



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

Date: THURSDAY, 21 SEPTEMBER 2023
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

3. MINUTES

- b) *To note the public minutes of the Capital Buildings Board meeting held on 5 July 2023 (Pages 3 - 6)
- c) * To note the draft public minutes of the Civic Affairs Sub-Committee meeting held on 13 July 2023 (Pages 7 - 12)
- d) * To note the draft public minutes of the Member Development and Standards Sub-Committee meeting held on 21 July 2023 (Pages 13 - 18)
- e) * To note the draft public minutes of the Resource Allocation Sub-Committee meeting held on 5 September 2023 (Pages 19 - 22)

10. * **VISION FOR ECONOMIC GROWTH - A ROADMAP TO PROSPERITY**
Report of the Executive Director of Innovation and Growth.

For Information
(Pages 23 - 28)

11. * **PARLIAMENTARY BOUNDARY REVIEW**
Report of the Remembrancer.

For Information
(Pages 29 - 52)

12. * **CORPORATE PLAN 2018-2023 PROGRESS**
Report of the Chief Strategy Officer.

For Information
(Pages 53 - 94)

13. * **DESTINATION CITY REPROFILE UPDATE AND FORWARD PLAN**
Report of the Executive Director of Innovation and Growth.

For Information
(Pages 95 - 100)

14. * **RETAINED EU LAW (REVOCATION AND REFORM) ACT**
Report of the Remembrancer.

For Information
(Pages 101 - 104)

15. *** NATIONAL SECURITY ACT 2023**
Report of the Remembrancer.
For Information
(Pages 105 - 108)
16. *** REVENUE OUTTURN - 2022/23**
Joint report of the Town Clerk, Deputy Town Clerk, Executive Director of Innovation and Growth, Remembrancer, Chief Operating Officer and City Surveyor.
For Information
(Pages 109 - 116)
17. *** UK-INDIA INFRASTRUCTURE FINANCING BRIDGE (UKIIFB)**
Report of the Executive Director of Innovation and Growth.
For Information
(Pages 117 - 120)
18. *** POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY**
Report of the Chamberlain.
For Information
(Pages 121 - 130)
19. *** DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**
Report of the Town Clerk.
For Information
(Pages 131 - 138)
23. **NON-PUBLIC MINUTES**
- b) * To note the non-public minutes of the Capital Buildings Board meeting held on 5 July 2023 (Pages 139 - 144)
 - c) * To note the draft non-public minutes of the Civic Affairs Sub-Committee meeting held on 13 July 2023 (Pages 145 - 154)
 - d) * To note the draft non-public minutes of the Member Development and Standards Sub-Committee meeting held on 21 July 2023 (Pages 155 - 156)
 - e) * To note the draft non-public minutes of the Resource Allocation Sub-Committee meeting held on 5 September 2023 (Pages 157 - 160)
29. *** MAJOR PROJECTS - HIGH LEVEL FORECASTS AND CASH FLOW**
Joint report of the Chief Operating Officer and Chamberlain.
For Information
(Pages 161 - 170)
30. *** DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**
Report of the Town Clerk.
For Information
(Pages 171 - 172)

Ian Thomas CBE
Town Clerk and Chief Executive

CAPITAL BUILDINGS BOARD

Wednesday, 5 July 2023

Minutes of the meeting of Capital Buildings Board held at the Guildhall EC2 at 9.30 am

Present

Members:

Deputy Sir Michael Snyder (Chairman)	Deputy Christopher Hayward
Oliver Sells KC (Deputy Chairman)	Deputy Edward Lord
Deputy Randall Anderson	Alderman Ian David Luder
Deputy Keith Bottomley	Alderswoman Susan Pearson
Alderman Alison Gowman	David Brooks Wilson
Alderman Timothy Hailes (Ex-Officio Member)	Deputy Philip Woodhouse (Ex-Officio Member)

In attendance (in Guildhall)

David Camp, Museum of London (Item 9)

In attendance (observing online)

Graham Packham
James Tumbridge

Officers:

Paul Wilkinson	- City Surveyor
Mark Lowman	- City Surveyor's Department
Ola Obadara	- City Surveyor's Department
Emma Moore	- Chief Operating Officer
James Carter	- Chief Operating Officer's Department
John Cater	- Chief Operating Officer's Department
Ben Milligan	- Chief Operating Officer's Department
Charlene Ulett	- Chief Operating Officer's Department
Alistair Cook	- City of London Police
Neil Jenkins	- City of London Police
Martin O'Regan	- City of London Police
Chris Rumbles	- Town Clerk's Department
Peter Barlow	- Town Clerk's Department
David Mendoza-Wolfson	- Town Clerk's Department
Alec Shaw (for item 9)	- Museum of London
Sonia Sharma	- Chamberlain's Department

1. APOLOGIES

Apologies were received from Henry Colthurst, Henry Pollard, Sir David Wootton and James Thomson.

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

The Board noted a standing declaration of David Brooks Wilson in respect of all matters concerning Arcadis, Keltbray Group Ltd, Michael Squire and Partners and City and Provincial Properties Ltd.

The Board noted a standing declaration of Deputy Christopher Hayward in respect of matters concerning Keltbray Group Ltd.

3. **MINUTES**

RESOLVED: That the public minutes of the Capital Buildings Board meeting on Wednesday, 10 May 2023 be approved as an accurate record.

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

A question was raised as follows:

Salisbury Square Development Out of Hours Working – Alderman Luder referred to late out of hours works causing noise disruption and it having a detrimental impact on Harrow Public House, with the main days of these works being on a Wednesday and Thursday.

The Member suggested that, where late works were required, a Wednesday and Thursday should be avoided. Late working on a Monday and Tuesday was likely to be less impactful on the business. Some form of compensation could be considered where working on a Wednesday and Thursday was essential and the business was able to demonstrate the impact on its turnover.

The City Surveyor responded confirming that he was aware of instances of working beyond core hours, with this being a result of abnormal loads and large pieces of equipment being delivered. The City Surveyor confirmed that he would meet with the Landlord of Harrow Public House and a representative from Mace to agree a way forward. The City Surveyor further clarified that Mace had already agreed with the Landlord for concrete to be delivered via Fleet Street in their efforts at minimising impact on the business.

Alderman Luder welcomed the City Surveyor's proposal to with meet the Landlord of Harrow Public House. It was agreed that Graham Packham, as a representative of the Ward, would accompany the City Surveyor to the meeting.

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

There were no additional items of busy.

6. **EXCLUSION OF THE PUBLIC**

RESOLVED: That under Section 100A of the Local Government Act 1972, the public be excluded from the meeting for the following items, on the grounds that they involve the likely disclosure of Exempt Information, as defined in Part 1 of Schedule 12A of the Local Government Act.

7. **NON-PUBLIC MINUTES**

RESOLVED: That the non-public minutes of the Capital Buildings Board meeting on Wednesday, 10 May 2023 be approved as an accurate record.

8. **MUSEUM OF LONDON RELOCATION**

a) **New Museum Project Update**

The Board received a joint report of the Director of the New Museum Project & Estate and Chair of the New Museum Project Board providing an update on the new museum project.

b) **Museum of London Relocation Programme: Update**

The Board considered a report of the City Surveyor providing an update on the Museum of London relocation programme.

9. **PROPOSAL TO TRANSFER THE BARKING REACH SITE FROM BARKING POWER LIMITED TO CITY OF LONDON CORPORATION**

The Board received a report of the Chamberlain relating to a proposal to transfer the Barking Reach Site from Barking Power Limited to the City Corporation.

10. **MIDDLESEX STREET, CAR PARK, MIDDLESEX STREET, E1 7AD**

The Board received a report of the City Surveyor providing an update relating to Middlesex Street, Car Park, Middlesex Street, E1 7AD.

11. **SALISBURY SQUARE DEVELOPMENT - RIBA STAGE 5 UPDATE**

The Board considered a report of the City Surveyor relating to the Salisbury Square Development.

12. **MAJOR PROJECTS - HIGH LEVEL FORECASTS AND CASH FLOW**

The Committee received a joint report of the Chamberlain and Chief Operating Officer relating to Major Projects high level forecasts and cashflow.

13. **MAJOR PROGRAMMES OFFICE - MONTHLY DASHBOARD REPORT (BARKING REMEDIATION)**

The Board received a report of the Chief Operating Officer providing a Major Programmes Office monthly dashboard.

14. **REPORT OF ACTION TAKEN**

The Board received a report of the Deputy Town Clerk providing details of recent decisions taken by the Town Clerk, in consultation with the Chairman and Deputy Chairman.

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

There were no questions.

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

Two additional items of business were raised as follows:

Independent review of Project-related Member Governance - The Chairman referred to a report going to Policy and Resources Committee updating on the independent review of project governance carried out by Paul Martin, which he had asked to be circulated to Members of Capital Buildings Board for their information given its relevance to the work of the Board. The Chairman added

how the review had concluded that Capital Buildings Board was operating well and should continue in its current format.

There would be further considerations for Policy and Resources Committee and Court of Common Council, with a number of clarification amendments being proposed, but with these not impacting on Capital Buildings Board.

One aspect that could potentially impact Capital Buildings Board was in relation to the standing down of Markets Board and two spaces potentially becoming available on Barking Reach Group and the resultant appoint process for these places.

Members noted the position.

Alderman Ian Luder – The Charman remarked on it being Alderman Luder's last Capital Buildings Board meeting before he steps down from Court of Common Council later in the month. The Chairman thanked Alderman Luder for his contribution to the work of the Board, which had always been helpful, challenging and much valued. The Chairman wished Alderman Luder well for the future.

The meeting ended at 10.15am.

Chairman

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CIVIC AFFAIRS SUB-COMMITTEE Thursday, 13 July 2023

Minutes of the meeting of the Civic Affairs Sub-Committee held at Committee Room,
West Wing, 2nd Floor West Wing on Thursday, 13 July 2023 at 1.45 pm

Present

Members:

Tom Sleigh (Chair)
Deputy Ann Holmes (Chief Commoner) (Deputy Chair)
Deputy Keith Bottomley
Deputy Henry Colthurst
Alderman Professor Michael Mainelli
Wendy Mead
Deputy Andrien Meyers
Alderman Sir William Russell

In Attendance (observing online)

Emily Benn

Officers:

Paul Double	- City Remembrancer
Amy Austin	- Remembrancer's Department
Holly Booth	- Remembrancer's Department
Rachel Cartwright	- Remembrancer's Department
Leann Corachea	- Remembrancer's Department
Fiona Hoban	- Remembrancer's Department
Gregory Moore	- Assistant Town Clerk and Executive Director, Governance and Member Services
Andrew Buckingham	- Town Clerk's Department
Mark Gettleson	- Town Clerk's Department
Christopher Rumbles, Clerk	- Town Clerk's Department
Peter Oscher	- City Surveyor's Department
Dorian Price	- City Surveyor's Department
Benjamin Chen-Sverre	- Chamberlain's Department

1. APOLOGIES

Apologies were received from Christopher Hayward, Sophie Fernandes, Tijs Broeke and James Bromiley Davis.

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

There were none.

3. MINUTES

RESOLVED that – the minutes of the Civic Affairs Sub-Committee meeting on 31st March 2023 be approved as an accurate record, subject to the following amendments.

James Bromiley Davis to be recorded as ‘in attendance observing remotely’.

Item 16 Benefices to read ‘The Chairman was heard’ and removing the words ‘Sub-Committee received the following’.

4. **MEMBERS' BEDROOM POLICY**

The Sub-Committee considered a report of the Deputy Town Clerk setting out existing booking terms and eligibility, current charging levels and usage for the Members’ bedrooms and seeking a view on a number of matters for consideration, in order for a revised policy to be drafted and brought back for Members’ further consideration.

During the discussion that followed, there was general agreement that the existing policy remained appropriate. The current pricing level was noted, but with there being a need to ensure all costs were being covered where an overnight stay was for non-official usage.

There was a question raised over eligibility and those permitted to stay in the bedrooms e.g., Masters and Livery Clerks. There was a request for more detailed utilisation statistics and data to understand more fully how the bedrooms were being used and by whom. It was suggested that bedrooms might only be offered externally during a period of under usage. A clear definition of official usage would be needed when allowing free use of the bedrooms, with this being when a Member was chairing an early morning meeting or hosting a dinner finishing late at night.

In conclusion, it was noted that Members were in favour of reviewing the schedule of charges with a view to increasing the fee to ensure costs were covered for non-official use, there was agreement that official usage should remain as free but with a tightening up around what constitutes official usage. Members expressed an interest in receiving a breakdown of usage by external users of the bedrooms to inform a decision on the approved list of external users.

The Assistant Town Clerk questioned whether a formal procedure was considered necessary to address any potential misuse during an overnight stay, with the Chairman agreeing that wording should be drafted to be included within the policy. Members were also in agreement that block bookings of the bedrooms should not be permitted.

The Deputy Chairman commented on a need for a clear communications plan to inform Members of any changes. It was agreed that a report would come to the next meeting for Members’ further consideration.

RESOLVED: That Members: -

- Provided feedback and set out their views on the Members' Bedroom Policy in respect of issues identified in the report; in particular, the questions set out at paragraph 26.

5. MEMBER WORKSPACE ARRANGEMENTS (MEZZANINE FLOOR)

The Sub-Committee considered a report of the Deputy Town Clerk providing an update on development of new workspace arrangements and ongoing efforts in looking to ensure suitable resources and facilities were available to all Members whilst at Guildhall on City Corporation business.

Members were supportive of the installation of soundproof booths at Guildhall, with these offering a personal and quiet space from which Members could take confidential calls when at Guildhall on City Corporation business.

Members expressed their view for the soundproof booths to be installed in the small office on the 2nd Floor, West Wing, opposite Committee Room 3, which currently acted as designated office space for Chairs. It was noted that the new desk space made available on the Mezzanine would ensure that there was no loss of working space available to potentially affected Members. Members were also keen to ensure the soundproof pods had power outlets and some sort of cooling device, to ensure Members could work comfortably and effectively within them. The City Surveyor confirmed that the pods in question each had one 3-pin plug socket plus two USB sockets and would come equipped with cooling fans.

Members were supportive of the installation of soundproof booths but raised a concern regarding the initial indicative cost of installation of booths being in the region of £4,000 per booth, subject to a final quote. Members agreed to the Town Clerk and City Surveyor progressing the installation, whilst asking that further negotiation takes place with the supplier in looking to achieve a reduction in the overall cost of each pod.

Members acknowledged that hotdesking space was already available to Members, with this hardly being used. It was suggested that installation of soundproof booths would provide Members with more opportunity to come into Guildhall, providing a suitable environment for them.

RESOLVED: That Members: -

- Provided a view as to how they wish to take forward Members' space.
- Agreed to delegate authority to the Town Clerk, in consultation with the Chair and Deputy Chair, to consider cost breakdowns when available from the City Surveyor and to authorise such expenditure as required (from the Sub-Committee's contingency fund) to deliver Members' expectations for both the Parental Room and Member Workspace.

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

There were none.

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

The following additional item of business was raised.

City Belonging Project – Members noted that a new worker engagement initiative had been launched at the end of June looking to engage every workplace and City worker, not just senior leadership teams. Efforts had been made at sourcing an equality contact at each City firm.

City businesses had received an invitation to the City Corporation's Pride Reception, with a huge number choosing to attend and this being a model that would be followed for future events. It was hoped that there would be scope to expand a number of future events for community engagement taking place across Guildhall, Old Bailey, Mansion House and Barbican Centre. There was also scope to look the potential of co-sponsoring of events in looking to cover some of the associated costs of these.

The Chair welcomed all the work that was taking place in this area, with the potential for co-sponsorship of events to be welcomed. A Member added how strong and positive work was already taking place in this area.

Members noted the update.

8. **EXCLUSION OF THE PUBLIC**

RESOLVED: That – the public be excluded for the following matters that relate to functions of the Court of Common Council which are not subject to the provisions of Part VA and Schedule 12a of the Local Government Act 1972, relating to public access to meetings.

9. **SPECIAL RESPONSIBILITY ALLOWANCE: UPDATE ON IMPLEMENTATION**

The Sub-Committee received a report of the Deputy Town Clerk providing an update on implementation of a Special Responsibility Allowance.

10. **MINUTES**

RESOLVED: That the non-public minutes of the Civic Affairs Sub-Committee meeting on 31 March 2023 be approved as an accurate record.

11. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS IN ACCORDANCE WITH STANDING ORDERS 41(A) AND 41(B)**

The Sub-Committee received a report of the Town Clerk detailing decisions taken under delegated authority or urgency powers in accordance with standing orders 41(a) and 41(b).

12. **DELEGATED AUTHORITY REPORT**

The Sub-Committee received a report of the Remembrancer detailing decisions taken under delegation to the Remembrancer, in consultation with the Chair and Deputy Chair.

13. **BENEFICES**

The Chair was heard.

14. **GUILDHALL CHARGING REVIEW**
The Sub-Committee considered a report of the Remembrancer relating to a Guildhall Charging Review.
15. **GUIDANCE NOTE FOR CHAIRMEN ON COMMITTEE HOSPITALITY**
The Sub-Committee considered a report of the Remembrancer providing a guidance note for Chairmen on committee hospitality.
16. **CITY EVENTS PROGRAMME**
The Sub-Committee received a report of the Remembrancer setting out the process by which the programme of City events at Guildhall was generated.
17. **APPLICATIONS FOR THE USE OF THE GREAT HALL**
The Sub-Committee considered a report of the Remembrancer detailing applications for the use of the Great Hall.
18. **APPLICATIONS FOR HOSPITALITY**
The Sub-Committee considered various applications for hospitality as follows:
 - a) **Application A**
 - b) **Application B**
 - c) **Application C**
19. **EVALUATION OF CITY-HOSTED EVENTS**
The Committee considered a report of the Remembrancer providing a summary of evaluation following City-hosted events since December 2022.
20. **UPDATE TO CITY CORPORATION FLAG POLICY**
The Sub-Committee received an update to the City Corporation flag policy.
21. **CITY CORPORATION'S WINE STORE**
The Sub-Committee received a report of the Remembrancer providing an update on the current position of the City Corporation's wine store.
22. **FORTHCOMING COMMITTEE OR COURT EVENTS INVOLVING HOSPITALITY AND OTHER NON-HOSPITALITY EVENTS**
The Sub-Committee received a report of the Remembrancer providing detail of forthcoming committee or Court events involving hospitality and other non-hospitality events.
23. **SUMMARY OF COMMITTED HOSPITALITY FUNDING**
The Sub-Committee received a joint report of the Remembrancer and Chamberlain providing an update on the level of actual and committed expenditure.
24. **VARIOUS RECEPTIONS - FINAL ACCOUNTS**

The Sub-Committee received a joint report of the Remembrancer and Chamberlain comparing outturn for events overseen by the Sub-Committee against the budget.

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

A Member raised a point relating to the format of speeches at events.

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

The Remembrancer provided detail relating a potential hospitality event.

The meeting ended at 3.15pm

Chairman

Contact Officer: Chris Rumbles
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MEMBER DEVELOPMENT AND STANDARDS SUB COMMITTEE

Friday, 21 July 2023

Minutes of the meeting of the Member Development and Standards Sub Committee
held at on Friday, 21 July 2023 at 9.00 am

Present

Members:

Deputy Ann Holmes (Chief Commoner) (Chairman)
Alderman Alison Gowman
Naresh Hari Sonpar
Eamonn Mullally
Anthony David Fitzpatrick
Eamonn Mullally

In attendance

Helen Fentimen (Deputy Chairman)
Munsur Ali
Deputy Nighat Qureishi

Officers:

Greg Moore	- Town Clerk's Department
Polly Dunn	- Town Clerk's Department
Gemma Stokley	- Town Clerk's Department
June Haynes	- Town Clerk's Department
Edward Wood	- Comptroller and City Solicitor's Department

1. APOLOGIES

Apologies for absence were received from Deputy Keith Bottomley, Deputy Simon Duckworth, Deputy Christopher Hayward, John Griffiths, and Deputy Edward Lord.

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

There were no declarations.

3. TERMS OF REFERENCE

The sub-committee's terms of reference were received.

4. STANDARDS UPDATE

The Sub-Committee considered the joint report of the Town Clerk & Chief Executive and Comptroller & City Solicitor containing four separate elements.

Members noted the process and timetable for recruiting three additional Independent Persons. Members were content for an Independent Person to be involved in the drafting of the advertisement and other documents, as their knowledge and experience of the role would be useful. However it was not

considered appropriate to include an Independent Person in the shortlisting and interview elements.

Members also noted the work already undertaken by the Civic Affairs Sub-Committee to produce a new Members' Code of Conduct. The Comptroller & City Solicitor explained that a full report would be brought to a subsequent meeting to provide a detailed comparison between the current Code, the LGA Model Code and the proposed hybrid document.

In response to a question, the Comptroller & City Solicitor confirmed that the existing Code was still fit for purpose, as it was very similar to the Codes of Conduct in operation elsewhere, contained the necessary provisions on disclosable pecuniary interests under the Localism Act 2011 and was consistent with the Seven Principles of Public Life.

In response to a further question, the Comptroller & City Solicitor confirmed that both the current Code and the proposed Code contained provisions on the non-disclosure of confidential information.

The Sub-Committee were in agreement with the proposed changes to the Complaints Procedure, which would emphasise the existing arrangements for Members to address concerns about the conduct of other Members through the Chief Commoner and the Aldermanic Chairs, prior to any formal complaint being made.

However, Members requested that the word "grievance", where it appeared in the draft text, should be substituted by an alternative term. Members also made some minor comments on the drafting and layout of the complaint form which officers agreed to take away.

The Sub-Committee were in agreement with colleagues on the Civic Affairs Sub-Committee that Code of Conduct training should be mandatory. Officers undertook to bring a report back to a future meeting incorporating any additional Member remarks and setting out the various options in more detail.

Members commented that record keeping would be essential, with the data captured in a central place. It would also be useful, as in other learning environments, if Members could receive training online, with a quiz at the end of the session which they would be required to pass. This should also be coupled with the traditional delivery mechanism of face-to-face sessions and recordings made available online for the purposes of a refresher.

The Chair suggested that training materials should be made available as background reading that Members could access in advance of attending. This would allow more time during the sessions for questions and answers and possible scenarios to assist with the learning.

The Sub-Committee agreed that appropriate scheduling of the sessions would be crucial to ensure that all Members had access, including those elected

outside of the four yearly cycle. Refresher training every two years was mooted as a possible minimum requirement, following the initial Member induction.

The Committee RESOLVED:

- To note the latest position on the recruitment of three additional Independent Persons;
- To approve the revised Complaints Procedure at Appendix 1 (as amended) for onward consideration by the Policy and Resources Committee and the Court of Common Council;
- To note the current position on producing a new Members' Code of Conduct;
- To approve the principle of mandatory Code of Conduct training for Members, with implementation to be considered in more detail at a future meeting.

5. **MEMBERS' LEARNING & DEVELOPMENT - FUTURE PROGRAMME**

The Committee received a report of the Town Clerk concerning the Members' Learning and Development Future Programme. As previously reported to the Member Learning and Development Steering Group, the Member Learning and Development (L&D) Strategy comprises the delivery of a themed rolling programme, communicating with Members and monitoring and evaluating sessions. The launch of the strategy has slipped to September 2023.

It was agreed the first quarter would focus on leadership activities and updates, including the role of Chair in the City-specific sense, incorporating those functions and responsibilities which fall to them outside of the formal committee setting. It was noted that ad hoc Member requests remained an essential part of the programme.

The Sub-Committee expressed some concern that co-opted Members were sometimes excluded from the L&D offerings. It was noted that some sessions might not be appropriate for external Members and that consideration would be necessary on a case-by-case basis, and would need to take into account the views of the presenting officer. It was noted that it should be possible for those co-opted Members with a City Corporation account to access any offerings that had been recorded, via the Members' Portal.

Members discussed free training sessions which were advertised to them directly from external providers. It was agreed these should be referred to and considered by the Town Clerk's department.

RECEIVED.

6. **MEMBERS' DIGITAL PLATFORM**

The Town Clerk introduced the Committee to the draft Members' digital platform (the 'Member Portal') and gave some background information,

explaining that the portal would be used as a communication tool as part of the Member L&D Strategy.

Members would be provided with guidance and information including the latest relevant news and event dates, how to keep their register of interest updated, access to L&D sessions and recordings, booking committee lunches in the Guildhall Club, access to the Pocket Book, and so on. The maintenance of the page would be delivered by the Governance & Member Services team, which would seek to ensure that it was a living page. The platform would be in line with corporate policy, and accessible to all. The content would be subject to validation.

It was proposed to launch the platform in September 2023 and to provide Members with a selection of drop dates to demonstrate the portal. It was noted that the development of the site would be iterative, with a view to adding content and functionality over time.

Members agreed to provide the Town Clerk with any additional suggestions.

RECEIVED.

7. DATES FOR FUTURE MEETINGS

The Member Development and Standards Sub-Committee noted the dates of future meetings, viz.:-

Friday 15th September 2023, 11.00am, West Wing, Guildhall

Friday 15th December 2023, 11.00am, West Wing, Guildhall

Friday 8th March 2024, 11.00am, West Wing, Guildhall

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

None.

9. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

No items of other business that the Chair considered urgent were received.

10. EXCLUSION OF THE PUBLIC

RESOLVED - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following item on the grounds that it involves the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

11. INDEPENDENT REVIEW

The Sub-Committee considered and approved a report of the Town Clerk relating to an independent review.

12. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There was one question, relating to a recent training session.

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

There were no urgent items.

The meeting ended at 10.32am

Chairman

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RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Tuesday, 5 September 2023

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Tuesday, 5 September 2023 at 3.00 pm

Present

Members:

Deputy Christopher Hayward (Chairman)	Deputy Shravan Joshi
Deputy Henry Colthurst (Deputy Chairman)	Catherine McGuinness
Deputy Randall Anderson	Alderman Professor Michael Mainelli
Deputy Keith Bottomley	Deputy Andrien Meyers
Tijs Broeke	Tom Sleigh
Jason Groves	Deputy James Thomson
Caroline Haines	

In Attendance

Officers:

Ian Thomas	- Town Clerk
Polly Dunn	- Town Clerk's Department
Michael Cogher	- Comptroller & City Solicitor and Deputy Chief Executive
Sonia Virdee	- Chamberlain's Department
Daniel Peattie	- Chamberlain's Department
Radwan Ahmed	- Chamberlain's Department
Bob Roberts	- Deputy Town Clerk and Interim Executive Director Environment
Ian Hughes	- Environment Department
Bhakti Depala	- Environment Department
Robert Murphy	- City Surveyor's Department
Peter Young	- City Surveyor's Department
Emma Moore	- Chief Operating Officer
Genine Whitehorne	- Chief Operating Officer's Department
Ali Littlewood	- Chief Operating Officer's Department
Dionne Corradine	- Chief Strategy Officer
Emily Tofield	- Executive Director of Corporate Communications and External Affairs
Emily Slatter	- Office of the Policy Chairman

1. APOLOGIES

Apologies were received from Deputy Alastair Moss, Alderman Sir William Russell and Ruby Sayed. Ruby Sayed observed the meeting online.

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

There were no declarations.

3. **MINUTES**

RESOLVED, that the public minutes and non-public summary of the meeting held on 24 May, be approved as an accurate record.

4. **TERMS OF REFERENCE**

A question was raised as to whether a position on the Sub-Committee should be extended to the Chair of (what was) the Operational Property and Projects Sub-Committee, in order to ensure their expertise over operational property portfolio was not lost.

The Town Clerk confirmed that in order to change the composition of the Sub-Committee, a case would need to be made to Policy & Resources and then the decision taken to the Court of Common Council, for approval.

Instead, it was confirmed that a standing invitation could be issued to the Member in question and that they would be permitted to speak at meetings with the Chairman's permission.

RESOLVED, that the Sub-Committee's revised terms of reference, be noted.

5. **CAPITAL FUNDING UPDATE**

RESOLVED, That Members:-

- i) Review the schemes summarised in Table 2 and, particularly in the context of the current financial climate, confirm their continued essential priority for release of funding at this time and accordingly:
- ii) Agree the release of up to £1.104m for the schemes progressing to the next Gateway in Table 2 from the reserves of City Fund (£0.604m), CIL (0.400m) and City's Cash (£0.100m)

6. **REPORT OF ACTION TAKEN BETWEEN MEETINGS**

RESOLVED, that the report be noted.

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

There was one question raised concerning the use of Reinforced Autoclaved Aerated Concrete (RAAC) within the City of London Corporation's property portfolio.

The City Surveyor provided an update and confirmed that work was ongoing, at pace, to establish which of the City's buildings were constructed in the relevant time periods and therefore which required surveying. Whilst some investigations had already been undertaken, the recent change in Government guidance meant that it was necessary to follow this up.

Ensuring safety was key, and Members were advised that there was no immediate risk. City Surveyor's Department were working closely with Corporate Health & Safety Team in taking matters forward.

For their next meeting, Members asked for a clear timeline on how the investigations were progressing.

8. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There was no other business.
9. **EXCLUSION OF THE PUBLIC**
RESOLVED, That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of the Schedule 12A of the Local Government Act.
10. **NON-PUBLIC MINUTES**
RESOLVED, that the non-public minutes of the meeting held on 24 May 2023, be approved as an accurate record.
11. **NOTE OF THE INFORMAL RESOURCE ALLOCATION SUB-COMMITTEE AWAY DAY MEETING**
Members received a note of the informal Resource Allocation Sub-Committee Away Day meeting, held on 23 June 2023.
12. **FUNDING STRATEGY**
Members received a presentation from the Chamberlain and City Surveyor regarding the funding strategy for the City of London's Capital Programme.
13. **COMMUNITY INFRASTRUCTURE LEVY AND ON STREET PARKING RESERVE CAPITAL BIDS (QUARTER 1 - 2023/2024)**
Members considered a report of the Interim Executive Director Environment regarding Quarter 1 bids for the Community Infrastructure Levy and On Street Parking Reserve Capital Bids.
14. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
There were no questions.
15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB-COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was no other business.
16. **RESOURCE ALLOCATION SUB COMMITTEE AWAY DAY OUTCOMES - PEOPLE**
All officers departed the meeting with the exception of the Chief Operating Officer, the Chief People Officer and Director of Human Resources, the Town Clerk, the Chamberlain and the Executive Director of Corporate Communications and Corporate Affairs.

Members considered a report of the Chief Operating Officer, concerning outcomes of the Resource Allocation Away Day and the People Strategy.

The meeting ended at 4.50 pm

Chairman

Contact Officer: Polly Dunn
polly.dunn@cityoflondon.gov.uk

Committee(s): Policy and Resources Committee –	Dated: 21/09/2023
Subject: Vision for Economic Growth – a roadmap to prosperity	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	Support a thriving economy (5-8)
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Executive Director Innovation and Growth, Innovation and Growth (IG)	For Information
Report author: Daniel O’Byrne, Strategic Operations Director, Innovation and Growth (IG) Simi Shah, Project Director, Innovation and Growth (IG)	

Summary

[Vision for Economic Growth – a roadmap to prosperity](#) is a report shaped by the sector (under the project title Finance for Growth). The roadmap sets out long-term plans for how UK financial and professional services can most effectively drive economic growth across the UK for the rest of the decade and beyond.

The report was created over the last nine months, with extensive engagement with industry. Over 300 organisations participated in roundtables, bi-lateral interview or through a range of existing strategic fora.

Vision for Economic Growth – a roadmap to prosperity makes a number of outcomes:

- Support the conditions for growth.
- Raise investment levels.
- Turn the UK into a digital-first economy.
- Anchor the UK as a leader in sustainable finance.
- Develop world-class promotion and interconnectivity.

The work was co-chaired by the Chairman of Policy (CPR) and the Lord Mayor (LM) heading a project Steering Board.

It was launched on 7th September 2023, with a truly cross Corporation team including Comms, OPC, MH and Rems as well as IG.

There is an ongoing comms and engagement plan that aims for *Vision for Economic Growth* to be a key part of any future government’s plans.

Recommendation(s)

Members are asked to:

- Note *Vision for Economic Growth – a roadmap for prosperity* and support its ongoing advocacy.

Main Report

Background

1. The Committee approved PIF funding for a “Vision 2030” project at its meeting of 15th December 2022.
2. That paper submitted the background and rationale for the project and a further update was provided to the Committee in July.
3. In January 2023, the project governance was established including the appointment of Oliver Wyman as a consultancy to provide project support.
4. In March 2023 the industry experts leading the four chapters were confirmed and the project was officially [launched](#), with positive coverage including on Sky and Bloomberg Radio. The chapter leads are as follows:
 - Vivienne Artz, Senior Data Strategy and Privacy Policy Advisor to the Centre for Information Policy Leadership
 - Chris Woolard, Partner Financial Services Consulting, EY
 - Rebekah Clement, Sustainability Director, Lloyd’s
 - Neylin Mutlu, Global Business Manager, JPMorgan Centre for Carbon Transition and ESG Solutions
 - Kay Swinburne, Vice Chair Financial Services, KPMG (before her elevation to the House of Lords), replaced by Huw Evans, Partner (Insurance), KPMG
 - Sheila Nicoll, Senior Public Policy Advisor, Schroders
 - Katharine Braddick, Group Head of Strategic Policy, Barclays
 - Danny Lopez, CEO, Glasswall
5. A Strategic Advisory Group, a leading group of senior industry experts, was also established in March 2023. It met three times through the lifetime of the project.
6. The project was truly shaped by the industry and pan-sector. To achieve that, a wide consultation took place across bi-laterals and roundtables (both in person and virtual) across May and June 2023. Over 300 organisations were engaged by the Corporation.
7. Internal engagement at both officer and Member level has also taken place including dedicated sessions for Policy Leads, Vice Chairs of this Committee, Mansion House and the Court of Alderman. A dedicated session for the Livery was also held in early June.
8. A Member briefing ahead of launch was also held in September.

9. The project was delivered according to the following guiding principles:
- High energy, high ambition and inspiring key stakeholders across government and the private sector to act.
 - Inclusive of the cities and regions of the UK.
 - Intentional about its impact on the wider economy and global implications.
 - Reflective of best practices and innovations from across the globe.
 - Reflective of industry challenges, priorities and expert feedback.
 - Building on existing insights and reviews underway.
 - Grounded in deep fact base and benefits case.
 - Focused on clear, practical and tangible recommendations to deliver this vision.

Current Position









10. *Vision for Economic Growth – a roadmap to prosperity* was launched on 7th September 2023 with two bespoke events:

- (i) An online launch hosted by the Policy Chairman with the chapter leads (see above) on a panel discussion hosted by William Wright (founder and Managing Director of New Financial). This had almost 200 people joining. The report was endorsed by the Economic Secretary to the Treasury, Andrew Griffith MP who attended and spoke at the online launch. It was also endorsed by the Shadow Labour team, with Tulip Siddiq MP, the Shadow City Minister who provided a quote ahead of launch.
- (ii) An industry reception hosted by the Policy Chairman and Lord Mayor to thank stakeholders for their significant contribution and create a call to action for continued advocacy and adoption of the recommendations. The launch events provided the platform to announce the key findings and recommendations of the report.

11. This report highlights five critical objectives to strengthen UK-based FPS as a driver of jobs and prosperity:

- Support the conditions for growth.
- Raise investment levels.
- Turn the UK into a digital-first economy.
- Anchor the UK as a leader in sustainable finance.
- Develop world-class promotion and interconnectivity.

12. These objectives are delivered through a series of “big moves”, or strategic reforms, that are designed to create transformational change over time. Often they amplify existing recommendations and calls for change that have been brought forward by various industry bodies, government reviews, and civil society organisations.

Outcome	Big move	Short term	Medium term — 2 to 7 years	Long term
 Support the conditions for growth	#01 Develop a UK FPS Strategy and FPS Partnership Council to support it	Today → 2030		
		Determine the priority focus areas and sectors Establish an FPS Partnership Council	Track progress against the strategy	
 Raise investment levels	#02 Fully implement a programme of change for UK pension and insurance funds	Continue planned reforms which will contribute needed structural and regulatory change		
			Support cultural change across the investment value chain, using regulatory and structural changes as key enablers	
 Become a digital-first economy	#03 Maximise the effectiveness of every pound of government support	Clarify how disparate funding schemes align to strategic government priorities	Support firms to identify suitable government funding opportunities that will best suit their needs	
		Support the BBB as it tests proposals to open its pipeline of growth company investment opportunities to crowd in more investment		
 Anchor the UK as a leader in sustainable finance	#04 Be internationally competitive on data and digital	Differentiate the UK on data and digital		
		Accelerate the adoption of digital verification	Develop a machine-readable company filing system for the UK	
 Pursue world-class promotion and inter-connectivity	#05 Invest in driving an innovation and growth mindset	Enable the regulators to provide collective leadership on cross-sectoral priorities such as digital verification, data, and AI	Streamline approaches to creating regulatory reform	
		Task regulators with deploying machine-readable and machine-executable regulation, building on efforts underway by the FCA and the BoE		
 Anchor the UK as a leader in sustainable finance	#06 Create the conditions to scale and accelerate finance for the transition	Provide further clarity and commitment around sector-specific policies to deliver on existing net zero commitments	Support the scale-up of private finance and de-risking of projects in support of the transition	
		Create confidence among financial institutions that they can support financing the transition without jeopardising their own Paris-aligned or net zero targets		
 Anchor the UK as a leader in sustainable finance	#07 Scale new, high-integrity markets and be at the forefront of new investment opportunities	Develop an all-encompassing high-integrity voluntary carbon markets (VCM) ecosystem		
		Scale up other high-integrity nature markets and support approaches to protect natural capital		
 Pursue world-class promotion and inter-connectivity	#08 Showcase the UK's financial and professional services on the international stage like never before	Establish an FPS Knowledge and Support Hub		
		#09 Create innovative networks across the world	Flip trade policy to focus on services as much as goods	Create international forums for collaboration, such as multi-jurisdictional sandboxes that build on the work of the GFIN
	Create mechanisms for government-regulatory-industry partnership to create and advise on the full trade toolbox			

● Supporting recommendation

13. *Vision for Economic Growth – a roadmap to prosperity* has been supported by Officers from across the Corporation; notably from Corporate Communications and External Affairs, City Remembrancer's Office, Office of the Policy Chairman, Mansion House, and Innovation and Growth.

Proposal

14. Members are asked to:

- Note the report and support the continued advocacy of the recommendations.

Corporate & Strategic Implications

15. Strategic implications - This project contributes to key outcomes under the 'support a thriving economy' objective in the Corporate Plan. Specifically, outcome 7 (We have the world's best legal and regulatory framework and access to global markets), and outcome 8 (We are a global hub for innovation in finance and professional services, commerce and culture) respectively.
16. Financial implications – funding of the project comes from the agreed £30,000 PIF and IG local budget.
17. Resource implications - The project has established support and resource as detailed above. It also works across Innovation and Growth, Corporate Communications, Media and Remembrancers as well as with the Office of the Policy Chair (OPC) and Mansion House (MH).
18. Legal implications – None identified.
19. Risk implications - There is some reputational risk associated with the proposed report, if it were not seen to be fully reflecting the views of the sector. This continues to be mitigated by ensuring that there is strong governance, with a wide range of stakeholder consultation.
20. Equalities implications - None directly, but equalities in terms of talent will be covered in the report.
21. Climate implications - This project proposal is well aligned with City of London's overall (local and global) climate strategy. Leadership on sustainability and the actions to secure London and the UK as the destination for capital to support and accelerate the transition to a low carbon economy is a key feature throughout the report.
22. Security implications – Securing a future global financial centre that is both resilient and leading the way on product innovation in re-insurance and cyber security is factored into the final recommendations.

Conclusion

23. *Vision for Economic Growth – a roadmap to prosperity* was launched on 7th September 2023 and will be the basis for ongoing advocacy as we look to bring the report to life over the short, medium and long term.

Damian Nussbaum

Executive Director of Innovation & Growth

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Committee(s): Policy and Resources	Dated: 21/09/2023
Subject: Parliamentary Boundary Review	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	4
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: The City Remembrancer	For Information
Report author: James Edwards, Senior Parliamentary Briefings Officer, City Remembrancer's Office	

Summary

This paper outlines the final recommendation for the City of London's parliamentary constituency published by the Boundary Commission for England on 28 June 2023 and to take effect from the next General Election.

The final recommendation maintains the longstanding link between the City of London and the City of Westminster. This was published after the due date for reports to this Committee's July meeting but is being reported now for the record and the information of Members.

Recommendation(s)

Members are asked to:

- Note the Boundary Commission's final recommendation for the City of London's parliamentary constituency, which maintains the City of London's link with wards in the City of Westminster. It accords with earlier representations from the Corporation and others following initial proposals for a link with Islington South.

Main Report

Background

1. Following the passing of the Parliamentary Constituencies Act 2020 in December 2020, and the publication of the relevant Parliamentary electorate data in January 2021, the Boundary Commission published its initial proposals for the review of Parliamentary Constituencies in England in June 2021.

2. The Boundary Commission's initial proposals provided for the current Cities of London and Westminster seat to be broken up with the City, instead, forming part of a new constituency named 'The City of London and Islington South'. This would have comprised the City of London and 9 local government wards in the London Borough of Islington, which currently fall within the Islington South and Finsbury constituency.
3. The City Corporation submitted evidence in opposition to this proposal in July 2021 during the initial consultation period, and submitted supplementary evidence regarding the representations made to the Boundary Commission on the initial proposals in April 2022.
4. The Boundary Commission published revised proposals in November 2022, which maintained the constituency link between the Cities of London and Westminster, with a constituency formed of the following wards: City and County of the City of London, Abbey Road, Hyde Park, Knightsbridge and Belgravia, Marylebone, Pimlico North, Pimlico South, Regent's Park, St James's, Vincent Square, and West End. The constituency would have an electorate of 73,140, within the threshold set by the Boundary Commission.
5. In accordance with the policy of this Committee, a note in support of these revised proposals was submitted by the City Corporation to the Boundary Commission in late 2022.
6. The submissions made by the City Corporation during the course of the boundary review process can be found in the annex to this report.

Current Position

7. The Boundary Commission published its final report into parliamentary constituency boundaries in June 2023. The report and associated documents can be found at this address – <https://boundarycommissionforengland.independent.gov.uk/2023-review/>.
8. The final recommendation maintains the constituency link between the Cities of London and Westminster, with the report noting "the broad support for [the] revised Cities of London and Westminster constituency."
9. The new constituency boundaries will be used at the next General Election, and will come into effect following an Order in Council being approved personally by HM The King at a meeting of the Privy Council. The legislation states this must be no later than four months after the final reports have been laid in Parliament unless there are exceptional circumstances.

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Appendices

- City Corporation submission to the Boundary Commission for England – July 2021.
- City Corporation submission to the Boundary Commission for England – April 2022.
- City Corporation submission to the Boundary Commission for England – November 2022

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BOUNDARY COMMISSION FOR ENGLAND
2023 REVIEW OF PARLIAMENTARY CONSTITUENCY BOUNDARIES
INITIAL PROPOSALS FOR THE LONDON REGION

RESPONSE BY THE CITY OF LONDON CORPORATION

SUMMARY

- i. The City of London Corporation objects to the Boundary Commission’s initial proposal to include the City in a constituency along with part of the London Borough of Islington. The City Corporation is strongly supportive of the established combination of the City of London and the City of Westminster for the purposes of parliamentary representation.
- ii. The constituency link between the Cities of London and Westminster has been in place ever since the City of London ceased to be a parliamentary constituency in its own right in 1950. This reflects the unique historical connection between the two Cities, from which the Metropolis developed over many hundreds of years.
- iii. The “community of interest” between the City of London and the City of Westminster has previously been recognised by the Boundary Commission. The City of London was grouped with the City of Westminster and the Royal Borough of Kensington & Chelsea for the purpose of allocating constituencies during the 1993 boundary review. The Boundary Commission explained that it sought to link Boroughs “*where there [was] a continuous residential area or where it [was] likely that some community of interest exists between the areas.*”
- iv. In its review of 2012, the Boundary Commission initially proposed to end the constituency link between the two cities and combine the City of London instead with the southern part of the borough of Islington. The report of the Assistant Commissioners, which was accepted by the Commission in its revised proposals, noted that this proposal received “very little” support.
- v. The subsequent revised proposals of the Commission reinstated the Cities of London and Westminster constituency, and the long-standing constituency link between the Cities of London and Westminster was also retained in the 2018 Review’s proposals.
- vi. The Cities of London and Westminster share a strong and distinct community of interest and character in many aspects, including financial and professional services—which have spread in recent years from their traditional home in the City of London into Westminster—, their joint role as the heart of London’s legal sector, and in retail, culture, architecture, and tourism. National security and policing also amount to an important area of common interest, while the City of London Corporation has a significant commercial property interest in the City of Westminster owing to historic grants of land made as the metropolis developed. The two Cities are closely related by numerous civic and ceremonial links, and contain a number of nationally significant places of worship.

- vii. There is no obviously identifiable community of interest between the City of London and Islington South. In particular, there is no evidence that residents in the City turn to Islington for local amenities to a greater extent than to any Borough neighbouring the City.
- viii. There is a way by which the Cities of London and Westminster could be constituted together while complying with the legislative requirements and contained parts of only the two Cities.

MAIN RESPONSE

Introduction

1. The City of London Corporation welcomes the opportunity to submit representations on the Boundary Commission's Initial Proposals for the London region.
2. The Commission has proposed that the City of London be included in a constituency also comprising nine southern wards of the London Borough of Islington. The City Corporation objects to this proposal. The City Corporation is strongly supportive of the established combination of the City of London and the City of Westminster for the purposes of parliamentary representation, and considers that the retention of this tie is clearly indicated by three of the four 'factors' that the Commission may take into account in formulating its recommendations, *viz.*, existing constituency boundaries, local ties, and geographical considerations including accessibility. The City Corporation accepts that under the new legislation, the electoral arithmetic may require such considerations to be overridden. However, there is no such imperative in the present case. It appears that the statutory requirements may be satisfied just as conveniently, if not more so, in a way which does not involve severing the deep and long-standing link between the two Cities.

Sub-Regions

3. The City Corporation has no objection to the sub-regional division proposed by the Commission.

Existing Boundaries

4. Although the scale of the review required by the new legislation will inevitably necessitate a widespread reorganisation of existing constituency boundaries, it is the City Corporation's submission that the existing connection between the Cities of London and Westminster merits particular regard. The connection is longstanding. At the time of the 1948 Bill which would eventually deprive the City of London of its separate parliamentary representation, it was initially proposed to combine the City with Finsbury and Shoreditch. In a deputation of leading City figures to the Prime Minister, Clement Attlee, to make representations against the abolition of the City's separate constituency, the Prime Minister proposed Westminster as a more suitable co-constituent. The two Cities subsequently acceded to this suggestion, and the City of London has never since been combined with any other area than Westminster. Although the northern and western areas of the constituency have undergone alterations, the major part of the constituency, from the City of London to the core governmental area around the Palaces, has remained virtually unchanged for almost seventy years.

5. The existing boundaries are also of particular significance because the City Corporation, as a relatively small electoral authority, relies to a large extent in the conduct of elections on long-standing administrative arrangements with the City of Westminster. This extends not only to parliamentary elections, but also to national referendums and, in the past, to European elections.
6. It is noteworthy that for the boundary review of 1993, the City of London was grouped with the City of Westminster and the Royal Borough of Kensington & Chelsea for the purpose of allocating constituencies. The Boundary Commission at the time explained that it sought to link Boroughs “*where there [was] a continuous residential area or where it [was] likely that some community of interest exists between the areas.*”¹ Although the present review will necessarily require more constituencies to cross Borough boundaries, the City Corporation sees no reason to doubt that “community of interest” should remain a central factor in determining which Boroughs should be combined in this manner, and the Commission has itself invited submissions on the extent to which local ties are preserved by the proposals.

Local Ties and Geographical Considerations

7. The Cities of London and Westminster together contain the original heart of the Metropolis, and indeed the body politic of England. Take first a map of London from 1642, which reveals a single conurbation, surrounded by open land, stretching along the north bank of the Thames from the Palace of Westminster to the Tower of London. Turn then to the route published in 2012 for the Olympic Marathon, an event intended as a world-wide showcase for the capital and the country, and find that it encompasses almost exactly the same area—an area which lies near-wholly within the present Cities of London and Westminster constituency.
8. The depth and significance of the history shared by the two Cities undoubtedly contributes much towards today’s sense of conjoined identity. However, taken together, the City of London and the City of Westminster continue to represent the political, civic, financial, commercial, professional, episcopal, architectural, and ceremonial capital of the Metropolis. In many of these respects, if not all, the two Cities share a strong and distinct community of interest. Indeed, the ties have only strengthened in recent years and decades. For example, the financial services sector, traditionally concentrated in the City of London, has expanded westward into Mayfair and St. James’s; while the City of London has broadened its historically commercial outlook, and encouraged the sort of retail, cultural, and touristic activities ordinarily associated with Westminster. The various aspects of the connection between the two Cities are examined in detail in the following paragraphs.

Historical Development

9. The institutional relationship between the City of London and Westminster stretches back into very early times. During the Norman Conquest, William did not enter London by force, but instead assured its citizens of the rights and freedoms they had enjoyed under the Saxons. Soon after, the principal seat of royal government was established a short distance away from London, near the site of an ancient abbey known as the West Minster. The ‘west’ denoted the abbey’s position in relation to London—Westminster thus even takes its name from its geographical relationship with the City. The forms of government which developed in

¹ Boundary Commission for England, news release of 1st July, 1993 on provisional recommendations for the North London Boroughs, p. 5.

parallel in the Westminster Parliament and in the London Guildhall have a notable symmetry and are thought to have exercised a mutual influence, both incorporating three component ranks (Crown or Mayor, Lords or Aldermen, and Commons).

10. In early centuries London's civic and commercial heft made it to some extent a counterweight to the Crown interest at Westminster. The relationship between the two cities therefore became politically significant. In struggles for ascendancy at Westminster the City of London could play a key role. It rose to forestall victory for Matilda over Stephen; it was central to the machinations which placed Richard, Duke of York on the throne; and it gave refuge to the Five Members whose flight from Parliament precipitated the Civil War. In the aftermath of the revolution of 1688, the Aldermen and Common Councilmen of London were summoned to Westminster along with former MPs to form the Convention Parliament, and thus played an important part in securing the present constitutional settlement.
11. Westminster's emergence as a significant centre of population is essentially the product of the westward expansion of the City of London. Ever since the thirteenth century, the City of London tended to expand in the direction of Westminster, and by the end of the fourteenth century there had grown up a large and thriving suburb around Fleet Street. This was home, most notably, to the legal profession, the teaching of law having been removed from the City walls by a decree of Henry III; and it would soon also be renowned for its publishing industry, taverns and literary associations. The agglomeration of the two Cities was brought to completion by the Great Fire of 1666, when the westward exodus from the City of London prompted urbanisation of the land around Fleet Street, and further west into the Liberty of Westminster, where the aristocratic palaces on the Strand were pulled down and replaced with large new swathes of residential and commercial tenements. The resulting commonality of character and ambience lasts to this day, as will be demonstrated by a simple walk from St. Paul's Cathedral to Charing Cross.
12. This connection is also reflected in the City of London Corporation's continuing significant commercial property interests in Westminster—property holdings in the West End between Oxford Street and Piccadilly are the legacy of a grant of land from Charles I, intended to secure the City's fresh water supply as the two cities developed.

Financial and Professional Services

13. The City of London and the City of Westminster together play a central role in the provision of financial and professional services. These services are vitally important to London, making up 27 per cent of the capital's economy in 2017.² There are approximately 28,000 financial and professional services firms in the two cities, employing almost 480,000 people—some 45 per cent of the capital's total financial and professional services employment.³ Financial services firms alone in the two cities—which account for half the capital's firms and 62 per cent of its total employment in that sector—contributed over £40 billion to the UK economy, half of London's total output in that sector.⁴ The two cities play complementary roles, with the City of London retaining a traditional focus on insurance and banking and Westminster concentrating more on hedge funds and private equity, with a number of associated services (such as accountancy and law) spread between the two.

² GLA Economics, *Regional, sub-regional and local Gross Value Added estimates for London 1998-2017*, 2019.

³ ONS, Business Register and Employment Survey : open access, 2019

⁴ ONS, UK BUSINESS: ACTIVITY, SIZE AND LOCATION – 2020; ONS Regional gross value added (balanced) by industry: local authorities by International Territorial Level (ITL) 1 region: TLI London, 2021

14. These figures are far greater than those for nearly all other London Boroughs. Even if Westminster were viewed in isolation from the City of London, only the London Borough of Tower Hamlets would be of comparable significance, owing to the Docklands development. (This cluster can be discounted in the context of constituency boundaries as it is separated from the City by some miles of the non-commercial area of the East End, and is in a different sub-region to the City in the Commission's initial proposals.) In particular, despite the growth in recent years of the 'Silicon Roundabout', the London Borough of Islington enjoys less than half of the financial and professional service activity of Westminster, both in terms of number of businesses and number of employees. Given that financial and professional services share many distinct concerns and challenges, it would seem particularly desirable to have unified representation for the primary centre for such services.
15. The Cities of London and Westminster also form the heart of London's legal sector. Two of London's four Inns of Court are found in Temple in the west of the City of London. Chambers originally situated in Temple have moved into Essex Street just across the border with Westminster, while barristers from the Temple cross the Strand into the City of Westminster to appear in the Royal Courts of Justice. The Central Criminal Court is found at Old Bailey in the City of London, while the Rolls Building is also found a short distance away. These buildings will be joined in the future by the new combined court facility planned by the City Corporation for Salisbury Square, off Fleet Street, forming a distinct legal quarter within the current constituency boundaries.
16. Many of the financial and professional service firms based in the two Cities have an international reach. This, coupled with the presence of a number of other international organisations, gives the two Cities an appreciably more global outlook than that of other London Boroughs.

Retail, Culture and Tourism

17. The retail sector in Westminster, centred on the West End and Knightsbridge, is world-renowned. The City Corporation has in recent years successfully sought to boost the City of London's presence in this field, for instance through the opening of a sixty-store shopping and dining complex at One New Change in 2010. Figures from the GLA show that the City has a higher proportion of its area devoted to so-called "town centres" (areas recognised for planning purposes as significant retail centres) than any of its neighbouring boroughs except from Westminster.⁵ The same figures show that the two cities are particularly strong in higher-end "comparison goods." There is also a greater similarity with regard to the two cities' night-time offer than that between the City of London and Islington. Figures from the GLA show that the density of licensed premises (including restaurants) in the City is four times greater than that of Islington, but only double that of Westminster – a much larger borough.⁶
18. The City Corporation is the country's fourth largest funder of the arts and spends more than £100 million per year on cultural and recreational provision. The Barbican estate in the City of London contains one the largest arts centres in Europe, and was designated as one of nine

⁵ GLA, London Town Centre Health Check, 2013

⁶ GLA, Number of public houses, licenced clubs, restaurants and takeaways by Borough, accessed on-line in July 2021.

“strategic cultural areas” in the 2016 London Plan.⁷ Westminster’s West End had the same designation; no other neighbouring area of the City north of the river did. Other important attractions include the Guildhall Art Gallery and the Museum of London. Plans to expand and promote the offering of the cultural quarter centred on the Barbican, including the relocation of the Museum of London to the Smithfield General Market, are being implemented through the City Corporation’s *Culture Mile* initiative.

19. The two Cities share an exceptional interest in architectural heritage. It is no coincidence that when Pevsner first published his *Buildings of England*, he included one volume for ‘London: the Cities of London and Westminster’, and one for ‘London, except the Cities of London and Westminster’. Today, of the 618 Grade I-listed buildings and monuments in Greater London, fully 298 are found in the current Cities of London & Westminster constituency.⁸ Of these, 86 are in the City of London and 212 in Westminster. By way of comparison, the entire London Borough of Islington contains 13 Grade I-listed buildings. There are clear parallels to be drawn between the large commercial buildings in the City and the public buildings of Westminster, particularly those of the mid- and late-Victorian and Edwardian periods. Compare, for instance, the Old Bailey or the Bank of England headquarters on Threadneedle Street with the government offices lining Whitehall.
20. By reason of the factors detailed above, both Cities accommodate a large number of visitors in comparison with other Boroughs, and share the advantages and challenges that this entails. Westminster’s status as the pre-eminent tourist destination in Greater London hardly need be stated, but the situation of the City of London, with its reputation as a business district, is less well-known. Nonetheless, one study ranked the City of London fourth among London boroughs (the City being counted as a borough for this purpose) in terms of spending by tourists, behind only Westminster, Kensington & Chelsea and Camden.⁹ Islington generated about one third of the tourist expenditure of the City of London. Once geographical area is taken into account, Westminster and the City of London are the two most significant boroughs in terms of the number of visits by tourists, the amount of expenditure generated, and the number of persons employed as a result of tourism. A more recent study into expenditure solely by international tourists found that expenditure in Islington had increased, but was still less than two-thirds of expenditure in the City.¹⁰

Local Amenities

21. The City is an unusual electoral unit in that its permanent residential population (of around 9,000) is normally heavily outnumbered by its daytime population of workers, tourists and other visitors. Residential factors are of course particularly important in the context of parliamentary elections. While the largest residential concentrations in the City are located close to the boundary with Islington, it should be remembered that a substantial minority of residents (some 40 per cent) live elsewhere in the City. The anecdotal picture with respect to residential services does not, however, reveal a strength of connection with any neighbouring area which might count against the broadly based links with Westminster described above. For instance, residents report that they may shop for groceries in south Islington, travel to the West End for higher-end retail goods, and to Tower Hamlets for large homeware and gardening stores. City residents are more likely to work in the City itself than in neighbouring

⁷ London Plan March 2016, Policy 4.5.

⁸ All figures are derived from English Heritage’s *National Heritage List for England*, as retrieved on-line in July 2021.

⁹ All figures are derived from the London Development Agency’s *Local Area Tourism Impact Model* of July 2009.

¹⁰ London First, *Tourist Information: Mapping the Local Value of International Visitors*, 2019.

Boroughs such as Islington. Health services are found most immediately in the City, with the Bart's Hospital complex and associated centres. Administratively, there is no particularly strong link with Islington—while the registration of births, deaths and marriages is provided by Islington, the City is joined with Tower Hamlets, Newham and Waltham Forest in the Bart's Health NHS Trust, and is paired with Hackney for the purposes of its Clinical Commissioning Group. This reflects the City Corporation's willingness to seek partnerships with other boroughs to deliver the best service for residents on a case-by-case basis.

22. Given the City's small residential population, there is not large demand for school places. There is, however, a broad range of school provision available within the City, in the state-funded Aldgate School, and the independent City of London School and City of London School for Girls. City residents may also look to schools in a number of neighbouring Boroughs, including Islington but more notably in Southwark. Residents also use schools in the independent sector farther afield. The City Corporation's own multi-academy trust has schools in Hackney, Islington, Newham, Southwark and Tower Hamlets.
23. It is worth noting that the residents of Golden Lane petitioned to be transferred from Islington into the City in 1993, on the basis that they had "*close links with the City and... look[ed] to the City, rather than to Islington, for their social and leisure activities, as well as for churches, hospitals and libraries.*"¹¹ This was a point repeated by representatives of the Golden Lane Estate at a public hearing in Kensington on the Commission's then-proposals in 2011.

Transport

24. Fleet Street and the Strand, mention of which has already been made, make up only one of three vital thoroughfares which today link the two Cities. The most ancient is the River. Although no longer the commercial life-blood of earlier centuries, this remains the most prominent geographical feature connecting the two Cities; and the section which provides the southern boundary of the present constituency is today the most popular for tourists and commuters. The other, more recent artery is the Victoria Embankment, one of the boldest engineering achievements of imperial Britain. This, of course, includes not only a highway but the original section of the underground District Line. It is not insignificant that the riparian route created from the Palace of Westminster to Blackfriars in the City of London was continued as part of the same project by a large new street (Queen Victoria Street) running inland to the Mansion House, the official residence of the Lord Mayor of the City of London.
25. Key thoroughfares connect the City of London with all of the boroughs surrounding the City, as a result of its historical position as the centre of the Metropolis. The connections with Westminster are, however, especially heavily used. The last time traffic on individual roads was counted, that on the two main routes between the City of London and Westminster was well over twice that on the two main routes connecting the City of London and Islington.¹²

¹¹ Local Government Boundary Commission for England, *Review of Greater London, the London Boroughs and the City of London: City of London*, Report No. 636, p. 12, ¶ 45.

¹² Data gathered by the Department of Planning and Transportation of the City Corporation between 2003 and 2005 included the following week-day traffic-flow counts: Aldersgate—18,824; Moorgate—21,577; Fleet Street—34,924; Victoria Embankment—68,178. Individual roads are no longer monitored in this way, but 2014 traffic surveys showed a considerably greater number of vehicles travelling daily in an east/west direction than north/south: 86,000 compared to 68,000.

Security

26. The position of the two Cities as a political and commercial centre, with a concentration of high-profile buildings, institutions and activities, has led to their facing particularly acute challenges in the maintenance of law and order. During the 1970s, 1980s and 1990s, the Cities bore the brunt of the most destructive efforts of the Irish Republican movement in Greater London—including, in Westminster, the assassination of Airey Neave, the Hyde Park and Regent’s Park bombings, and the Harrods bombing, and in the City of London, attacks on the London Stock Exchange, the Baltic Exchange and Bishopsgate. Today, the two Cities are among the most heavily guarded areas of the country, the City of London’s famous “ring of steel” having been matched by highly visible security apparatus around many Westminster landmarks, particularly in the Government Security Zone. Aside from on-going terrorist concerns, both Cities have also been the focus of large-scale protests in the past decades, and have suffered attendant outbreaks of violent disorder. Policing and security therefore remain a clear point in common between the two Cities.

Civic Links

27. The historic relationship between the two cities is reflected today in a number of unique civic and ceremonial links. The Sovereign’s approbation of the Lord Mayor is conveyed annually by the Lord Chancellor at a ceremony in Westminster. The Lord Mayor’s Show—one of London’s best-known civic occasions, with several thousand participants and an audience of hundreds of thousands—involves a procession from the City of London into the City of Westminster. Other state or ceremonial events often involve a reverse procession, such as, most recently, the funeral of Lady Thatcher in 2013. Visiting Heads of State are customarily entertained first in Westminster by the Sovereign, and then by the City Corporation at Guildhall in the City of London. Royal weddings have, in recent history, taken place in one of the two cities, such as that of the Prince of Wales at St. Paul’s Cathedral in 1981, and that of the Duke of Cambridge at Westminster Abbey in 2011. Close links are maintained between the respective offices of the Lord Mayor of London and the Lord Mayor of Westminster—the only two mayoralties in Greater London to have the appellation of ‘Lord’. More prosaically, following the holding of royal or national ceremonial events in the two cities, the Corporation’s Environment Services department assist their colleagues in Westminster with the clean-up process, costs of which approach £1 million.
28. The City of London and the City of Westminster form a separate ‘Two Cities’ episcopal area within the Diocese of London. This area is under the personal pastoral care of the Bishop of London and, as of 2015, has its own archdeacon. Meanwhile the Dean and Chapter of Westminster Abbey are patrons of St. Bartholomew the Great and St. Bride’s churches in the City of London. More broadly, the Two Cities contain a number of significant places of worship, including St Paul’s Cathedral, Westminster Abbey, Westminster Cathedral, the Bevis Marks Synagogue, and Methodist Central Hall.

Alternative Configurations

29. The City Corporation recognises the legislative requirement for a more evenly constituted electorate. However, the electoral arithmetic does not require the disruption of the especially strong connection between the City of London and the City of Westminster. Of the seventy-five proposed constituencies in the Commission’s London region, thirty-one extend across London Borough boundaries. It is difficult to imagine that many, if any, of these trans-

Borough areas share the same degree of historical and cultural connection as do the two Cities.

30. There is a possible alternative to the Commission's initial proposals, which would see the City of London continue to be constituted with the historic and commercial core of the City of Westminster. The counter-proposal would affect seven constituencies in the initial proposals, viz. 'The City of London & Islington South', 'Westminster & Chelsea East', 'Fulham & Chelsea West', 'Kensington and Westbourne', 'Camden Town & St John's Wood', 'Kentish Town & Bloomsbury' and 'Islington North'.
31. The illustrative counter-proposal is intended to demonstrate the viability of retaining the connection between the two Cities while satisfying the numerical constraints imposed by the legislation and affecting as few other constituencies as possible. This is not to say that there may not be other possibilities.
32. The counter-proposal is illustrated by the map and tables annexed to this response.

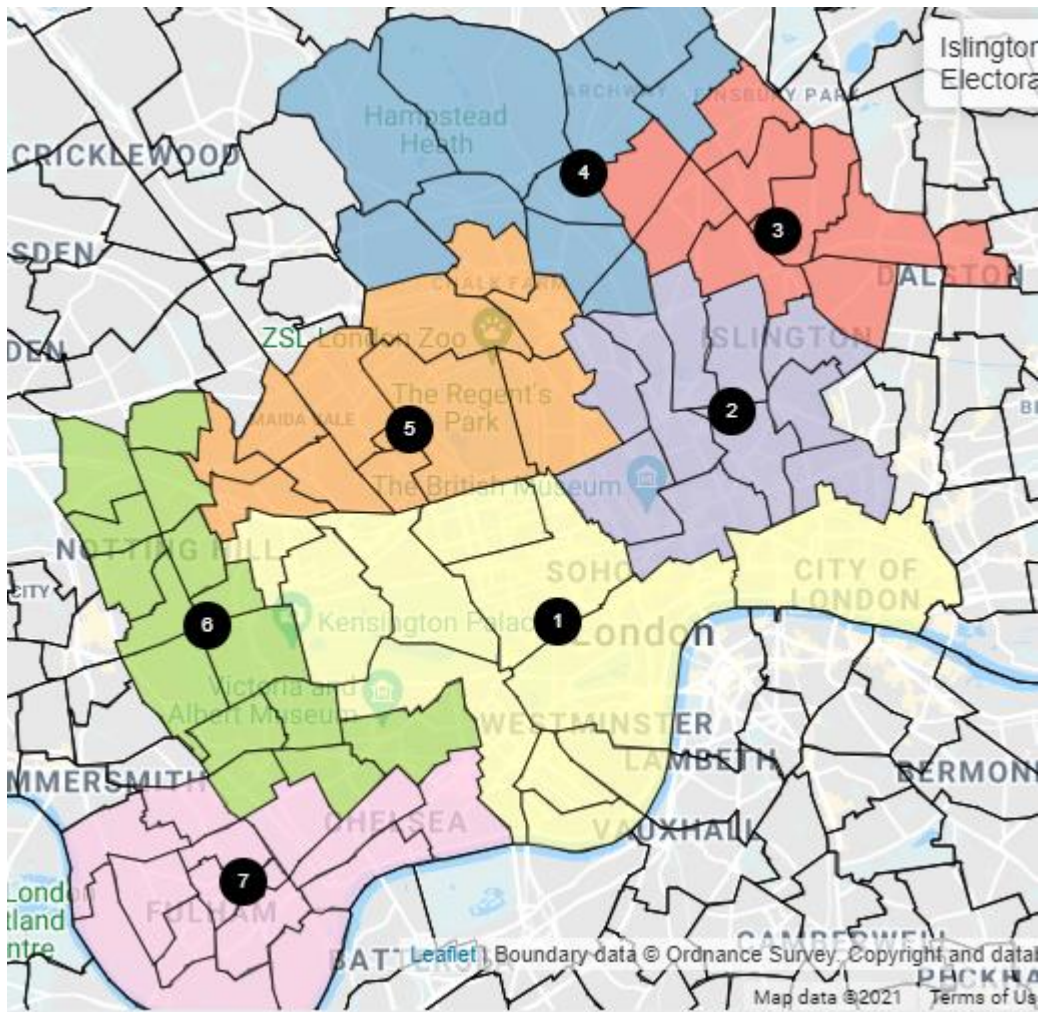
Counter-Proposal Detail

33. The counter-proposal would see the areas currently proposed to comprise the seven constituencies named above instead constituted as follows:
 - i. A borough constituency of 'The Cities of London & Westminster' (electorate 71,517), comprising the City of London, and the wards of Bayswater, Hyde Park, Knightsbridge and Belgravia, Lancaster Gate, Marylebone, Pimlico North, Pimlico South, St. James's, Vincent Square and West End in the City of Westminster.
 - ii. A borough constituency of 'Holborn & Islington South' (electorate 75,102), comprising the wards of Barnsbury, Bunhill, Caledonian, Clerkenwell, St. Mary's & St James's, and St. Peter's and Canalside in the London Borough of Islington, and the wards of Bloomsbury, Holborn & Covent Garden, King's Cross and St Pancras & Somerstown in the London Borough of Camden.
 - iii. A borough constituency of 'Dalston & Islington' (electorate 76,811), comprising the ward of Dalston in the London Borough of Hackney, and the wards of Arsenal, Canonbury, Finsbury Park, Highbury, Holloway, Laycock, Mildmay and Tufnell Park in the London Borough of Islington.
 - iv. A borough constituency of 'Camden North & Islington North' (electorate 76,768), comprising the wards of Belsize, Camden Square, Gospel Oak, Hampstead Town, Highgate, Kentish Town North, and Kentish Town South in the London Borough of Camden, and the wards of Hillrise, Junction and Tollington in the London Borough of Islington.
 - v. A borough constituency of 'Camden Town & Westminster North' (electorate 76,601), comprising the wards of Camden Town, Haverstock, Primrose Hill and Regent's Park in the London Borough of Camden, and Abbey Road, Church Street, Harrow Road, Little Venice, Maida Vale, Regent's Park and Westbourne in the City of Westminster.

- vi. A borough constituency of ‘Kensington & Notting Hill’ (electorate 71,348), comprising the wards of Abingdon, Brompton & Hans Town, Campden, Colville, Courtfield, Dalgarno, Earl’s Court, Golborne, Holland, Norland, Notting Dale, Pembridge, Queen’s Gate and St. Helen’s in the Royal Borough of Kensington & Chelsea, and the ward of Queen’s Park in the City of Westminster.
 - vii. A borough constituency of ‘Chelsea & Fulham’ (electorate 76,481), comprising the wards of Chelsea Riverside, Redcliffe, Royal Hospital and Stanley in the Royal Borough of Kensington and Chelsea, and the wards of Fulham Reach, Fulham Town, Lillie, Munster, Palace & Hurlingham, Parsons Green & Sandford, Sands End, Walham Green and West Kensington in the London Borough of Hammersmith and Fulham.
34. The primary advantage of this counter-proposal, from the City Corporation’s perspective would be that it retains the long-standing constituency link with the City of Westminster and extends only across two local authority areas.
35. The counter-proposal would also better reflect existing constituency boundaries. All of the wards in the present Cities of London & Westminster constituency (including the City of London) would be retained in the new Cities of London & Westminster constituency, along with one other. Of the thirteen wards in the current Chelsea & Fulham constituency, twelve would be retained in the new Chelsea & Fulham constituency, along with one other. The current constituency of Kensington would be relatively unchanged by the counter-proposal, with the loss of no wards and the addition of one other. The counter-proposal’s new constituencies of Camden Town & Westminster North, Camden North & Islington North, Dalston & Islington and Holborn & Islington South would suffer more disruption, but would suffer substantial disruption on any view if the Commission’s proposals are to be maintained broadly in their current form.
36. Although the City Corporation is not best placed to make detailed comments on the effects of counter-proposals in the areas of other local government areas, this counter-proposal would appear to carry some obvious advantages, even disregarding the City of London. It seems clear that Bloomsbury, in terms of its character, its road pattern, and its position as part of the old Metropolitan Borough of Holborn, would most naturally be combined with Holborn and King’s Cross. The inclusion of Abbey Road in the same constituency as the Westminster ward of Regent’s Park would also unite the distinct locality of St. John’s Wood.

City Remembrancer’s Office
July 2021

ANNEXE: MAP AND TABLES OF COUNTER-PROPOSAL



Key:

- 1 – The Cities of London & Westminster
- 2 – Holborn & Islington South
- 3 – Dalston & Islington
- 4 – Camden North & Islington North
- 5 – Camden Town & Westminster North
- 6 – Kensington & Notting Hill
- 7 – Chelsea & Fulham

1. Cities of London & Westminster

Local Authority	Ward Name	Ward Electorate
City of London	County and City of London	6304
Westminster	Bayswater	6765
Westminster	Hyde Park	5162
Westminster	Knightsbridge and Belgravia	6330
Westminster	Lancaster Gate	5741

Westminster	Marylebone	7131
Westminster	Pimlico North	7135
Westminster	Pimlico South	7076
Westminster	St James's	6318
Westminster	Vincent Square	7042
Westminster	West End	6513
	TOTAL	71517

2. Holborn & Islington South

Local Authority	Ward Name	Ward Electorate
Camden	Bloomsbury	6981
Camden	Holborn and Covent Garden	7910
Camden	King's Cross	8514
Camden	St Pancras and Somers Town	7181
Islington	Barnsbury	8330
Islington	Bunhill	7002
Islington	Caledonian	6835
Islington	Clerkenwell	7518
Islington	St Mary's and St James'	7840
Islington	St Peter's and Canalside	6991
	TOTAL	75102

3. Dalston & Islington

Local Authority	Ward Name	Ward Electorate
Hackney	Dalston	6460
Islington	Arsenal	8808
Islington	Canonbury	8834
Islington	Finsbury Park	8690
Islington	Highbury	9851
Islington	Holloway	7916
Islington	Laycock	8190
Islington	Mildmay	9556
Islington	Tufnell Park	8506
	TOTAL	76811

4. Camden North & Islington North

Local Authority	Ward Name	Ward Electorate
Camden	Highgate	7382
Camden	Belsize	5855
Camden	Camden Square	7991
Camden	Gospel Oak	8313
Camden	Hampstead Town	5932
Camden	Kentish Town North	5853
Camden	Kentish Town South	6883
Islington	Hillrise	10288
Islington	Junction	8702
Islington	Tollington	9569
	TOTAL	76768

5. Camden Town & Westminster North

Local Authority	Ward Name	Ward Electorate
Camden	Camden Town	4872
Camden	Haverstock	8643
Camden	Primrose Hill	7691
Camden	Regent's Park	7796
Westminster	Abbey Road	7201
Westminster	Church Street	6923
Westminster	Harrow Road	6964
Westminster	Little Venice	5930
Westminster	Maida Vale	6776
Westminster	Regent's Park	6928
Westminster	Westbourne	6877
	TOTAL	76601

6. Kensington & Notting Hill

Local Authority	Ward Name	Ward Electorate
Kensington and Chelsea	Abingdon	4547
Kensington and Chelsea	Brompton and Hans Town	4586

Kensington and Chelsea	Campden	4808
Kensington and Chelsea	Colville	5701
Kensington and Chelsea	Courtfield	4236
Kensington and Chelsea	Dalgarno	4244
Kensington and Chelsea	Earl's Court	4820
Kensington and Chelsea	Golborne	5470
Kensington and Chelsea	Holland	4776
Kensington and Chelsea	Norland	3665
Kensington and Chelsea	Notting Dale	5388
Kensington and Chelsea	Pembroke	3124
Kensington and Chelsea	Queen's Park	7874
Kensington and Chelsea	St Helen's	4069
Westminster	Queen's Gate	4040
	TOTAL	71348

7. Chelsea & Fulham

Local Authority	Ward Name	Ward Electorate
Hammersmith and Fulham	Fulham Reach	7768
Hammersmith and Fulham	Fulham Town	5030
Hammersmith and Fulham	Lillie	4161
Hammersmith and Fulham	Munster	8027
Hammersmith and Fulham	Palace and Hurlingham	7820
Hammersmith and Fulham	Parsons Green and Sandford	5027
Hammersmith and Fulham	Sands End	6657
Hammersmith and Fulham	Walham Green	4869
Hammersmith and Fulham	West Kensington	5990
Kensington and Chelsea	Chelsea Riverside	5365
Kensington and Chelsea	Redcliffe	4840
Kensington and Chelsea	Royal Hospital	5545
Kensington and Chelsea	Stanley	5382
	TOTAL	76481

BOUNDARY COMMISSION FOR ENGLAND
2023 REVIEW OF PARLIAMENTARY CONSTITUENCY BOUNDARIES
REPRESENTATIONS RECEIVED ON THE INITIAL PROPOSALS FOR THE
LONDON REGION

COMMENTS OF THE CITY OF LONDON CORPORATION

1. The City of London Corporation welcomes the opportunity to comment on the representations received by the Boundary Commission on its initial proposals.
2. We consider that the published representations provide strong support for the arguments we advanced in our submission on the initial proposals ([BCE-83944](#)), particularly concerning the historic connection between the Cities of London and Westminster, and the community of interest between them. In addition, we wish to draw attention to the following points:
 - 1) Two of the three main political parties (the Liberal Democrats and the Conservative Party) have advanced counter-proposals which would combine the City of London with the City of Westminster ([BCE-80979](#) and [BCE-86589](#)), while the Labour Party's representation ([BCE-79496](#)) recognises the consequences for other London constituencies of combining the City of London and wards in the London Borough of Islington.
 - 2) The Conservative Party's proposal, which would retain the link between the Two Cities is echoed in the counter-proposals made by Conservative MPs Greg Hands, MP for the current seat of Chelsea and Fulham ([BCE-85525](#)), and Felicity Buchan, MP for Kensington ([BCE-82504](#)), as well as by the significant number (over 1000) of respondents who have endorsed their alternative proposals. While these do not comment directly on the relationship between the Cities of London and Westminster, they do support the retention of the link between the Two Cities as a consequence of their counter-proposal to maintain Chelsea's integrity in a single constituency.
 - 3) In total, 105 submissions, including our own, more directly support a combination of the City of London and the City of Westminster (as proposed in our submission), or oppose a combination of the City of London and wards in the London Borough of Islington (as proposed by the Commission). These submissions are enumerated, for reference, in the appendix to these comments.
 - 4) Of these 105 representations, where it is possible to determine the residency of a respondent, it appears that 7 were made by residents in the City of London and 26 by residents in the City of Westminster. The remainder came from a range of individuals, including businesses, elected council members in the City of London and in the City of Westminster, workers in the City of London, and other members of the public whose connection to the City of London it is not possible to determine using the information made available by the Boundary Commission.
 - 5) Only 18 submissions offer support to the proposal to combine the City of London with wards in the London Borough of Islington. Of these, none, in the City Corporation's view, offer any substantive reasoning in favour of the combination that would override the value of the existing combination of the Two Cities. Where it is possible to determine the respondent's constituency, only 4 were made by residents in the City of London ([BCE-56059](#), [BCE-57538](#), [BCE-64303](#)

and [BCE-79232](#)), 4 were made by residents of the London Borough of Islington ([BCE-56740](#), [BCE-57836](#), [BCE-75567](#) and [BCE-78413](#)) and 1 was made by a resident in the City of Westminster ([BCE-73038](#)). A further 3 were general counter-proposals for the entire Greater London region ([BCE-81615](#), [BCE-85346](#) and [BCE-85352](#)).

3. In her response to the Boundary Commission ([BCE-75567](#)), Ms. Emily Thornberry MP, the Member of Parliament for Islington South and Finsbury, posits certain ties between Islington, Finsbury and the City in order to support the Boundary Commission's proposal for a City and Islington South constituency. It might be helpful for us briefly to address these, insofar as they might touch on the arguments made in our submission:

- 1) History. While there are clear historic links between the City of London and Islington, and, as Ms Thornberry notes, Islington owes its development to the proximity of the City, this is equally true of other boroughs neighbouring the City, such as Tower Hamlets and Southwark. It is the City Corporation's view that these links fall short of those between the Two Cities that saw London and Westminster develop as the historic heart of the capital.
- 2) Transport. We acknowledged in our submission that the City of London enjoys strong transport connections with all of the surrounding boroughs, including the London Borough of Islington. However, we cited figures showing a far greater flow of road traffic between the City of London and the City of Westminster. We have seen no evidence in relation to other forms of transport that stronger connections exist with the London Borough of Islington than with the other surrounding boroughs.
- 3) Education. The City Corporation, along with the City's livery companies, has a strong history of supporting educational institutions in the City and all of its surrounding areas. While the Corporation's multi academy trust sponsors four academies in the London Borough of Islington, a further three are found in Southwark, two in Hackney and one in Newham, demonstrating strong educational links elsewhere.
- 4) Residents. It is correct to state that many City workers live in Islington. However, many also live in Westminster, as demonstrated by a number of respondents to the Boundary Commission, and the community of economic interest is greater between the two cities than between the City of London and Islington. Aside from those economic and business links set out in the City Corporation's original submission, a recent report by GoDaddy found that the Cities of London and Westminster contained the greatest number of microbusinesses, at 13.33 per 100 people, while there were only 4.99 per 100 people in Islington South and Finsbury. While it is true to say that the City of London Corporation manages social housing estates in Islington, it also manages estates in the London Boroughs of Hackney, Lambeth, Lewisham, Southwark and Tower Hamlets, and does not feel that the representation of residents of these estates is affected by the fact that they sit in constituencies outside the City's own.
- 5) Health. While the Barts Health NHS Trust plays an important role in delivering hospital services in the City and Islington, healthcare links with Islington are weaker than with other neighbouring boroughs, such as Hackney. For example, the City of London sits in the North East London Clinical Commissioning Group with Barking and Dagenham, Hackney, Havering, Newham, Redbridge, Tower Hamlets and Waltham Forest, while the City of London's primary care trust is with Hackney.
- 6) Hospitality. While it is no doubt true to say that some City workers cross into Islington for pubs, restaurants, cafes and markets, it is also true of Southwark, particularly Borough Market and the area around London Bridge, and other neighbouring boroughs. As noted in the Corporation's

own submission, the recreational and cultural offer of the City of London has a greater similarity with Westminster than Islington.

While the City Corporation values highly the relationship and historical connections between the City of London and all of its neighbouring areas, our view is that the ties posited in Ms. Thornberry's submission do not demonstrate any significant community of interest between the City of London and the London Borough of Islington, and fall considerably short of the exceptionally deep and multifarious community of interest between the City of London and the City of Westminster (as described in our submission).

4. In conclusion, we submit that the representations provide strong and diverse support for the continued constitution of the City of London with the major part of the City of Westminster for the purposes of parliamentary representation. We hope that these brief comments are of assistance to the Commission in its deliberations.

Guildhall, London
April 2022

APPENDIX: TABLE OF REPRESENTATIONS

(By the unique reference numbers assigned by the Commission.)

I. In favour of the combination of the City of London and the City of Westminster, or against the combination of the City of London and wards in the London Borough of Islington:

Residents in the City of London:

66061 67481 67594 70775 79617 79680 84993

Total, 7.

Residents in the City of Westminster:

66016 67776 70688 70694 70797 73557 73978 74011 75121 77292 79411
79995 82592 82665 82694 82701 83014 83277 83364 83455 83593 84036
85084 85195 85230 86172

Total, 26.

Others:

52359 52486 54286 57009 57033 57040 61555 66064 66209 66360 66573
67762 67805 67892 68068 68314 68495 68663 69125 69537 69681 70168
70365 70881 70969 71332 71620 71807 71874 72412 72414 73024 74104
74749 75164 75655 75953 77079 77095 77163 77247 78064 78137 78828
79236 79433 79466 81184 82091 82221 82420 82759 83071 83390 83460
83655 83802 84052 84162 84761 85128 85229 85271 85365 85596 85697
85856 85910 86163

Total, 69.

Total, 102.

N.B. The table excludes representations from Ms. Emily Thornberry, M.P., the City of London Corporation, the Conservative Party, the Labour Party, and the Liberal Democrats.

BOUNDARY COMMISSION FOR ENGLAND
2023 REVIEW OF PARLIAMENTARY CONSTITUENCY BOUNDARIES
COMMENTS ON THE REVISED PROPOSALS

COMMENTS OF THE CITY OF LONDON CORPORATION

1. The City of London Corporation welcomes the publication of the Boundary Commission's revised proposals for the London region, and the further opportunity to comment on the review.
2. The City Corporation strongly supports the revised proposal to constitute the City of London with wards in the City of Westminster, rather than with wards from the London Borough of Islington.
3. As was fully described in our response to the Commission's initial proposals ([BCE-83944](#)), the parliamentary connection between the City of London and the City of Westminster is of long standing, and embraces a number of historic and current ties between the two Cities in reflection of their position as the original core of the greater London conurbation. These strong and distinctive ties range across a number of areas, including financial and professional services, retail, culture, architecture, tourism, national security and policing, transport, and civic and ceremonial links.
4. The revised proposal is therefore to be strongly welcomed as recognising and securing a deep-rooted community of interest between the two Cities.
5. We hope that these brief comments are of assistance to the Commission in its remaining deliberations.

Guildhall, London
November 2022

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Committee(s): Policy and Resources Committee - For information	Dated: 21/09/2023
Subject: Corporate Plan 2018-2023 Progress	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	N/A
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain’s Department?	
Report of: Dionne Corradine Chief Strategy Officer	For Information
Report author: Barbara Hook Assistant Director Corporate Planning	

Summary

This report provides members with a summary of

- a) Corporate Plan 2018-23 progress (Appendix 1)
- b) external reports relevant to our statutory duties (Appendix 2)
- c) key performance indicators reported by departments to Committees from 2022-23 Business Plans (Appendix 3)
- d) Internal Audit Reviews completed in 2021-22 (Appendix 4) and 2022-23 (Appendix 5)

A review of departmental business plans, achievements, delivery of KPIs and our statutory reporting provide a picture of progress. The Corporate Plan 2018-23 did not contain success measures or key performance indicators (KPI). Due to the lack of agreed success measures, the ability to determine or evidence the extent to which Corporate Plan 2018-23 has been achieved is limited. The Corporate Plan 2024-29 is in development, learning the lessons from Corporate Plan 2018-23, including ensuring performance measures which will be reported annually are identified from the outset.

Recommendation

Members are asked to **Note** the report.

Main Report

Background

1. In July 2023, Members requested a report to illustrate the achievements of

Corporate Plan 2018-23.

2. Corporate Plan 2018-23 comprised 12 outcomes but did not include success measures or metrics which could be tracked and reported to evaluate its progress. Initial work on a Corporate Performance Framework was paused in 2020 as the Covid-19 pandemic hit. This, together with a lack of available data for proposed metrics and the Target Operating Model restructure, meant it was not completed.
3. Therefore, to form a picture of progress, this report highlights some existing reporting and collates several notable achievements during the period.

Current Position

4. Corporate Plan 2024-29 is now being developed. Determining appropriate measurement and reporting, and ensuring lessons from Corporate Plan 2018-23 are learned, is essential. Corporate Plan 2024-29 will have performance measures and reporting included from the outset. Supporting metrics and data will be determined as part of the development of the plan. However, each major theme in the plan will be linked to deliverables, (e.g. major projects or investment) and outcomes (relevant data streams) that will be tracked and monitored. Data will be sourced from across the organisation (externally where relevant and available). Data measuring outcomes of strategies and business plans may also be used to monitor Corporate Plan 2024-29 outcomes. It should be noted however that in many areas of our work the systems and processes to collect data for these uses does not exist or is under-developed. Therefore, metrics proposed need to be achievable within the period, noting the planned system and process changes underway in areas such as finance and HR.
5. The Review of Progress document at Appendix 1 highlights a range of achievements and examples of service delivery excellence by City of London Corporation Departments and Institutions during the Corporate Plan 2018-23. These were identified by reviewing departmental objectives and business plans against the Corporate Plan 2018-23 outcomes. The 12 outcomes in Corporate Plan 2018-28 are to:

Contribute to a flourishing society

1. *People are safe and feel safe.*
2. *People enjoy good health and wellbeing.*
3. *People have equal opportunities to enrich their lives and reach their full potential.*
4. *Communities are cohesive and have the facilities they need.*

Support a thriving economy

5. *Businesses are trusted and socially and environmentally responsible.*
6. *We have the world's best legal and regulatory framework and access to global markets.*
7. *We are a global hub for innovation in finance and professional services, commerce and culture.*
8. *We have access to the skills and talent we need.*

Shape outstanding environments

9. *We are digitally and physically well-connected and responsive.*
10. *We inspire enterprise, excellence, creativity and collaboration.*
11. *We have clean air, land and water and a thriving and sustainable natural environment.*
12. *Our spaces are secure, resilient and well-maintained.*

6. The Review of Progress document is not the total of what has been achieved across the City Corporation; there are more achievements that could have been included, e.g.:
 - a. In 2022, the City of London Corporation provided support to enable refugee resettlement, providing humanitarian assistance and support to people in need.
 - b. In September 2022 the East London Patient Care Record to share information across health and social care was implemented.
 - c. Digital initiatives have been successfully implemented, including an online consultation platform and a digital city model, which enhanced operational efficiency and enabled more effective and inclusive engagement with residents and stakeholders.
 - d. The London Metropolitan Archives website, the *London Picture Archive* had 2.5 million views of historic prints, photos and maps of London in 2022/23, a 23% increase on the previous year.
 - e. In 2023, the London Careers Festival engaged over 5,000 young Londoners, linking them with firms including KPMG, Disney, Amazon and The Prince's Trust.
 - f. The City Belonging Project was established in 2023 to build a more inclusive and connected Square Mile and create a community where everyone belongs.
 - g. The City of London Corporation's Commitment as a signatory to the UN Global Compact was made in December 2020, and our regular report records progress that supports the UN Sustainable Development Goals, and going forward, the Ethical Policy Statement agreed by Court earlier this year.
 - h. In 2022, a new annual UK/US dialogue was established as part of a landmark tech partnership and significant progress towards a data adequacy agreement.
 - i. In 2023, signing a historic UK/EU MOU enabling a new era of cooperation with EU partners.
 - j. Turning the Square Mile into a seven day a week visitor destination, by investing in culture, entertainment and the arts to attract people to visit and spend time enjoying all that the City has to offer, and maintaining and developing buildings, operational properties, and open spaces to provide spaces that are secure, resilient and well maintained.
 - k. In 2023, upgrading of electric vehicle charging points in City Corporation owned car parks, supporting our Climate Action and Air Quality strategies.
 - l. Promotion of the Clean City Award Scheme which supports and recognises businesses leading the way on sustainability.

- m. In 2023 the City of London Corporation and Voltalia opened the largest UK Solar Farm, which will supply over half of the City Corporation's electricity.
 - n. In 2023, Hampstead Heath improvements, including refurbishment of the athletics track and improved disabled access and lifesaving equipment at the bathing ponds.
 - o. In 2023, visitor numbers at Epping Forest are expected to reach 10 million visits this year.
 - p. In 2023, the Mansion House Compact, enabling pension fund investment in high growth sectors and boosting British business, with a target of 5% by 2030.
 - q. Continuing to focus on transformation and continuous improvement and following through the changes brought about by the Target Operating Model to simplify our structures and operations and be more agile and able to respond to challenges.
7. The period of Corporate Plan 2018-23 was challenging, necessitating preparations for the UK's exit from the European Union, responding and adapting to the Covid-19 pandemic and then the focus on post-pandemic recovery, supporting people during the recent cost of living and energy prices increases, the Afghan resettlement scheme and the war in Ukraine, and progressing organisational transformation to implement a new Operating Model. The way the organisation responds to events like these should be considered as among our best achievements, but the necessity to flex and respond in times of unpredictable demand and uncertainty will have impacted on plans that were formed in 2018.
 8. Appendix 2 provides a list of some recent external reporting by various departments, including statutory duties. This includes Adult Social Care, Finance and Waste data captured on the Local Authority Data Explorer tool for the Office of Local Government (OFLOG), a tool that brings together existing metrics across local authority service areas.
 9. Appendix 3 provides a list of 2022-23 Business Plan KPI reporting to service Committees by Chamberlain's Department, Environment Department, City Surveyor's Department, Innovation and Growth, and the Department of the Chief Operating Officer. These departments provide regular reports on the progress of their High-Level Business Plans linked to the outcomes stated in the Corporate Plan 2018-23 and so also indicate Corporate Plan progress. The Department of Community and Children's Services will report Business Plan KPIs biannually from November 2023.
 10. Recent Internal Audit Reviews provide another perspective on our progress as an organisation. While it is difficult to directly link specific internal audit reviews to individual Corporate Plan 2018-23 outcomes, with regard to outcome 8 (*We have access to the skills and talent we need*) attracting and retaining talent in our own workforce is a Corporate Risk, which suggests progress in this outcome as it relates to our organisation, is not being achieved to the extent we need it to be. With regard to outcome 12 (*Our spaces are secure, resilient and well-maintained*), an Internal Audit review of our overall approach for managing our

operational property portfolio found the process to be lacking. A list of Internal Audit Reviews completed in 2021-22 is at Appendix 4 a list of Internal Audit Reviews completed in 2022-23 is at Appendix 5.

Corporate & Strategic Implications

Strategic implications - None

Financial implications - None

Resource implications - None

Legal implications - None

Risk implications - None

Equalities implications – None

Climate implications - None

Security implications - None

Conclusion

11. Reviewing progress five years after the commencement of Corporate Plan 2018-23 has been challenging, and implementing a year-by-year approach to monitoring its delivery would have been more effective, useful and transparent in providing a clearer picture of our performance against our stated aims. Nonetheless, the City Corporation has, does, and is continuing to achieve against objectives, as is evidenced by its wide ranging internal and external reporting.
12. We are committed to Corporate Plan 2024-29 being a living document. This means it will be used to drive our delivery and measure our performance. It will be reported on annually and refreshed and updated to ensure it continues to be relevant, useful and meets the needs of the City Corporation.

Appendices

- Appendix 1 Corporate Plan 2018-23 review of progress
- Appendix 2 Selected recent City of London Corporation reporting relevant to our statutory duties
- Appendix 3 2022-23 Business Plan Key Performance Indicators reporting
- Appendix 4 Internal Audit Reviews Completed in 2021-22
- Appendix 5 Internal Audit Reviews Completed in 2022-23
- Appendix 6 [Corporate Plan 2018-23](#)

Background Papers

[Corporate Plan 2018-23](#) Court of Common Council 8th March 2018

[Corporate Performance Framework](#) Efficiency and Performance Sub-Committee 27th November 2019

[Corporate Performance Update](#) Efficiency and Performance Sub-Committee 24th March 2020

[Corporate Performance Framework Update](#) Efficiency & Performance Sub
Committee 10th July 2020

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Review of Progress 2018-2023

Over this five-year reporting period, the City of London Corporation has taken dedicated action to make a difference to the lives of those who live, learn, work and visit the Square Mile and our sites further afield, and use the varied services we offer. We are committed to creating positive impact to ensure a sustainable future where individuals and communities can flourish.

We have enhanced our partnership with public, private and voluntary sector organisations, ensuring we provide our local authority responsibilities to the best of our ability along with the broader services we offer for the benefit of Greater London and the whole of the UK. The City of London Police, the Square Mile's dedicated police force, has maintained the safety and security of those within our boundaries, before, during and after the Covid-19 pandemic.

Our collaborative approach with local employers enabled us to inspire, develop and promote responsible business while championing investment into City firms. Our efforts to make the Square Mile and the other sites we manage accessible to all, and our air and streets cleaner and quieter, have demonstrated our commitment to achieving an inviting, inclusive and sustainable environment.

The following pages summarise what we have achieved in the last five years to deliver our Corporate Plan outcomes.

We are contributing to a **flourishing society**

We are supporting a **thriving economy**

We are shaping **outstanding environments**

Our 2018-23 Corporate Priorities

Contribute to a Flourishing Society is underpinned by the following outcomes:

- That people are safe and feel safe;
- That they enjoy good health and well-being;
- That they have equal opportunities to enrich their lives and reach their full potential; and
- That communities are cohesive and have the facilities they need.

Support a Thriving Economy is underpinned by the following outcomes:

- That businesses are trusted, and socially and environmentally responsible;
- That the City of London Corporation have the world's best legal and regulatory framework and access to global markets;
- That we are a global hub for innovation in finance and professional services, commerce, and culture; and
- That we have access to the skills and talent we need.

Shape Outstanding Environments is underpinned by the following outcomes:

- That we are digitally and physically well-connected and responsive;
- That we inspire enterprise, excellence, creativity, and collaboration;
- That we have clean air, land and water and a thriving and sustainable natural environment; and
- That our spaces are secure, resilient, and well-maintained.

Review of Progress 2018-2023: Contribute to a Flourishing Society

- In 2018, our first Modern Slavery Statement was published to help us identify and eliminate modern slavery within our areas of responsibility. In 2020, we became a signatory to the UN Global Compact and its ten fundamental principles and sustainable development goals (SDGs). A progress report is available at: [Progress Report 2022.pdf](#)
- During the Covid-19 pandemic:
 - Our green spaces within the Square Mile and beyond (over 11,000 acres of open space) remained open to visitors, providing vital open spaces for people to safely enjoy during lockdown and as we emerged from the pandemic.
 - *Connecting Communities - Bridge to Success* is an initiative helping people overcome the impact of the pandemic on job prospects and supporting them along their career path.
- In June 2020, a Tackling Racism Taskforce was established to consider how we address racism in all its forms. It examined six themes: Staffing, Culture, Governance, Education, Police, and Business, resulting in 36 recommendations to take forward.
- Following an inspection in 2020, the quality and effectiveness of our services for children and young people in need of help and protection, looked-after children, and care leavers were assessed as outstanding. We have continued to deliver high-quality education through our family of schools, including during the Covid-19 pandemic. In 2022, a new City Junior School opened its doors, joining our three independent schools and the ten academies overseen as part of our school services provision.
- We have worked to improve the health and wellbeing for those living and working in the Square Mile. A new mental wellbeing centre was established in the City on an innovative payment model that supports people on lower incomes to access the services, and we hosted two pan-London Commissioning Programmes on sexual health and substance misuse.
- Over the last three years, the number of City of London Police Officers who are keeping the City safe from crime and protecting the country from economic and cyber-crime has increased. In 2022, crime in the City remained lower than pre-Covid levels (in 2019). A recent survey by the City of London Corporation identified that 88% of residents and 85% of workers think that the City is safe. The City of London Police is the first force in the country to screen detainees in custody for Attention Deficit Hyperactivity Disorder (ADHD).
- Artizan Street library was redeveloped, providing improved services to our communities. A cost-of-living programme was set-up to help residents maximise income and access financial support and warm spaces. We are delivering new affordable homes and investing in our current housing stock and 14 estates across London, including at Sydenham Hill and York Way, Islington.

Review of Progress: Contribute to a Flourishing Society –Supporting Facts

99.66% of all contracts deemed to be of high risk in terms of global Modern Slavery have had active interventions incorporated between November 2018 and November 2021.



Senior management positions filled by women in the City of London Corporation increased by **10%** between 2019 and 2022 to **43%**



19% decrease in anti-social behaviour compared with pre-Covid levels (2019).



The proportion of people who use services who have control over their daily lives increased from **78.8** in 2018/19 to **91.1**



In the last 3 years, there are **177 (22%)** more City of London Police officers who keep the City safe from crime and protect the country from economic and cybercrime.



The 2022-23 Ward List electorate stood at **19,595** – a **43%** increase and the highest figure for seven years



Review of Progress 2018-2023: Support a Thriving Economy

- In 2018, we published our Responsible Business Strategy, followed by our Responsible Investment Policy in 2021 and Responsible Procurement Policy in 2022. We were accredited as a Living Wage Employer in 2014 and in 2023 produced an Ethical Policy Statement, further detailing our commitments in these areas and others. City Corporation initiatives such as the Lord Mayor's Dragon Awards and Clean City Awards have recognised and celebrated businesses achieving excellence in social impact and sharing best practice.
- In 2019, we signed HM Treasury's Women in Finance Charter to support the progression of women into senior roles in the financial services sector. In 2020, the UK government commissioned the City Corporation to lead a two-year taskforce to boost socio-economic diversity at senior levels in UK Financial and Professional Services. In May 2022, this taskforce launched Progress Together, a new membership body that is the first of its kind to focus on driving socio-economic diversity at senior level across the financial services sector.
- A Covid-19 Business Recovery Fund of up to £50 million was launched in 2021 to help small and independent retailers and hospitality businesses together with those providing clinical and professional services (e.g., dentists and opticians). We have worked to ensure the Square Mile is an attractive place for residents, workers and visitors to visit and spend time in – both before and after the Covid-19 pandemic. This can be seen through strategies such as Destination City and Culture Mile, and with events such as the Golden Key in 2022 and the annual Lord Mayor's Show (only cancelled in 2020).
- The Barbican Centre continued to attract large numbers of visitors to the Square Mile to take advantage of the facilities and events offered. In 2021/22, as the Square Mile began to emerge from Covid-19 restrictions, over one million people visited the Barbican, with 580,000 of these attending at least one of the 3,483 events put on that year.
- In 2022, the Guildhall School of Music and Drama was placed sixth in the world for performing arts in the QS World University Rankings. Having consistently been among the top 10 universities for music study, it was ranked the top conservatoire in the 2023 Guardian University Guide.
- The City Corporation in partnership with HM Treasury established the [Centre for Finance, Innovation, and Technology \(CFIT\)](#) in February 2023. Alongside the Department for International Trade and the Investment Association, the City Corporation launched [Global Investment Futures](#) in February 2023. This is a new campaign to preserve and promote the UK as a leading investment management centre globally. We have hosted numerous [prestigious and impactful events and international conferences focussed on promoting the Square Mile, and the UK more widely, as a top destination for those operating and investing in financial and professional services (FPS).
- The City established the National Cyber Resilience Centre as a vehicle for strategic collaboration between the police, government, industry and academia to strengthen cyber resilience across small and medium sized businesses, benefiting the UK economy and making it a more attractive place to invest.

Review of Progress: Support a Thriving Economy – Supporting Facts

The number of jobs for City workers increased by almost **8% (45,000)** between 2019 and 2021.



There was an increase of **168%** in digital downloads at COLC libraries in 2020/21 from 2019/20



The issuance of green and sustainable UK bonds has increased by **\$16.17 billion** from 2018 to 2021



Page 64

Between Nov 2018 and Nov 2021, **99.66%** of all contracts deemed to be of high risk in terms of global Modern Slavery with a combined value exceeding **£4 billion** have had active interventions incorporated



In 2020, the UK had an **11%** increase from the previous year and the biggest increase among peer International Financial Centres (IFC) for having access to International Talent



The number of Fintech deals increased by **127 (16%)** to **794** between 2018 and 2022



Review of Progress: Shape Outstanding Environments

- In November 2019, we set out to develop an ambitious organisational Climate Action Strategy for the City Corporation and the Square Mile. In 2021, this strategy was adopted as policy and a new and transformative programme of action began. From financial years 2018/2019 to 2021/2022 the City Corporation reduced carbon emissions from its own operations by 31% and overall energy consumption by 21%.
- In 2019, we adopted our Transport Strategy providing a 25-year framework for the design and management of streets and transport in the Square Mile. In 2021, we began our City of London Biodiversity Action Plan 2021-2026, which provides a strategic focus to ensure species and habitats are understood and considered throughout decision-making processes.

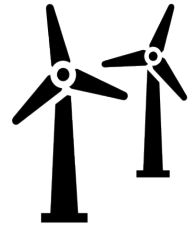
Page 65

We started our journey towards a zero-emissions vehicle fleet, supported renewable energy projects, and introduced sustainable waste management practices. These initiatives reduced the environmental impact and saved costs and contributed to the wellbeing of all who live, work, and visit the city.

- In 2021, only 6% of the area of the Square Mile accessible to the public had levels of the air pollutant nitrogen dioxide above legal limits, down from 70% in 2018.
- We continue to hold Green Flag Awards at 15 City Corporation-managed green spaces, including Burnham Beeches, Hamstead Heath and Epping Forest.
- In May 2022, the City of London Corporation hosted the Net Zero Delivery Summit, in association with the COP26 UK Presidency 2022 and the Glasgow Financial Alliance for Net Zero.

Review of Progress: Shape Outstanding Environments – Supporting Facts

Since 2018, **100%** of the electricity we have purchased has been from renewable sources.



We have reduced carbon emissions from our own operations by **31%** since 2019.



Over **1200 sqm** of green roofs have been introduced to the Square Mile.



There was a **123%** increase in the area of the City (excluding the buildings) achieving the legal limit of nitrogen dioxide in 2020 from the previous year.



Since 2021 the City Corporation has promoted no use of single-use plastic across all operational sites.

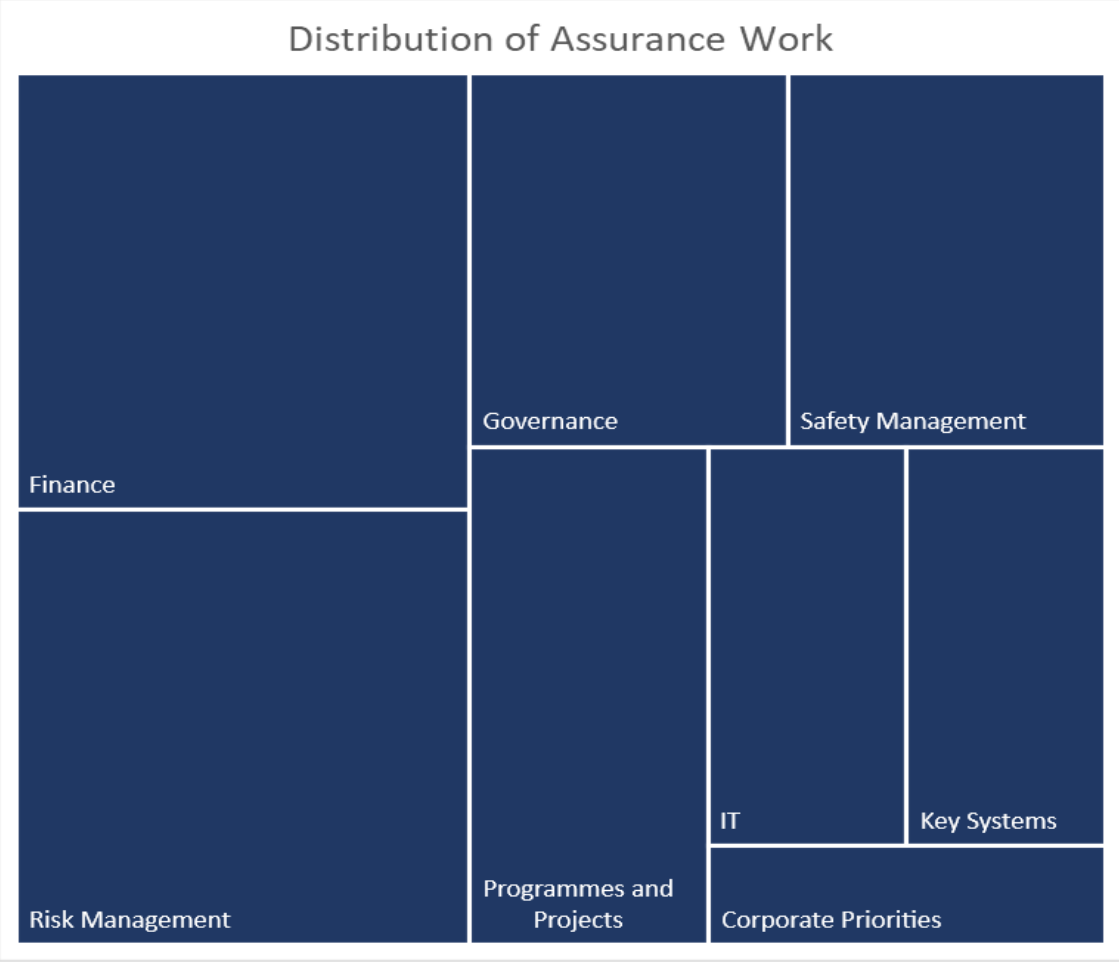
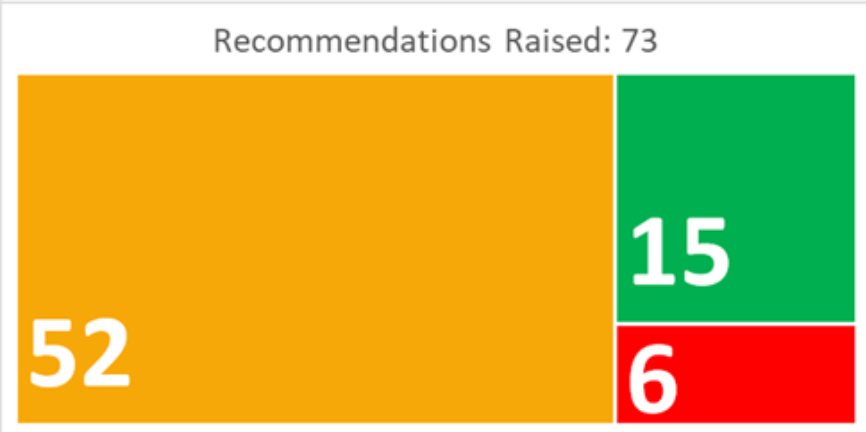
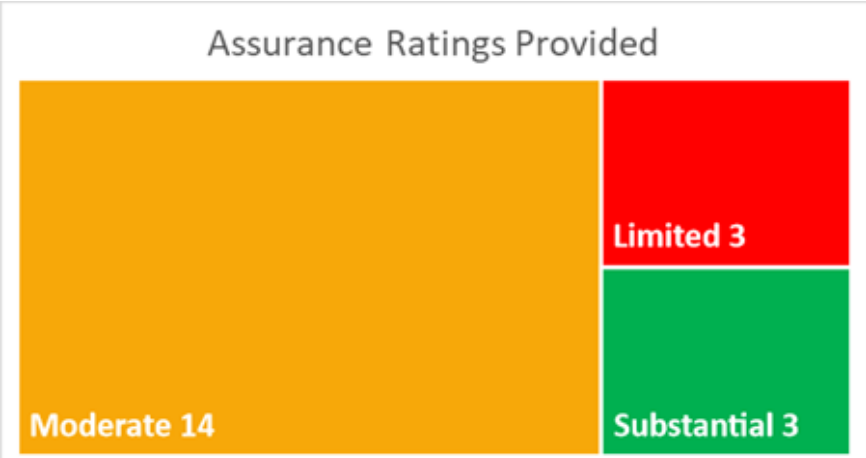


Energy efficiency of our estate has had positive results year after year, there was a **4.1%** reduction in energy consumption in 2020 from the previous year.



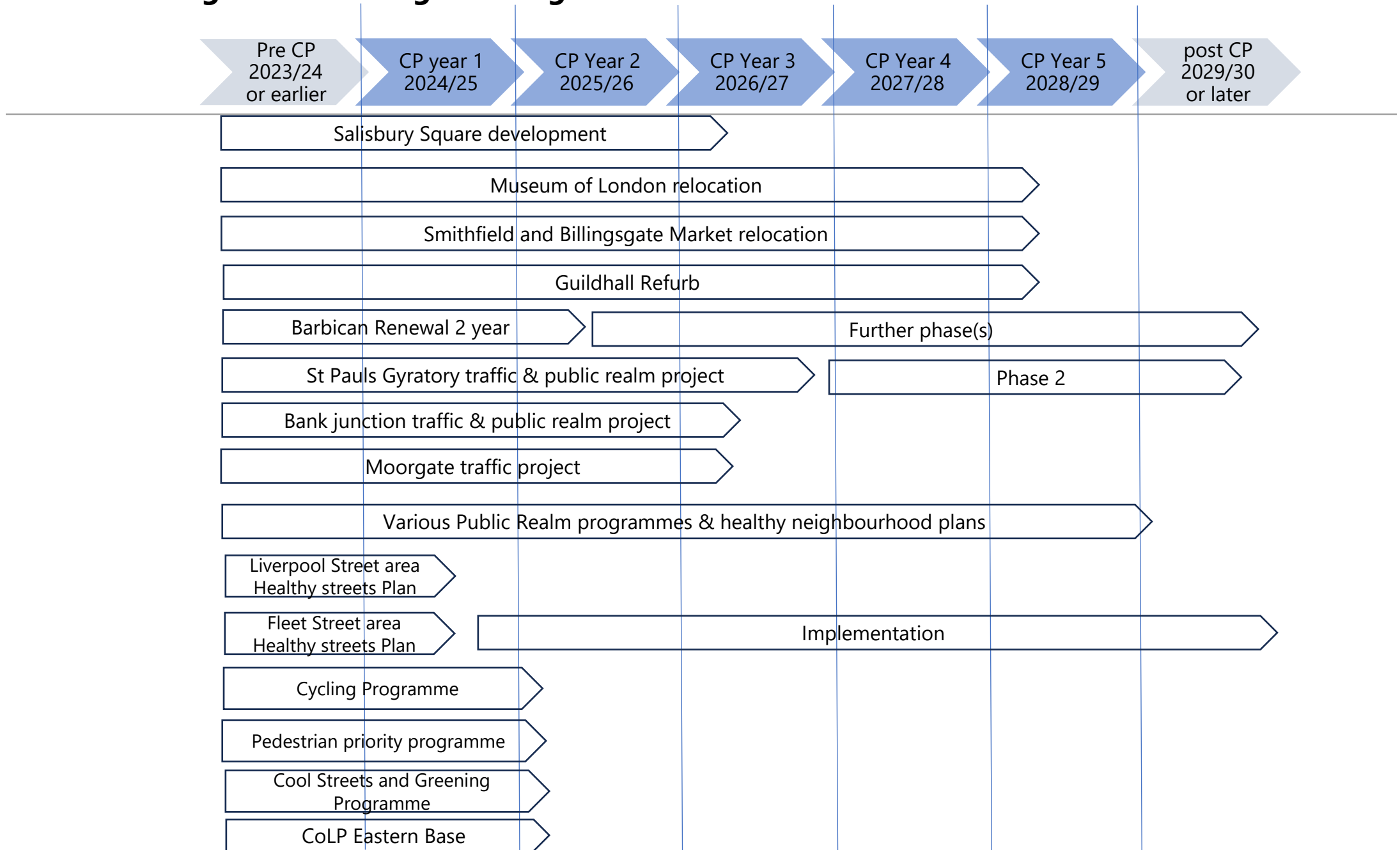
Our **Internal Audit** function provides independent and objective assurance across a range of City Corporation activities and services. The diagram opposite indicates the broad categorisation of assurance work within the Internal Audit programme of work in 2022-23, driven by an ongoing assessment of risk and priorities. 20 Internal Audit reviews were completed, with being final reports issued. 70% resulted in a Moderate Assurance opinion. A small number of Limited and Substantial Assurance opinions were given.

Page 67

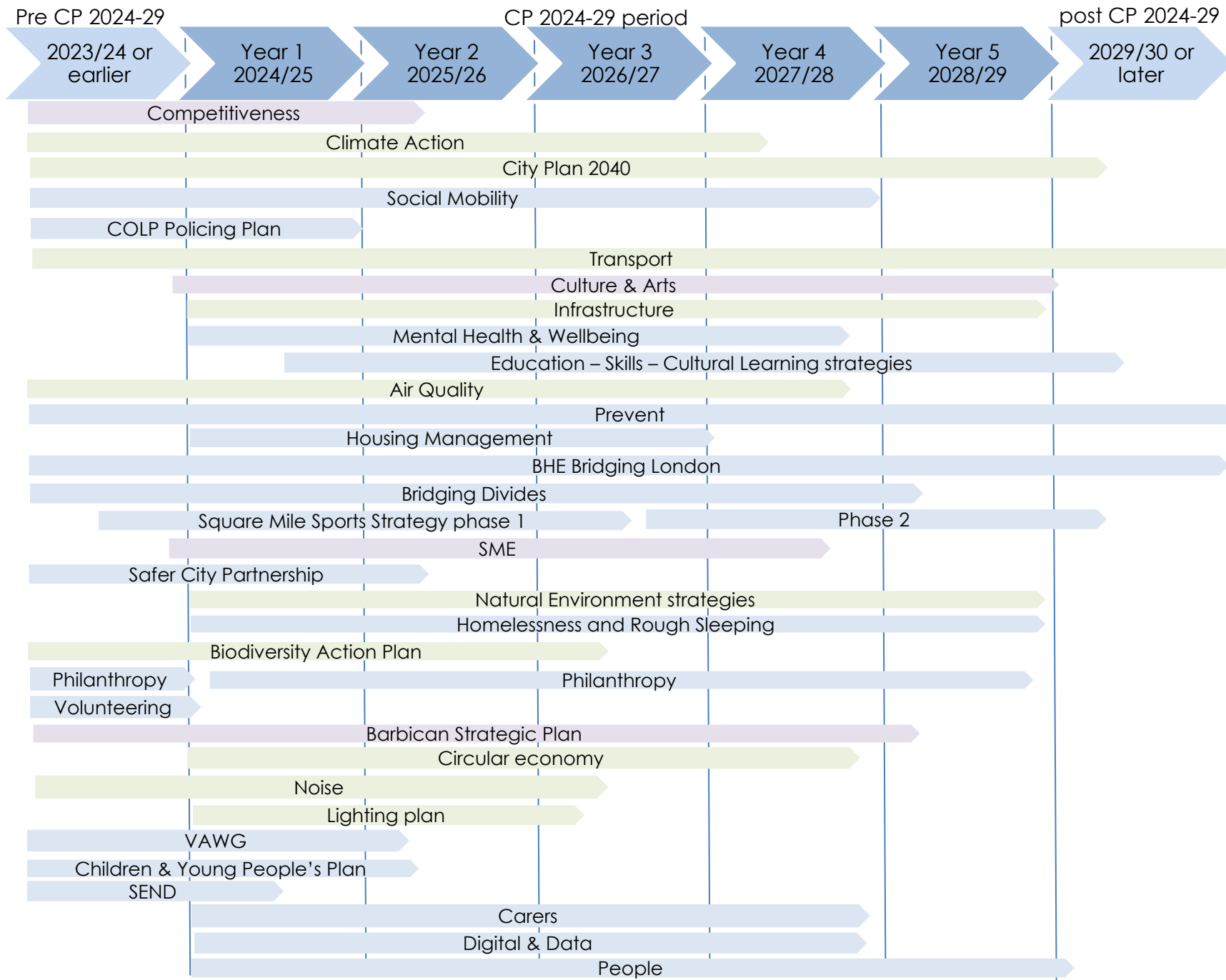


A total of 73 recommendations were raised by Internal Audit, 70% of which were given a Medium priority rating, requiring prompt attention. Almost 10% of recommendations raised were High priority, all of which resulted in prompt response from management.

Programmes in-flight during CP 2018-23 that continue into CP 2024-29



Key Strategies in flight that commenced during CP 2018-23 or are in development to commence in 2024



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Appendix 2 Recent City of London Corporation reporting relevant to our statutory duties

The City Corporation's statutory duties are wide ranging, and reported in a variety of ways, by the departments responsible for delivery, externally and to their service Departments. There isn't a central repository for such reporting to enable easy review across the breadth of our responsibilities, but the following list of selected recent reporting relevant to our statutory duties demonstrates ongoing progress.

Area of Duty	Report
Adult Social Care Finance Waste	OFLOG Local Authority Data Explorer - DLUHC Data Dashboards comprises City of London Corporation 2021-22 data.
Air Quality	The annual report makes high level recommendations for what needs to happen now and is intended to be used by those who work with and for children and young people across the City of London and Hackney.
Director Of Public Health Report	The Annual Corporate Parenting Report outlines the performance of the City of London Corporation as a corporate parent, and the outcomes that have been achieved for the children in its care from April 2022 to March 2023.
Annual Corporate Parenting Report	Local Authority Children's Services were rated Outstanding in the March 2020 inspection . A November 2022 'focused' Ofsted visit found high-quality practice which ensures that children benefit from effective and responsive front door services.
Ofsted	HDS14571 CHSAB Annual Report 2020 2021 v3 1.pdf (cityoflondon.gov.uk)
City and Hackney Safeguarding Adults Board Annual Report	CHSCP AnnualReport 202122.pdf
LADO Annual Report	Local Authorities Designated Officer (LADO) Annual Report 2022-23 (13 referrals in the period, lower than 2021-22)
IRO annual report	Independent Reviewing Officer (IRO) Annual Report 2021-22
Children in Need Census	https://explore-education-statistics.service.gov.uk/find-statistics/characteristics-of-children-in-need
Children Looked After Return (SD903)	https://explore-education-statistics.service.gov.uk/find-statistics/children-looked-after-in-england-including-adoptions/2022
Schools census (3 times a year)	Find statistics and data (page 1 of 3) – Explore education statistics – GOV.UK (explore-education-statistics.service.gov.uk)
Adult Social Care Users Survey	Personal Social Services Adult Social Care Survey, England, 2021-22 - NHS Digital
Carers Survey	Personal Social Services Adult Social Care Survey, England, 2021-22 - NHS Digital

Healthwatch Annual Report (commissioned service but legal requirement to have one)	Healthwatch City of London Annual Report 2022-23 Healthwatch Cityoflondon
Housing Rent Return (LADR)	Local authority registered provider social housing stock and rents in England 2019 to 2020 - GOV.UK (www.gov.uk)
Housing Survey (LAHS)	Local authority housing statistics open data - GOV.UK (www.gov.uk)
UN Global Compact Communication of Progress	Published to a proforma on the UN Global Compact website, the City of London Corporation 2022 report covers Human Rights, Labour, Environment and Anti-corruption.
Equality, Diversity & Inclusion	Regular reports on Gender, Ethnicity and Disability Pay Gaps and Equality and Inclusion describe the profile of the workforce. Equality and inclusion update with pay gaps (cityoflondon.gov.uk)
Annual Governance Statement	Published annually alongside the Annual Statement of Accounts for the City Fund (unaudited) .
City Fund Annual Budget Report	The Local Government Act 2000 requires the Court of Common Council to approve the budget and related council tax demand for the forthcoming financial year.
Treasury Management Strategy	The Treasury Management Strategy is produced annually (following CIPFA's guidelines) and goes to the Investment Committee for approval. After it has been to the IC it is then attached as an appendix to the Budgets/estimate and goes to Finance Committee in February and then the Court of Common Council in March
Capital Strategy	The Capital Strategy is produced annually (following CIPFA's guidelines) and goes to the Finance Committee for approval. After it has been to the FC it is then attached as an appendix to the Budgets/estimate and goes to Finance Committee in February and then the Court of Common Council in March
City Fund Accounts	The Annual Statement of accounts must be drafted and published by 31 st May, and audited by 30 th September. There are additional statutory responsibilities in respect of "Inspection of Accounts" requests from members of the press and public.
City Cash Accounts	An audited financial statement is required as a condition of the private placement by the end of December.
Charity Accounts	The Corporation of London prepares and submits Statements of Accounts for 25 charitable entities, including a range of open spaces and trust funds, to be submitted no later than 31 st January. However, in practise they are completed earlier as 10 of them are subsidiaries of City Cash.
Limited Company Accounts	The Corporation of London prepares and submits audited Statements of Accounts for 4 limited companies, to be submitted no later than 31 st January. However, in practice they are completed earlier as subsidiaries of City Cash.
GSMD Accounts	Audited Statutory Accounts must be submitted by the end of August to the Office for Students.

Capital Payments & Receipts	Cumulative capital expenditure and receipts are submitted quarterly.
Non-Domestic Rates Forecast (NNDR 1)	Billing authority forecasts of the amount of non-domestic rates to be collected at the end of every January, including data relating to the amount of business rates reliefs forecast to be given to businesses.
Council Tax & NDR Collection	Quarterly return of how much council tax and non-domestic rates are collected in each quarter. These are submitted at the end of the quarter.
Quarterly Borrowing & Lending	Local authority borrowing and investments from all local authorities are submitted quarterly.
Quarterly Revenue Outturn	The quarterly revenue outturn (QRO) collects information on current expenditures by local authorities for quarters 1 to 3 each financial year.
Council Tax Requirement	Information on council tax levels set by local authorities for the Calendar year and are due every February.
Revenue Account Budget	Local authority revenue expenditure and financing are produced annually.
Capital Estimates Return	Capital forecast for the upcoming year.
Non Domestic Rates Outturn – unaudited & audited versions (NNDR 3)	This annual return collects information from all billing authorities on the amount of non-domestic rates collected in the last financial year (provisional data – September, audited data by mid-November)
Capital payments & receipts - provisional outturn	An expanded collection of cumulative capital expenditure and receipts for the previous year as provisional outturn.
Capital Outturn Return	Final capital outturn figures for the previous year. These are typically published in September
Revenue Outturn suite - provisional	Local authority revenue expenditure and financing for annual Outturn (provisional - September)
Revenue Outturn suite - certified	Local authority revenue expenditure and financing for annual Outturn (final - December)
Capital Payments & Receipts	Quarterly cumulative capital expenditure and receipts .
Local Government Pension Funds	This contains Local Government Pension Funds report contains information regarding income and expenditure on local government pension schemes. This will be published December following the year end.
Council Tax Base/ Supplementary	The Local authority Council Taxbase contains information about the annual council tax base for each billing authority.
Monthly Borrowing & Lending	Monthly sample used to provide an estimate of the level of net borrowing by local authorities to go into the ONS/HMT monthly publication Public Sector Finance Statistics .
Local Government Finance Statistics	Annual compilation of finance data collected from local authorities covering out-turn data to be collected into a publication providing an overview of local government finance data collected by DLUHC .

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Appendix 3 2022/23 Business Plan KPIs reported to Committees

DEPARTMENTS REPORTING ON BUSINESS PLANS ON A QUARTERLY BASIS						
Department	KPI	2022/23 Target	2022/23			
			Q1 (Apr-June)	Q2 (July-Sept)	Q3 (Oct-Dec)	Q4 (Jan-Mar)
Chamberlain's	Business rates in year collection - % collected	98.00%	36.40%	66.17%	90.62%	98.93%
Chamberlain's	Council tax in year collection - % collected	98.00%	30.90%	53.90%	79.40%	96.80%
Chamberlain's	Commercial rent collection - % collected	98.00%	90.88%	93.30%	94.13%	94.35%
Chamberlain's	Effective financial management: expenditure against departmental local risk budgets	<1%				1.50%
Chamberlain's	Invoices paid to SMEs within 10 days	88.00%	86.00%	76.00%	70.00%	73.00%
Chamberlain's	Invoices paid within 30 days	97.00%	94.00%	90.00%	93.00%	91.00%
Chamberlain's	Professionally qualified accountancy staff as a % of total finance staff undertaking reporting, controls and decision support processes	25.00%	50.00%			
City Surveyor's	Asset Realisation and Additional Income	£19,600,000.00	On Target	On Target	Off Target	£6,000,000.00
City Surveyor's	Space Utilisation (£)	£4,728.00		£5,867.00		£5,666.00
City Surveyor's	Delivery of Climate Action Strategy Milestones - Operational Estate	<5%	>5%		>3%	>1%
City Surveyor's	Delivery of Climate Action Strategy Milestones - Investment Property	On Schedule	On Target	2 Month Delay	2 Month Delay	Delayed
City Surveyor's	Property Contract Performance Compliance	>90%	98.52%	99.21%	95.60%	97.20%
City Surveyor's	Adherence to Budgetary Spend Profiles	95%-105%	17.03%	36.19%	59.10%	96.40%
City Surveyor's	Capital Project - Project Risk Status	<20%	20.00%	27.00%	43.03%	43.00%
City Surveyor's	Capital Project - Health & Safety	80.00%		81.00%		88.00%
City Surveyor's	Capital Project - Site Sustainability Waste Management	>90%	97.00%	94.00%	99.00%	98.00%
City Surveyor's	Rental Forecasts	£94,190,000.00	£94,390,000.00	£96,290,000.00	£95,990,000.00	TBC
City Surveyor's	Minimise Arrears	<2%	9.34%	5.21%	5.00%	5.70%
City Surveyor's	Minimise Voids	<5%	3.77%		2.00%	
City Surveyor's	Outperform MSCI	Exceed benchmark				TBC

76.00% outturn
92.00% outturn

DEPARTMENTS REPORTING ON BUSINESS PLANS ON A TRIANNUAL BASIS					
Department	KPI	2022/23 Target	2022/23		
			P1 (Apr-July)	P2 (Aug-Nov)	P3 (Dec-Mar)
COO (Billingsgate Market)	Each Market's outstanding debt as a percentage of their total invoiced income to not exceed 2%	2%	6.90%	23.20%	19.00%
COO (Smithfield Market)	Each Market's outstanding debt as a percentage of their total invoiced income to not exceed 2%	2%	17.30%	38.50%	26.80%
COO (Spitalfields Market)	Each Market's outstanding debt as a percentage of their total invoiced income to not exceed 2%	2%	4.30%	10.40%	8.90%
COO (Billingsgate Market)	Divert 90% Waste from Landfill	90%	100.00%	100.00%	100.00%
COO (Smithfield Market)	Divert 90% Waste from Landfill	90%	100.00%	100.00%	100.00%
COO (Spitalfields Market)	Divert 90% Waste from Landfill	90%	100.00%	100.00%	100.00%
COO (Billingsgate Market)	Maintain a minimum 95% occupancy with the expectation to achieve 100%	95%	99.60%	94.50%	99.60%
COO (Smithfield Market)	Maintain a minimum 95% occupancy with the expectation to achieve 100%	95%	100.00%	100.00%	100.00%
COO (Spitalfields Market)	Maintain a minimum 95% occupancy with the expectation to achieve 100%	95%	99.00%	99.00%	99.00%
COO (Billingsgate Market)	All incident reports to be completed within 3 days following the reporting of an incident.	100%	100.00%	100.00%	100.00%
COO (Smithfield Market)	All incident reports to be completed within 3 days following the reporting of an incident.	100%	100.00%	100.00%	100.00%
COO (Spitalfields Market)	All incident reports to be completed within 3 days following the reporting of an incident.	100%	100.00%	100.00%	100.00%
Environment (CityOps)	NI191 - Kilograms of waste collected per household	<125 per period / <375 per annum	114.68	105.84	113.04
Environment (CityOps)	NI192 - % of household waste sent for reuse, recycling or composting per period	>32%	29.25%	30.06%	29.10%
Environment (CityOps)	NI195 -% Of relevant land and highways from which unacceptable levels of litter, detritus etc.	<5%	1.25%	1.34%	1.79%
Environment (CityOps)	NI195 -% Of relevant land and highways from which unacceptable levels of LITTER	<5%	2.16%	2.00%	2.50%
Environment (CityOps)	NI195 -% of relevant land and highways from which unacceptable levels of DETRITUS	<5%	0.00%	0.67%	0.67%
Environment (CityOps)	NI195 -% of relevant land and highways from which unacceptable levels of GRAFFITI	<5%	2.16%	2.00%	3.50%
Environment (CityOps)	NI195 -% of relevant land and highways from which unacceptable levels of FLY-POSTING	<5%	0.66%	0.67%	0.50%

Page 75

Environment (CityOps)	Number of plastic bottles saved due to water refill points (approx)	Improve	98068		
Environment (CityOps)	Public Toilet Usage - per period	198000 per period / 594000 per annum	103117	100779	73867
Environment (CityOps)	Community Toilet Scheme Members	75	53	68	72
Environment (CityOps)	Clean Street Partnership Members	300	252	252	252
Environment (CityOps)	Clean City Award Scheme Members	80	45	59	19
Environment (PH&PP)	Proportion of imported food and feed consignments that satisfy the checking requirements cleared within five days - Products of Animal Original	85.00%	85.00%	86.00%	90.00%
Environment (PH&PP)	Proportion of imported food and feed consignments that satisfy the checking requirements cleared within five days - High Risk Products of Non-Animal Original	85.00%	93.00%	92.00%	96.00%
Environment (PH&PP)	% of imported food and feed consignments (PNAO) subjected to mandatory documentary controls within five days	85.00%	94.00%	96.00%	92.00%
Environment (PH&PP)	Secure a positive improvement in the overall Food Hygiene Ratings Scheme (FHRS) ratings profile for City food establishments compared to the baseline (annual)	Improve			Improved Profile
Environment (PH&PP)	% of missed flights for transit of animals caused by Animal Reception Centre	<1%	<1%	<1%	0.00%
Environment (PH&PP)	% of justifiable noise complaints investigated resulting in a satisfactory outcome	90.00%	100.00%	100.00%	99.00%
Environment (PH&PP)	% of victims of investment fraud identified to the Trading Standards Service responded to within 5 working days to advise on the risk of repeat targeting, assess the need for safeguarding interventions and initiate the safeguarding process where appropriate.	100.00%	100.00%	100.00%	100.00%
Environment (PH&PP)	Maintain market share in relation to seven neighbouring boroughs - BURIALS	7.50%	6.90%	7.10%	6.30%
Environment (PH&PP)	Number of burials - annual	830	262	284	283
Environment (PH&PP)	Maintain market share in relation to seven neighbouring boroughs - CREMATIONS	21.40%	19.00%	19.30%	20.40%
Environment (PH&PP)	Number of cremations - annual	2460	729	771	915
Environment (PH&PP)	Amount of gas used to heat the Modern Crematorium (kWh)	21500	6026	3995	11629
Environment (PH&PP)	Energy generation from solar power (electricity in kWh)	25750	8129	10268	7857
Environment (P&D)	Planning applications determined within agreed timescales - Major	100.00%	80.00%	100.00%	100.00%
Environment (P&D)	Planning applications determined within agreed timescales - Minor	100.00%	93.00%	68.00%	10.00%
Environment (P&D)	Planning applications determined within agreed timescales - Other	100.00%	87.00%	87.00%	98.00%
Environment (P&D)	Sustainable Drainage Systems (SuDS) consultations responded to within 21 working days	95.00%	57.00%	100.00%	85.00%
Environment (P&D)	Full Plans Building Control applications approved within standard 5 week (19 day) timescale	90.00%	95.00%	100.00%	85.00%
Environment (P&D)	Full Plans Building Control applications approved within agreed 8 week extended (26 day) timescale	90.00%	95.00%	77.00%	76.00%
Environment (P&D)	Building Regulations completion certificates issued within 10 days of final inspection of completed building work	90.00%	100.00%	98.00%	100.00%
Environment (P&D)	Dangerous structure reports responded to within 2 hours	100.00%	87.50%	100.00%	100.00%
Environment (P&D)	Compliance with the "Bank on Safety" road danger reduction scheme	99.20%	99.18%	99.20%	99.80%
Environment (P&D)	CON29 property search return time	10	5.04		

DEPARTMENTS REPORTING ON BUSINESS PLANS ON A BIENNIAL BASIS				
Department	KPI	2022/23 Target	2022/23	
			P1 (Apr-Sept)	Annual (Apr-Mar)
Environment (Natural Environment)	Green Heritage Site Accreditation	13	13	13
Environment (Natural Environment)	Green Flag Awards	14	14	14
Environment (Natural Environment)	Participants in learning and volunteering programmes reporting that they felt "connected" or "very connected" to nature as a result.	>92%	90.00%	91.00%
Environment (Natural Environment)	Progress towards directly supervised volunteer work hours target	>15,161 hours (annual target)	10764	
Environment (Natural Environment)	Number of visitors to Open Spaces webpages	>954,063 (annual target)	747,918	921,079
Environment (Natural Environment)	Number of visits to Queen's Hunting Lodge and The Temple	>17,737 (annual target)	23,555	
Environment (Natural Environment)	Health & Safety accident investigations completed within 28 days	85%	95.00%	85.10%
Environment (Natural Environment)	Tennis Court Usage in Hours - West Ham Park	>23,610 (annual target)	10,215	22,364
Environment (Natural Environment)	Tennis Court Usage in Hours - Parliament Hill	>22,075 (annual target)	12,062	24,969
Environment (Natural Environment)	Tennis Court Usage in Hours - Golders Hill Park	>8,131 (annual target)	3,934	9,504
Environment (Natural Environment)	Tennis Court Usage in Hours - Queen's Park	>12,881 (annual target)	7,712	16,652
Environment (Natural Environment)	Tennis Court Usage in Hours - Total	>66,697	33,923	73,489

DEPARTMENTS REPORTING ON BUSINESS PLANS ON AN ANNUAL BASIS

Department	KPI	2022/23 Target	2022/23	
			Mar-22	Mar-23
Innovation & Growth	Composite Competitiveness Score	No Target	61	60
Innovation & Growth	Composite Competitiveness Rank	1	1	1
Innovation & Growth	Sustainable Loans - £	No Target	£21,500,000,000.00	£52,000,000,000.00
Innovation & Growth	Sustainable Loans - % Growth	No Target	12.00%	140.00%
Innovation & Growth	Green Funds - £	No Target	£23,000,000,000.00	£91,000,000,000.00
Innovation & Growth	Green Funds - % Growth	No Target	116.00%	
Innovation & Growth	Issuance of Green & Sustainable Bonds - \$	No Target	\$12,000,000,000.00	\$35,000,000,000.00
Innovation & Growth	Issuance of Green & Sustainable Bonds - % Growth	No Target	52.00%	500.00%
Innovation & Growth	Global Share of Assets Under Management - %	No Target	14.70%	14.00%
Innovation & Growth	Global Share of Assets Under Management - % Growth	>14.5%	18.60%	
Innovation & Growth	Drive Investment levels in Tech, with particular focus on FinTech, at all stage	10%	-89.00%	
Innovation & Growth	Access to International Talent - Institute for Management Development Rank	No target	4	5
Innovation & Growth	Global recognition of FPS Regulatory Regime - Duff & Phelps Rank	1	1	
COO	Health and safety investigation are completed within 21 days of reporting	100.00%		74.00%
COO	DSE users complete training and workstation assessment within one month (currently overall compliance only)	95.00%		41.00%
COO	Time to hire	45 days -advert close to start		47
COO	HR helpdesk response times (hours)	72		83.4
COO	Voluntary Turnover (HR enabler)	15.00%		13.40%
COO	Level of Employee Relations cases (HR enabler)	<50		<50
COO	Absence management (average days)	0.5% below Public Sector average		5.7 days

Links to Business Plan KPI reports

Department	BP Year	Update Period	Finance Committee		
			Date	Item	Link
Chamberlain's	2022/23	Q1	19/07/2022	14	Agenda for Finance Committee on Tuesday, 19th July, 2022, 12.45 pm - Modern Council (cityoflondon.gov.uk)
Chamberlain's	2022/23	Q2	15/11/2022	9	Agenda for Finance Committee on Tuesday, 15th November, 2022, 12.45 pm - Modern Council (cityoflondon.gov.uk)
Chamberlain's	2022/23	Q3	24/01/2023	9	Agenda for Finance Committee on Tuesday, 24th January, 2023, 12.45 pm - Modern Council (cityoflondon.gov.uk)
Chamberlain's	2022/23	Q4	18/07/2023	11	Agenda for Finance Committee on Tuesday, 18th July, 2023, 12.45 pm - Modern Council (cityoflondon.gov.uk)

Department	BP Year	Update Period	Property Investment Board / OPPSC		
			Date	Item	Link
City Surveyor's	2022/23	Q1	23/09/2022	5	Agenda for Property Investment Board on Friday, 23rd September, 2022, 11.00 am - Modern Council (cityoflondon.gov.uk)
City Surveyor's	2022/23	Q1	26/09/2022	12	Agenda for Operational Property and Projects Sub Committee on Monday, 26th September, 2022, 11.30 am - Modern Council (cityoflondon.gov.uk)
City Surveyor's	2022/23	Q1	23/11/2022	11	Agenda for Operational Property and Projects Sub Committee on Wednesday, 23rd November, 2022, 11.00 am - Modern Council (cityoflondon.gov.uk)
City Surveyor's	2022/23	Q2	25/11/2022	7	Agenda for Property Investment Board on Friday, 25th November, 2022, 11.00 am - Modern Council (cityoflondon.gov.uk)
City Surveyor's	2022/23	Q3	06/03/2023	9	Agenda for Operational Property and Projects Sub Committee on Monday, 6th March, 2023, 1.45 pm - Modern Council (cityoflondon.gov.uk)
City Surveyor's	2022/23	Q4	03/07/2023	14	Agenda for Operational Property and Projects Sub Committee on Monday, 3rd July, 2023, 1.45 pm - Modern Council (cityoflondon.gov.uk)

Department	BP Year	Update Period	Markets Board		
			Date	Item	Link
COO (Markets)	2022/23	P1	07/09/2022	6	Agenda for Markets Board on Wednesday, 7th September, 2022, 11.00 am - Modern Council (cityoflondon.gov.uk)
COO (Markets)	2022/23	P2	18/01/2023	6	Agenda for Markets Board on Wednesday, 18th January, 2023, 2.30 pm - Modern Council (cityoflondon.gov.uk)
COO (Markets)	2022/23	P3	10/05/2023	10	Agenda for Markets Board on Wednesday, 10th May, 2023, 11.00 am - Modern Council (cityoflondon.gov.uk)

Department	BP Year	Update Period	Planning & Transportation Committee		
			Date	Item	Link
Environment (P&D)	2022/23	P1	11/10/2022	5	Agenda for Planning and Transportation Committee on Tuesday, 11th October, 2022, 11.00 am - Modern Council (cityoflondon.gov.uk)
Environment (P&D)	2022/23	P2	10/01/2023	9	Agenda for Planning and Transportation Committee on Tuesday, 10th January, 2023, 10.30 am - Modern Council (cityoflondon.gov.uk)
Environment (P&D)	2022/23	P3	18/07/2023	12	Agenda for Planning and Transportation Committee on Tuesday, 18th July, 2023, 10.30 am - Modern Council (cityoflondon.gov.uk)

[Agenda for Port Health & Environmental Services Committee on Tuesday, 30th May, 2023, 11.00 am - Modern Council \(cityoflondon.gov.uk\)](#)

Department	BP Year	Update Period	Port Health & Environmental Services Committee		
			Date	Item	Link
Environment (PH&PP/CityOps)	2022/23	P1	10/10/2022	11	Agenda for Port Health & Environmental Services Committee on Monday, 10th October, 2022, 11.00 am - Modern Council (cityoflondon.gov.uk)
Environment (PH&PP/CityOps)	2022/23	P2	24/01/2023	7	Agenda for Port Health & Environmental Services Committee on Tuesday, 24th January, 2023, 11.00 am - Modern Council (cityoflondon.gov.uk)
Environment (PH&PP/CityOps)	2022/23	P3	30/05/2023	12	Agenda for Port Health & Environmental Services Committee on Tuesday, 30th May, 2023, 11.00 am - Modern Council (cityoflondon.gov.uk)

Department	BP Year	Update Period	Natural Environment Board (formerly Open Spaces & City Gardens Committee)		
			Date	Item	Link
Environment (Natural Environment)	2022/23	P1	05/12/2022	6	Agenda for Natural Environment Board on Monday, 5th December, 2022, 10.00 am - Modern Council (cityoflondon.gov.uk)

Environment (Natural Environment)	2022/23	P2	10/07/2023	13	Agenda for Natural Environment Board on Monday, 10th July, 2023, 10.00 am - Modern Council (cityoflondon.gov.uk)
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Department	BP Year	Update Period	Policy & Resources Committee		
			Date	Item	Link
Innovation & Growth	2022/23	FY	08/06/2023	9	Agenda for Policy and Resources Committee on Thursday, 8th June, 2023, 1.45 pm - Modern Council (cityoflondon.gov.uk)

Department	BP Year	Update Period	Corporate Services Committee		
			Date	Item	Link
COO	2022/23	FY	12/07/2023	9	Agenda for Corporate Services Committee on Wednesday, 12th July, 2023, 1.45 pm - Modern Council (cityoflondon.gov.uk)

Department	BP Year	Update Period	Community and Children's Services Committee		
			Date	Item	Link
DCCS	2022/23	FY			

NB. DCCS begin biannual reporting of KPIs from November 2023

Internal Audit Reviews Completed in 2021/22

Department/Audit	Original Assurance Rating	Recommendations Made		
		Red	Amber	Green
Barbican Centre - Ticketing System	Amber	0	5	1
Built Environment - Building Control and Planning Income and Expenditure	Green	0	1	0
Chamberlain's - Development of a Corporate Finance Strategy - Debt Financing	Green	0	0	0
Chamberlain's - Corporate Contract Management	Amber	0	3	2
City of London Police - Cyber Security	Green	0	2	2
City of London Corporation - Cyber Security	Amber	0	1	5
Community and Children's Services - Housing Fire Safety	Amber	0	6	1
Community and Children's Services - Social Care Contract Monitoring	Amber	0	7	0
Corporate-Wide - P-Cards	Green	0	3	10
Open Spaces Department - Wayleaves	Amber	0	7	3
Built Environment - Gigabit City	Green	0	2	4
City Surveyors - Rents, Lettings and Vacancies	Amber	0	2	2
Chamberlain's - Supplier Resilience	Green	0	1	0
Built Environment - Waste Collection Income and Expenditure (2020/21)	Green	0	1	0
Community and Children's Services - Unregulated Placements - Children (2020/21)	Amber	0	5	0
City Bridge Trust - Grants Administration and Compliance with Strategy (2020/21)	Green	0	0	4
Guildhall School of Music and Drama -Universities UK Return	Amber	0	7	5
City of London Police - IT Service Provision - Contract Management and Performance	Red	1	4	2
Community and Children's Services - Housing Rents	Green	0	2	2
Chief Operating Officer (IT) - Information Management	Amber	0	7	5
Chamberlain's - Accounts Payable	Green	0	1	1

Department/Audit	Original Assurance Rating	Recommendations Made		
		Red	Amber	Green
Corporate Wide - Major Projects Governance Arrangements - Salisbury Square Development	Amber	0	6	1
Corporate Wide - Infrastructure/Physical Security	Green	0	0	0
Community and Children's Services - Adult Skills and Education Services Income	Red	5	0	1
City of London Police - Key Financial Controls - Payroll	Amber	0	2	0
Barbican Centre - Retail - Online Shop and Branded Merchandise	Amber	0	5	2
Barbican Centre - ED&I Consultancy	Amber	0	0	0
City of London School - Risk Management	Green	0	0	0
City of London School for Girls - Risk Management	Green	0	0	0
Corporate Wide - Major Projects Governance Arrangements - Smithfield Market Landlord Works	Amber	0	4	0
Corporate Wide - Major Projects Governance Arrangements - New Museum	Red	0	0	0
Innovation and Growth - Project Management Approach	Amber	0	8	1
City of London Police - Funding	Red	2	1	1
Chief Operating Officer - Payroll - Compliance Testing	Amber	0	5	2
Community and Children's Services - Barbican Estates Rents	Green	0	0	1
Guildhall School of Music and Drama - Data Quality - Research	Amber	0	3	1
	Total	8	101	59

Internal Audit Reviews Completed in 2022/23

Department/Audit	Original Assurance Rating	Recommendations Made		
		Red	Amber	Green
Corporate – Lessons Learned from the Pandemic	Moderate	n/a	n/a	n/a
Barbican Centre – Fire Safety	Moderate	1	5	1
Corporate – Climate Action Data Quality	Moderate	0	2	1
Community and Children’s Services - Timeliness of Housing Repairs	Moderate	0	5	1
Barbican Centre - P-Card Compliance Checks	Moderate	0	1	0
Corporate Wide - P-Card Compliance Checks	Moderate	0	1	0
Barbican Centre - Ticketing System (Pandemic transaction adjustments)	Substantial	0	0	0
Guildhall School - Cyber Security	Moderate	0	8	5
Barbican Centre - Cyber Security	Moderate	0	4	3
Chief Operating Officer – Commercial Services Governance	Moderate	0	10	1
City of London Police and Police Authority - Governance Arrangements	Substantial	0	6	1
City of London Police - Transform Programme "Golden Thread"	Moderate	n/a	n/a	n/a
Corporate Wide - Major Projects Governance Arrangements - Markets Consolidation	Moderate	0	7	0
Guildhall School - Data Quality - Finance	Moderate	0	2	0
Chief Operating Officer - Compliance with Corporate Project Management Procedure	Limited	2	0	0
Guildhall School - P-Card Compliance Checks	Moderate	0	2	0
Corporate Health and Safety – Second Line of Defence	Limited	3	0	0
Barbican Estate - Key Controls	Limited	n/a	n/a	n/a
Guildhall School - Safeguarding	Substantial	0	3	2
Corporate - Data Protection – 2nd Line of Defence	Moderate	0	7	1
	Total	6	63	16

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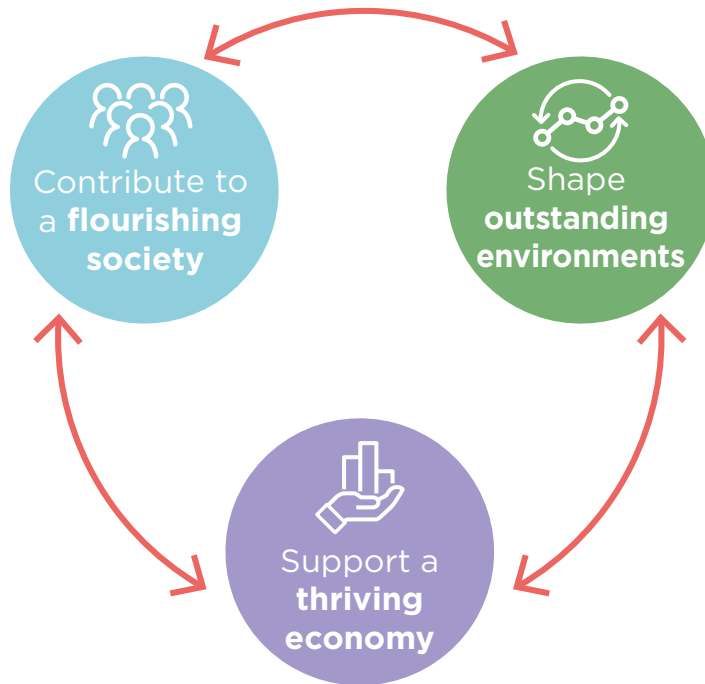


Our
**Corporate
Plan** 2018 - 23

Our vision

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

We aim to...



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

Everything we do contributes towards the achievement of twelve outcomes:



Contribute to a flourishing society

1. People are safe and feel safe.
2. People enjoy good health and wellbeing.
3. People have equal opportunities to enrich their lives and reach their full potential.
4. Communities are cohesive and have the facilities they need.



Support a thriving economy

5. Businesses are trusted and socially and environmentally responsible.
6. We have the world's best legal and regulatory framework and access to global markets.
7. We are a global hub for innovation in finance and professional services, commerce and culture.
8. We have access to the skills and talent we need.



Shape outstanding environments

9. We are digitally and physically well-connected and responsive.
10. We inspire enterprise, excellence, creativity and collaboration.
11. We have clean air, land and water and a thriving and sustainable natural environment.
12. Our spaces are secure, resilient and well-maintained.

Our vision

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

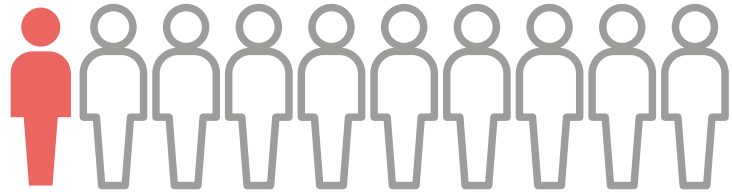
Who we are

The Square Mile is the historic centre of London and is home to the 'City' – the financial and commercial heart of the UK. Our reach extends far beyond the Square Mile's boundaries and across private, public and charitable and community sector responsibilities. This, along with our independent and non-party political voice and convening power, enables us to promote the interests of people and organisations across London and the UK and play a valued role on the world-stage.

There are

513,000

workers in the City of London, or 10% of London's total workforce. **1 in 58** UK workers are employed in the City.

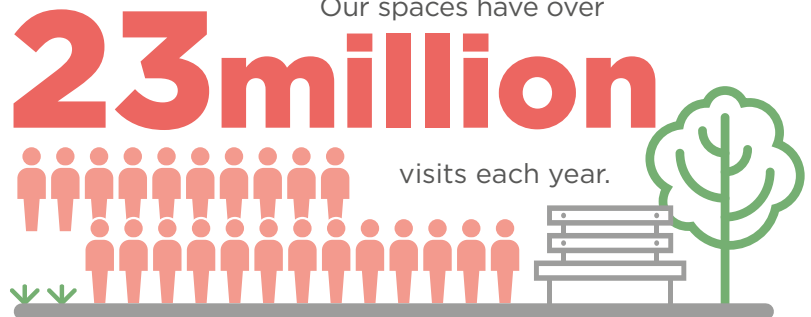


We look after over



That's approximately the same size as 20 Hyde Parks

Our spaces have over



The City Corporation's charity-funder, City Bridge Trust, is London's largest independent charitable funder, distributing around

£20million

a year.



We are the country's

fourth biggest

funder of culture, investing

£110m

every year in heritage and cultural activities of all kinds.



The UK financial services industry contributed

£75bn

in tax revenue in 2018.

11% of the total tax contribution to the UK is generated from financial services.



academy sponsor in the country for pupil progress by the Sutton Education Trust.

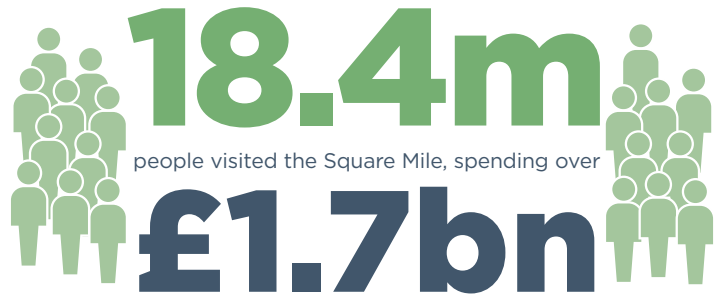


There are approximately

7,500

residents living in the City of London.

In 2017,



18.4m

people visited the Square Mile, spending over

£1.7bn

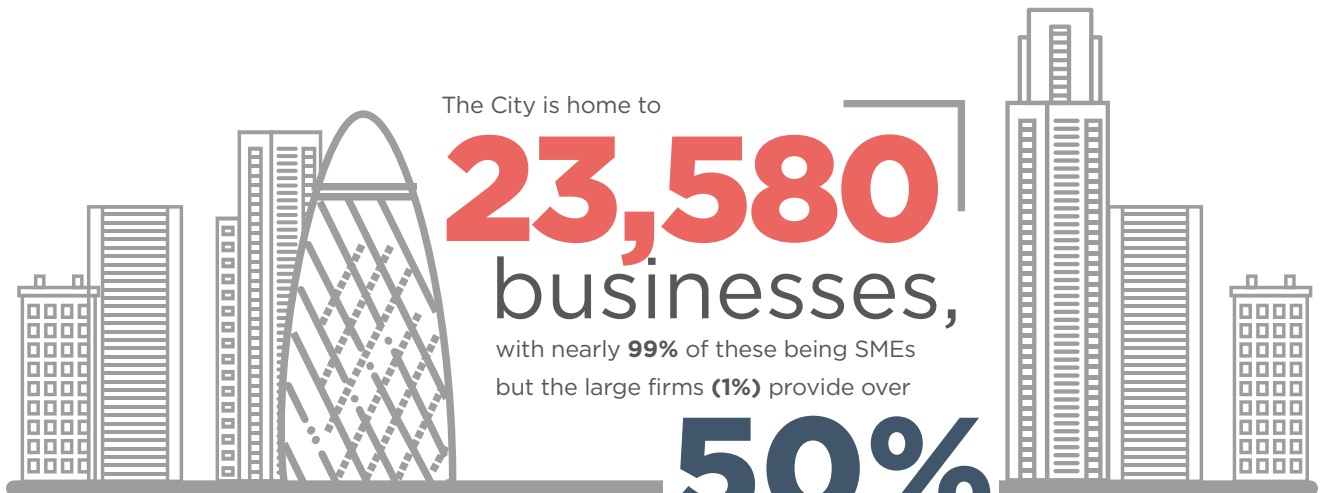
The City is home to

23,580 businesses,

with nearly 99% of these being SMEs but the large firms (1%) provide over

50%

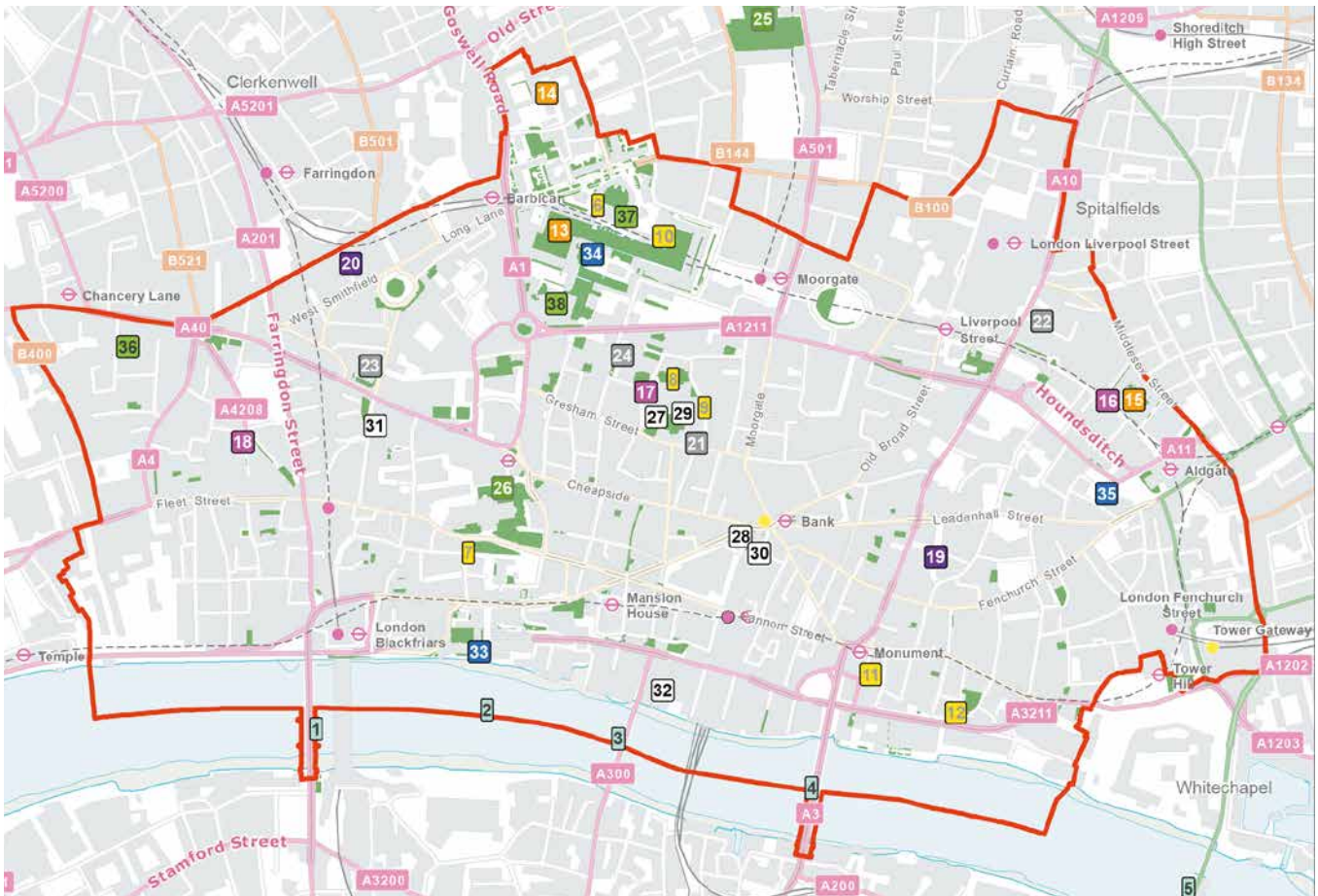
of the City's jobs.



Our responsibilities

Beyond our statutory duties for the City, London and the UK, we are also responsible for a wide portfolio of work and institutions both inside and outside the Square Mile.

Our responsibilities in the Square Mile



— City of London Boundary (Square Mile)

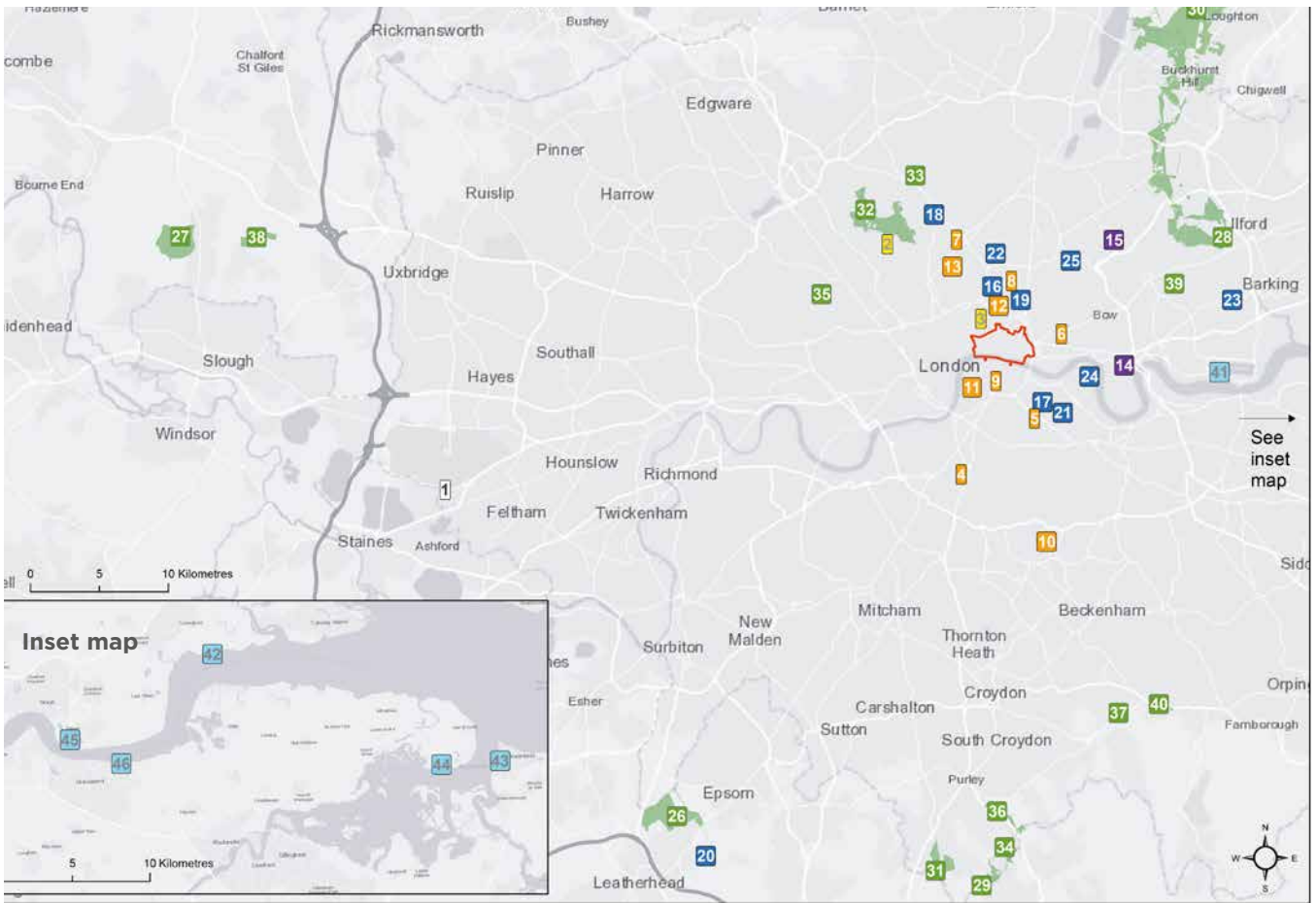
Correct as of April 2018

- | | | |
|---|---|--|
| <p>Bridges</p> <ul style="list-style-type: none"> 1 - Blackfriars Bridge 2 - Millennium Bridge 3 - Southwark Bridge 4 - London Bridge 5 - Tower Bridge <p>Cultural Attractions</p> <ul style="list-style-type: none"> 6 - Barbican Arts Centre 7 - City of London Information Centre 8 - City of London Police Museum 9 - Guildhall Art Gallery and Roman Amphitheatre 10 - Guildhall School of Music and Drama 11 - The Monument 12 - Billingsgate Roman House & Baths | <p>Housing</p> <ul style="list-style-type: none"> 13 - Barbican Estate 14 - Golden Lane Estate 15 - Middlesex Street Estate <p>Public Libraries</p> <ul style="list-style-type: none"> 6 - Barbican Library 16 - Artizan Street Library 17 - City Business Library/ Guildhall Library 18 - Shoe Lane Library <p>Markets</p> <ul style="list-style-type: none"> 19 - Leadenhall Market 20 - Smithfield Market <p>Police Stations</p> <ul style="list-style-type: none"> 21 - City of London Police Headquarters 22 - Bishopsgate Station 23 - Snow Hill Station 24 - Wood Street Station <p>Public Spaces</p> <ul style="list-style-type: none"> 25 - Bunhill Fields 26 - City Gardens (all green areas) | <p>Other</p> <ul style="list-style-type: none"> 27 - City Bridge Trust 28 - City of London Magistrates Court 29 - Guildhall 30 - Mansion House 31 - The Old Bailey 32 - Walbrook Wharf <p>Schools</p> <ul style="list-style-type: none"> 33 - City of London School 34 - City of London School for Girls 35 - Sir John Cass's Foundation Primary School <p>Part-fund</p> <ul style="list-style-type: none"> 36 - Gresham College 37 - London Symphony Orchestra 38 - Museum of London |
|---|---|--|

We are also responsible for the development of Culture Mile, in the north-west corner of the Square Mile, between Farringdon and Moorgate.

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Our responsibilities outside the Square Mile



— City of London Boundary (Square Mile)

Correct as of April 2018

Animal Health

- 1 - Heathrow Animal Reception Centre

Cultural Attractions

- 2 - Keats House
- 3 - London Metropolitan Archives

Housing

- 4 - Almshouses
- 5 - Avondale Square
- 6 - Dron House
- 7 - Holloway Estate
- 8 - Isleden House
- 9 - Southwark Estates
- 10 - Sydenham Hill Estate
- 11 - William Blake Estate
- 12 - Windsor House Estate
- 13 - York Way Estate

Markets

- 14 - Billingsgate Market
- 15 - New Spitalfields Market

Schools

- 16 - COL Academy (Islington)
- 17 - COL Academy (Southwark)
- 18 - COL Academy Highgate Hill
- 19 - COL Academy Shoreditch Park
- 20 - City Of London Freeman's School
- 21 - Galleywall Primary
- 22 - Highbury Grove Secondary' School
- 23 - Newham Collegiate Sixth Form Centre
- 24 - Redriff Primary School
- 25 - The City Academy, Hackney

Public Spaces

- 26 - Ashtead Common
- 27 - Burnham Beeches
- 28 - Cemetery and Crematorium

- 29 - Coulsdon Common

- 30 - Epping Forest

- 31 - Farthing Downs and New Hill

- 32 - Hampstead Heath

- 33 - Highgate Wood

- 34 - Kenley Common

- 35 - Queen's Park

- 36 - Riddlesdown

- 37 - Spring Park

- 38 - Stoke Common

- 39 - West Ham Park

- 40 - West Wickham Common

Ports

- 41 - London City Airport

- 42 - London Gateway

- 43 - Sheerness

- 44 - Thamesport

- 45 - Tilbury

- 46 - Denton Office

We are also responsible for offices in Europe and Asia.



The coming five years

2018-23 is likely to be another period of significant change on a global, national and regional level, bringing with it significant threats as well as opportunities.

Preventing climate change, terrorism and cyber-crime, and countering their effects, will remain high priorities. So too will retaining the UK's competitiveness, in the context of Brexit, increases in the cost of living and reductions in public sector spending.

Disruptive changes, such as the digitisation of our work and personal lives, are likely to bring both threats and opportunities to our residents, workers, visitors, partners and our own organisation.

And, of course, things will happen that we're not expecting but that we will want to respond to positively and constructively.

Our commitments

To do so, we will need to be relevant, responsible, reliable and radical as an organisation. We will need to think and act strategically and at pace. And we will need to ensure that everyone can share in the benefits we aim to create.

This means as individuals we must be open: to unlocking the full potential of our many assets – our people, heritage, green and urban spaces, funds, data and technology; to trying new things and learning as we go; and to working with our stakeholders and partners who share our aims.

How we'll use this plan

This plan is designed to be used as a strategic framework to guide our thinking and decision-making and help ensure that everything we do takes us closer to achieving our vision.

It sets out our vision, the aims and outcomes that drive us, our responsibilities, challenges and commitments and the high-level actions we'll take to help our elected Members and staff see where to focus their efforts to achieve sustainable systemic change.

In year one we will use it to develop our strategic priorities, to decide how best to go about delivering them, to allocate resources towards pursuing them and to find out what effect we are having as a result.

Over the five-year term of the plan we will use it to identify where we need to innovate, with whom we can collaborate and how we can align and drive all our activities to achieve the greatest possible impact on the things we feel are important.



To contribute to a flourishing society

1. People are safe and feel safe

We will...

- a. Prepare our response to natural and man-made threats.
- b. Tackle terrorism, violent and acquisitive crime, fraud, cyber-crime and anti-social behaviour and facilitate justice.
- c. Protect consumers and users of buildings, streets and public spaces.
- d. Safeguard children, young people and adults at risk.
- e. Educate and reassure people about safety.

2. People enjoy good health and wellbeing

We will...

- a. Promote equality and inclusion in health through outreach to our working, learning and residential communities and better service design and delivery.
- b. Raise awareness of factors affecting mental and physical health.
- c. Provide advice and signposting to activities and services.
- d. Provide inclusive access to facilities for physical activity and recreation.

3. People have equal opportunities to enrich their lives and reach their full potential

We will...

- a. Promote and champion diversity, inclusion and the removal of institutional barriers and structural inequalities.
- b. Provide access to world-class heritage, culture and learning to people of all ages, abilities and backgrounds.
- c. Promote effective progression through fulfilling education and employment.
- d. Cultivate excellence in academia, sport and creative and performing arts.

4. Communities are cohesive and have the facilities they need

We will...

- a. Bring individuals and communities together to share experiences and promote wellbeing, mutual respect and tolerance.
- b. Support access to suitable community facilities, workspaces and visitor accommodation.
- c. Help provide homes that London and Londoners need.



To support a thriving economy

5. Businesses are trusted and socially and environmentally responsible

We will...

- a. Champion the ease, reliability and cost-effectiveness of doing business here.
- b. Model new ways of delivering inclusive and sustainable growth.
- c. Support, celebrate and advocate responsible practices and investments.
- d. Advocate and facilitate greater levels of giving of time, skills, knowledge, advice and money.

6. We have the world's best legal and regulatory framework and access to global markets

We will...

- a. Promote regulatory confidence founded on the rule of law.
- b. Influence UK and global policy and regulation and international agreements to protect and grow the UK economy.
- c. Lead nationally and advise internationally on the fight against economic and cyber-crime.
- d. Attract and retain investment and promote exports of goods and services across multiple global markets.

7. We are a global hub for innovation in financial and professional services, commerce and culture

We will...

- a. Support organisations in pioneering, preparing for and responding to changes in regulations, markets, products and ways of working.
- b. Strengthen local, regional, national and international relationships to secure new opportunities for business, collaboration and innovation.
- c. Preserve and promote the City as the world-leading global centre for financial and professional services, commerce and culture.
- d. Promote London for its creative energy and competitive strengths.
- e. Promote the UK as open to business and enterprise and for its world-leading education offer.

8. We have access to the skills and talent we need

We will...

- a. Promote the City, London and the UK as attractive and accessible places to live, learn, work and visit.
- b. Champion access to global talent.
- c. Identify future skills needs, shortages and saturations.
- d. Champion investment in relevant skills and diverse talent pools.



To shape outstanding environments

9. We are digitally and physically well-connected and responsive

We will...

- a. Champion and facilitate a world-leading digital experience.
- b. Develop and trial smart innovations and better manage demand.
- c. Advocate ease of access via air, rail, road, river and sea.
- d. Improve the experience of arriving in and moving through our spaces.

10. We inspire enterprise, excellence, creativity and collaboration

We will...

- a. Provide world-class spaces for businesses and markets to thrive.
- b. Curate a vibrant, attractive and complementary blend of uses of space.
- c. Create and transform buildings, streets and public spaces for people to admire and enjoy.
- d. Protect, curate and promote world-class heritage assets, cultural experiences and events.
- e. Champion a distinctive and high-quality residential, worker, student and visitor offer.

11. We have clean air, land and water and a thriving and sustainable natural environment

We will...

- a. Provide a clean environment and drive down the negative effects of our own activities.
- b. Provide thriving and biodiverse green spaces and urban habitats.
- c. Provide environmental stewardship and advocacy, in use of resources, emissions, conservation, greening, biodiversity and access to nature.
- d. Influence UK and global policy and regulation and international agreements to protect the environment.

12. Our spaces are secure, resilient and well-maintained

We will...

- a. Maintain our buildings, streets and public spaces to high standards.
- b. Build resilience to natural and man-made threats by strengthening, protecting and adapting our infrastructure, directly and by influencing others.



Corporate Strategy & Performance Team

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Committee(s): Culture, Heritage and Libraries	Dated: 18 September 2023
Policy and Resources	21 September 2023
Subject: Destination City Reprofile update and forward plan	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3, 7, 9, 10
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Damian Nussbaum, Executive Director of Innovation and Growth (IG)	For information
Report author: Luciana Magliocco, Destination Director, Innovation and Growth	

Summary

The priority projects proposed in the Destination City Implementation Plan have all been successfully initiated. The consumer place brand and digital channels have launched, and a major City of London event has been delivered. The development stages of the Insights Programme and Commercial Partnership Programme are complete with next steps underway. Programme priorities for 2023/24 and 2024/25 delivery have been set out.

Recommendation(s)

Members of Culture, Heritage and Libraries (CHL) and Policy and Resources (P&R) are asked to:

- Note projects set against the £836,000 reprofile amount have been successfully delivered except for the Cultural Planning Framework which will be finalised in November.
- Note the key priority programmes for 2023/24 and 2024/25 delivery have been set.

Main Report

Background

1. Destination City is a first of its kind programme for the City of London Corporation. It is aimed at growing the City of London's leisure proposition to boost our attractiveness to existing audiences while also opening it up to new ones. Success will be increasing footfall and spend.
2. The below priority projects were set out in the Destination City Implementation Plan and approved by CHL and P&R in November 2022.
 - I. Develop a Destination Brand and launch a new consumer facing website
 - II. Develop a Destination City Insights Programme
 - III. Develop a Commercial Partnership Strategy
 - IV. Develop the Destination City Delivery Programme
 - V. Transitioning the Culture Mile into the Destination City Agenda
 - VI. Deliver effective stakeholder engagement, marketing and communications and measurement across all programme activity
3. Due to several unforeseen barriers encountered in setting up a foundational programme of scale from scratch, priority projects needed to be staggered. In March 2023, Members approved the request for £836,000 to be rolled over to 2023/24 to ensure appropriate delivery.
4. Members also approved the request to return to Committee with a forward plan of priority programmes for 2023/24 and 2024/25, recognising that each priority programme will have its own strategy to inform targets, implementation, and budget allocation.

Current Position

5. The below summarises the progress made against the strategic priority areas.
6. The new consumer facing destination brand *The City of London* launched in June 2023. All consumer facing brand channels are now live and the summer awareness campaign underway. The reprofiled budget to deliver all consumer brand launch related activity will be spent by end of September.
7. The forward strategy for the Destination Insights Programme has been set and a Baseline Report produced. Work delivered to date will inform the brief for the Insight's provider tender process. The reprofiled budget to deliver the above aspects will be spent by end of September.
8. The interim Commercial and Brand Partnership Strategy has been produced following an extensive market listening exercise with all major industry players. The brief for the appointment of a Sponsorship agency has been approved by central procurement and the tender process will begin in October. The reprofile budget will be spent when the procurement process is complete.

9. The reprofile budget to secure artists and agency support for the development of Bartholomew Fair has been spent. The total budget allocated to Bartholomew Fair planning and delivery has come in higher than originally forecasted. The increased costs have come from additional event production costs and enhanced counter terrorism measures to ensure public safety. These costs will be covered from event contingency funds. Learnings have been taken on board to inform more precise event forecasting in the future.
10. Work is underway on the development of the Cultural Development Framework with a reviewed completion date of end of October. This is being managed by the Planning and Policy department. The reprofiled budget to complete this scope of work will be spent by November.

Proposals

11. With the foundations now in place for all Destination priority programmes, our focus will be to actively drive forward the consumer agenda. Better understanding consumer behaviours and trends and delivering targeted marketing and enlivenment to attract and convert leisure audiences.
12. **Destination Profile & Promotion:** *The City of London* brand will be a powerful tool in which to reappraise audience perceptions, grow destination brand equity and unlock new opportunities to attract consumers, brand partners and future leisure occupiers to the Square Mile. We will deliver a fully integrated annual promotional programme to position *The City of London* as a leading leisure destination of choice; promoting its culture, retail and hospitality offer as well as the wider calendar of City events to drive demand.
13. **Destination Insights & Performance:** We aim to launch the City Consumer Performance Platform (working title) in Q1 of 2024. Timings will be subject to agency responses and the tender process which will go through central procurement. This will power more robust and reliable consumer and market insight which will be critical in shaping future consumer strategies at a City Corporation and broader stakeholder level.
14. **Destination Commercial & Brand Partnerships Programme:** The market listening exercise highlighted the incredible opportunity the City of London has in attracting more diverse audiences, through partner-led activity. We propose a multi-layered approach to attracting new brand partners that enhance our leisure offer and bring new audiences:
 - I. Create a "Venues for Vibrancy" model - offering up vacant premises to new and established brands on a Pop Up and Meanwhile basis, in exchange for a high-quality offer that drives guaranteed footfall.
 - II. Appoint a Sponsorship Agency to sell the City of London proposition and secure major brand partnerships deals for future events and activations.
 - III. Broker new cultural openings with landlords and developers to build the City's permanent cultural offer.

15. **Destination Enlivenment & Vibrancy:** Bartholomew Fair will be an opportunity to test the impact of our new event model, establish baseline KPIs and demonstrate proof of concept to attract future brand partners and sponsors. The level of financial investment against future event delivery will reduce as we start to attract brand partnerships on a contra-deal basis, working towards paid sponsorship deals as we establish the City of London's leisure credentials.
16. **Destination Wayfinding:** The Destination team will work with the Environment department and City stakeholders to develop a wayfinding strategy. The resource, funding and timings to deliver a City-wide solution will be considered as part of the strategy development over the coming months.

Corporate & Strategic Implications

17. Strategic implications – includes alignment with the [Corporate Plan](#) across outcomes 3, 7 and 10. Supporting a flourishing society, a thriving economy, and the shaping of outstanding environments.
18. Financial implications – delivery of the priority programmes outlined in this report are covered by the Growth BID which is funded through Local Risk.
19. Resource implications – external resource has been factored into budget forecasting where there are gaps in internal expertise or operational systems.
20. Legal implications – none identified.
21. Risk implications – the Destination City vision requires strategic alignment and implementation across departments to be successful.
22. Equalities implications – none identified.
23. Climate implications – none identified.
24. Security implications – none identified.

Conclusion

25. This report outlines the positive progress made across all priority projects set out in the Implementation Plan. With programme foundations now in place, the forward strategy will focus on targeted consumer initiatives that drive consumer demand of the City's leisure offer.

Background Papers

- Proposals for the implementation of Destination City - 14 November 2022, Policy and Resources and 17 November 2022, Culture, Heritage and Libraries
- Destination City –Growth BID Reprofile - 23 March 2023, Policy and Resource

- Destination Brand Identity and Destination Website - 11 May 2023, Policy and Resources and 22 May 2023, Culture, Heritage and Libraries
- Destination City 2023 Bartholomew Fair - 20 April 2023, Policy and Resources and 22 May 2023, Culture, Heritage and Libraries
- Destination City – 2023 Bartholomew Fair - 17 July 2023, Culture, Heritage and Libraries
- Destination City Overview - 17 July 2023, Culture, Heritage and Libraries

Luciana Magliocco

Director

Destination City

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Committee(s): Policy and Resources Committee	Dated: 21/09/2023
Subject: Retained EU Law (Revocation and Reform) Act	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	2, 6, 7
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Remembrancer	For Information
Report author: Kiki Hausdorff, Assistant Parliamentary Affairs Counsel	

Summary

This report summarises the Retained EU Law (Revocation and Reform) Act, which was first introduced into the Commons in September 2022 and received Royal Assent on 29 June 2023. Act revokes certain specified pieces of Retained EU Law (REUL) at the end of 2023 and grants the Secretary of State powers to restate, revoke, replace or update REUL until 23 June 2026. It places a duty on the Secretary of State to regularly update the Government’s REUL Dashboard and publish reports on the revocation and reform of REUL. The Act also abolishes the principle of the supremacy of EU law and other general principles of EU law and facilitates domestic courts to depart from retained case law. Most of the Act’s substantive provisions came into force on 29 June with Royal Assent. Further consequential provisions will be brought into force by regulations which have not yet been made.

Recommendation(s)

Members are asked to note the report.

Main Report

Summary of the Act

1. The purpose of the Retained EU Law (Revocation and Reform) Act 2023 is to enable the amendment of retained EU law (REUL) and to remove the special features that it has in our domestic legal system. To achieve this, the Act:

- a) Revokes 587 instruments of REUL listed in Schedule 1 to the Act and assimilates all REUL remaining on the statute book by the end of 2023;
 - b) repeals the principle of supremacy of EU law from UK law by the end of 2023;
 - c) facilitates domestic courts departing from retained case law;
 - d) provides a mechanism for UK Government Law Officers to intervene in cases regarding retained case law, or to refer them to an appeal court, where relevant;
 - e) repeals directly effective EU law rights and obligations in UK law by the end of 2023;
 - f) abolishes general principles of EU law in UK law by the end of 2023;
 - g) establishes a new priority rule requiring retained direct EU legislation (RDEUL) to be interpreted and applied consistently with domestic legislation;
 - h) downgrades the status of RDEUL for the purpose of amending it more easily;
 - i) creates a suite of powers that allow REUL to be revoked, replaced, restated, updated, removed or reformed, provided that this does not increase the regulatory burden in relation to a particular subject area;
 - j) imposes a duty to update the REUL dashboard; and
 - k) imposes a duty to periodically report to Parliament on REUL reforms and set out plans for further reform.
2. The reforms implemented by the Act were first announced in the Queen's speech in May 2022. The policy approach of the Act was originally set out in the Benefits of Brexit Report published by the Government in January 2022 and the Government's announcement of a review into the substance and status of REUL in September 2021.

Parliamentary Response

3. The Bill faced fierce criticism from across both Houses. Until the relatively late stages of its Parliamentary progress, the Bill had provided for all REUL to be revoked at the end of 2023 unless preserved by Ministers. This approach, provided for in the Bill's "sunset clause", was met with controversy. Opponents of the Bill highlighted uncertainty regarding the total number of REUL instruments that were listed on the Government's REUL Dashboard. The number of instruments identified increased by around 1,000 between the Bill's Third Reading in the Commons and Second Reading in the Lords. Concerns regarding the ongoing identification of all laws subject to the sunset clause were said to underline the need for more time to identify REUL and enable businesses to prepare for regulatory changes when unpreserved REUL was due to fall away at the end of 2023.
4. The sunset clause was heavily criticised by a wide range of businesses and industry bodies, which raised concerns that the 2023 deadline would create legal uncertainty and increase regulatory burdens. There was particular concern among political and legal commentators that the clause provided insufficient time to undertake the required legislative review, such that laws might be lost at the end of the year without having been reviewed. Written evidence submitted by the Remembrancer's Office together with other City business and trade bodies, at Committee stage in the House of Lords highlighted these concerns and recommended an extension to the 2023 deadline, to allow a more considered and targeted approach and minimise the risks to businesses and investment.

5. In the Lords, peers sought to extend the 2023 deadline by several years and tabled many further amendments to exclude from the sunset clause specific regulations, ranging from consumer, environmental and copyright protection, to protection against unfair commercial practices. In response to the concerns raised by businesses and trade, the Government tabled amendments at Report stage to replace the sunset clause with a list of 587 instruments of REUL to be revoked at the end of the year, along with powers for Ministers to restate, revoke, replace or update REUL until 23 June 2026.
6. Speaking to the amendments, Government Minister Lord Callanan told peers that the Government had “listened to the concerns” of the House and that the change in approach would “provide the legal clarity and certainty” that had been called for. He argued that the new approach would “efficiently and cleanly remove superfluous legislation without taking up disproportionate amounts of parliamentary time.” Lord Hope of Craighead (Crossbench) called the removal of the sunset clause “a victory for common sense,” as “the scheme laid down in the Bill was never going to work within the time given to it.”

Conclusion

7. Following criticism from peers and from business and trade industry bodies, the Government amended the Bill to remove the controversial “sunset clause” which would have automatically revoked all REUL at the end of 2023. The Act will instead at the end of the year revoke 587 instruments of REUL, which are specified in a schedule to the Act. This addresses the concerns raised in both Houses and by a wide range of stakeholders that the automatic revocation of REUL would cause legal uncertainty and unnecessary regulatory burdens for business and trade.

Kiki Hausdorff

Assistant Parliamentary Affairs Counsel

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Committee(s): City of London Police Authority Board Policy and Resources Committee	Dated: 20/09/2023 21/09/2023
Subject: National Security Act 2023	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 5, 6
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Remembrancer	For Information
Report author: Kiki Hausdorff, Assistant Parliamentary Affairs Counsel	

Summary

This report provides an update on the National Security Act 2023, which was first introduced into the Commons in May 2022 and received Royal Assent on 11 July 2023. Formerly called the Counter State Threats Bill, the Act introduces new measures to modernise existing counter espionage laws to address modern threats. The Corporation’s main interest in the Act is the Foreign Interest Registration Scheme (FIRS) which it introduces and applies to the City of London Police Commissioner and Assistant Commissioners. The Act’s substantive provisions, including its requirements to register under the FIRS, will come into force by regulations which have not yet been made. The scheme is expected to be implemented in 2024.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. Initially known as the Counter State Treats Bill, the renamed National Security Bill was introduced into the Commons by the then Home Secretary Dame Priti Patel MP in May 2022 and was first debated by MPs during the Second Reading in June

2022. The intention of the Bill was to address threats to national security from espionage, sabotage and persons acting for foreign powers by:

- a. reforming existing espionage laws;
- b. introducing new offences to tackle state-backed sabotage and foreign interference;
- c. creating a registration scheme requiring individuals in the UK to register certain arrangements with foreign governments;
- d. enhancing police powers to support the investigation of state threats activity;
- e. reforming existing prohibited places provisions to protect the UK's most sensitive sites;
- f. providing powers to allow state threats to be tackled at an early stage;
- g. introducing new tools of last resort to manage those who pose a threat but have not met the threshold for prosecution;
- h. restricting the ability of convicted terrorists to receive civil legal aid and prevent their exploitation of civil damage systems.

Parliamentary Response to the Foreign Interest Registration Scheme

2. The Act aims to tackle state-backed sabotage and foreign interference by creating the Foreign Interest Registration Scheme (FIRS). It is a criminal offence for a person to carry out "political influence activity" or arrange for it to be carried out where this arrangement is not registered under the FIRS, and the person knows that the arrangement is not registered. The Act specifies what would constitute "political influence activity", and this is addressed below.
3. The scheme was initially met with criticism by both Peers and the financial services industry, owing to concerns that the FIRS could have a chilling effect on inward investment. The scope of the FIRS initially extended to activities of financial and professional services firms.
4. TheCityUK worked with partner organisations across the financial and professional services industry, including the City of London Corporation (which undertook Parliamentary briefing), to persuade the Government to narrow the scope of FIRS. This led to the Government amending the Bill in late February 2023 to reduce its scope. Under the Act, foreign businesses, charities and other bodies that act in their own interests and are not directed by a foreign state will not fall within the scheme and will not be required to register. Organisations and individuals carrying out political influence activities on behalf of a foreign state must register under the scheme or face a criminal sanction with a maximum two-year sentence, a fine or both.
5. At the Bill's Report stage in March 2023, Home Office Minister Lord Sharpe introduced the Government amendments to narrow the scheme. He assured peers that it was "a targeted regime, allowing the Secretary of State to require the registration of arrangements with specified foreign Governments or entities subject to foreign power control where she believes it is necessary to protect the safety or interests of the United Kingdom." The Minister argued that the scheme "will play a significant role in the deterrence and disruption of state threats activities by those countries, and entities linked to them, which are of greatest concern." The

amendments were passed in the Lords. Opposition spokesperson Baroness Hayter of Kentish Town recognised the significant changes made by the Government, commenting, “we have ended up with a FIRS that is very different from what we started with.”

Scope of the Foreign Interest Registration Scheme

6. The registration requirement applies where a foreign power or entity directs a person to publish or disseminate information publicly, distribute money, goods or services to UK persons, or communicate with listed persons for the purpose of influencing:
 - a) an election or referendum in the UK;
 - b) a decision of a Minister or a Government department;
 - c) proceedings of a UK registered political party; or
 - d) a Member of either House of Parliament.

7. The Act includes a list of persons, communication with whom is capable of being a political influence activity. These include:
 - a) Ministers
 - b) MPs
 - c) The Mayor of London;
 - d) Mayors of the Combined Authority Areas;
 - e) political party officials;
 - f) candidates for election to specified offices;
 - g) senior civil servants
 - h) Senior military officers (commodore/brigadier/air commodore and above);
 - i) Senior police officers outside London (Chief Constables and Deputy Chief Constables);
 - j) Police and Crime Commissioners (including any mayors or deputy mayors who hold this role).

8. This list of persons with whom communication must be registered also includes the City of London Police Commissioner and Assistant Commissioners. This applies the FIRS to the City of London Police in the same way that it applies to the Metropolitan Police. The FIRS does not apply to the Police Authority Board.

9. The Act includes a regulation making power which would enable the Government to add “a person exercising public functions” to the list. This definition appears broad enough to enable the Government in the future to add Corporation members or Officers. The regulations may not be made unless and until they have been approved by each House of Parliament.

10. The Act provides for several exemptions from the scheme aimed at ensuring proportionality, including for recognised news publishers, legal activities carried out by a lawyer, diplomats and their family members and activities carried out under international agreements to which the UK is a party. Guidance will be published by the Government ahead of the scheme’s requirements coming into force some time in 2024.

Conclusion

11. Following criticism from peers and from the financial and professional services industry, the Government narrowed the scope of the FRIS. The scheme's application to the City of London Police Commissioner and Assistant Commissioners means that any communication for a listed purpose with the Commissioner or Assistant Commissioners by an individual in an arrangement with a foreign power must be registered by that individual. The scheme is expected to be implemented in 2024. It cannot be implemented until the Act's substantive provisions have been brought into force by regulations, which have not yet been made.

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Committee(s)	Dated:
Policy & Resources Committee	21 st September 2023
Subject: Revenue Outturn – 2022/23	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1-4, 7-12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain’s Department?	n/a
Report of: The Town Clerk & Deputy Town Clerk The Executive Director Innovation and Growth The Remembrancer The Chief Operating Officer The City Surveyor Report Author: Mark Jarvis, Head of Finance, Chamberlain’s Department Reece Surrige- Finance Business Partner - Chamberlains	For Information

Summary

This report compares the revenue outturn for the services overseen by your committee in 2022-23 with the final budget for the year. It also details the carry forward requests which are yet to be approved.

The outturn presented in this report are for the services, which are summarised below:

-) **The Town Clerk & Deputy Town Clerk** – Resilience, Communications, Town Clerk’s Charities, Grants and Contingencies (including grants to outside organisations and control of the Policy Initiative Fund and Contingency budgets).
- i) **Executive Director of Innovation & Growth** – Innovation & Growth (which incorporates the Culture Mile Project).
- ii) **Remembrancer** – Parliamentary and Ceremonial functions including the hosting of hospitality events.
- iii) **Chief Operating Officer** – Project Governance and the Major Programmes Office.
- iv) **The City Surveyor** - Revenue costs for Fleet Street estate (Salisbury Square Development) & Barbican Centre renewal major projects. These are costs that cannot be capitalised so are shown as central risk under your committee and are matched with a budget allocated from the project.

Overall total net expenditure during the year was £27.387m whereas the budget was £31.290m representing an underspend of £3.903m as summarised below.

	Original Budget	Final Budget	Revenue Outturn	Variations (Worse)/Better against Final Budget
	£0	£0	£0	£0
Chief Officer				
The Town Clerk inc Deputy Town Clerk	(5,034)	(7,898)	(5,872)	2,026
The Chief Operating Officer	(836)	(1,433)	(1,227)	206
The Remembrancer	(2,665)	(2,918)	(2,941)	(23)
City Surveyor (including Cyclical Works Programme)	0	0	(66)	(66)
Executive Director of Innovation & Growth	(8,837)	(13,610)	(11,477)	2,133
The City Surveyor	0	(1,062)	(1,062)	0
Total Chief Officer	(17,372)	(26,921)	(22,645)	4,276
Support Services	(4,369)	(4,369)	(4,742)	(373)
Net Expenditure	(21,741)	(31,290)	(27,387)	3,903

Expenditure and unfavourable variances are presented in brackets.

The overall outturn represented an underspend of £3.903m comprising of variations across several service areas detailed in paragraphs 3 & 4 of this report. The main variations are:

- **The Town Clerk & Deputy Town Clerk - decreased net expenditure of £2.026m** - The driver of the reduced expenditure is predominately due to underspends against contingency budgets and PIF.
- **The Chief Operating Officer - decreased net expenditure of £0.206m** - This underspend is due to vacant posts caused by a delay in recruitment.
- **The Remembrancer - increased net expenditure of £0.089m** - Due to a slight increase on expenditure relating to events & cyclical works programme spend for which the budget is held within the programme.
- **Executive Director of Innovation & Growth - decreased net expenditure of £2.133m** - The decreased in expenditure is driven by climate action where there is currently a £1.171m underspend & Destination City growth bid where there is a £1.065m variance for the reasons set out in the report.

Recommendations

Members are asked to note the:

- Revenue outturn for 2022/23 showing an overall favourable variance to final budget of £3.903m; and
- Carry forward requests to 2023/24 of £2.373m affecting both local risk & central risk budgets have been approved.

In Report

Budget Position for 2022-23

1. The 2022-23 original budget for the services overseen by your committee was £21.741m as endorsed by the Court of Common Council in March 2022. This has subsequently been increased to a final budget of £31.290m. The increase of £9.549m is analysed in appendix 1.

Revenue Outturn for 2022-23

	Original Budget	Final Budget	Revenue Outturn	Variations (Worse)/Better against Final Budget
	£000	£000	£000	£000
Chief Officer				
Local Risk				
The Town Clerk inc Deputy Town Clerk	(2,443)	(2,941)	(2,878)	63
The Chief Operating Officer	(236)	(544)	(317)	227
The Remembrancer	(1,379)	(1,421)	(1,478)	(57)
City Surveyor (including Cyclical Works Programme)	0	0	(66)	(66)
Executive Director of Innovation & Growth	(5,749)	(8,059)	(7,136)	923
Total Local Risk	(9,807)	(12,965)	(11,875)	1,090
Central Risk				
The Town Clerk inc Deputy Town Clerk	(2,591)	(4,957)	(2,994)	1,963
The Chief Operating Officer	(600)	(889)	(910)	(21)
The Remembrancer	(1,286)	(1,497)	(1,463)	34
Executive Director of Innovation & Growth	(3,088)	(5,551)	(4,341)	1,210
The City Surveyor	0	(1,062)	(1,062)	0
Total Central Risk	(7,565)	(13,956)	(10,770)	3,186
Support Services	(4,369)	(4,369)	(4,742)	(373)
Net Expenditure	(21,741)	(31,290)	(27,387)	3,903

Expenditure and unfavourable variances are presented in brackets.

2. As indicated in the table in the summary, actual net expenditure for your committee's services during 2022-23 totalled £27.387m compared to a budget of £31.290m, resulting in an underspend of £3.903m. A comparison of the final budget with the revenue outturn by Chief Officer is shown in the Summary and is analysed by risk in the table below.
3. The main reasons for the variation to the **local risk budgets** are:
 - i. **The Chief Operating Officer - £0.227m underspend** - This underspend is due to vacant posts in the service area.

- ii. **The Remembrancer - £0.123m overspend-** The increase in expenditure is due to overspends on events (**£0.077m**) and repairs & maintenance (**£0.066m**) for improvements to the North Wing Reception and Guildhall complex fire strategy Review which although showing as an overspend in P&R are covered by budgets within the cyclical works programme (CWP).
 - iii. **The Executive Director of Innovation & Growth - £0.923m underspend** – The decrease in expenditure is predominantly against the Destination City growth bid (**£1.065m**). This underspend was identified by the team in year, and a carry forward request of £836k was agreed by committee in February. This carry forward amount was amended to £800k based on the overall IG underspend at year end. The growth bid carry forward is not reflected in the outturn figures as they are produced before carry forwards are formally agreed. This is partially offset by increased expenditure elsewhere in IG driven by higher than expected external recruitment costs.
4. The main reasons for the variation to the **central risk budgets** are:
- i. **The Town Clerk & Deputy Town Clerk - £1.963m underspend** – The driver of the decreased expenditure in Deputy Town Clerk is due to: policy initiative funding (**£1.170m underspend**) this underspend is composed of a combination of underspends against projects which were awarded funding (**£0.469m underspend**) and a closing balance of uncommitted funds (**£0.701m**).

In addition, there was underspends on COVID contingency budget (**£0.293m**) and P&R contingency underspends of (**£0.458m**). As well as an underspend of (**£0.343m**) on the P&R project reserve. All contingency underspends will have carry forward requests attached to them.

- ii. **Executive Director of Innovation & Growth - £1.210m underspend** – The driver of this underspend is within climate action strategy where there was decreased expenditure of £1.171m. Attributed to a delay in projects which will now be commenced in year 3 due to a reassessment of plans based on continuous learning.

Carry Forwards to 2023-24

- 5. There is a carry forward request of £2.373m. Details of the Carry Forwards are set out in Appendix 2.

Year-end position and financial pressure in 2023/24

- 6. Looking forward to 2023/24 there are no significant financial risks which have been identified.

Appendices

- Appendix 1 – Analysis of movements from 2022-23. Original Budget to 2022-23 Final Budget
- Appendix 2 – Approved Carry Forwards to 2023/24

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Reece Surridge

Finance Business Partner: Chamberlain's Department

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Appendix 1

Analysis of movements 2022/23 Original Budget to Final Budget	£000
Original Local Risk Budget (Town Clerk)	(2,443)
2022-23 Pay award	(89)
21-22/22-23 Carry Forwards	(55)
Ceremonial contingency drawdown	(194)
COVID contingency carry forward	(47)
COVID Contingency transfers- Square Mile Recovery Communications Officer	(80)
Extinction Rebellion costs	(15)
Virement in relation to corporate volunteering activities	(38)
Final Local Risk Budget (Town Clerk)	(2,941)
Original Local Risk Budget (COO)	(236)
Continuous Improvement - (Met from Finance Cttee)	(300)
Budget Uplift: Jul22 Pay Award	(8)
Final Local Risk Budget (COO)	(544)
Original Local Risk Budget (Remembrancer)	(1,379)
2022-23 Pay Award	(42)
Final Local Risk Budget (Remembrancer)	(1,421)
Original Local Risk Budget (IG)	(5,749)
2022-23 Pay Award	(71)
21-22/ 22-23 Budget Carry Forwards	(30)
Budget virement in relation to the Policy Chairman travel expenses	48
2022-23 funding returned to PIF- Global Investment Futures	120
21-22 Destination City carry forward	(77)
Allocation of 22-23 Destination City growth bid	(2,300)
Final Local Risk Budget (IG)	(8,059)
Original Central Risk Budget (Town Clerk)	(2,591)
PIF uncommitted balance brought forward from 2021/22	(137)
PIF unspent balances deferred from 2021/22	(889)
PIF unspent balances in 2021/22 returned to Fund	(204)
COVID contingency allocation 2022/23	555
COVID contingency carry forward from 2021/22	(728)
COVID contingency transfers back into fund 2022/21	(120)
P&R projects carry forward from 2021/22	(343)
P&R contingency carry forward from 2021/22	(304)
2022/23 Pension strain costs	(72)
2022/23 Pay award	(4)
COL Public Protection Virement	(141)
Final Central Risk Budget (Town Clerk)	(4,957)
Original Central Risk Budget (COO)	(600)
Redundancy costs funded through central contingency budget	(289)
Final Central Risk Budget (COO)	(889)
Original Central Risk Budget (Remembrancer)	(1,286)
21/22 - 22/23 Carry Forwards- City Hospitality	(211)
Final Central Risk Budget (Remembrancer)	(1,497)
Original Central Risk Budget (IG)	(3,088)
2022-23 Pay Award	(70)
Allocation of 22-23 Climate Action Strategy budget	(2,393)
Final Central Risk Budget (IG)	(5,551)
Original Central Risk Budget (CS)	0
2022-23 SRP budget allocation	(1,062)
Final Central Risk Budget (CS)	(1,062)
Original Support Services and Capital Charges Budget	(4,369)
Net movements	0
Final Support Services and Capital Charges Budget	(4,369)
Total Original Budget	(21,741)
Total increase	(9,549)
Total Final Budget	(31,290)

Appendix 2

Approved Carry Forward Requests to 2023/24	£000
Local Risk	
<u>Executive Director Innovation & Growth</u>	
2022/23 Destination City Growth Bid underspend	800
Total Local Risk	800
Central Risk	
<u>The Town Clerk</u>	
2022/23 Policy Initiative Fund unallocated funds	701
2022/23 COVID Contingency Fund unallocated funds	172
2022/23 P&R Project Reserve unallocated funds	343
2022/23 P&R Contingency unallocated funds	357
Total Central Risk	1573
Total Carry Forward Requests	2,373

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Committee(s): Policy & Resources – For Information	Dated: 15/09/2023
Subject: UK-India Infrastructure Financing Bridge (UKIIFB)	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	5
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Damian Nussbaum, Executive Director Innovation and Growth, Innovation and Growth (IG)	For Information
Report author: Simi Shah, Trade and Investment Director, Innovation and Growth (IG)	

Summary

Creating opportunities for finance to flow from and through the UK to international markets in a way that accelerates net zero is a key strand of the City of London Corporation’s Competitiveness Strategy. Increasing investment channels for sustainable finance was identified as a priority for engagement with the Indian and policymakers in the Market Prioritisation exercise adopted by this Committee in October 2020 and the High Growth Markets (HGM) Strategy presented to the Competitiveness Advisory Board (CAB) in April 2022.

These goals shape our international engagement, including the programme for the Lord Mayor’s visit in March 2023, they underpin our thought-leadership demonstrated by events such as the UK-India Infrastructure Summit held in June 2023 at Mansion House, and drove the outcomes for the Policy Chairman’s visit to Delhi, Mumbai, and Ahmedabad in July 2023.

Following initial discussions with NITI Aayog (National Institution for Transforming India), the official think-tank of the Government of India, the Innovation and Growth Directorate has further developed a proposal to establish a two-year collaborative venture that will harness collective expertise in planning and implementing major infrastructure projects. The initiative will be known as the UK-India Infrastructure Financing Bridge (UKIIFB). It seeks to set the framework to secure long-term investment, particularly through debt financing, for vital infrastructure sectors in India.

The UKIIFB has been formally announced as part of the 12th UK-India Economic Financial Dialogue (EFD) joint statement between the HM Treasury (HMT) and MoF on 11 September 2023.

Recommendation(s)

P&R Members are asked to:

- Note the UK-India Infrastructure Financing Bridge as a new initiative, which aligns to the Corporation's Competitiveness Strategy.

Main Report

Background

1. India's infrastructure sector will need to grow at a rapid pace to support the country's ambitions to develop into a global economic powerhouse. Prime Minister Modi regularly emphasises this need, and the sector received a big boost through a Rs.10 trillion (£10bn) commitment in the 2023-24 budget, combined with several other government initiatives to drive progress. Despite the announcement, India's infrastructure funding deficit is still conservatively estimated at five per cent of GDP per annum.
2. Given this substantial financing gap, it will be essential for India to leverage public resources and bring in private players, especially global capital seeking long-term returns and net-zero aligned investments. In parallel, the decarbonisation of the country's infrastructure sector is a crucial imperative to the Prime Minister's commitments made at COP26, which outline India's journey towards net-zero by 2070.
3. The challenges and requirements for significant amounts of public and private capital to meet the needs of governments to finance net zero projects was a key topic of the UK-India Infrastructure Summit held at Mansion House in June 2023. The Summit brought together Indian political leaders, regulators and business with potential City partners from investment and advisory firms, with the aim of:
 - Addressing obstacles to attracting global investment, mobilising finance, and making policy recommendations for creating an enabling environment
 - Focussing on particularly promising sectors/projects for partnership
 - Platforming the City's capabilities/offer, especially in thought leadership and advisory
4. The Summit identified the desire to explore a collaborative initiative between the UK and India which could support India's need for better structuring of projects to accelerate global investment in infrastructure. A key driver of the initiative is NITI Aayog, the former Indian Planning Ministry, now positioned as Prime Minister Modi's economic and social development think tank.
5. The initiative was discussed during the summit and again during the Policy Chairman's visit to Delhi, where the Chairman and NITI Aayog CEO BVR Subrahmanyam reviewed a potential framework to guide our collaboration. Several UK and Indian firms have agreed to join the initiatives Steering Group, which will be chaired jointly. In addition, HMT and the FCDO lent their support for a forward looking, outcome-oriented collaboration. The initiative was discussed at the Economic and Financial Dialogue held in Delhi on 11 September.

Current Position

6. The UKIIFB has been announced as part of the wider Economic and Financial Dialogue (EFD) joint statement between the HMT and Ministry of Finance (MoF) on Sept 11. The joint declaration of intent can be found in Appendix 1. A more formal and holistic launch will be planned in the coming weeks.
7. UK Membership of the Bridge Steering Board as of writing:
 - a. Co-Chair: **Christopher Hayward**, Policy Chairman, City of London
 - b. **Richard Abel** – Managing Director, Green Investment Group, Macquarie
 - c. **Lord Udney-Lister** – Senior Advisor to the Group Chair, HSBC
 - d. **David Cox** – Regional Managing Director, International Development (South Asia, Middle East and Africa), Mott MacDonald
 - e. **Sowmya Parthasarathy** – Director, Urban Design and Masterplanning, Arup
 - f. **Rob Ward**, Deputy Director, HM Treasury

Proposal(s)

8. Members are asked to:

- Note the UK-India Infrastructure Financing Bridge as a new Innovation and Growth initiative, which aligns to our goals and outcomes as articulated through the Corporation's Competitiveness Strategy.

Key Data

9. N/A

Strategic implications

10. This approach reflects section 5 of the Corporate Plan under the objective 'To Support a Thriving Economy'.

Financial implications

11. UKIIFB will be funded locally by current IG departmental budget, reprioritising the resources for engagement with India for this opportunity.

Resource implications

12. The core project team required to plan and support the UKIIFB's joint secretariat, and deliver associated events, are resourced from the existing IG departmental budget.

Legal implications:

13. None identified at this time. The Steering Committee is advisory in nature only. The partnership agreement outlines no financial or legal obligations for either party.

Risk implications

- a) **Reputational** - Infrastructure Bridge could be perceived as direct source of capital, rather than a source of informed private sector advice on tolerance levels for investment ready projects, potential reforms and initiatives to unlock capital.

- b) **Commitment** – requires consistent senior level engagement to ensure both parties remain committed throughout the project
- c) **Membership** – ideally membership and areas of expertise should align to projects pipeline.

Equalities implications

14. The project team will ensure periodic assessment of Board membership, associated events and guest lists to ensure balance.

Climate implications

15. Travel for events as part of the UKIIFB will be reviewed for carbon emissions and included in annual carbon footprint. Meetings will be held virtually where possible. Partnership agreement to be clear that focus on demonstrator projects is solely on those which are sustainable accordingly to global standards and norms and/or accelerating the achievement of net zero.

Security implications:

16. None noted at this time.

Conclusion

17. The UKIIFB is a collaborative two-year venture, aimed at harnessing collective expertise in planning and implementing major sustainable infrastructure projects. It seeks to set the framework to secure long-term investment, particularly through debt financing, for vital sustainable infrastructure sectors in India.

Appendices

- Appendix 1 – UKIIFB Draft Joint Declaration of Intent (TO FOLLOW)

Background Papers

None

Simi Shah

Trade and Investment Director,
Innovation and Growth (IG)
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Committee(s): Policy and Resources Committee	Dated: 21/09/2023
Subject: Policy and Resources Contingency/Discretionary Funds	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	All
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£0
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Chamberlain	For Information
Report Author: Geraldine Francis - Chamberlain	

Summary

This report provides the schedule of projects and activities which have received funding from the Policy Initiatives Fund (PIF), the Policy and Resources Committee's Contingency Fund and Committee's Project Reserve for 2023/24 and future years with details of expenditure in 2023/24. The balances remaining for these Funds for 2023/24 and beyond are shown in the Table below.

Fund	2023/24 Balance Remaining after Approved Bids £	2024/25 Balance Remaining after Approved Bids £	2025/26 Balance Remaining after Approved Bids £	2026/27 Balance Remaining after Approved Bids
Policy Initiative Fund	806,226	605,000	955,000	1,180,000
Policy and Resources Contingency	572,159	285,000	300,000	300,000
Policy & Resources Project Reserve	343,000	0	0	0

Recommendation(s)

Members are asked to:

- Note the report and contents of the schedules.

Main Report

Background

1. The purpose of the Policy Initiatives Fund (PIF) is to allow the Committee to respond swiftly and effectively with funding for projects and initiatives identified during the year which support the City Corporation's overall aims and objectives.
2. The current process for identifying which items should sit within the PIF are if they fall under the below criteria:
 - Items that relate to a specific initiative i.e. research.
 - Sponsorship/funding for bodies which have initiatives that support the City's overall objectives; and
 - Membership of high-profile national think tanks.
3. To restrict the depletion of funds in future years, a two-year time limit is in place on multiyear PIF bids, with three years being an option by exception. To ensure prioritisation within the multiyear bids, the PIF from the financial year 2019/20 and onwards has £600k of its total budget put aside for multiyear bids with the rest set aside (£600k) for one off allocations, with the option to 'top up' the multiyear allocation from the balance if members agree to do so. This will ensure that there should always be enough in the PIF to fund emerging one-off opportunities as they come up.
4. PIF bids need to include a measurable success/benefits criterion in the report so that the successful bids can then be reviewed to see what the outcomes are and if the works/activities meet the objectives of the PIF. These measures will be used to review PIF bids on a six-monthly basis. This review will aide members in evaluating the effectiveness/benefits of PIF bids supported works/activities which can be taken into consideration when approving similar works/activities in the future.
5. PIF bids must include the category which the Initiative falls within. The current categories are: Events, Promoting The City, Communities, Research and Attracting and Retaining International Organisations.
6. When a PIF bid has been approved there should be a reasonable amount of progress/spend on the works/activities within 18 months of approval which allows for slippage and delays. If there has not been enough spend/activity within this timeframe, members will be asked to approve that the remaining allocation be returned to the Fund where it can be utilised for other works/activities. If the Department requires funding for the same works/activities again at a later date, it is suggested that they re-bid for the funding. If there is a legitimate reason, out of the Department's control, which has caused delays, it is recommended that these are reviewed by Committee as needed.
7. The Committee Contingency Fund is used to fund unforeseen items of expenditure when no specific provision exists within the Policy Committee's budget such as hosting one-off events.

8. The Committee's Project Reserve is a limited reserve which has been established from funds moved from the Projects Sub Committee Contingency Fund as approved in May 2019's Policy and Resources Committee. The initial amount transferred to this reserve totalled £450,000 from the Project Sub Committee, this is not an annual Contingency but a one-off sum. It is suggested that this reserve is used for project type spend.

Current Position

9. Appendices 1 to 3 list committed projects and activities approved by this Committee for the current and future financial years with the remaining balances available for the PIF (Appendix 1), your Committee's Contingency (Appendix 2) and the Policy & Resources Project Reserve (Appendix 3).
10. The balances that are currently available in the Policy Initiatives Fund, Committee Contingency Fund and Committee's Project Reserve for 2023/24 are shown in the Table below. These amounts include uncommitted balances from 2022/23 of £701,000 and £357,159 under PIF and Committee's Contingency respectively, as agreed by your Committee in March 2023. The 2022/23 unspent allocations Departments requested to be carried forward have now been approved and are also included in the figures below.

Fund	2023/24 Opening Balance £	2023/24 Approved Bids £	2023/24 Balance Remaining after 2023/24 Approved Bids £	2023/24 Pending Bids £	2023/24 Balance Remaining after 2023/24 Pending Bids £
Policy Initiative Fund	2,269,012	(1,462,786)	806,226	(200,000)	606,226
Policy and Resources Contingency	778,446	(206,287)	572,159	(30,000)	542,159
Policy and Resources Project Reserve	343,000	0	343,000	0	343,000

11. The remaining multiyear allocation is shown in the Table below with details, as shown in Appendix 1, prior to any allowances being made for any other proposals on today's agenda.

	2023/24	2024/25	2025/26	2026/27
Balance remaining of Multiyear PIF allocation	£43,000	£5,000	£355,000	£530,000

Corporate & Strategic Implications

12. Strategic implications – Although each PIF application has to be judged on its merits, it can be assumed that they may be helping towards contributing to a

flourishing society, supporting a thriving economy and shaping outstanding environments as per the corporate plan.

13. Financial implications – Each PIF application should be approved on a case by case basis and Departments should look to local budgets first before seeking PIF approval, with PIF requests only being submitted if there is no funding within local budgets available.
14. Resource implications – None
15. Legal implications – None
16. Risk implications – None
17. Equalities implications – None
18. Climate implications – None
19. Security implications – None

Appendices

- Appendix 1 – PIF 2023/24 and Future Years
- Appendix 2 – P&R Contingency 2023/24 and Future Years
- Appendix 3 – P&R Project Reserve 2023/24

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Policy and Resources Committee - Contingency 2023/24 to 2026/27

Budget	2023/24		2024/25	2025/26	2026/27
Initial Budget	£ 300,000		£ 300,000	£ 300,000	£ 300,000
Uncommitted balance brought forward from 2022/23	£ 357,159		£ -	£ -	£ -
Unspent balances deferred from 2022/23	£ 121,287		£ -	£ -	£ -
Unspent balances in 2022/23 returned to Fund	£ -		£ -	£ -	£ -
Revised Budget	£ 778,446		£ 300,000	£ 300,000	£ 300,000

Date	Name	2023/24 Bid	2023/24 Actual	2024/25 Bid	2025/26 Bid	2026/27 Bid
08/05/14	City of London Scholarship - Anglo-Irish Literature	£ 19,850	£ -	£ -	£ -	£ -
20/02/20	Common Council Elections in March 2021 - funding a high-profile advertising campaign	£ 6,806	£ -	£ -	£ -	£ -
10/12/20	Electoral Registration Campaign Manager	£ 3,735	£ -	£ -	£ -	£ -
Urgency	Lord Mayor's Show Arrangements	£ 15,000	£ -	£ 15,000	£ -	£ -
14/10/21	Election Engagement Campaign	£ 8,096	£ 287	£ -	£ -	£ -
09/06/22	Civic Affairs	£ 57,800	£ -	£ -	£ -	£ -
Urgency	Crossrail Art Programme – Liverpool Street Artworks and Close-Out Matters	£ 15,000	£ -	£ -	£ -	£ -
23/02/23	Introducing Electronic Voting	£ 10,000	£ 6,403			
23/02/23	Worker Engagement: The City Belonging Project	£ 70,000	£ 8,345			
	Total Allocations	£ 206,287	£ 15,035	£ 15,000	£ -	£ -
	Balance Remaining	£ 572,159		£ 285,000	£ 300,000	£ 300,000

Bids for Committee's Approval: **21 September 2023**

Sponsorship agreement between City of London Corporation and City of London Academy Trust	30,000	-	-	-
	-	-	-	-
Total Balance if pending bids are approved	£ 542,159	£ 285,000	£ 300,000	£ 300,000

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Policy and Resources Committee Project Reserve: 2023/24

Budget	2023/24
Initial Budget	£ 450,000
Less: 2019/20 spend	-£ 30,000
Less: 2020/21 spend	-£ 66,422
Less: 2021/22 spend	-£ 10,578
Revised Budget	£ 343,000

Date	Name	2023/24 Bid	2023/24 Actual
		£ -	£ -
	Total Allocations	£ -	£ -
	Balance Remaining	£ 343,000	

Bids for Committee's Approval: **21 September 2023**

-	-
-	-
Total Balance if pending bids are approved	£ 343,000

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Committee(s) Policy & Resources Committee – for information	Dated: 21/09/2023
Subject: Decisions taken under delegated authority or urgency powers	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	See Background Report
Does this proposal require extra revenue and/or capital spending?	See Background Report
If so, how much?	See Background Report
What is the source of Funding?	See Background Report
Has this Funding Source been agreed with the Chamberlain’s Department?	See Background Report
Report of: Town Clerk	For Information
Report author: Chris Rumbles, Town Clerk’s Department	

Summary

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

Main Report

Urgent Decision: Equality, Diversity and Inclusion Sub-Committee – Court of Common Council Appointments

BACKGROUND:

The Equality, Diversity and Inclusion Sub-Committee (EDI) is a sub-committee of Policy & Resources and was re-constituted in May 2023, with the following composition including:

- Two Court of Common Council Members appointed by the Court

In June 2022, Dr Joanna Abeyie and Alpa Raja were elected by the Court for a term expiring in April 2023.

The first meeting of EDI in the 23/24 civic year had been scheduled for early June 2023, however, as the meeting date approached, officers in the Governance Team realised that this meeting date was not feasible, as Court would not yet have appointed its representatives. With this in mind, the Chairman agreed to defer the meeting to the 7 July 2023, noting that the Court’s representatives would be appointed at the Court of Common Council on 22 June 2023.

Unfortunately, due to an administrative oversight, these vacancies were not advertised within the period dictated by a new Standing Order 25(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 no less than two weeks before the meeting of the Court.

As such, the Court's EDI appointments could not be made until it meets again on 20 July.

Members would have been in a position whereby they, once again, had an incomplete sub-committee for their next scheduled meeting date, and it would not be fully appointed until its next meeting in the autumn.

In the interests of ensuring the crucial work of the EDI Sub was being exercised with oversight from all relevant appointing bodies, it had been proposed that the Policy & Resources Committee agree to continue Dr Abeyie and Ms Raja's appointment for the meeting scheduled on 7 July only.

The vacancies would still be advertised for appointment at the next Court meeting (20 July 2023).

A new public webpage was being developed and rolled out to ensure that all committee vacancies are advertised to Members as soon as they are known. This should help prevent any future issues caused by human error when issuing future Court Vacancy Letters.

REASON FOR URGENCY:

This matter was drawn to officers' attention after the Court meeting held on 22 June 2023 and it was considered prudent to consider matters ahead of the next Policy & Resources meeting (6 July) to allow sufficient time to action the outcome, as the EDI meeting was scheduled for 7 July.

Approval was therefore sought and granted by the Town Clerk, in consultation with the Chairman and Deputy Chairman of Policy and Resources Committee to: -

- Rollover the appointment of Dr Joanna Abeyie and Alpa Raja to the Equality Diversity and Inclusion Sub-Committee up to, until the next Court of Common Council meeting (20 July 2023).

Urgent Decision: Shining Stars Care Leavers Dinner

BACKGROUND:

On the 14th July 2023, the first pan-London celebration of care experienced young professionals was taking place. This event, organised by the Virtual Headteachers Network, was being hosted by the City of London Corporation and included care leaver representatives from each London borough. While sponsorship had been arranged for a number of elements of the event, there remained a funding gap of £7,775 for catering and other necessary administration costs, such as security and logistics.

While there had been an ambition for the event to be fully sponsored, this was not possible due to the short timeframe within which the ceremony was planned.

To ensure that the event was able to go ahead, and to avoid the potential of reputational damage through its cancellation, Policy Initiatives Fund financial support was requested to fund the funding shortfall.

This event would showcase the City Corporation as a key London convener of care leavers, supporting those who are likely to have had less opportunity than many others in their childhood. One care experienced young professional from each borough has been nominated by their virtual head to receive an award. Every award has been sponsored.

Other costs have been mitigated; the Old Library space was being provided free of charge and the Partnership for Young London had provided the administration support in terms of bookings, and support on the day. The event would be attended by a Deputy Mayor of London, and a congratulatory video from the Mayor of London was also to be shown at the event.

REASON FOR URGENCY: A decision through urgency procedure had been requested as the shortfall in funding had been identified following the most recent Policy and Resources Committee meeting in July, and with the event taking place before the next scheduled meeting of Policy and Resources Committee in September.

Approval was therefore sought and granted by the Town Clerk, in consultation with the Chairman and Deputy Chairman of Policy and Resources Committee to: -

- Approve a spend of £7,775 from the 2023/24 Policy Initiatives Fund (PIF), categorised as Events and charged to City's Cash to fund the catering and other costs required for the administration of the Shining Stars ceremony, such as security and logistics.

Delegated Decision: Port Health & Environmental Services Committee – Renaming

BACKGROUND:

At its meeting of March 2023, the Policy & Resources Committee agreed revised scope of the Project Governance Review, to include a review of Member Governance including (but not limited to) Capital Buildings Board, Operational Property and Projects Sub-Committee, Markets Board and other associated Committees.

At its meeting of 6 July 2023, the Policy & Resources Committee considered the outcome of this review, conducted by Paul Martin. One of the recommendations within Paul Martin's report was for the abolition of the Markets Board, with all responsibilities therein to be transferred to the Port Health & Environmental Services Committee (PHES).

Whilst a debate took place and some Members disagreed with the proposed abolition of the Markets Board, the Policy & Resources Committee ultimately agreed to uphold this specific recommendation, which was to be referred to the Court of Common Council on 20 July 2023.

During discussion on the item, Members did feel that, on balance, the deletion of the Board gave the inaccurate impression that its associated responsibilities were also being deleted, when they were to be transferred to PHES. The Policy & Resources

Committee consequently agreed to recommend a change of name of PHES to include reference to 'markets', to better reflect the new proposed structures.

The Committee did not reach an agreement on a final name on the basis that Members wanted extra time to consider the matter and to offer Members of PHES to share their view; as such, granted delegated authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman of Policy and Resources Committee, and Members of Port Health and Environmental Services Committee.

Approval was therefore sought and granted by the Town Clerk, in consultation with the Chairman and Deputy Chairman of Policy and Resources Committee, and Members of Port Health and Environmental Services Committee to:

- Recommend a change of name of "Port Health & Environmental Services Committee", to "Port Health, Environmental Services & Markets Committee".
- Agree that, upon approval by the Court of Common Council, all other references to Port Health & Environmental Services in Court Orders, the Officer Scheme of Delegation and Standing Orders, be updated to reflect the correct name and the Town Clerk be authorised to take such action as may be required to give effect to this.
- Note that the name change will not be needed and will not proceed if the transfer of responsibilities from the Markets Board to this Committee is not agreed by the Court.

Urgent Decision: Bank Junction Improvements Project: "All Change at Bank" – Traffic and Timing Review – Gateway 5 Issues Report

BACKGROUND:

The "All Change at Bank" project, approved in December 2021, is intended to improve the safety, air quality and pedestrian experience of the area around Bank Junction, whilst reflecting the historic and iconic surroundings with the appropriate sense of place. It involves the significant reduction of traffic movements through the Junction.

In April 2022, the Court of Common Council requested that the Planning & Transportation Committee bring forward a review of the traffic and timing mix of the restrictions being put into place at Bank. This was to provide for a full assessment of traffic options at the Junction, from retaining cycle and bus use only, to permitting taxi, powered two wheelers or full vehicular access.

Much work was undertaken thereafter and a number of challenges in progressing this review were noted, together with significant risks regarding the agreed methodology in order to reach the point whereby a change to the traffic or timing of the restrictions could be achieved. The Court of Common Council, in July 2023, took the view that it would be prudent to pause further work on the traffic modelling exercise (a key constituent part of the overall review), to allow for a focus on identifying and evidencing the need for change and how this can be best addressed.

In order to consider the challenging and complex issues that must be addressed in order to provide the robust and well-evidenced case for change sought by the Court,

additional funding was required to cover the expanded scope, as the current fee allocation was utilised in the first round of data collection and commissions. Most of this work would need to be undertaken by third parties and cannot proceed until the funding has been approved and purchase orders raised. The additional sums required amounted to some £650,000, which can be met from the On Street Parking Reserve.

REASON FOR URGENCY

A commitment having been made to the Court to present a progress report in December 2023, the approval of funding release was required in advance of the September committee cycle in order to allow for the requisite activity to be undertaken within the timeframe committed to. In addition, if the authorisation to enter the S278 agreement were not given until the 26 September Streets & Walkways Sub Committee meeting, this would delay the installation of the taxi rank on Poultry and the efficiency of coinciding with the All Change at Bank construction work in this area would be lost.

Approval was therefore sought and granted by the Town Clerk, in consultation with the Chairs and Deputy Chairs of the Policy and Resources Committee and Resource Allocation Sub-Committee to: -

1. Agree to allocate £650,000 from the On Street Parking Reserve (including £150,000 costed Risk Provision for Risk R21) as recommended by Corporate Priorities Board in July 2023, to fund the continuation of the traffic and timing mix review at Bank.
2. Subject to the agreement of Recommendation (1), the Town Clerk, in consultation with the Chair and Deputy Chair of the Streets and Walkways Sub Committee, is asked to:
 - a) Agree the £650,000 additional budget is approved for the use of the Traffic and Timing Review at Bank.
 - b) Note the total revised project budget of 6,676,432 (excluding risk) increased by £500,000.
 - c) Approve an additional Costed Risk Provision of £150,000 (to be drawn down via delegation to Chief Officer) specifically for the use of the Traffic and Timing Review.
 - d) Note that this would take the remaining available Costed Risk Provision for the entire project to £816,498.
 - e) Approve the amended risk register in appendix 2 of the accompanying background report (inclusion of the £150k in R21).
 - f) Agree that the City can enter into a S278 Agreement relating to the delivery of a taxi rank on Poultry outside the Ned hotel (paragraph 7 in the accompanying background report),

Urgent Decision: Revised Complaints Procedure

BACKGROUND:

On 21st July 2023, the newly constituted Member Development and Standards Sub-Committee met for the first time. Amongst the items of business considered was a joint report of the Comptroller and City Solicitor and the Town Clerk & Chief Executive updating members on various standards matters. Amongst these, was a proposal to revise the existing Complaints Procedure such that any future Member on Member complaints should be referred, in the first instance, to either the existing or a past Chief Commoner or to one of the Aldermanic Chairs as appropriate.

The role of the Chief Commoner has traditionally included a concern for the welfare and conduct of Common Councillors, and the Chair of the General Purposes Committee of Aldermen and the Chair of the Nominations Committee of Aldermen perform a similar function in relation to Aldermen. An amendment to the current Complaints Procedure was therefore proposed by the Chief Commoner, to incorporate a Pre-Complaint Protocol. This would emphasise the existing alternative avenue for Members to resolve grievances against other Members, through the Chief Commoner and the Aldermanic Chairs, and the need to exhaust that process before a formal complaint is made.

As per historic practice, a Member with a grievance against an Alderman would be directed to seek assistance from one of the Aldermanic Chairs in the first instance, and a Member with a grievance against a Common Councillor would be directed to the Chief Commoner. The proposed text envisages that the Chief Commoner may, where appropriate, nominate a former Chief Commoner who is still on the Court to deal with the matter. This is designed to address any potential conflicts of interest, or personality clashes, with a view to achieving the best possible outcome in any given case.

This proposal had been prompted by a feeling that there have been too many Member v Member complaints, that tend to escalate and become divisive on the Court of Common Council, and lead to tit for tat complaints. The proposed change would further highlight that the Court is very keen to focus on conflict resolution where possible. It is important to note that any Member will still be able to make a complaint to the Panel of Independent Persons, once they have tried this other route.

Members will also still be able to go straight to the Panel with a complaint, if there are exceptional circumstances. This will have no impact on complaints from any other sources i.e. Co-opted Members, Officers, members of the public.

The Panel of Independent Persons and other stakeholders, including the Aldermanic Chairs and former Chief Commoners still on the Court, had been consulted on the proposals and were content.

REASON FOR URGENCY:

A decision of Policy and Resources Committee through urgency procedure had been requested as the Sub-Committee and its Chair were keen to seek approval for these changes at the September Court of Common Council meeting such that, if supported, they may be implemented without further delay and allow the Court to focus on the best possible form of conflict resolution between Members going

forward, with there being no September meeting of the Policy and Resources Committee scheduled prior to the 7th September Court of Common Council meeting.

Approval was therefore sought and granted by the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Policy and Resources Committee to: -

- Approve a revised Complaints Procedure for onward consideration by the Court of Common Council;

In accordance with Standing Orders 41 (a) and 41 (b), Members are asked to note the recent decisions taken by the Town Clerk in consultation with the Chairman and Deputy Chairman.

Copies of background papers concerning these decisions are available from Chris Rumbles on request.

Contact:

Chris Rumbles

Christopher.rumbles@cityoflondon.gov.uk

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