

PLEASE BRING THIS AGENDA WITH YOU

The Lord Mayor will take the Chair at **ONE**  
of the clock in the afternoon precisely.

This being the occasion of  
the Lord Mayor taking her  
seat for the first time,  
Members are requested to  
appear in their Gowns.



## COMMON COUNCIL

SIR/MADAM,

You are desired to be at a Court of Common Council, at **GUILDHALL**, on  
**THURSDAY** next, **the 5th day of December, 2013**.

JOHN BARRADELL,  
*Town Clerk & Chief Executive.*

*Guildhall,  
Wednesday, 27th November 2013*

Sir Michael David Bear

Neil Graham Morgan Redcliffe

}

*Aldermen on the Rota*

# 2

- 1 Question - That the Minutes of the last Court are correctly recorded?
- 2 Resolutions on Retirements, Congratulatory Resolutions, Memorials.
- 3 To pass the Vote of Thanks, read informally at the last meeting of the Court, to the late Lord Mayor.
- 4 The Right Honourable The Lord Mayor's report on overseas visits.
- 5 Statement from the Chairman of the Policy and Resources Committee.
- 6 Docquets for the Hospital Seal.
- 7 List of applicants for the Freedom of the City:  
(A list of names, together with those of the nominators, has been separately circulated).
- 8 A Bill for an Act of Common Council.

To:-

- Provide for the nomination and election of Auditors of Chamberlain's and Bridgemasters' Accounts, Bridgemasters and Ale Conners of this City; and
- repeal any previous conflicting provisions regulating or enforcing the same.

(First and Second Reading).

(A printed report of the Policy and Resources Committee thereon has been circulated).

- 9 The Remembrancer's report of measures introduced into Parliament which may have an effect on the services provided by the City Corporation.

#### **Subordinate Legislation**

##### **Title**

The School Governance (Roles, Procedures and Allowances) (England) (Amendment) Regulations 2013, S.I. No. 2688.

##### **with effect from**

14th November, 2013.

(The text of the measures and the explanatory notes may be obtained from the Remembrancer's Office).

- 10 To appoint the following:-

\* denotes a Member standing for re-appointment.

a) One Member on the Open Spaces & City Gardens and West Ham Park Committees for the balance of a term to expire in April 2014.

Nominations received:-

John Alfred Barker, O.B.E., Deputy  
Graeme Martyn Smith

b) Two Members on the Board of Governors of the Museum of London for four year terms to expire in December 2017.

Nominations received:-

\*John George Stewart Scott, J.P., B.A.(Hons)  
Graeme Martyn Smith  
\*Michael Welbank, Deputy

## 11 Questions

## 12 Motions

(A) By Sir Michael Snyder

“That the Resolution of Thanks to the late Lord Mayor, passed by Common Hall on 30<sup>th</sup> September last, be presented in a form agreeable to him?”

(B) By Robin Anthony Eve, O.B.E.

“That the Resolution of Thanks to Jeffrey Evans, Alderman and Nigel Pullman, the late Sheriffs of the City, passed by Common Hall on 30<sup>th</sup> September last, be presented in a form agreeable to them?”

(C) By Alexander John Cameron Deane, Deputy

“That Gregory Lawrence be appointed on the Finance Committee for the Ward of Farringdon Without in the room of Edward Lord?”

(D) By Catherine McGuinness, M.A., Deputy

“That Christopher Boden be appointed on the Finance Committee for the Ward of Castle Baynard in the room of Ray Catt, no longer on Common Council?”

## 13 Awards and Prizes

## Policy, Finance, Establishment, Investment and Audit Committees - Reports

### 14 POLICY AND RESOURCES COMMITTEE (Mark John Boleat)

17 October 2013

#### Applications for the Use of Guildhall

In accordance with the arrangements approved by the Court on 21 June 2001 for the approval of applications for the use of Guildhall, we now inform the Court of the following applications which have been agreed to:-

Name	Date	Function
Lehman Brothers International (Europe)	Tuesday 3 December 2013	Reception
Harvard University	Tuesday 21 January 2014	Reception
The Guild of Air Pilots and Air Navigators	Wednesday 19 February 2014	Dinner
The Worshipful Company of World Traders	Thursday 27 February 2014	Lecture
Army Benevolent Fund	Thursday 10 April 2014	Lunch
BASE London (facilitates green city initiatives to drive development)	Wednesday 25 June 2014 Thursday 26 June 2014	Lecture Lecture
Lord Mayor's Appeal	Tuesday 21 October 2014	Dinner

15 **FINANCE COMMITTEE**  
**(Roger Arthur Holden Chadwick)**

19 November 2013

**Annual Report and Financial Statements for City's Cash 2012/13 and Auditors' Management Letter**

The Court authorised this Committee to approve, amongst other things, the Annual Report and Financial Statements for City's Cash. We have duly considered and approved the Annual Report and Financial Statements for the year ending 31 March 2013. Copies of the document have been placed in the Members' Reading Room and are available from the Chamberlain. In addition, the Annual Report and Financial Statements and Deloitte's management letter have been published on the City's website. The management letter from Deloitte on its audit of the funds is attached to a separately printed and circulated report for the information of the Court and we **recommend** that the report be noted.

## **Rates Committees - Reports**

16 **PLANNING AND TRANSPORTATION COMMITTEE**  
**(Michael Welbank, Deputy)**

5 November 2013

**(A) City of London Local Plan: Publication and Examination**

During January and March 2013, the draft Local Plan was issued for public consultation and comments were received from 80 individuals and organisations. The consultation process also involved public and other meetings. The full details of the comments can be found at [www.cityoflondon.gov.uk/localplan](http://www.cityoflondon.gov.uk/localplan).

The results of the public consultation and the revision of the Local Plan were considered at meetings of your Local Development Framework Sub Committee and by your Planning and Transportation Committee. We **recommend** approval of a separately printed and circulated report which proposes that the Local Plan be now agreed and published for public consultation for a minimum period of 8 weeks. This would represent a formal stage in the Plan preparation process in accordance with government regulations and is an opportunity for those with any outstanding concerns to register formal objections. It is also proposed that any changes that arise from the consultation be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman of the Planning and Transportation Committee, after which the list of changes would be submitted to the Secretary of State alongside the plan for examination by an Inspector. A complete copy of the Local Plan and the supporting documents can be found in the Members' Reading Room and on the City's website, as mentioned above.

**(B) Aldgate Highway Changes and Public Realm Improvement Project – Detailed Options Appraisal - Report of Action taken under Urgency Procedures**

11 November 2013

The Aldgate Highway Changes and Public Realm Improvement Project is a unique opportunity to achieve transformational change in the public realm and highways of the Aldgate area, through removing barriers to movement, reducing road danger and providing fresh public realm amenity. It is envisaged that the public realm improvements would include a new kiosk, feature seating and lighting, provide drinking fountains and play equipment and public art. The highway changes would include the conversion of Aldgate High Street and St Botolph Street to two-way working and there would be new pedestrian crossing facilities.

Following the submission of the Gateway 3 report in February 2013 officers undertook both public consultation on, and technical investigations into, the Aldgate Highways Changes and Public Realm Improvement project. The results of both the consultation and technical investigations allowed officers to identify a preferred option and the detailed proposals were approved by the Open Spaces and City Gardens and Finance Committees, and the Streets and Walkways and Projects Sub Committees during October 2013. It was necessary to seek the approval of the Court under urgency procedures to progress the project at an estimated cost of £16.3m-£17.1m – to Gateway 5 in order to prevent a delay of several weeks, which would have seriously affected the planned schedule of the project.

The report forecasted that £8m would be funded by Transport for London (to be formally agreed during November 2013) and that the remaining £8.3-£9.1m would be met using City of London Corporation Section 106 funds. Therefore sufficient funds existed to progress the scheme to Gateway 5. One potential exception to the forecasted capital funding was that of the proposed kiosk, to be located in the public square, it may be necessary to fund the kiosk via Property Investment Board funds, City Cash, or external investment. The potential to use Community Infrastructure Levy (CIL) was also being investigated. The project's revenue implications were forecasted as £154,352 per annum, which would arise from planned planting and lighting and more intensive cleansing. Whilst these may be met by additional revenue or service savings, it was noted that they may be alternatively met by using revenue arising from the commercial operation of the planned kiosk. The options for this would be evaluated in full during the detailed options appraisal.

Subject to the approval of the Gateway 5 report in April 2014, it is envisaged that the project will start on site in the summer of 2014 with completion during the summer of 2016. We **recommend** that the action taken be noted.

17 **CULTURE, HERITAGE AND LIBRARIES COMMITTEE**  
(John George Stewart Scott, J.P., B.A.(Hons))

28 October 2013

**City of London Visitor Strategy 2013-2017**

During the last decade the City Corporation's growing recognition of the importance of visitor issues and its development of visitor services has led it to create a portfolio of activity which not only supports corporate aims, but makes a valued contribution to wider London and government agendas. The previous versions of the Visitor Strategy have provided a rationale, a plan and a showcase for these activities and the latest updated version is now recommended for ratification and adoption. A separately printed report has been circulated to Members seeking endorsement of the actions contained within the Strategy and the need to recognise the growing importance of the visitor and tourism agenda to the activities of the City and we **recommend** approval thereof.

18 **STANDARDS COMMITTEE**  
(Charles Edward Lord, O.B.E., J.P.)

29 November 2013

**Appointment of Co-opted Members of the Standards Committee**

The Standards Committee comprises ten Members, four of whom are Co-opted Members and must be independent from the City Corporation (ie. must not be Common Councilmen). Whilst Co-opted Members are no longer a statutory

requirement, following the introduction of the Localism Act 2011, the City of London Corporation has approved the inclusion of Co-opted Members on the Standards Committee to maximise the breadth of knowledge and experience on the Committee. Following the introduction of the new standards arrangements in 2012, those serving Co-opted Members were retained in the non-statutory role.

Three vacancies for Co-opted Members of the Committee have arisen over recent months following completion of the terms of office of Dr Colin Kolbert, Howard Lederman and Felicity Lusk.

For the purposes of such appointments, a Selection Panel was established by the Court in November 2000 comprising the Chairman of the General Purposes Committee of Aldermen, the Chief Commoner and the Chairman of the Policy and Resources Committee, or their representatives. The vacancies were advertised on the Guardian Online, Universal Jobmatch, the City AM (on-line) and the City of London Corporation's webpages between September and October. Four valid applications were received and considered by the Selection Panel. The Panel also considered the re-appointment of Felicity Lusk for a further term of office (to expire in December 2017).

It should be noted that the recommendations by the Selection Panel will be considered by your Standards Committee at its next meeting which is not until 29<sup>th</sup> November 2013, a date following the preparation and despatch of this report.

However in anticipation of our endorsing the Panel's findings, the purpose of this report is to seek approval to the recommendation of the Selection Panel that Ms Felicity Lusk and Ms Judith Barnes be appointed to fill two of the existing vacancies, with one vacancy to be appointed to in due course.

**Ms Felicity Lusk** has been a Co-opted Member of the Standards Committee since 15<sup>th</sup> July 2009 and, we are very grateful for the expertise and service she has rendered to the Committee over the last four years. Ms Lusk,

- has over 20 years' experience as a teacher and, since 1997, as Headmistress of Oxford High School
- has served on numerous bodies at national, regional and local level in a range of fields including education and the arts
- has served as a Court Member at Oxford Brookes University
- was an elected Member at the London Borough of Enfield from 1990 – 94
- served as one of the Independent Governors of the Guildhall School of Music & Drama between 2000 and 2009.

**Ms Judith Barnes,**

- has practised as a company/commercial lawyer for over ten years and is currently in charge of her own practice
- has previously served as a councillor for twelve years
- has a sound understanding of the City, having practiced as a solicitor whilst she was a partner in Jaques & Lewis
- worked as a Senior Policy Officer at the Independent Police Complaints Commission (IPCC) between 2005/12.

In anticipation of your Standards Committee endorsing the recommendations of the Selection Panel when it meets on 29 November, we will be recommending the appointment of Felicity Lusk and Judith Barnes on the Committee as Co-opted Members of the Standards Committee for four-year terms expiring in December 2017. Should there be any change, your Chairman will report on the position orally.

*[To be brought into effect, this recommendation requires the approval of a majority of Members and it will, therefore, be necessary to BALLOT on this item.]*

## **MOTION**

19 By the Chief Commoner

“That the public be excluded from the meeting for the following items of business below on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act, 1972:-

- A) recommendations of the Property Investment Board on the refurbishment of 53 New Broad Street EC2;
- B) recommendations of the Property Investment Board on the lease concerning Salters Hall Garden, St. Alphage Gardens / Fore Street, EC2; and
- C) recommendations of the Hospitality Working Party of the Policy and Resources Committee concerning a matter of hospitality?”

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**Item No: 1  
No. 9**



## GIFFORD, MAYOR COURT OF COMMON COUNCIL

**24th October 2013**

### MEMBERS PRESENT

#### ALDERMEN

Nicholas Anstee  
Sir Michael David Bear BSc (Eng) MBA  
John Garbutt  
David Andrew Graves  
Timothy Russell Hailes

Gordon Warwick Haines  
Peter Hewitt, FCSI, FRSA  
Sir David Howard Bt MA DSc  
Sheriff Sir Paul Judge  
Ian David Luder JP BSc (Econ)  
Julian Henry Malins QC

Neil Graham Morgan Redcliffe  
William Anthony Bowater Russell  
Sir David Hugh Wootton  
Alan Colin Drake Yarrow

#### COMMONERS

George Christopher Abrahams  
John David Absalom, Deputy  
Randall Keith Anderson  
Kenneth Edwin Ayers MBE,  
Deputy  
Alex Bain-Stewart MSc JP  
John Alfred Barker, OBE Deputy  
Douglas Barrow, Deputy  
John Bennett Deputy  
Christopher Paul Boden  
Mark Boleat  
David John Bradshaw  
Raymond Michael Catt  
Roger Arthur Holden Chadwick  
Nigel Kenneth Challis MA FCA  
FCSI (Hon)  
John Douglas Chapman, Deputy  
Henry Nicholas Almroth Colthurst  
Dennis Cotgrove BA  
Alexander John Cameron Deane,  
Deputy  
Karina Dostalova  
William Harry Dove MBE JP,  
Deputy  
The Revd Dr Martin Raymond  
Dudley

Peter Gerard Dunphy  
Anthony Noel Eskenzi CBE DSc,  
Deputy  
Sophie Anne Fernandes  
John William Fletcher BSc  
William Barrie Fraser OBE  
Deputy  
Stuart John Fraser CBE  
Marianne Bernadette Fredericks  
Lucy Frew  
George Marr Flemington Gillon,  
Chief Commoner  
Stanley Ginsburg JP Deputy  
The Revd Stephen Decatur  
Haines MA, Deputy  
Brian Nicholas Harris  
Christopher Michael Hayward  
Tom Hoffman  
Ann Holmes  
Robert Picton Seymour Howard,  
Deputy  
Michael Hudson  
Wendy Hyde  
Jamie Ingham Clark  
Henry Llewellyn Michael Jones  
Deputy  
Alastair John Naisbitt King MSc  
Deputy

Charles Edward Lord OBE JP  
Professor John Stuart Penton  
Lumley  
Paul Nicholas Martinelli  
Jeremy Paul Mayhew MA MBA  
Deputy Catherine McGuinness  
Andrew Stratton McMurtrie  
Wendy Mead  
Brian Desmond Francis Mooney  
MA  
Gareth Wynford Moore  
Hugh Fenton Morris  
Alastair Michael Moss  
Sylvia Doreen Moys  
Barbara Patricia Newman CBE  
John Richard Owen-Ward MBE,  
Deputy  
Graham David Packham  
Dhruv Patel  
Judith Lindsay Pleasance MA  
(Hons)  
James Henry George Pollard,  
Deputy  
Emma Charlotte Louisa Price  
Henrika Johanna Sofia Priest  
Gerald Albert George Pulman JP,  
Deputy

Chris Punter  
Stephen Douglas Quilter BSc  
(Hons)  
Richard David Regan, Deputy  
OBE  
Delis Regis  
Elizabeth Rogula  
Virginia Rounding  
Ian Christopher Norman Seaton  
Dr Giles Robert Evelyn Shilson,  
Deputy  
Jeremy Lewis Simons MSc  
Tom Sleigh  
Graeme Martyn Smith  
Sir Michael Snyder  
Patrick Thomas Streeter  
David James Thompson  
John Tomlinson, Deputy  
James Richard Tumbridge  
Michael Welbank, Deputy  
Mark Raymond Peter Henry  
Delano Wheatley  
Philip Woodhouse

Gillon, G.M.F.  
Chadwick,  
R.A.H.

***Resolved Unanimously*** – That Adrian Waddingham, one of the Sheriffs of the City, be invited to take his seat on the Dais.

- Minutes Resolved – That the Minutes of the last Court are correctly recorded.
- Lord Mayor  
Vote of Thanks Mr George Gillon, the Chief Commoner, read the draft of a vote of thanks to the Rt. Hon. The Lord Mayor, which was intended to be formally Moved at the next meeting of the Court.
- Letter A letter of the Lord Mayor Elect declaring her assent to take upon herself the Office of Lord Mayor was received.
- Resolutions There were no resolutions.
- Overseas Visits The Right Honourable the Lord Mayor reported on his recent overseas visits to Malaysia, Indonesia and Burma, China and Mongolia and Kuwait and Jordan.
- Chief  
Commoner The Court proceeded to elect a Chief Commoner for 2014/2015.
- Deputy John Alfred Bennett and Deputy William Harry Dove M.B.E. were nominated in accordance with Standing Order No. 18.
- Whereupon, it was declared necessary, in accordance with Standing Order No. 10, to conduct a ballot.
- The Lord Mayor requested the Chief Commoner and the Chairman of the Finance Committee, or their representatives, to be the scrutineers of the ballot.
- The result was announced as follows:-
- |                            |          |
|----------------------------|----------|
| Deputy John Alfred Bennett | 52 Votes |
| Deputy William Harry Dove  | 45 Votes |
- Resolved* – That Deputy John Alfred Bennett be declared elected to the office of Chief Commoner for 2014/15.
- Policy Report There was no policy report.
- Hospital Seal Sundry documents were sealed with the Hospital Seal.
- Freedoms The Chamberlain, in pursuance of the Orders of this Court, presented a list of the under-mentioned persons who had made application to be admitted to the Freedom of this City by redemption:-
- |                        |                           |         |          |
|------------------------|---------------------------|---------|----------|
| Karen Elizabeth Watson | a Financial Administrator | Newport | Pagnell, |
|------------------------|---------------------------|---------|----------|

Trevor Bond	a Commercial and Marketing Director, retired	Buckinghamshire Thwaite, Norfolk
Clive Lionel Bennett	an Educational and Organisational Consultant	Streatham, Lambeth
Kastriot Berberi	a Lawyer	Walthamstow, Waltham Forest
Marsela Berberi	a Teacher	Walthamstow, Waltham Forest
William D'arcy Erith	a Project Director	Sneyd Park, Bristol, Somerset
Ruth Elizabeth Oakley	a Festival Producer	Highbury, Islington
Michael John White	a Local Authority Leader	Romford, Havering
Mark Anthony Egalton	a Sports Physiotherapy Company Director	Romford, Havering
James Alexander Freeborough	a Royal Air Force Officer	Barrington, Cambridgeshire
Martina Nicole Strack	a Programme Manager	Lambeth
David William Court	a Professional Photographer	Epping, Essex
Pamela Mary Court	a Hospice Chief Executive	Epping, Essex
Joanna Maria Stephany	a Retail Buyer, retired	Kensington, Kensington and Chelsea
Richard Frederick Watson	a Clerk in Holy Orders	St Albans, Hertfordshire
Irene Ann Randall	a Training Company Director	Wapping, Tower Hamlets
Jenny Rodericks	a Chartered Surveyor	Wanstead, Redbridge
Christopher Robin Philip Williamson	a Metropolitan Police Officer	Goudhurst, Kent
Timothy David John Eddolls	a Chartered Financial Planner	Woodley, Reading, Berkshire
James Richard Graham	a Cleansing Operations Assistant Director	Watford, Hertfordshire
Lydia Vivien Frances Rea	a Nurse, retired	Islington
Philippa Nisha Murphy	an Appeal Assistant	Chalfont St.Giles, Buckinghamshire
Deborah Mary Gregor	a Marketing Manager	Barnes, Richmond Upon Thames
John Douglas Ramsey	a Toxicologist	Battersea, Wandsworth
Ronald Charles Hanton	a Police Officer, retired	Caister-on-Sea, Great Yarmouth, Norfolk
Richard Harry Strange	a Banking Operations Manager, retired	Heathfield, Sussex
Justin James Frost	an Archivist	Hounslow
Philip Thomas Johnson	an Insurance Broker	Hargrave, Bury St Edmunds, Suffolk
Yahya Mahfoudh Salim Al-Manthri	a State Council Chairman	Old Windsor, Berkshire
David Alan Owen	a Business Development Director	Bearsted, Kent
Leiann Teresa Bolton-Clarke	a Development Officer	Rochester, Kent
John Miller Taylor	a Motor Vehicle Engineering Company Director	Ottershaw, Surrey
Guy Pearson	a Cycle Shop Proprieter	East Sheen, Wandsworth
Robin John Ilbert	a Commercial Director	Cobham, Surrey
Steven John Green	an Office Manager	Great Barr, Birmingham
Grant Vincent Young	a Cycling Company Director	Camden
Simon Alexander Heyerdahl King	a Product Manager	Kingston Upon Thames
John Harold Phillips	a Police Officer, retired	Rochester, Kent
Shahida Nasim	a Chartered Accountant	Beckenham, Bromley
Ian James Crockatt Smith	a Chartered Accountant	Lulsley, Worcestershire
Jean Margaret Dixon	a Community Service Officer,	Henton Chinnor, Oxfordshire

James Andrew Brautigam	retired an Evidence Officer	Staines-upon-Thames, Surrey
Michael Leslie Scotchmer	an Information Technology Consultant	Woodford Green, Redbridge
Mark John Emanuele	an Accountant	Wivenhoe, Essex
Steven Elliott Redman- Schaffer	a Sales Manager	Woodford Green, Redbridge
Peter Robert Hemmings	an Automotive Engineer	Sutton
Patrick Joseph Hallissey	a Civil Servant	Romford, Havering
Kostadin Dimitrov Shterev	a Classic Cars Company Director	North Finchley, Barnet
James Shterev	a Student	Barnet
Judith Gay McAuslane Cheyne	a Married Woman	Notting Hill, Kensington and Chelsea
Roger Michael Rutter Allen	an Education Consultant	Carlton, Bedfordshire
Helen Jane Allen	an Administrator, retired	Carlton, Bedfordshire
Irene Grace Howell	a Personnel and Training Officer, retired	Rainham, Essex
Goran Ake Thorstensson	a Reinsurance Company President	Stockholm, Sweden
Jacqueline Kay Swinburne, MEP	a Member of the European Parliament	Ledbury, Herefordshire
Douglas Stuart Corrie	a Police Officer, retired	Ashtead, Surrey
James Spencer Cleverly, TD	a Politician	Lewisham
Alexandra Skylar Darkmin	a Silversmith	Debden, Saffron Walden, Essex
Sally Ann Wherton	a Knowledge and Information Manager	Plumstead, Greenwich
Hans Rudolf Osterwalder	a Communications Consultant, retired	Rueschlikon, Switzerland
Therese Charlotte Lutz- Bertschinger	a Decorative Painting Company Director	Zurich, Switzerland
Clive Anthony Gwinnell	a City of London Police Officer	Bramley, Tadley, Hampshire
Claire Burgess	a City of London Police Officer	in the City of London
Claire Louise Holdgate	an Events Manager	Brentwood, Essex
Rachel Margaret McKenzie	a Secretary	Southwark
Raymond Smith	a Sales Director, retired	Long Stratton, Norwich, Norfolk
Michael Frederick Barnes	a Physicist, retired	Surbiton, Surrey
John Vaughan French	a Hotel Developer	Dogmersfield, Hampshire
Claire Nelson	a Software Company Director	Guildford, Surrey
Maurizio Corazzini	a Broadcasting Products Company Director	Guildford, Surrey
Andrew Charles Gordon Lennox	a Livery Company Clerk	Westbourne, Hampshire
Neil Allen Warrillow	a Royal Air Force Musician	Uxbridge
David Bruce Wear	a Technical Director, retired	Northfleet, Kent
Suzanne Elizabeth Rossiter Brown	a Charity Manager	Marlow, Buckinghamshire
Patrick Charles Upward, QC	a Barrister	Muswell Hill, Haringey
David Alexander Glass Cuthell	a Local Government Officer	Woodford Green, Redbridge
Aidan Niall Russell	a Student	Oxford, Oxfordshire
Catherine Mary Ennis	an Organist	Islington
Roger Thomas Murphy	a Project Manager	Hayes, Bromley
Nigel Anthony Dawes	a Money Broking Company Director	Hoddesdon, Hertfordshire

Matthew Wright	a Money Broker	Upminster, Havering
Edward Enda Haughey	a Peer of the Realm	Rostrevor, County Down,
The Right Honourable The Lord Ballyedmond, OBE		Northern Ireland
Rada Ouchakova	a Student	Southwark
John Adrian Pienaar	a Broadcaster	East Dulwich, Southwark
The Marquis of Fumanelli	a Land Owner	San Pietro Incariano, Verona, Italy
Armando Pirola		
James Andrew Pope	a Cycling Events Company Director	Beckenham, Kent
Heather Victoria Rabbatts, CBE	a Media Production Company Director	Islington
David Robert Joseph Beckham, OBE	a Professional Footballer, retired	Wandsworth
Paul Benedict Muldoon	an Academic and Poet	New York, New York, United States of America
Alison Burgess	a Book Keeper	Wingrave, Aylesbury, Buckinghamshire
Edward Harry Kelsey	an Actor	Guildford, Surrey

Read.

Resolved – That this Court doth hereby assent to the admission of the said persons to the Freedom of this City by redemption upon the terms and in the manner mentioned in the several Resolutions of this Court, and it is hereby ordered that the Chamberlain do admit them severally to their Freedom accordingly.

Parliament

The Remembrancer reported on measures introduced into Parliament which may have an effect on the services provided by the City Corporation.

<b>Measure</b>	<b>with effect from</b>
The Town and Country Planning (Development Management Procedure) (England) (Amendment) Order 2013, S.I. No. 1238.	25th June, 2013.
The Planning (Listed Buildings and Conservation Areas) (Amendment) (England) Regulations 2013, S.I. No. 1239.	25th June, 2013.
The Electronic Communications Code (Conditions and Restrictions) (Amendment) Regulations 2013, S.I. No. 1403.	27th June, 2013.
The Licensing Act 2003 (Descriptions of Entertainment) (Amendment) Order 2013, S.I. No. 1578.	27th June, 2013.
The Coroners Allowances, Fees and Expenses Regulations 2013, S.I. No. 1615.	25th July, 2013.
The Coroners and Justice Act 2009 (Coroner Areas and Assistant Coroners) Transitional Order 2013, S.I. No. 1625.	25th July, 2013.
The Town and Country Planning (General Permitted Development) (Amendment) (No. 2) (England) Order 2013, S.I. No. 1868.	21st August, 2013.
The Town and Country Planning (Appeals) (Written Representations Procedure and Advertisements) (England) (Amendment) Regulations 2013, S.I. No. 2114.	1st October, 2013.
The Planning (Listed Buildings and Conservation Areas) (Amendment No. 2) (England) Regulations 2013, S.I. No. 2115.	1st October, 2013.
The Town and Country Planning (Development Management Procedure) (England) (Amendment No. 2) Order 2013, S.I. No. 2136.	1st October, 2013.
The Town and Country Planning (Hearings and Inquiries Procedure) (England) (Amendment) Rules 2013, S.I. No. 2137.	1st October, 2013.
The Town and Country Planning (Section 62A Applications) (Procedure and Consequential Amendments) Order 2013, S.I. No. 2140.	1st October, 2013.

The Town and Country Planning (Section 62A Applications) (Hearings) Rules 2013, S.I. No. 2141.	1st October, 2013.
The Town and Country Planning (Section 62A Applications) (Written Representations and Miscellaneous Provisions) Regulations 2013, S.I. No. 2142.	1st October, 2013.
The Town and Country Planning General (Amendment) (England) Regulations 2013, S.I. No. 2145.	1st October, 2013.
The Town and Country Planning (General Permitted Development) (Amendment) (England) (No. 3) Order 2013, S.I. No. 2147.	1st October, 2013.
The Town and Country Planning (Fees for Applications, Deemed Applications, Requests and Site Visits) (England) (Amendment) Regulations 2013, S.I. No. 2153.	1st October, 2013.
The Business Improvement Districts (England) (Amendment) Regulations 2013, S.I. No. 2265.	7th October, 2013.
The Co-ordination of Regulatory Enforcement (Enforcement Action) (Amendment) Order 2013, S.I. No. 2286.	1st October, 2013.
The Local Safeguarding Children Boards (Review) Regulations 2013, S.I. No. 2299.	8th October, 2013.
The Local Government Pension Scheme Regulations 2013, S.I. No. 2356.	1st April, 2014.

(The text of the measures and the explanatory notes may be obtained from the Remembrancer's Office.)

*Received.*

Results of a  
Ballot

The Town Clerk to report the result of a ballot taken at the last Court to appoint one Member on the Finance Committee for the balance of a term to expire in April 2014 to fill a vacancy not taken by the Ward of Candlewick.

	Votes
John Douglas Chapman, Deputy	49
Clare James, M.A.	50

Whereupon the Lord Mayor declared Clare James to have been appointed on the Finance Committee for a term expiring in April 2014.

Appointments

The Court proceeded to make the following appointments in respect of which the Town Clerk reported that the following nominations had been received:-

a) One Member (Non-Resident of the Barbican Estate) on the Barbican Residential Committee for the balance of a term to expire in April 2014.

Nomination received:-  
Ann Holmes

*Read.*

Whereupon the Lord Mayor declared Ann Holmes to have been appointed as a non-resident of the Barbican Estate on the Barbican Residential Committee for the balance of a term to expire in April 2014.

b) Two Members on Christ's Hospital for the balance of terms expiring in January 2016.

Nominations received:-  
Lucy Roseanne Frew  
Christopher Michael Hayward

Read.

Whereupon the Lord Mayor declared Lucy Frew and Christopher Hayward to have been appointed to the Christ's Hospital for the balance of terms to expire in January 2016.

c) One Member on the Dr Johnson's House Trust for a two year term to expire in October 2015.

Nomination received:-  
\* Jeremy Lewis Simons, M.Sc.

Read.

Whereupon the Lord Mayor declared Jeremy Simons, to have been appointed on the Dr Johnson's House Trust for the balance of a term to expire in October 2015.

Questions There were no questions.

Motions There were no motions.

Awards and Prizes With the permission of the Lord Mayor, the Chairman of the Open Spaces and City Gardens Committee, Alderman Ian Luder, reported orally on his attendance at the London in Bloom finalist award celebrations on 18 September 2013, at which the City won an overall Gold for the 'Town' Category. He reported that the full list of accolades included:-

*Town Category*

City of London – Gold (assessing the overall impact of managing open spaces including: horticultural achievement, environmental responsibility and community participation).

*Small Park of the Year*

Silver - Tower Hill Garden, City of London

Silver Gilt - Cleary Gardens, City of London

Silver Gilt - Festival Gardens and Queen's Diamond Jubilee Garden, City of London

Silver Gilt - Portsoken Street Garden, City of London

Gold - Christchurch Greyfriars Church Garden, City of London

*Small Cemetery*

Silver Gilt & Category Winner - Bunhill Fields, City of London

*The London in Bloom Business Premises of the Year* (judged against all other business premises in London) was awarded to Middle Temple.



The Chairman reported that City Gardens won gold for Cleary Gardens, silver gilt for Christchurch Greyfriars and bronze for St Dunstan's in the East in the London Garden's Society awards ceremony which took place on 3 October and, in conclusion, he paid tribute to the City Corporation staff and volunteers who had made the awards possible.

*Received.*

## **POLICY, FINANCE, ESTABLISHMENT, INVESTMENT AND AUDIT COMMITTEE REPORTS**

### **POLICY AND RESOURCES COMMITTEE (Mark John Boleat)**

10 October 2013

#### **A) Education Strategy**

In January 2013 this Committee approved the establishment of a working party to *devise an education strategy for the City Corporation to focus on improving the quality of education in London, especially for disadvantaged children.*

The Education Strategy Working Party (ESWP) held its first meeting in May 2013 and has held nine meetings over the course of a four month review period. Throughout the consultation the ESWP reviewed the City Corporation's schools portfolio and governance arrangements; its statutory education provision; education outreach work from City Corporation organisations; and the City Corporation's employability support. Meetings were also held externally with livery companies, businesses, local authorities and education institutions, which sought to identify educational best practice. This strategy represents the culmination of all these meetings and considerations. It outlines a vision for the City Corporation's education offer and makes recommendations to achieve it. This strategy is limited to education provision between the ages of 4-18, covering primary and secondary, but not tertiary, education.

The strategy states that the City Corporation's vision for education should be *to educate and inspire children and young people to achieve their full potential.* This has been segmented into five strategic aims:

- To promote and support excellent education and access to higher education
- To strive for excellence in the City schools
- To inspire children through an enriched education and outreach opportunities
- To promote an effective transition from education to employment
- To explore opportunities to expand the City's education portfolio and influence on education throughout London

We accordingly **recommend** that this Court agree that the City of London Corporation Education Strategy 2013-2015, as set out in the separately printed and circulated report, be approved.

*Read and agreed to.*



## **B) Protocol for the Nomination of Members for appointment to Ward Committees**

Following discussion at the Court of Common Council meeting in July the Chairman of your Committee undertook to consider how and when appointment to ward committees are made as well as look at the Standing Orders which govern the nominations process.

The Committee has since reviewed the process and whilst we have concluded that the Standing Orders governing this particular area are satisfactory, we believe that the nominations process would benefit from the introduction of a protocol to assist Members.

A draft protocol has been prepared which we support and we now **recommend** that a protocol for the nomination of Members to the Court to serve on ward committees be adopted, as follows:-

### **Protocol for the nomination to the Court of Members for appointment to Ward Committees**

#### **Introduction**

This document sets out relevant Standing Orders and protocols relating to the appointment of Members to ward committees.

#### **Standing orders**

Appointments to Ward Committees are made by the Court and the Court is able to change the membership of Ward Committees at any time. In practice, the Court normally endorses the names put forward by the Wards. There are two relevant standing orders governing this process -

#### **Standing Order No. 23 – Ward Committees**

- (4) Wards shall choose whether to nominate a Member(s) to serve on each of the several Ward Committees;
- (5) After consultation with the Members of their Wards, the Deputies of the Wards shall submit the nominations to the Town Clerk subject to the following:-
  - (a) the term of office of a Member on a Ward Committee is one year;
  - (b) a Member who has served four terms on a Ward Committee, separately or consecutively, is not eligible for appointment for a further term whilst there is a Member of the Ward who has not served and wishes to do so, unless the majority of the Members of the Ward so decide.

#### **Standing Order No. 25 - Vacancies**

- (1) When a vacancy occurs in any Committee, the Member elected to fill it will continue for the remainder of the term of the Member creating the vacancy, and such part of the term will count as a full term for the purposes of Standing Orders Nos. 23 (5) and 29 (3) (a).

- (2) Prior to the expiry of a completed term of office on a Non-Ward Committee, or when vacancies arise, all Members will be notified by the Town Clerk.

### **The role of the Ward Deputy**

Standing Order No. 23 makes clear that the role of the Ward Deputy is facilitating consultation with the Members of the Ward and then communicating the Ward's nominations to the Town Clerk. Nominations are, therefore, not in the gift of the Ward Deputy, who should have no greater say in the appointments than other Ward members. The consultation process should allow sufficient time for Members of the Ward to consider the proposals and their comments should be taken into account when formulating nominations.

### **Principles for making nominations**

The Court and its committees run on an annual basis. It is desirable that Members are appointed for a whole year, with any changes during the year being minimised.

Three overriding principles should govern nominations -

1. There is an accepted progression from Deputy Chairman of a Ward Committee to Chairman for a period of three years followed by a one year period as Deputy Chairman. It is, therefore, expected that where a Member holds office as Chairman or Deputy Chairman of a Ward Committee, their nomination to that Committee shall continue to be made by the Ward.
2. Any changes to the membership of Ward Committees proposed by Wards during the course of a year should be confined to filling vacancies caused by a Ward Member ceasing to be a Member of the Committee or where all the Members concerned individually agree that the Deputy should communicate the change.
3. Nominations should take into account all the relevant circumstances including members' availability, knowledge, experience and the need to develop experience, to contribute to the efficient and effective running of the City Corporation.

*Read and agreed to.*

## **HOSPITALITY WORKING PARTY OF THE POLICY AND RESOURCES COMMITTEE**

**(George Marr Flemington Gillon, Chief Commoner)**

29 August & 11 September 2013

### **Applications for the Use of Guildhall**

In accordance with the arrangements approved by the Court on 21 June 2001 for the approval of applications for the use of Guildhall, we now inform the Court of the following applications which have been agreed to:-

<b>Name</b>	<b>Date</b>	<b>Function</b>
Evening Standard Association UK	Monday 9 September 2013	Debate
University of St Andrews Alumni Club London	Saturday 2 November 2013	Dinner

Seatrade	Monday 14 April 2014	Dinner
Banks Sadler Ltd	Thursday 22 May 2014	Graduation Ceremony
Energy UK	Monday 2 June 2014	Dinner
The European Federation of Corrugated Board Manufacturers	Thursday 5 June 2014	Dinner
Trinity House	Wednesday 11 June 2014	Dinner
Thomson Reuters	Monday 16 June 2014 (set up)	Awards Ceremony
	Tuesday 17 June 2014	
Guildhall School of Music and Drama	Friday 31 October 2014	Graduation

*Received.*

**FINANCE COMMITTEE  
(Roger Arthur Holden Chadwick)**

23 July 2013

**A) City Fund and Pension Funds - 2012/13 - Statement of Accounts and Auditors' Management Letters**

The Court authorised this Committee to approve, amongst other things, the Statement of Accounts for the City Fund and Pension Funds. We have duly considered and approved the 2012/13 City Fund and Pension Funds Statement of Accounts. Copies of the Statement have been placed in the Members' Reading Room and are available from the Chamberlain. The management letter from Deloitte on its audit of the funds is attached for the information of the Court. In addition, the Statement and letters have been published on the City's website.

*Received.*

**B) Annual Reports and Financial Statements for Bridge House Estates and Sundry Trusts 2012/13**

The Court has authorised this Committee to approve, amongst other things, the Annual Reports and Financial Statements for Bridge House Estates and the Sundry Trust Funds. We have duly considered and approved the Annual Reports and Financial Statements for the year ending 31 March 2013. Copies of the Annual Reports and Financial Statements have been placed in the Members' Reading Room and are available from the Chamberlain. The management letter from Deloitte on its audit of the funds is attached for the information of the Court.

*Received.*

Gillon, G.M.F.  
Chadwick,  
R.A.H.

Resolved - That the public be excluded from the meeting for the following items of business below on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act, 1972:-

**Summary of exempt items considered while the public were excluded:-**

The Court -

A) noted action taken under urgency procedures approving recommendations of

the Barbican Residential Committee concerning the waterproofing of the Barbican Podium;

B) noted action taken under urgency procedures approving recommendations of the Property Investment Board concerning the lease of 200 Aldersgate Street, EC1; and

C) noted recommendations of the Hospitality Working Party of the Policy and Resources Committee concerning two matters of hospitality.

(Deputy Alexander Deane declared a non-pecuniary interest in this item as his employer provided a pro-bono public relations service to an organisation concerned with one of the matters of hospitality).

**The meeting commenced at 1.00 pm and ended at 1.55 pm**

**BARRADELL.**



## List of Applications for the Freedom

To be presented on Thursday, 5th December, 2013

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

Set out below is the Chamberlain's list of applicants for the Freedom of the City together with the names, etc. of those nominating them.

<b>Stefaan Maurice</b>	a Civil Servant	Houthulst, Belgium
<b>Johannes Gheysen</b>		
<i>Jonathan Martin Averbs</i>	<i>Citizen and Fletcher</i>	
<i>Roger Watson</i>	<i>Citizen and Fletcher</i>	
<b>Christine Ann McKenzie</b>	a Restaurant and Banqueting Suite Director	Hornchurch, Havering
<i>Anthony John Keith</i>	<i>Citizen and Tax Adviser</i>	
<i>Woodhead</i>		
<i>John Leslie Barber</i>	<i>Citizen and Blacksmith</i>	
<b>Anna Marie Lawrence-Lovell</b>	a Local Government Officer	Gravesend, Kent
<i>Robert Eric Wilson</i>	<i>Citizen and Butcher</i>	
<i>David Andrew Harry</i>	<i>Citizen and Cook</i>	
<i>McGregor Smith, CBE</i>		
<b>Susan Mary Reay-Jones</b>	a Married Woman	Woldingham, Surrey
<i>Neville John Watson</i>	<i>Citizen and Fletcher</i>	
<i>Peter Francis Clark</i>	<i>Citizen and Mason</i>	
<b>Beryl Millicent Ann Pollak</b>	a Married Woman	Woldingham, Surrey
<i>Neville John Watson</i>	<i>Citizen and Fletcher</i>	
<i>Peter Francis Clark</i>	<i>Citizen and Mason</i>	
<b>Darren Mark Ager</b>	a Stockbroker	Chelmsford, Essex
<i>Charles Verriour Marment</i>	<i>Citizen and Draper</i>	
<i>Sir David Howard, Bt., Ald.</i>	<i>Citizen and Gardener</i>	
<b>Joseph Mason Van Name</b>	a Financial Planner	Alexandria, Virginia, United States of America
<i>Alexander Bain Stewart, CC</i>	<i>Citizen and Gold and Silver Wyre Drawer</i>	
<i>Richard David Regan, Deputy</i>	<i>Citizen and Insurer</i>	
<b>Dean Douglas Pearce</b>	a Pipe Fitter	Hornchurch, Havering
<i>George Marr Flemington</i>	<i>Citizen and Chartered Surveyor</i>	
<i>Gillon, CC</i>		
<i>Delva Patman</i>	<i>Citizen and Chartered Surveyor</i>	
<b>Martin Lionel Beaumont</b>	an Investor	Richmond Upon Thames
<i>John Plastow</i>		
<i>David Caldow</i>		
<b>Angus William Bates</b>	a Chartered Surveyor	Langford, Essex
<i>Peter David Jeary</i>	<i>Citizen and Stationer and Newspaper Maker</i>	
<i>David Raymond Church</i>	<i>Citizen and Fueller</i>	

<b>Hardeep Singh Dogra</b> <i>Stanley Brown, QGM, TD</i> <i>Michael Richard Adkins</i>	a Fund Manager <i>Citizen and Loriner</i> <i>Citizen and Water Conservator</i>	Hounslow
<b>Thomas Leslie Bannister</b> <i>Alexander Bain Stewart, CC</i>  <i>Christopher Michael Hayward, CC</i>	a Business Continuity Manager  <i>Citizen and Gold and Silver Wyre Drawer</i> <i>Citizen and Pattenmaker</i>	Great Dunmow, Essex
<b>Royston Robert Henry Bird</b> <i>Alexander Bain Stewart, CC</i>  <i>Christopher Michael Hayward, CC</i>	a Musician, retired  <i>Citizen and Gold and Silver Wyre Drawer</i> <i>Citizen and Pattenmaker</i>	Romford, Havering
<b>Jennifer Jean Wallace</b>  <i>Richard Stuart Goddard</i> <i>Richard Leslie Springford</i>	a River Thames Boatyard Owner, retired <i>Citizen and Shipwright</i> <i>Citizen and Carman</i>	Newbury, Berkshire
<b>James William Bunce</b> <i>Barbara Janet Connell</i> <i>George Arthur Aldridge</i>	a Consulting Engineer <i>Citizen and Scrivener</i> <i>Citizen and Gardener</i>	Sittingbourne, Kent
<b>David John William Semmens</b> <i>John Patrick Belton</i>  <i>Roger Antony Prentis</i>	a Bank Senior Manager  <i>Citizen and Stationer and Newspaper Maker</i> <i>Citizen and Arbitrator</i>	Highgate, Haringey
<b>Kim Lawrence</b> <i>Gareth Wynford Moore, CC</i> <i>William Harry Dove, Deputy, MBE, JP</i>	a Senior Early Years Practitioner <i>Citizen and Joiner</i> <i>Citizen and Ironmonger</i>	Newham
<b>Benjamin Rhys Coull</b>  <i>Robert Bryan Dowling</i> <i>William Richard Collison</i>	a Telecommunications Technology Company Director <i>Citizen and Loriner</i> <i>Citizen and Loriner</i>	Bourne End, Buckinghamshire
<b>Gillian Louise Kelly</b>  <i>Anthony Ben Charlwood</i> <i>Simon John Fleet</i>	a Recruitment Company Associate Director <i>Citizen and Basketmaker</i> <i>Citizen and Farrier</i>	Forest Row, Surrey
<b>Edward George Bethell</b> <i>Paul George Mason</i> <i>Geoffrey William Ian Snelling</i>	a Domestic Appliance Engineer <i>Citizen and Basketmaker</i> <i>Citizen and Basketmaker</i>	Stratford, Newham
<b>Mark Richards</b> <i>Alan Leslie Warman</i> <i>Alexander Bain Stewart, CC</i>	a Senior Project Manager <i>Citizen and Clockmaker</i> <i>Citizen and Gold and Silver Wyre Drawer</i>	Enfield
<b>Kuldeep Pottwail Singh</b> <i>Michael Peter Cawston</i> <i>Geoffrey Douglas Ellis</i>	an Acquisitions Manager, retired <i>Citizen and Tyler and Bricklayer</i> <i>Citizen and Joiner</i>	Repton Park, Ilford
<b>Stephen Neil Puttick</b> <i>Derek Franklin Oliver</i> <i>Harold Ebenezer Piggott</i>	an Electrician and Genealogist <i>Citizen and Basketmaker</i> <i>Citizen and Basketmaker</i>	Worthing, Sussex
<b>Maureen Edna Georgina Beckway</b> <i>Alan Winter</i> <i>David Walter Beckway</i>	a Bank Co-Ordinator, retired  <i>Citizen and Plumber</i> <i>Citizen and Plumber</i>	Southwark
<b>June Allsworth</b> <i>David Walter Beckway</i> <i>Alan Winter</i>	a Social Work Manager, retired <i>Citizen and Plumber</i> <i>Citizen and Plumber</i>	Southwark
<b>Herbert Stanley Dent</b> <i>Peter Dennis Hammond</i> <i>Neal Peter Hammond</i>	an Upholsterer, retired <i>Citizen and Environmental Cleaner</i> <i>Citizen and Woolman</i>	Theydon Bois, Essex

<b>The Honourable Alexandra Fiona Epps</b> <i>David Fergus McDonough, OBE</i> <i>Sir Frederick Howard Michael Craig-Cooper, CBE, TD, DL.</i>	a Graphic Designer  <i>Citizen and Merchant Taylor</i>  <i>Citizen and Draper</i>	Clerkenwell, Islington
<b>David Roderick Bowen</b>  <i>Ala Towfiq Sharif</i> <i>Donald Howard Coombe, MBE</i>	a Fraud Investigation Company Director, retired <i>Citizen and Poulter</i> <i>Citizen and Poulter</i>	Larkfield, Aylesford, Kent
<b>Shiria Khatun</b> <i>Henry Llewellyn Michael Jones, Deputy</i> <i>John William Fletcher, CC</i>	a Community Health Co-ordinator <i>Citizen and Common Councilman</i>  <i>Citizen and Common Councilman</i>	Tower Hamlets
<b>Jonathan Milligan Crossley</b> <i>John Snellgrove</i> <i>Ian Bates</i>	a Bank Official, retired  <i>Citizen and Chartered Architect</i> <i>Citizen and Launderer</i>	Curridge, Thatcham, Berkshire
<b>Philip James Thomas</b> <i>Richard Stuart Goddard</i> <i>Richard Leslie Springford</i>	a Surgeon <i>Citizen and Shipwright</i> <i>Citizen and Carman</i>	Brighton, Sussex
<b>Philip Armiston Redman</b> <i>Edward Archer Windsor Clive</i> <i>Malcolm Lionel Slaughter</i>	a Trade Mark Attorney <i>Citizen and Turner</i> <i>Citizen and Turner</i>	Cockfosters, Hertfordshire
<b>Maureen Anne Stenning</b> <i>Andrew Peter Frederick Stenning</i> <i>Derek Franklin Oliver</i>	a Charity Manager, retired <i>Citizen and Basketmaker</i>  <i>Citizen and Basketmaker</i>	Burgess Hill, Sussex
<b>Tracy Ann Stenning</b>  <i>Derek Franklin Oliver</i> <i>Andrew Peter Frederick Stenning</i>	a Bakery Manageress  <i>Citizen and Basketmaker</i> <i>Citizen and Basketmaker</i>	Priory Village, Burgess Hill, Sussex
<b>Petronella Bijlsma</b> <i>David John Hammond</i> <i>Richard Dodsworth Hirst</i>	a Management Consultant <i>Citizen and Goldsmith</i> <i>Citizen and Scrivener</i>	Haarlem, The Netherlands
<b>Paul Lovell</b> <i>Alan Leslie Warman</i> <i>Phillip David Chancellor</i>	a Taxi Driver <i>Citizen and Clockmaker</i> <i>Citizen and Musician</i>	New Addington, Croydon
<b>Linda Pamela Lovell</b> <i>Alan Leslie Warman</i> <i>Phillip David Chancellor</i>	a Hairdressing Salon Director <i>Citizen and Clockmaker</i> <i>Citizen and Musician</i>	Croydon
<b>Graham William Newman</b> <i>Joyce Nash, OBE, Deputy</i> <i>Michael Welbank, Deputy</i>	a Local Government Officer  <i>Citizen and Feltmaker</i> <i>Citizen and Chartered Architect</i>	Rainham, Kent
<b>Joanna Catherine Vinall</b> <i>Ivor John Bennett</i> <i>John Alfred Bennett, Deputy</i>	a Teacher <i>Citizen and Baker</i> <i>Citizen and International Banker</i>	Leatherhead, Surrey
<b>Sunir Chandaria</b>  <i>John Vincent Lawer, QC</i> <i>Neil Frederick Purcell</i>	a Consumer Product Company President <i>Citizen and Upholder</i> <i>Citizen and Painter Stainer</i>	Toronto, Ontario, Canada
<b>Dylan Clive Davies</b> <i>William Barrie Fraser, OBE, Deputy</i> <i>Sir David Wootton, Kt., Ald.</i>	a Senior Vice Principal <i>Citizen and Gardener</i>  <i>Citizen and Fletcher</i>	Lambeth
<b>Andrew Edward Hearn</b>  <i>Frederick William John Strong</i> <i>Keith John Ebsworth</i>	a Marine Insurance Claims Company Director <i>Citizen and Glover</i>  <i>Citizen and Glover</i>	Littlestone, Kent
<b>James Derrick Natrass</b> <i>Michael Peter Cawston</i> <i>Timothy James Callow</i>	a Police Officer <i>Citizen and Tyler and Bricklayer</i> <i>Citizen and Security Professional</i>	Shirley, Croydon



<b>Mahinda Samarasekera</b> <i>Christopher Michael Hayward, CC Alexander Bain Stewart, CC</i>	a Property Developer <i>Citizen and Pattenmaker  Citizen and Gold and Silver Wyre Drawer</i>	Hutton, Brentwood, Essex
<b>Joseph Colvin Rae</b>  <i>Timothy Russell Hailes, Ald, JP. Thomas Sleigh, CC</i>	a Lifeboat Station Branch Chairman <i>Citizen and International Banker  Citizen and Common Councilman</i>	Selsey, Chichester, Sussex
<b>Dorian Grier</b> <i>Sir Michael Bear, Kt., Ald. John Robert Dance</i>	a Retail Department Manager <i>Citizen and Pavior Citizen and Pavior</i>	Amersham, Buckinghamshire
<b>Donald Fraser</b> <i>Neil Robert Pettigrew David Phillip Olliver</i>	an Accountant, retired <i>Citizen and Painter Stainer Citizen and Gardener</i>	Woking, Surrey
<b>Thomas Alexander Jenkins</b> <i>Trevor Dawson Yexley John Francis Purnell</i>	a Master Locksmith <i>Citizen and Security Professional Citizen and Security Professional</i>	Addiscombe, Croydon
<b>David Edward Bowler</b>  <i>John Hartley Bowman  John Anthony Telfor Saywell</i>	a Business Consultancy Company Director <i>Citizen and Stationer and Newspaper Maker Citizen and Carman</i>	Walton On Thames, Surrey
<b>Barbara Ivy Crabb</b> <i>Catherine Sidony McGuinness, Deputy Joyce Nash, OBE, Deputy</i>	a Local Government Officer <i>Citizen and Solicitor  Citizen and Feltmaker</i>	Orpington, Bromley
<b>Ronald Norman Peter Brown</b> <i>Brian Derek Francois Kenneth Muir Davidson</i>	a Police Civilian Driver, retired <i>Citizen and Environmental Cleaner Citizen and Wheelwright</i>	Bexleyheath, Bexley
<b>Robert Charles Gardner</b>  <i>Robert Alan Broomhead, TD Christine Anne Patricia Broomhead</i>	a Carpet and Upholstery Cleaning Contractor <i>Citizen and Management Consultant Citizen and Basketmaker</i>	Romford, Havering
<b>Daniel Marc Holder</b>  <i>Timothy Russell Hailes, Ald, JP. Kenneth Edwin Ayers, MBE, Deputy</i>	a Tree Surgeon <i>Citizen and International Banker  Citizen and Actuary</i>	Warninglid, Haywards Heath, Sussex
<b>Adrian Peter Murray- Leonard</b> <i>Abdul Latif Ali Reza Latif</i>	a Personal Chauffeur <i>Citizen and Poulter Citizen and Poulter</i>	Hendon, Barnet
<b>Fidelma Mary Hewitt</b>  <i>Peter Lionel Raleigh Hewitt Sir Robert Finch, Kt</i>	a Corporate Finance Company Director <i>Citizen and Woolman Citizen and Solicitor</i>	Tower Hill, Tower Hamlets
<b>Rose Jane Elizabeth Harding</b> <i>Anthony John Keith Woodhead John Alexander Smail</i>	The Southwark Cathedral Development Director <i>Citizen and Tax Adviser  Citizen and Distiller</i>	Brentford, Hounslow
<b>Saeed Firoozkoohi</b>  <i>Paul Ernest Woodley  Simon Michael Thompson</i>	an Eyewear Distribution Company Director <i>Citizen and Tobacco Pipe Maker and Tobacco Blender Citizen and Apothecary</i>	Maida Vale, Westminster
<b>Matei-Stefan Gaburici</b> <i>Dimitrious Alafouzou Barry Ian Hoffbrand</i>	a Student <i>Citizen and Scrivener Citizen and Apothecary</i>	Lewisham



<b>Timothy William Jalland</b>	a Business Management Consultancy Director	Poulshot, Devizes, Wiltshire
<i>Jonathan Mark Hodgson</i>	<i>Citizen and Cook</i>	
<i>Paul Nicholas Armytage</i>	<i>Citizen and Cook</i>	
<i>Galpin</i>		
<b>Michael John Waring</b>	a Professor of Chemotherapy	Cambridge, Cambridgeshire
<i>Wendy Mead, CC</i>	<i>Citizen and Glover</i>	
<i>Sir David Wootton, Kt., Ald.</i>	<i>Citizen and Fletcher</i>	
<b>Elaine Jean Coleman</b>	a Meal Supervisor	Battersea, Wandsworth
<i>Alexander Bain Stewart, CC</i>	<i>Citizen and Gold and Silver Wyre</i>	
<i>Drawer</i>		
<i>Simon Walsh</i>	<i>Citizen and Glover</i>	
<b>Peitao Tan</b>	an Exhibition Director	Charing Cross, Westminster
<i>Richard Sidney Redman</i>	<i>Citizen and Plumber</i>	
<i>Mark Colin Sargeant</i>	<i>Citizen and Joiner</i>	
<b>David Graham Sidney</b>	a Property Management Company	Spitalfields, Tower Hamlets
<b>Richards</b>	Director	
<i>Alan Robert Brumwell</i>	<i>Citizen and Plumber</i>	
<i>Mark Kennedy Wheeler</i>	<i>Citizen and Plumber</i>	
<b>Robert Anthony Woolf</b>	a Chartered Accountant	Barnes, Richmond Upon Thames
<i>Deborah Clare Ounsted</i>	<i>Citizen and Mercer</i>	
<i>John Manwaring Robertson</i>	<i>Citizen and Mercer</i>	
<b>Richard Mathers</b>	a Ceramics Group Company	Lampeter, Ceredigion
<i>Gerald Albert George</i>	Secretary, retired	
<i>Pulman, JP, Deputy</i>	<i>Citizen and Basketmaker</i>	
<i>Roger Arthur Holden</i>		
<i>Chadwick, CC</i>	<i>Citizen and Bowyer</i>	
<b>David Smith</b>	an Office Supplies Company	Lampeter, Ceredigion
<i>Gerald Albert George</i>	Owner, retired	
<i>Pulman, JP, Deputy</i>	<i>Citizen and Basketmaker</i>	
<i>Roger Arthur Holden</i>		
<i>Chadwick, CC</i>	<i>Citizen and Bowyer</i>	
<b>James Ronald Wharton</b>	an Author	Windsor, Berkshire
<i>Andrew Charles Parmley,</i>	<i>Citizen and Musician</i>	
<i>Ald.</i>		
<i>Vivienne Littlechild, CC</i>	<i>Citizen and Common Councilman</i>	
<b>Henry Franklin Winkler,</b>	an Author, Actor, Director and	Los Angeles, California,
<b>OBE</b>	Producer	United States of America
<i>Charles Thomas Phillips</i>	<i>Citizen and Needlemaker</i>	
<i>Michael Alfred George</i>	<i>Citizen and Basketmaker</i>	
<i>Walshaw</i>		
<b>The Lord Browne of</b>	an Energy Company Director	Chelsea, Kensington and
<b>Maddingley, Edmund</b>		Chelsea
<b>John Phillip Browne</b>		
<i>The Rt. Hon The Lord Mayor</i>		
<i>Thomas Sleigh, CC</i>	<i>Citizen and Common Councilman</i>	
<b>Mahfouz Marei Mubarak</b>	an Hotel and Retail Company	Makkah, Saudi Arabia
<b>Bin Mahfouz</b>	Chief Executive	
<i>Gordon Mark Gentry</i>	<i>Citizen and Baker</i>	
<i>John Alexander Smail</i>	<i>Citizen and Distiller</i>	

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## Report – Policy & Resources Committee

in consultation with Common Hall

### Bill for an Act of Common Council: Introduction of qualifications for the office of Auditor of Chamberlain's and Bridgemasters' Accounts and Regularising the electoral timetable and processes for the Offices elected by the Livery

*To be presented on Thursday 5<sup>th</sup> December 2013*

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

#### **SUMMARY AND REPORT**

In Autumn 2012, the Livery Committee reported to Common Hall recommending the introduction of certain qualifications and procedures for election to the office of Auditor of Chamberlain's and Bridgemasters' Accounts. That report also proposed that it would be beneficial to bring forward a report to regularise the electoral timetable and process for nomination to all of the 'other offices' elected by the Livery – Bridgemasters and Aleconners as well as Auditors.

Common Hall approved those proposals and acknowledged that changes would require an Act of Common Council and a Draft Bill for an Act is attached at Appendix A.

Having an established process for all the elections on Midsummer Day is good practice, and will provide clarity for any candidates. Your Policy & Resources Committee agrees with Common Hall in its proposals and it **recommends** that Members therefore approve the Bill for an Act of Common Council in the form attached. If approved, these changes would come into force for the elections and re-appointment of all offices in Common Hall in 2014.

This represents the first and second reading of the Bill for an Act of Common Council and, if approved, there will be a further submission to the Court of Common Council in January 2014 which would represent a third and final reading. The Bill will be submitted to the Recorder of London for settling before it is submitted to this Honourable Court.

## Main Report

### **Background**

1. Common Hall is the largest gathering of citizens for any municipal purpose. The City of London is unique in evolving a separate electoral assembly, Common Hall, for the choice of important municipal officers, including the Lord Mayor and Sheriffs.
2. Each Midsummer Day, Liverymen of at least one year's standing assemble at Common Hall to elect two Sheriffs and 'other officers' (namely Bridgemasters, Aleconners and Auditors).
3. In proposing the introduction of certain qualifications for those in nomination for the office of Auditor in 2012 it also became apparent that there was no documented or logical electoral timetable/ process for the election of 'other officers' by Common Hall. It was proposed at that time that these matters be rectified via an Act of Common Council which, if approved, would come into force for the election or re-appointment of those officers in Common Hall in 2014.
4. Officers also undertook to consider one aspect of the current electoral timetable for Shrieval elections i.e. whether there is any merit in retaining the two different nomination periods.

### **Nomination period for Shrieval candidates**

5. The current electoral timetable in place for the Sheriffs differs for the Aldermanic and the non-Aldermanic Sheriff. The period for nominations for the Aldermanic Sheriff is from 14 February – 14 April and nominations for the non-Aldermanic Sheriff have to be received by 1 May.
6. The dates have always differed. The Lord Mayor has the right to nominate not just the Aldermanic Sheriff but also the non-Aldermanic Sheriff. Such nominations must be made by 14 April. The reality, in recent years, has been for the Court of Aldermen, through its appraisal process, to announce in the Summer of the preceding year, which Alderman it will support as Sheriff; i.e. whilst the nomination is in the Lord Mayor's name, the decision is much broader. Although the Lord Mayor has the right to nominate the non-Aldermanic Sheriff, that right has not been exercised in recent years but if it were to be, that two week window, between 14 April and 1 May, still gives the Livery the opportunity to bring forward another non-Aldermanic candidate; a right which should be retained.

### **Proposals for the electoral framework for 'other officers'**

7. It makes sense to bring dates together as far as is practicable and the best way forward is for the electoral timetable for all 'other officers' appointed by Common Hall (Bridgemasters', Ale Conners and Auditors) to now be 'tied' as far as possible to that of the non-Aldermanic Sheriff.

### Nomination Period

8. It is also proposed that the opening date for the election nomination of all 'other officers' appointed by Common Hall should be the same as it currently is for the Shrieval elections (i.e. from 14 February each year).

9. In terms of closing dates, it is proposed that the slightly extended closing date of 1 May for nominations to the office of non-Aldermanic Sheriff be adopted for all 'other officers' (AleConners, Bridgemasters and Auditors).

#### Period for Withdrawals

10. We propose that there should be a one week period for withdrawals by candidates following the closing date for nominations for 'other officers' and that this should run from 1 May – 8 May each year to mirror the arrangements for Shrieval elections.

#### Auditor Qualifications

11. As Members may recall, last year, Common Hall approved the introduction of appropriate qualifications for those persons nominated to serve as an Auditor of the Chamberlain's and Bridgemasters' Accounts (Auditor). Nominations from prospective candidates will not be accepted until they have submitted a signed declaration confirming that they meet the new criteria and have supplied any additional evidence required. This is to ensure that candidates now represent auditing firms with sufficient resilience to carry out the audit – previously, no qualifications were required.

12. Those criteria are to:

- (i) meet all legal requirements to carry out an audit of the Chamberlain's and Bridgemasters' Accounts;
- (ii) have experience of auditing –
  - (a) organisations employing over 3,000 staff; or
  - (b) organisations with turnovers in excess of £500million and reserves in excess of £1billion; or
  - (c) public authorities; or
  - (d) charities with turnovers in excess of £40million; and
- (iii) have signed or be willing to sign an engagement letter in the standard form.

It is also proposed that the firm represented by every Auditor must:

- (iv) have generated audit fees of at least £5million in its last accounting year.

13. The Audit Review Panel has reviewed the criteria and suggested two minor changes to ensure representation by candidates of sufficient audit experience and expertise, but also to draw the net widely enough to ensure a continuing balance between candidates from larger and smaller audit firms. The changes they have suggested are:

- to clarify that the experience referred to at 12 (ii) above is that of the firm; and
- that 12 (ii) (c) be extended to include public sector organisations as well as public authorities.

The attached bill reflects these adjustments.

14. Auditors would have to meet the criteria throughout their term of office and failure to do so would result in their office being vacated and a replacement being elected at Common Hall for the remainder of the term.
15. In terms of qualifications for 'other offices' none currently exist, except to say that all those nominated for the office of Bridgemaster or AleConnor are required to be Freemen of the City of London.
16. Whilst qualifications for the work of Auditors are needed, we do not believe that the same can be said for those nominated as Bridgemasters or Aleconners; both posts are honorary and even the ceremonial duties are very limited in the present day.

#### Advertisement

17. The Act of Common Council, 21 January 1932, requires the Town Clerk, within 7 days, of the 8<sup>th</sup> May to 'publish in the London Gazette the names and addresses and descriptions of all candidates in nomination for the office of Sheriff'. At present and in practice, we publish notice of the Election of Sheriffs not only in the London Gazette, but also in the Evening Standard, The Times and The Telegraph. We consider this is an expensive and unnecessary and that only those in nomination for the office of Sheriff should continue to be advertised within the London Gazette (the official newspaper of record for the UK). There are other, arguably more effective, ways to publish the candidates elsewhere. We propose that the names of those candidates in nomination for all offices elected by Common Hall be advertised within the Livery Committee Briefing, which is circulated to all Livery Company Clerks, all Common Councilmen and Aldermen. Nominations would also be placed on the Corporation website.
18. All nominations should be submitted to the Town Clerk (whose Electoral Services Office would process them, as is current practice).

#### Nomination Forms

19. Nomination Forms for election to all of the offices appointed by Common Hall would, in future, be made available from the Town Clerk's Electoral Services Office.
20. Nomination forms for each of the 'other officers' shall be subject to any amendments authorised by the Town Clerk from time to time in consultation with the Chamberlain and the Comptroller & City Solicitor.

#### The Election / Poll

21. There have not been contests for the 'other offices' in memory but, were there ever to be one, the process should be the same as that agreed for Sheriffs, i.e. with candidates being expected to respect the result of a show of hands in Common Hall (rather than exercise a right to demand a poll).

#### **Conclusion**

22. At present no qualifications are required of the elected Auditors and the firms that they represent. The contract for the audit of non-City Fund accounts must be awarded to one of the elected Auditors but, at present, in the absence of criteria, there is no guarantee that any of them will be competent to carry out the lead audit function. Likewise there is no guarantee that the remaining Auditors will have the

appropriate skills and experience to effectively review the procedures adopted. This cannot be seen as good practice. However, it is possible to modernise the existing arrangements and bring them more in line with arrangements elsewhere, whilst complying with the existing legal framework and retaining a panel of Auditors. Common Hall has chosen to introduce appropriate qualifications for those wishing to be elected to the office of Auditor, and to continue in that office.

23. Having an established process, and one for all the elections of Midsummer Day, is simply to introduce what we see as good practice. Furthermore, an electoral timetable and prescribed processes for the election of Auditors, and all other Common Hall elections, where little provision currently exists, will, by Act of Common Council, provide candidates with clarity around what they have to do and by when.

### **Appendices**

- Appendix A – Bill for an Act of Common Council

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

DATED this 21st day of November 2013

SIGNED on behalf of the Committee.

**MARK BOLEAT,  
CHAIRMAN**

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**To be considered at the Court of Common Council**

**2013**

**A BILL**

For an Act of Common Council to –

Provide for the nomination and election of Auditors of Chamberlain's and Bridgemasters' Accounts, Bridgemasters and Ale Conners of this City and repeal any previous conflicting provisions regulating or enforcing the same.

**WHEREAS:-**

- (1) From time immemorial there has existed and still exists in the City of London ("the City") a Common Council consisting of the Lord Mayor, Aldermen and Commons in Common Council assembled and the Common Council have made, passed, ordained and established divers Acts, Ordinances, Rules, Orders and Regulations for the regulation and good government of the City and its Liberties as to them from time to time has been found necessary and expedient;
- (2) At present no formal qualifications are required to stand for election to serve as an Auditor of Chamberlain's and Bridgemasters' Accounts, despite the fact that the audit of the accounts of larger charities is governed by certain statutory requirements, and any audit of the City's Cash and Bridge House Estate funds requires significant expertise, experience and operational capacity, and similar skills and experience are required to effectively review the procedures adopted for the audit as part of the review panel;
- (3) Common Hall has resolved that appropriate ongoing qualifications should be introduced for Auditors of Chamberlain's and Bridgemasters' Accounts, addressing legal competence to carry out the audit; experience of auditing large organisations, public organisations or charities; willingness to sign up to standard terms of appointment; and financial independence;
- (4) It is desirable to regularise the electoral timetable and processes for the election of Auditors of Chamberlain's and Bridgemasters' Accounts, as well as other offices elected by the Livery where there is at present little or no known provision, being Bridgemasters and Ale Conners;
- (5) His late Majesty King Edward the Third by his Charter made and granted to the City in the fifteenth year of his reign afterwards confirmed and ratified by Parliament did (amongst other things) grant that if any customs in the City before that time obtained and used were in any part hard or defective or any things in the City newly arising in which no remedy had been ordained should need amendment the Mayor and Aldermen of the City and their successors with the assent of the Commonalty of the City might put and ordain thereto fit remedy as often as it should seem expedient to them so that such ordinance should be profitable to the King and to the citizens and to all other liege subjects resorting to the City and agreeable also to reason and good faith.

**BE IT THEREFORE and IT IS HEREBY ENACTED ORDAINED AND ESTABLISHED** by the Right Honourable the Lord Mayor, the Right Worshipful the Aldermen and the Commons of the City of London in Common Council assembled and the authority of the same **AS FOLLOWS:**

### **Interpretation**

1. In this Act –

“Auditor” means an Auditor of Chamberlain’s and Bridgemasters’ Accounts;

“General Day of Election” means the general day of election of Auditors, Bridgemasters and Ale Conners of this City as provided for by section 3 of this Act, or such other day as may be appointed therefor under section 3 of the Act of 1932;

“The Act of 1932” means an Act of Common Council made and passed on the 21st day of January 1932 and entitled “*An Act of Common Council to consolidate and amend the law relating to the nomination and election of Sheriffs of the City of London*” as amended.

### **Right of Common Hall to elect**

2. The right of electing persons as Auditors, Bridgemasters and Ale Conners of this City shall from henceforth for ever as heretofore be vested in the Liverymen of the several Companies of this City to be for that purpose from time to time assembled in the Common Hall of the Guildhall of this City.

### **General day of election**

3. The general day of election of Auditors, Bridgemasters and Ale Conners of this City shall be yearly the twenty-fourth day of June, unless the same shall happen to be a Saturday or a Sunday, in which case the election shall be on the Monday then next following. Provided always that in accordance with section 3 of the Act of 1932 it shall be lawful for the Court of Common Council in any year for any special cause to appoint a day for the election of Sheriffs and other Officers usually elected on Midsummer Day by the Liverymen of the several Companies of this City in Common Hall assembled other than that above mentioned, by a formal Resolution of the Court.

### **Casual vacancies**

4. Whenever any person elected as an Auditor, Bridgemaster or Ale Conner of this City shall in any instance refuse or neglect to conform to this Act or shall die or resign or be removed or discharged from the said office, or from his respective election thereto or whenever there shall be just cause to proceed to a new election, then and in every such case it shall be lawful for the Liverymen of the said several Companies of this City duly assembled as aforesaid to proceed to and make such new election at such day and time as by the Court of Lord Mayor and Aldermen of this City for the time being may be ordered and in such case the provisions of this Act which apply to the General Day of Election shall apply to such an election but with any references as to dates amended accordingly.

### **Number of office holders and term of office**

5. (1) Two Bridgemasters and four Ale Conners shall be elected on the General Day of Election, together with as many Auditors as there are vacancies to be filled.
- (2) The number of Auditors and their term of years in office shall continue to be determined by resolution of the Liverymen of the several Companies of this City in Common Hall assembled.
- (3) Auditors and Ale Conners shall hold office from the point of their election and Bridgemasters shall hold office from the point of their admission in the Court of Lord Mayor and Aldermen next following their election.
- (4) Any Auditor, Bridgemaster or Ale Conner shall, unless he resigns his office or it otherwise becomes vacant, cease to hold office from the point at which a successor takes office in accordance with subsection (3) above.

### **Nomination of candidates**

6. (1) Subject to section 7 below, any two or more of the Liverymen of the several Companies of this City, having a right to vote at the election of Auditors, Bridgemasters and Ale Conners of this City, shall be entitled to nominate, in writing, any person being free of this City for election to the said offices on the General Day of Election in any year. Every such nomination in writing shall be in the form prescribed by subsection (2) below and shall be delivered to the Town Clerk of this City between the fourteenth day of February and the first day of May in such year.
- (2) Every nomination in writing for the office of Auditor, Bridgemaster or Ale Conner shall be in the respective form set out in the Schedule to this Act. Provided that the Town Clerk in consultation with the Comptroller & City Solicitor shall be authorised to amend the forms set out in the Schedule to this Act as and when it is necessary to do so.

### **Additional qualifications for the office of Auditor**

7. (1) Every candidate for the office of Auditor and the firm that they represent shall in addition satisfy the requirements of this section.
- (2) Candidates for the office of Auditor and the firms that they represent shall meet all legal requirements to carry out an audit of the Chamberlain's and Bridgemasters' Accounts.
- (3) The firm represented by every candidate for the office of Auditor shall have experience of auditing –
  - (a) organisations employing over 3,000 staff; or
  - (b) organisations with turnovers in excess of £500million and reserves in excess of £1billion; or
  - (c) public authorities or other public sector organisations; or

- (d) charities with turnovers in excess of £40million.
- (4) Candidates for the office of Auditor and the firms that they represent shall have signed or be willing to sign an engagement letter in the standard form.
- (5) The firm represented by every candidate for the office of Auditor shall have generated fees of at least £5million in its last accounting year.
- (6) For the purposes of this section, a candidate for the office of Auditor represents a firm where –
  - (a) the firm is a company and he is a director of that company; or
  - (b) the firm is a partnership and he is a partner in that partnership; or
  - (c) the firm is a limited liability partnership and he is a member of that limited liability partnership; or
  - (d) he is an employee of that firm.
- (7) For the purposes of subsection (4), an engagement letter in the standard form means the letter and associated terms most recently approved by an appropriate Committee of the Common Council of this City, subject to any amendments authorised by the Town Clerk from time to time in consultation with the Chamberlain and Comptroller & City Solicitor.
- (8) In the case of prospective candidates for the office of Auditor, the nomination paper submitted in accordance with section 6 above shall include a declaration signed by the person being nominated confirming that both he and the named firm he represents meet the qualification criteria set out in this section and a prospective candidate shall, on the request of the Town Clerk, supply any additional evidence that the Town Clerk may reasonably require to verify the truth of his declaration. No person shall be deemed to be validly nominated for the office of Auditor unless the requirements of this subsection are met during the nomination period specified in section 6 above.
- (9) The Town Clerk may require a serving Auditor on reasonable notice to deliver a fresh declaration signed by said Auditor in the form set out in the Schedule to this Act or as modified in accordance with section 6 above confirming that both he and the named firm he represents continue to meet the qualification criteria set out in this section, and to supply any additional evidence that the Town Clerk may reasonably require to verify the truth of that declaration. If an Auditor fails to comply with the requirements of this subsection the Town Clerk may remove him from office by giving him a written notice to that effect and in such circumstances the resulting vacancy shall be filled on the next General Day of Election, or at any earlier election held in accordance with section 4 above, and the person elected in place of the removed Auditor shall, unless he resigns his office or it otherwise becomes vacant, hold office for the remainder of the relevant term.

### **Notification of nomination**

8. The Town Clerk of this City shall immediately after the first day of May in every year transmit to every candidate nominated as aforesaid for election to the office of Auditor, Bridgemaster or Ale Conner of this City in such year a notification in writing of his nomination and of the statutory provisions relating to the maximum amount of expenditure permitted by or on behalf of a candidate in such election and of the penal provisions applicable by statute to any candidate or agent of the candidate who knowingly exceeds such maximum amount of expenditure.

### **Withdrawal of nomination**

9. It shall be lawful for any candidate nominated as aforesaid for election to the office of Auditor, Bridgemaster or Ale Conner of this City on the General Day of Election in any year to withdraw his name from nomination by giving a written notice to that effect, signed by him, addressed to the Town Clerk of this City, to be received by him on or before the eighth day of May in such year.

### **Publication of nominations**

10. The Town Clerk of this City shall within seven clear days next after the eighth day of May in each year, or as soon thereafter as practicable, publish by such means as he thinks best calculated to afford information to the Liverymen of the several Companies of this City, having a right to vote at the election of Auditors, Bridgemasters and Ale Conners of this City, the names and addresses and descriptions of all candidates nominated as aforesaid for election as Auditors, Bridgemasters and Ale Conners of this City in such year who shall not have withdrawn his or their names in accordance with the provisions of section 9 above. Such names, addresses and descriptions shall be published in alphabetical order. The Town Clerk shall also publish as aforesaid the date and place fixed for holding the elections of Auditors, Bridgemasters and Ale Conners of this City.

### **Nominations in Common Hall**

11. On the General Day of Election in any year, such persons only as shall have been validly nominated on or before the first day of May in that year and who shall not have withdrawn their names from nomination under the provisions contained in section 9 above, shall be eligible for election as Auditors, Bridgemasters or Ale Conners of this City by the Liverymen of the several Companies of this City in Common Hall assembled for such election. Provided always that if fewer persons are eligible for election to a particular aforementioned office than there are vacancies to be filled it shall be lawful for any two or more of the said Liverymen in Common Hall assembled as aforesaid and having a right of voting at such election then and there to nominate a person or persons being free of this City for election to the said office except that in the case of an election to the office of Auditor the person or persons nominated shall also meet the qualification criteria set out in section 7 above.

### **Order in which names of candidates are to be put to Common Hall**

12. At all assemblies of the Liverymen of the several Companies of this City in the said Common Hall for the election of Auditors, Bridgemasters and Ale Conners of this City the names of the persons eligible for election shall be put to the said Liverymen then and there

present in the same order in which they were published under the provisions of section 10 above.

### **Ballot by show of hands and withdrawal before poll**

13. If, on the General Day of Election, an election is contested, the Common Serjeant, or, in his absence, another of the Law Officers, shall call for a ballot by show of hands. The Common Serjeant, or the Law Officer as aforesaid, shall appoint scrutineers to conduct a count of the show of hands. The Common Serjeant, or the Law Officer as aforesaid, shall, immediately the result of the counting is known, announce the number of votes cast for each candidate. Should a poll then be demanded by one of the candidates or two or more of the electors, any candidate in nomination may withdraw his candidature before such demand is granted.

### **Repeal**

14. All former Acts, Orders and Ordinances regulating or enforcing the nomination or election of Auditors, Bridgemasters or Ale Conners of this City so far as the same conflict with any provisions of this Act are hereby repealed. Provided always that this repeal shall not affect anything done or any proceeding taken under any enactment hereby repealed.

### **Commencement**

15. The provisions of this Act shall come into force on the day on which it is made and passed as an Act of Common Council.

**NOMINATION PAPER****CITY OF LONDON**Election of **Auditor of Chamberlain's and Bridgemasters' Accounts**

Midsummer's Day 20...

We, the undersigned, being Liverymen of the City of London having a right to vote at elections in Common Hall **DO HEREBY NOMINATE** the undermentioned person as a candidate at the said election.

<b>Surname</b>	
<b>Other names in full</b>	
<b>Home address in full</b>	
<b>Description</b> <i>(Not more than six words)</i>	
<b>Date of Freedom of the City</b> <i>(Day/Month/Year)</i>	

	<b>Signature</b>	<b>Full name (in CAPITALS)</b>	<b>Electoral number on Common Hall register</b>
<b>Proposer</b>			
<b>Secunder</b>			

Dated this \_\_\_\_\_ day of \_\_\_\_\_ 20\_\_

*Note: The person being nominated must sign the declaration overleaf.*

**Declaration of qualifications to hold the office of Auditor of Chamberlain's and  
Bridgemasters' Accounts**

I (Full name) \_\_\_\_\_

of (Home Address) \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

hereby confirm that:

I and the firm that I represent meet all legal requirements to carry out an audit of the Chamberlain's and Bridgemasters' Accounts;

The firm that I represent has experience of auditing –

- (a) organisations employing over 3,000 staff; or
- (b) organisations with turnovers in excess of £500million and reserves in excess of £1billion; or
- (c) public authorities or other public sector organisations; or
- (d) charities with turnovers in excess of £40million;

I and the firm that I represent have signed or are willing to sign an engagement letter in the standard form<sup>1</sup>;

The firm that I represent generated fees of at least £5million in its last accounting year.

Name of firm that I represent<sup>2</sup> \_\_\_\_\_

Address of firm that I represent \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Candidate's signature \_\_\_\_\_

Signed in the presence of:-

Witness's signature \_\_\_\_\_

Witness's home address \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Note 1: An example of an engagement letter in the standard form is available on request.**

**Note 2: For the purposes of this declaration you represent a firm where –**

- (a) the firm is a company and you are a director of that company; or**
- (b) the firm is a partnership and you are a partner in that partnership; or**
- (c) the firm is a limited liability partnership and you are a member of that limited liability partnership; or**
- (d) you are an employee of that firm.**



# **NOMINATION PAPER**

## **CITY OF LONDON**

Election of **Bridgemaster**

Midsummer's Day 20...

We, the undersigned, being Liverymen of the City of London having a right to vote at elections in Common Hall **DO HEREBY NOMINATE** the undermentioned person as a candidate at the said election.

<b>Surname</b>	
<b>Other names in full</b>	
<b>Home address in full</b>	
<b>Description</b> <i>(Not more than six words)</i>	
<b>Date of Freedom of the City</b> <i>(Day/Month/Year)</i>	

	<b>Signature</b>	<b>Full name (in CAPITALS)</b>	<b>Electoral number on Common Hall register</b>
<b>Proposer</b>			
<b>Secunder</b>			

Dated this \_\_\_\_\_ day of \_\_\_\_\_ 20\_\_

# **NOMINATION PAPER**

## **CITY OF LONDON**

Election of **Ale Conner**

Midsummer's Day 20...

We, the undersigned, being Liverymen of the City of London having a right to vote at elections in Common Hall **DO HEREBY NOMINATE** the undermentioned person as a candidate at the said election.

<b>Surname</b>	
<b>Other names in full</b>	
<b>Home address in full</b>	
<b>Description</b> <i>(Not more than six words)</i>	
<b>Date of Freedom of the City</b> <i>(Day/Month/Year)</i>	

	<b>Signature</b>	<b>Full name (in CAPITALS)</b>	<b>Electoral number on Common Hall register</b>
<b>Proposer</b>			
<b>Secunder</b>			

Dated this \_\_\_\_\_ day of \_\_\_\_\_ 20\_\_



## Report – Finance Committee

### Annual Report and Financial Statements for City's Cash 2012/13 and Auditors' Management Letter

*To be presented on Thursday, 5 December 2013*

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

On the 23rd May 1996, the Court authorised this Committee to approve, amongst other things, the Annual Report and Financial Statements for City's Cash. We have duly considered and approved the Annual Report and Financial Statements for the year ending 31 March 2013. Copies of the document have been placed in the Members' Reading Room and are available from the Chamberlain. The management letter from Deloitte on its audit of the funds is attached for the information of the Court. In addition, the Annual Report and Financial Statements and Deloitte's management letter have been published on the City's website.

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

DATED this 19th day of November 2013.

SIGNED on behalf of the Committee.

**ROGER CHADWICK**  
Chairman

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The City of London Corporation  
City's Cash

Updated Report to the Audit and  
Risk Management Committee on  
the year ended 31 March 2013  
Audit

The Audit and Risk Management Committee  
City of London  
PO Box 270  
Guildhall  
London EC2P 2EJ

6 November 2013

Dear Sirs


When we presented our Final Report to the audit committee on 15 October 2013, we identified that there were a number of matters outstanding. We have pleasure in setting out in this document our updated report on City's Cash to the Audit and Risk Management Committee of the City of London for the year ended 31 March 2013. This report covers the principal matters that have arisen from our audit of City's Cash for the year ended 31 March 2013.

In summary:

- The major issues, which are summarised in the Executive Summary, have now been addressed and our conclusions are set out in our report.
- City's Cash implemented United Kingdom Generally Accepted Accounting Practice ("UK GAAP") for the first time this financial year. This was an area of key audit focus due to the complex and technical nature of this exercise, alongside the increased constraints on Officer's time.
- There are a number of judgemental areas to which we draw your attention in our report which you should consider carefully.
- In the absence of unforeseen difficulties, officers and Deloitte expect to meet the agreed audit and financial reporting timetable.

We would like to take this opportunity to thank the Chamberlain, Chris Bilsland, Caroline Al-Beyerty and their team for their assistance and co-operation during the course of our audit work.

Yours faithfully,



Heather Bygrave

Senior Statutory Auditor

# Contents

Executive summary	1
1. Significant audit risks	5
2. Other issues	11
3. Our observations on the “front half” of your annual report	13
4. Risk management and internal control systems	14
5. Independence	16
6. Responsibility statement	17
Appendix 1: Audit adjustments	18
Appendix 2: Independence – fees charged during the year	19
Appendix 3: Management representation letter	20

# Executive summary

We have pleasure in setting out in this document our report to the Audit and Risk Management Committee on the audit of City's Cash for the year ended 31 March 2013. This report summarises the principal matters that have arisen from our audit for the year ended 31 March 2013.

This summary is not intended to be exhaustive but highlights the most significant matters which we would like to bring to your attention. It should, therefore, be read in conjunction with the report and the appendices thereto.

Status	Description	Detail
<b>Completion of the audit</b>		
<b>We have completed our audit of City's Cash, subject to minor audit procedures</b>	Items which remain outstanding at the date of this report include: <ul style="list-style-type: none"><li>• Completion of internal quality review assurance procedures on the annual report;</li><li>• Review of post balance sheet events; and</li><li>• Receipt of the signed letter of representation.</li></ul>	n/a
<b>Overall view</b>		
<b>We anticipate issuing an unmodified audit opinion on the truth and fairness of the financial statements</b>	On satisfactory completion of the outstanding matters, we anticipate issuing an unmodified audit opinion on the truth and fairness of the financial statements. The matters that we have taken into account in forming our overall view are described in the following sections.	n/a



# Executive summary (continued)

Status	Description		Detail
● Risk appropriately addressed <b>G</b>	● Risk satisfactorily addressed but with unadjusted errors identified <b>A</b>	● Material unresolved matter <b>R</b>	

## Significant audit risks

**There were no significant issues arising from our review of these audit areas**

The audit risks which were communicated to you in our audit plan and the conclusion of our audit work thereon are set out below.

Section 1

Implementation of United Kingdom Generally Accepted Accounting Practice ("UK GAAP")

● G

We have worked closely with officers throughout all stages of the UK GAAP implementation process from planning through to reporting. The key impact of this change to the financial statements includes the recognition of the carrying value of the following assets on the Balance Sheet:

- Investment properties £958.5m (2012: £903.3m);
- Heritage assets £182.2m (2012: £181.9m); and
- Operational assets £116.5m (2012: £106.8m).

In addition to the above, we also considered the implication of the accounting for leases and consolidation. In terms of leases, whilst there will be additional disclosures required around operating leases, the financial impact of finance leases was below de minimis hence no adjustments were made in respect of the accounting for finance leases. For the purposes of consolidation, a new subsidiary, City Re Ltd, is now consolidated within City's Cash.

Our assessment included a review of the implementation process, performing audit procedures to test the transactions, balances and adjustments following the adoption of full UK GAAP and reviewing the financial statements. We are satisfied that the financial statements have been properly prepared in accordance with UK GAAP.

Revaluation of investment properties

● G

We have reviewed the adopted valuations in conjunction with our internal specialists and believe the valuations produced for City's Cash as at 31 March 2011, 2012 and 2013 representing an increase of £87.9m or 11.3% to £903.3m in 2011-12 and £43.7m or 5.0% to £958.5m in 2012-13 are a reasonable reflection of their market value.

# Executive summary (continued)

Status	Description	Detail
<b>Significant audit risks (continued)</b>		
<p><b>There were no significant issues arising from our review of these audit areas</b></p>	<p><u>Revenue recognition</u></p> <p>We have audited the revenue recognised during the year with a specific focus on the completeness of rental income and service charges. We note that rental income decreased during the year from £54.7 million in 2011-12 to £52.2 million in 2012-13, which was in contrast to an increase in the number of tenants occupying the City's Cash portfolio. This is primarily attributable to a number of assets which had generated higher rental income being taken out of renting for refurbishment, mitigated by an increase in the number of lettings of smaller units with lower rental income. We have not identified any issues with the recognition of revenue.</p> <p><u>Management override of controls</u></p> <p>We have focused our work on testing of journals (including the use of computer assisted audit techniques), significant accounting estimates and any unusual transactions, including those with related parties. Our testing did not identify any issues in relation to management override of controls, or the assumptions which have been adopted in determining key accounting judgements.</p>	<p>● G Section 1</p> <p>● G</p>
<b>Other issues</b>		
<p><b>There were no significant issues arising from our review of these audit areas</b></p>	<p><u>Major Capital Project</u></p> <p>We have identified an immaterial uncorrected misstatement in relation to the amounts accrued for in the financial statements of City's Cash in relation a major capital project.</p> <p>We are of the opinion that the contingent liability disclosed in the financial statements in relation to that project is appropriate.</p> <p><u>Fund Raising for a Major Project</u></p> <p>We have discussed the funding commitment with Officers, challenged the latest position and concur that the contingent liability disclosed in the financial statements is appropriate.</p> <p><u>VAT</u></p> <p>The City can recover input tax directly attributable to its exempt business activities where HMRC consider it to be an 'insignificant' proportion (less than 5%) of the total VAT incurred on all goods and services purchased for both business and non-business activities. Officers of the City have completed the calculation for the 2012-13 VAT partial exemption return which indicates that there is no breach of the 5% threshold.</p>	<p>Section 2</p>

# Executive summary (continued)

Status	Description	Detail
<b>Our observations on the “front half” of your annual report</b>		
<b>Our review of your annual report is still on-going</b>	<p>Overall the annual report provides adequate detail to assist the readers in their understanding of the financial performance.</p> <p>Our review of the annual report is continuing, however, we have made some observations in Section 3.</p>	Section 3
<b>Risk management and internal control systems</b>		
<b>We did not identify any significant deficiencies in the financial reporting systems</b>	<p>Our audit findings did not identify any significant deficiencies in the financial reporting systems.</p> <p>Section 4 sets out the risk management and internal control observations arising from our audit procedures.</p>	Section 4
<b>Identified misstatements and disclosure misstatements</b>		
<b>There are no unagreed/ unadjusted misstatements or disclosure deficiencies</b>	<p>Audit materiality for City’s Cash was £15.0 million and de minimis was £300,000. We have determined audit materiality based on net assets. The quantum has increased from the prior year due to the recognition of the significant asset base as part of the transition to UK GAAP compliance. To provide further context, the prior year restated net assets as at 31 March 2012 following the recognition of all UK GAAP adjustments is £1.7bn compared to the actual reported net assets as at 31 March 2012 of £0.5bn.</p>	Section 5
<b>Significant Representations</b>		
<b>We will request management representations</b>	<p>A copy of the representation letter to be signed on behalf of the City is included at Appendix 3.</p> <p>Non-standard representations have been highlighted.</p>	Appendix 3
<b>Independence</b>		
<b>We confirm we comply with APB Revised Ethical Standards for Auditors</b>	<p>Our reporting requirements in respect of independence matters, including fees, are covered in Section 5.</p>	Section 5

# 1. Significant audit risks

## Implementation of UK GAAP

### ● G

**The key impact to the financial statements as a result of the implementation of UK GAAP is the recognition of the following carrying values of fixed assets on the Balance Sheet:**

- **Investment properties £958.5m (2012: £903.3m);**
- **Heritage assets £182.2m (2012: £181.9m); and**
- **Operational assets £116.5m (2012: £106.8m).**

Until the financial year ended 31 March 2012, the City's Cash financial statements were prepared following the general format of the Statement of Recommended Practice Accounting and Reporting by Charities (Revised 2005) but with a number of exceptions that were disclosed within the accounting policies of the financial statements. Our auditor's opinion therefore confirmed that the financial statements were properly prepared in accordance with the accounting policies stated in the notes' rather than confirming that the financial statements 'give a true and fair view'.

In the current year, the City of London Corporation have prepared the City's Cash financial statements in compliance with UK GAAP, and accordingly our audit opinion on the financial statements is on the basis of a true and fair view.

This has been a significant undertaking, and has resulted in a fundamental change in both the presentation of the annual report, and the assets recognised on the balance sheet. The Chamberlain's department has communicated this exercise to the Chief Officers within the City and engaged with the right personnel including short term assistance from two officers who were hired specifically to focus on information gathering for the following key risk areas of the UK GAAP implementation task. UK GAAP has resulted in recognition or a change in the following key areas:

- Investment properties – £958.5m (2012: £903.3m);
- Heritage assets – £182.2m (2012: £181.9m);
- Operational properties – £116.5m (2012: £106.8m);
- Finance and operating leases;
- Consolidation – evaluation of whether certain entities should be consolidated based upon whether control can be exerted (predominantly through the requirement to fund the annual deficits);
- Restatement of comparatives – the comparative figures have been restated and an opening balance sheet as at 1 April 2011 created to enable the restatement of the 2012 Income and Expenditure account; and
- Presentation and disclosure in the financial statements.

### Deloitte response

We have been involved in the UK GAAP implementation process from the planning stage through to completion. We focused on up-front planning with officers whereby a considerable amount of audit senior management level time including the audit engagement partner and a technical director was invested in the planning of this major exercise.

We performed detailed audit procedures on key processes, transactions and account balances impacted by the implementation of UK GAAP as summarised below:

- Reviewed the key control activities surrounding officers' UK GAAP implementation process;
- Audited the impact to current period and prior period comparatives including opening balances as at 1 April 2011;
- Performed substantive audit procedures on the initial recognition of fixed assets on the Balance Sheet including investment properties, heritage assets and operational assets. This included an audit of the carrying value and physical verification.

# 1. Significant audit risks (continued)

## Implementation of UK GAAP (continued)

### Deloitte response

- Valuations of heritage assets were based on a combination of art market intelligence and indexation, insurance and some individual valuations from recognised experts. Given the age and unique nature of some assets such as the Magna Carta, these could not be valued and are included in the heritage asset disclosure but not within the balance sheet. Operational assets are recognised at cost and depreciated over their estimated useful lives. Given the significance of the investment property portfolio, we have included this as a separate risk;
- Audited officers' assessment of the accounting for operating and finance leases. Whilst there will be additional disclosures required around operating leases, the financial impact of finance leases was below de minimis hence no adjustments were made in respect of the accounting for finance leases;
- Reviewed and concur with officers' assessment of the criteria for consolidation and the determination of the entities to be consolidated. As a result of the consolidation of the non-UK resident subsidiary company, City Re Limited, it is advised that the growth of the City Re business and its profit levels are monitored and the application of the Controlled Foreign Company (CFC) taxation rules be considered for future periods; and
- Our review of the adjustments arising from UK GAAP compliance and disclosures in the financial statements is continuing.

As part of this re-iterative process, we identified a number of items which needed to be reclassified from revenue to capital and vice versa and the resulting depreciation implications. However, given the quantum of these were immaterial and have been adjusted by Officers; we have not included all of such adjustments in Appendix 1.

Accounting standards require that where there is prior year restatement this is clearly disclosed in the financial statements. Whilst normal practice would be to mark each prior year heading "restated" we have agreed with management that a disclosure note in the accounting policies clearly explaining the restatement will suffice. This is because of the purpose of the restatement and potential change in the users of the financial statements.

Following the performance of the procedures above, except for the uncorrected misstatements as noted in Appendix 1, we did not identify any issues as a result of our testing.

# 1. Significant audit risks (continued)

## Revaluation of investment properties



**We believe the internal and external valuations produced for City's Cash as at 31 March 2013 are a reasonable reflection of their market value**

City's Cash has a substantial portfolio of investment properties which are subject to annual revaluation. However in line with full UK GAAP compliance these are being brought onto the balance sheet for the first time. These properties require the application of specialist valuation assumptions. The current and recent economic volatility has affected property values generally, and City's Cash has recorded significant gains and losses over the last 3 years.

All properties are valued in accordance with the Royal Institution of Chartered Surveyors ("RICS") Appraisal and Valuation Manual ("the Red Book"). In March 2013, 37% by number (45% by value) of City's Cash portfolio by capital value was valued externally by Montagu Evans (compared to 20% in March 2012). The remainder of the portfolio was valued by the City Surveyors' Office.

A summary of the portfolio is shown below:

Year	Market value at 1 April	Additions	Disposals	Revaluations	Market value at 31 March
2011/12	£813.7m	£9.9m	£(1.5)m	£81.2m	£903.3m
2012/13	£903.3m	£6.8m	£(8.3)m	£56.7m	£958.5m

The value of investment properties has increased by £43.7million from 2011-12, representing a like-for-like movement of +5.0%.

### Deloitte response

#### Central London Office Market Commentary

Conditions within the London property market continue to improve. Leasing take-up rose by 2.6m sq ft, boosted by Google's 800,000 sq ft purchase at King's Cross Central. Availability rose by 8% to 17.9m sq ft, which remains at 9% below the long-term average. There is 9.0m sq ft under construction, one-third of which is already pre-let. Prime yields remained stable as investors continued to focus on Central London opportunities.

The Investment Property Databank ("IPD") index reports changes in capital values of various property types. Reported movements in Central London in the year to 31<sup>st</sup> March 2013 are summarised in the table below, and demonstrate that the performance of the City's Cash estate (like for like movement of 5.0%) is broadly in line with the London property market as City's Cash estate is spread across these 5 locations / property types:

Property Type	Change in Capital Value
City offices	+1.4%
Midtown offices	+4.6%
Inner London offices	+2.8%
City and Mid Town retail	+7.3%
Retail West End	+8.5%

# 1. Significant audit risks (continued)

## Revaluation of investment properties (continued)

### Deloitte response

The City's Cash Estate shows capital growth of +5.0% in the year to March 2013 which is in line with or ahead of the indices for London office growth over the same period.

There have been a range of valuation increases across the portfolio for various reasons including improved market conditions since March 2012 for prime assets and value gains derived via the pursuit of active asset management opportunities, which have in many instances, increased capital values.

Certain investments have outperformed IPD and increased in value, due to active asset management by the long leaseholder, a good example of which is demonstrated by 26 – 31 Shoreditch High Street. In this instance the increased underlying hope value for future conversion to residential use has increased the capital value of the ground lease interest by c. 43%.

#### Work performed:

We have evaluated City's Cash arrangements for updating valuations, including the operation of its rolling programme of reviews and the qualifications, relevant experience and independence of the specialists utilised to carry out the valuations.

We involved valuation specialists from Deloitte as part of the engagement team to assist in our review of the valuation of investment properties in view of the size of this portfolio. We noted that the process followed in preparation of the valuations appears to be reasonable.

We believe the internal and external valuations produced for City's Cash as at 31 March 2013 are a reasonable reflection of their market value, and are correctly recognised in the Annual Report.

# 1. Significant audit risks (continued)

## Revenue recognition

●G

**Our testing has not identified any issues with the recognition of revenue**

Under International Standard on Auditing 240 (UK and Ireland) there is a presumption that each audit should recognise that potential fraud in revenue recognition is a significant risk. For City's Cash this has been identified as the completeness of rental income and service charges given its large property portfolio.

Rental income decreased during the year from £54.7 million in 2011-12 to £52.2 million in 2012-13. However, the number of leases increased from 366 leases in 2011-12 to 431 leases in 2012-13. This is primarily attributable to the expiry of whole building leases such as Guildhall House, Talis House and Audit House which generated higher rental income mitigated by the increase in the number of lettings of smaller units with lower rental income.

### Deloitte response

We have held discussions with officers to refresh our understanding of the process for recording rental income and service charges.

We reviewed the completeness of rental income and service charges given City Cash's large property portfolio by performing the following procedures:

- Substantive analytical procedures have been performed on the investment property income balance with expectations based upon original budget figures which would reflect all leases signed prior to 2012-13;
- We selected all new leases entered into in 2012-13 above our clearly trivial threshold, tracing from original lease documentation through to the general ledger to verify that rental and service charge amounts had been billed in accordance with the terms of the lease and these amounts were accurately recorded in the correct period. We deem our focus on new leases appropriate as we have not identified any history of errors on recognising income for leases that commenced prior to 12/13 and we also expect the existing leases to be accurately taken into account in the budget which was used in our substantive analytical procedures performed as the annual rental terms are stipulated in lease agreements and not subject to change annually; and
- We have also performed detailed testing of the rent free period adjustment made to rental income.

No issues were noted with our testing.



# 1. Significant audit risks (continued)

## Management override of controls



### **Our testing did not identify any issues with management bias**

Under auditing standards the risk of management override is explicitly identified as a non-rebuttable significant risk. Therefore specific procedures are required to evaluate officers' processes for addressing estimation uncertainty, unusual transactions, related party transactions and the use of journals.

### **Deloitte response**

We have focused our work on testing of journals, significant accounting estimates and any unusual transactions, including those with related parties.

We have used computer assisted audit techniques to select our samples for testing of journals covering both manual and automated journals. We placed particular focus on manual journals which exhibit certain key identifying characteristics such as large revenue entries reversed after quarter end, entries with round numbers or recurring ending digits and large income statement entries posted before quarter end to name a few. We did not identify any issues around journals.

Our consideration of key accounting estimates focused on the significant judgements identified separately above as areas of audit risk.

We considered through our detailed planning procedures and substantive procedures whether there were any transactions where the business rationale was not clear. We did not identify any such transactions.

## 2. Other issues

We identified the following issues in our planning document, in addition to the significant risks detailed in Section 1:

### Major Capital Project

● G

**We consider that the amounts recognised in the City's Cash financial statements along with the contingent liability disclosed is appropriate**

Since practical completion a few years ago on a major capital project there has been intermittent communication from a contractor to substantiate their initial claim for costs incurred. We understand the contractor is currently doing rectification work, and the final account will be reviewed in November.

A consultant quantity surveyor has been engaged to provide an assessment of the final costs, and the City has accrued for the additional expenditure in line with the estimate provided by them. We highlight this area under other issues as final negotiations could have a material impact on the financial statements.

#### Deloitte response

We have discussed with officers the background and rationale for the amounts recognised in the financial statements of City's Cash as at 31 March 2013.

We corroborated these discussions through examination of supporting documentation.

We consider that the amounts recognised in City's Cash financial statements as an accrual along with the contingent liability disclosed are appropriate.

They will, however, require regular review and reconsideration to ensure that they remain materially correct.

### Fund Raising for a Major Project

● G

**City's Cash has a potential funding obligation for a major capital project**

During 2008/09 the City of London Corporation offered to seek voluntary contributions from large businesses, subject to the full active support of Government, in relation to a major capital project and to underwrite a significant element.

#### Deloitte response

We have discussed the position with officers and understand that whilst there is no current obligation to fund the sum that potentially has to be underwritten, the future position is uncertain. We will request a specific management representation on the current position.

We recommend that management continue to monitor the situation and concur that the contingent liability disclosed in the financial statements is appropriate.

## 2. Other issues (continued)

### VAT

#### Background

The City can recover input tax directly attributable to its exempt business activities where HMRC consider it to be an 'insignificant' proportion of the total VAT incurred ('insignificant' means that this input tax is less than 5% of the total VAT incurred on all goods and services purchased for both business and non-business activities).

The City is required to undertake a calculation for the VAT year ending 31 March 2013 to confirm that its input tax relating to exempt supplies did not exceed the 5% de minimis limit. The exempt input tax percentage has been calculated at 4.67%.

Officers have confirmed that they are satisfied with the calculation and that they do not expect a breach of the 5% de minimis level; however a number of errors were identified and corrected by the City during preparation of the 2012-13 calculation.

#### Deloitte response

We have reviewed the City's partial exemption calculation for 2012-13 in conjunction with our internal VAT specialists. The calculation of the 2012-13 VAT partial exemption return shows that the input tax relating to exempt supplies did not exceed the 5% de minimis limit.

We conclude that the methodology applied to the partial exemption calculation for 2012-13 is reasonable in establishing that a breach of the 5% de minimis level has not occurred.

Whilst we consider the calculation to be reasonable, we have not undertaken a detailed line-by-line review of the calculation. However, we have performed a review of the calculation on a sample basis and no errors were noted on the samples tested.

Confirmation that the calculation is accurate is included as a non-standard representation in the management representation letter. In addition, we have also raised the following recommendations.

To assist the City in its VAT compliance and to reduce the potential for errors or a breach of the 5% de minimis level occurring in future years, we recommend the following:

- The procedures for in-year monitoring continue to be developed;
- The development of partial exemption forecasting for future years is explored although it is recognised that the significant and unpredictable nature of some of the City's property transactions could compromise the accuracy of forecasts;
- Continuing to liaise with and instruct finance personnel, to minimise the likelihood of errors in VAT treatment – particularly in relation to income;
- In addition to the Group Accountant and the graduate trainee, one other individual be involved in the preparation and oversight of the City's partial exemption calculations to provide resilience; and
- Subscriptions to VAT technical updates to be maintained for all personnel in the City involved in VAT accounting.

# 3. Our observations on the “front half” of your annual report

We are required to read the “front half” of your annual report to consider consistency with the financial statements and any apparent misstatements. The following financial reporting presentational and disclosure matters are key areas of focus for bodies such as the Financial Reporting Council and the Department for Business, Innovation and Skills. Whilst these are not regulatory bodies for City’s Cash, we have benchmarked the new UK GAAP financial statements against relevant best practice recommendations. Whilst our review of the accounts is on-going we have summarised our initial observations to these areas:

## Risk disclosures

*“Boards who retreat behind boilerplate give the impression that they have not themselves understood the risks they face.”*

Bill Knight, FRRP Chairman, February 2011

Whilst the governance and management structure surrounding risk management is included in the annual report, this disclosure could be further enhanced by including further details in respect of the following matters:

- focus on strategic risks and the major operational risks inherent in the City;
- specific risk descriptions, providing sufficient information for the reader to understand the potential impact of the risk on City’s Cash; and
- a clear description of the mitigating activities for each risk.

## Key performance indicators

*“The review of the company’s business must, to the extent necessary for an understanding of the development, performance or position of the company’s business, include analysis using key performance indicators.”*

s417 Companies Act 2006

The financial review section summarises the financial performance of City’s Cash during the year and provides an overview of the performance of its investment properties and investments with fund managers which are the main income generating sources to allow City’s Cash to fulfill its objectives and strategy.

## Description of the business model

*“The directors should include in the annual report an explanation of the basis on which the company generates or preserves value over the longer term.”*

Provision C.1.2 of the UK Corporate Governance Code

There is a section detailing the activities of City’s Cash which provides useful background to the readers of the strategy and objectives of the entity. However, this can be further enhanced to provide more clarity over the plans in place to generate or preserve value over the longer term.

## Going concern

*“The purpose of the going concern assessment and disclosures should be to provide information to stakeholders about these matters and they should be designed to encourage appropriate business behaviours.”*

Lord Sharman November 2011

The annual report refers to the notes to the financial statements for details of going concern and provides details of the key reasons City’s Cash remains a going concern for the foreseeable future.

# 4. Risk management and internal control systems

Our audit approach in relation to internal control was set out in our 'Briefing on audit matters' and our planning report circulated to you in December 2012.

## Risk management and control observations

We have not identified any risk management and control observations during the course of our work. We note the emphasis placed on risk by the Audit and Risk Management Committee in the way it conducts its business. We provide below an update on relevant observations made in the prior year:

VAT	
<b>Prior year observation</b>	<p>The City encountered difficulties in completing the VAT partial exemption claim to fit with the audit timetable, due to the death of the highly experienced VAT accountant.</p> <p>The calculation of the finalised claim for 2011-2012 was performed by a contractor and was received late in the audit process. We recommended the City should ensure that the knowledge gained from this temporary role is adequately captured and utilised in planning for future years and the timetable is again revisited.</p>
<b>Current year update</b>	<p>The City has recruited a Group Accountant for VAT, Research, Technical and Projects, and he is rapidly gaining knowledge and experience from the VAT Consultant. In addition, the City has recruited a Graduate Trainee assistant for the Group Accountant to assist on the VAT matters and is also recruiting a Senior Accountant to his team. The City decided to retain the services of the VAT consultant to ensure a smooth handover of duties and the consultant is currently still part of the team. The consultant undertook the Partial Exemption calculation this year, passing on his experience to the Group Accountant along the way. The calculation has been performed in a very precise manner, drawing on last years' experience and advice from PwC. The exempt input tax percentage has been calculated at 4.67%. Officers have confirmed that they are satisfied with the calculation and that they do not expect a breach of the 5% de minimis level.</p> <p>The consultant also proposes to set up simplified procedures so that the Group Accountant can monitor the position on a quarterly basis as accurately as possible, thereby enabling him to advise officers of any concerns he may have at an early stage. However, we appreciate that it is difficult to accurately forecast future periods, given the City's perspective on property issues and management. The City's resilience with regard to VAT matters is thus enhanced this year.</p> <p>Please see page 12 for recommendations.</p> <p>The officers concur with the recommendations set out on page 12, most of which are already being progressed.</p>

## 4. Risk management and internal control systems (continued)

### Approval of journals

#### Prior year observation

The City introduced a new system in 2011-12 whereby all journal lines that have a value over £100,000 are retrospectively reviewed by a more senior member of staff. This was introduced following recommendations in previous years, to reduce the risk of errors arising from inappropriate journals going undetected. In the past we also noted that journals can be the means by which an individual might seek to hide fraud or commit fraud through manipulation of reported financial information. We reviewed the authorisation process in 2011-12 as part of our journals testing and no issues were noted.

#### Current year update

Current year testing of City's Cash journals identified that the authorisation process was put in place.

# 5. Independence

As part of our obligations under International Standards on Auditing (UK & Ireland) and the Companies Act, we are required to report to you on the matters listed below.

Confirmation	
<b>We confirm we comply with APB Revised Ethical Standards for Auditors</b>	We confirm that we comply with APB Revised Ethical Standards for Auditors and that, in our professional judgement, we are independent and our objectivity is not compromised.

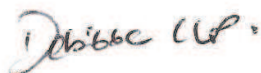
Non-audit services							
<b>We confirm that our independence is not compromised by our provision of non-audit services</b>	<p>In our opinion there are no inconsistencies between APB Revised Ethical Standards for Auditors and the company's policy for the supply of non-audit services or of any apparent breach of that policy.</p> <p>We apply the following safeguards to eliminate identified threats to independence or reduce them to an acceptable level are as follows:</p> <table border="1"> <thead> <tr> <th>Service provided</th> <th>Identified threats to independence</th> <th>Safeguards applied</th> </tr> </thead> <tbody> <tr> <td>Advice provided by Deloitte Real Estate (DRE) in relation to leasing matters</td> <td>Self-review and management threat</td> <td>We have discussed independence issues with officers in the current year. This work is performed by an independent partner and does not form the basis of the valuations recorded in the financial statement. Officers are responsible for the implementation and acceptance of the advice received.</td> </tr> </tbody> </table>	Service provided	Identified threats to independence	Safeguards applied	Advice provided by Deloitte Real Estate (DRE) in relation to leasing matters	Self-review and management threat	We have discussed independence issues with officers in the current year. This work is performed by an independent partner and does not form the basis of the valuations recorded in the financial statement. Officers are responsible for the implementation and acceptance of the advice received.
Service provided	Identified threats to independence	Safeguards applied					
Advice provided by Deloitte Real Estate (DRE) in relation to leasing matters	Self-review and management threat	We have discussed independence issues with officers in the current year. This work is performed by an independent partner and does not form the basis of the valuations recorded in the financial statement. Officers are responsible for the implementation and acceptance of the advice received.					

Fees	
<b>The level of non-audit fees is within appropriate guidelines</b>	An analysis of professional fees earned by Deloitte in the period from 1 April 2012 to 31 March 2013 is included in Appendix 3.

## 6. Responsibility statement

This report should be read in conjunction with the "Briefing on audit matters" circulated to you in July 2011, and sets out those audit matters of governance interest which came to our attention during the audit. Our audit was not designed to identify all matters that may be relevant to the board and this report is not necessarily a comprehensive statement of all deficiencies which may exist in internal control or of all improvements which may be made.

This report has been prepared for the City of London Corporation, as a body, and we therefore accept responsibility to you alone for its contents. We accept no duty, responsibility or liability to any other parties, since this report has not been prepared, and is not intended, for any other purpose. Except where required by law or regulation, it should not be made available to any other parties without our prior written consent.



### **Deloitte LLP**

Chartered Accountants

St Albans

6 November 2013



# Appendix 1: Audit adjustments

## Uncorrected misstatements

No uncorrected misstatements have been identified up to the date of this report.

## Recorded audit adjustments

Officers have adjusted all misstatements identified in excess of our clearly trivial threshold (set at 2% of materiality). We report all individual identified recorded audit adjustments in excess of £300,000 for City's Cash and other identified misstatements in aggregate adjusted by officers in the table below.

		Credit/ (charge) to current year income statement £'000	Increase/ (decrease) in net assets £'000	Increase/ (decrease) total funds £'000	Increase/ (decrease) in turnover £'000
<b>Factual misstatements</b>					
<b>City's Cash</b>					
Recognition of operational asset – Business Management System at Sundial Court	[1]	-	348	348	-
Reduction in the accrual for a major capital project	[2]	-	-	-	-
		<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>

[1] This adjustment relates to the recognition of a capital expenditure as an operational asset.

[2] This adjustment relates to a reduction in the accrued expense for a major capital project of £1.2m, with a corresponding reduction in the carrying value of fixed assets of £0.6m and a commitment to refund the other entities within the City of London Corporation of £0.6m (as they provided initial funding for the project).

## Disclosure misstatements

Auditing standards require us to highlight significant disclosure misstatements to enable audit committees to evaluate the impact of those matters on the financial statements.

There are no significant disclosure misstatements that we consider require consideration by the Audit and Risk Management Committee.

# Appendix 2: Independence – fees charged during the year

The professional fees earned by Deloitte in the year ended 31 March 2013 in respect of City's Cash are as follows.

We have not included those fees earned by Deloitte in respect of the Corporation of London Bridge House Estates, the Sundry Trusts and City Fund entities, as these will be separately reported to the Audit and Risk Management Committee:

	Current year £	Prior year £
Audit of City's Cash (including UK GAAP conversion)	133,216	88,216
<b>Total audit</b>	<b>133,216</b>	<b>88,216</b>
<b>Audit related assurance services</b>		
GSMD HEFCE Audit	6,150	6,150
GSMD – US Loans	-	2,180
<b>Other services</b>		
Deloitte Real Estate services*:	227,559	44,500
<b>Total non-audit services</b>	<b>233,709</b>	<b>52,830</b>
<b>Total fees</b>	<b>366,925</b>	<b>141,046</b>

\* The Deloitte Real Estate services relate to advise on negotiations and dispute resolution between existing landlords and tenants – e.g. rent reviews, lease renewals, arbitration, etc. These services arose prior to the merger of Drivers Jonas and Deloitte and appropriate procedures have been put in place to safeguard the independence of the audit engagement team.

# Appendix 3: Management representation letter

## City's Cash

*Note: Non-standard representations have been included in points 6 and 13 to 18 and are consistent with the prior year. These are highlighted in yellow for reference. Appendix 1 & 2 are not shown as the information is provided elsewhere within this document.*

Deloitte LLP  
3 Victoria Square  
Victoria Street  
St. Albans  
Hertfordshire  
AL1 3TF

Date: [xx] November 2013

Our Ref: HAB/SRC/LCK

Dear Sirs

The representation letter is provided in connection with your audit of the financial statements of City's Cash and its consolidated financial statements for the year ended 31 March 2013 for the purpose of expressing an opinion as to whether the financial statements give a true and fair view of the financial position of City's Cash and of the results of its operations, other recognised gains and losses and its cash flows for the year then ended in accordance with the applicable accounting framework. We acknowledge as trustees our responsibilities for preparing financial statements for City's Cash and for making accurate representations to you.

We confirm, to the best of our knowledge and belief, the following representations.

### *Financial statements*

1. We understand and have fulfilled our responsibilities for the preparation of the financial statements in accordance with the applicable financial reporting framework which give a true and fair view, as set out in the terms of the audit engagement letter.
2. Significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable.
3. Related party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of FRS8 "Related party disclosures".
4. All events subsequent to the date of the financial statements and for which the applicable financial reporting framework requires adjustment of or disclosure have been adjusted or disclosed.
5. The effects of uncorrected misstatements and disclosure deficiencies are immaterial, both individually and in aggregate, to the financial statements as a whole. A list of the uncorrected misstatements and disclosure deficiencies is detailed in Appendix 1 to this letter.

# Appendix 3: Management representation letter (continued)

6. We confirm that the financial statements have been prepared on the going concern basis. We do not intend to liquidate City's Cash or cease trading as we consider we have realistic alternatives to doing so. We are not aware of any material uncertainties related to events or conditions that may cast significant doubt upon City's Cash ability to continue as a going concern. We confirm the completeness of the information provided regarding events and conditions relating to going concern at the date of approval of the financial statements, including our plans for future actions.
7. Having considered our income streams and based on management's close monitoring of donations, response rates and appeals for funds we are satisfied that the total value of income as reported is not materially misstated.
8. All grants, donations and other incoming resources, the receipt of which is subject to specific restrictions, terms or conditions, have been notified to you. There have been no breaches of terms or conditions in the application of such incoming resources.
9. All constructive obligations for grants meeting the conditions set out in FRS 12 "Provisions, Contingent Liabilities and Contingent Assets" have been recognised in the financial statements.
10. We have drawn to your attention all correspondence and notes of meetings with regulators, including, any serious incident reports.
11. We consider there to be appropriate controls in place to ensure overseas payments are applied for charitable purposes.
12. City's Cash have satisfactory title to all assets and there are no liens or encumbrances on the assets.
13. Except as disclosed in Note 19 to the City's Cash financial statements, as at 31 March 2013 there were no other significant capital commitments contracted for. We confirm that we have accrued the final payment due on a major capital project based upon an external experts report, and this represents a reliable estimate.
14. We are of the opinion that the property valuations at 31 March 2013, 31 March 2012 and 31 March 2011 are not materially misstated. It is our opinion that the property listing provided by the City of London is complete and includes all properties owned by the City of London. Furthermore, we are not aware of any current disputes regarding ownership of any properties within our current portfolio.
15. We confirm that all heritage assets have been accounted for and disclosed in the financial statements.
16. In our view, the input tax relating to exempt supplies is not expected to exceed the 5% de minimis limit for the years ended 31 March 2011, 31 March 2012, 31 March 2013 and as such, the City expects to be able to recover any of the input tax relating to exempt supplies.
17. That the split of venture capital investments recognised in City's Cash financial statements, being 35% of the fund held by City's Cash, BHE and the Pension Fund, represents an accurate allocation to City's Cash.
18. We confirm that based upon our current understanding of the situation on Funding a Major Capital Project there is no current obligation, therefore no provision has been recorded, however a contingent liability note has been disclosed.

# Appendix 3: Management representation letter (continued)

## *Information provided*

19. We have provided you with:
- access to all information of which we are aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
  - additional information that you have requested from us for the purpose of the audit; and
  - unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence. All transactions have been recorded and are reflected in the financial statements and the underlying accounting records.
20. We acknowledge our responsibilities for the design, implementation and maintenance of internal control to prevent and detect fraud and error.
21. We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
22. We have disclosed to you all information in relation to allegations of fraud, or suspected fraud, affecting the entity's financial statements communicated by employees, former employees, analysts, regulators or others.
23. We are not aware of any material fraud or suspected fraud that affects City's Cash involving:
- (i). management;
  - (ii). employees who have significant roles in internal control; or
  - (iii). others where the fraud could have a material effect on the financial statements.
24. We are not aware of any instances of non-compliance, or suspected non-compliance, with laws, regulations and contractual agreements whose effects should be considered when preparing financial statements.
25. We have recorded or disclosed, as appropriate, all liabilities, both actual and contingent.
26. We have disclosed to you the identity of City's Cash related parties and all the related party relationships and transactions of which we are aware.
27. All known actual or possible litigation and claims whose effects should be considered when preparing the financial statements have been disclosed to you and accounted for and disclosed in accordance with the applicable financial reporting framework. On the basis of legal advice we have set them out in the attachment with our estimates of their potential effect. No other claims in connection with litigation have been or are expected to be received.
28. We have no plans or intentions that may materially affect the carrying value or classification of assets and liabilities reflected in the financial statements.

# Appendix 3: Management representation letter (continued)

We confirm that the above representations are made on the basis of adequate enquiries of management and staff (and where appropriate, inspection of evidence) sufficient to satisfy ourselves that we can properly make each of the above representations to you.

Yours faithfully

Signed on behalf of the City of London Corporation

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## Report – Planning and Transportation Committee

### City of London Local Plan: publication and examination

*To be presented on Thursday, 5<sup>th</sup> December 2013*

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

#### **SUMMARY**

This report seeks approval for the Local Plan to be issued for a final public consultation round.

#### **Recommendation - That,**

- 1) that the Local Plan be agreed and published for public consultation for a minimum period of 8 weeks;
- 2) following consultation, the Local Plan, the public's responses and other supporting documents be submitted to the Secretary of State for examination by a Planning Inspector; and
- 3) following the close of public consultation, the City Planning Officer be authorised, in discussion with the Chairman and Deputy Chairman of the Planning and Transportation Committee, to compile a list of further changes to the Local Plan in response to the public's comments for submission to the Secretary of State.

#### **Main Report**

1. The Local Plan incorporates the Core Strategy which was adopted in 2011 and will replace the remaining parts of the 2002 Unitary Development Plan.
2. During January and March 2013, the Local Plan was issued for public consultation and comments were received from 80 individuals and organisations. The consultation process also involved public and other meetings the full details of the comments of which can be found at [www.cityoflondon.gov.uk/localplan](http://www.cityoflondon.gov.uk/localplan).
3. The results of the public consultation and the revision of the Local Plan were considered at meetings of your Local Development Framework Sub Committee in

July and October 2013 and more recently by your Planning and Transportation Committee on 5 November 2013.

4. The Corporation has responded to the key issues that arose out of the consultation as follows -
  - i) Offices - in May 2013 the Secretary of State exempted the City from proposals to remove planning controls over change of use from offices to housing, in recognition of its position as a nationally significant area of economic activity. In view of this, the approach of Local Plan policy DM1.1 “office protection” has been maintained, resisting the loss of the City’s office stock to other uses. A reference has therefore been added to the proposed publication of a supplementary planning document (SPD) which will set out in greater detail the criteria by which planning applications for change of office sites and buildings to other uses will be assessed.
  - ii) Licensing and planning - policy DM3.5 has been updated to respond to the issue of disturbance from late-opening bars and clubs “night-time entertainment” in order to promote better co-ordination and minimise duplication between planning and licensing controls.
  - iii) Thames and the Riverside - policy CS9 has been amended to replace the reference to an “office gateway” with text promoting office-led commercial development.
  - iv) Visitors, Arts and Culture - policy DM11.3 “hotels” has been amended to complement and relate it more closely to policy DM1.1 “office protection”. In addition, further references have been made to the cultural hub focused on the Barbican area.
  - v) Sustainable development. - the government recently published draft proposals to deal with carbon off-setting through building regulations instead of the planning system (from 2016 for housing and 2019 for commercial development). No revisions to the Plan are considered necessary, but detailed mechanisms for addressing off-setting in the interim period will be included in the SPD on Section 106 planning obligations.
  - vi) Public transport, streets and walkways - the overall approach of this section has been maintained; however, the supporting text of policy DM16.4 “facilities to encourage active travel”, which deal with cycling, has been made more succinct.
  - vii) Waste - Consultants were commissioned to carry out research on the City’s waste. Their report indicates that waste generation in the City will grow slowly over the next 10-15 years and identifies the main locations where the City’s waste is taken. A reference has therefore been added regarding the duty to engage with authorities in these locations.
  - viii) Housing - policy 21.1 “location of housing” has been amended to locate new housing development “in or near” identified residential areas. This and other policies in this section have also been amended to relate them more closely to and to complement policy DM1.1 “protection of offices”.
5. This report is therefore recommending that the Local Plan be agreed and published for public consultation for a minimum period of 8 weeks. This consultation represents a formal stage in the Plan preparation process in accordance with government regulations and is an opportunity for those with any outstanding concerns to register formal objections.

6. It is also proposed that any changes that arise from the consultation be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman of the Planning and Transportation Committee, after which the list would be submitted to the Secretary of State alongside the plan for examination by an Inspector.
7. Further to the examination, a report will be issued by the Inspector with any modifications which the Corporation must take into account and, subject to the plan being sound, it will then be adopted in the early part of 2014/2015.
8. A complete copy of the Local Plan and the supporting documents can be found in the Members' Reading Room.

**Conclusion**

9. Having given detailed consideration, your Committee recommends that the Local Plan be agreed and published for public consultation for a minimum period of 8 weeks.

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

DATED this 5<sup>th</sup> day of November 2013

SIGNED on behalf of the Committee.

**DEPUTY MICHAEL WELBANK**  
**Chairman**

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## Report of the Culture, Heritage and Libraries Committee

### City of London Visitor Strategy 2013-2017

*To be presented on Thursday 5<sup>th</sup> December 2013*

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

#### **Summary**

1. With the concurrence of your Policy and Resources Committee we seek approval to the City of London Corporation Visitor Strategy for 2013-2017. In doing so we are seeking endorsement of the recommendations and actions contained within the strategy and the need to recognise the growing importance of the visitor and tourism agenda to the activities of the City.

#### **Recommendation**

We **recommend** that the City of London Visitor Strategy for 2013-2017 be approved.

#### **Main Report**

##### **Background and Proposal**

2. The first corporate Visitor Strategy was formulated in 2007 and was revised in 2010. Following the consolidation of Visitor Services in the Culture, Heritage & Libraries Department in the 2011 corporate restructure of the organisation and the on-going developments in policy and priorities, a new version of the Strategy is now due.
3. The Visitor Strategy is closely aligned with and supports other key corporate documents such as the Cultural Strategy and the Communications Strategy. It also reflects key priorities within the Local Plan and Corporate Plan for the City Corporation; setting out the rationale for encouraging visitors to the Square Mile, identifying target groups and challenges and defining a work plan for the Visitor Development Team and their various partnership activities.
4. This Strategy will be delivered primarily through the work of staff in the Culture, Heritage and Libraries Department but it is intended to reflect the work of all across

the organisation and will benefit all departments and activities supported by the City Corporation where visitors are relevant. Extensive consultation has taken place with internal and external stakeholders in the formulation of the 2013-2017 update

5. The key points to note in the Strategy are set out below: -
- The Strategy highlights the many reasons for encouraging visitors to the Square Mile, including the economic and reputational arguments that the City makes an important contribution to the wider London agenda, by enhancing the profile of London as a World City.
  - It is explicit in stating that the City welcomes all visitors from business travellers through to leisure seekers. This is an important point given a history of ambivalence in the corporate view towards visitors that has discouraged visitors in some areas to protect the City as a business district.
  - The Strategy identifies areas in which growth is likely and where development effort should be targeted, e.g. business visitors, weekend markets, overseas tourists. This is based upon knowledge of the tourism market and consultation with partner organisations.
  - The Strategy is aimed at the Square Mile as a whole, not just those attractions which are funded by the City Corporation. In doing so, the Strategy recognises that both City attractions and other attractions are best served through the creation of an environment with a diverse and vibrant offer.

### **Conclusion**

6. During the last decade, the City Corporation's growing recognition of the importance of visitor issues and its development of visitor services, has led it to create a portfolio of activity which not only supports corporate aims, but makes a valued contribution to wider London and government agendas. The previous versions of the Visitor Strategy have provided a rationale, a plan and a showcase for these activities and this latest updated version is now recommended for ratification and adoption.

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

DATED this 28<sup>th</sup> day of October 2013

SIGNED on behalf of the Committee.

JOHN SCOTT

Chairman

## APPENDIX A



**Visit the City:** draft visitor strategy and action plan for the City of London, 2013-17

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OUR CITY: **one square mile**; one tourist information centre; one synagogue; a concert hall; three public galleries; three cinemas; three theatres; six museums; seven Underground lines; seven mainline stations; 13 tube stations; 14 night bus routes; 20 conservation areas; 20 hotels; 40 high-frequency bus routes; 40 livery halls; over 50 churches and towers; over 200 gardens, churchyards, parks and plazas; around 250 pubs and 580 restaurants; luxury shopping and high-street brands; over 600 listed buildings: **8.9million visitors a year**

## I. Foreword

*A word from our Chairman*

### The City: welcoming the world since AD50



The City is the birthplace of London – mother of a thriving metropolis and the place from which the London we know today once grew. As such, it's been welcoming the world for nearly 2,000 years – from the Romans to the business visitors who jet in daily to be part of the global financial powerhouse that this small and distinct area of London has become.

Geographically, the City is well-placed. It sits at the heart of London, a short walk from the pizzazz of the West End, historic Southwark and the South Bank, and bordered by vibrant and colourful markets at Spitalfields and Brick Lane. Yet there's little need to leave, for the City's extraordinary past and enviable present mean that it is packed full of things to see and do, from heritage attractions and the iconic structures that house the financial and business institutions for which it's known, to a top-class cultural programme that boasts the Barbican and City of London Festival amongst its providers.

With only a small resident population and a workforce occupying their offices in working hours, there's plenty of room for the leisure seeker and the business traveller with an opportunity to explore, and the message is "you're invited". It's an experience you won't find elsewhere in London, because the City has an unparalleled history, from Roman remains and its unique collection of Wren churches to some of the world's best-loved heritage attractions and the priceless treasures displayed in its galleries and museums.

Such a unique destination needs unique management and that's where this strategy comes in. A restructure in late 2011, has seen our visitor development activity move department to join some of the attractions we manage, with a dedicated team tasked with delivering a compelling visitor offer and promoting it to the widest possible audience.

Our first priority was the 2012 Games, and this strategy builds on that, exploring the ways in which we can increase and develop our contributions and support for the London and national visitor agendas and cementing the many relationships we forged in the year with projects like *Celebrate the City!* which saw over 90 City partners working together to deliver a programme of events seen by thousands.

While partner working lies at the heart of this strategy, sharing an office with the business brains behind our attractions has helped us to focus on the bottom line and, for the first time, we explore opportunities for commercial growth, sponsorship and revenue generation, acknowledging that in the current climate our core funding is likely to diminish and new sources of income will need to be found.

It's not all about money though. As ever, the strategy seeks to identify areas where we can enhance the visitor experience, it determines where best we may direct our efforts to ensure every visitor is able to enjoy this great place, regardless of economic, social or other barriers and it examines ways in which we can build footfall when the City is less busy.

This, the City's third visitor strategy, seeks to be more outward looking than its predecessors. Actions focus on connecting with the green spaces we manage outside the City and the 17 million people who visit them each year, as well as working more closely with our partners and the agencies who deliver tourism for London and the UK. In so doing, we will be more able to develop our support of the industry at a local and national level and strengthen our reach in international markets.

With 2,000 years of welcoming the world, we think we're ready; and so we invite you – whoever you are – to come and soak up the past, to marvel at the present and to be a part of our future. We welcome you and we commend our strategy to you, something that, we hope, will ensure your experience is one of the best.

**John Scott**  
Chairman, Culture, Heritage and Libraries



## II. Introduction

*What's in this document and why we've produced it*

This is the third visitor strategy for the City. It sets out our achievements to date and builds on the great work that has been delivered through the preceding strategies (see p21), the last of which concludes this year (2013). The document is divided into two main parts – a visitor strategy which describes aims and priorities for the period 2013-17, and an action plan which outlines the headline tasks we will undertake to achieve them.

The **strategy** (p13) seeks to provide a framework for the delivery of the City Corporation's visitor services, providing a clear statement of our vision for the assets we control and the areas over which we may have influence within the City area. From this, a series of strategic aims and priorities has been developed. These will inform our visitor activities for the next five years with the priorities providing the criteria against which we will assess opportunities arising.

The **action plan** (p16) describes the headline activities we will undertake to achieve our aims. Noting that our work must respond to ever-changing circumstances within the visitor landscape, the plan will be updated annually to reflect market trends, the needs of our partners (local and national) and issues emerging.

Across all of its roles, the City Corporation needs a visitor strategy so it can:

- I. **consider and prioritise** the competing pressures of providing a welcoming environment for the City's communities – residents, workers and visitors – and ensure that these may co-exist in harmony, deriving benefit for all
- II. **identify and represent** the needs of its own visitor assets and those of its many stakeholders, especially in the visitor services, cultural, retail, hotel and hospitality sectors, and deliver a structured framework for collaborative working
- III. **support and reflect** the priorities of its complementary strategies, especially the Cultural and Communications Strategies, and **deliver** specific elements of its Local Plan and Corporate Plan, building the cultural and visitor dimensions of the City's attractiveness and delivering training opportunities within the sector for young people from the City Fringe
- IV. **promote** a shared understanding amongst Members and staff of its priorities in the visitor context
- V. **manage** its significant investment in visitor services and **identify** where best it may deploy resources to deliver growth for the City's visitor economy
- VI. **deliver** benefit to London and the nation in the context of tourism and build on its existing support activities, which currently include the provision of:
  - o central London's only official tourist information centre (TIC) which promotes London and national product as well as City assets in support of the UK tourism growth exploiting London's role as gateway to the nation
  - o a portfolio of world-renowned visitor attractions that strengthen London's offer and drive footfall
  - o bespoke training in London product knowledge for the GLA's Ambassadors, enhancing London's welcome as well as sector training in the City Fringe
  - o visitor and promotional services for London and national programmes and events, helping to showcase London in its best light and drive footfall
  - o hospitality for delegations related to the programmes and events described above, delivering profile for activities at the highest level

### III. Who we are, what we offer and resources

*Our reasons explained*

#### WHO WE ARE

The City of London Corporation is a uniquely diverse organisation. It supports and promotes the City as the world leader in international finance and business services and provides local services and policing for those working in, living in and visiting the Square Mile. It also provides valued services to London and the nation. These include the Barbican Centre and the Guildhall School of Music & Drama; the Guildhall Library and Art Gallery and London Metropolitan Archives; a range of education provision (including sponsorship of three City Academies); five Thames bridges (including Tower Bridge and the Millennium Bridge); the Central Criminal Court at Old Bailey; over 10,000 acres of open spaces (including Hampstead Heath and Epping Forest); and three wholesale food markets. It is also London's Port Health Authority and runs the Animal Reception Centre at Heathrow. It works in partnership with neighbouring boroughs on the regeneration of surrounding areas and the City Bridge Trust, which it oversees, donates more than £15m to charity annually.

#### WHAT WE OFFER VISITORS

The attractions, venues for hire, visitor services and events managed, facilitated and/or funded by the City Corporation for the enjoyment of Londoners, the UK and our international visitor communities include:

##### VENUES & ATTRACTIONS

- Barbican Centre
- City Business Library
- City Information Centre
- City Marketing Suite
- City of London Police Museum
- Clockmakers' Museum
- Dr Johnson's House
- Gresham College
- Guildhall
- Guildhall Art Gallery
- Guildhall Library
- Guildhall School of Music & Drama (including Milton Court)
- Keats House\*
- Leadenhall Market
- London Metropolitan Archives
- London's Roman Amphitheatre
- Mansion House
- Monument
- Museum of London
- Queen Elizabeth's Hunting Lodge\*
- Temple Bar
- Tower Bridge Exhibition\*

##### EVENTS/EXHIBITIONS & COMPANIES

- Cart-Marking Ceremony
- City of London Festival
- London Maze
- London Symphony Orchestra
- Lord Mayor's Show
- Sculpture in the City
- Spitalfields Music\*

##### OPEN SPACES

- Burnham Beeches and Stoke Common\*
- City Commons\*
- City Gardens
- City of London Cemetery and Crematorium\*
- Epping Forest\*
- Hampstead Heath\*
- Highgate Wood\*
- Queen's Park\*
- West Ham Park\*

\* Provided by the City Corporation but located beyond the City

#### WHY WE WELCOME VISITORS

The City Corporation invests in these services and contributes to the local, London and national visitor agenda:

1. **as a provider of local government services for the City**, championing the interests of visitor attractions such as St Paul's Cathedral and other City service industries including hotels, retail and restaurants
2. **as a provider of local government services for workers and residents** – by creating better places to live and work, the City becomes a better place for visitors as improvements benefit all communities
3. **as a good neighbour**, representing the interests of those that make up London's central visitor cluster, eg Tower of London (Tower Hamlets) and delivering training opportunities for young people from the City Fringe

4. **as a provider of visitor attractions and services** both within and outside of the City, eg Tower Bridge, Epping Forest, Keats' House and the City Information Centre
5. **as a steward of London's heritage**, providing the widest possible access to treasures such as the 1297 Magna Carta and Shakespeare deed
6. **as the UK's fourth most significant sponsor of arts and culture<sup>1</sup>**, delivering audiences to warrant our investment
7. **as guardian and champion of the business City** and UK financial and business services, recognising the importance of business and event-led tourism to the UK economy
8. **as a provider of venues for hire for corporate and business events**, eg Guildhall and the City Marketing Suite
9. **as a provider of services to London and the nation**, recognising the importance of the visitors to the London and national economy

#### THE IMPORTANCE OF VISITORS TO THE CITY

Visitors play a significant role in supporting the economic growth of the City and the quality of life for residents and workers; here's why:

10. **Without visitors, the City would lose a significant element of its appeal as a place to be:** the City's global position in financial and business services is attributable to a number of factors including the attractiveness it derives from its heritage assets, museums, galleries and cultural institutions. Most of these would cease to exist without visitors to sustain them or would become a burden on the taxpayer, if visitors did not continue to support them.
11. **The leisure visitor provides essential revenues for City retail and so adds to the City's appeal:** City workers and visitors run to different schedules; visitors arrive after rush hour when transport is cheaper and they leave in staggered groups. City retail needs their patronage; without it, some shops, bars and restaurants may close; with more of it, more will open and the City retail offer will be stronger adding to the City's appeal.
12. **The City's ability to attract business visitors for meetings, events, conferences and trade shows is an essential part of its on-going success as an international business centre:** without the City's hotels and serviced apartments, businesses could not welcome staff and delegations from overseas or from other parts of the UK. The business events they attract and – at weekends – the leisure visitors they serve provide much-needed revenues; both of these audiences are targets of this strategy
13. **When the working populace is absent, the City's capacity for visitors is vastly under-used:** directing visitors to a particular day is a tricky task; to *attract*, a destination must be *attractive* and a City Sunday, with few shops open, most attractions closed and no real sense of on-street life, can be off-putting. While growth at weekends is improving, it's slow. The more visitors we attract, the more shops and attractions will open so attracting more visitors – it's a cycle that provides greater revenues for assets and strengthens our offer.

#### WHAT WE OFFER LONDON

The City Corporation and its visitor community have a major role to play in London's continued success as the world's most visited city. As well as the many assets and services the City Corporation provides (see previous page), it will, through the actions in this strategy:

14. **Play its part in ensuring the importance of London's tourism offer to the local and national economy is sustained and that the industry's role as a significant employer, especially of young people, continues:** the City is the oldest part of London, home to some of the world's best-loved attractions and the financial and business heart of the UK; whether invited or not, visitors will come – the City Corporation will contribute to local and national growth by positively welcoming those that do and ensuring that its assets (both within and outside of the City's walls) are an integrated part of the London offer, so strengthening the capital's and the UK's appeal. At the same time, it will deliver opportunities for training through its assets and the expertise of their staff,

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<sup>1</sup> The City Corporation's sponsorship of arts and culture is surpassed only by the Government, the BBC and the Heritage Lottery Fund

providing the relevant skills and experience for continued success of London as a destination.

15. **Exploit opportunities for hosting high-profile visitor events, so contributing to London's position as a world City:** the City and City Corporation assets such as Epping Forest are integral to London's ability to deliver major events because they have many of the camera shots that international broadcasters want – St Paul's, Tower Bridge etc – and/or provide a green and pleasant environment for large scale sporting and cultural events. The City is also centrally located – easy to get to for visitors with significant capacity at weekends, when many inner-City events take place.
16. **Continue to build on the City's pre-eminence as a world centre for business and finance** so sustaining its appeal to visitors as a distinct district of London as well as developing London's attractiveness as a place to do business

## GEOGRAPHIC LOCUS

The City Corporation has had a visitor strategy since 2007. In all iterations, the strategy's locus has been the geographic area that is the City and it has functioned as a destination marketing plan, promoting the City area as a place to visit. This year, we will extend our reach to ensure:

- we **connect with our neighbours** (particularly those to the east of the City), driving two-way traffic between visitor hubs and delivering benefits to all parties
- we **connect with City Corporation sites beyond the City** (such as our open spaces) driving two way traffic and securing recognition for our wider role and remit
- we **deliver services in support of wider London and the nation** deriving recognition for our role and contributing to the health of the UK's visitor economy

As such, the 2013/17 Visitor Strategy considers the City and the City Corporation in context of the London and national tourism offer. We are not a fortress and by establishing the links and relationships described, we will draw and add strength to one another's appeal.

## RESOURCES

The backdrop to this strategy's vision (p13) and the targets outlined on p10, come at a time of continuing challenges for the nation. Forecasts vary but the economic climate is likely to remain difficult, with limits on money to be had from public funds or corporate sponsorship. While the City Corporation retains its commitment to visitors within these challenges, **the plans outlined in the strategy are predicated on the assumption that funding may diminish.** The strategy therefore seeks to maximise its impact and deliver increased profile and growth, with added value and resources being derived from newly-developed revenue streams, entrepreneurship, collaboration and partnership working.

## IV. Strategic context

Where the strategy sits

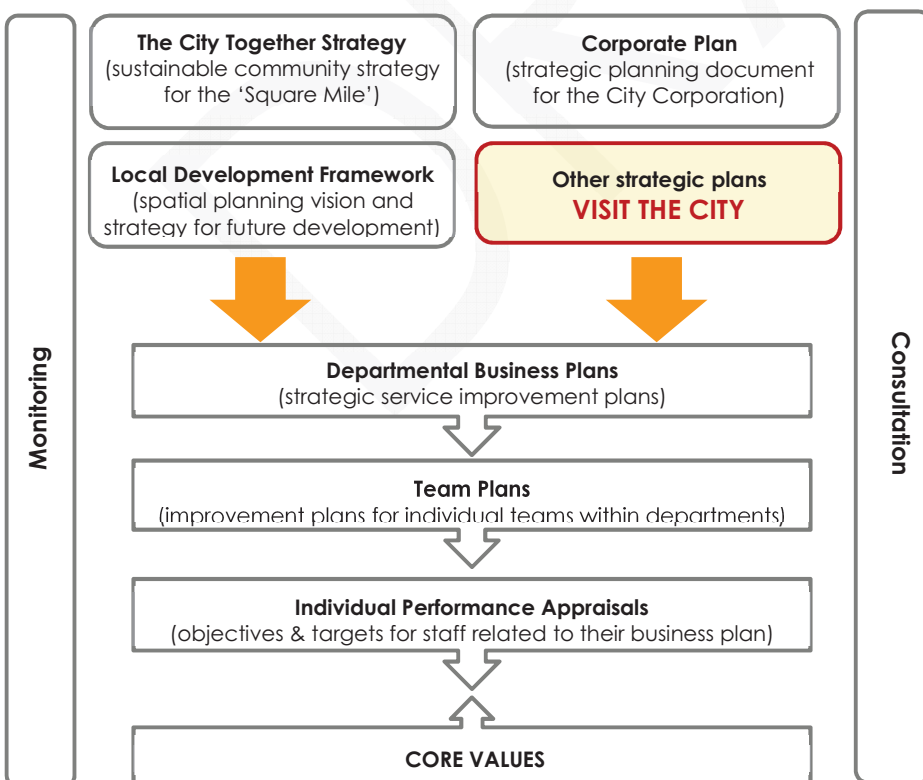
**On a national level**, this strategy reflects the Government's Tourism Policy (DCMS, March 2011), the policies, strategies and plans of other relevant Government departments and those of a number of national and London tourism bodies including the *Strategic Framework for Tourism in England* and the national target this cites of 5% year-on-year growth. It is aligned with the visitor marketing and business plans of London's Boroughs, BIDs and visitor services consortia and seeks to support the strategies and plans of the City's visitor services stakeholders (including the City Corporation's own visitor assets). In so doing, it provides the glue that will knit common priorities together and gives us the opportunity to speak with a collective voice, the whole being stronger than the sum of our parts.



Fig. 1: the strategy's national context

In an **organisational** context, the strategy is part of a group of strategies within the City Corporation's planning cycle (*The Golden Thread* – see Fig. 2). It sits under the Corporate Plan, informed by and reflecting the Plan's strategic priorities, as well as those within the City's community strategy (*The City Together*) and its Local Plan. In turn, *Visit the City* will influence and inform City Corporation departmental and team plans.

Fig. 2: the strategy's context within the City Corporation's "Golden Thread" planning cycle



**The strategy shares its position** within the City Corporation's planning cycle with a number of other "core" strategies. These include the Cultural Strategy 2012/17 and the Communications Strategy 2013/16, both of which it reflects and informs (as shown in Fig. 3).

Fig. 3: The strategy is aligned to, reflects and influences other core strategies





## V. Audience context and target markets

### AUDIENCES

**This strategy considers visitors in their widest context** – domestic and overseas business and leisure visitors, overnighters and the day-trippers who make up the majority share of the City's visitor community (58%) and are its most valuable audience group. In addition, it considers workers and residents in their capacity as users of the City's cultural and visitor assets.

### MARKETS

These audiences can be separated into two main market groupings:

1. **Overseas and domestic leisure visitors**, eg:
  - day and staying visitors
  - group travel
  - business visitors returning with family and friends
  - Workers and residents in pursuit of recreation
  - Visiting friends and relatives (VFR)
  - Londoners in pursuit of leisure (local, not City residents or workers)
2. **Overseas and domestic business visitors**, eg:
  - conference and business event delegates
  - trade show exhibitors
  - working visitors (eg event delegates or those on short-term work trips)

### TARGETS

Within these groups, **the strategy directs its focus where it will have greatest impact – at markets with significant value and/or growth potential for the City**, these include:

- the **BRIC<sup>2</sup> markets** (global tourism is expected to grow by 60% by 2020, half of this growth coming from the BRIC countries, with particular value placed on China)
- **traditional overseas markets** (while some of these markets are receding, they are still the highest in terms of volume and value for the City; in particular, Western European markets are vital to the business success of the City's hotels)
- **domestic tourists** (a significant growth market that may fluctuate in size if Britons opt for warmer climes because of bad weather or a strong pound, or if the economic situation worsens inhibiting their ability to spend – bad weather is less likely to impact on visitor numbers to the City because most activities are not weather dependent)
- **day-trippers** (the closer to the City a day-tripper lives will inspire a potentially greater frequency of trips; we will therefore seek to prioritise **Londoners, those living within easy reach of the City** (from neighbouring boroughs or on commutable routes that terminate in the City) and **domestic tourists already in London**)
- **weekend markets** (anticipating that more visitors will incentivise more businesses to open at weekends and so, in turn, generate more crowds, we will seek to deliver sustainable footfall at these times by targeting local Londoners and groups for whom the comparative quietness of the City will be an advantage, focussing not on the City's attractiveness, but rather on its *convenience* as a place to visit or shop, and highlighting free-parking, the capacity on public transport and crowd-free streets)
- **business visitor markets** (meetings, conferences and events are estimated to earn £16.3bn<sup>3</sup> a year for the UK economy with visitors spending an average of 72% more on a daily basis than those on a leisure trip and around 40% of them being likely to return for leisure purposes - this was the only visitor market to see national growth in 2012)
- **strategic markets** (the City Corporation is committed to sharing its collections with the widest possible audience, regardless of physical, social or economic barriers; in recognition of this we will focus on meeting the needs of special groups underrepresented in the City's visitor profile, developing our diversity of offer)

The groups listed above are our **primary targets**.

City worker and resident communities are **secondary targets**. This is because they are sustained and grown under *other* policies and strategies promoted by the City Corporation.

<sup>2</sup> Brazil, Russia, India and China

<sup>3</sup> [www.britainforevents.co.uk/20-facts-that-prove-events-are-great-in-britain.html](http://www.britainforevents.co.uk/20-facts-that-prove-events-are-great-in-britain.html)

## VI. The importance of partnership

*Achieving our goals through collaboration and partnership working*



Fig. 4: City visitor strategy stakeholder map

### STAKEHOLDERS AND PARTNERS

This strategy seeks to deliver benefits for all groups with an interest in the City as a visitor destination as shown in **Fig. 4**. To do so, the strategy must be a partnership and this lies at the heart of all of the actions outlined on the following pages. Together, the City is stronger and initiatives such as the *Celebrate the City!* event in 2012 which saw 93 City partners working collaboratively to bring crowds in excess of 27k to Cheapside and thousands more to other events in venues and on-street, is a great example of what can be achieved.

Not least of these partners are the City's non-Corporation-owned attractions such as St Paul's Cathedral and the Tower of London, as well as its retailers, hoteliers, livery companies, churches, guides and arts providers. Ensuring regular dialogue, exploring opportunities for collaboration and securing their participation will be encouraged through:

- The continued facilitation of the **City Visitor Attractions and Retail Group (VARG)**, which meets quarterly
- A more formal arrangement for regular dialogue with hotels through the currently ad hoc **City Hotels Forum (CHF)** and the provision of networking opportunities with the VARG
- The continued facilitation of the **City Culture Network (CCN)**, which meets at least bi-annually
- City Corporation involvement and support of formal business event groupings such as the **City Selection**
- The promotion to these groups of offers and opportunities for involvement in wider London and national visitor promotions afforded by the City Corporation's partnerships with agencies such as **London & Partners** (Platinum Member), **VisitEngland** and the Association of **Leading Visitor Attractions (ALVA)**

## VII. The importance of visitors and our growth targets

*Value, volume, economic impact and targets*

**The value of visitors to the City in 2012 is estimated to be £843m** – this represents an increase from £695m in 2009 (9.8% excluding inflation).

When this figure is broken down, the major importance of the day-tripper audience to the City can be recognised, accounting for almost two thirds of total visitor spend:

- **Day visitors from home accounted for £493m (58%)**
- Overnight domestic visitors accounted for £89m (11%)
- Overnight overseas visitors accounted for £261m (31%)

The table below details the value *and volume* of visitors to the City and to London as a whole.

Volume and value of Tourism:				
	Domestic overnight	Overseas overnight	Day visitors	Totals
<b>All London (2012)<sup>1</sup></b>				
Number of trips (m)	12.15	15.46	279.00	306.6
Number of nights (m)	27.70	94.30	-	122.00
Total spend (£m)	2780.00	10080.00	10900.00	23760.00
Average spend per trip (£)	228.00	650.00	39.00	77.50
Average spend per night (£)	101.00	107.00	-	105.00
<b>City of London (2012 estimates)</b>				
Number of trips (m)	0.39	0.40	8.15	8.94
Number of nights (m)	0.88	2.44	-	3.32
Total spend (£m)	89.00	261.00	493.00	843.00
Average spend per trip (£)	228.00	650.00	60.40	94.00
Average spend per night (£)	101.00	107.00	-	105.00
<b>City as % share of all London (estimate)</b>				
Trips (%)	3.2	2.6	2.9	2.9
Nights (%)	3.2	2.6	-	2.7
Total spend (%)	3.2	2.6	4.5	3.5

Fig. 5: the value and volume of tourism to the City and to London<sup>1</sup>

**Note on approach to 2012 figures:** The 2012 value figures are based on an extrapolation of data from the 2009 LATI model. The extrapolation of overnight figures (for domestic and overseas visits) considers the differences in spend across London between 2012 and 2009 and was based on GBTS and IPS data. Implicit in this approach is the assumption the City's share of tourism has remained broadly the same during this period. The day visitor figures have been extrapolated by visits to attractions data (based on the difference in attendances in 2012 and 2009), with inflation applied to the spend. It should be noted that this approach is a relatively pragmatic one that seeks to provide a value estimate with readily available data. The figure should be treated as an indicative estimate.

While the City's share of footfall and spend (at only a few per cent of the all-London total) may initially seem disappointing, it should be balanced with a few considerations:

- At approximately 1.12 sq miles, the City takes up an area of 0.18% of all London (607 sq miles); this means that **its share of London's visitor spend is more than 18 times greater than its share of footprint**, similarly its share of overnight stays is 14 times higher and its share of all trips to London 15 times higher
- The City's **stock of 20 hotels with their 4156 bedrooms** (3% of London's total<sup>4</sup>) cannot compete with Westminster (39%) and other boroughs where hotel stock is significantly greater; **this constrains our ability to achieve a large volume of overnight visitors and significantly impacts on our visitor spend figures** (because total revenue from rooms is potentially a high proportion of visitor spend); demand for new hotels within the City is expected to continue leading to modest hotel growth that will be balanced with



other planning priorities – these include the need to protect office-based employment space as outlined in the City’s Local Plan

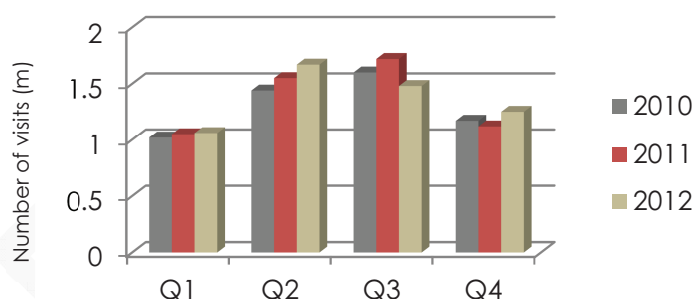
- **The City ranks ninth out of London’s 33 boroughs in terms of value and volume of tourism** in the London Development Agency’s Local Area Tourism Impact (LATI) model 2008/9 (this has not been updated since)
- **Of the nine central London Boroughs** (Westminster, Camden, Kensington and Chelsea, Islington, Tower Hamlets, Lambeth, Southwark and Hackney) and based on the 2009 LATI results, **the City enjoys, 5.3% of total visitor spend and 6.5% of day-visitor spend** – with a total area of 65 sq miles shared between the nine boroughs, the City’s proportion of visitor spend would only be 1.7%, if all other factors were equal

#### 2012: A SPECIAL YEAR

From the City’s own Visitor Attractions Monitor (VAM), which collates footfall at all of the main City of London attractions, **a slight increase in visits has been recorded for the year** (2011 = 5.45m, compared with 2012 = 5.47m).

This increase is surprising given the specialness of 2012 which, with the Games, saw **visitor numbers to attractions nationwide plummet** in the summer months. The City reflected this trend, with one of our attractions recording as much as a 57% drop in numbers on a specific day in July.

Certainly, the pattern across the year is unusual compared to those seen previously (see **Fig. 6**, below) with visits peaking in the second quarter (April to June) and the busiest months being April (11.1% of the annual total) and June (9.9%). **This variance can probably be attributed to a rise in those visiting London before the perceived expense and congestion of London during the Games and the popularity of the Diamond Jubilee celebrations** in early summer. With little doubt, the significant drop in visits in the third quarter – traditionally the peak for City attractions but down 13.8% on 2011 – is a direct result of an overall fall in visits across the UK and visitors taking to sporting venues and Live Sites rather than enjoying more traditional visitor habits.



**Fig. 6:** the City’s Visitor Attractions Monitor showing number of visits to City attractions for the period 2010-12

It is an experience that’s been seen elsewhere: VisitEngland<sup>5</sup> highlighted that, in the year to November 2012, 43% of English attractions were down on the same period in 2011. However, recovery has been quick and **while visitor numbers plateaued across English attractions in 2012, the City saw an increase year-on-year**, albeit slight. **The real legacy of the Games is now, and first quarter figures for 2013/14 are showing a significant upsurge in visitor numbers for the City and London generally.** This trend looks likely to continue with predictions from London and Partners suggesting strong growth well into 2015 and beyond.

#### GROWTH TARGETS 2013-17

Acknowledging that forecasting growth is a tricky business as influences such as the weather, acts of God or other factors can impact heavily on set targets, this strategy seeks **to grow the City’s visitor economy at a rate not less than that for all London and/or England (whichever is the greater) as measured by London and Partners and VisitEngland** (the national target is 5% year-on-year, including inflation). It also seeks **to increase its Visitor Attractions Monitor** (see Fig.6 above) as part of this, **by not less than 4% within the lifetime of the strategy** (2017) and to establish a benchmark for business tourism against which growth can be measured and targets set.

<sup>5</sup> Tourism Business Monitor – Visitor Attractions Report (Wave 5 – Post-October half Term) – VisitEngland (Nov 2012)

## VIII. Opportunities and threats

*Hot topics and barriers to growth*

### THE NATIONAL CONTEXT

The UK is perceived to be a costly place to visit<sup>6</sup>, with growth being hampered by a number of taxation issues. With some creative thinking, lobbyists suggest things could be turned around:

- The cost of **Air Passenger Duty (APD)**<sup>7</sup>, it is suggested, could be replaced with EU Emissions Trading resulting in a potential £4bn increase in GVA, over 100k more jobs and increased tax revenues of almost £2bn elsewhere in the economy by 2020
- If **Tourism VAT**<sup>8</sup> were reduced on key tourism services such as accommodation and entry to attractions, research shows that GDP is likely to increase by £4bn a year, 80k jobs would be created over 2 to 3 years and the Treasury would receive £2.6bn over ten years
- **Visa costs and the rigour of our applications processes:** a short stay visa for the UK costs £78, compared to around £53 for a Schengen visa, which allows access to 25 countries<sup>9</sup>; while positive steps were taken by Government to streamline visa processing in China last year, more work needs to be done to achieve a competitive position

In addition to issues of taxation, some headline opportunities and threats that may also impact on growth at a national level are as follows<sup>10</sup>:

- **Economic stress in Europe:** the economic stress felt in the Eurozone has resulted in a 2% decline in visitor numbers from this area which, while a small percentage, is particularly significant for London as two-thirds of the capital's visitors are Europeans; the burgeoning markets of Brazil and Russia have helped to offset this decline
- **The strength of the pound to other currencies, especially the Euro:** a strong pound means less visitors, higher prices and lower visitor spend
- **The next Comprehensive Spending Review:** further cuts in public spending may result in a reduction of services funded by the public purse and see fewer tourism information centres as well as diminished remits for national and local tourism bodies
- **The projected growth of tourism for England:** it is anticipated that the national visitor economy will grow over the next five years resulting in interest and support from Government and other bodies such as BIDs, local chambers, LEPs and town centre management teams; the challenge will be to ensure that this support is not just marketing-focused and that efforts are co-ordinated, not duplicated
- **The moving of one of the May Bank Holidays (England and Wales) and the introduction of single double summertime (SDST):** two opportunities, the first proposed by Government in their national tourism strategy which will extend the summer season for domestic visitors (if the bank holiday is moved to October) or create a "national" day (if moved to St George's or St David's Day); the second – the introduction of SDST – would extend the part of the tourist season that is dependent on daylight hours by two months, and enable later closing of tourist facilities, increasing the attraction of off-peak and short-break holidays and simplifying international timetables; both are likely to swell visitor numbers
- **Our Games-time legacy:** with pictures of the City, London and the UK broadcast across the world and generating aspirations to visit in the minds of many, now is the time to act and harness our Games-time efforts; without exception, host cities enjoy a significant upsurge in visitors in the first few years after the Games and it is anticipated that London could see incremental growth of up to one million more visitors over the next few years
- **The weather:** a summer of rain in 2012 may result in the domestic visitor market seeking locations in the sun and a resultant dip in "stay-cationing" although this is likely to impact on destinations outside of London more
- **A natural disaster or significant terrorist threat** grounding flights to and from the UK and/or discouraging visitors because of perceptions of safety

<sup>6</sup> The UK ranks second from bottom out of 140 nations assessed for price competitiveness in the 2013 World Economic Forum Travel and Tourism Competitiveness Index

<sup>7</sup> All references taken from Tourism Alliance, "UK Tourism Statistics 2012"

<sup>8</sup> All references taken from The Campaign for Reduced Tourism VAT, "Campaign Fact Sheet", November 2012

<sup>9</sup> Travelling in Europe has been simplified with the introduction of the Schengen visa which allows visitors to enter one country and travel freely throughout the Schengen region during the validity of the visa. Internal border controls are limited with no or few stops and checks. At present, there are 25 Schengen countries, all in Europe

<sup>10</sup> A detailed synopsis of these and other opportunities and threats are outlined in VisitEngland's *Strategic Framework For Tourism 2010-20*

## THE LONDON CONTEXT

The headline threats facing the growth of London's visitor sector relate to transport:

- **Airport capacity:** London is the gateway to the rest of the UK; the ramifications of no new runways at Heathrow in particular will be felt on a national scale with other European cities taking advantage and winning business ahead of the capital
- **Cost of travel:** the recent rises in train and tube fares see London topping a league table of 20 major cities worldwide as the most costly for travel<sup>11</sup>; the reduced fares offered by Oyster and the new Visitor Oyster Card help to redress this

The news is not all grim and the opportunities afforded by the introduction of **Crossrail**, the strength of London's broadband infrastructure and the launching of **large-scale London and national events** such as Ride London, the Tour de France, the Rugby World Cup (2015) and the Magna Carta 800 celebrations, all present opportunities which this strategy will seek to exploit.

## THE CITY CONTEXT

Headline opportunities and threats facing the City include:

- **On-street trading:** the appeal of events in the City is limited because there are few opportunities for on-street trading, leaving programmers to "fill" large spaces with activities that add to costs and make no revenues through sales; the progression of the City's Various Powers Bill will enable the City Corporation the ability to grant temporary on-street trading licences
- **Events and retail:** research for large-scale events has shown that they are of little benefit to shops but of high value to eateries, bars and coffee shops; positive feedback from retailers has been received more because of the promotion of area than any revenue gains<sup>12</sup>
- **Weekends:** shops and attractions that don't currently open at weekends remain reluctant to do so because of the small number of visitors; with the introduction of a **full weekend service on the Waterloo and City Line in summer 2013**, this situation may change, but without a fuller offer to entice them, visitor numbers are not likely to increase
- **Retail generally:** much has been done to promote the City's retail offer, especially at weekends, but this has focussed on positioning the City as a viable alternative to the West End – something of a myth; the City's offer is limited for visitors and suggesting the same range of experience as Oxford Street or Westfield is misleading – the City Corporation's Local Plan addresses this issue, focussing efforts on improving the offer in the City's Principal Shopping Centres (PSCs) and enhancing the routes between them
- **Budget hotels:** the City has seen a number of budget hotels open in recent years, with 25% of all stock now being promoted by Premier Inn or Travelodge; this will not only help to swell visitor spend through the revenues derived from bookings but also make the City a more accessible destination in which to stay for those with limited budgets
- **Guildhall Yard:** the Guildhall Strategy has been working to promote Guildhall Yard as a public space to be enjoyed by all but, while physical enhancements have made it more pleasant, it will not become a visitor hub unless the City Corporation sacrifices income from commercial hires and gives over specific times when activity can be programmed
- **Architecture and street art:** the on-going development of new and iconic architecture in the City, especially buildings with public access like the "Walkie Talkie" and its proposed "Sky Garden" as well as projects like *Sculpture in the City*, continue to add to the City's attractiveness for the visitor and drive footfall
- **The closure of the Southbank Centre (SBC):** the anticipated £120m overhaul of the Southbank Centre will see it close for a period of two to three years<sup>13</sup>; this closure may cause displacement with more coming to the City to enjoy its cultural offer and, conversely, the reopening of the new SBC may result in depleted audiences
- **Filming:** according to the TRAVELSATC Competitive Index, encouraging filming in a destination is an efficient driver for attracting visitors, especially the young and those from the BRIC countries. On average, 1 to 10 visitors out of 100 choose a destination thanks to movies
- **The demise of the London Development Agency:** the loss of the LDA's Local Area Tourism Impact (LATI) model from which much City visitor data is extrapolated will require the City to introduce new data collection mechanisms and techniques although there is potential that the gap may be plugged by the Greater London LEP, formed in 2011

<sup>11</sup> <http://www.standard.co.uk/news/london-has-most-expensive-commuter-travel-in-the-world-7303602.html>

<sup>12</sup> For *Celebrate the City!*, restaurants reported an increase in sales (39%) and retailers a negative impact (24%)

<sup>13</sup> <http://www.standard.co.uk/news/london/glass-pavilion-in-the-sky-will-transform-the-cinderella-southbank-8522568.html>

## The Visit the City vision and its strategic aims (2013-17)

### OUR VISION

The City of London is the destination of choice for the business traveller, event organiser and leisure seeker. Renowned for the warmth of its welcome and quality of its visitor offer, it is a place where culture, heritage and business collide to create a unique and compelling experience, seven-days-a-week.

As such, the City significantly contributes to London's attractiveness as a place to be, and the visitor assets and services provided by the City of London Corporation – whether within or beyond the City itself – are recognised and valued by all as helping to deliver sustainable growth and jobs for London's visitor sector, as well as helping to boost the UK's financial recovery.

From this vision, we have developed **five over-lapping strategic aims**:

- SA1. PRODUCT DEVELOPMENT**  
To develop and maintain **a compelling offer for all our visitors**, celebrating the City's unique heritage and cultural output, especially through the delivery of the City's Visitor Trail, its Cultural Hub and its art-on-street initiatives
- SA2. MARKETING**  
To vigorously **promote the City as a world-class, must-see destination** to all potential audience groups, focussing on those of the highest economic or strategic value to the City and the City Corporation
- SA3. EXPERIENCE**  
To **deliver enhancements to the City's physical environment** that are of mutual benefit to all of our communities so ensuring harmony, and to **develop the City's welcome** for visitor audience groups, be they tourists, business travellers, or workers and residents in pursuit of leisure
- SA4. SUPPORT**  
To **provide valued services to our City stakeholders, neighbours, London and the nation** in the field of tourism and to maximise on the opportunities to play our part in local, London-wide, national and international celebrations and events
- SA5. RECOGNITION**  
To **derive recognition for the City Corporation** in the execution of its visitor services activities and to tell the story of the City Corporation through its assets, both within and outside of the City, promoting the connectivity between these as appropriate

Spanning all strategic aims is a series of **cross-cutting themes**:

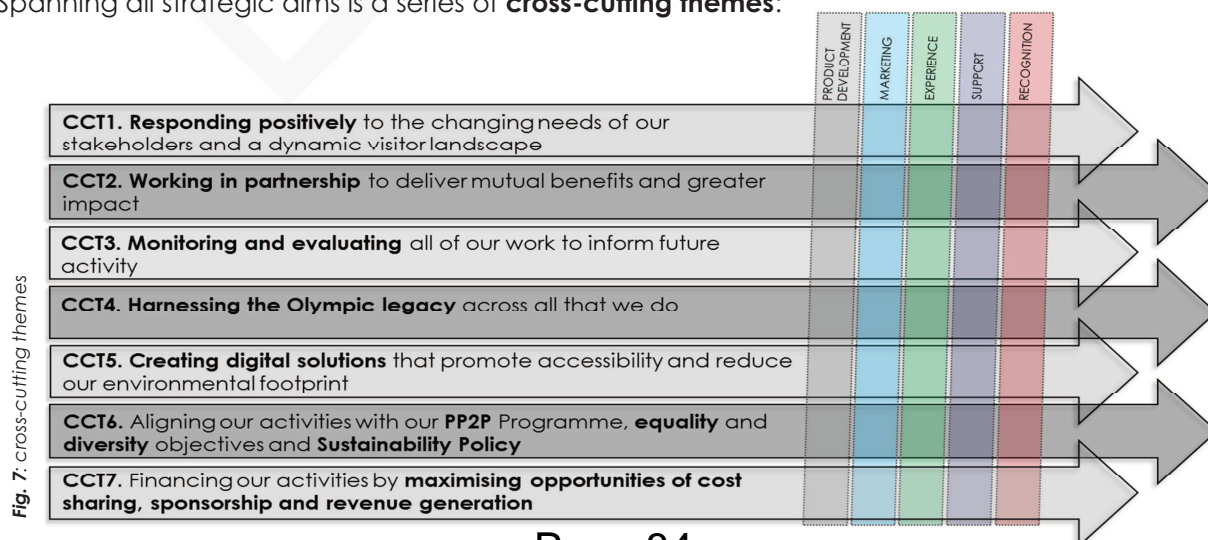


Fig. 7: cross-cutting themes



## Key priorities (2013-17)

A series of key priorities (KPs) has been developed under each strategic aim. These KPs will be the focus of all our work for the period 2013-17 and inform our action plan, with each action being tested against them and the cross-cutting themes on the previous page.

### KEY PRIORITIES

**SA1. PRODUCT DEVELOPMENT:** to develop a compelling offer for our visitors

**KP1.1** To identify and respond to opportunities that will **enhance, animate and promote the City's public spaces and buildings** for the enjoyment of all City communities

**KP1.2** To **enhance the appeal of the City Corporation's own attractions** through the introduction of new visitor activities and experiences that incite audiences to re-visit

**KP1.3** To **develop and promote itineraries and clusters that help to "package" the City's visitor offer** for our target audience groups and which raise our profile specifically in the areas of heritage, architecture and culture

**KP1.4** On an annual basis, **to identify a key City theme that will engage local London audiences;** to produce a high-profile public event and/or campaign in support of it

**SA2. MARKETING:** to promote the City as a world-class, must-see destination

**KP2.1** To **tailor activity and campaigns to target specific audience groups that will grow the City's visitor footfall, increase dwell-time and deliver greater revenues** for the City's visitor services, cultural, retail, hotels and hospitality sectors

**KP2.2** To **increase access opportunities** to the City's assets for all visitors, with a particular focus on our neighbouring communities and London more generally, demystifying perceived barriers, especially in relation to cost and physical ability

**KP2.3** To **focus our local resources on targeting visitors already in London**, especially at visitor hubs close to the City such as the South Bank, and to identify, secure and develop long-term strategic partnerships that will enable the promotion of the City nationally and overseas

**KP2.4** To **engage and cultivate the City's visitor community and to develop new audiences through the use of social media** and other digital broadcast mechanisms, reducing a reliance on print and delivering cost savings and a greener footprint for the City Corporation

**KP2.5** To **push City visitor content to the media** and to commercial travel and visitor publications, apps and websites; **to monitor and positively respond to user-generated content**

**KP2.6** To **promote City clusters, characteristics and sights over the geographic City**, acknowledging that visitors are uninterested in jurisdictional boundaries and to explore options for cross-promotions in support of this

**SA3. EXPERIENCE:** to enhance the physical environment and visitor welcome

**KP3.1** To **deliver consistent and improved City Corporation signage and mapping** so to aid navigation and drive footfall; and to lobby for improvements to signage within non-Corporation-owned sites to achieve the same (eg stations)

**KP3.2** To **deliver improvements to the City's public realm** to create a more visitor-friendly environment, advancing the City Corporation's retail<sup>14</sup> and public convenience strategies as part of this work; **to facilitate animations and activities** within these areas as appropriate

- KP3.3** To **deliver a free visitor information service at places where visitors congregate** (both within and beyond the City) in order to improve the visitor experience, increase dwell time and drive footfall and revenue for City stakeholders
- KP3.4** To **promote the City Information Centre as a vital, free and accessible resource** for all visitors to London and England and to improve service standards and facilities for the benefit of all users
- KP3.5** To **develop our suite of free visitor information materials** and to promote these at City Corporation assets, and the attractions, shops and hotels managed by our partners, for the benefit of all visitors
- SA4. SUPPORT:** to provide valued services to our stakeholders, London and the nation
- KP4.1** To **retain and build the existing visitor service provider groups** facilitated by the City and to establish new ones where these will add value, providing a voice within the City Corporation for members and identifying opportunities for partnership activity that will deliver greater collective impact and cost savings for all; to strengthen links between these groups and the City's service providers including the City Police, Open Spaces, Traffic Management and Cleansing teams so to ensure a co-ordinated approach
- KP4.2** To **develop our data collection systems** to build a fuller picture of City visitor activity, delivering both quantitative and qualitative intelligence that will support the business decisions of our stakeholders, inform City visitor strategy development and help us to play a more valuable role in London and national membership programmes
- KP4.3** To **establish new revenue generation schemes and to secure external sponsorship and in-kind support** to fund "extraordinary" activities and campaigns that are beyond the purse of the City Corporation's local visitor development budget, to the benefit of our stakeholders and partners
- KP4.4** To **promote our assets and expertise in the field of London visitor information** and to use this to provide valued services for London and national visitor-led projects and programmes
- KP4.5** To **offer appropriate support to partner and stakeholder events, campaigns, programmes and celebrations** so ensuring City and City Corporation inclusion and profile
- SA5. RECOGNITION:** to derive recognition for the City Corporation
- KP5.1** To **develop a voice for the City Corporation** and its visitor community at a London and national level through appropriate City Corporation Members and officers, ensuring the City visitor story is heard and its interests in the context of tourism are represented
- KP5.2** To **deliberately promote City Corporation visitor assets and services to the film and television industry** and to ensure recognition within outputs, using the opportunities afforded to describe the City Corporation's remit in its widest context
- KP5.3** To **tell the story of City government, and the importance and extent of its role both historically and within a contemporary context**, at City Corporation visitor assets and through their outputs, both individually and by collective marketing
- KP5.4** To **identify projects with a common purpose for City Corporation assets and to foster joint working and sharing of costs in order** to deliver greater impact for the City Corporation as a whole, as well as for participating assets
- KP5.5** To **establish links between the City and the City Corporation's outlying sites**, such as its open spaces, and to promote these in order to drive two-way visitor traffic and promote the City's wider role

**Whatever the task in hand, we will execute actions according to our mantra:**

OUR MANTRA

To be user-focussed, not product driven, considering the needs of those we serve and the consequences of our actions in all that we do

## SA1 PRODUCT DEVELOPMENT

The Association of Leading Visitor Attractions (ALVA)<sup>15</sup> suggests that there are four main areas of product development that are likely to pay dividends with visitors. **The message is “refresh, refresh, refresh”** and so entice audiences to a destination or asset with a new and dynamic experience, reinventing product to incite repeat trips – that can mean a changing programme of events, asset refurbishments or enhancements to the offer. In addition, **an authentic sense of place**, where packages and itineraries that put the visitor “on the spot” where something has happened or someone has lived are key, as is **the telling of people's stories over those of drier buildings and places**, giving the product life. These are the three pillars of this strategic aim.

HEADLINE ACTIONS (for glossary of acronyms, see p25):

ACTION	Lead Dep't	External partners	Date
<b>A1.1:</b> to secure City involvement in <b>pan-London and national initiatives</b> that deliver on-street entertainment at visitor hubs; specifically, to build on the success of last year's GLA Gigs: <i>Big Busk</i> and to play a part in <i>Ride London</i> and the Tour de France (2014)	CHL, DBE, PRO	CoLP, GLA, TfL, others TBI	2013/17
<b>A1.2:</b> to secure commercial sponsorship so that <b>major artworks</b> can continue to be used to enliven the City's streets; specifically to produce a changing programme of exhibits for <b>Sculpture in the City</b> and – through the City Arts Initiative – to positively encourage applications from external agencies for programmes that add value to the on-street experience	DBE, CHL	TBI	2013/17
<b>A1.3:</b> to build on the <b>Guildhall Area Strategy</b> , delivering ideas for animations within the Guildhall Yard that will provide incentive for a regular presence of workers and visitors; to ensure the use of Guildhall Yard within major, one-off City events so developing its publics	DBE, REM, CHL, CS	TBI	2013/17
<b>A1.4:</b> to progress the City's Various Powers Bill to enable the granting of <b>on-street trading</b> licences and to complement special events with market activity in order to drive footfall	REM, DBE, CHL	-	2014/15
<b>A1.5:</b> to develop a <b>Cultural Hub</b> across the Barbican, Museum of London, Guildhall School and Milton Court campuses to promote the City's cultural pre-eminence, animating this area to drive footfall and enhance the visitor experience	BC, GS, CHL	MoL	2013/17
<b>A1.6:</b> to create a <b>business hospitality event space</b> in the lower galleries at Guildhall Art Gallery and in the Roman Amphitheatre, so building the City's portfolio of unusual venues and generating revenue to support activity	CHL, REM	-	2013/14
<b>A1.7:</b> to advance plans for a new <b>Heritage Gallery</b> in Guildhall Art Gallery to showcase the City's (and London's) treasures and heritage; to install <b>glass walkways at Tower Bridge</b> and to develop our <b>Great Fire</b> and <b>Roman London</b> offer through the delivery of self-guided walks and itineraries	CHL	MC800	2015
<b>A1.8:</b> to develop a <b>City Visitor Trail</b> , promoting the proximity of City attractions to increase dwell-time and footfall, and to encourage walking between City sites; to ensure the City's smaller attractions are referenced and promoted as part of this and <b>to deliver an on-street element</b> place-marking historic events and exposing City “secrets”	CHL, DBE	DoL, City partners	2013
<b>A1.9:</b> to develop <b>itineraries to target specialist audiences such as families, groups, those with access difficulties and specialist interest groups</b> (eg architecture) at times when the City is less busy, especially weekends	CHL	AHL, RNIB, L&P, VE, VB, City partners	2013/17
<b>A1.10:</b> to develop an annual “ <b>A day at Guildhall</b> ” to showcase the City Corporation's offer and tell its story, using Guildhall Yard as the focus	CHL, REM	L&P, VE, VB	2014/17
<b>A1.11:</b> to programme a series of <b>annual events focussing on City history or people</b> , so engaging visitors with the City's unique heritage, to include anniversaries of the last Thames Frost Fair (2014, 200 years), the death of Mrs Beeton (2015, 150 years); and the Great Fire (2016, 350 years)	CHL	TBI	2013/17

**SA2 MARKETING**

Marketing tactics can be loosely divided into **two categories, those that “pull” visitors and those through which the product is “pushed”**. In the past, our focus has largely been on those that pull; producing campaigns and promotions and, through them, attracting our target markets. “Push” tactics involve “selling” to third parties, so they, in turn, push them to the visitor.

The limited resources with which the City's visitor development team is able to promote the City and the high volume of day visitors the City receives means that **we focus activity on delivering campaigns that target those already in London**, pulling visitors from London hotels for example, to the City. **This ignores domestic and overseas audiences when they are at home** and for whom we want the City to be an integral part of their plans pre-arrival, as well as **the selling of the City as an essential part of an integrated London offer**, so adding value and attracting visitors to London in the first place.

The actions under this aim focus on **building our pull tactics, while introducing some push mechanisms** through which we can increase our profile in overseas and national markets.

HEADLINE ACTIONS (for glossary of acronyms, see p25):

ACTION	Lead Dep't	External partners	Date
<b>A2.1:</b> to develop partnerships with strategic and commercial bodies and overseas tour operators to ensure the City is promoted within campaigns, at trade shows, through fam trips and to our international target markets	CHL	L&P, VE, VB, UKI, BHC	2013/17
<b>A2.2:</b> to deliver focussed press campaigns to engage the domestic market through the commission of a travel press agency; specifically, to target local Londoners for weekend activities and high-value markets (eg LGBT)	CHL	-	2013/17
<b>A2.3:</b> to deliver co-promotions with transport operators and stations serving the City to drive audiences, pushing times when capacity is under-used	CHL	TfL, ATOC, and TBI	2014/17
<b>A2.4:</b> to develop an identity for/with the City's event venues; to promote this to them for use in their materials, so articulating the City's USPs in this market	CHL	City venues	2014/15
<b>A2.5:</b> working in partnership, to develop a series of campaigns and initiatives that highlight the City's convenience in terms of access (wheelchair users), shopping options and low-cost activities to local Londoners, especially at weekends	CHL	FHA, VB, City retail	2014/17
<b>A2.6:</b> to introduce a City attraction “twinning” project that matches City attractions with those in wider London that are of a comparative size and offer and to drive traffic between them through cross-referencing; to ensure a City presence (print) at central London attractions and hotels	CHL	TBI	2014/17
<b>A2.7:</b> to develop the City's social media presence, growing fan bases and fostering discussion through blogging sites; to launch a Pinterest presence	CHL	-	2013/17
<b>A2.8:</b> to explore options for generating City visitor content on foreign-language Wikipedia sites, so raising the City's profile internationally and creating an essential reference for non-English speaking visitors	CHL	Wiki	2014/15
<b>A2.9:</b> to develop the audio guide element (app) of the City Visitor Trail to tell the City's story through City people	CHL	City partners	2013/14
<b>A2.10:</b> to produce a series of films across a selection of languages that promote specific aspects of the City (eg architecture) and, utilising the part-payment schemes promoted by Visit Britain TV, to use these to build the City's online presence, especially on YouTube	CHL, OS	VB	2013/14
<b>A2.11:</b> to target London visitor apps and ensure a positive City presence and to solicit user-generated content on travel sites such as Trip advisor	CHL	-	2013/14
<b>A2.12:</b> to launch a regular “3-shot eshot” targeting the travel press, describing new developments to our offer and upcoming events	CHL	-	2013/17
<b>A2.13:</b> to deliver a number of thematic campaigns focussed on City strengths, to include “Pageantry and Pubs”, the City's music offer and City churches; through this, to explore options for cross promotions that will support strengths such as a City arts card or other discount scheme and to consider how strengths may be developed to create City visitor identity	CHL, BC, GS	Retail, CoLF, LSO, DoL	2014/17



## SA3 EXPERIENCE

Word-of-mouth is the most effective tool in generating footfall. **We want visitors to come here and to have the best experience possible.** Then **we want them to sing about it**, inciting others to visit too. We also want them to come again, to explore further and to enjoy once more the great hospitality, services and environment the City has to offer.

Concentrating specifically on areas where this strategy can have influence, we will focus our resources on delivering a **great welcome through our staff**, provide **pre-arrival and on-the-spot visitor information** signposted from interfaces that visitors are likely to use, promote **mapping that is consistent** and easy to follow, ensure **a clean and attractive environment for all** to enjoy, and provide the opportunity for visitors to **share their experiences with us and others**. This will help to deliver a stimulating and highly-satisfying experience for all those we welcome and, noting the plaudits London and the UK received for the strength and warmth of its visitor reception over the Games-time period, will **build on the Olympic legacy**.

HEADLINE ACTIONS (for glossary of acronyms, see p25):

ACTION	Lead Dep't	External partners	Date
<b>A3.1:</b> to deliver <b>consistent mapping across all visitor interfaces</b> , so aiding navigation; and to facilitate <b>interactive mapping on our website</b> , enabling users to retrieve the detail they need	CHL, DBE	-	2013/14
<b>A3.2:</b> in recognition of public conveniences being an essential element to an enjoyable visitor experience, <b>to promote the City's community toilet scheme</b> to visitors; to <b>combat antisocial street fouling</b> ; and to support the provisions laid out in the City Corporation's <b>Public Conveniences Review</b>	DBE, CHL	-	2013/14
<b>A3.3:</b> to work with transport providers (eg Crossrail) and local LBs to ensure <b>City product is accurately referenced on signage</b> ; to investigate options for <b>City product to be featured in transport announcements</b> ("alight here for...")	CHL, DBE	TfL, LBs, Crossrail	2014/17
<b>A3.4:</b> to implement <b>area enhancement strategies for the street environment</b> at Bank, Fenchurch Street and Monument, Liverpool Street, West Smithfield and Barbican; <b>to develop the retail offer in the City's PSCs</b> as proposed in our Local Plan, <b>enhancing the connecting "retail links"</b>	DBE	-	2013
<b>A3.5:</b> aligned with City advertising policies, to work with developers to establish <b>information boards at building sites describing the project and nearby leisure options</b> ; working in partnership, to deliver a <b>"Future City" walk</b> to explain these sites, so countering negativity about disruptions	CHL, CS, DBE	OC, CG	2014/15
<b>A3.6:</b> to explore <b>solutions for the build-up of rubbish</b> at visitor hubs at the weekend as requested by VARG and the CHF	DBE, CHL	-	2013
<b>A3.7:</b> to deliver a <b>mobile visitor information van staffed by the CIC</b> for use at events in the City, at places where it is most busy and in our open spaces beyond the City, providing on-the-spot help when and where it is needed	CHL	GLA	2013/17
<b>A3.8:</b> to deliver the <b>City Street Guides scheme</b> in support of major City events and to extend membership to non-City-Corporation-employees	CHL	-	2013/17
<b>A3.9:</b> to provide a leisure <b>advice service for event planners and City businesses planning staff trips</b> ; to complement this with a concierge service for business events (to be delivered by the CIC on a cost-recovery basis)	CHL	-	2014/15
<b>A3.10:</b> to <b>audit guidebooks and travel websites</b> on a global level, to correct misinformation about the Britain London Visitor Centre (now closed) and promote our own information services	CHL	-	2013
<b>A3.11:</b> to <b>extend the language skills</b> (esp. BRIC) and <b>national product knowledge</b> of CIC staff to enhance our welcome; to deliver service improvements at the CIC by introducing <b>WiFi, feedback systems, new products and QR coding</b> (enabling mobile leaflet download so decreasing environmental impact) and to develop our <b>partnership with VisitEngland</b>	CHL	VE	2013/17
<b>A3.12:</b> to print a <b>guide to the City for workers and event planners</b> , promoting the leisure offer and financing it through advertising, making this freely available to businesses newly-arrived in the City; to <b>extend our range of free visitor information</b> outputs and develop <b>pre-arrival webpages</b> .	CHL	-	2014/15

## SA4 SUPPORT

The City Corporation it is a **provider of valued services to the City, London and the nation**. These include its green spaces outside of the City's boundaries for example, which are maintained for the enjoyment of all at no expense to the taxpayer. **What is provided must be well chosen**, especially in an austere climate where budgetary considerations ever more confine us. At its most basic, we need to achieve **advantage, and that advantage should reflect the level of the investment**. In the visitor context, that equates to deriving benefit for our stakeholders, the City visitor economy and/or the City Corporation in the realisation of its ambitions.

A return on our investment could be that we are meeting our obligations as a provider of local government services but ordinarily, it is likely that we would build on that. **Facilitating stakeholder networks** for example, not only helps to represent their needs to us as a collective body, but also enables us to **secure distribution channels** for collateral. On a more macro scale, contributing our expertise to the volunteer training programmes of the GLA, helps us to **promote the City** and to ensure our sites are considered in the dialogue between ambassadors and visitors across London, so **driving footfall**. All actions under this strategic aim consider this one criterion, measuring level of effort or resources against potential return.

HEADLINE ACTIONS (for glossary of acronyms, see p25):

ACTION	Lead Dep't	External partners	Date
<b>A4.1:</b> to establish a <b>City Hotels Forum</b> and to <b>extend membership of the City's VARG</b> ensuring networking opportunities between groups; to facilitate a <b>LinkedIn group</b> for member debate and to facilitate shared-cost <b>City representation at industry events</b> on behalf of all	CHL	City partners	2013/17
<b>A4.2:</b> to develop a " <b>crowd-funding</b> " portal for shared-cost projects through which City stakeholders can pledge support commensurate with the proposal's ability to deliver on their own business objectives	CHL; CHAM	City partners	2014/15
<b>A4.3:</b> to establish <b>qualitative data reporting systems</b> and to share results with our stakeholders while informing our own business planning; to establish an <b>annual retail spend survey</b> and enable City benchmarking	CHL	City partners	2014/15
<b>A4.4:</b> to explore options for delivering a <b>research report looking at the impact of the business meeting and events industry in the City</b> , so positioning the City as a leader in this field and achieving profile	CHL; TC; REM	City partners	2014/15
<b>A4.5:</b> to launch an <b>online visitor shop</b> with white-labelling to booking sites, enabling pre-arrival and post-trip sales that will help fund visitor activity	CHL; CHAM	TBI	2014/15
<b>A4.6:</b> to identify <b>London and regional tourism funding streams</b> (eg RGF) and secure benefits for collective City endeavour; to build on the <b>media partnerships</b> established for <i>Celebrate!</i> to deliver greater in-kind support	CHL	VE, ACE and TBI	2013/17
<b>A4.7:</b> to create an <b>internship programme at the CIC</b> targeting London universities in order to derive profile and recognition for the City in the field of visitor information, positioning the CIC at the forefront of the minds of tomorrow's tourism specialists and enhancing job prospects of participants; to deliver a <b>national TIC exchange programme in partnership with VE</b> and to exploit opportunities to <b>develop our training programmes in the visitor sector for young people in the City Fringe</b>	CHL	London HEIs, VE	2014/15
<b>A4.8:</b> to <b>train the trainers of the GLA Ambassador Programme 2013</b> in London product knowledge, pushing City product and thus driving footfall	CHL	GLA	2013
<b>A4.9:</b> working in partnership, to deliver <b>free day-trips for disadvantaged families from east London</b> , generating WOM recommendations while deriving profile for the City Corporation as an early adopter of the scheme	CHL	VE, FHA	2013/17
<b>A4.10:</b> to explore options for delivering <b>training in London product to London cabbies</b> through familiarisation trips and bespoke sessions	CHL	LTDA; TfL	2014/17
<b>A4.11:</b> to provide a <b>free marketing advice service</b> and deliver marketing support for events that involve multiple City partners, eg Huguenots Festival	CHL	TBI	2013/17
<b>A4.12:</b> to <b>support London and national programmes and events</b> where there is a City presence, driving footfall and delivering complementary activity to incite revisits; specifically, to provide the secretariat and meeting venues for the <b>Magna Carta 800 Tourism Sub-Committee</b>	CHL; PRO; DBE; REM	CoLP	2013/17

## PART THREE: ACTION PLAN

## SA5 RECOGNITION

The guiding principle for the actions developed under this strategic aim is simple: **the City Corporation interfaces with the visitor community and the national tourism industry at key touch points**. Our job therefore, is to derive recognition and credit at the point where we interact, telling the City Corporation story as effectively as we can and building our presence where there is scope to do so.

**Promotion at touch points may be passive or active**, where passive is the telling of our story without the ability to enforce its reception (such as describing our role and remit in visitor outputs which the visitor may read or not); and active where we are able to influence reception through direct dialogue with our audiences (such as staff recommending activities to visitors or through developing our voice on issues of concern for the UK tourism industry).

The actions developed under this strategic aim, identify these touch points and use a mix of passive and active mechanisms to deliver recognition.

HEADLINE ACTIONS (for glossary of acronyms, see p25):

ACTION	Lead Dep't	External partners	Date
<b>A5.1:</b> to develop a City tourism intelligence resource on the City Corporation's intranet for use by Members and officers when representing City or City Corporation interests in meetings, at events and on overseas trips; to promote Members and senior officers as representatives of London's tourism industry to the sector	CHL	-	2013/17
<b>A5.2:</b> to ensure the City Corporation's contribution to visitor services is represented within its staff induction programme fostering ownership and knowledge for staff as ambassadors	CHL, PRO, TC	-	2013/17
<b>A5.3:</b> to facilitate a new cross-borough visitor services group with membership comprising relevant representatives from all central London Boroughs and relevant BIDs; through our CIC, to lead facilitation of the London Tourist Information Centre Network established by the GLA in 2012	CHL	-	2014/17
<b>A5.4:</b> to pitch City Corporation assets to the TV industry, especially programmes focussing on travel or heritage, and to derive City Corporation credit in outputs	CHL, PRO	TBI	2013/17
<b>A5.5:</b> to promote the City as a film location and to streamline processes to enable greater adoption; to examine opportunities for promotions with producers of the DVDs of films in which the City has a significant presence	PRO, CHL	-	2013/17
<b>A5.6:</b> to develop a City Corporation day for visitors, securing free admission to our attractions and delivering tours that celebrate our contribution in the visitor context; to promote this to London audiences specifically	CHL, REM	-	2014/17
<b>A5.7:</b> to develop a down-loadable, self-guided Guildhall Great Hall tour for mobile devices, promoting it as the seat of City government to the many visitors who come here without having booked on the monthly guided tour	CHL, REM, CS	-	2014
<b>A5.8:</b> to identify locations within City Corporation assets where a board describing the asset and the City Corporation's contributions in the visitor/cultural context can be housed; to deliver a moveable display about our contribution for use at City Corporation events	CHL, REM	-	2014/15
<b>A5.9:</b> to deliver a City Corporation treasure of the month promotion on the City Corporation's website and to excite interest via social media channels	CHL	-	2014/17
<b>A5.10:</b> to create a City of London Attractions group comprising City Corporation visitor assets to qualify to join the Association of Leading Visitor Attractions (ALVA) and build exposure; similarly, to develop the City Corporation Venues group and investigate joint promotional opportunities	CHL, REM, BC	MoL	2013/17
<b>A5.11:</b> to establish links between the City Corporation's assets outside of the City and the City's visitor offer, driving footfall in both directions; specifically, to deliver promotions linking Hampstead Heath and Epping Forest to the City	CHL, OS	VB, CC	2014/17

## i. Key achievements 2011-12

*What we've been up to over the last two years*

### RESEARCH:

- the City's **Visitor Attractions Monitor** (footfall to City attractions)
- **Value and volume of tourism to the City** (RJS Associates)
- **perception testing** amongst Londoners (Arkenford)
- **user surveys** for *Celebrate the City!* and the City Information Centre (RJS Associates)

### PUBLICATIONS:

- *The City of London, Architectural Tradition & Innovation in the Square Mile* and its "companion" guide, published by **Thames and Hudson**
- The **2010 and 2012 Time Out Guides to the City of London**
- The **City's 2012 Games-time map**
- **Four seasonal what's on guides** a year highlighting headline events

### EVENTS:

- Visitor and support services for the **Queen's Diamond Jubilee Weekend**
- Visitor and support services for the **Games-time road events including the Marathons, Athletes Parade and Torch Relay**
- Delivery of ***Celebrate the City: four days in the Square Mile*** – a programme of bespoke events and special activities presented by City partners in 2012
- Facilitation of the GLA's **Gigs: Big Busk** programme – on-street musical entertainment at six City sites to entertain visitors over Games-time
- Working with London Marathon Limited (LML), delivery of **musical entertainment at the Olympic and Paralympic marathons** as well as **full peals of bells from six City churches** adding a sense of occasion to these events

### OUR GAMES-TIME WELCOME:

- Delivery of a staff "volunteering" scheme which saw employees deployed on-street as **2012 Street Guides**
- Design and delivery of bespoke local knowledge **training for GLA Ambassadors** working across the City area during Games-time
- Provision of visitor advice for the International Paralympic Committee (IPC) and delivery of **a welcome pack for delegates**; in partnership with the Cheapside Initiative

### CITY INFORMATION CENTRE:

- **A partnership with VisitEngland (VE)**, endorsing the Centre as the only official TIC in central London and the official London centre for VE

### WEBSITE AND SOCIAL MEDIA:

- City visitor presence launched on **Facebook, Twitter and Flickr**
- **Migration of the City's visitor website to the new City Corporation site**
- Access information for attractions and other assets and foreign language welcome pages delivered as part of the above
- Launch of *Enjoy Your City* – a City event **App** targeting City workers
- **Delivery of short films** including six language versions of a promotional film for the City Information Centre, two films for *Celebrate the City!* and a film created for training purposes which summarises the City's visitor offer; all films have been uploaded to the City's **YouTube** channel

### TRAVEL TRADE:

- Delivery of a **City of London collective presence** at travel trade shows such as Excursions, with costs shared between participating attractions

## ii. What the City offers

*The scope of our product*

The City has three well-recognised “products” to offer its visitors: business excellence, history and heritage and the modern dynamism of its culture and leisure facilities – all share in the same level of richness and vibrancy.

### BUSINESS EXCELLENCE:

- world-class financial facilities
- business critical mass
- unique venues for meetings, conferences and seminars
- individual business activity
- hospitality, formal and informal

### HISTORY AND HERITAGE:

- City ceremonial
- attractions
- museums and permanent art collections
- libraries and archives
- London artefacts and treasures
- archaeology
- architecture, monuments and churches
- built environment
- Roman London
- a 2,000-year existence

### 21ST CENTURY CITY:

- theatre and cinema
- arts and music (particularly classical)
- education and learning (schools, academies, conservatoire, outreach)
- festivals
- guided walks
- bars and restaurants
- high-street and high-end retail
- open spaces
- street scene developments
- cutting-edge public art
- high-quality, innovative architecture
- accommodation, high-end and budget
- resident, worker and visitor diversity



### iii. Consultation

*Who we've talked to*

This strategy has been written and developed to reflect discussions and ideas solicited in consultations and meetings with our elected Members, City Corporation officers and external stakeholders. Those consulted include:

#### CITY CORPORATION:

- Members
- Assistant Town Clerk
- Streets and Walkways Team
- Tower Bridge / Monument Marketing Team
- Visitor Development Team

#### Chief Officers from the departments of:

- Barbican Centre
- Built Environment
- Culture, Heritage and Libraries
- Guildhall School of Music & Drama
- Open Spaces
- Public Relations

#### Officers representing:

- Barbican Centre
- City Business Library
- City Gardens
- City Information Centre
- Film Team
- Guildhall Area Strategy Team
- Guildhall Art Gallery
- Museum of London
- Planners
- Remembrancer events team
- Significant External Events Group
- Street Scene Team

#### Strategies, plans and research including:

- City of London Corporate Plan 2012-16
- *Business with Pleasure*; the Importance and Leisure Potential of Independent Business Visitors to London
- City of London Communications Strategy, 2012-15
- City of London Cultural Strategy, 2012-17
- City of London, Draft Local Plan, 2013
- City of London, Public Conveniences Review
- Development Schedules: Survey Statistical Report Hotels, April 2012
- Guildhall Area Strategy (*The Hidden Heart of London*), 2011
- *The City Together: The Heart of a World Class City*, 2008-14
- The City's Visitor Attraction's Monitor
- The Economic, Social and Cultural Impact of the City Arts and Culture Cluster
- Other reports and documents as cited

#### CITY STAKEHOLDERS:

- City Visitor Attractions and Retail Group (VARG)
- City Hotels Forum (CHF)

#### EXTERNAL AGENCIES AND CONSULTANTS INFORMING THE STRATEGY:

- ALVA
- Britain's Heritage Cities (BHC)
- China Holidays
- Greater London Authority (GLA)
- Lacuna PR
- London & Partners
- Magna Carta 800 Tourism Sub
- Team Tourism
- The City Selection
- UKinbound
- Visit Britain TV
- VisitEngland
- GLA Economics: The Great Britain Day Visitor Survey 2011 – London Analysis
- Mastercard Global Destination Cities Index
- The GB Tourist: Statistics 2011
- Tourism Alliance: UK Tourism Statistics 2012
- Visit Britain: Delivering a Golden Legacy, 2012-20
- Visit Britain: Market and Trade Profiles (esp. the BRIC countries)
- VisitEngland: A Strategic Framework for Tourism 2010-2020
- VisitEngland: The all-England Destination Marketing Strategy
- VisitEngland: The Digital Landscape and the Role of Social Media for the Domestic Visitor
- Other reports and documents as cited

#### External strategies, plans and research:

- DCMS: Beyond 2012, the London 2012 Legacy Story
- DCMS: Government Tourism Policy, 2011

## iv. Partners in tourism

*Those with whom we'll deliver this strategy*

This strategy must be a partnership. It will need to be implemented in wide consultation with many organisations and individuals in the City and throughout London and it can only be successful if it is delivered by working with them. External partners include:

### THE CITY'S ARTS PROVIDERS:

*Barbican associate and resident companies, orchestras and producers, including*

- Academy of Ancient Music
- BBC Symphony Orchestra
- Boy Blue Entertainment
- Britten Sinfonia
- Cheek By Jowl
- Deborah Warner
- Gewandhaus Orchestra Leipzig
- Jazz at Lincoln Center
- London Symphony Orchestra
- Los Angeles Philharmonic
- Michael Clark Dance Company
- New York Philharmonic
- Royal Concertgebouw Orchestra of Amsterdam
- Serious

*Other City arts providers*

- Bishopsgate Institute
- Bridewell Theatre, and residents:
  - Cantabile: the London Quartet
  - SEDOS (Stock Exchange Drama and Operatic Society)
- City Music Society
- City of London Festival
- City of London Sinfonia
- Goldsmiths' Hall
- London Festival of Architecture
- LSO St Luke's
- Open-City
- Spitalfields Music
- Temple Music
- Vital Arts

### THE CITY'S VISITOR ATTRACTIONS AND SERVICES:

- Bank of England Museum
- City churches
- City of London Police Museum
- Dr Johnson's House
- Livery halls
- Middle Temple Hall
- Museum of London
- Open Garden Squares Weekend
- St Bart's Hospital Archives and Museum
- St Paul's Cathedral
- The City of London Guide Lecturers Association (CLGLA)
- Tower of London

### THE CITY'S HOTELS:

- Andaz
- Apex (City / London Wall / Temple Court)
- Chamberlain
- Club Quarters (St Paul's / Gracechurch Street)
- Crown Plaza – the City
- Double Tree by Hilton
- Grange (City / St Paul's)
- Hotel Indigo
- Montcalm at the Brewery, London City
- Novotel Tower
- Premier Inn (Blackfriars / St Mary at Hill)
- Threadneedles
- Travel Lodge (Liverpool Street / Bank / Tower)
- Landmark Trust (43 and 45a Cloth Fair)
- The City's serviced apartments

### THE CITY'S CONFERENCE AND BUSINESS EVENT VENUES:

- The City's Livery Halls
- The City Selection
- The City Collection
- The City's Hotels, as listed above

### CITY TRADER ASSOCIATIONS AND ESTATE MANAGERS:

- Bishops Square Traders
- Bow Lane Traders
- Broadgate Estates (Broadgate Arena)
- Broadgate Estates (Paternoster)
- Cheapside Initiative
- Land Securities (One New Change / New Street Square)
- Leadenhall and Smithfield Traders
- London Silver Vaults
- Old Spitalfields Market
- Petticoat Lane Market
- Royal Exchange

## THE CITY TOGETHER

### LOCAL BIDs AND GROUPS:

- Better Bankside
- In Midtown
- South Bank Employers' Group
- Team London Bridge
- Waterloo Quarter

### NEIGHBOURING BOROUGHES:

- LB Camden
- LB Hackney
- LB Islington
- LB Lambeth
- LB Southwark
- LB Tower Hamlets
- LB Westminster

### LONDON AND NATIONAL PARTNERS:

- Association of Leading Visitor Attractions (ALVA)
- Britain's Heritage Cities (BHC)
- Central London Forward
- DCMS
- Family Holiday Association (FHA)
- Greater London Authority (GLA)
- London & Partners
- London Councils
- London First
- London Tourist Information Centres
- The Tourism Alliance
- Transport for London (TfL)
- UKinbound
- Visit Britain
- VisitEngland

The City's visitor strategy will also be an internal partnership and we must ensure that the activities of our own departments and funded organisations are coordinated to maximise their impact. A list of City Corporation assets and services can be found on p4.

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## v. Glossary

*What the acronyms mean*

### Dep'ts

BC	Barbican Centre
CHAM	Chamberlain's Department
CHL	Department of Culture, Heritage and Libraries
CS	City Surveyor
DBE	Department of the Built Environment
GS	Guildhall School of Music & Drama
OS	Open Spaces Department
PRO	Public Relations Office
REM	Remembrancer
TC	Town Clerk's Department

### External partners

ACE	Arts Council of England
AHL	Action on Hearing Loss
ALVA	Association of Leading Visitor Attractions
ATOC	Association of Train Operating Companies
BHC	Britain's Heritage Cities
CC	CurioCity
City partners	All City visitor services and culture providers
CG	City of London Guide Lecturers Association
CoLF	City of London Festival
CoLP	City of London Police
DoL	Diocese of London
FHA	Family Holiday Association
GLA	Greater London Authority

LBs	London Boroughs
L&P	London & Partners
London HEIs	Higher education institutions in London
LSO	London Symphony Orchestra
LTDA	Licensed Taxi Drivers Association
MC	Magna Carta 800
MoL	Museum of London
OC	Open City
RNIB	Royal National Institute for Blind People
TfL	Transport for London
UKI	UKInbound
VB	Visit Britain
VE	Visit England

TBI To be identified

### Other

BID	Business Improvement District
CHF	City Hotels Forum
CIC	City Information Centre
Fam trips	Familiarisation trips
LGBT	Lesbian, Gay, Bisexual and Transgender
PSC	Principal Shopping Centre
RGF	Regional Growth Fund
VARG	Visitor Attractions and Retail Group
VAM	Visitor Attractions Monitor
WOM	Word of mouth



# Agenda Item 19

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

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