to the appointment, composition and terms of reference of the following sub-committees for the ensuing year:-
  - Resource Allocation Sub-Committee;
  - Communications and Corporate Affairs Sub-Committee;
  - Civic Affairs Sub-Committee;
  - Member Development and Standards Sub-Committee;
  - Capital Buildings Board;
  - Freedom Applications Sub-Committee;
  - Equality, Diversity and Inclusion Sub-Committee;
  - Competitiveness Advisory Board.
2. In line with SO27(2), Members endorse the nominated Chair and Deputy Chair of each Sub-Committee, to be put forward at the meeting by the Chairman and Deputy Chairman of the Grand Committee, (not including the Chair of Member Development and Standards Sub-Committee, Chair and Deputy Chair of Resource Allocation Sub-Committee and Deputy Chairman of Civic Affairs Sub-Committee – which are subject to separate arrangements).
3. Members note that, subject to their constitution, action will be taken to advertise any sub-committee vacancies to be filled by other Committees (and/or the Court), if not taken already.
4. Consideration be given to SO27(4) and whether in future years, any vacancies appointed to by the Court of Common Council, should be advertised for more than a one-year term.
5. Members be appointed to represent the Committee on each of the following:-
  - Audit and Risk Management Committee
  - Barbican Centre Board
  - Education Board
  - Local Plans Sub (Planning & Transportation) Committee
  - Economic & Cyber Crime (City of London Police Authority Board) Committee
  - Investment Committee
6. Representatives be appointed for informal consultation with the Court of Aldermen and the Finance Committee on Mayoralty and Shrievalty Allowances (see Appendix I for 2023/24 appointments).

## Main Report

### Background

1. In April of each year, the Court of Common Council considers the constitution of its various 'Grand' Committees, to which it delegates some of its authority. This is described as the start of the civic year. Thereafter, at first meeting of the civic year of each Grand Committee, Members of said Committee must consider and appoint/reappoint its various Sub-Committees. This includes proposed composition, responsibilities, and frequency of meetings.
2. There are a number of specific areas of the Committee's work which it has historically determined requires greater focus and for which it has created sub-committees. Following considerable changes arising from the Governance Review (2020/21) and subsequent Light Touch Governance Review (2022/23), there has been no recommendations received from Sub-Committees to make any amendments.

### Current Position

3. Members should note that the Terms of Reference for the Resource Allocation Sub-Committee (RASC) and Capital Buildings Board (CBB) changed mid-year (July 2023) following a Projects Governance Review. These were agreed by the Committee and by the Court. Appendices A and E are representative of the latest iteration of the approved Terms of Reference.
4. Members of the Policy & Resources Committee should be aware that, as part of this Projects Governance Review, oversight of Projects moved to Finance Committee and so this year it does not feature within the report.
5. As requested by the Committee, a recommendation went to Court in April 2024 as part of the White Paper, to increase the composition of RASC from six Members of Policy & Resources to seven Members. There is, therefore, one additional vacancy to be filled compared to last year.
6. Earlier in the year, your Committee also increased the External Member representation on the Competitiveness Advisory Board. This is part of a separate report to be presented this day.
4. The Chair sits on all the Sub-Committees and, in some instances, is able to nominate an individual to take their place. This ability is specified in the Terms of Reference.
5. To distribute responsibility, on a number of the Sub-Committees "a Deputy Chairman" (i.e. the Deputy Chairman or a Vice-Chairman) has reserved seat. In these instances, the representative is determined by the Chairman in discussion with the Deputy and two Vices. All three deputies will serve on the Resource Allocation and Communication Sub-Committees.
6. Each of the Committee's proposed Sub-Committees and Boards, and the appointments to other committees are considered in turn below. Details of their terms of reference and proposed composition are set out in the Appendices to this report.

### **Resource Allocation Sub-Committee (RASC)**

7. RASC is responsible for determining resource allocation in accordance with the City Corporation's strategies is undertaken on behalf of the Committee by the Resource Allocation Sub-Committee, which also performs the role of a Reference Sub-Committee, in that it considers and makes recommendations on matters referred to it by the Grand Committee. Resource Allocation Sub-Committee is also the reporting and oversight body for the review of operational properties. Its constitution is determined by the Court.
8. The full composition and responsibilities can be found at **Appendix A**.
9. RASC is due to meet bi-monthly (except during recess). It met formally seven times in 2023/24.
10. There are seven vacancies on this Sub-Committee to which the Grand Committee is asked to appoint this day.
11. The Chair shall be the Chairman of Policy & Resources Committee; the Deputy Chair shall be the Chairman of Finance Committee.

### **Communications and Corporate Affairs Sub-Committee (CCASC)**

12. CCASC focusses on all matters relating to the City Corporation's Public Relations, Public Affairs and Communication activities, including any related plans, policies and strategies including oversight of proposals concerning promotion of the City and governance of Sport Engagement (with power to act).
13. The full composition and responsibilities can be found at **Appendix B**.
14. CCASC is due to meet quarterly. It met four times in 2023/24.
15. There are five vacancies on this Sub-Committee to which the Committee is asked to appoint this day.
16. There are four vacancies from the wider Court to be appointed by the Sub-Committee at its first meeting, these will be advertised in due course.
17. The Chair and Deputy Chair will be determined in accordance with Standing Order 27(2).

### **Civic Affairs Sub-Committee (CAS)**

18. CAS's areas of responsibility include: Hospitality, Ceremonials, Outside Bodies, Benefices, Member Privileges and Member Financial Assistance,
19. The full composition and responsibilities can be found at **Appendix C**.
20. CAS is due to meet quarterly. It met four times in 2023/24.
21. There are four vacancies to be filled by this Committee on an annual basis.

22. The Deputy Chair of this Sub-Committee will be the Chief Commoner. The Chair will be determined in line with Standing Order 27(2).
23. There are four further places to be appointed to by Court of Common Council. One term expires in 2026 and is held by Emily Benn. Sophie Fernandes had been appointed for a term ending in 2026 but resigned ahead of the Court of Common Council meeting in April. Therefore, three vacancies were advertised to the Court (one for the balance of a term expiring in 2026, and two for terms expiring in 2025) in anticipation of this meeting. Deputy Charles Edward Lord, Timothy McNally and James St John Davis were duly appointed.

### **Member Development and Standards Sub-Committee (MDSSC)**

24. MDSSC is responsible for Member Learning and Development and Standards.
25. The full composition and responsibilities can be found at **Appendix D**.
26. MDSSC is due to meet quarterly. It met four times in 2023/24.
27. There are **two** vacancies to be filled by this Committee. This is to be supplemented by two nominated Members of the Education Board and two from the Corporate Services Committee.
28. There are two places reserved for the wider Court membership, to be appointed by the Court. these two places were advertised for one-year terms (expiring in 2025) in anticipation of this meeting. Eamonn Mullally and Deputy Nighat Qureishi were duly appointed.
29. The Chair of this Sub-Committee will be the Chief Commoner. The Deputy Chair will be determined in line with Standing Order 27(2).

### **Capital Buildings Board (CBB)**

30. CBB remains responsible for the management and oversight of major capital projects and / or programmes (i.e. those projects with an estimated budget of £100 million or more), together with other such projects which have been referred to it.
31. The full composition and responsibilities can be found at **Appendix E**.
32. CBB met 9 times in 2023/24.
33. The Sub-Committee has **three** vacancies to be filled by the Committee this day.
34. This year there were two vacancies available to wider Court membership, to be appointed by the Court. These two places were advertised for one-year terms (expiring in 2025) in anticipation of this meeting. Deputy Madush Gupta and Philip Woodhouse were duly appointed.
35. The Chair and Deputy Chair will be determined in accordance with Standing Order 27(2).

### **Freedom Applications Sub-Committee (FASC)**

36. FASC is responsible for examining and reporting back on any applications for the Freedom referred to it by the Court of Common Council.
37. The full composition and responsibilities can be found at **Appendix F**.
38. FASC met five times in 2023/24. There is no proposed change in frequency.
39. The Sub-Committee has **one** vacancy to be filled by this Committee.
40. The Chair and Deputy Chair will be determined in accordance with Standing Order 27(2).

### **Equality Diversity and Inclusion Sub-Committee**

41. This sub-committee oversees a number of EDI-related matters including monitoring policies and practices, assessing how the City Corporation tackles prejudice in all forms, Member Diversity and much more.
42. The full composition and responsibilities can be found at **Appendix G**.
43. EDI is due to meet quarterly. It met four times in 2023/24.
44. There are **two** vacancies on this Sub-Committee to which this Grand Committee is asked to appoint.
45. There are two places reserved for the wider Court membership, to be appointed by the Court. these two places were advertised for one-year terms (expiring in 2025) in anticipation of this meeting. Dr Joanna Abeyie and Judith Pleasance were duly appointed.
46. The Chair and Deputy Chair will be determined in accordance with Standing Order 27(2).

### **Competitiveness Advisory Board (CAB)**

47. This working party was established in March 2021 and focuses on questions of competitiveness. In particular, it offers guidance to officers in their delivery of the Corporation's competitiveness strategy and provides expertise and insight to Policy & Resources on the ingredients of global success of UK Financial and Professional Services.
48. The full composition and responsibilities can be found at Appendix H.
49. Appointments to CAB for elected Members are dealt through an expression of interest, assessment and selection process which took place during the course of the last civic year. There are, therefore, currently **no vacancies** to be appointed to directly from the membership of the Policy & Resources Committee.
50. The Chair of the Policy & Resources Committee will act as Chairman and the Chair of the General Purposes Committee of Aldermen will act as Deputy Chairman.

## Term Length

51. SO27(4) states that: “In instances where the Court of Common Council has appointment rights to a Sub-Committee, these will be made for terms of up to four years (to be determined by the appointing Committee).”
52. Members may wish to consider whether it would like to apply longer term lengths and/or staggered term lengths for its Sub-Committees from 2025.

## Appointments to other Committees and Sub-Committees

53. The Policy & Resources Committee is currently required to appoint representatives to serve on the following Committees, Sub-Committees and Boards:-
  - **Audit and Risk Management Committee** (one representative)
  - **Barbican Centre Board** (one representative)
  - **Education Board** (one representative)
  - **Local Plans Sub (Planning & Transportation) Committee** (one representative)
  - **Mayoralty and Shrievalty Allowances** (one representative, for the purposes of consultation with the Court of Aldermen and representatives of the Finance Committee)
  - **Economic & Cyber Crime Committee of the Police Authority Board** (one representative)
  - **Investment Committee** (two representatives)
  - **Crime and Disorder Scrutiny Committee** (the Chairman and Deputy Chairman or their nominee, to be agreed by the Policy & Resources Committee)
54. It should be noted that, when filling the vacancies referred to above, a ballot will be required where expressions of interest exceed the number of vacancies.
55. Members that are interested in any of the above vacancies but require more information, please write to the clerk.

## Conclusion

56. This report sets out various Sub-Committee and membership matters for Members' consideration. Any Members wishing to serve on the sub-committees listed, should issue their expression of interest to the clerk as directed.

## Appendices

- A- Resource Allocation Sub-Committee
- B- Communications and Corporate Affairs Sub-Committee;
- C- Civic Affairs Sub-Committee;
- D- Member Development and Standards Sub-Committee;
- E- Capital Buildings Board;
- F- Freedom Applications Sub-Committee;
- G- Equality, Diversity and Inclusion Sub-Committee;
- H- Competitiveness Advisory Board.
- I- 2023/24 Sub-Committee Memberships and Representatives on other Committees.

**Contact:**

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## Resource Allocation Sub-Committee

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

Chairman of the Policy and Resources Committee (Chairman)

Chairman of the Finance Committee (Deputy Chairman)

The Deputy Chairmen of the Policy and Resources Committee

The Deputy Chairman of the Finance Committee

Chairman of the General Purposes Committee of the Court of Aldermen

The Senior Alderman below the Chair

The Chairman of the Corporate Services Committee

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

Seven Members of the Policy and Resources Committee

### **Terms of Reference**

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

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

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

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

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**Communications and Corporate Affairs Sub-Committee**

**Composition**

- Chairman, Deputy Chairman & Vice Chairmen of the Policy & Resources Committee
- Past Chairmen of the Policy & Resources Committee, still on the Committee
- Chairman of the Finance Committee, or their nominee.
- Chair of the General Purposes Committee of Aldermen, or their nominee
- Senior Alderman Below the Aldermanic Chair
- Five Members of the Policy & Resources Committee, elected by the Committee
- Four Members of the Court of Common Council, co-opted by the Sub-Committee
- Up to two non-City of London Corporation members, who shall not have voting rights.

**Terms of Reference**

To consider and report to the Grand Committee on all matters relating to the City Corporation's Public Relations, Public Affairs and Communication activities, including any related plans, policies and strategies including oversight of proposals concerning the promotion of the City and governance of Sport Engagement (with power to act).

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**Civic Affairs Sub-Committee**

**Composition**

- Chairman and Deputy Chairman or a Vice Chairman of the Policy & Resources Committee
- Chief Commoner
- Immediate past Chief Commoner
- Chief Commoner Designate (upon election in October each year)
- Chairman of the General Purposes Committee of the Court of Aldermen, or their nominee
- Chairman of the Finance Committee; or their nominee
- Senior Alderman Below the Chair
- Chairman of the Guildhall Club
- Four Members of the Policy & Resources Committee elected by Policy & Resources Committee
- Together with Four Members of the Court of Common Council, to be elected by the Court.

The Chairman to be Chairman of Policy & Resources or their nominee, Deputy Chairman to be the Chief Commoner.

**Terms of Reference**

To be responsible for:-

**Hospitality**

- (a) To consider applications for hospitality which are referred to it by the Remembrancer and to make recommendations thereon to the Court of Common Council;
- (b) To review and approve arrangements for hospitality (including Committee allowances, annual functions, invitations and seating);
- (c) To consider the list of eligible caterers; and
- (d) To consider and approve the level of charges for the event spaces within Guildhall.

**Ceremonials**

- (e) To review the totality of the City Corporation's ceremonial protocols and practices, with the intention of bringing them up to date to reflect current circumstances;
- (f) To examine the principles behind each protocol, particularly where there have been changes in practice over recent years, making recommendations as to the approach to take in future, with a view to an updated and consolidated Ceremonials Book being produced.

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**Outside Bodies**

- (g) Overseeing the City Corporation's Outside Bodies Scheme, to include:-
- developing the Corporation's policy towards outside body appointments;
  - keeping under review the effectiveness and appropriateness of the organisation's participation in individual bodies;
  - giving initial consideration to new requests from outside bodies for nominations;
  - advising the Court on the needs and requirements of the outside body in respect of any vacancy; and
  - periodically reviewing the City Corporation's Outside Bodies protocol.

### **Benefices**

- (h) To consider matters relating to the City's obligations for its various Benefices\*.

*\*The Patronage (Benefices) Measure 1986 and The Patronage (Benefices) Rules 1987, seek to confine the exercise of Church of England Patronage; i.e. the right to present Clergy, to a responsible person who is an actual Communicant Member of the Church of England or of a church in communion with it. On receiving notice of a vacancy, the City of London Corporation, as patron, is required to appoint an individual who is 'willing and able to make the Declaration of Membership and act as its representative to discharge its functions as registered patron'. In practice, the Chairman of the Sub-Committee, being a person able and willing to make the declaration, is usually appointed as the City of London Corporation's representative and this practice has worked well.*

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### **Member Privileges**

- (i) To consider and make recommendations to the Policy and Resources Committee on:-
- Members' privileges; and
  - Members' facilities, excluding Guildhall Club as it falls within the locus of the House Committee of Guildhall Club.

### **Member Financial Assistance**

- (j) To oversee the Members' Support Scheme (and Extended Support Scheme) to ensure that it is fit for purpose and to review periodically whether any further assistance should be established to support Members with the delivery of their duties as elected Members of the City Corporation.



## Member Development and Standards Sub-Committee

### Composition

- The Chief Commoner (to act as Chairman)
- Immediate past Chief Commoner\*
- Chairman and Deputy Chairman (or a Vice Chairman) of the Policy & Resources Committee
- One Alderman nominated by the Court of Aldermen
- Two Members nominated by the Policy & Resources Committee
- Two Members nominated by the Education Board
- Two Members nominated by the Corporate Services Committee
- Together with two Members of the Court of Common Council, to be elected by the Court.

*\*For part of the year and then the Chief Commoner Designate for the remainder of the year (elected in October each year)*

### Terms of Reference

To be responsible for:-

### Member Learning and Development

- (a) To agree, a programme of Member training and development, to ensure that all Members have access to opportunities

### Standards

- (b) promoting and maintaining high standards of conduct by Members and Co-opted Members of the City of London Corporation and to assist Members and Co-opted Members to observe the City of London Corporation's Code of Conduct;
- (c) preparing, keeping under review and monitoring the City of London Corporation's Member Code of Conduct and making recommendations to the Court of Common Council in respect of the adoption or revision, as appropriate, of such Code of Conduct;
- (d) keeping under review, monitoring and revising as appropriate the City of London Corporation's Guidance to Members on the Code of Conduct;
- (e) keeping under review by way of an annual update by the Director of HR, the City of London Corporation's Employee Code of Conduct and, in relation to any revisions, making recommendations to the Corporate Services Committee;
- (f) keeping under review and monitoring the Protocol on Member/Officer Relations and, in relation to any revisions, making recommendations to the Corporate Services Committee;
- (g) advising and training Members and Co-opted Members on matters relating to the City of London Corporation's Code of Conduct.

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### Capital Buildings Board

#### Composition

- The Chairman and Deputy or a Vice Chairman of the Policy & Resources Committee
- The Chairman and Deputy Chairman of the Finance Committee or their nominee
- Three Members appointed by the Policy & Resources Committee
- Five Members elected by the Court of Common Council, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
- The Chairmen and Deputy Chairmen of those service committees which will become responsible for completed capital building projects, or their nominees (ex-officio)\*
- The Chairman of the General Purposes Committee of Aldermen, or their nominee.

*\* Such Chairmen and Deputy Chairmen (or their nominees) to become ex-officio Members of the Committee upon the Court of Common Council giving its approval in principle for the project to proceed, with their membership to cease upon the new building being handed over to their Committee.*

- Together with up to two non-City of London Corporation Members and a further two Court of Common Council Members with appropriate experience, skills or knowledge to be appointed by the Board.

The Chairman to be Chairman of Policy & Resources or their nominee.

#### Terms of Reference

In respect of major projects<sup>†</sup> which have been approved in principle by the Court of Common Council and are being directly delivered by the City of London Corporation, to be responsible for:-

- (a) overall direction and co-ordination;
- (b) financial control and variances within the overall approved budget for the project;
- (c) review of progress;
- (d) decisions on significant option development and key policy choices; and
- (e) decisions in relation to the acquisition and disposal of properties related to the project, including disposal or alternative use of current operational properties to be vacated on completion of the project. Such properties, upon the approval of the capital building project, shall sit outside of the normal Standing Orders (53-60) governing acquisitions and disposals.<sup>‡</sup>

In respect of Major Capital Building projects and/or programmes which have been approved in principle by the Court of Common Council and where the City of London Corporation is a major funder:-

- (f) Monitoring of progress against agreed milestones; and
- (g) The release of the City of London Corporation's funding.

<sup>†</sup> Defined as all projects with an estimated budget of £100 million or more, or which have been otherwise referred to the Committee.

<sup>‡</sup> Such transactions shall therefore not require the additional approvals of the ~~Property Investment Board Committee, Operational Property and Projects Resource Allocation Sub-Committee-Committee, Finance Committee, and Court of Common Council.~~ However, the Policy & Resources Committee shall reserve the right to retain ultimate decision-making powers in respect of properties where the disposal is considered to have significant strategic or policy implications.

**Notes:**

*Whilst the Board will need to have dealings with external parties relevant to the buildings concerned in projects for which the Board is responsible, ownership and custody of these relationships shall rest with the relevant service committee and the Capital Buildings Board shall act in accordance with this.*

## **Freedom Applications Sub-Committee**

### **Composition**

- the Chairman and the Deputy or Vice Chairman of the Policy & Resources Committee (or a nominee of each Member)
- two Aldermen nominated by the Court of Aldermen
- one Member of the Policy and Resources Committee, appointed by that Committee
- two Members elected by the Court of Common Council, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
- the following ex-officio Members:-
  - the Chief Commoner
  - The immediate past Chief Commoner until the election by Common Council of his or her successor
  - The Chief Commoner designate once elected by Common Council

### **Terms of Reference**

- a) To examine and report back on any applications for the Freedom referred to the Committee by the Court of Common Council.
- b) To consider informally any non-livery nominations that may be referred to it, prior to their submission to the Court of Common Council.
- c) To examine, consider, and report back on issues concerning the rules and principles relating to, and criteria for, the Freedom;
- d) To consider matters relating to the general use of the Freedom, such as for City of London Corporation policy objectives;
- e) To consider, and to provide guidance to Members of the Court of Common Council, and Livery Companies, on, the criteria for and processes relating to the award of the Freedom; and
- f) To consider matters relating to the Honorary Freedom.

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## Equality, Diversity & Inclusion Sub-Committee

### **Composition**

- The Chairman of the Policy and Resources Committee or their nominee;
- The Chairman of the Corporate Services Committee or their nominee;
- The Chairman of the General Purposes Committee of the Court of Aldermen, or their nominee
- The Chairman of Community and Children's Services Committee, or their nominee
- The Chief Commoner
- The Immediate past Chief Commoner\*
- Two Members of the Policy & Resources Committee
- Two Members of the Corporate Services Committee
- Two Court of Common Council Members appointed by the Court
- Together with co-option by the Sub-Committee of up to two external people (with no voting rights).

*\*For part of the year and then the Chief Commoner Designate for the remainder of the year (elected in October each year)*

- The Chairman and Deputy Chairman to be elected from the membership of the Sub-Committee.

### **Terms of Reference**

As a sub-committee reporting to Policy & Resources Committee to be responsible for:-

- a. Oversight and effectiveness of the City of London Corporation's policies and practices in respect of Equality Diversity & Inclusion including the implementation of the Equality Act 2010 and other relevant legislation and regulations.
- b. To consider matters of policy and strategic importance to the City of London Corporation in so far as these relate to the Equality, Diversity & Inclusion function.
- c. To monitor and scrutinise EDI activities and outcomes against agreed Equality, Diversity & Inclusion objectives across all the activities of the City of London Corporation.
- d. To be responsible for the creation and implementation an Equality Diversity & Inclusion officer governance structure across the City of London Corporation, including its services and its institutions.
- e. To assess what the City of London Corporation does to tackle prejudice in all its forms and assess any further action that can be undertaken to promote economic, educational, and social inclusion.
- f. To be responsible for making recommendations to help promote the merits of standing for office as an Alderman or Common Councilman, to enhance the diversity of the Court of Common Council.

- g. To be responsible for providing guidance and challenge on the development of the City of London Corporation's Equality, Diversity & Inclusion principles, Strategy, business plans and associated action plan.
- h. To have oversight of steps taken by the City of London Corporation to comply with the 9 protected characteristics as defined by the Equality Act 2010, Chapter 1.

### **Reporting and Monitoring**

- i. To oversee updates to key Human Resources policies and procedures relating to Equality, Diversity & Inclusion.
- j. To provide guidance to officers that will ensure that the City Corporation is recognised as a world-class leader in the UK and internationally, ensuring Equality, Diversity & Inclusion is business and outcome focused
- k. To act as representatives for the City of London Corporation on Equality, Diversity & Inclusion related activities it undertakes as an employer, service provider and global leader in the Financial and Professional Services sector
- l. To consider new areas of work where the City of London Corporation can provide thought leadership in the Equality, Diversity & Inclusion sector.

### **Targets, Data and Metrics**

- m. To approve and monitor Equality, Diversity & Inclusion aspirational targets and agreed metrics to help deliver the City of London Corporation's ambition as an inclusive employer, landlord, service provider and a global thought leader.
- n. To review and provide feedback on the annual equalities data prior to releasing the annual equalities report on the City of London Corporations external website.

### **Socio-Economic Diversity**

- o. To oversee the implementation of the City of London Corporation's Social Mobility Strategy 2018 to 2028 using the Five-point pathway recommended by the Socio-economic Taskforce in the Breaking the class barrier report, 2022.

### **Accessibility**

- p. To oversee and ensure that the City of London Corporation understands the criteria for accessibility set by the government and ensure that it works towards the government's accessibility accreditation scheme

### **Budget and Resources**

- q. To oversee the mapping exercise of resources available for Equality Diversity & Inclusion work across the City of London, its services and institutions and suggest priorities within those.

### **Quorum**

- The quorum consists of any three Members



**Meetings**

- The Equality, Diversity & Inclusion Sub-Committee will meet quarterly.

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**Competitiveness Advisory Board**

**Composition**

- Chair of the Policy & Resources Committee (Chairman)
- Chair of the General Purposes Committee of Aldermen (Deputy Chairman)
- Deputy Chairman of the Policy & Resources Committee
- Deputy Chairman of the General Purposes Committee of Aldermen
- Eight Members of the Court of Common Council with relevant expertise to be appointed by Policy and Resources Committee
- The ability to co-opt up to twelve external members flexibly and on an ad-hoc basis, in agreement with the Policy & Resources Committee.

**Terms of Reference**

To be responsible for:-

- (a) Providing expertise and insight to officers and Policy & Resources acting as an internal forum for the testing of ideas and prioritisation for the strategy
- (b) Providing informal guidance on the implementation of the strategy
- (c) Offering additional support to the Lord Mayor and Chair of Policy and Resources as Ambassadors on the Innovation and Growth agenda.
- (d) Providing advice on the strategic deployment of hospitality as required

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**Membership on Sub-Committees 2023/24**

**A) Resource Allocation Sub-Committee (SIX PLACES)**

- Jason Groves
- Deputy Shravan Joshi
- Deputy Andrien Meyers
- Ruby Sayed
- Tom Sleigh
- Deputy James Thomson

**B) Communication and Corporate Affairs Sub-Committee (FIVE PLACES)**

- Deputy Rehana Ameer
- Jason Groves
- Deputy Shravan Joshi
- Ruby Sayed
- Tom Sleigh

**C) Civic Affairs Sub-Committee (FOUR PLACES)**

- Tom Sleigh
- Tijs Broeke
- Deputy Shravan Joshi (appointed 21/09/2023 in the room of Alderman Ian Luder)
- Deputy Andrien Meyers

**D) Capital Buildings Board (THREE PLACES)**

- Sir Michael Snyder
- Deputy Andrien Meyers (appointed 21/09/23 in the room of Alderman Ian Luder)
- James Tumbridge

**E) Freedom Applications Sub-Committee (ONE PLACE)**

- Deputy Rehana Ameer

**F) Equality Diversity and Inclusion Sub-Committee (TWO PLACES)**

- Deputy Andrien Meyers
- Ruby Sayed

**G) Competitiveness Advisory Board (NO PLACES – for information only)**

- Deputy Christopher Hayward
- Sir William Russell
- Deputy Keith Bottomley

- Alderman Sir Charles Bowman
- Deputy Shravan Joshi
- Alderman Nicholas Lyons
- Alderwoman Langley
- Dominic Christian
- Vincent Keaveny CBE
- Hugh Selka
- Antony Manchester
- Simon Pryke

### **Representations on Other City Corporation Committees 2023/24**

The appointment of one Member on the following:-

- i) **Audit and Risk Management (ONE MEMBER)**  
Deputy Rehana Ameer
- ii) **Barbican Centre Board (ONE MEMBER)**  
Tijs Broeke
- iii) **Education Board (ONE MEMBER)**  
Caroline Haines
- iv) **Economic & Cyber Crime Committee (ONE MEMBER)**  
James Tumbridge
- v) **Local Plans Sub (Planning) Committee**  
Deputy Christopher Hayward

### **Representatives for Consultation with the Court of Aldermen and Representatives of the Finance Committee on Mayoralty and Shrievalty Allowances**

- Tom Sleigh

**NB: A ballot will be required where expressions of interest in serving exceed the number of vacancies on Sub-Committees and Working Parties or representing the Committee on another service committees and Boards.**

# Agenda Item 9

The table on page 4 has been added. This summarises minor adjustments made following feedback at the 10 April 2024 Corporate Services Committee meeting.

<b>Committee(s):</b> Corporate Services Committee Policy & Resources Committee Court of Common Council	<b>Dated:</b> 10 April 2024 9 May 2024 23 May 2024
<b>Subject:</b> Member-led Recruitment Procedures and Roles included	Public
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	Senior level recruitment impacts all Corporate Plan outcomes.
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> Alison Littlewood, Chief People Officer	For Decision
<b>Report author:</b> Cindy Vallance, Employee Experience Lead	

## Summary

The most recent procedures for member-led recruitment were written in 2016 and the tables listing applicable roles created in 2021. Given the adjustments to roles, organisational structures, and changes to committees over the last three years the existing procedures are now deemed as too complex, slow, and out of date.

Given the need to provide assurance and clarity on all aspects of recruitment to senior roles along with the requirement to act quickly to recruit for critical roles and to avoid the risk of losing outstanding candidates due to protracted or unclear procedures, this report outlines proposed updates to the member-led recruitment procedures and committee involvement.

This paper focuses on recommended adjustments to recruitment procedures for roles of Chief Officers / Senior Management Group Officers (SMG) and a small number of additional roles where appointments are member-led.

## Recommendation

Members are being asked to:

Agree the updated Member-Led Recruitment Procedure and Table of Roles, as detailed in Appendix 1, for onward recommendation to Court of Common Council.

## **Main Report**

### Background and current position

1. The current member-led recruitment procedures are from 2016. These procedures have been accompanied since 2021 (midway through the TOM process) by a CSC-approved list outlining committee responsibilities for recruitment to each role.
2. Over the past two years, significant changes have been made to officer titles, job role content and department functions have been adjusted. Committee name changes have also been made during this time. Other amendments reflect the governance requirements around scrutiny for roles that are Grade I and/or those that are salary benchmarked at £100K and above.
3. The recommended adjustments to member-decided procedures and associated tables have been updated and are enclosed in Appendix 1.

### Corporate and Strategic Implications

4. Strategic implications – Ensuring the appropriate engagement of Committees ensures good governance practices are maintained within City Corporation.
5. Financial implications – None.
6. Resource implications – Member-led recruitment is extremely resource-intensive; however, current resourcing is seen to be sufficient for all appropriate processes and decision-making to take place for Chief Officer & SMG recruitment.
7. Legal implications – There are no legal implications, beyond the need for adherence to governance requirements and the requirement to adhere to the Localism Act 2011.
8. Risk implications – Maintaining the status quo will result in lack of clarity for decision-making and processes and can be seen as a reputational risk in the eyes of candidates and other members of the City Corporation communities, employees, and members alike. At a practical level, since senior roles can take up to six months to appoint, lack of clarity or overly slow processes can also risk the loss of outstanding candidates, supporting the need to streamline procedures where possible.
9. Equalities implications – A robust decision-making process, transparent procedures and due care and attention to all aspects of equality, diversity and inclusion ensures that discrimination and bias, even where unintentional, does not take place.



10. Climate implications – There are no climate implications.

11. Security implications – Security implications are considered for all roles requiring scrutiny and appropriate pre-employment checks.

### Conclusion

12. The goal in providing revised procedures and a list for the roles to be included in member-led recruitment will provide assurance that appropriate decision-making and processes are followed and are up to date to enable speedier recruitment for critical roles.

### Appendices

Appendix 1: Recommendations: March 2024 Member-led Recruitment Procedures

Annex 1.1: Member-led Roles / Committee Table

Annex 1.2: Salary Setting Framework

Appendix 2: Existing State: 2016 and 2021 Member-led Recruitment Procedures

Annex 2.1: Report and Member-led Roles / Committee Table.

### Background Papers

None

Cindy Vallance

Employee Experience Lead

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## Member-led Recruitment Procedures and Roles Adjustments Table (as of 25 April 2024).

Following discussion at Corporate Services Committee (CSC) on 10 April 2024, minor changes in the table below have been made to reflect Member input. Member-led Recruitment Procedures and Roles have been provided for approval by Policy and Resources Committee & Court of Common Council in May 2024.

CSC Member Feedback	Action
The ability to address contextual needs for each role by providing the option of variation and flexibility of Member and other external stakeholder involvement in all aspects of the process should be more explicitly stated in the procedures.	The guidance within the <b>Recruitment Plan Reporting</b> section which precedes any recruitment has been adjusted to include explicit guidance that recruitment proposals must provide details of all Members and external stakeholders who will be involved in the recruitment process. This includes any individuals who should be involved due to Acts of Parliament & City Corporation's Scheme of Delegations. No recruitment will take place until agreement is reached on those who will be involved based on the unique circumstances of each role.
To ensure panel manageability, final interview panels should involve no more than seven individuals. Other options for engagement in the recruitment process should be more explicitly stated.	To enable participation of key Members and external stakeholders in the process beyond the final panel, additional options such as attending presentations, fireside chats, and stakeholder panels have been made more explicit as part of Recruitment Plan Reporting and in the procedures.
Corporate Services Committee representation should be more explicitly stated in the procedures.	The Corporate Services Committee serves as the key Committee with responsibility for employment matters. Therefore, the Chair of CSC has been included as a final panel member for ALL member-led recruitment unless they choose to delegate this role in accordance with the contextual circumstances for each role; for instance, where there is a need to include additional Members as final panel members when recruiting Chief Officers of Institutions. The decisions on Member engagement in all aspects of the recruitment process will be made as part of discussions leading to the creation of the Recruitment Plan that will precede each recruitment.
Discussion took place as to whether the Chair of Policy & Resources should be included in all Chief Officer recruitment.	It was confirmed at CSC that the Chair of Policy & Resources Committee may choose to delegate their role as a final panel member for Chief Officer recruitment in accordance with the contextual

	<p>circumstances for each role; for instance, where there is a need to include additional Members as final panel members when recruiting Chief Officers of Institutions. The decisions on Member engagement in all aspects of the recruitment process will be made as part of discussions leading to the creation of the Recruitment Plan that will precede each recruitment.</p>
<p>EDI training for Members should be current and up to date.</p>	<p>The guidance has been adjusted to explicitly state the requirement to review and update Member EDI training regularly to keep up with good people practices.</p>
<p>City Corporation should maintain a record of all search suppliers that have been used and associated costs to ensure that an appropriate diverse and cost-effective range of suppliers are used annually.</p>	<p>A central record summarising the use of executive search suppliers for member-led recruitment will be maintained by People and Human Resources and reviewed annually by the Chair of Corporate Services Committee.</p>

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**Appendix 1**  
**DRAFT RECOMMENDATIONS**  
**MEMBER-LED RECRUITMENT PROCEDURES**  
**As of 25 April 2024**

## **Introduction: Member-led Recruitment**

The most recent procedures for Member-led recruitment were written in 2016<sup>1</sup> and the tables listing applicable roles created in 2021.<sup>2</sup> Given significant adjustments to roles, organisational structures, and changes to committees over the last three years the existing procedures are now deemed as too complex, slow, and out of date.

There are four key elements to the procedures that follow for recruitment to Member-led roles.

- Vacancy Reporting
- Agreeing Grade, Salary & Contract type
- Recruitment Plan Reporting
- Recruitment Procedures

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<sup>1</sup> See Appendix 2: 2016 Member-led recruitment procedures.

<sup>2</sup> See Annex 2.1: 2021 Report and Member-led roles / committee table.

## Vacancy Reporting

1. The definition of roles requiring Member-led recruitment includes all Chief Officers and Senior Management Group (SMG) Officers, and a small number of additional critical high-profile roles that have been carried forward from the 2021 Member-led table. These roles are identified in **Annex 1.1**.
2. All Member-led role vacancies included on Annex 1.1 and any re-evaluated roles that are not currently Member-led but that are determined and approved through the re-evaluation process<sup>3</sup> to become Member-led must be immediately reported for information to the Employing Service Committee(s) to which the post reports, the Town Clerk & Chief Executive, the Chief People Officer, and the Court of Common Council through the Corporate Services Committee.
3. In exceptional cases where a vacancy and need to recruit has arisen due to confidential circumstances including a live employee case, a termination or a redundancy with complex timescales, the Town Clerk & Chief Executive in consultation with the Chair of Policy and Resources, the Chair of Corporate Services Committee, and the Chief People Officer will have the authority to determine the timing and approach to reporting and recruiting to the vacancy.
4. In the cases of the vacancies of 'High Officers,' eg. the Town Clerk & Chief Executive, Chamberlain & Chief Financial Officer, Commissioner of Police, Comptroller & City Solicitor, and Remembrancer, the Employing Committee(s) should inform the Court of Common Council as quickly as possible. In these cases, a report setting out the vacancy and the plans for recruitment must also go to the Court of Common Council. These roles require a further step, namely a final interview by and approval of the Court of Common Council, in addition to the procedure set out in this document (see paragraph 46). All details concerning the procedures for these roles are available from the Deputy Town Clerk.

## Agreeing Grade, Salary & Contract type

5. Recruitment cannot commence without agreement on the grade, salary range, and content of the role profile. The Salary Setting Framework is included at **Annex 1.2** and is applicable to all Member-led recruitment activities across all services, departments, and institutions. To ensure parity and equity, any proposed changes to the above must be approved under urgency ahead of any recruitment activity commencing.
6. Where an interim arrangement such as an acting-up / secondment or external fixed term appointment is required, the Town Clerk & Chief Executive in consultation with

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<sup>3</sup> All re-evaluated member-led roles of Grade I or above or over £100K must also be approved by Senior Remuneration Sub-Committee as outlined in Annex 1.2.

the Chair of the Employing Committee and the Chair of the Corporate Services Committee will lead the process in accordance with the salary setting procedures contained in Annex 1.2 and will follow the recruitment procedures as outlined in section 24 below.

## **Recruitment Plan Reporting**

7. Following vacancy reporting and agreement on the grade, salary range and content of the role profile as outlined in the salary setting framework, a second report outlining plans for recruitment will be required for decision by the Employing Committee(s) as soon as is practical as set out below. Urgency Procedures (in accordance with Standing Order 41(a)) may be used where necessary and appropriate.
8. All members of the Corporate Services Committee and the Policy and Resources Committee will be copied for information in all cases when not already on the Employing Committees list.
9. The Chair(s) of the key Employing Committees, the Town Clerk & Chief Executive, and the Chief People Officer will meet and create the recruitment plan to be contained in the report.
10. Reports will precede recruitment and must include proposals for:
  - Recruitment timetable.
  - The intended use of executive search suppliers.<sup>4</sup>
  - All Members and other external stakeholders who will be involved in each stage of the process, including all psychometric and job-related assessment activities, fireside chats, stakeholder panels, presentations, and final panel interviews.
  - Any specific recommendations for individuals that should be involved in the recruitment process resulting from Acts of Parliament and City Corporation's Scheme of Delegations across all Committees (eg. the power of duty of the Ranger from the Epping Forest Act to approve certain appointments).
  - Salary range confirmation based on the notification process above.

## **Recruitment Procedures**

### **Overview**

11. In cases where any of the key individuals are unavailable for any element of the recruitment procedures that follow, decisions may be delegated to the next relevant

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<sup>4</sup> Note: a competitive process administered by HR will be used to determine the search supplier and the final decision will be delegated to the Town Clerk and Chief Executive and Chief People Officer in consultation with the Chair of the panel. Further information is noted below.

level of Officer or Member, e.g. the Deputy Town Clerk or the Deputy Chief Executive for the Town Clerk and Chief Executive. The Assistant Director of HR for the Chief People Officer, a relevant Committee Deputy Chair for the Chair.

12. Recruitment for Member-led roles should be led by the Chair of the Employing Committee first mentioned on Annex 1.
13. The Chair of the Corporate Services Committee, as the key representative of the Grand Committee that holds responsibility for all employee matters, will be a panel member for ALL member-led recruitment unless they choose to delegate this role, as per the provisions of paragraph 11.
14. The Chair of Policy and Resources Committee will be a panel member for ALL Chief Officer recruitment unless they choose to delegate this role, as per the provisions of paragraph 11.

### **Member and External Stakeholder Engagement**

15. Notwithstanding the overview above, flexibility to enable well informed decision-making is paramount for an effective recruitment process. Details of all planned engagement in Member-led recruitment will be summarised in the Recruitment Plan Reporting outlined above. This step precedes recruitment and will include all necessary discussions and Member agreement based on the unique circumstances of each role.
16. In some cases, for instance, for Heads of Schools and other City Corporation Institutions with their own Boards of Governors, additional Board governors and/or other external stakeholders may be included as final panel members, while keeping the final panel interview to no more than seven. This approach may also extend to other roles where appropriate.
17. Additionally, beyond the final panel interview, involvement in the process may also take the form of stakeholder engagement panels, members of a fireside chat, or as audience members for formal candidate presentations.
18. Care must be taken to assess any conflict of interest or undue influence in all cases.

### **Final Interview Panels**

19. The final interview panel will normally consist of the following with no more than seven members, although variations will be desirable in some cases; particularly for institutions as noted above:



## **Voting Final Interview Panel Members**

### **For Member-led Chief Officer Appointments with one Employing Committee:**

- The Chair will be the Chair of the Employing Committee as mentioned on Annex 1
- The Deputy Chair of the Employing Committee
- The Chair of the Corporate Services Committee (if not the Chair of the Employing Committee)
- The Chair of Policy and Resources Committee (if not the Chair of the Employing Committee)
- The Town Clerk & Chief Executive

### **For Member-led Chief Officer Appointments with more than one Employing Committee:**

- The Chair will be the Chair of the first mentioned Employing Committee as outlined on Annex 1
- The Chair or Deputy Chair of each of the other Employing Committees
- The Chair of the Corporate Services Committee (if not the Chair of any of the Employing Committees)
- The Chair of Policy and Resources Committee (if not the Chair of any of the Employing Committees)
- The Town Clerk & Chief Executive

### **For Member-led Non-Chief Officer posts (Annex 1+)**

In addition to the above, the panel for Member-led Non-Chief Officer posts will have an additional voting member:

- The Chief Officer of the area that is recruiting or their delegate.

At times, it may be appropriate for the panel to be supplemented or adjusted by the involvement of other voting members. The panel may be made up to a maximum of **seven** voting panel members in exceptional circumstances.

## **Non-Voting Final Interview Panel Members**

- The Chief People Officer (or a senior HR staff member such as a HR Assistant Director) will be a non-voting member of the Panel, will hold the role of expert resource, and will manage the panel decision-making process.

20. *For the Commissioner of the City of London Police and the Recorder of London appointments, the composition of the panels must be supplemented by appropriate external representatives as required by law. The appointment procedure adopted for these posts will therefore be varied as necessary and appropriate with the Town Clerk & Chief Executive authorised to determine such arrangements.*

## **Re-evaluated Chief Officer Roles**

21. In the case of a re-evaluated roles with an existing incumbent (e.g. when responsibilities have significantly increased and the role has been evaluated at a higher grade and salary), then placement of the incumbent into the re-evaluated role may be made directly with agreement by the first mentioned Chair of the Employing Committee, the Chair of Policy and Resources Committee, the Chair of Corporate Services Committee, the Town Clerk & Chief Executive and the Chief People Officer. While this situation sits outside recruitment explicitly, it is relevant in relation to the grade and salary notes contained in Annex 2.

## **Member Recruitment Training**

22. The Chair and Deputy Chair of all panels must undertake the City of London Corporation Member Recruitment, selection, equality, diversity and inclusion and unconscious bias training and refresh their skills at least every three years. Reminders for training refreshers will be sent annually to all Committee Chair & Deputy Chair members from the HR team in consultation with Member Services Officer(s) who oversee Member training to avoid last minute occurrences arising where training has not been completed. The training offer is reviewed and updated regularly to keep up with current good people practices.

## **Preferred Candidates**

23. If the panel decides that there is an obvious internal choice for a single preferred candidate, for instance a deputy role holder or a role holder for a job that is very similar, then an appointment may be made following successful interview without further advertising.

24. If the decision is to move an incumbent interim role-holder to a substantive appointment, this can occur only if the Employing Committee Members have already been formally involved in the original interim recruitment process and requires the agreement of the Chair of the Employing Committee, the Chair of the Corporate Services Committee, and the Town Clerk & Chief Executive.

### **Advertising**

25. For both internal or external recruitment, the panel must agree in advance all the assessment activities and dates for recruitment activities to be undertaken.
26. The advertisement will be drafted to include the salary range, how to apply, and all relevant deadline dates. The final advertisement will be delegated for decision to the Town Clerk & Chief Executive in consultation with the Chair of the panel and the Chief People Officer.

### **Candidate Attraction Pack**

27. The candidate attraction pack will be in a standard format with minor variations made for each post. The pack will include a welcome (see Advertising section above) from the Town Clerk & Chief Executive, a short synopsis of the department, service, or institution and wider organisation, a role profile, a person specification, and an organisation chart. To assist candidates, other relevant links will be included in the candidate attraction pack for additional research purposes.

### **Internal and/or External Adverts**

28. If there is more than one strong internal candidate, the panel can opt to advertise the vacancy within City Corporation only.
29. If the panel wishes to gauge the strength of internal applicants against external applicants, the panel can decide that the vacancy should be advertised externally as well as internally simultaneously. All decisions will be made based on the essential criteria for the specific role as outlined on the role profile.

### **Executive Search Partners**

30. For Member-led recruitment, a specialist executive search supplier will be engaged as a partner. Procurement will be coordinated directly through HR according to standard competitive procedures. A minimum of three suppliers will be written to and asked to submit proposals. The final selection of the search supplier will be delegated to the Town Clerk & Chief Executive and Chief People Officer in consultation with the Chair of the panel. A record will be maintained centrally by People and Human Resources of the executive search supplier selected for each campaign, along with all associated costs, to ensure that an

appropriately diverse and cost-effective range of suppliers are used annually. This list will be reviewed annually by the Chair of Corporate Services Committee.

### **Longlisting**

31. All longlist decision panels will include the Chair of the panel, the Executive Search Partner representative and / or the appointed Recruitment Administrator for roles which are advertised internally only. Applications will be sorted into Yes, Maybe and No categories.
32. Anonymised Yes / Maybe applications will be provided to the Longlisting panel by email five days in advance of the longlist meeting. All anonymized applications will be available for the full panel to examine if required.

### **Shortlisting**

33. The panel will receive copies of the anonymised applications by email five days in advance of the shortlisting meeting.
34. The panel will review the applications with the executive search partner and will express a view on each one. Applications will be sorted into 'Yes', 'No' and 'Maybe' categories utilising the criteria set in the person specification.
35. The 'Yes' pile are those applications that are unanimously agreed by the panel, the 'No' pile are those that are unanimously rejected by the panel and the 'Maybe' pile are those where there is majority support for inclusion, but where the view is not unanimous.
36. If there are sufficient applications in the 'Yes' pile, then these will be invited for assessment by the executive search partner or the recruitment administrator (where roles are advertised internally only) to explore experience further and to probe anything raised at the initial meeting with the panel.
37. If there are insufficient 'Yes' candidates, the panel may supplement these with an agreed number from the top ranked of the 'Maybe' category.

### **Assessment Centre / Selection Process**

38. An assessment approach must be used for all Member-led appointments. The content of the assessment will vary between roles but may include psychometric review tools, a verbal presentation to a selected group, fireside chats, stakeholder panels, Senior Leadership Team panels, and other job-related assessments and written exercises.
39. The format of the assessment will be decided at the start of the process to ensure that any external technical assessors that may be required (e.g. for psychometric

reviews and debriefs) can be booked by the allocated Recruitment Administrator in advance.

## **References**

40. Referees, including contact information and working relationships with the candidate, are typically requested prior to interview by the executive search partner / administrator as part of the application process. Referees are then contacted following successful interview with timing of contact agreed with the candidate. This is particularly the case when checking in with current employer referees. No other panel members should contact referees.

## **Interview Scheduling**

41. The Administrator will prepare an interview schedule and provide interview questions and scoring criteria which the panel will discuss and agree in advance of the interviews.
42. The schedule will allocate a minimum of 30 minutes before the first interview to enable the panel to decide allocation of questions, including any supplementary questions arising from the selection tests.
43. Each interview should be no longer than 45 minutes. Depending on the time of day and number of candidates, the schedule should incorporate lunch and refreshment breaks for the panel and time should be allocated after the interviews for the panel discussion / decision.

## **Interview Panel Preparation**

44. While it is expected that candidates must be on time, all panel members must also arrive well in advance of the panel and give full attention to the proceedings at hand. Mobile phones and other personal devices should not be used during the panel interviews.
45. Applicants for interview will be advised of the time, the date, and the location of the interviews. Applicants will also be advised of the subject of any written exercise / verbal presentation which may be required and will be asked to confirm technology requirements in advance of the interviews.

## **Interviews**

46. All applicants should be asked the same core questions. Supplementary questions relating to answers given to the core questions or issues arising from the selection assessments may be added, but questions of a personal nature (e.g. are you married, do you have any children, what does your partner do, etc.)

must not be asked as these are not relevant to the selection and may give rise to claims of discrimination.

47. Interview performance must be scored on the assessment forms provided during or after each interview. There is room on these forms for the panel member to make notes, but care must be taken to avoid any comment of a discriminatory nature as all notes are disclosable through Freedom of Information or Subject Access Requests.
48. A senior HR representative (typically the Chief People Officer) will attend the interviews to provide expert advice should questions arise and will also take the lead in managing the administration in the room, including facilitating the discussion and agreement of the scoring process for all panel members.
49. At the end of the interviews, the panel members should discuss their notes on the candidates and reach a consensus on whom to appoint. The decision is subject to all appropriate pre-employment checks. A reserve candidate may be selected as a back-up if there is a second appropriate candidate in case the first choice cannot be appointed for any reason.

### **Court of Common Council Appointments**

50. In the case of appointments to posts that require the involvement of the Court of Common Council, the final applicant should appear before the Court of Common Council for confirmation of appointment. In these situations, as mentioned previously, all details concerning the procedures for these roles are available from the Deputy Town Clerk and Assistant Town Clerk.

### **Recruitment Decision**

51. With the exception of the process followed for High Officers (see paragraph 46), only those members who have been party to the whole selection process are able to make a valid assessment of the candidates. Therefore, the panel's decision is final.
52. *Members must not let their political or personal preferences influence their judgement. Members must not canvass the support of colleagues for any candidate and should resist any attempt by others to canvass their support. They must not contact a candidate's referees.*

### **Offer of Employment**

53. A provisional offer can be made following the decision by the panel. Once all pre-employment checks have been confirmed, the offer and acceptance can be

confirmed, and the employing Committee(s) may be advised by email, outside of committee meetings, of the panel's decision.

### **Administration Support & Processes**

54. The administration for the recruitment campaign will be led by the Head of Workforce and Resourcing in People & HR or another qualified individual as determined by the Chief People Officer.
55. The hiring department/service/institution must also provide an administrator to support with operational logistics and calendar support for the entire recruitment campaign.
56. The administrator will provide all documents to the panel for final approval, five days prior to the final panel date. The preparation of the candidate attraction pack and the choice of media in which to advertise will be delegated to the Administrator who will work with the executive search supplier and /or seek advice from the Advertising Agency used by City Corporation for the placing of advertisements in publications.

### **Annual Recruitment Reporting**

57. To ensure appropriate transparency and governance oversight of salaries and recruitment for all senior roles, a full list of all member-led role job titles, grades, salaries, areas of the business and results of recruitment that has taken place over the previous year will be created and circulated annually following the end of the financial year to the Senior Remuneration Sub-Committee.
58. Additionally, in addition to considering any new roles, a review of Annex 1 will take place annually to account for any future evolution of committee structures. The annex, highlighting any recommended adjustments, will be circulated as a joint report by Member Governance Services and People and Human Resources to Corporate Services Committee and to any other relevant committees impacted by the changes for approval following the end of each financial year and will be updated on the intranet following approval.

### **Workforce Planning**

59. Additionally, a business area-based workforce planning consultation process (initially a manual exercise in advance of the new ERP) will be implemented for expected senior recruitment for the following 12 months for each financial year, beginning in 2024/25. This new element will be the first step in formalising workforce planning. The process will also enable the early identification of new roles and placement as Member-led, member-involved, or neither, well in advance of recruitment to these roles.

**Annex 1.1**  
**CORPORATE SERVICES COMMITTEE**  
**COMMITTEE RESPONSIBILITY FOR**  
**MEMBER-LED APPOINTMENTS**  
**As of April 2024**

**CORPORATE & SERVICE DEPARTMENTS**

CO	Town Clerk & Chief Executive*	Policy & Resources Committee Corporate Services Committee General Purposes Committee of the Court of Aldermen
CO	Chamberlain & Chief Financial Officer *	Finance Committee Investment Committee <a href="#">Corporate Services Committee</a>
	<a href="#">Financial Services Director +</a>	Finance Committee
	Head of <a href="#">Audit and Risk Management +</a>	Audit and Risk Management Committee
CO	Comptroller & City Solicitor *	Policy & Resources Committee Corporate Services Committee
CO	Deputy Chief Executive (Note: this role is typically combined as an additional responsibility role. All Chief Officers are eligible with the exception of the Town Clerk and Chief Executive & Chief Executive)	Policy & Resources Committee Corporate Services Committee General Purposes Committee of the Court of Aldermen
CO	Remembrancer *	Policy & Resources Committee General Purposes Committee of the Court of Aldermen
	Deputy Remembrancer +	Policy and Resources Committee
CO	Deputy Town Clerk	Policy & Resources Committee Corporate Services Committee General Purposes Committee of the Court of Aldermen
CO	<a href="#">City Surveyor &amp; Executive Director of Property</a>	Policy & Resources Committee



		Investment Committee
	Markets Director +	Markets Board
	Investment Property Director +	Investment Committee
CO	Executive Director of Communications and External Affairs	Policy & Resources Committee
CO	Executive Director of Community & Children's Services	Community & Children's Services Committee Culture Heritage & Libraries Committee Education Board Health & Wellbeing Board
CO	Executive Director of Environment	Planning & Transportation Committee Port Health & Environmental Services Committee Licensing Committee
	Planning & Development Director +	Planning and Transportation Committee
	Port Health & Public Protection Director +	Port Health and Environmental Services Committee Licensing Committee
	Natural Environment Director +	Natural Environment Board Epping Forest and Commons Committee West Ham Park Committee Hampstead Heath Committee
CO	Chief People Officer and Executive Director of Human Resources	Corporate Services Committee
CO	Executive Director of Innovation & Growth	Policy & Resources Committee
	Innovation and Growth: Managing Director, Brussels +	Policy and Resources Committee
	Innovation and Growth: Managing Director, US + (new role since 2023)	Policy and Resources Committee
CO	Chief Strategy Officer of Corporate Strategy and Performance	Policy & Resources Committee Corporate Services Committee
	Director of London Metropolitan Archives +	Culture, Heritage, and Libraries Committee
	Director of Police Authority +	Policy Authority Board Corporate Services Committee

	Executive Director of Governance & Member Services +	Policy & Resources Committee Corporate Services Committee
	Executive Director and Private Secretary to the Lord Mayor +	General Purposes Committee of Aldermen Corporate Services Committee
	Executive Director and Private Secretary to the Chair of the Policy & Resources Committee +	Policy & Resources Committee Corporate Services Committee

## INSTITUTIONS

CO	Commissioner of the City of London Police *	Police Authority Board
CO	Chief Executive Officer of the Barbican Centre	Barbican Centre Board
CO	Principal of the Guildhall School of Music & Drama	Board of Governors, Guildhall School of Music & Drama
CO	Heads of the City of London Schools	Relevant Board of Governors
CO	Managing Director of City Bridge Foundation	City Bridge Foundation Board

### KEY

CO = Chief Officers

\* High Officer elected by the Court of Common Council  
(see Deputy Town Clerk for further information)

+ Member-led roles that are not Chief Officers

Note:

Adjustments to responsible 'employing' committees and role titles above in blue. Committee name changes (eg. Establishment to Corporate Services, have not been highlighted).

## **Annex 1.2: Salary Setting Framework** **As of April 2024**

1. The annually revised and published **2024/25 Pay Policy Statement** states:
  - a. “The Localism Act (2011) requires local authorities to produce a ‘Pay Policy Statement’ to set out their policy relating to the remuneration of their highest paid staff alongside their policies towards their lowest paid staff. The statement is required to be reviewed annually and agreed by ‘a resolution of the authority,’ which in the City of London Corporation’s case is the Court of Common Council. This statement meets these requirements for the City of London Corporation for the financial year 2024-2025.” (1.1.1) *Note: the £100K+ figure noted below is a legal requirement.*
  - b. For posts where the salary is Grade I or the package is £100,000 or more, the following approvals are required:
    - i. in respect of all new posts (including when existing posts are subject to re-evaluation and/or a Market Forces Supplement that takes them over the Grade I or £100k threshold), the Court of Common Council (via the Corporate Services Committee)
    - ii. in respect of all existing posts, as delegated by the Court of Common Council. (4.2.2)
  - c. As distinct roles, each role is individually evaluated and the pay for that role is benchmarked against the external market. The Senior Remuneration Sub-Committee sets the initial salary on appointment, together with the individual salary band, for staff with posts in the Senior Management Grade. The range for the role is based on the market rate for the role, which is used, alongside corporate importance, to determine the ‘datum point’ for the salary range.” (Appendix A2)

*(See 2024/25 Pay Policy Statement, approved by Court of Common Council on 7 March 2024).*

2. The **May 2023 Standing Orders of the Court of Common Council** further explain:
  - a. “The creation of posts of Grade I or above requires the approval of the appropriate Chief Officer, the Corporate Services Committee, and the Court of Common Council. The re-designation of posts of Grade I and above, where there are no grading implications, must be referred to the Town Clerk and Chief Executive or the Service Committee where appropriate.”

*(See paragraph 62.3 Standing Orders of the Court of Common Council, May 2023).*

3. Finally, the **2023/24 Terms of Reference of the Corporate Services Committee** state

- a. "The Corporate Services Committee approves: Reports of Chief Officers recommending changes to or creation of senior management posts of Grade I and above which need the approval of Court."

*(See 4(b)(i). Submitted by the Governance Team to CSC in January 2024 for 2024/25; not yet finalised for 2024/25).*

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## Appendix 2

### **2016 CHIEF OFFICER APPOINTMENT PROCEDURE**

#### **1. Reporting Vacancy**

All Chief Officer vacancies must be reported to the Town Clerk and the employing Committee for information. In the cases of the vacancies of Town Clerk, Chamberlain, Commissioner of Police, Comptroller and City Solicitor and Remembrancer, the employing Committee should inform the Court of Common Council immediately. A report setting out the resignation/retirement should go to the next appropriate Court of Common Council.

A Report will be required for the Employing Committee and Establishment Committee setting out the proposed timetable for recruitment, including the use of headhunters. This to be done as soon as resignation received (can be done by urgency if dates do not fit with proposed timetable)

In most cases for Chief Officer recruitment a specialist head hunter will be engaged. Three to four companies will be written to and asked to submit proposals.

However, if the panel decides that there is an obvious choice then they may make an appointment without further advertising. If there is more than one strong internal candidate then the panel may opt to advertise the vacancy within the City of London Corporation only.

#### **2. The Recruitment Panel**

The panel for Chief Officer appointments should normally consist only of the following:-

- The Chairman and Deputy Chairman of the Employing Committee (or of each Employing Committee if more than one)
- The Chairman of the Establishment Committee and
- The Town Clerk

In addition, however, it may be appropriate for the panel to be supplemented by up to 3 further trained members, making the panel up to a maximum of 7. The Chairman of the employing committee and of the Establishment Committee and the Town Clerk would be members of this panel.

The Employing Committee Chairman is the Chairman of the Panel. If there is more than one Employing Chairman involved then the Chairman of the Establishment Committee will be the Chairman of the Panel.

*For the Commissioner of the City of London Police and the Recorder of London appointments, the composition of the panels has to be supplemented by appropriate external representatives as dictated by statute. The appointment procedure for these two posts may vary from these guidelines*

It is recommended that the panel have undertaken the City of London Corporation's recruitment and selection e-learning module for Members. It is a requirement that the Chair and Deputy Chair have undertaken the e-learning module.

The administration for the recruitment campaign should be undertaken by a qualified employee in Corporate HR (referred to below as the Administrator).

The recruitment literature will be drafted which will include a Job Description, Person Specification, Organisation Chart, and a short synopsis of the department. Links can be provided to candidates so they can review the website and departmental information at their leisure.

If the responsibilities of the post have changed significantly then the Senior Management Job Evaluation panel will review the information but would fall within the SMG pay scales.

### **3. Advertising**

If the panel wish to gauge the strength of internal applicants against external applicants and decide that the vacancy should be advertised externally as well as internally. If a vacancy is to be advertised externally, then the panel should agree in advance dates for advertising, closing date, shortlisting, selection testing and interviews from the proposed timetable mentioned above.

### **4. Recruitment Administration**

If the panel decides to advertise a vacancy externally and have agreed the documents named in 3. above, then the preparation of the recruitment literature for applicants and the choice of media in which to advertise should be delegated to the Administrator who will seek advice from the Advertising Agency used by the City of London for the placing of adverts in publications.

The recruitment literature will be in a standard format with minor variations only required for each post and the Administrator will provide this to the panel for final approval.

## **5. Longlisting**

The (Headhunter) (Administrator if carried out internally) will undertake a preliminary sift referred to as long listing. This will enable them to place the applicants in categories A, B and C in terms of meeting the criteria set in the person specification. These should be brought to the longlisting meeting and be available for the panel to examine if required

## **6. Shortlisting**

The panel should receive in advance of the shortlisting meeting copies of the applications (if the timetable does not allow hard copies to be produced and forwarded in time then an emailed pack will be forwarded to the panel by the Administrator).

The Panel will go through the applications with the representative from the head hunters and will express a view on each one. These will be sorted into 'Yes', 'No' and 'Maybe' piles.

The 'Yes' pile are those applications that are unanimously agreed by the panel, the 'No' pile those that are unanimously rejected by the panel and the 'Maybe' pile those where there is majority support for inclusion but this is not unanimous.

If there are sufficient applications in the 'Yes' pile, then these will be invited for interview by the head hunters to explore experience further and to probe anything raised at the initial meeting with the Panel.

If not there are not sufficient 'yes' candidates, then the panel can supplement these with the agreed best of the 'Maybes'.

Once the head hunters have completed their interview on a face to face basis with the longlisted candidates, the longlisting meeting scheduled will take place with the Panel to select the final shortlist to go to the Assessment Centre.

## **Assessment Centre / Selection Process**

Interviewing alone is now widely recognised as inadequate for making selection decisions. An assessment centre approach should be used which also includes

psychometric tests and other job-related tests and exercises such as an in-tray exercise, a written exercise, and a verbal presentation.

The format of the Assessment Centre will be decided earlier in the process to ensure that any external technical assessors are booked in good time.

## **7. References**

References should be taken up prior to interview unless interviewees specify otherwise. Should there be any concern over the content of a reference then the Administrator/ will attempt to obtain further clarification from the referee preferably before the interview.

## **8. Interview Preparation**

The Administrator/Corporate HR will prepare an interview schedule and provide interview questions which the panel will discuss and agree in advance of the interviews.

The schedule will allow for at least 20 / 30 minutes before the first interview in order that the panel can decide who is to ask which questions and any supplementary questions arising from the selection tests.

Each interview should be no longer than 45 minutes - Depending on the time of day and number of candidates, each interview and the schedule should incorporate lunch and refreshment breaks and time after the interviews for the panel decision.

Applicants for interview will be advised of the time, the date, and the location of the interviews. Applicants will also be advised of the subject of any written exercise/oral presentation which may be required and confirm that they are going to attend the interviews.

## **9. Interviews**

Applicants should be asked the same core questions. Supplementary questions relating to answers given to the core questions or issues arising from the selection tests can be added but questions of a personal nature (e.g. are you married, do you have any children, what does your partner do, etc) must not be asked as these are not relevant to the selection and may give rise to claims of discrimination.

Interview performance should be scored on the assessment forms provided by the Administrator either during or after each interview. There is room on these forms



for the panel member to make notes but again care must be taken to avoid any comment of a discriminatory nature.

At the end of the interviews, the panel members should discuss their notes on the interviewees and reach a consensus on whom to appoint. This decision is subject to medical clearance and it is advised that a reserve interviewee should be selected as a back up in case the first choice cannot be appointed for any reason.

Once medical clearance and satisfactory references have been received, and an offer has been made and accepted, then the employing Committee should be advised of the panel's decision.

*The law and standing orders lay down rules for the appointment, discipline, and dismissal of staff. Members must ensure that they observe these scrupulously at all times. Special rules apply to the appointment of assistants to political groups. In all other circumstances, if Members are called upon to take part in appointing an officer, the only question they should consider is which candidate would best serve the whole council. Members should not let their political or personal preferences influence their judgement. Members should not canvass the support of colleagues for any candidate and should resist any attempt by others to canvass their support.*

The panel's decision is final and this should be reported for information only to the Court of Common Council.

The reason for this is that only those who have been party to the whole selection process are in a position to make a valid assessment.

## **10. Court of Common Council Appointments**

In the cases of appointments to the posts of Town Clerk, Chamberlain, Commissioner of Police, Comptroller and City Solicitor and Remembrancer the current procedure of the final applicants appearing before the Court of Common Council should continue.

## **11. Appointment Letter, Employment Contract and Start Arrangements**

The Administrator/Corporate HR is responsible for preparing the provisional offer letter and employment contract in line with the standard documents in the Policies and Procedures Manual.

Corporate HR will be responsible for ensuring that all necessary pay, pension, and associated forms are completed and the successful candidate placed on the Corporate HR System.

*The Administrator should also notify the Public Relations Office of the appointment in order for the appropriate press releases and communications to be progressed.*

Corporate HR (PA to the Director of HR) will arrange for the newly appointed Chief Officer to meet the Town Clerk, the Chamberlain and the Comptroller and City Solicitor, and other relevant senior managers soon after commencing with the City of London Corporation.

Corporate HR - 2016

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## Annex 2.1

### 2021 Report and Appendix Tables

#### ITEM 8(B)

Report – Establishment Committee

Recruitment Panels for Tier 1 and 2 positions

*To be presented on Thursday, 15<sup>th</sup> April 2021*

*To the Right Honourable The Lord Mayor, Aldermen and  
Commons of the City of London in Common Council  
assembled.*

#### **SUMMARY**

The new Target Operating Model brings about departmental changes which will affect which Committees and therefore which Members could be involved in the recruitment process for Senior Officers, this report proposes an interim position for the recruitment of Tier 1 or Tier 2 roles.

#### **RECOMMENDATION**

It is recommended to the Court of Common Council that it approves the interim position as given in appendix 1 and authorise the necessary amendments to relevant Committee Terms of Reference.

#### **MAIN REPORT**

1. At its meeting on 10<sup>th</sup> December 2015, your Establishment Committee considered a report of the Director of Human Resources regarding the recruitment of senior officers and the appropriate involvement of Members at each stage of the recruitment process.
2. The Committee agreed with the findings in the Report and asked that a proposal for a formal procedure for Member involvement in senior officer recruitment be drawn up. This was brought back to the Committee on 4<sup>th</sup> February 2016 and the list of senior officer posts was agreed. The Committee also agreed that the determination of the level of Member involvement for the recruitment of a Senior Officer was to be a joint decision between the Chief Officer and the respective Service Committee Chair, and that there should be an option for Members to be involved in final interview panels.

#### **Interim Position due to the Target Operating Model**

3. The new Target Operating Model brings about departmental changes which will affect which Committees, and, therefore, which Members could be involved in the recruitment process for Senior Officers. These may change with the Governance Review, but, in the interim, a list of Committee involvement has been drawn up. This is attached at Appendix 1. Members are asked to agree this list so that any recruitment to these roles can be expedited without delay for agreement.

4. The process will remain the same, all Chief Officer posts will be Member led and the attached list is coded so that posts which are agreed by Court are indicated.
5. The coding used in the appendix is:

**KEY**

	Posts confirmed in TOM Tier 1
	Posts subject to further review in TOM Tier 2
*	High Officer elected by the Court of Common Council
~	Table Officer
+	Member Led Appointment
=	Member Involved Appointment
#	Senior Management Grade or Police/Teachers' equivalent

*\*This key is given in the appendix but is repeated here to make the list easier to read.*

**Proposal**

6. This list is proposed to be used in the interim so that it is clear which Members would lead or be involved in the recruitment to Tier 1 or Tier 2 roles.

**Appendices**

- Appendix: Committee Responsibility for Senior Officer Recruitment

All of which we submit to the judgement of this Honourable Court.

DATED this 27<sup>th</sup> day of January 2021.

SIGNED on behalf of the Committee.

**Deputy Charles Edward Lord, OBE JP**  
Chair, Establishment Committee

**2021: CITY OF LONDON CORPORATION  
ESTABLISHMENT COMMITTEE  
COMMITTEE RESPONSIBILITY FOR SENIOR OFFICER APPOINTMENTS**

Following the Court's approval of the Target Operating Model and new Organisation Design, there is a need to review committee responsibility for the appointment of Chief and Senior Officers. Whilst some of this will change following consideration of Lord Lisvane's recommendations in the Governance Review and any changes in Tier 2 and further layers of the TOM, it is important to clarify the current committees responsible for the appointment of current posts. The tables that follow recommend a revised list of committee responsibilities for agreement by this Committee and onward transmission to the Court of Common Council in respect of posts referred to in Committee terms of reference.

**CORPORATE & SERVICE DEPARTMENTS**

Town Clerk & Chief Executive *+#	Policy & Resources Committee Establishment Committee General Purposes Committee of Aldermen
Deputy Town Clerk & Chief Executive ~+#	Policy & Resources Committee Establishment Committee General Purposes Committee of Aldermen
Chief Operating Officer ~+#	Policy & Resources Committee Establishment Committee Finance Committee
Chamberlain & Chief Financial Officer *+#	Finance Committee Investment Committee
Comptroller & City Solicitor *+#	Policy & Resources Committee Establishment Committee
Remembrancer *+#	Policy & Resources Committee General Purposes Committee of Aldermen
City Surveyor ~+#	Policy & Resources Committee Investment Committee
Executive Director, Environment ~+#	Planning & Transportation Committee Port Health & Environmental Services Committee Open Spaces & City Gardens Committee Licensing Committee
Executive Director, Innovation & Growth ~+#	Policy & Resources Committee Culture Heritage & Libraries Committee
Executive Director, Community & Children's Services ~+#	Community & Children's Services Committee Culture Heritage & Libraries Committee Education Board

	Health & Wellbeing Board
Assistant Town Clerk & Executive Director, Governance & Members' Services (DTC) ~+#	Policy & Resources Committee Establishment Committee
Chief Strategy Officer (DTC) +#	Policy & Resources Committee Establishment Committee
Executive Director, Communications (DTC) +#	Policy & Resources Committee
Executive Director, Human Resources (COO) +#	Establishment Committee
Executive Director & Private Secretary to the Lord Mayor (DTC) +#	General Purposes Committee of Aldermen Establishment Committee
Executive Director & Private Secretary to the Chair of the Policy & Resources Committee (DTC) +#	Policy & Resources Committee Establishment Committee

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Director, Town Clerk's Office & Police Authority (DTC) =	Establishment Committee Police Authority Board
Head of Climate Action (DTC) =	Policy & Resources Committee
Project Governance Director (COO) =	Policy & Resources Committee (Projects Sub) Capital Buildings Committee
Technology Director (COO) =	Finance Committee (Digital Services Sub)
Commercial Director (COO) =	Finance Committee (Procurement Sub)
Markets Director (COO) +	Markets Committee
Assistant Directors of Human Resources (COO) =	Establishment Committee
Head of Employee Services (COO) =	Establishment Committee
Head of Equality, Diversity & Inclusion (COO) =	Establishment Committee
Investment Property Director (CS) +	Investment Committee (PIB)
Corporate Property Director (CS) =	Finance Committee (Corporate Asset Sub)
Operations Director (CS) =	Finance Committee (Corporate Asset Sub)
Property Projects Delivery Director (CS) =	Policy & Resources Committee (Projects Sub)
Deputy Chamberlain (CFO) +	Finance Committee
Treasurer (CFO) =	Finance Committee Investment Committee (FIB)
Head of Internal Audit (CFO) +	Audit & Risk Management Committee
Assistant City Solicitors x 3 =	Establishment Committee
Deputy Remembrancer (REM) +	Policy & Resources Committee (PR&PA Sub)
Director, Remembrancer's Affairs (REM) =	Policy & Resources Committee (PR&PA Sub)
Assistant Remembrancer, Ceremonial (REM) =	Policy & Resources Committee (HWP)
Innovation Director (IG) =	Policy & Resources Committee
Trade & Investment Director (IG) =	Policy & Resources Committee General Purposes Committee of Aldermen
Regulatory Affairs Director (IG) =	Policy & Resources Committee
Research & Intelligence Director (IG) =	Policy & Resources Committee
Policy Director (IG) =	Policy & Resources Committee
Managing Director, Brussels (IG) +	Policy & Resources Committee
External Affairs Director (IG) +	Policy & Resources Committee
Cultural & Visitor Development Director (IG) =	Policy & Resources Committee Culture Heritage & Libraries Committee
Chief Planning Officer & Development Director (ENV) +	Planning & Transportation Committee

Transportation & Public Realm Director (ENV) +	Planning & Transportation Committee
Port Health & Consumer Protection Director (ENV) +	Port Health & Environmental Services Committee Licensing Committee
Open Spaces Director (ENV) +#	Open Spaces & City Gardens Committee
District Surveyor & Environment Director (ENV) =	Planning & Transportation Committee
Policy & Performance Director (ENV) =	Planning & Transportation Director Port Health & Environmental Services Committee
People Director (C&CS) =	Community & Children's Services Committee
Barbican & Property Director (C&CS) =	Community & Children's Services Committee Barbican Residential Committee
Strategic Education, Culture & Skills Director (C&CS) =	Community & Children's Services Committee Education Board
Head of Barbican & Community Libraries (C&CS) =	Culture Heritage & Libraries Committee, Community & Children's Services Committee
Commissioning & Partnerships Director (C&CS) =	Community & Children's Services Committee
Head of Community Safety (C&CS) =	Policy & Resources Committee
Public Health Director (C&CS) =	Community & Children's Services Committee Health & Wellbeing Board



## INSTITUTIONS

Commissioner of Police for the City of London *+#	Police Authority Board
Assistant Commissioner, City of London Police =	Police Authority Board
Commanders, City of London Police =	Police Authority Board
<i>Whilst there is Member involvement in the process, it is important to clarify that such senior appointments to the CoLP are made by the Commissioner of Police for the City of London.</i>	
Managing Director, Barbican Centre +#	Barbican Centre Board
Chief Operating & Financial Officer, Barbican Centre & GSMD =	Barbican Centre Board Board of Governors, Guildhall School
Arts & Learning Director, Barbican Centre =	Barbican Centre Board
Operations & Buildings Director, Barbican Centre & GSMD =	Barbican Centre Board Board of Governors, Guildhall School
Principal, Guildhall School of Music & Drama +#	Board of Governors, Guildhall School
Vice-Principals, Guildhall School of Music & Drama =	Board of Governors, Guildhall School
Heads of the City of London Schools +#	Relevant Board of Governors
Senior Deputy Heads and Bursars of the City Schools =	Relevant Boards of Governors
Executive Director, City Bridge Trust & Chief Grants Officer +#	City Bridge Trust Committee
Director, London Metropolitan Archive & Guildhall Library =	Culture Heritage & Libraries Committee

## KEY

	Posts confirmed in TOM Tier 1
	Posts subject to further review in TOM Tier 2
*	High Officer elected by the Court of Common Council
~	Table Officer
+	Member Led Appointment
=	Member Involved Appointment
#	Senior Management Grade or Police/Teachers' equivalent

**C E Lord**

25 January 2021

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<b>Committee(s):</b> Policy and Resources Committee Court of Common Council	<b>Dated:</b> 09 May 2024
<b>Subject:</b> City of London Corporation: Small and Medium Enterprise (SME) Strategy	Public
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	Diverse Engaged Communities Dynamic Economic Growth Vibrant Thriving Destination Providing Excellent Services
<b>Does this proposal require extra revenue and/or capital spending?</b>	N
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b> Greg Moore, Interim Deputy Town Clerk Bob Roberts, Interim Executive Director of Environment	<b>For Decision</b>
<b>Report authors:</b> Alex Leader, Head of SME Delivery Emily Slatter, Office of the Policy Chairman	

### Summary

This report asks for Members’ agreement to a new Small and Medium Enterprise (SME) Strategy, attached in full at Appendix 1.

The SME Strategy sets out how the City Corporation will support the business environment in the Square Mile in line with the Destination City ambition for growth. It seeks to de-silo our operations, increase visibility and accessibility of our *universal* support offer to small businesses, and to develop a new, *targeted* support offer aimed at early growth companies.

Delivery against the Strategy will be reported on annually to this Committee.

### Recommendation(s)

**Members are asked to:**

- Approve the SME Strategy at Appendix 1.

### Main Report

#### Background

1. The City of London Corporation (CoLC) currently has no formal strategy for its approach to Small and Medium Enterprises (SMEs). This Committee appointed a Policy Lead/Lead Member to review and renew our approach to SMEs.

#### Current Position

2. The Small Business, Research + Enterprise Centre (SBREC), located on Basinghall Street, is the Corporation’s primary SME-facing function and is staffed by the SME Delivery Team.

3. The SME Delivery Team consists of 14 members of staff, equating to 13.8 FTE. There are six posts that are funded from SBREC's local risk budget and the remaining team consist of five centrally funded apprentices, Samuel Wilson Loans Trust funded Business Adviser, UK Shared Prosperity Funding (UKSPF) funded E-Business Adviser and a Planning Performance Agreement (PPA) funded post to drive partnership engagement.
4. The team is part of the City Development and Investment Unit (CDIU) in the Environment Department, which promotes the City as a place to develop and invest, as well as lead on engagement with developers, property investors, support small and medium sized business and other key stakeholders to deliver the optimum environment for businesses to invest and flourish, both in terms of the physical environment and business ecosystems.
5. A number of other parts of the City Corporation also interact with small businesses, including the City of London Police, licensing, planning, City Belonging, procurement and many others. This activity is not currently centrally coordinated and communicated.
6. This work is supported by a *quantitative* evidence base at appendix 2, and through *qualitative* input gained from holding SME focus groups and engagement with stakeholders including the City of London Chamber of Commerce, Federation of Small Businesses.

### **Proposals**

7. The strategy recognises that changing dynamics post-pandemic means that the City of London has to compete for and attract major occupiers and new sectors to maintain and enhance its economic dynamism over the long-term and that hospitality firms in particular rely on the footfall of a dynamic business City.
8. Whilst the City's main industries continue to be financial, professional and business services, other industries, such as creatives (including cultural, performing arts, sports, and recreation) and technology and communications (including telecoms, software, and data) are now the fastest growing.
9. SMEs told us that the support available to them was confusing and fragmented, that their perception was that the City of London Corporation was primarily for big businesses, and that they weren't sure what support was available.
10. To address the above, the strategy makes three main recommendations that will enhance our universal offer to small business and create a new, targeted, offer focussed on growth.

### **Increasing visibility of and access to our universal offer**

11. The City Corporation has a good offer to small businesses – from the outreach provided by City of London Police to its commitment to pay SME suppliers in 10 days. This recommendation proposes that our offer to business is brigaded into a single, comprehensible format that can be used by officers, Members, and partners to communicate our universal offer to businesses comprehensibly.
12. It is proposed that we raise the profile of this support offer, in part by making a public commitment to the *Federation of Small Business's* Local Leadership pledge, outlined at Appendix 3.

### **Partnership working across the Square Mile**

13. The strategy recognises that support for small businesses is fragmented and confusing; government programmes are split between different tiers and agencies; a new GLA-level small

business support programme has only recently launched. The strategy identifies an opportunity for the City Corporation to use its convening power to create a front-door to simplify and explain this offer and create a uniquely-City of London small business function that draws on the unique partnerships that are available only to the City of London including the City of London Chamber, the Company of Entrepreneurs, and City University.

### Targeting growth

14. The strategy recommends the development of a new proactive, targeted offer aimed at early growth companies in specific sectors and sub-sectors, in line with the wider economic goals of the City Corporation. We will also look at how we can support underrepresented and diverse founders thrive in the City of London. This offer will be based on 'Access To' five areas of support we are in a position to provide, with the aim of encouraging growth:
  - a. **Access to Finance:** Building on the success of our work with the Samuel Wilson's Loan Trust and drawing in support from the British Business Bank, financial institutions and others to help firms navigate finance options.
  - b. **Access to Data:** As the only UK dedicated public service for business information offering in person and remote access to specialist business databases, we will support SMEs access the City Corporation's business databases, for example, GlobalData and Beauhurst to empower SMEs with data-driven insights, helping them make informed decisions, mitigate risks, and capitalize on growth opportunities in a competitive business environment.
  - c. **Access to Space:** We will explore solutions to support SMEs locate in the City and contribute to a vibrant City. We will look at creating flexible office spaces for SMEs to grow, how we can activate empty units with occupiers that both attract footfall and support businesses starting up in the Square Mile, meanwhile use, and pop-up schemes.
  - d. **Access to Expertise:** We have a deep pool of expertise in the City, much of which gives us a competitive edge as a business community. We will build on our existing in-house expertise to strengthen our offer and offer free mentoring in partnership with the Association of Business Mentors.
  - e. **Access to Networks:** We will support connections by enhancing networking opportunities and our existing events programme. As a result of enhanced engagement, we will increase our reach, and offer scaled-up events which proactively respond to market changes, unmet needs, and key topics of interest for City SMEs.
15. In order to support delivery of the strategy, the following activities are also proposed:
  - a. To set direction — Integrate and align the SME Delivery Team with the City Development and Investment Unit operations and resources.
  - b. To target support — Develop capability to target support offer more effectively, informed by existing data sets and emerging intelligence from the **City Occupiers and Investment Study**, commissioned by this Committee.
  - c. To engage holistically — Align and refresh approach to business engagement across the CoLC more widely, working with the Corporation's Digital Team to

support the implementation of a central Customer Relationship Management (CRM) system through the Data Lighthouse Project.

- d. To advocate — Harness opportunities to influence central government on key policy issues affecting SMEs across the City, including responding to an anticipated future consultation on business rates.
- e. To attract government/GLA funding — Raise our voice in support of our unique business environment, calling for UK Shared Prosperity Funding to be allocated on the basis of business count, not residential count as now.
- f. To raise the City Corporation’s profile in this space — Including through celebration of Small Business Saturday and other similar events.

### **Delivery, Accountability and Measuring Success**

- 16. It is proposed adopt a strategic approach to SME support and to set the above objectives over a five-year planning horizon with annual reviews going to Policy and Resources Committee to ensure flexibility, adaptability, and a proactive response following continued engagement.
- 17. The targeted offer at point 14 is brand new and will require a test-and-learn approach to establish the programme, evaluate impact and feed back learning into further rounds.

### **Corporate & Strategic Implications**

Strategic Implications – This strategy seeks to directly support the following Corporate Plan Outcomes: Diverse Engaged Communities, Dynamic Economic Growth, Vibrant Thriving Destination, and Providing Excellent Services.

Financial implications – This strategy does not make any requests for additional funding.

Resource implications – None. This strategy maximises existing resource, draws on partnerships to achieve shared goals, builds on existing workstreams, and targets resources to avoid duplication or waste. The primary staffing resource for this SME Strategy will be the SME Delivery Team who will lead on the delivery of this plan. The SME Delivery Team report to the City Development and Investment Unit, a sub-team of the Environment Department who will have oversight of the programme. As this is a cross-cutting strategy it will mean continued collaboration with officers across the City Corporation.

Legal implications – None

Risk implications – None

Equalities implications – None

Climate implications – None

Security implications – None

### **Conclusion**

- 18. Members are asked to approve the SME Strategy, attached in full at Appendix 1. The proposals contained in this strategy seek to provide a competitive and agile SME support offer in a way that is scalable, long-lasting and works across organisational silos. In so doing, it hopes to support a thriving and ever-more connected business ecosystem.

## Appendices

- **Appendix 1** – City of London Corporation: *SME Strategy 2024-2029*
- **Appendix 2** – City of London Corporation: *SME Ecosystem Report (2023)*
- **Appendix 3** – FSB Local Leadership Partner Pledge
- **Appendix 4** – External SME Engagement

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## City of London Corporation

### Small and Medium Enterprise (SME) Strategy

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Foreword – Policy Chairman, Deputy Chris Hayward

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**Foreword** —The City of London is a great place to do business and the City of London Corporation has a great offer to small businesses – from the free fraud and cyber-resilience training provided by City of London Police, free pre-application meetings for licence applicants, our commitment to pay SMEs in our procurement contracts in 10 days, or net-zero training opportunities provided by Heart of the City.

This strategy sets out how we will ensure that the City of London remains the best place in the UK to start and grow a business.

The pandemic was tough for many firms; many of those that survived, particularly in the retail and hospitality sectors, did so thanks to unprecedented government financial support. I have been clear since I became Policy Chairman that we need to do everything we can as a City Corporation, not only to regain, but to improve on our economic dynamism as a Square Mile, and small businesses play key a role in this.

That is why we launched Destination City, our growth strategy for the Square Mile. Through our Destination City vision, we aim to create an environment that will attract major business occupiers and smaller firms alike that will cluster across the City, delivering the footfall that many ground floor businesses need to thrive.

This strategy document contributes to our Destination City vision. It sets out how we will refocus our small business functions to support our wider economic goals for the Square Mile; simplifying and communicating our universal offer better, working with partners to simplify a fragmented and confusing business support landscape, and developing a targeted offer that will support growing firms in key sectors.

I am delighted to be able to sign the Federation of Small Business's *Local Leadership Pledge* which commits the City Corporation to meeting the expectations of small businesses on things that are vital such as procurement, net zero and prompt payment.

I am also delighted with the ambition to build deeper relationships with some of the organisations that make the City a unique place to operate a business, including the Company of Entrepreneurs, the City of London Chamber of Commerce and City University.

All of this will contribute to a Square Mile that engages new businesses and diverse, underrepresented, founders that wouldn't traditionally look to the City Corporation for support. A key part of that will be our new, targeted offer to founders and firms that want to grow: Access to Finance, Access to Data, Access to Space, Access to Networks and Access to Expertise – leveraging the strengths that we have as a City Corporation to have the greatest impact on economic growth.

The City Corporation will do everything in our power to help small businesses thrive. Building on this strong base, we will be more proactive and targeted in support of growth in the key sectors that will make up the City of tomorrow.

I am proud to support this plan and welcome the contribution it will make to delivering our Destination City vision.

**Deputy Christopher Hayward**  
**Policy Chairman**

## 1. Executive Summary

This document reviews and renews the City of London's offer to small business. It sets that offer in the context of the City Corporation's wider ambitions for the Square Mile.

The Corporate Plan identifies our ambition for the Square Mile to be a *Vibrant, Thriving Destination*, support *Dynamic Economic Growth* and *Provide Excellent Services*. This strategy seeks to support these ambitions, attracting businesses to a safe, supportive, and dynamic location.

The Square Mile is arguably the world's most successful example of economic agglomeration; the geographic concentration of economic activity in specific sectors and industries where firms and workers get shared benefits from being located near each other, increasing the overall productivity of a place.

Changing dynamics post-pandemic means that the City of London has to compete for major occupiers and new sectors to maintain and enhance its economic dynamism over the long-term. Destination City was created in recognition that post-pandemic, retail and hospitality firms in particular rely on the footfall of a dynamic business City.

And whilst the City's main industries continue to be financial & professional services, insurance and business services, other industries, such as creatives (including cultural, performing arts, sports and recreation) and technology and communications (including telecoms, software and data) are now the fastest growing.

That is why the City Corporation has created the new City Investment and Development Unit and commissioned a major Market Occupation study to inform its approach. This piece of work will ensure that our SME function complements and supports these wider economic growth goals of the City Corporation, ensuring that the Square Mile is well placed to attract and welcome new sectors and remains a great place to start and grow a business.

**The main strategic goal of this plan is to support growth in the Square Mile by developing a targeted and proactive offer that can be deployed in specific, sectors and sub-sectors, aimed at early growth firms, in line with the wider economic goals of the City Corporation. We will also look at how we can support underrepresented and diverse founders thrive in the City of London.** This will be built around:

- **Access to Finance** – Building on the success of our work with the Samuel Wilson's Loan Trust, working closely with institutions such as the British Business Bank and Highstreet banks to help City businesses navigate what finance options are open to them.
- **Access to Data** – We will support SMEs access the City Corporation's wide range of business databases, such as Fame and Beauhurst to empower SMEs with valuable data-driven insights, helping them mitigate risks and capitalize on growth opportunities in a competitive business environment.
- **Access to Space** - We will explore how we can support growing firms to locate and expand in the City through activation of empty units and meanwhile use.

- **Access to Expertise** - We will build on our existing in-house expertise to strengthen our offer and work more closely with City organisations such as the Company of Entrepreneurs and offer free mentoring in partnership with the Association of Business Mentors.
- **Access to Networks** - We will support a vibrant business environment by supporting networking opportunities and enhancing our existing events programme.

**This will be supported by consolidating our universal offer to small businesses creating a strong business environment and increasing business confidence. This strategy will ensure that our offer to businesses of all types - from coffee houses to clearing houses - is clearer, more comprehensive, and accessible, providing a front door to a confusing and fragmented support environment.**

- To do this, we will break down silos and consolidate the wide-ranging support from the City Corporation led by the Small Business Research + Enterprise Centre – bringing together and communicating our offer on procurement, licensing, planning, diversity and inclusion, policing, City Belonging, consultation, sustainability, skills and our franchise.
- We will build visibility and credibility amongst our SME community, signing *the Federation of Small Business's Local Leadership Pledge* to underscore this commitment; making a public commitment on engagement with SMEs, supporting net zero, employment & skills, public sector procurement, business rates relief and prompt payment.
- We will add value to our existing SME offer by expanding our external relationships with key players such as the London Chamber of Commerce and Industry (LCCI), our historic Livery companies and our centres of education, creating a uniquely City of London, higher profile, small business ecosystem.

The strategy recognises the impact that fixed costs, such as business rates, has on the viability of small businesses and commits the City Corporation to promote small business rate relief alongside other reliefs and to respond fully to an anticipated future government consultation on the future of business rates to ensure that the business rates regime is not an impediment to growth. This could include consideration of alternatives such as an Online Sales Tax.

It also notes that most local authorities receive considerable levels of government funding for small business support. The City of London does not, due to an allocation methodology in London that allocates on the basis of residential population; this strategy commits the City Corporation to lobby a future government and the GLA for a funding settlement that properly recognises the City's role as one of the UK's primary business districts.

At a time of strained resources, this strategy does not make any requests for additional funding. Instead, it will use existing resources in a more joined up way, make the most of the City's unique ecosystem through increased partnership working, and better target resources on our economic goals.

Ultimately, this strategy will raise the profile of our existing small business function, ensuring it works hand in hand with other City operators in this space creating a uniquely City offer. It will support the City Corporation's plans for economic growth and attraction of major occupiers, helping to ensure that the City remains the UK's premier business destination.

## 2. Defining Small and Medium Enterprise ('SME')

In the UK, an SME is defined based on the number of employees and annual turnover. **The Companies Act 2006** provides specific definitions for micro, small, and medium-sized enterprises as follows:

**Micro Enterprise:** fewer than 10 employees; annual turnover or balance sheet total not exceeding £1.8 million.

**Small Enterprise:** fewer than 50 employees; annual turnover or balance sheet total not exceeding £10.2 million.

**Medium-sized Enterprise:** fewer than 250 employees; annual turnover not exceeding £36 million or an annual balance sheet total not exceeding £18 million.

By this definition, SMEs make up 98% of all businesses in London – all of which span different sectors and cover a range of business sizes from **pre-start, start-up, micro, small and medium** as well as **freelancers**.

The span of this definition is extremely wide. In fact, of 5.5 million businesses in the UK, fewer than 10,000 fall outside this definition, i.e. there are around 10,000 *large* businesses based the UK.<sup>1</sup> The City of London has a slightly higher proportion of large businesses than the UK as a whole.

Segmenting this huge population of businesses is vital to creating a targeted offer focussed on growth. SMEs can be segmented by:

- I. **Size, as set out above**
- II. **Sector, or sub-sector**
- III. **Business stage.** There is no set method to segment in this way, but McKinsey suggests:<sup>2</sup>
  - a. Early-stage innovative start-ups
  - b. Established successful start-ups
  - c. Growing medium-sized companies
  - d. Stagnant medium-sized companies
  - e. Locally focussed small businesses
  - f. Informal microbusinesses.

For each segmentation, the needs will be different. In developing a targeted offer, it is important to recognise that for many firms, a public authority like the City of London Corporation may not necessarily be their first port of call when seeking support and, with limited resources, the City Corporation will need to make sensible decisions about where to target that resource for greatest economic benefit.

<sup>1</sup> [Business population estimates 2023 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/business-population-estimates-2023)

<sup>2</sup> <https://www.mckinsey.com/industries/public-sector/our-insights/unlocking-growth-in-small-and-medium-size-enterprises>

Any targeted intervention is likely to have the greatest impact on early-stage innovative start-ups and established start-ups looking to scale. Whereas our universal offer is likely to have a greater impact on the locally focussed small businesses.

### 3. Background

#### 3.1. The Pandemic, Working Patterns and Demand for Office Space

In 2020, COVID-19 and the consequent nationwide lockdowns triggered a severe decline in economic activity, leading to the closure of numerous businesses. The Office for National Statistics (ONS) revealed that the UK economy plummeted by 9.9% in 2020, signifying the most significant annual slump in the nation's history.<sup>3</sup>

With businesses outnumbering residents in the City of London, **the City Corporation stepped up to help firms during the pandemic with its COVID Recovery Fund of up to £50m available to SMEs**, amongst an array of other support measures designed to help businesses from the most affected sectors across the City that faced exceptionally challenging trading conditions.<sup>4</sup>

Much has changed post-COVID, but it is working patterns which have had perhaps the most impact for City SMEs. Though it has taken time for new working patterns to become established, working from home and hybrid working remain popular with many white-collar workers globally.

It is clear that this comes with knock-on effects, particularly for small businesses in the retail, hospitality, and leisure sectors. London Underground ridership figures currently show around 75% of pre-pandemic levels mid-week.<sup>5</sup>

Despite this, London has a low office vacancy rate with the City and West End attracting more companies than Canary Wharf. To put this into perspective, London's overall office vacancy rate is 7.3% compared with 22% in New York.<sup>6</sup>

Indeed, ten new tall buildings are in the City's planning pipeline and the City's office space stands at around 9.5 million square metres. This indicates continuing confidence in the Square Mile as a central business district and a location for major firms and global leaders.

#### 3.2. The Economic Landscape: Trends and Challenges

Beyond COVID-19, the 2022 invasion of Ukraine by Russia had a marked effect on the UK economy, resulting in supply chain disruptions, specifically in the energy and oil sectors. As a net importer of energy, the UK faced heightened energy prices due to the disruption. This, in turn, added to the burden faced by individuals and small businesses already struggling with the pandemic fallout.

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<sup>3</sup> UK economy suffered record annual slump in 2020 - BBC News

<sup>4</sup> City Corporation creates new Covid Business Recovery Fund (cityoflondon.gov.uk)

<sup>5</sup> Domestic Transport Usage by Mode - GOV.UK (www.gov.uk)

<sup>6</sup> Our global offer to business (theglobalcity.uk): City of London Future of Office Use City Plan 2040

A culmination of labour shortages, supply chain disruptions and elevated commodity prices has led to inflation rates skyrocketing to their highest point in over a decade in the past year. The impact on SMEs is similar, with the challenge of increased input costs and a decrease in purchasing power as well as a reduction in real wages further compounding the effects of consumer spending reduction.

At a time of strained resources across the UK, the City of London Corporation has had to think differently about how we maximise limited resources. For the City, this has been particularly pronounced when it comes to the post Brexit funding allocations for business support across the UK.

Here, funding allocations from the Department of Levelling Up, Housing and Communities and the GLA were based on our resident figures and not on the numbers of businesses trading in the Square Mile. This meant that the City received significantly less financial support than other London Boroughs as, uniquely, businesses far outnumber residents in the City of London.<sup>7</sup>

Despite this and in spite of a difficult global economic backdrop, the City has remained a resilient hub for business and industry, generating nearly £70bn in economic output annually, or 3.5% of all UK GVA.<sup>8</sup> The City of London's annual Benchmarking Study underscores this, demonstrating that London remains *the* globally pre-eminent financial centre.<sup>9</sup>

### 3.3. Harnessing Our Strength: Agglomeration and Clustering

**Much of our resilience is due to businesses benefitting from a globally connected market, a strong talent pool and an ambitious policy environment.** In the City, this is demonstrated in the density of businesses clustering together to form a unique business district.

This is known as agglomeration; the geographic concentration of economic activity in specific sectors and industries where firms and workers get shared benefits from being located near each other.<sup>10</sup> Agglomeration is important to businesses because of —

- **Sharing:** Firms can benefit from shared public infrastructure, concentrated supply chains and other inputs.
- **Matching:** The ability to recruit from a deep pool of talent concentrated in one place.
- **Learning:** The ability to share information and knowledge.<sup>11</sup>

Clusters form for different reasons. For example, there is a hydrocarbons cluster in Aberdeen because it is the closest place to North Sea oil and gas fields. This is a geographically fixed cluster which could not be shifted to, say, Kilmarnock.

<sup>7</sup> In real terms, this meant the City Corporation was allocated £28,000 for business support services and community focused projects in tranche one of the grant allocations, where neighbouring boroughs received £millions to deliver business support post-pandemic.

<sup>8</sup> [City of London Factsheets March 2022](#)

<sup>9</sup> [Our global offer to business \(theglobalcity.uk\)](#)

<sup>10</sup> [Understanding agglomeration - What Works Growth](#)

<sup>11</sup> [The impact of agglomeration on the economy | Centre for Cities](#)

There is a cluster of Formula 1 teams in the Thames Valley which ultimately has its genesis in the availability of engineers and large airfields post-war suitable for developing and racing cars.

The exchange of people, technologies and knowledge created over just a few decades, led to a software and technology cluster in California which accounts for many of the world's most valuable companies.

**Similarly, The City of London has its own business cluster owing its existence not only to its history, but to the continued vibrancy and entrepreneurial spirit of its business ecosystem.**

Forming part of the capital city of a major industrialised nation also helps, as does a strong reputation for the rule of law. **But clustering is a self-reinforcing phenomenon: in the City, the presence of traders meant the development of increasingly sophisticated banking tools and operations.** Institutions such as the London Stock Exchange developed, bills and bonds needed to be traded physically and so coffee-houses and later trading floors drew financial institutions and workers together geographically.

**City businesses continue to reap the advantages of these historic agglomeration benefits.**

This, in turn, facilitates the exchange of technological knowledge among firms, enables rapid connections between diverse businesses and workers, offers access to a shared network of suppliers, and provides a gateway to specialised capital and labour. The self-reinforcing dynamic, where higher-productivity firms draw in more workers and spinouts, underscores why the pandemic posed a considerable threat to the City of London and other major business districts.<sup>12</sup>

### Defining the economic challenge

The challenge for the City of London is how to retain and enhance the business vibrancy of the Square Mile set against the economic challenges of recent years, the emergence of new sectors and sub-sectors without a foothold in the City and the establishment of regular patterns of hybrid and remote working. Why should new and high potential start-ups locate here? Why should they locate anywhere?

The City Corporation is not directly responsible for the micro decisions of businesses, but we have a role in helping to develop a strong business environment, attracting major occupiers and supporting the clustering of smaller firms. **In our unique position as a global convening body, we can also leverage opportunities that the City of London provides. We have the ability to bridge the gap between business leaders and SMEs, drive inward investment and advocate on a national stage to deliver the support businesses need to grow.**

<sup>12</sup> Understanding agglomeration - What Works Growth



## 4. Understanding our SME Ecosystem

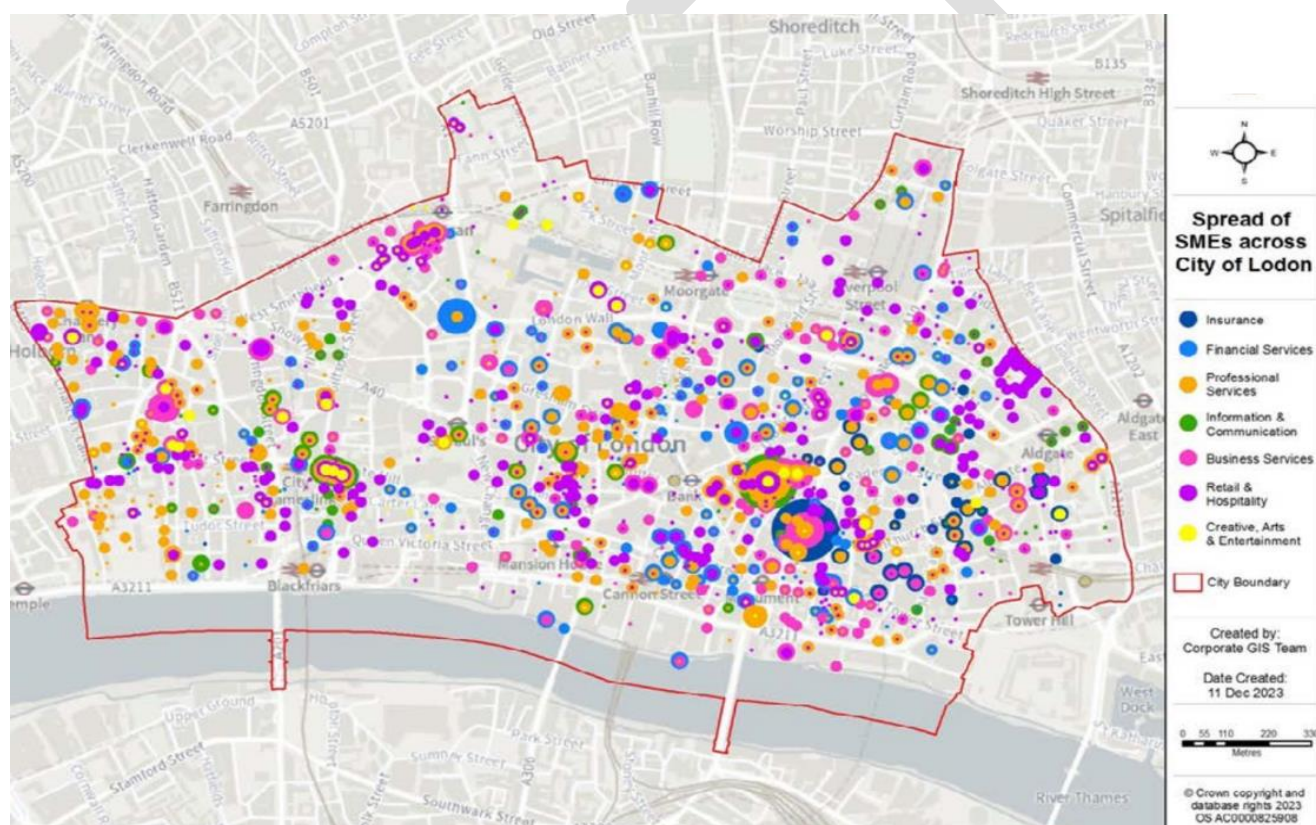
In order to deliver support measures that are meaningful, it was important we built a clear picture of what our SME ecosystem looks like.

### 4.1 Quantitative evidence

The City Corporation has produced a new, high-level analysis on the City SME ecosystem which maps our unique business landscape.<sup>13</sup>

It underscores that the City of London has evolved over thousands of years of commerce, creating a unique business landscape. This is well illustrated by our new geographical clustering map which shows the effects of agglomeration in real time.

**IMAGE 1: Geographic clustering.** SOURCE: City of London Corporation Corporate GIS Team 2023



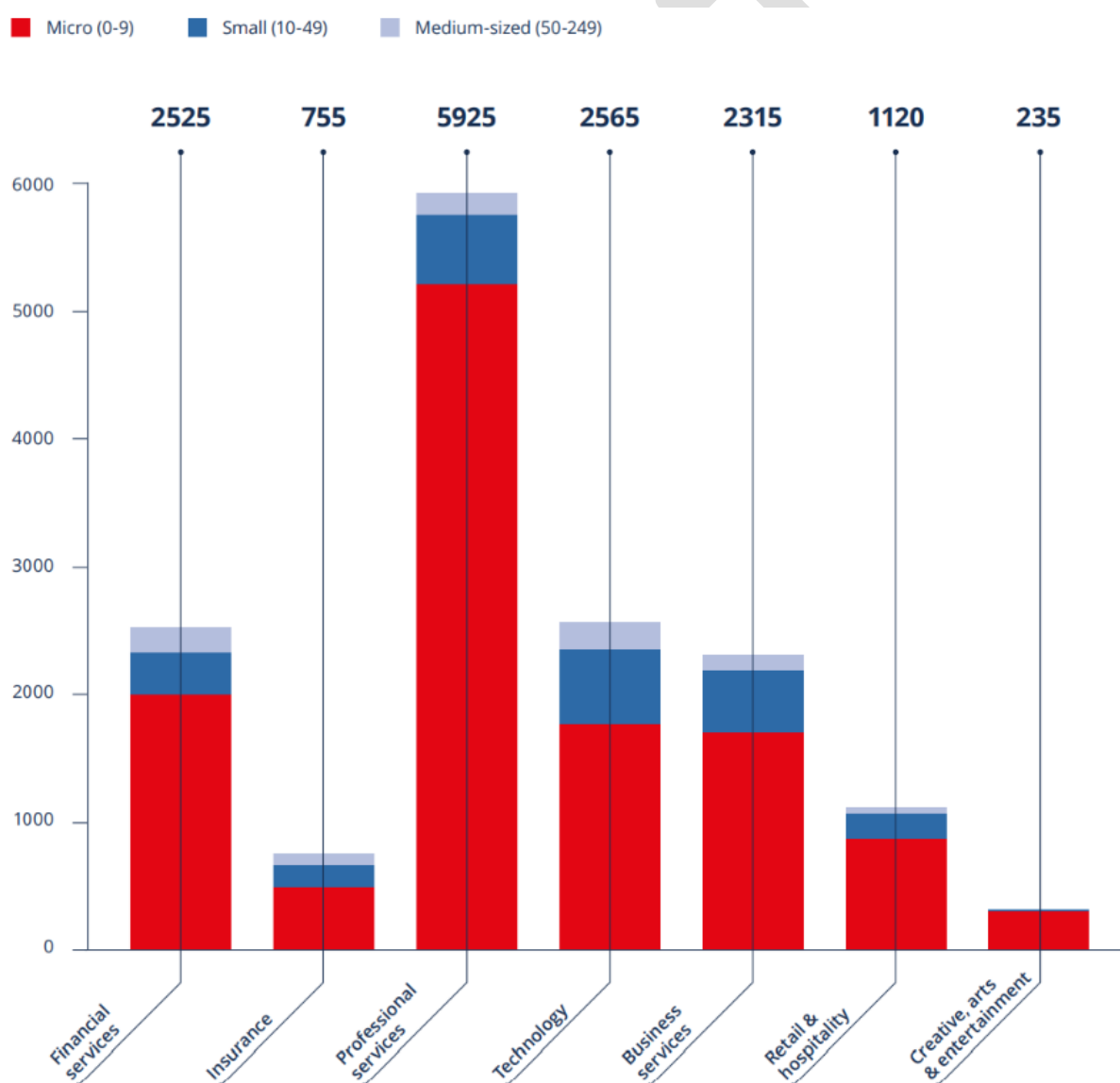
Legal services and associated businesses tend towards the West of the City in the periphery of the Inns of Court, Royal Courts of Justice, and the Old Bailey. Whilst financial and professional services, especially insurance businesses, tend towards larger, established clusters located in the East of the City. Woven across the Square Mile are our hospitality, leisure, culture, arts, and retail businesses; our ground-floor economy. Geographically, these businesses tend to cluster in high concentrations in areas of commercial activity, or high footfall, illustrating their importance in sustaining the Square Mile and adding vibrancy to the City.

<sup>13</sup> The report uses ONS data primarily to allow for direct comparability with other areas and reporting. The UK Business Counts data draws from the Inter Departmental Business Register (IDBR) recording the number of Enterprises that were live at a reference date in March 2023, with an employment size of fewer than 250 employees.

### Our new analysis also showed that —

- The City of London has a higher concentration of SMEs than any local authority in the UK.
- 98% of City firms are SMEs and 79% of these are micro businesses who employ between 1-9 staff.
- The last year has seen growth in SMEs of all sizes, apart from micro (fewer than ten employees). There are also now more small-sized (10-49 employees) and medium-sized (50-249 employees) firms in the City than at any other point in the last five years.

**CHART 1: SMEs in the City vary by sector and size.** SOURCE: ONS, UK Business Counts (2023)



**TABLE 1: SMEs in the City of London by sector over time.** SOURCE: ONS, UK Business Counts (2023)

Sector	2023	(-1yr) 2022	(-10yr) 2013
Financial services	2525	2575	1785
Insurance	755	745	625
Professional services	5925	6075	5225
Technology	2565	2435	1015
Business services	2315	2350	1325
Retail and hospitality	1120	1240	635
Creative, arts and entertainment	325	305	180

**Dominant Sectors:** Financial, Professional and Business Services.

**The Square Mile is home to many of the world's largest and most influential financial and professional services (FPS) firms, who work side-by-side with a thriving and innovative community of SMEs who power the supply and distribution chains of key industries.**<sup>14</sup>

Data shows these sectors are highly concentrated in the City of London, and include businesses such as financial advisory firms, law practices, accounting services, insurance brokers, and consultants.

Together, this unique business ecosystem creates conditions for business growth. Indeed, the UK's financial and professional services sector is in a strong position, so much so that this year's 2024 City of London Benchmarking analysis shows that London is the world's top global financial centre: with an innovative ecosystem, global reach of financial activity, a strong regulatory environment, access to talent and a resilient business environment.

It is unsurprising, therefore, that the majority of our SME ecosystem is, in some way, connected to the dense cluster of large FPS firms located here in the City.<sup>15</sup> These businesses make up 61% of our SMEs and reflect our dominant sectors of financial, professional, and business services have a clear symbiotic relationship, one which must be preserved.

**Growth Sectors:** Technology and Innovation; Creative, Arts and Entertainment.

**Data also shows that SMEs are choosing to start and grow in the City. This is especially pronounced in the technology and innovation services** — with an additional 130 firms in 2023 alone and 365 additional firms since before the pandemic. This is the highest growth in these sectors of any local authority area in the country.<sup>16</sup>

<sup>14</sup> WEF Data Unleashed Empowering Small and Medium Enterprises (SMEs) for Innovation and Success 2023.pdf (weforum.org)

<sup>15</sup> ONS, UK Business Counts (2023)

<sup>16</sup> ONS, UK Business Counts (2023)

The UK's FPS industry helps ambitious new companies to thrive by providing an established customer base, as well as the financing and services to succeed.<sup>17</sup> Here, the City serves as a nexus for large firms who want to innovate their business model, tech-related events, conferences, and networking opportunities.

This collaboration and innovation potential, combined with access to venture capital and investment opportunities, means SMEs in tech and innovation are successfully starting and growing their business in the City. ONS business counts show they are largely micro businesses, operating with fewer than 10 employees.<sup>18</sup> In the City of London, high-growth technology sectors like FinTech, Cybersecurity, AI, Blockchain, RegTech, HealthTech, LegalTech, PropTech, Insurtech, and SustainableTech thrive, with key players such as Monzo.

In our capacity as the governing body for the Square Mile, but also as an ambassador for UK tech and innovation, we must recognise this emerging sector and provide support to maximise its growth potential.

**But it is not just technology and innovation, data also shows positive trends for the creative and arts sectors** — with a relative increase of 7%, restoring the number of firms in these sectors to pre-pandemic levels observed in 2019.<sup>19</sup> Table 1 underscores this, with the number of these businesses almost doubling over a ten-year period. This underscores the importance of the City Corporation's Destination City vision and the strategic priority to transform the Square Mile as a leading cultural destination.

### **Maintaining our Vibrancy:** Retail, Hospitality, and Leisure.

The retail, hospitality, and leisure sectors include a diverse business base. They are our shops, our bars and restaurants. **These businesses provide an essential component of the City's vibrancy. Clustering data underscores this, with these SMEs woven throughout the City, essential to sustaining our community and vibrancy.**

These businesses have also seen growth, albeit from a lower baseline. Whilst there has been a contraction over the last year in the number of retail and hospitality firms in the City, the number is still almost double what it was ten years ago. The recent contraction is likely to reflect the withdrawal of government grant funding which helped soften the impact of new post-pandemic work patterns which have affected high-street spend in city centres.

This being said, the City's ground-floor and cultural economy is making a recovery from the direct impacts of the pandemic which hit the City of London particularly hard.<sup>20</sup> We are seeing positive trends emerging in this regard. Generally speaking, their business support needs are different from those in the professional, financial, business and tech sectors. Our SME Strategy reflects this. And, to accommodate the diverse needs, we must ensure our baseline support offer is available and accessible to those throughout the City.

<sup>17</sup> [Why the UK is one of the best locations for fintech companies \(theglobalcity.uk\)](https://www.theglobalcity.uk/)

<sup>18</sup> ONS, UK Business Counts (2023)

<sup>19</sup> ONS, UK Business Counts (2023)

<sup>20</sup> Financial Times, Return to UK offices hits highest since pandemic began (2022)

## 4.2 Qualitative evidence

Alongside our City SME Ecosystem Report and subsequent data analysis, we conducted initial internal and external engagement to better understand the SME landscape in the Square Mile.

This included key strategic partners such as the Federation of Small Business, internal engagement throughout the Corporation, a Member working group, and a City-based SME survey and business focus groups. From this engagement work, some core themes emerged —

### 1. **There are many small businesses in the Square Mile, covering multiple sectors and levels of maturity.**

We heard that a 'one size fits all' approach would not provide effective support, and our SME support moving forward should be more targeted. Participants felt that a baseline offer was important for businesses looking to start in the City, whilst more established businesses looking to grow would benefit from a clear City-specific offer to support growth; one that draws on everything that is unique about the City that makes us a world-class business destination.

### 2. **There is a need to shift the perception of the City as solely for 'big business' and increase awareness of existing support resources.**

Our SME focus groups told us that better visibility would go a long way to change this perception whilst also encouraging founders from diverse backgrounds and underrepresented groups to locate their business in the Square Mile. They suggested highlighting success stories and showcasing the City's achievements to create a more inclusive and appealing environment.

### 3. **There are a lot of operators in this space, many of whom provide similar services.**

For time-strapped SMEs, there is real value in the City Corporation being a gateway to available support. Adding to the proliferation of existing support offers is not a good use of time or resource, rather we should work collaboratively across the ecosystem to unlock support for SMEs across the Square Mile.

### 4. **We recognise that we are in a period of economic uncertainty, where the cost of doing business is becoming a key concern for business-owners.**

Though the City of London Corporation does not have the means to solve this problem on our own, we can work with partners to help our City SMEs with access to finance, grants and relief schemes to support viability.

### 5. **Many parts of the City Corporation touch on the activities of small business, with limited coordination.**

This strategy is an opportunity for us to set a clear approach to SMEs, one that recognises SMEs as a vital part of our business ecosystem.

We will seek to reflect these emerging themes in our SME Strategy, and harness areas of opportunity to increase the growth potential within the City's small business ecosystem; showcasing the Square Mile as an open, innovative, and inclusive place to do business.

## 5. Mapping SME Support: National, Regional, Local

### National and Regional SME Support

Governmental support for SMEs is complex and decentralised, spanning various levels of government and organisations. This fragmentation often leads to confusion for SMEs seeking assistance.

In London, regional support is coordinated by the Greater London Authority (GLA) and its agency, London & Partners, which promotes business growth and investment in the capital. The City of London Corporation contributes to this effort through initiatives like the Grow London Local programme, offering services such as market research, business advice, and events for SMEs.

Business Improvement Districts (BIDs) in London, including Culture Mile and Fleet Street Quarter, play a role in enhancing the local business environment through events and activities. The City of London Chamber of Commerce and Industry advocates for businesses within the Square Mile on various issues, whilst trade associations provide networking and support opportunities for SMEs, often requiring membership fees.

At the national level, government support includes Help to Grow: Management programme<sup>21</sup> and small business finance options provided by the British Business Bank, including the Start Up Loans programme and the Recovery Loan Scheme, which will transition to the Growth Guarantee Scheme in mid-2024. Additionally, SMEs may benefit from business rates relief, including small business rate relief, retail, hospitality, and leisure relief, and charitable rate relief, depending on eligibility criteria.

Overall, SMEs can access a range of support options, but navigating the various schemes and organisations can be challenging due to their fragmented nature.

### Local SME Support

At a local level, the City of London Corporation plays a cross-cutting role in supporting SMEs. This spans the City Corporation as a whole, delivering a variety of business specific support.

For example —

- **Licensing.** The City of London Corporation's Licensing Team continues to work to empower and support our SME ecosystem, particularly supporting City SMEs, aiding their post-pandemic recovery by enabling them to trade more flexibly and helping to manage costs and obligations. Our Licensing Team works proactively to deliver solutions that support SMEs, such as free pre-application meetings and innovative schemes to support our hospitality sector thrive.<sup>22</sup>

<sup>21</sup> Support from the UK Government - Help to Grow

<sup>22</sup> Hospitality sector is "vital to the City's success", says Lord Mayor and Licensing Chairman (cityoflondon.gov.uk); Safety Thirst returns to the City (cityoflondon.gov.uk)

- **Procurement.** We will continue to support SME-based procurement contracts to recognise the spread of wealth and value of SMEs and Social Enterprises as a vital make-up of our supply chain: from increasing opportunities for Public Sector Procurement by facilitating inclusion and breaking down barriers for SMEs and diverse suppliers, to prompt payment to our suppliers.<sup>23</sup>
- **Business Rates.** The City of London Corporation recognises challenges that Business Rates create for small businesses in the City, and though we are not able to deliver wholesale reform, we support our small businesses by increasing access pathways to Small Business Rates Relief, highlighting alternative relief schemes, payment options and keeping our consultations with businesses clear, simple, and communicated in good time.
- **Security and Safety.** The City of London, with its dedicated City Police Force and position as the national lead for economic crime, is uniquely placed to support our business ecosystem. Beyond everyday policing, the City Corporation works with the City Police to deliver Cyber Griffin, a programme designed to support businesses with cyber and economic security. Additional Police-led, free support includes the London Cyber Resilience Centre and Police CyberAlarm.
- **Locating in the City.** Finding the right kind of office space is key to supporting our business ecosystem. To help provide the right kind of space to help our SMEs of all sizes and styles thrive in the Square Mile we proactively help new occupiers locate in the City with a place-based approach to supporting businesses in their journey to start and scale in the Square Mile. And, looking to the future, the City Plan 2040 develops a series of future-focused planning policies which in combination are designed to support SMEs to start and scale in the Square Mile.
- **Destination City.** The City of London is the historic heart of London, and we remain incredibly proud of our built environment and the heritage which comes with it. We now mark a new chapter in the City's rich history with our landmark Destination City programme. This programme seeks to make the City of London a better place to live and to visit, as well as to work; it means improving our built environment and enhancing the leisure offer for residents, workers, and visitors alike. It has a key ambition to drive domestic and international footfall, necessary for our shops, our gyms and leisure venues, our pubs, bars and restaurants.
- **Advocacy.** The Lord Mayor and Policy Chairman advocate on key issues on a regional, national, and global stage. From lobbying Government on our role as the UK's financial centre to supporting a thriving 21st Century City, to sustaining a vibrant business ecosystem, we use our influence and convening power to speak up on behalf of the City.

**Alongside this, the City of London also has a dedicated SME Delivery Team.** Comprised of 14 employees, they are a sub-team of the City Development and Investment Unit. Their primary function is to support SMEs to navigate the often complicated and disjointed business support landscape and seek to provide central and trusted assistance for City businesses.

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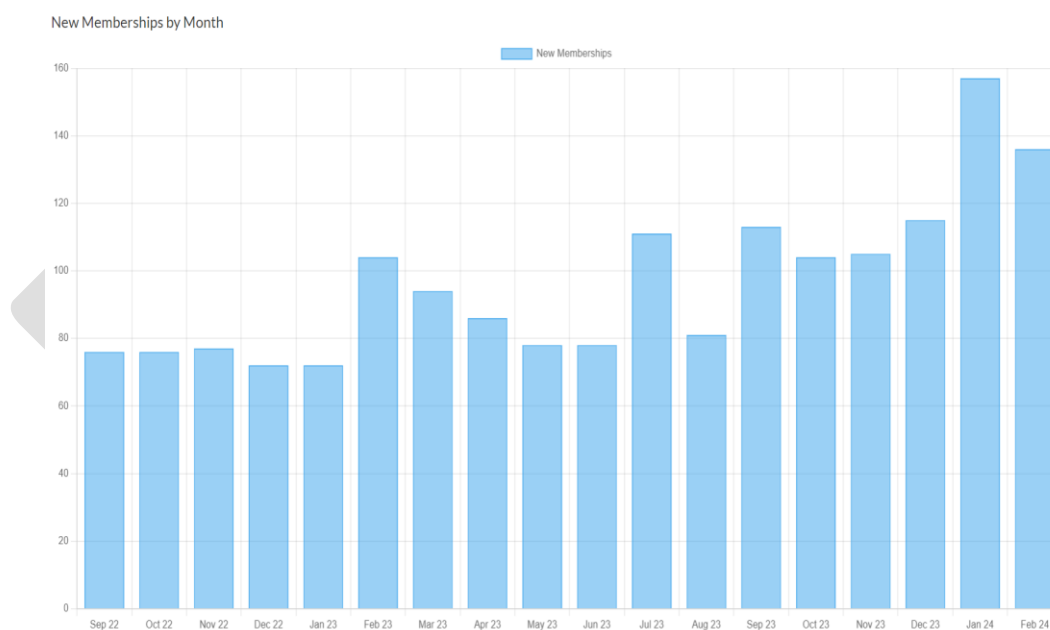
<sup>23</sup> [City Procurement Strategy 2020-2024 - City of London](#)

Based at the recently relocated Small Business Research + Enterprise Centre (SBREC) on Basinghall Street, the team offers a range of support for SMEs and start-ups in the Square Mile. Having been previously known as the City Business Library, the service evolved beyond its original public library roots and transformed to support pre-startups and SMEs.<sup>24</sup>

Like many other services, SBREC pivoted its operating model quickly in response to the changing working practices during the pandemic, and the team moved to a digital service delivery model to better reflect the needs of its users at that time.

Post pandemic, SBREC reopened for in-person support but there was still significant demand for the online services to remain whilst also offering on-site business support and so the team introduced a hybrid delivery model. Since SBREC moved to its new location<sup>25</sup>, membership sign up rate has increased overall by 13% with a significant spike in new members joining in January and February 2024. Graph 1 shows the progress made by the SBREC team since April 2023. Increased partnerships, on-site events, networking and engagement activities organised over the past 11 months have increased awareness of the new centre which has in turn increased the membership sign up rate.

**GRAPH 1: Number of SBREC Membership Sign-Ups by Month since September 2022.** SOURCE: SBREC (2023)



In total, SBREC has just over 1,550 active members accessing the various services, with even more SMEs accessing the wide range of online and in person events. It is encouraging to see that 44% of the members are female founders and 40% are ethnic minority led businesses, demonstrating that the targeted support already provided by the SBREC team aligns with our ambitions to support more SMEs and start-ups from underrepresented groups and those from disadvantaged

<sup>24</sup> SBREC was renamed as part of the service's transformation strategy for 2020-2023.

<sup>25</sup> Following approval at the Culture, Heritage and Libraries Committee on 14<sup>th</sup> November 2022 and the Operational Projects and Property Sub Committee on 23<sup>rd</sup> November 2022, SBREC moved to its current location on Basinghall Street and reopened its doors in April 2023 to accommodate events, networking, research space and collaborative space.



backgrounds to access support and locate their businesses in the City. The support available through SBREC has also expanded since moving to the new location on Basinghall Street, such as:

- **Meeting rooms and free workspace:** The free 'Access' membership at SBREC offers flexible workspace and access to reliable and authoritative business information and market research data. This flexible approach encourages peer to peer support and facilitates entrepreneurial opportunities.
- **Finance (Samuel Wilson's Loan Trust (SWLT)):** Starting a business can be financially challenging and almost out of reach for many talented and ambitious young people. To provide financial support to SMEs and young entrepreneurs, the City Corporation works closely with the SWLT charity which provides low-interest business loans of up to £50,000 to young, disadvantaged, and diverse entrepreneurs to establish and develop new businesses.
- **Dedicated Business Advisers:** Through SBREC, SMEs have access to industry certified business advisers who can support with business planning and financial forecasting. For detailed support, businesses can access specialist 121 sessions with our business advisers.
- **Responsible Business (Heart of the City):** SMEs have a significant role to play in creating a sustainable and inclusive economy. The City Corporation has therefore partnered with Heart of the City, a responsible business charity which supports SMEs with all aspects of ESG (environment, social, governance). Through workshops, masterclasses and access to expert mentors, the charity helps SMEs take their first steps towards making sustainability a meaningful part of their business plans. By delivering expert learning in a practical way the best suits busy SMEs, SMEs can increase their competitiveness whilst offering a business with social value.
- **Embracing Digital (E-Business Programme):** The integration of digital and technology is a strategic imperative for SMEs. Recognising this, the SME Delivery Team secured a UK Shared Prosperity Fund (UKSPF) grant as part of the London E-business Support Programme. Under this scheme, City of London Corporation offers a fully funded package of support: covering 121 expert advice, guidance, webinars, and events. This programme is specifically aimed at helping small business owners in London make better use of digital technology to enhance their online presence; attract more customers; increase sales and improve their business operations.
- **Events and Opportunities:** The SME events programme underpins the range of existing support and offers a range of learning experiences, peer to peer support and networking. The SME Delivery Team already curate a range of workshops, talks, seminars, and webinars regularly. For larger events, collaboration is fundamental, so the SME events team have begun a new approach to aligning programming with the City Corporation's 'City Belonging' Project and the City's BIDs to ensure there is a streamlined approach to event planning and promotion.

## 6. Strengths, Weaknesses, Opportunities, Threats

Strengths	<ul style="list-style-type: none"> <li>• The City Corporation plays an important and established role in its local authority functions, from licensing to public sector procurement and has a good story to tell on each.</li> <li>• The City Corporation is a global convening power with the power to help unlock economic and social value in the City.</li> <li>• The City Corporation's brand will help in acting as a <i>front door</i> to businesses navigating a confusing ecosystem.</li> <li>• The Small Business Research + Enterprise Centre is a dedicated public service for business information, where SMEs can access specialist business databases containing start-up guidance, global market and industry data, national and international statistics, company and business data.</li> </ul>
Weaknesses	<ul style="list-style-type: none"> <li>• Current SME support is fragmented and needs more coordination.</li> <li>• Limited resource to expand delivery, underpinned by minimal UKSPF funds allocated to the City of London in their first tranche which set our SME support behind comparable London boroughs.</li> <li>• Communication and engagement for SMEs in the City is limited with a lack of awareness about what support is available.</li> <li>• We are currently operating in a challenging data environment, with limited tech to support development, leading to an uncertain evidence base of our current SME landscape locally, regionally, and nationally.</li> <li>• Changes in working practices have resulted in a rise of 'hidden SMEs' who operate in shared workspaces. As they have shared trading addresses, meaningful and targeted engagement/relationship management is difficult.</li> </ul>
Opportunities	<ul style="list-style-type: none"> <li>• To map our City SME ecosystem with a view to understand our current sectoral and business makeup — using data more effectively at a corporate level in order to help respond to emerging trends, manage meaningful relationships, and identify areas of unmet needs.</li> <li>• To map existing support on offer to City SMEs and coordinate delivery more effectively.</li> <li>• To collaborate with established partners and create new strategic relationships who operate in this space.</li> <li>• To support businesses engage in our franchise and register to vote in City of London elections.</li> <li>• To showcase the City as an open, inclusive, and diverse place to do business.</li> <li>• To showcase the City as a safe place to do business, with a dedicated Police service committed to working with communities on all aspects of neighbourhood policing and ensuring people feel safe in the Square Mile.</li> <li>• To support the six CoLC Corporate Plan 2024-2029 outcomes: Diverse Engaged Communities, Dynamic Economic Growth, Leading Sustainable Environment, Vibrant Thriving Destination, Providing Excellent Services, and Flourishing Public Spaces.</li> </ul>
Threats	<ul style="list-style-type: none"> <li>• SMEs can be difficult to engage due to time and capacity constraints, and the breadth of SMEs in the Square Mile means their concerns and needs will differ, and a strategy which does not target properly, or account for difference of need will not have meaningful effect and waste resources.</li> <li>• There is a perception that the City of London Corporation is for big business which means SMEs are not naturally inclined to look to us for support.</li> <li>• Changes to working practices and higher costs to locate in the City might push some SMEs to locate elsewhere.</li> <li>• Central government funding for SME support is limited and the allocation algorithm disproportionately affects the City of London. Accordingly, City resources are limited and need to be targeted to ensure a sustainable balance sheet.</li> </ul>

## 7. CITY OF LONDON: SME DELIVERY PLAN

### VISION:

**The Square Mile: the UK's leading destination to start and grow a business.**

### MISSION:

Position the City of London Corporation as a gateway to comprehensive business support showcasing the Square Mile as an open, innovative, and inclusive place to do business.

Unlock the unique opportunities the City of London has to offer to SMEs in the Square Mile.

Develop a targeted SME support offer to enhance the growth potential of firms in specific sectors and sub-sectors, responding to emerging trends, sectors and need.

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### #1 — Increasing Visibility, Increasing Access

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**We know that the SME support landscape is complex and disjointed. So, to help our SME ecosystem thrive in the Square Mile, we need to be clear what role the City Corporation can play in creating a supportive business environment and how this can help SMEs thrive.**

Our work across the City Corporation needs to be better coordinated, connected, and we should be able to communicate it in an accessible way, demonstrating the City as a great place to start and grow a business. To do this —

1. Our general offer to businesses of all sizes and sectors should be clear, comprehensive, and consolidated.
2. We need to build visibility and credibility amongst our SME community, showcasing the Square Mile as an open, innovative, and inclusive place to do business.

#### **Step 1: Consolidate our support offer for start-ups and SMEs.**

To do this, we need to first consolidate existing, and wide-ranging support from the City Corporation – bringing together our offer on procurement, licensing, planning, supporting diversity and inclusion, security and policing, business engagement, sustainability, skills as well as our SME-specific business support offer.

The SME Delivery Team will work with Licensing, Planning, Procurement, City of London Police, Heart of the City, Business Rates, and other core teams to consolidate our work and increase awareness and access.

We have an excellent small business service offer across the City Corporation, but we need to strengthen our cross-organisational working to provide more opportunity for greater coordination, collaboration, and information sharing.

**Step 2: Position the City Corporation as a gateway to SME support**, communicating our consolidated offer in a clear and accessible way.

To increase access and awareness, we need to articulate our business support offer clearly and raise visibility.

We will enhance our website and refresh our digital footprint to better communicate our SME offer, creating a strong identity in the business support environment.

By doing this, we can promote existing support from the City Corporation, highlight our existing strategic partnerships, signpost external support essential to start a successful business, and showcase the Square Mile as an open and inclusive place to do business, especially those looking to start and scale in the City.

Equally, we will raise the visibility of our SME support across all our channels by, for example, sharing success stories and promoting wider established initiatives such as Small Business Saturday UK.

### Our Local Leadership Pledge

To mark this, we will sign a clear commitment to empower small businesses and the self-employed to continue to deliver growth, prosperity, and jobs across the Corporation. We will sign the **Federation of Small Businesses: Local Leadership Pledge** and enter a new relationship leveraging the FSB's support offer to the benefit of City SMEs. In doing so, they ask Local Authorities to commit to —

- *Ensure consultations with businesses are clear, simple, and well communicated in good time*
- *Increase face-to-face contact to build a trusting relationship with small businesses*
- *Talk to and share information with neighbouring London Boroughs*
- *Give parity of esteem between business and residents*
- *Introduce a dedicated Small Business Champion*

**By signing this charter, we make a City commitment to SMEs:** a statement of intent to recognise the achievements we have already made and begin our next step to make the Square Mile the leading destination to start and grow a business.

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## #2 — The City of London: Connected and Collaborative

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Adding to the proliferation of existing support offers is not a good use of time or resource, rather we should work collaboratively to help deliver support to SMEs across the Square Mile. This approach recognises that we can add great value to our existing offer by forging connections in the City to maximise resources and complement each other's strengths.

**We will expand our external relationships and unlock the unique opportunities which stem from locating in the Square Mile through a series of strategic partnerships with key players** such as the London Chamber of Commerce and Industry, our historic Livery companies and our centres of education. In doing so, we will use our global convening power to the benefit of local SMEs, providing solutions in partnership with key players in business and industry. We should complement, not duplicate, support that is available at London level via London & Partners.

These partnerships will work to showcase the Square Mile as an open, innovative, and inclusive place to do business. We will unlock distinctly 'City' opportunities for our business community, and actively engage with diverse founders and underrepresented groups.

Work has already started on unlocking opportunities for SMEs in the Square Mile, for example —



As we move forward with our SME Delivery Plan, we will help forge connections within our business community in the Square Mile. To support this, we will expand our new strategic partnerships with industry leaders, starting with the **London Chamber of Commerce and Industry**. In this new partnership, we will work collaboratively to expand our collective reach, maximise the use of resources and complement each other's strengths.



Despite originating in Medieval London, Livery companies remain an integral part of the modern City of London's commercial fabric. **Each Livery Company is associated with a specific trade or craft, and in this sense, they are hubs of industry**. We will work with the Livery companies – forming key partnerships with, for example, the Company of Entrepreneurs; using our convening power to **support connections between SMEs and these uniquely City of London organisations**.



The City has strong ties to several universities and academic institutions, fostering research and education in finance, business, and related fields. Institutions like **City University** and **Gresham College** have strong ties to the City Corporation and have a wealth of knowledge which should be harnessed to support business-owners in the Square Mile. To start, we are rolling out a pilot scheme with **Queen Mary University** and the **Chartered Association of Business Schools**, offering events and seminars to encourage enthusiastic entrepreneurs to seek out opportunities within the City, underscoring the Square Mile as a catalyst for business-growth.

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### #3 — Stimulating Growth: A Targeted Approach to SME Support

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We are in a moment of huge regional change. Post-COVID, small businesses are having to be more agile and innovative in how they operate. We need to match this and be just as agile and innovative in our support offer in line with the wider economic goals of the City Corporation.

This means building on our general offer to SMEs, supplementing it by developing a new, targeted, and proactive offer that can be deployed in specific sectors and sub-sectors, aimed at early growth firms as defined by the City Investment and Development Unit and informed by the Market Occupation Study. We will also look at how we can target support to underrepresented and diverse founders, for example SMEs owned by women and ethnic minorities.

As such, our 'Access To' offer is designed to help drive targeted support over five key barriers to growth: Finance, Data, Space, Expertise and Networks:

**Access to Finance** — Building on the success of our work with the Samuel Wilson's Loan Trust, we will support growing businesses to become investment ready and access finance options that work for them. We will develop and enhance our partnerships, working closely with institutions such as the British Business Bank and Highstreet banks to help City businesses navigate what finance options are open to them.

**Access to Data** — As the only UK dedicated public service for business information offering in person and remote access to specialist business databases, we will support SMEs access the City Corporation's range of authoritative, relevant and current data that is not freely available on the internet and is too expensive for SMEs to access. We want to continue to empower SMEs with valuable data-driven insights, helping them make informed decisions, mitigate risks, and capitalize on growth opportunities in a competitive business environment.

**Access to Space** — We need to show the City is open for small businesses, so we will explore solutions to support SMEs locate in the City and contribute to a vibrant City. We will look at creating flexible office spaces for SMEs to grow, how we can activate empty units with occupiers that both attract footfall and support businesses starting up in the Square Mile, meanwhile use, and pop-up schemes

**Access to Expertise** — We have a deep pool of expertise in the City, much of which gives us a competitive edge as a business community. We will build on our existing in-house expertise to strengthen our offer and offer free mentoring in partnership with the Association of Business Mentors and have an ambition to develop this offer with enhanced partnership working to support SMEs of target founders, sectors and growth stages.

**Access to Networks** — We will support connections by enhancing networking opportunities and our existing events programme. As a result of our enhanced engagement offer, and new strategic partnerships with, for example, LCCI, we will increase our reach, and offer scaled-up events which proactively respond to market changes, unmet needs, and key topics of interest for City SMEs.

We will adopt a "test and learn" approach, seeking to develop a targeted offer that has measurable impact over the lifetime of this strategy.

In order to deliver this, we need a new, strategic approach to SME support. **This means putting systems in place to ensure we can keep our SME support offer competitive and agile. So —**

- To set clear direction**

We will embed our existing SME function in the new City Development and Investment Unit, which seeks to deliver the optimum environment for businesses to invest and flourish, both in terms of the physical environment and business ecosystems.
- To target support**

We will develop a targeted offer by consolidating and expanding our data sets – using them to identify key sectors and businesses. To do so, we will bring together our existing data sets, Membership outreach activities, EDI data, event information, partnership engagement and social media/website impressions into a user-friendly dashboard.
- To maximise business engagement**

We will enhance our business engagement across the City Corporation, overtime, enabling our support offer to become more proactive and agile for our target occupiers, sectors and groups as informed by our upcoming City Occupiers and Investment Study.
- To advocate**

We will use our influence and position to speak up for our SMEs on issues that matter to them.

**For example:** We will develop a position on business rates in response to future government consultations to ensure that the business rates regime is not an impediment to growth, promote alternative types of local taxation such as TT and OST to help reduce the increasing burden of business rates.
- To attract funding**

We will raise our voice in support of our unique business environment – calling for funding allocations to be proportionate to our business count.
- To raise our profile**

We will raise our profile in support of SMEs by engaging stakeholders, increasing presence of the CoLC at small business events and, small businesses at the CoLC.

**For example:** We will sustain and expand engagement of trade associations, business support organisations, central government, London boroughs and the broader SME support environment regionally and nationally. We will also establish an annual Policy Chairman's SME breakfast to engage small businesses in emerging and established sectors, hearing directly from businesses how the City Corporation can support growth and jobs.

## 8. Planning and Delivery

### Scope & Strategic Fit

This strategy will work to bolster several landmark projects to shape a long-term vision for the Square Mile, for example, the Corporate Plan 2024-2029, a renewed Destination City programme, Inward Investment projects and the City Plan 2040. This strategy will aim to build a strong foundation for start-ups and SMEs so we can be in the best position to implement long-term work to ensure the Square Mile is the best destination in the UK to start and grow a business. To this end, it seeks to directly impact on the following Corporate Plan Outcomes:

- Diverse Engaged Communities
- Dynamic Economic Growth
- Vibrant Thriving Destination
- Providing Excellent Services

### Resource

**People:** The Small Business, Research + Enterprise Centre (SBREC), located on Basinghall Street, is the Corporation's primary SME-facing function and is staffed by the SME Delivery Team, consisting of 14 members of staff, which equates to 13.8FTE. Six posts are funded from the Small Business Research + Enterprise Centre's local risk budget and the remaining team consist of five centrally funded apprentices, SWLT funded Business Adviser, UKSPF funded Business Adviser and a Planning Performance Agreement funded post to drive SME partnership engagement. As the SME Delivery Team report to the City Development and Investment Unit, a sub-team of the Environment Department, they will have oversight of the programme. As this is a cross-cutting strategy it will mean collaborating with officers across the City Corporation.

**Financial:** This strategy does not make any requests for additional funding. Instead, it maximises existing budgets, builds on existing workstreams, draws on partnerships to achieve shared goals, and targets resources to avoid duplication. The SME Delivery budget for 2024/25 is £625,000, with the addition of £210,000 income to support the delivery. Employees are the highest cost at £615, 000 but these salary costs are off-set by the additional funding and income outlined above, as well as partnership working. The remaining budget is spent on research data, supplies, and marketing activities.

### Planning & Delivery

To deliver a successful plan we first need to recognise that SMEs operate dynamic business environments, especially for smaller entities. Therefore, we will adopt a strategic approach to SME support and will set our goals over a five-year planning horizon with annual reviews to ensure flexibility, adaptability, and a proactive response to market dynamics.

The below delivery plan therefore outlines core objectives, aligned deliverables, and approximate timeframes; it is a living document which is being monitored, reviewed, and refreshed during the lifetime of this plan, with progress reports annually to Policy and Resources Committee. These measures will be further developed and refined during the lifetime of the plan, enabling us to develop KPIs as new working practices bed-in.



DELIVERY PLAN				
Core Objective	Workstream	Outcome / Impact	KPI / Measure of Success	Timescale
Increasing Visibility, Increasing Access	Consolidate our SME offer	Curate a general offer to businesses of all sizes and sectors that is clear, comprehensive, and consolidated.	<ul style="list-style-type: none"> <li>Deliver a consolidated overview of CoLC work to support SMEs – isolating areas of opportunity, collaboration, and resource sharing, e.g. City Belonging Project.</li> </ul>	Year 1
		Strengthen cross-organisational working to provide more opportunity for greater coordination, collaboration, and information sharing.	<ul style="list-style-type: none"> <li>Review and update the existing Terms of Reference for the 'CoL SME Engagement Group', ensuring it is aligned with the delivery of the SME Delivery Strategy as well as wider corporate priorities as outlined in the Corporate Plan 2024-2029.</li> </ul>	Year 1
		Underscore our commitment to SMEs by becoming a Local Leadership partner.	<ul style="list-style-type: none"> <li>Sign the FSB Local Leadership Pledge.</li> </ul>	Year 1
	Communicate our SME offer	Build visibility and credibility amongst our SME community, showcasing the Square Mile as an open, innovative, and inclusive place to do business.	<ul style="list-style-type: none"> <li>Review existing CoLC digital footprint, isolating areas of improvement and opportunity to enhance visibility and accessibility, e.g. website, social media.</li> </ul>	Year 1-2
			<ul style="list-style-type: none"> <li>Update central CoLC website in line with approved recommendations.</li> <li>Increase social media posts pertaining to SME support, e.g. sharing success stories, and promoting wider established initiatives such as Small Business Saturday UK.</li> </ul>	Year 1-2
The City of London: Connected and Collaborative	Partnership working to maximise reach and resources	Deepen connections and expand collaboration with universities and centres of education, Livery companies who are active in the SME ecosystem, City BIDs and connected organisations.	<ul style="list-style-type: none"> <li>Produce a partnership engagement plan that categorises partners and supports effective relationship building over time.</li> </ul>	Year 1-3
			<ul style="list-style-type: none"> <li>Agree a formal working relationship with the City of London Chamber of Commerce and Industry.</li> </ul>	Year 1
			<ul style="list-style-type: none"> <li>Deliver agreed collaborative projects, e.g. Queen Mary University pilot and Chartered Association of Business Schools partnership.</li> </ul>	Year 1-2
Stimulating Growth: A Targeted Approach to SME Support	Develop an 'Access To' offer	<b>Access to Finance —</b> Enhance our network of finance and loan providers.	<ul style="list-style-type: none"> <li>Implement a 'test and learn approach' to measure and evaluate impact and value of this proposal over the lifetime of the SME Strategy.</li> <li>Increase collaboration with external partners to supplement SWLT, e.g. the Start Up Loans programme delivered by the British Business Bank via a national network of business support partners.</li> </ul>	Year 1-5
		<b>Access to Data —</b> Support SMEs access the City Corporation's business information.	<ul style="list-style-type: none"> <li>Implement a 'test and learn approach' to measure and evaluate impact and value of this proposal over the lifetime of the SME Strategy.</li> <li>Promote the wide range of business data available at SBREC, e.g. Beauhurst and GlobalData, to empower SMEs with valuable data-driven insights, helping them make informed decisions, mitigate risks, and capitalize on growth opportunities in a competitive business environment.</li> </ul>	Year 1-5
		<b>Access to Space —</b> Explore solutions to support SMEs locate in the City and contribute to a vibrant City.	<ul style="list-style-type: none"> <li>Implement a 'test and learn approach' to measure and evaluate impact and value of this proposal over the lifetime of the SME Strategy.</li> <li>Scope key opportunities for City SMEs in line the City Plan 2040 and the City Occupiers and Investment Study, supporting delivery on flexible office</li> </ul>	Year 1-5

Page 122			spaces for SMEs to grow, activate empty units, explore and scope meanwhile use and pop-up schemes. <ul style="list-style-type: none"> <li>• Work with developers to scope and curate their incubator/affordable workspace listed under Section 106 (S.106).</li> </ul>	Year 1-5
		<b>Access to Expertise —</b> Collaboration with the Association of Business Mentors.	<ul style="list-style-type: none"> <li>• Implement a 'test and learn approach' to measure and evaluate impact and value of this proposal over the lifetime of the SME Strategy.</li> <li>• Deliver and promote pre-agreed project with the Association of Business Mentors.</li> </ul>	Year 1
		<b>Access to Networks —</b> Scale and target SME events programme to increase reach and impact.	<ul style="list-style-type: none"> <li>• Implement a 'test and learn approach' to measure and evaluate impact and value of this proposal over the lifetime of the SME Strategy.</li> <li>• Create an events programme which responds to market changes, unmet/emerging needs, and key topics of interest.</li> </ul>	Year 1-5
	<b>Keeping our SME support offer competitive and agile</b>	<b>To set direction —</b> Integrate and align SME Delivery/CDIU operations and resources.	<ul style="list-style-type: none"> <li>• Deliver integrated annual business planning, reflecting core objectives in the SME Delivery Plan.</li> </ul>	Year 1
		<b>To target support —</b> Develop capability to target support offer more effectively, informed by existing data sets and emerging intelligence from the City Occupiers and Investment Study.	<ul style="list-style-type: none"> <li>• Work in partnership with the Environment Department's data team to consolidate existing SME-related data sets, Membership outreach activities, EDI data, event information, partnership engagement and social media/website impressions into a user-friendly dashboard, isolating areas of need and opportunity in line with Destination City's ambition for growth and the City Occupiers and Investment Study recommendations.</li> </ul>	Year 1-5
		<b>To maximise business engagement —</b> Align and refresh approach to business engagement across the CoLC more widely. Work with the Corporation's Digital Team to explore implementation of a central CRM.	<ul style="list-style-type: none"> <li>• Create an SME Engagement plan that is flexible to support short, medium, and long-term priorities.</li> <li>• Increase face-to-face engagement of priority locations and sectors as informed by the SME Ecosystem Report, City Occupiers and Investment Study and existing/emerging data.</li> </ul>	Year 1-3 Year 3-5
		<b>To advocate —</b> Harness opportunities to influence central government on key policy issues affecting SMEs across the City, London, and the UK.	<ul style="list-style-type: none"> <li>• Develop a position on business rates in response to future government consultations to ensure that the business rates regime is not an impediment to growth, promote alternative types of local taxation such as TT and OST to help reduce the increasing burden of business rates.</li> </ul>	Year 1-5 Year 1-5
		<b>To attract funding —</b> Raise our voice in support of our unique business environment regarding funding.	<ul style="list-style-type: none"> <li>• Develop a position to call on Government, London Councils and the GLA to provide future funding streams based on business count.</li> </ul>	Year 1-2
		<b>To raise our profile —</b> We will raise our profile in support of SMEs by engaging stakeholders, increasing presence of the CoLC at small business events and, small businesses at the CoLC.	<ul style="list-style-type: none"> <li>• Sustain and expand engagement of trade associations, business support organisations, central government, London boroughs and the broader SME support environment regionally and nationally.</li> <li>• Increase CoLC presence at key external conferences, Expos and awards.</li> <li>• Deliver an annual CoL Policy Chairman's SME Breakfast.</li> </ul>	Year 1-5 Year 1-5 Year 1-5





# City of London Small and Medium Enterprise (SME) Landscape





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St Paul's Cathedral, City of London

# Key takeaways

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- #01** Small and Medium Enterprises (SMEs) employ fewer than 250 employees. They account for over 98% of businesses and almost half of employment in the City of London.
- #02** The last year has seen growth in SMEs of all sizes, apart from micro (fewer than ten employees). There are also now more small (10-49 employees) and medium-sized (50-249 employees) firms in the City than at any other point in the last five years. This has occurred alongside record jobs growth, driven by sectors such as tech.
- #03** SMEs are distributed across the City with a cluster of legal firms in the West and insurance in the East.
- #04** Transport connections, proximity to clients and access to talent are key reasons SMEs decide to locate in the City.
- #05** SMEs in the City can discover services tailored to their needs, ranging from business guidance to comprehensive support that goes beyond just financial assistance.



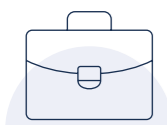


The Leadenhall Building, City of London

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# 1. Why SMEs are important to the City

The City of London, renowned as a global financial hub, has a rich and densely-clustered business ecosystem. It is home to many of the world's largest and most influential financial and professional services firms, who work side-by-side with a thriving and innovative community of SMEs.



SMEs make up over 98% of the City of London's business landscape. While micro SMEs account for the largest number of firms (79%) they only generate 6% of the City's jobs. Conversely, small and medium-sized firms make up 20% of businesses but generate 40% of jobs.



The City has a higher concentration of firms, including SMEs, than any other UK local authority. There are over 7,000 SMEs per square kilometre.



Financial, professional and business services account for 61% of City SMEs. But the tech sector has been the largest driver of recent growth, with an increase of 130 firms (5%) in the past year or 365 (17%) since pre-pandemic 2019.

SMEs are the backbone of the City, constituting 21,615 businesses, or over 98% of its business landscape in 2023 across a wide range of sectors.<sup>1</sup>

**21,615**

SME businesses in the City of London

**>7,000**

SMEs per square kilometer in the City of London

Table 1: The City is home to a diverse ecosystem of SMEs in different sectors and sizes

Sector	Micro (0 to 9)	Small (10 to 49)	Medium-sized (50 to 249)
Financial services	2000	330	195
Insurance	500	170	85
Professional services	5220	540	165
Technology	1765	600	200
Business services	1705	480	130
Retail and hospitality	880	195	45
Creative, arts and entertainment	315	10	0



Mansion House, City of London

Source

1. UK Business Counts (2023)



The last year has seen growth in SMEs of all sizes, apart from micro. This trend has been steady over the past five years, across the City, London and the UK. There are now more small and medium-sized firms in the City than at any other point in the last five years.

This has occurred alongside record jobs growth, driven by sectors such as tech and insurance.<sup>2</sup>

Medium-sized businesses in the City have experienced particularly healthy growth of 8% over the past year.

SMEs account for almost half (45%) of the City's employment.<sup>3</sup> Of this, medium-sized firms account for the largest share (25%), even though they make up only 5% of total firms. Small firms account for 15% of the City's employment and 15% of City firms. Conversely, micro firms generate the

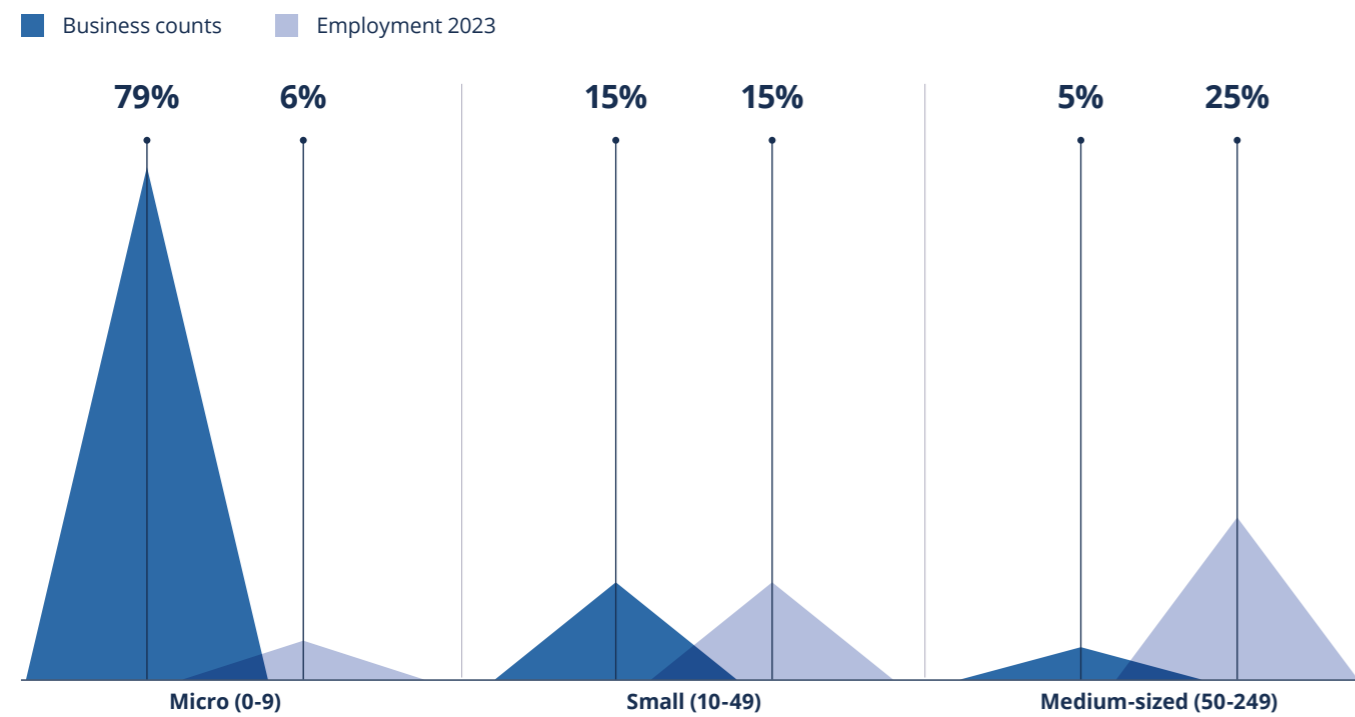
least employment (6%) but account for the majority (79%) of City businesses.<sup>4</sup>

**Table 2: Strong growth in medium-sized businesses in the City of London**

	2023	2022	(-1Yr %)
<b>SME total</b>	<b>21,615</b>	21,975	-2%
<b>Micro (0 to 9)</b>	<b>17,295</b>	17,755	-3%
<b>Small (10 to 49)</b>	<b>3,265</b>	3,245	1%
<b>Medium-sized (50 to 249)</b>	<b>1,055</b>	975	8%

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**Chart 1: While a lower share of firms, small and medium sized firms generate more jobs<sup>5</sup>**



**Source**

2. UK Business Counts (2023) and Business Register and Employment Survey (2022). Growth in the latest comparative period (2019-2022) in tech jobs (3%)

and tech SMEs (10%) and insurance jobs (12%) and insurance SMEs (6%)  
3. IDBR (2023)

4. IDBR (2023)

5. UK Business Counts (2023), IDBR (2023)





The City boasts a dense concentration of over 7,000 SMEs per square kilometre.<sup>6</sup> It is also the UK local authority with the third-largest number of high-growth SMEs.<sup>7</sup> This is a testament to its role as a powerful global business centre, in spite of occupying only 2.9km<sup>2</sup>.<sup>8</sup>

SMEs can be found throughout the City, particularly in financial services,

but those in the insurance sector tend to cluster in the East, whereas professional services SMEs cluster in the West.<sup>9</sup>

Financial, professional and business services account for the majority (61%) of the City's SMEs.<sup>10</sup> Financial and professional services SMEs alone account for nearly half (43%) of City SMEs, or 9,205 businesses.<sup>11</sup>

These trends are mirrored in the amount of employment generated. Financial, professional and business services generate the majority of SME jobs in the City (58%).<sup>12</sup> Financial and professional services alone account for over a third (34%) of those.<sup>13</sup>

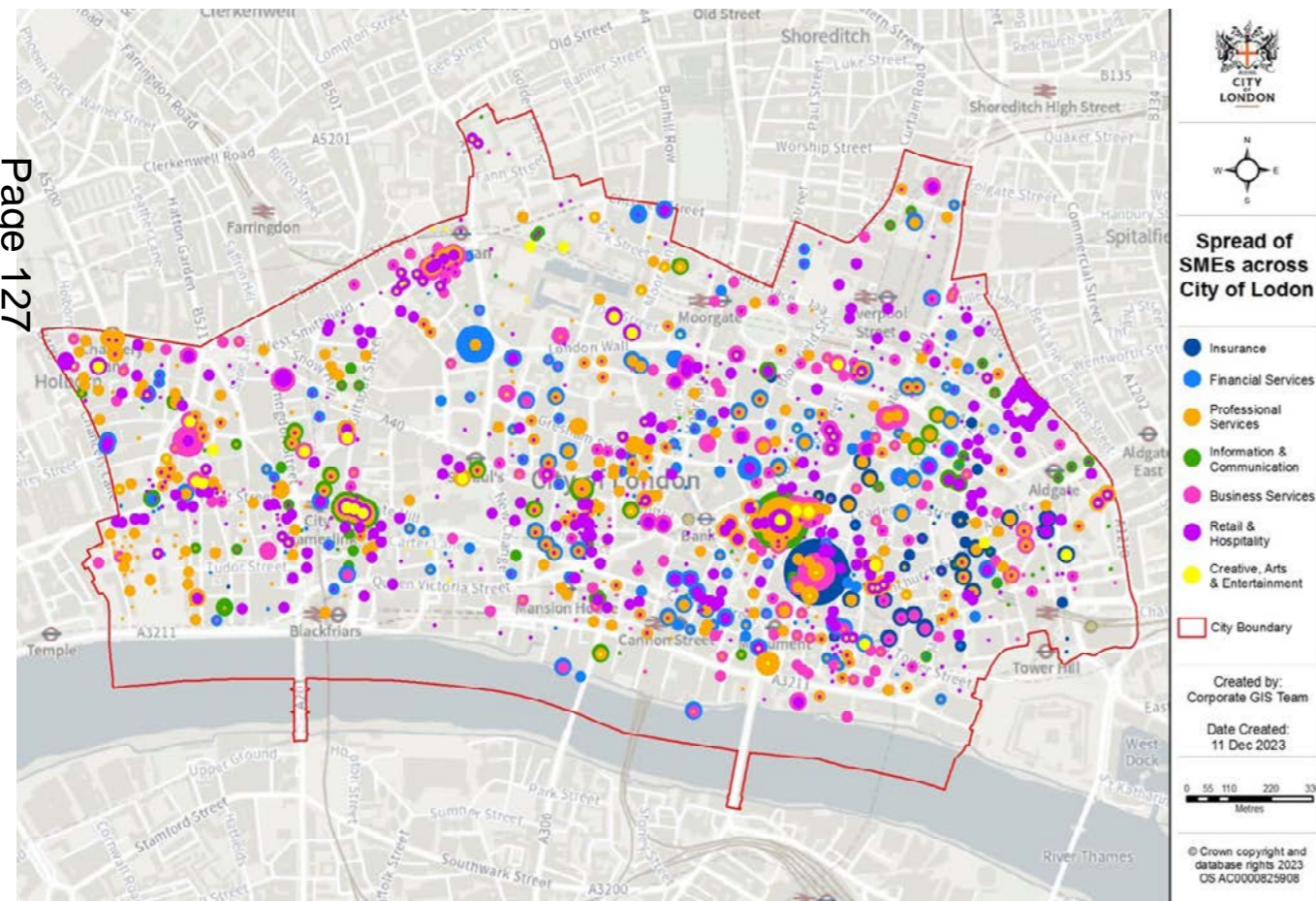
But the City isn't just a financial hub. It's home to a vibrant ecosystem of SMEs in a wide range of specialisms including tech, hospitality, retail and creative industries. Tech in particular has been a key driver of SME growth, with an additional 130 firms in 2023 – the largest increase of any sector. Tech now accounts for 12% of the

SME ecosystem.<sup>14</sup> SME tech jobs in the City rose over 5,000 in 2023 or 12%, the highest jobs growth in any sector. 17% of jobs in the SME ecosystem are now in tech firms.<sup>15</sup>

Notably, the creative, arts, and entertainment sectors have experienced the largest relative increase of 7% (20 additional firms

in 2023). This has restored the number of firms in these sectors to the pre-pandemic levels observed in 2019. The insurance sector also experienced recent growth, and together with the technology sector have been the key drivers of SME growth in the City in recent years.<sup>16</sup>

**Chart 2: Cluster Map of SMEs by sector in the City of London**



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**Source**

6. UK Business Counts (2023). Local authorities: district / unitary (as of April 2021)  
7. Beauhurst (2023)  
8. UK Business Counts (2023)

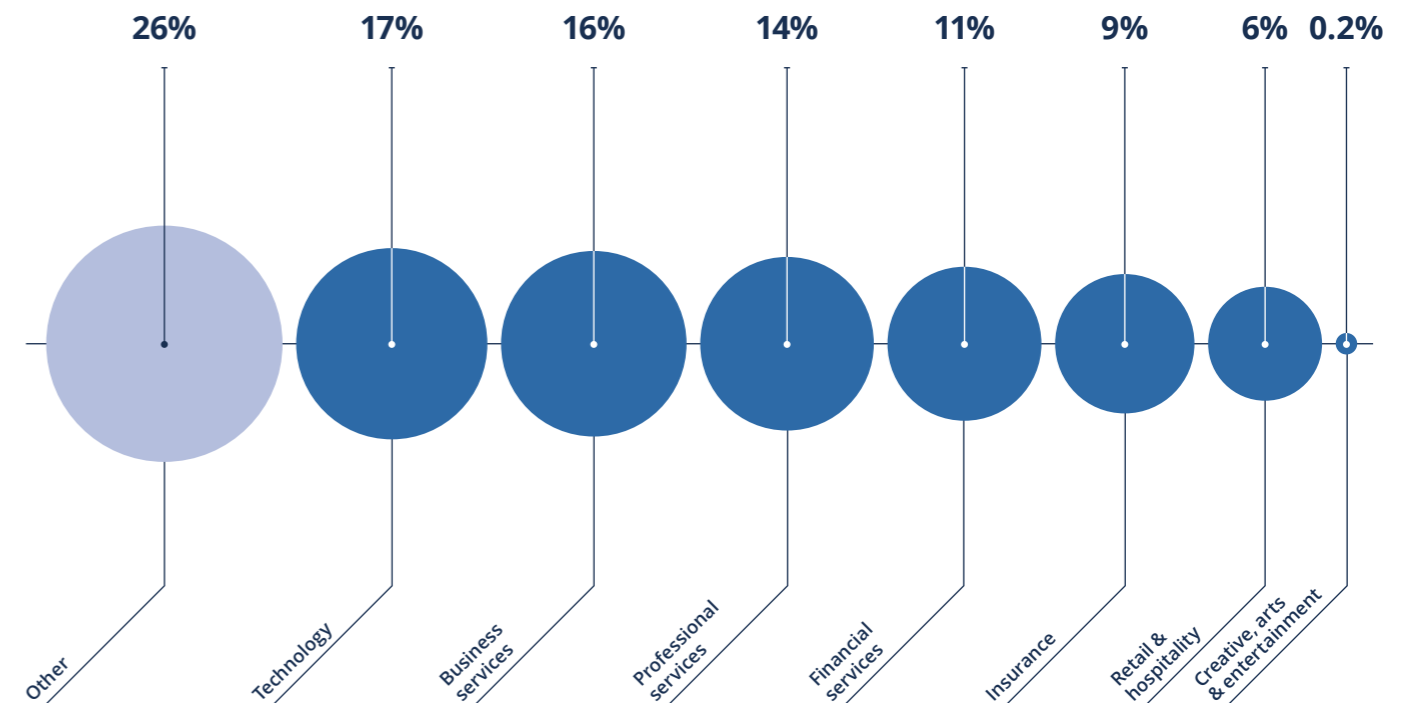
9. Fame (2023)  
10. UK Business Counts (2023)  
11. UK Business Counts (2023)  
12. IDBR (2023)

13. IDBR (2023)  
14. UK Business Counts (2023)  
15. IDBR (2023)  
16. UK Business Counts (2023)

**Table 3: SMEs in the City of London by sector over time**

Sector	2023	(-1yr) 2022	(-10yr) 2013
Financial services	2525	2575	1785
Insurance	755	745	625
Professional services	5925	6075	5225
Technology	2565	2435	1015
Business services	2315	2350	1325
Retail and hospitality	1120	1240	635
Creative, arts and entertainment	325	305	180

**Chart 3: Tech has become an established sector for SME jobs in the City (2023)**



The size of City SMEs varies by sector. SMEs in sectors such as insurance and tech have a high proportion of small and medium-sized firms (34% and 31% respectively).<sup>17</sup> Conversely, 97% of creative, arts and entertainment SMEs are micro-sized.

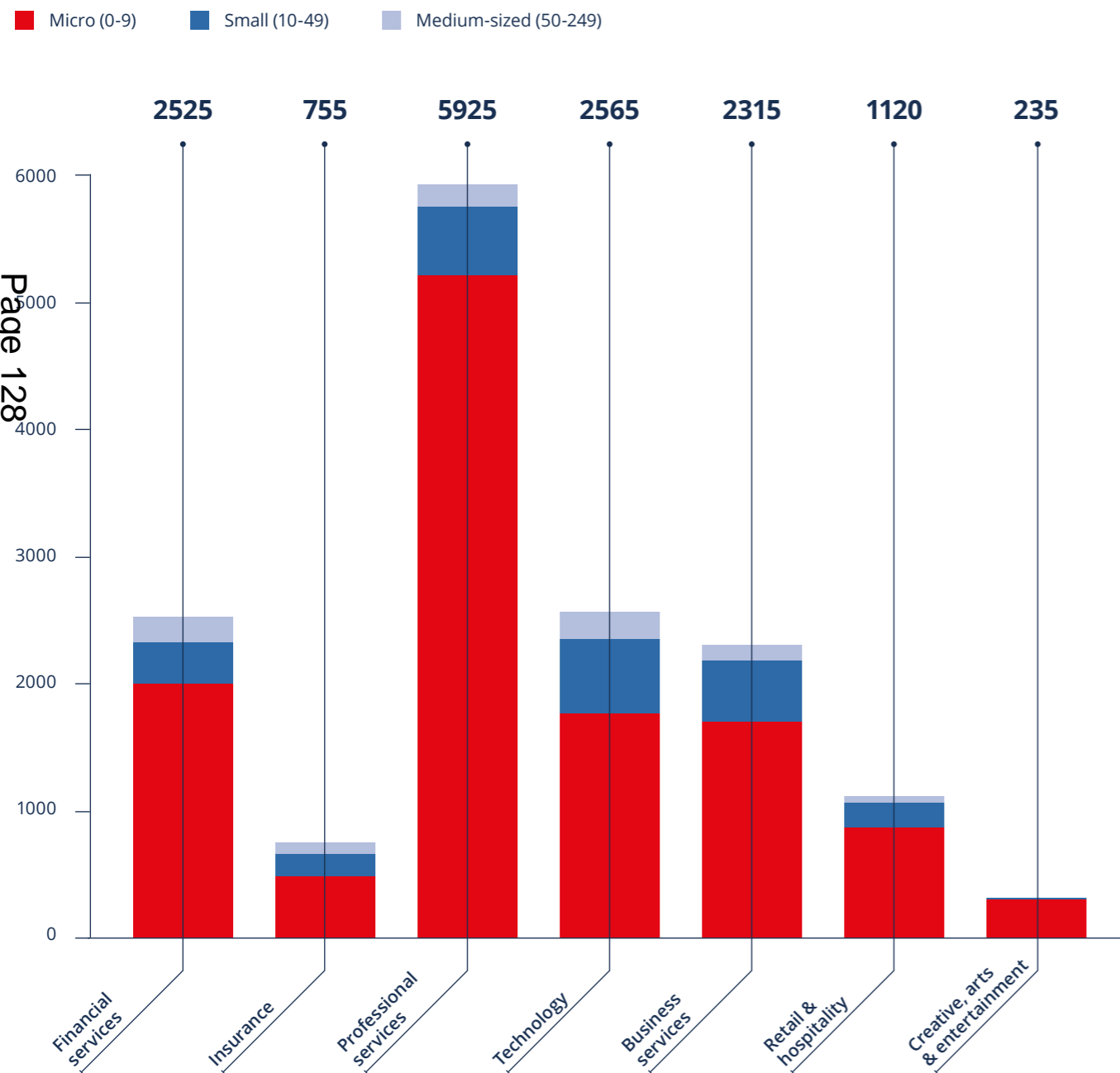
**>5,000**

increase in SME tech jobs in the City of London, 2023

**97%**

of creative, arts and entertainment SMEs are micro-sized

**Chart 4: SMEs in the City vary by sector and size (2023)**



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Source

17. UK Business Counts (2023)

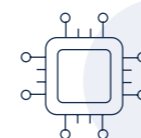


Tate Modern, City of London



**Financial and professional services**

The City is a magnet for SMEs in sectors such as insurance, asset management, legal, consulting, and accounting. Firms in these sectors benefit from proximity to their clients, an abundance of networking opportunities, and access to a skilled workforce. Further credibility comes from easy access to the UK's legal and regulatory hub. These agglomeration benefits foster collaboration and innovation, creating a thriving ecosystem for SMEs within a close-knit business community.



**Tech**

SMEs in the technology sector benefit from the many tech-related events, global conferences, and networking opportunities in the City. Access to venture capital and investment opportunities is another major draw, allowing SMEs to secure funding and expand their operations. The City's reputation as a global business centre also brings in financial and professional services firms as potential clients, and sought-after global talent.



**Retail and hospitality**

SMEs in sectors such as retail and hospitality gravitate towards the City for its high foot traffic and diverse consumer base. It is a major tourist destination with iconic landmarks and vibrant atmosphere as well as a hub for business activities, ensuring a steady flow of potential customers. Businesses relying on in-person interaction benefit from being in the heart of London.



**Creative industries**

The City also accommodates and celebrates the creative industries. It is home to numerous cultural institutions and art galleries that provide a platform for exposure and recognition, in addition to creative inspiration. The City provides unique advantages for SMEs in sectors such as media, advertising, and design. It is a melting pot of industries and professionals and attracts clients from around the world, giving these SMEs the chance to work on impactful, high-profile projects.



## 2. Why SMEs locate in the City



City of London

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The City has strategic advantages as a location for SMEs.



These include connectivity and proximity to clients, which remain the two most important factors.



Access to talent, quality of spaces, prestige and a competitive cost also drive decision-making.

A pre-pandemic survey of SMEs showed the high value placed on their City location, particularly for firms in sectors such as insurance (89%) and business services (88%). This was because of the excellent connectivity and access to clients.

In 2023, this picture looks remarkably consistent. Currently, the majority

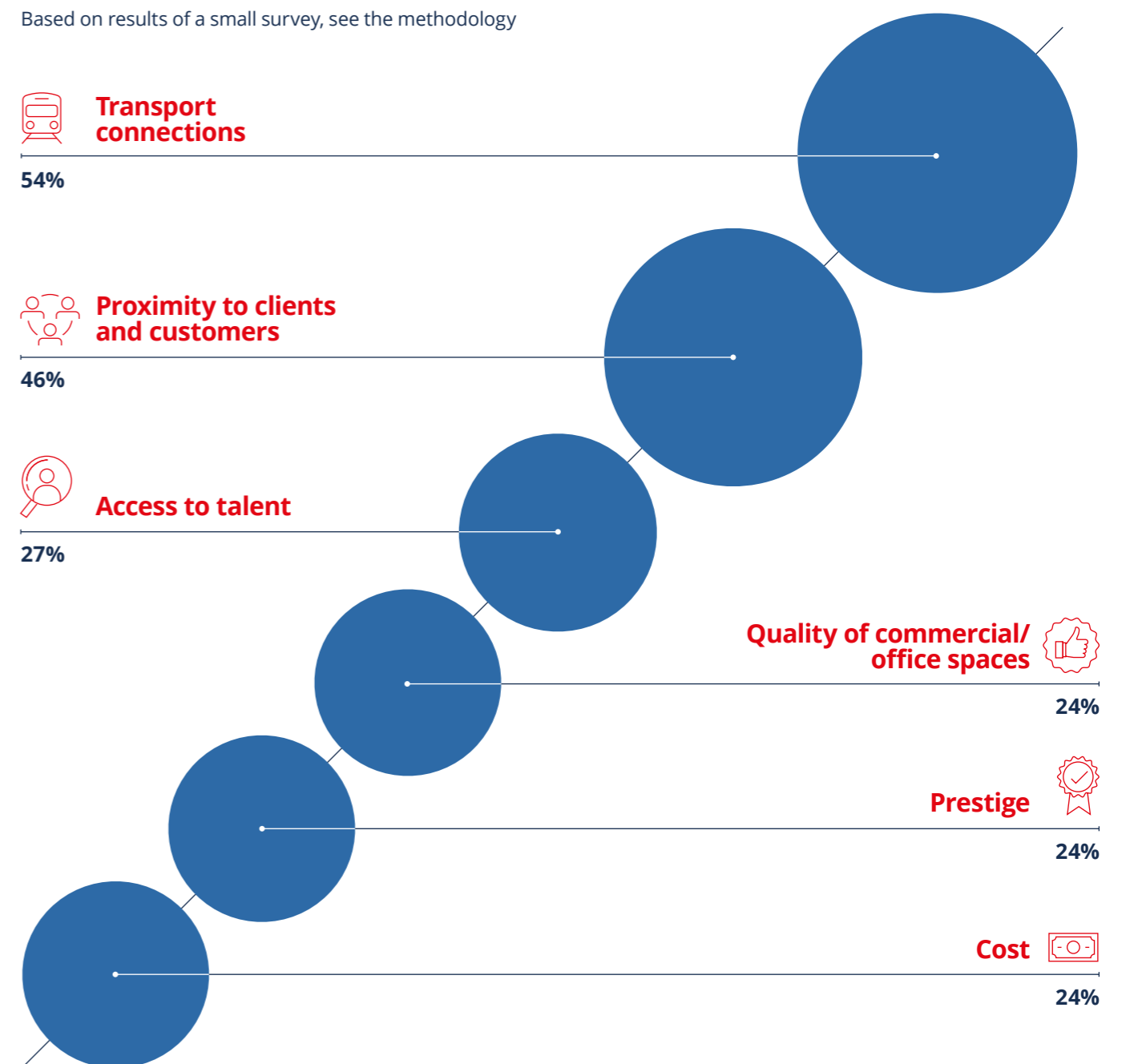
(84%) of SMEs participating in a small survey in the City of London reported that this location is either 'important' or 'very important' to their business.

The City provides SMEs with an environment conducive to growth, including excellent transport connections, local client base, access to talent, high-quality

and competitively-priced office spaces, and a prestigious business reputation. These factors, among others, collectively contribute to making the City of London an attractive location for SMEs.

**Chart 4: Percentage of SMEs that ranked these reasons as "Very Important" for locating in the City of London**

Based on results of a small survey, see the methodology







“Working in the City of London is beneficial to my business as it opens up a wide range of diverse talent. There are always great networking and partnering opportunities.”

**Melwin Mehta**  
Sterling Investment Management

“Small Business Research + Enterprise Centre (SBREC) has allowed us to use their excellent and accessible meeting spaces that have been key in enabling us to build a new business networking group. We have also benefited from SBREC as a workspace and have accessed their business advice and resources/databases.”

**Miles Hurren**  
BNI Co-Executive Director,  
Central London and the City



**Transport connections**

The City is one of the best-connected areas in the UK. SMEs based here can access a wide range of public transport networks, including trains, buses, and the London Underground. Several international airports and the Eurostar are also an easy journey. This accessibility makes commuting easier for employees, and facilitates connections with clients, suppliers, and partners.



**Proximity to clients**

Being in the heart of a major global financial and business district gives SMEs immediate access to clients and customers. From face-to-face meetings and networking opportunities, the efficiency of a City location contributes to stronger client relationships and more agile business operations.



**Access to talent**

The City is a hub for skilled professionals in various industries. Close to two thirds of surveyed City SMEs said the central location made it easier to attract the right talent for their business. These firms benefit from proximity to a skilled pool of finance experts, tech professionals, and other specialists. Leading educational institutions in London and the UK also contribute to the pipeline.



**Quality of office spaces**

The City offers a wide range of high-quality commercial and office spaces tailored to the needs of different businesses. Whether it is modern skyscrapers, historic buildings, or co-working spaces, SMEs have an abundance of choices to suit their preferences and budget. In addition to bolstering a business's image, access to well-designed, professional office spaces contribute to employee job satisfaction and increase productivity.



**Prestige**

The City is synonymous with financial and business prestige, and locating here can enhance SMEs' credibility and reputation. Clients, investors, and partners may view a City of London address as a mark of success and stability, which has been found to positively impact business relationships and lead to opportunities.



**Cost**

While the City is known for its premium business environment, it's also competitively priced for SMEs. SMEs have flexibility based on their budgetary constraints and more cost-effective options in the City, such as emerging business districts or co-working spaces. In addition, city amenities, networking opportunities, visibility and access to a high-profile clientele provide considerable value that can easily offset the expenses.





## 3. Addressing SME needs

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SMEs can encounter unique challenges at all stages of their journey. But SMEs in the City have access to tailored support as well as opportunities.

### Small Business Research + Enterprise Centre (SBREC).

This business start-up support service is open to all small businesses in the City, London and the UK. It is a dedicated public service for business information, offering in-person and remote access to business databases, start-up guidance, global market/industry data, national and international statistics and company data. The Centre also runs business support events and offers free work space. Their staff can offer support and advice to businesses and entrepreneurs at any stage.

[cityoflondon.gov.uk/sbrec](http://cityoflondon.gov.uk/sbrec)



SBREC is an excellent resource for anyone who wishes to develop their own business. Their webinars are informative and in-person business training and networking events are useful too. Membership gives you access to databases that are invaluable for researching contacts, potential customers, suppliers, and for learning about the market you wish to trade with. SBREC's consistent, knowledgeable and positive guidance and support has really made a huge difference to my business development and helped to keep me on track."

**Annette Price**  
Abstract Artist

### Samuel Wilson's Loan Trust (SWLT)

SWLT is a charitable organisation which offers business loans to young people (aged 18-39) for establishing and developing new businesses, and who are "in need by reason of ill-health, disability, financial hardship or other disadvantage."

[cityoflondon.gov.uk/samuelwilsonloan](http://cityoflondon.gov.uk/samuelwilsonloan)

### Heart of the City of London

Heart of the City of London supports SMEs to be a force for good. Through workshops, one-to-one support and expert mentoring, the team helps SMEs to take their first steps towards making responsible business a meaningful part of their work. The foundation programme helps SMEs to look at how their business can support the local community, reduce environmental impact, build a more diverse workforce and look after employees' wellbeing.

[theheartofthecity.com](http://theheartofthecity.com)

### Cyber Griffin

In addition to these services, SMEs can access cybersecurity support from Cyber Griffin.

[cybergriffin.police.uk](http://cybergriffin.police.uk)

Together, these initiatives create a dynamic and nurturing environment, positioning the City of London as not only a global financial hub but also a champion for the success of SMEs.



As an independent deli-to-restaurant concept inspired by the Scandinavian smörgåsbord, the Samuel Wilson's loan allowed us to start our journey as a new business with much less worry around our financials. With other loans we would've had to give up a collateral or they would've had a very high interest rate. As a new business run by young people, it would've been very scary. The loan also allowed us to get money in the bank very quickly to turn our dream into reality. Without the money we would've had to buy equipment that was not fit for use or refrain from employing a healthy amount of people to help us. The SWLT loan allowed us to breathe and make good choices from the outset."

**Tom Bolton**  
Co-Founder, Willow Deli Ltd



Without a massive budget to spend, we were really happy to have found Heart of the City – it means net zero isn't just something for the big firms. On our net zero course, Climate for SMEs: 4 Steps to Action, we were committed to measuring our carbon footprint and integrating net-zero practices into our daily operations."

**BBG Real Estate**





# Methodology

The report uses ONS data primarily to allow for direct comparability with other areas and reporting. The UK Business Counts data draws from the Inter Departmental Business Register (IDBR) recording the number of Enterprises that were live at a reference date in March 2023, with an employment size of fewer than 250 employees.

For sectoral definitions, the following SIC codes were used. Financial services: 64, 66.1, 66.3. Insurance: 65, 66.2. Professional services: 69, 70.2. Technology / Information and communication: J. Admin and support / Business services: N. Retail and hospitality/ Accommodation and food service activities: I, 47. Creative, arts and entertainment activities: 90

The report also uses other data sources such as Fame for mapping purposes and the ONS Business Register and Employment Survey for jobs data.

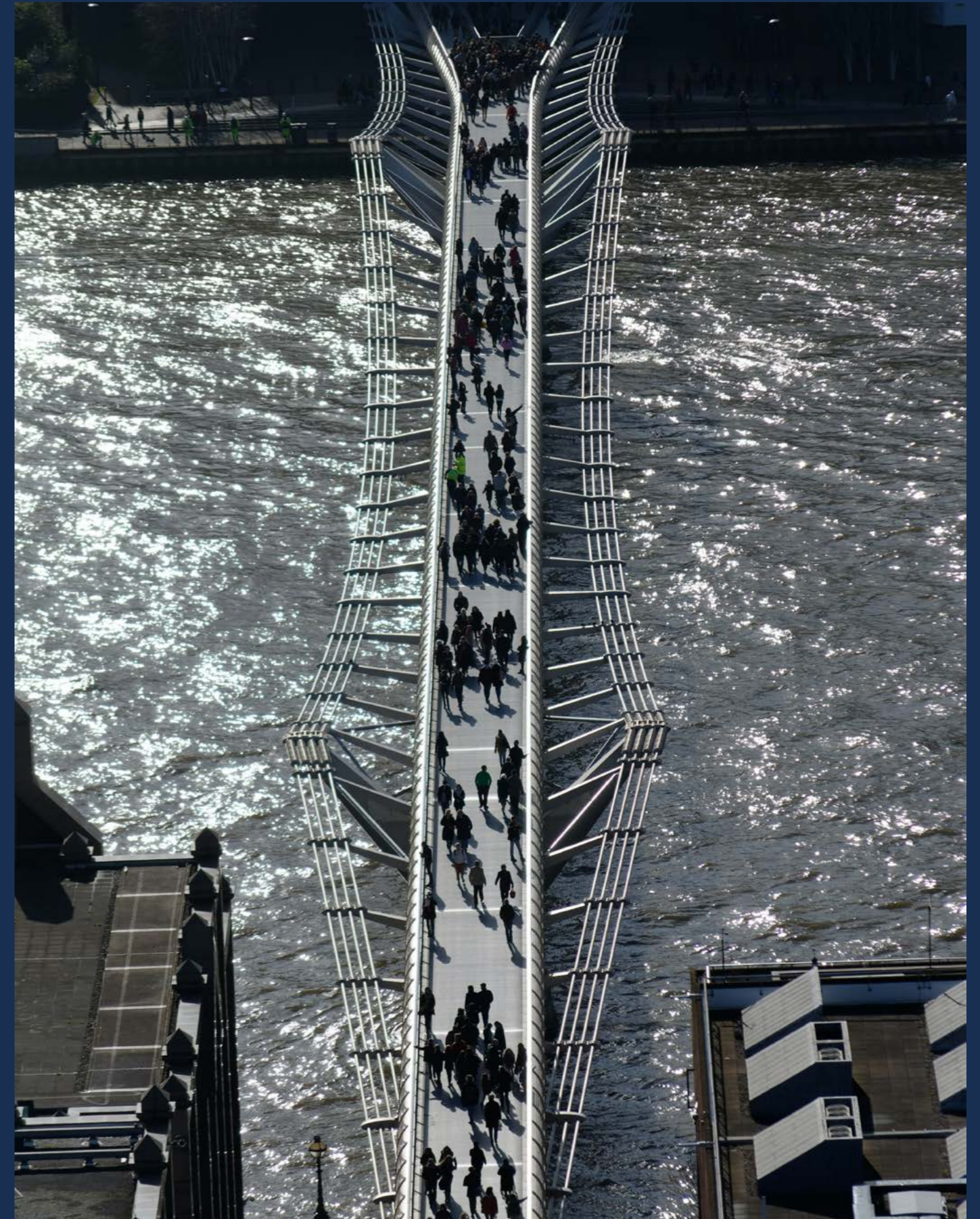
A small SME survey was conducted in mid-September to early October 2023. It targeted SMEs in the City of London to understand their location decisions, and it received 37 responses.

To discuss this report, contact:

**Marco Ciao**  
Senior Research Advisor  
marco.ciao@cityoflondon.gov.uk

To find out more about the support available to SMEs contact:

sbrec@cityoflondon.gov.uk



Millenium bridge, London



## About the City of London Corporation

The City of London Corporation is the governing body of the Square Mile dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK.

We aim to:

- Contribute to a flourishing society
- Support a thriving economy
- Shape outstanding environments

By strengthening the connections, capacity and character of the City, London and the UK for the benefit of people who live, work and visit here.



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## Appendix 3 – Federation of Small Business (FSB) Local Leadership Partner pledge

### Summary

1. The opportunities and challenges outlined in the FSB Local Leadership Partner pledge have been identified by FSB volunteers, staff, and policy experts, from their years of engagement with businesses and local governments.
2. Other Councils who have signed include Lincolnshire County Council, Lewisham, Waltham Forest, Barnet, Watford, Spelthorne, Canterbury, Medway, Tonbridge and Malling and Sevenoaks and South Kesteven District Council
3. The core part of this pledge is the ‘5 Asks of London Boroughs’ — from appointing Small Business Champions to raising awareness of public sector procurement contracts open for tender, local authority collaboration with small businesses, the self-employed and business groups, can be instrumental in creating circular economies that deliver for all stakeholders.

### FSB LONDON – 5 ASKS OF LONDON BOROUGHES:

- Ensure consultations with businesses are clear, simple, and well communicated in good time.
- Visit businesses. Face-to-face contact is important for building a trusting relationship with small businesses.
- Talk to and share information with neighbouring London Boroughs.
- Give parity of esteem between residents and business.
- Have a dedicated Single Point of Contact acting as a small business champion.

### Details and Requirements

4. The FSB don't specify any reporting requirements. Instead, they outline that the FSB Local Leadership Partner pledge is “more a direction of travel and the FSB encourages councils to support the asks and looks to create moments in the years ahead in which they can demonstrate how they are making a difference with the support of the pledge.”<sup>1</sup>
5. As a Local Leadership Partner, the FSB offer their local, regional, and national teams support to local authorities strengthen their links with local businesses.

### Conclusion

6. As the City of London Corporation meet – and often exceed – that asked of by the FSB already in their 5 Asks of London Boroughs, signing this pledge would stand as a statement of intent to not fall below this standard of service. In this sense, it actively supports our Corporate Plan outcome: Providing Excellent Services. The intention to sign the Local Leadership Partner pledge has been welcomed by City Corporation officers, with no objections registered.

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<sup>1</sup> <https://www.fsb.org.uk/resources-page/-fsb-policy--local-leadership.html>

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## Appendix 4 – External SME Engagement.

External Engagement led by Paul Singh, Policy Lead for SMEs, supported by CoLC officers.

SME focus groups
Federation of Small Business
London Chamber of Commerce
Samuel Wilson's Loan Trust
Livery Companies
Chartered Association of Business Schools
Gresham College
Association of Business Mentors
Bayes Business School
British Business Bank
Queen Mary's University
City University
Cyber Resilience Centre
City of London Police

Large Organisations including HSBC, Metrobank, Lloyds
City Trade Associations including those representing Leadenhall Market and Portsoken
Representatives and officials, including but not limited to: London Borough Councils including Islington, Tower Hamlets, Camden, Southwark, Barking & Dagenham, Waltham Forest, Hackney & Wandsworth
Central London Forward
Opportunity London
New London Architecture
Neighbourhood Forums
APPGs including Ethnic Minority Business Owners & APPG for London as a Global City
Business Improvement Districts (BIDS)
Developers with SME space including Landsec
London Stock Exchange Group
Guildhall School of Music and Drama
London Symphony Orchestra
Small Business Saturday
Bankers for Net Zero
BPIC Network
PlanBEE Apprenticeship Programme
Leading Inclusive Futures through Technology (LIFT)
City of London Crime Prevention Association
Flexible Workspace Organisations such as Workspace Group plc
Help to Grow: Management Course

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# Agenda Item 11

<b>Committee(s):</b> Resource Allocation Sub Committee Policy & Resources Committee	<b>Date(s):</b> 2nd May 2024 11th May 2024
<b>Subject:</b> Capital Funding Update	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	The schemes for which funding is now requested span across a range of corporate outcomes
<b>For City Bridge Foundation (CBF), which outcomes in the BHE Bridging London 2020 – 2045 Strategy does this proposal aim to support?</b>	
<b>Does this proposal require extra revenue and/or capital spending?</b>	Yes
<b>If so, how much?</b>	£2.6m
<b>What is the source of Funding?</b>	£2.376m - City Fund, £0.208m City Estate and £0.016m CBF
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	Yes
<b>Report of:</b> The Chamberlain	<b>For Decision</b>
<b>Report author:</b> Yasin Razaq, Capital and Projects Manager	

## Summary

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

Members are reminded of the two-step funding mechanism via the annual capital bid process:

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

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

Release of £2.6m to allow progression of three schemes summarised in Table 2 'Project Funding Requests' is now requested.

## Recommendations

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

- (i) To review the schemes summarised in Table 2 and, particularly in the context of the current financial climate, to confirm their continued essential priority for release of funding at this time and accordingly:
- (ii) To agree the release of up to £2.6m for the schemes progressing to the next Gateway in Table 2 from City Fund £2.376m (including £2m for OSPR and £0.065m CIL), City Estate 0.208m and £0.016m from City Bridge Fund (CBF).

## Main Report

### Background

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

### Current Position

4. The total amount of funding for approved schemes is shown in Appendix 1
5. Pedestrian Priority Programme and St Paul's Cathedral External Re- Lighting have been approved as part of the CIL & OSPR bidding process.
6. The updated capital programme includes the 24/25 projects approved by Court of Common Council on the 7<sup>th</sup> March.

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

## Current Requests for the Release of Funding

7. There are three schemes with 'in principle' funding approved as part of the capital bids that have progressed through the gateways, for which release of up to £2.6m is requested:

<b>Table 2: Project Funding Requests</b>	<b>Next Gateway</b>	<b>CIL/OSP R</b>	<b>City Fund £m</b>	<b>City's Estate £m</b>	<b>City Bridge Foundation £m</b>	<b>Total £m</b>
<b><u>Funding to progress to the next gateway</u></b>						
Future Network Programme	GW5		0.311	0.208	0.016	0.535
St Paul's Cathedral External Re-lighting	GW4C	CIL	0.065			0.065
Pedestrian Priority Programme		OSPR	2.000			2.000
						-
			2.376	0.208	0.016	2.600

8. Further details of the individual schemes are provided in Appendix 2 attached.
9. In accordance with step two of the capital funding mechanism, Members will wish to confirm that these schemes remain a priority for funding to be released at this time particularly in the context of the current financial climate.
10. Funding for these schemes can be met from the provisions set aside from City Fund £2.376m, £0.56m City Estate and £0.05m City Bridge Foundation.

### **Conclusion**

11. Members are requested to:
- 1) review the above and consider in the context of the completion of the capital review and the current financial climate their continued support for the schemes requesting internal resources to proceed, and;
  - 2) approve the associated release of funding in Table 2.

### **Appendices**

Appendix 1 - Approved Bids

Appendix 2 - Requests for Release of Funding – Scheme Details

### **Background Papers**

#### **Yasin Razaq**

Capital & Projects Manager

Email: [Yasin.Razaq@cityoflondon.gov.uk](mailto:Yasin.Razaq@cityoflondon.gov.uk)

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## Appendix 1 Approved Bids

Project Name	City Fund £'m	City's Cash £'m	CBF £'m	Total Funding Allocation £'m	Release of Funding Previously agreed	Reallocation of Funding now requested	Release of Funding now requested
Barbican Replacement of Art Gallery Chiller	0.30	0.00	0.00	0.30	0.02		
Car Park - London Wall Joints and Waterproofing	2.00	0.00	0.00	2.00	0.00		
Car Park - Hampstead Heath, East Heath Car Park Resurface	0.00	0.42	0.00	0.42	0.39		
Central Criminal Court - Replacement for Heating, Cooling and Electrics for the East Wing Mezzanine including the sheriff's apartments.*****	1.00	0.00	0.00	0.63	0.63		
Finsbury Circus Garden Re-instatement	2.56	0.00	0.00	2.56	2.54		
Guildhall - North and East Wing Steam Generator replacement – including Art Gallery	0.74	0.40	0.06	0.00	0.00		
Guildhall - West Wing - Space Cooling - Chiller Plant & Cooling Tower Replacement *****	1.86	0.99	0.15	4.70	4.55		
Guildhall event spaces - Audio & Visual replacement / upgrade	0.00	0.33	0.00	0.33	0.05		
Guildhall Yard - Refurbishment/ Replacement of Pavements	0.00	3.00	0.00	3.00	0.00		

I.T - Computer Equipment rooms (CER) Uninterrupted Power Supplies (UPS)Upgrades and Replacements	0.09	0.10	0.01	0.20	0.20		
I.T - Essential Computer (Servers) operating system refresh programme	0.07	0.08	0.01	0.10	0.10		
I.T - Personal device replacement (Laptops, Desktops and tablet/mobile device)	1.01	1.13	0.11	2.25	2.25		
I.T - Rationalisation of Financials, HR & Payroll Systems (ERP project)	2.65	2.95	0.30	19.40	0.68		
I.T - Telephony replacement ***	0.87	0.34	0.03	0.00	0.00		
LMA : Replacement of Fire Alarm, Chillers and Landlords Lighting and Power	1.40	0.00	0.00	1.40	0.15		
Oracle Property Management System Replacement	0.71	0.38	0.06	1.15	1.15		
Structural - Lindsey Street Bridge Strengthening	5.00	0.00	0.00	5.00	0.03		
Structural - Dominant House Footbridge*****	1.03	0.00	0.00	0.58	0.58		
Structural - West Ham Park Playground Refurbishment	0.00	1.28	0.00	1.28	0.86		
Barbican Turret John Wesley High Walk	0.04	0.00	0.00	0.04	0.04		
Chingford Golf Course Development Project	0.00	0.08	0.00	0.08	0.00		
Bank Junction Transformation (All Change at Bank)	4.00	0.00	0.00	4.00	4.00		
Culture Mile Implementation Phase 1 incl CM experiments and Culture Mile Spine	0.58	0.00	0.00	0.58	0.58		



I.T - Smarter working for Members and Officers	0.11	0.13	0.01	0.19	0.19		
Rough Sleeping - assessment hub*****	1.00	0.00	0.00	1.20	1.50		
Rough Sleeping High Support Hostel - Option 3	0.50	0.00	0.00	0.50	0.50		
Secure City Programme	15.85	0.00	0.00	15.85	7.17		
Barbican Exhibition Halls	5.00	0.00	0.00	1.55	1.55		
Barbican Podium Waterproofing, Drainage and Landscaping Works (Ben Jonson, Breton & Cromwell Highwalk) Phase 2 – 1st Priority	13.83	0.00	0.00	13.83	2.42		
Covid19 Phase 3 Transportation Response*	0.00	0.00	0.00	0.57	0.57		
City of London Primary Academy Islington (COLPAI) temporary site	0.00	0.30	0.00	0.58	0.58		
Golden Lane Lighting and Accessibility	0.50	0.00	0.00	0.50	0.50		
Guildhall - Great Hall - Internal Stonework Overhaul	0.00	2.00	0.00	2.00	1.74		
Guildhall - Installation of Public Address & Voice Alarm (PAVA) and lockdown system at the Guildhall (Security Recommendation)	0.93	0.50	0.08	1.50	0.12		
I.T - Critical Security Works agreed by the DSSC **	0.11	0.13	0.01	0.00	0.00		
I.T - GDPR and Data Protection Compliance in addition saving money in being able to	0.09	0.10	0.01	0.20	0.00		

share and find information quickly							
Queen's Park Public Toilet Rebuild	0.00	0.38	0.00	0.00	0.00		
Spitalfields Flats Fire Door Safety	0.15	0.00	0.00	0.15	0.00		
Energy programme of lighting and M&E upgrade works (Phase 1)****	0.44	0.49	0.05	0.27	0.17		
I.T - GDPR Compliance Project Unstructured data	0.11	0.13	0.01	0.00	0.00		
Wanstead Flats Artificial Grass Pitches (spend to save > 5 years)	0.00	0.00	0.00	1.70	0.00		
The Monument Visitor Centre	0.00	2.50	0.00	0.00	0.00		
OSD - Tower Hill Play Area Replacement Project	0.12			0.12	0.12		
SVY - BEMS Upgrade Project-CPG Estate – Phase 1***	0.51	0.38	0.02	1.13	0.63		
SVY - Smithfield Condenser Pipework Replacement		0.56		0.56			
CHB - IT SD WAN /MPLS replacement	0.32	0.15	0.04	0.10	0.10		
CHB - IT LAN Support to Replace Freedom Contract	0.10	0.04	0.01	0.15			
CHB - Libraries IT Refresh	0.22			0.22			
BBC - Barbican Centre - Catering Block Extraction	0.40			0.40	0.02		
DBE - Secure City Programme Year 2	4.74			4.74	1.70		
SVY - Guildhall Complex Masterplan - initial feasibility and design work		0.35		0.35	0.35		

DCCS - Fire Doors Barbican Estate*	20.00			19.60	0.28		
SVY - St Lawrence Jewry Church - Essential works (Top-Up Funding)		2.57		2.57	2.14		
SVY - Denton Pier and Pontoon Overhaul Works	1.00			1.00	0.05		
OSD - Hampstead Heath Swimming Facilities - Safety, Access and Security Improvements		0.76		0.76	0.76		
DBE - Public Realm Security Programme	1.24			1.24	0.03		
DBE - Beech Street Transportation and Public Realm project (Top-Up Bid)	0.90			0.90	0.19		
MAN - Central Criminal Courts, Fire Safety and associated public address system (Top-up bid)	0.68			0.68			
MAN - Central Criminal Court Cell Area Ducting and Extract System Balancing	1.00			1.00	0.22		
SVY - Guildhall - Old Library - Stonework Overhaul/Repainting				0.00			
SVY - Riverbank House, Swan Lane - repairs to foreshore river defence	0.50			0.50	0.44		
CHB - Public Services Network replacement	0.06	0.03	0.01	0.00			
GSMD - Guildhall School of Music & Drama Heating, Cooling & Ventilation		2.00		2.00	0.36		
GSMD - Guildhall School - Milton Court Correction of Mechanical Systems		0.60		0.60			

GSMD - Guildhall School - John Hosier Ventilation and Temperature Control		0.70		0.70	)		
CHB - IT Security**	0.19	0.09	0.02	0.00			
SVY - Energy Reduction Programme – Phase 2	0.19	0.18		0.38			
DBE - Public Realm (Pedestrian Priority)	6.05			6.05	4.03		2.00
OSD - Climate Action Strategy		2.12		2.12	0.80		
DBE - Embed climate resilience measures into Public Realm works (Cool Streets and Greening)	6.80			6.80	6.42		
SVY -Energy Efficiency / Net Zero Carbon - Investment Estate - City Fund	4.34			4.34			
SVY - Energy Efficiency / Net Zero Carbon - Investment Estate - Strategic Estate City Fund	0.00			0.00			
SVY - Climate Resilience Measures	4.00	0.00		4.00			
SVY - Climate Action Strategy Projects CPG Operational Properties	11.72	7.14	0.65	19.51	0.11		
Barbican and Golden Lane Healthy Streets	0.25				0.22		
BEMS Upgrade Phase 2 - Heathrow Animal Reception Centre and various OS sites at Epping	0.15	0.10	-	0.25	0.25		
IT - Members IT refresh (to align with new personal device roll-out for staff)	0.19	0.09	0.02	0.30	0.30		
IT - Managed Service re-provisioning (one-off costs due to end of current contract)*	0.32	0.15	0.04	1.30	1.30		

IT - Corporate Managed Print Service (one-off costs due to end of current contract)*	0.03	0.01	0.00	0.00			
IT - Server Upgrade/replacement	0.06	0.03	0.01	0.10	0.10		
Mansion House - essential roof repairs	-	0.33	-	0.33			
OS Hampstead Heath - Parliament Hill Athletics Track Resurfacing	-	2.00	-	2.08	2.08		
Guildhall School - Repairs to roof, expansion joint repairs and drainage and water systems (subject to holistic approach for highwalks, Barbican and School)	-	1.75	-	1.75			
Fire Safety - Guildhall Complex Fire Stopping all basement and plant areas	0.20	0.21	0.01	0.42	0.42		
Fire Safety - Baynard House Car Park Sprinklers Replacement (remaining floors)	0.25	-	-	0.25			
Central Criminal Court: Cells Ventilation - Top-Up bid to meet full scope of statutory requirements. (£1m bid agreed in principle as part of the 2021/22 capital bid round.)	1.00	-	-	1.00			
OS Epping Forest - COVID-19 Path Restoration Project	-	0.25	-	0.25			
OS Queen's Park Play Area and Sandpit replacement of equipment	-	0.06	-	0.06	0.06		

Barbican Centre - Replacement of Central Battery Units for Emergency Lighting system	0.28	-	-	0.28			
Guildhall School - Rigging infrastructures in Milton Court Concert Hall	-	0.46	-	0.46			
Guildhall School - Safe technical access and working at height - Silk Street Theatre	-	0.35	-	0.35			
Smithfield Market - Glass Canopy Overhaul	-	0.30	-	0.30			
Smithfield Market - East Poultry Avenue Canopy Repairs and Remedial Works	-	0.60	-	0.60			
Smithfield Car Park - Ceiling Coating and Damp Works		1.05		1.05			
Beech Street Transportation and Public Realm project top-up to deliver permanent air quality and associated public realm improvements following successful experiment.	2.50	-	-	2.50			
DCCS - Social Care Case Management System	0.14	-	-	0.14			
IT - Building Management System Wired Network to maximise efficiencies of new BEMS systems	0.08	0.04	0.01	0.13	0.13		
High Priority Policy:				0.00			
Secure City Programme - Year 3	8.94	-	-	8.94	0.40		
IT Security*	0.13	0.06	0.01	0.10	0.10		
Guildhall Complex Masterplan - Redevelopment of		1.15		1.15	0.25		

North and West Wing Offices (top-up)							
Bank Junction Improvements: All Change at Bank - top-up to cover inflation risk of delivering the minimal scheme	0.70	-	-	0.70	0.70		
IT - HR System Portal required in advance of the new ERP system delivery*	0.16	0.07	0.02	0.10	0.10		
Walbrook Wharf Feasibility - 2027 and beyond	0.15	-	-	0.15	0.15		
St Paul's Gyratory - Design Development	0.56	-	-	0.56	0.56		
St Paul's Cathedral External Re-lighting	1.16	-	-	1.16	0.60		0.07
St. Paul's Gyratory Transformation Project				13.90	2.12		
West Smithfield and Charterhouse Street Highway Strengthening				3.50	3.50		
Barbican Fire Safety Projects				16.00	16.00		
Car Parks Fire and Health Safety Actions - Fire Doors, Lighting and CCTV system replacement	0.40			0.40	0.40		
City Cluster Programme	5.90			5.90	5.90		
Central Criminal Court Public Gallery Safety Improvements	0.25	0.00	0.00	0.25	0.25		
Central Criminal Court Additional Fire Alarm Requirements	0.70	0.00	0.00	0.70	0.70		
Fire Doors and Shutters - Central Criminal Court	0.25	0.00	0.00	0.25	0.25		

Pipework - Central Criminal Court	0.25	0.00	0.00	0.25	0.25		
City Commons: Boundary livestock fencing replacement West Wickham & Coulsdon Commons (WW&CC) and Stoke Common	0.00	0.09	0.00	0.09	0.09		
City Commons: Entrance board replacement	0.00	0.16	0.00	0.16	0.16		
Epping Forest Copped Hall Park Tudor Square Pond Sluice Gates	0.00	0.47	0.00	0.47	0.47		
Guildhall Complex Fire Alarm Replacement	0.50	0.33	0.07	0.90	0.90		
Corporate Device Stock Replacement	0.14	0.09	0.02	0.25	0.25		
Network Contract - Support and Refresh	2.34	1.47	0.40	4.25	0.00		0.54
Audio Visual Equipment	0.08	0.05	0.01	0.14	0.14		
Public Switched Telephone Network (PSTN) Replacement	1.38	0.93	0.20	2.50	2.50		
Total	159.06	48.38	2.46	249.72	100.35	0.00	2.60



## Appendix 2

### Requests for Release of Funding – Scheme Details

The following provides details of the three schemes for which approval to release central funding of £2.6m up to is now sought, as summarised in Table 2 of the main report.

#### Future Network Programme GW1-GW4 £535K

- The current network approach has limited flexibility and is dependent on multiple external suppliers, which has led to even more complexity and a disjointed and inefficient service. The current infrastructure of copper or fibre cabling is also ageing and has limitations in supporting the current workforce and ways of working.
- The Future Network Programme will deliver a modern, resilient network for all 120 existing COL buildings, 12 existing COLP buildings, 110 CCTV sites and new buildings being delivered through the Future Police Estates Programme and Markets Consolidation Programme.
- £535k is required to progress with the procurement of a new Network Support Provider to deliver the implementation and support of the future network. The breakdown between the funds will be £311K for City Fund, £208k from City Estate and £16k from CBF.
- This was part of the new bids process for 24/25 with an indicative amount of £8.3m approved. The current estimate is £9.24m excluding risk, once this gateway stage has completed a final figure for funding should be established.

#### St Paul's Cathedral External Re-lighting GW4 65K

- The project proposes to replace the ageing external lighting system at St Paul's Cathedral with a new innovative, sustainable and energy efficient system.
- The total estimate for the project is £2.075m
- 705k is required for gateway 4c to progress the detailed design (RIBA Stage 3 equivalent) and manage the technical complexities of working on a Grade I listed building, additional fees are required to appoint the project team. 65k will be from CIL, with the remaining 650k from S106.
- This 705k, takes the total approved budget to £1.38m

### Pedestrian Priority Programme release of £2m from OSPR

- A three-year programme implementing pedestrian priority schemes across the Square Mile to enhance comfort, safety and accessibility for people walking, helping to deliver the objectives of the Transport Strategy and Climate Action Strategy.
- Phase 1 of the programme features on-street measures at six distinct locations: Old Jewry, King Street, King William Street, Cheapside (east of Bread Street), Threadneedle Street / Old Broad Street and Chancery Lane.
- This OSPR funding is required for the construction on King William Street and the continued development of the programme's other schemes, this in addition to the CAS OSPR funding of £1.58m approved last month.

**11/05/2023 P&R Delegated (for RASC)**

<b>Committee:</b> Policy & Resources Committee	<b>Date:</b> 9 May 2024
<b>Subject:</b> Decisions taken under delegated authority or urgency powers	<b>Public</b>
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	<b>See background papers</b>
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
<b>Report of:</b> Town Clerk	<b>For Information</b>
<b>Report author:</b> Chris Rumbles, Governance and Member Services Manager	

### Summary:

This report advises Governors of action taken by the Town Clerk since the last meeting of the Board, in consultation with the Chair and Deputy Chair, in accordance with Standing Order No. 41(a) and 41(b).

### Recommendation

Members are asked to note the report.

### Main Report

#### **Delegated Decision: Digital Services Committee Terms of Reference**

#### **Background**

1. At its meeting on 22<sup>nd</sup> November 2023, the Digital Services Committee received a report as part of the annual considerations for the Committee's Terms of Reference. The Committee discussed the Terms of Reference and suggested several revisions. These were due to be formally received for onward approval at its meeting on 18<sup>th</sup> April 2024. However, this meeting was cancelled due to the department's failure to submit reports on time in line with the Corporation's committee report submission procedure.
  
2. Further, at its meeting on 18<sup>th</sup> March 2024, the Policy & Resources Committee were asked to consider and approve revised Terms of Reference by the Court of Common Council's Committees. Policy & Resources also Delegated Authority to the Town Clerk (in consultation with the Chairman and Deputy

Chairman) to consider and approve any subsequent changes to Committee Terms of Reference ahead of the April 2024 Court of Common Council.

3. It had since come to light that Appendix F of this report, Digital Services Committee Terms of Reference (detailing the proposed revisions), was missing from the agenda pack. This was an administrative error. A summary of the changes was provided to the Policy & Resources Committee but for completeness, and due to the Digital Services Committee meeting being cancelled and not due to meet again until 13<sup>th</sup> May 2024, it was recommended that a request for a decision under the Delegated Authority outlined above be sought on the proposed revisions, for onward approval at the Court of Common Council.
4. Approval was therefore sought as the Court of Common Council was due to receive all proposed revisions to its Committee's Terms of Reference at its meeting on 25<sup>th</sup> April 2024 through the "White Paper".
5. The Town Clerk therefore agreed, in consultation with the Chairman and Deputy Chairman of Policy & Resources Committee, and the Chair and Deputy Chair of the Digital Services Committee, to approve the revisions to the Digital Services Committee Terms of Reference, for onward approval by the Court of Common Council on 25<sup>th</sup> April 2024.

### **Natural Environment Board Terms of Reference**

6. A revised Terms of Reference of the Natural Environment Board (NEB) was considered by the Court of Common Council in January 2024 to allow the appointment of external Members.
7. Whilst the revised composition (featuring external Members) was approved, the changes in responsibilities was referred by the Court of Common Council back to the Natural Environment Board and the Policy and Resources Committee for further consideration following queries raised by the Chairman of the Epping Forest & Commons Committee over potential confusion of the role of the Board in relation to obligations and governance of the various open spaces charities.
8. Policy & Resources Committee (in March 2024) and the Natural Environment Board (February 2024) granted delegated authority to make any final amends to the NEB Terms of Reference, to allow officers to take into account these concerns.
9. Updated and revised terms of reference were subsequently drafted. Given the intricacies and ongoing charities review, the Executive Director Environment held several discussions with the relevant Chairmen, before proposing changes that included a focus on the strategic role of the Board and the allocation of grants, whilst clearly acknowledging responsibilities that lie with any other committees.

10. The Town Clerk therefore agreed, in consultation with the Chairman and Deputy Chairman of Policy & Resources Committee, and the Chair and Deputy Chair of the Natural Environment Board, to approve revisions to the Natural Environment Board Terms of Reference, for onward approval by the Court of Common Council on 25<sup>th</sup> April 2024.

### **Corporate Services Committee Terms of Reference**

11. At its meeting on [10 January 2024](#), the Corporate Services Committee considered its terms of reference as part of a general annual review. During discussions, it was suggested by the new Chief People Officer and Executive Director of Human Resources, that the document would benefit from a slight refresh. The item was consequently withdrawn. Then, in [February 2024](#), it was proposed that the terms of reference could be strengthened with regard to the Committee's responsibilities over Corporate Health & Safety. This was endorsed by the Committee and a delegated authority was granted to the Town Clerk to consider and approve any updates, for onward consideration by the Court of Common Council at its meeting on the 25 April.
12. Following consultation with the Chief People Officer and Director of Health and Safety, a revised set of terms of reference were developed. The changes were largely cosmetic or otherwise reflected matters that have already been agreed (e.g. the deletion of the Chief Operating Officer post). A notable addition includes explicit reference to oversight of the People Policy. Changes also reflect the Committee's responsibilities as set out in the new [Health and Safety Policy](#), agreed by the Corporate Services Committee on 10 April 2024.
13. At its meeting on [18 March 2024](#), the Policy & Resources Committee were advised that these changes would be forthcoming and they, too, granted delegated authority for their consideration.
14. The Town Clerk therefore agreed, in consultation with the Chairman and Deputy Chairman of Policy & Resources Committee, and the Chair and Deputy Chair of the Corporate Services Committee, to approve the revisions to the Corporate Services Committee Terms of Reference, for onward approval by the Court of Common Council on 25<sup>th</sup> April 2024.

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

**Contact:**

Chris Rumbles

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